



HOW VISIONARY LEADERS BUILD TRUST IN THEIR TEAMS

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The Center for Achieving Breakthrough



OBJECTIVES

Deepen our understanding of trust, how to build it in teams, pitfalls to avoid, and how it starts with you.

AGENDA

Trust overview / formulas / research

Being First's view of trust

Key trust-building skills

Trust pitfalls

The Neuroscience of Trust

Measuring trust

Conclusion

Q & A



HISTORY / CONTEXT

Working with Teams for 26 years:

- ▶ Initial interest came from seeing its lack
- ▶ Multi-stakeholder Partnering on massive projects
- ▶ Keen student of self-trust
- ▶ Watching trust build, deepen, or fitter and disappear - curious
- ▶ Helping centers of power articulate and achieve bold visions that require trust
- ▶ This webinar focuses on trust in organizational leader teams



WHAT IS TRUST?

- ▶ What words do you associate with trust?
- ▶ A felt sense + mind: body, emotion, cognition
- ▶ A narrative in the body-mind that includes some form of “yes”; a willingness to risk
- ▶ Can be immediate or take time
- ▶ Deepens through iteration and shared vulnerability – soldiers, sports teams
- ▶ Is relationally-based – starting with yourself
- ▶ Is upstream or fundamental to many leader team features such as effective communication, co-creativity, decision-making

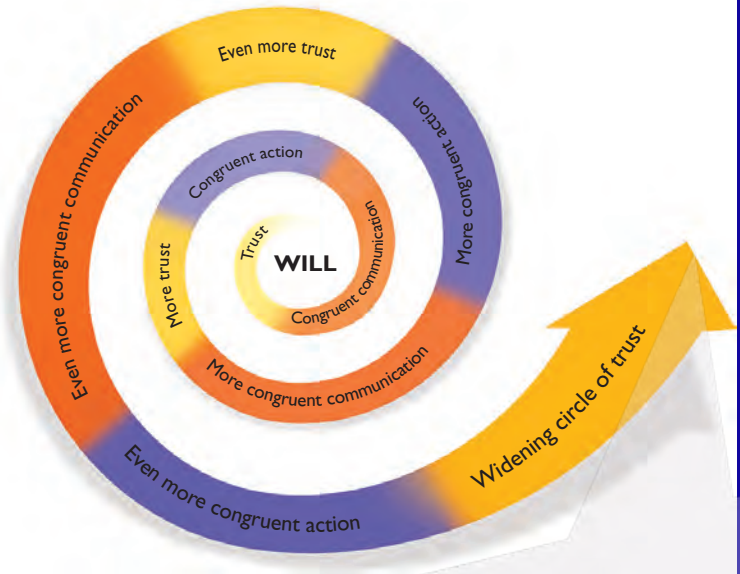
A key pillar of high-functioning teams



SIMPLE TRUST FORMULA

DO WHAT YOU SAY YOU WILL DO

- ▶ Based in congruence to self, other and context
- ▶ Requires openness & vulnerability in admitting one's shortcomings, imperfections, fallibilities – and in forgiving others'



ADVANCED TRUST FORMULA

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

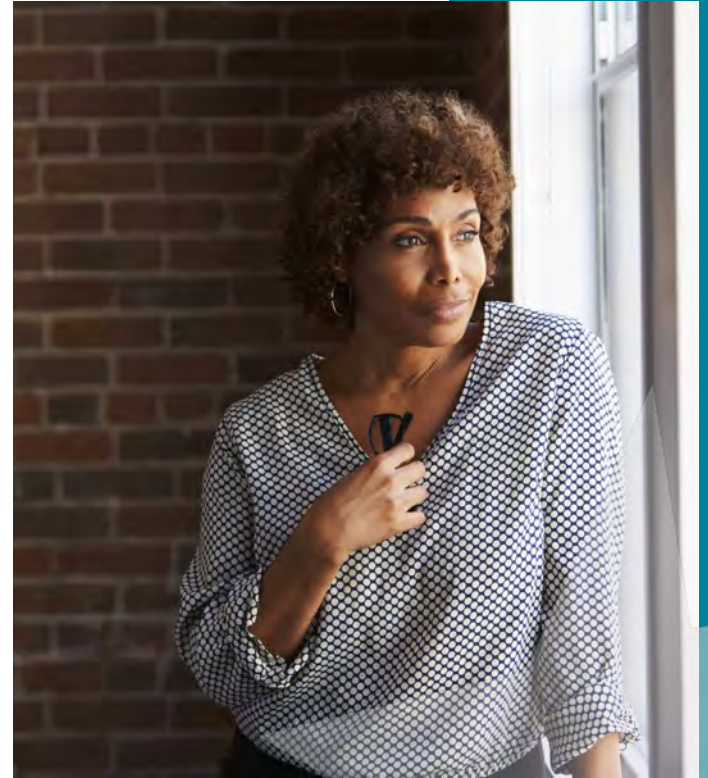
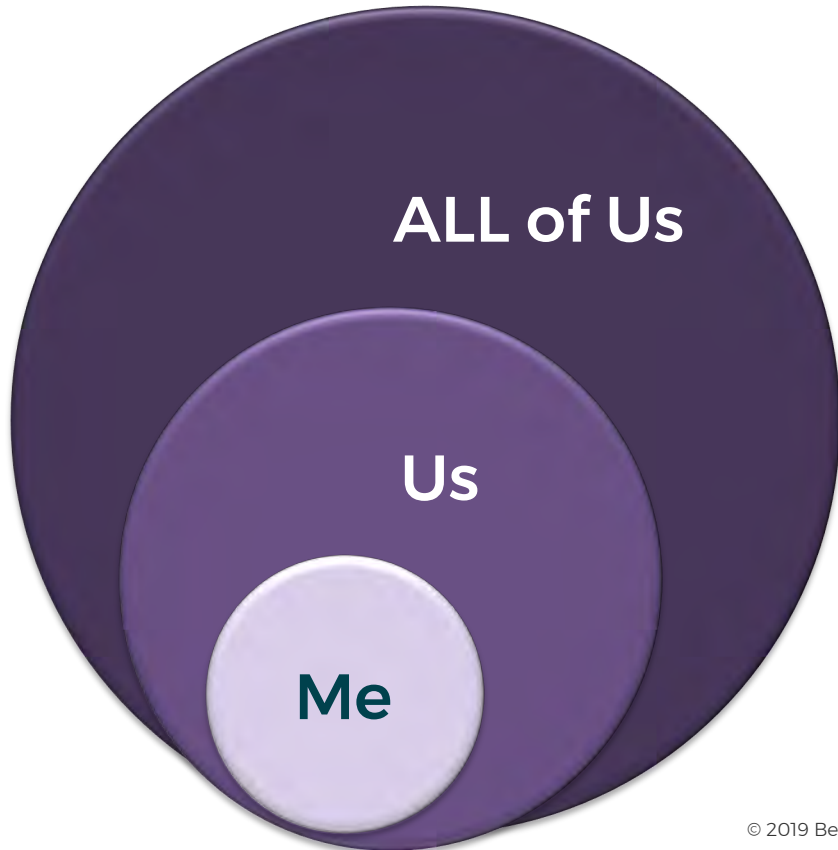
Credibility = They CAN do what they say they can do (competency)

Reliability = They WILL do what they say they will do (consistency/dependability)

Intimacy = Sense of safety or security in extending trust

Self-Orientation = Are they oriented more towards what is best for themselves, or their unit/dept or what is best the whole system?

ME / US / ALL OF US



TRUST: RESEARCH RESULTS

- ▶ 2016 PWC Global CEO Survey: 55% of CEOs think a lack of trust is a threat to their organization's growth.
- ▶ More trust = more oxytocin, more empathy
- ▶ Trust-building yields more efficiency & fairness
- ▶ Distrust leads to an increase in the need for formal control.
- ▶ Low trust negatively impacts inter-organizational performance.
- ▶ The lower the trust that managers have in their partners, the more negatively they interpret the behavior of those partners.
- ▶ More trust=more energy, engagement, enjoyment, belonging, productivity, personal earnings



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OUR TAKE ON TRUST

- ▶ Behaviorally-oriented formulas are useful in a limited way, and partial
- ▶ Popular notions of trust are based in ego reality, and don't account for Being
 - ◆ Manufacturing trust vs trust as a by-product
- ▶ Trust starts inside us, and becoming consciously aware of (mindful about) this reality is the first step in enjoying deep, sustainable trust
- ▶ The limits of trust are rooted in self-identity: Ego and Being





EGO

- ▶ Conditioned; programmed
- ▶ Unconscious, automatic reactions
- ▶ Safety; fears the “bad thing”
- ▶ Turns away: fight, flight, freeze



BEING

- ▶ Unconditional Presence
- ▶ Awake, consciously aware, sees bigger, choiceful
- ▶ Breakthrough; possibility
- ▶ Turns toward: includes all; goes with; flow

TRUST STARTS INSIDE YOU

How do you trust yourself?

- ▶ Conscious awareness of your ego story; your ego patterns
- ▶ Accept yourself; surrender to reality
- ▶ See your ego in action, own it overtly
- ▶ Over time, less ego driving (managing risk)
- ▶ Put your Being first (Integrity), and know that “risk” is always secondary to trusting life; that whatever happens, you can and will navigate it
- ▶ The more self-trust, the more trust is possible with other(s)



CIRCLE BREATHING (CENTERING BREATH)

Primary Self Mastery technique
to “center” yourself.

Most efficient way to put your Being first.

Let’s do a quick experiment...



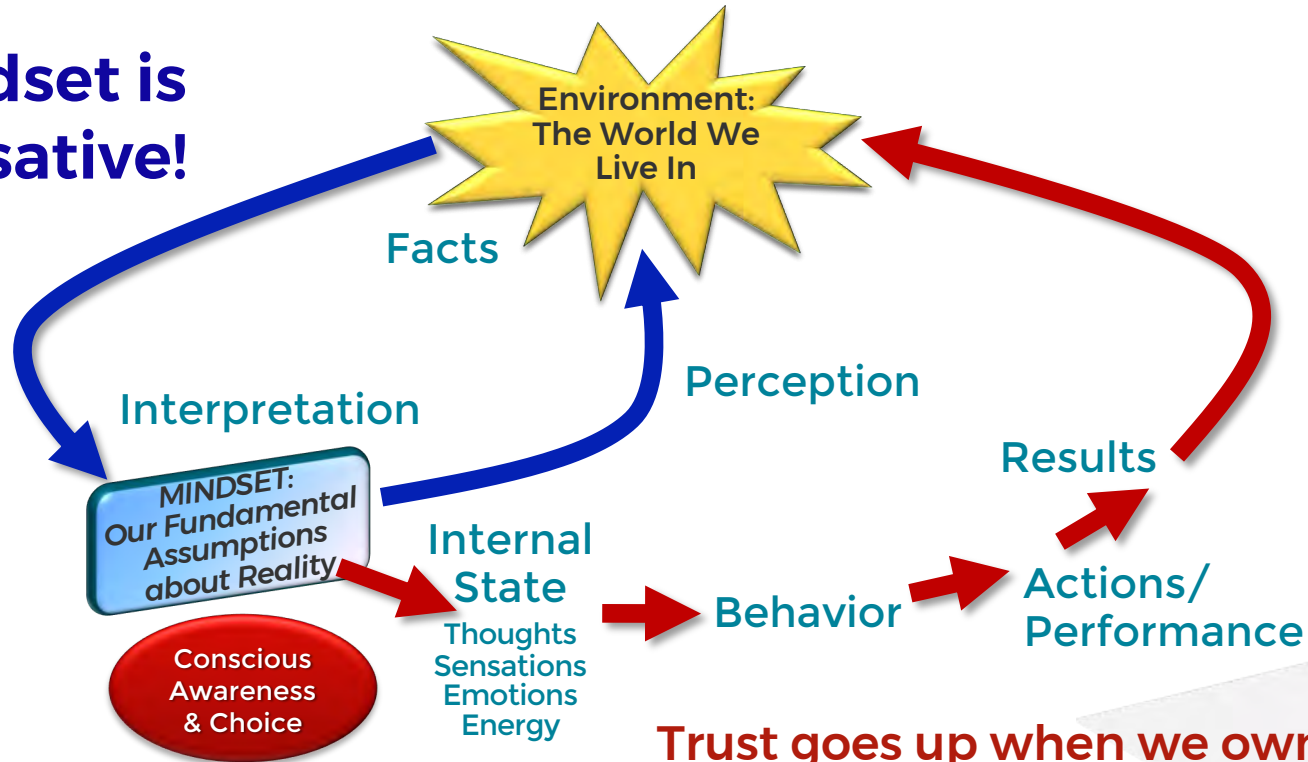


TRUSTWORTHINESS

- ▶ What are examples of fear-based/ego-driven mindset and behaviors in leaders? (over or under-ing...)
- ▶ What happens when you see leaders fully owning their fear-based/ego-driven mindset and behaviors, and cleaning up afterwards?
 - ◆ What happens when leaders *don't* own it?
- ▶ Risk being revealed: *vulnerability accelerates trust*
- ▶ LISTEN for understanding
- ▶ From your center – your Being: own your interpretations of others

SELF MASTERY MODEL

Mindset is Causative!



Trust goes up when we own our interpretations



KEY TRUST SKILLS: CENTER-TO-CENTER COMMUNICATIONS

CENTER-TO-CENTER COMMUNICATIONS

Objective:

To reach mutual understanding and deepen your relationship by speaking your truth and really hearing each other, developing trust.



CENTER-TO-CENTER COMMUNICATION GUIDELINES

- ▶ Speak from your “center” to their “center”
- ▶ Ask yourself what is meaningful and true and share it fully
- ▶ Use “I” statements
- ▶ Share / check out assumptions
- ▶ Be vulnerable; responsible; remove judgment
- ▶ Connect: body language; eye contact
- ▶ Listen completely so they feel heard; stay with conflicts
- ▶ Stay centered

SELF-DISCLOSURE

Share Your Interior

Be Open and Authentic:

- ▶ “I” statements
- ▶ Reveal feelings, beliefs, assumptions
- ▶ Be responsible; own your internal state (ego reaction) as your creation



ACTIVE LISTENING

Give themselves back to themselves

- ▶ Be present and open
- ▶ Reflect back without judgment
 - ◆ “What I hear you saying is...”
 - ◆ “So you were...”
- ▶ Confirm understanding
 - ◆ “Is that correct?”
- ▶ Ask deepening questions (only after speaker feels heard)
 - ◆ Support them to go further into **their** content



LISTEN FOR UNDERSTANDING

4 LEVELS OF LISTENING:

- 1) Yeah, I got it
(slotting into categories)
- 2) Oh – look at that!
(factual)
- 3) I know how you feel
(empathic)
- 4) Slow, quiet, present,
connection to
something larger
(generative)



CENTER-TO-CENTER GUIDELINES

SPEAKER	LISTENER
SPEAK ABOUT INTERIOR	EYE CONTACT, CALM, RECEPTIVE
“I” STATEMENTS	ENGAGED BODY LANGUAGE: EYE CONTACT, NODS, FACING SQUARELY
SHARE FEELINGS AUTHENTICALLY	ACCEPTING: DON'T INTERRUPT, JUDGE, CRITICIZE
OWN ASSUMPTIONS, BELIEFS, JUDGMENTS	REFLECT BACK SO SPEAKER FEELS HEARD
AUTHENTIC, BELIEVABLE, DRAW LISTENER IN	DEEPENING QUESTIONS WITHIN THE SPEAKER'S POINT OR SCOPE
AUTHENTIC BODY LANGUAGE REFLECTING YOUR INNER STATE	SPEAKER SEEMS PROGRESSIVELY MORE RELAXED AND OPEN

TRUST PITFALLS

- ▶ Focusing solely on behavior-centric models
 - ◆ Felt sense of incongruence when leaders don't walk the talk
 - ◆ This incongruence can be felt in body and emotions (Frodo Baggins: “...it would seem like wisdom but for the warning of my heart”)
- ▶ Saying the “right” things is worse than saying nothing, as exemplified in culture:
 - ◆ “All hat and no cattle”
 - ◆ “A phony”
- ▶ Blaming or playing victim



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WIN-WIN-WIN

- ▶ Big Win is a causative Mindset
- ▶ Orient to the whole
- ▶ Co-create with abundant trust



TRUST TIPS

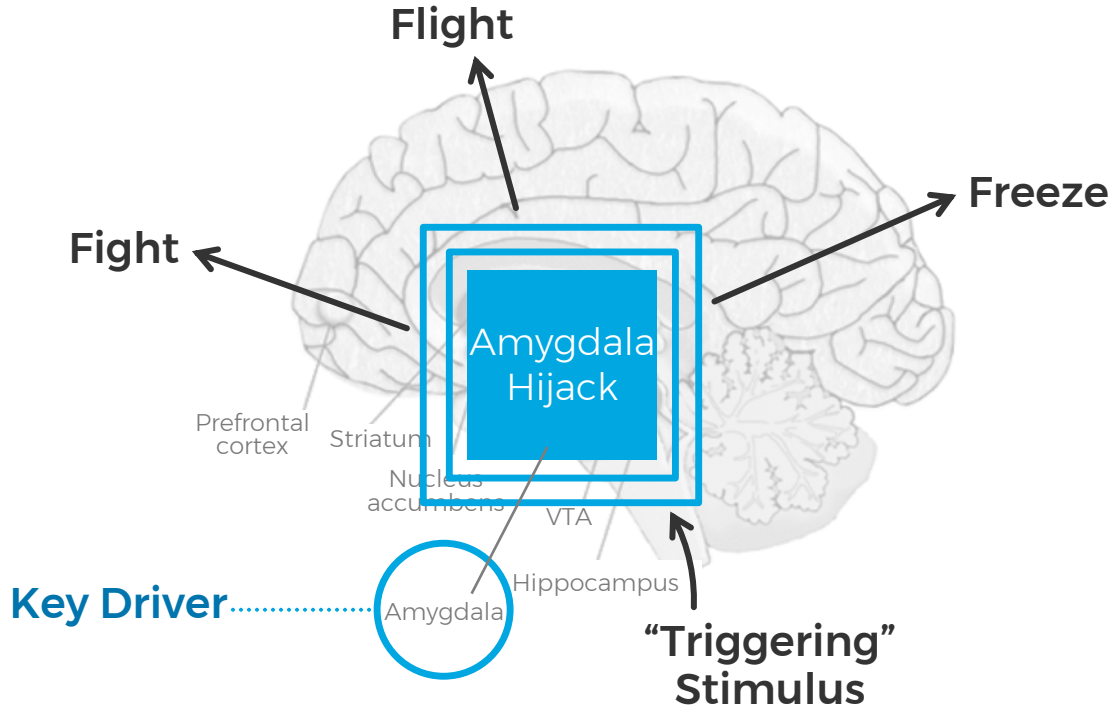


- ▶ Don't trust tips about trust!
- ▶ “Trust tips” or trust “do’s and don’ts” are putting the cart before the horse. When you put your Being first, these actions will naturally and authentically flow from you, and you will be walking the talk of trust:
 - ◆ Share interiors
 - ◆ Congratulate wins/excellence/capabilities
 - ◆ Own “mistakes”; apologize
 - ◆ Be forgiving and understanding
 - ◆ Relate without trying to gain advantage
 - ◆ Give others the benefit of the doubt
 - ◆ Share information transparently
 - ◆ When in doubt, check it out!



THE NEUROSCIENCE OF TRUST

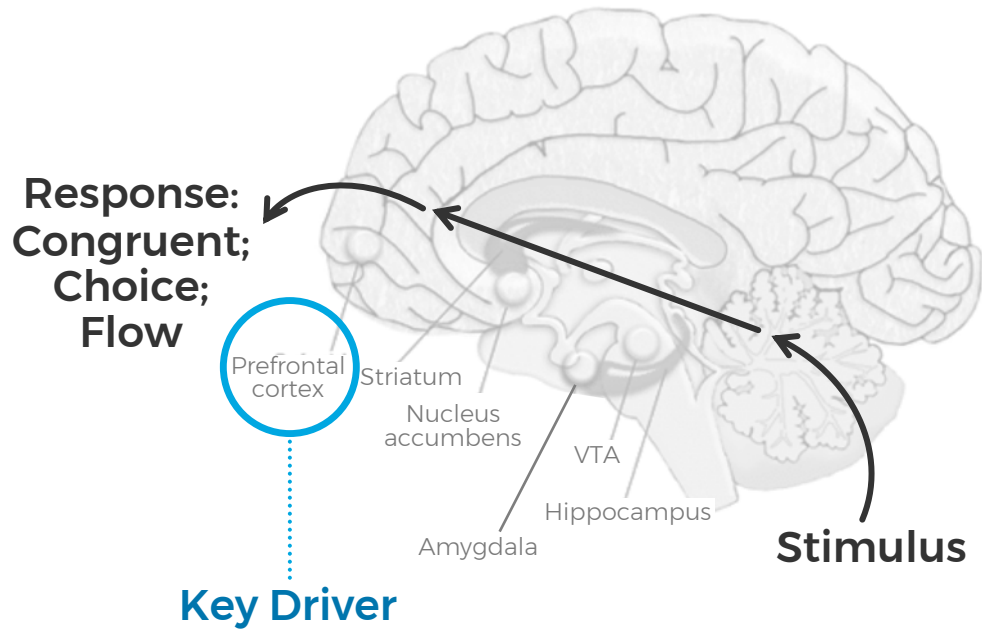
THE NEUROSCIENCE OF MISTRUST



Survival State:

- ▶ Narrow focus
- ▶ Risk averse
- ▶ Uncreative
- ▶ Disconnected
- ▶ Problem-focused

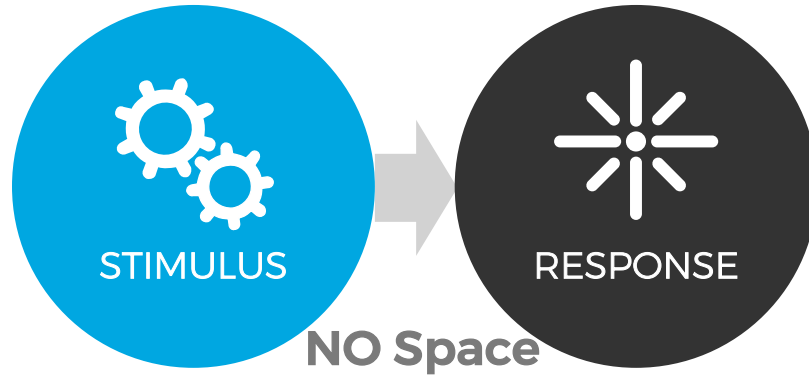
THE NEUROSCIENCE OF HIGH TRUST



Optimal State:

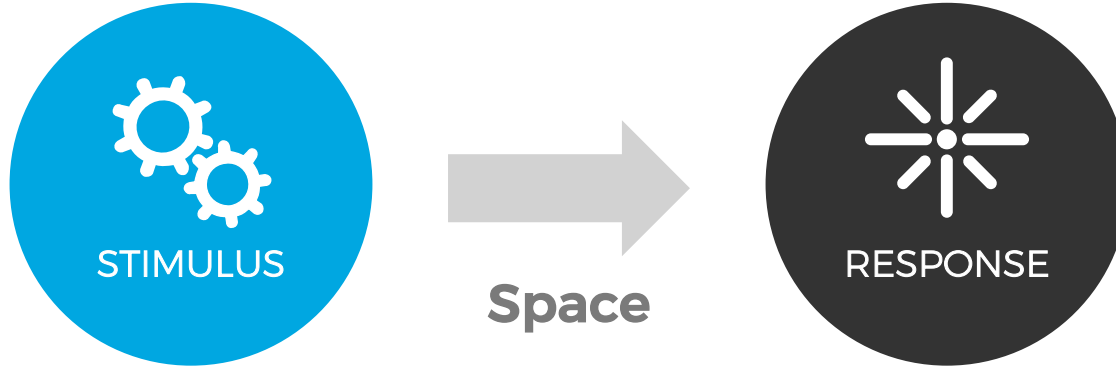
- ▶ Broad focus
- ▶ Open to risk
- ▶ Creative
- ▶ Connected
- ▶ Solution-focused

UNCONSCIOUS, AUTOMATIC RESPONSE



Mistrust reduces the ability to be spacious

CONSCIOUS AWARENESS AND CHOICE



Trust generates spaciousness

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

– Viktor Frankl

MEASURING TRUST

- ▶ Being First Trust Assessment
- ▶ Partnering Trust Assessment
- ▶ Making the subjective, objective





TRUST CONCLUSIONS

- ▶ Put your Being first!
- ▶ If you find yourself strategizing to be more trustful, stop – and take a few conscious breaths
- ▶ Let trust be the joyous by-products of walking the talk of your Being; model your own trustworthiness

QUESTIONS?



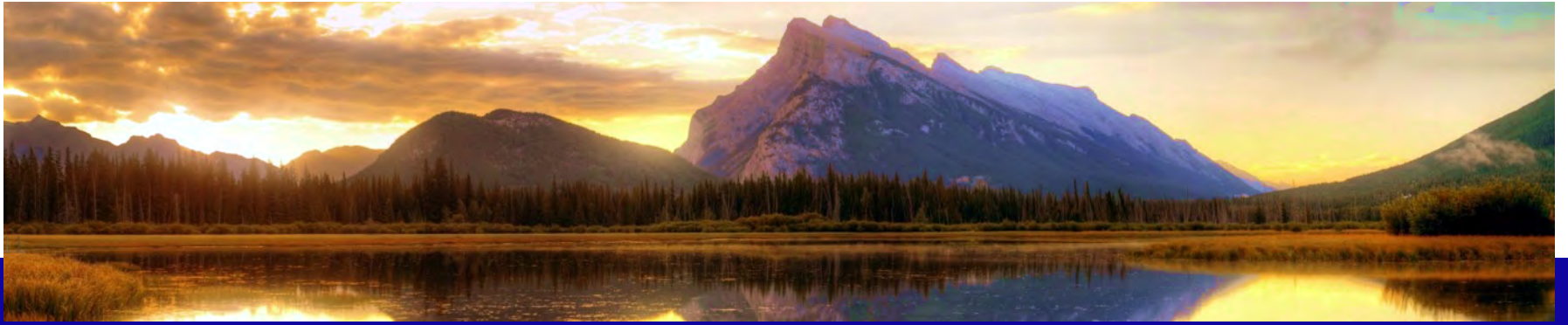


THOUGHT LEADERSHIP

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ACHIEVE BREAKTHROUGH