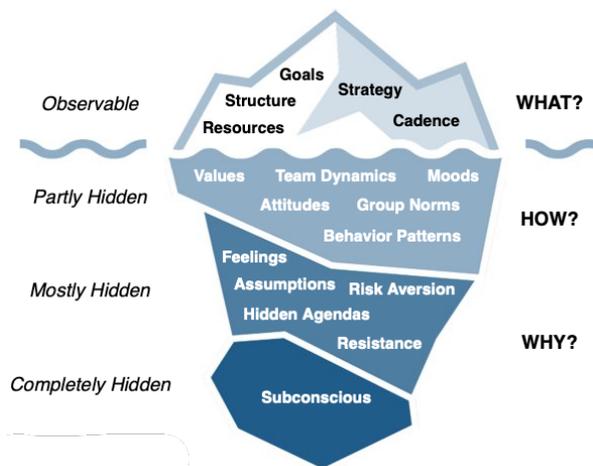




Why Trust Matters

Key Insights

According to Clayton Christenson, only 4% of companies that grow less than GDP can re-ignite greater growth.



Despite meaningful intentions and reasonable strategies, organizations are increasingly unable to reach their goals. Often, leaders in these organizations are skilled in the tangible parts of their business but are challenged to see and act on the intangible facets, especially how their own feelings and moods can sabotage their best efforts.

Employees often know the solutions to organizational problems but hold back as leader “alpha” behaviors have inhibited sharing over time. Since what got leaders to where they are will not get them to where they want to go, leaders can benefit from developing greater skill in navigating leader-employee power dynamics.

By moving from a congenial environment to an environment filled with authentic trust, leaders can break the grip of habitual thinking and gain access to new thinking, choices, and outcomes. This shift creates a fundamentally different level of engagement and ambition in organizations.

The promise of TRUST is breakthrough results — dramatic improvements in every employee, customer, and financial measure.



SCALING TRUST

Scott W Zimmerman

Trust Switch #1: Leveraging Self-Disclosure

CONCEALING  REVEALING

Key Insights

Many leaders' blind spot is an unconscious loyalty to being seen as smart, confident, and having all the answers. Leaders desire to look good while doing their job stands in the way of trust and wastes unnecessary energy.

Trust, in part, comes from similarity and solidarity. Self-disclosure builds trust by amplifying SAMENESS. It also signals to others that you trust them.

By shifting from pretending like you have it all figured out to revealing your needs / concerns / challenges, you show that you have insecurities just like they do. Disclosure signals the environment is safe for them.

Why does it need to be safe? When leaders have laid the foundation for trust, people feel safe to tell their truth.

Bringing into the foreground what you are concealing is the raw material for your growth and the personal growth of those around you.

Self-disclosures I'm committed to or considering:

1. _____
2. _____



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Trust Switch #2: Fostering Transparency

CONCEALING  REVEALING

Key Insights

Sameness creates ease which strengthens interpersonal connection, but too much SAMENESS stifles creativity and reinforces the status quo as team become more loyal to harmony than effectiveness.

Human beings don't grow in entirely safe environments. DIFFERENCE creates excitement and new possibilities. Leaders need to create environments where their teams develop the courage to air strong opinions in public. When people transparently share their truth, the collective team gains access to perspectives currently out of their awareness.

Fostering this transparency is best accomplished by developing more skill in sharing feedback in ways that don't invoke defensiveness in the recipient. The SBI model can support you and others for productive sharing. As a leader, your ability to model receiving feedback well is also vital to creating psychological safety.

Key Behavior: Transparent Feedback

- **Situations** – describe situation as concisely as possible.
- **Behavior** – name the behavior you want to call attention to
- **Impact** – share the impact it had on you, the relationship

SBI Ground Rules

- Keep emotions out and avoid verdicts and judgments
- Focus on observable behaviors
- Keep impact statement first person (i.e. impact on you, your relationship with the person)
- Let go of being right. You are simply starting a conversation.



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Trust Switch #3: Leader Way of Being



Key Insights

Most management practices teach leaders to focus on fault and being right at the expense of the relationship. These choices institutionalize distrust.

The "Way of Being" trust switch consists of three domains of skill development. The meta-switch is about moving from being Closed to Open (Head, Heart, Hand):

- From Certainty to Curiosity (i.e., moving from challenging the person to learning together)
- From Judgment to Caring (i.e., moving from others-blaming to building the relationship)
- From Control to Courage (i.e., moving from being right to finding new paths forward)

The left side of the WoB switch demonstrates choosing to focus on you (your ego) and correcting things after they have gone wrong. The right side of the WoB switch represents choosing to focus on others, including the behaviors that help things go right.

Breakdowns will happen. Will you use breakdowns as an opportunity to learn together, to build the relationship, to commit to trying new paths in service to the mission?

Shift your view of the CEO role from Hero to Host

- **In the Kitchen** (*setting intention*) – getting clear what you want from your team's time together; preparation as well as reflection time after a gathering
- **In the Spotlight** (*setting tone*) – setting context and direction at the outset of a meeting before giving control to the group; this is the time when you are the focus of attention
- **From the Gallery** (*stepping back*) – getting an overview of what's present and what's missing in the discussion; recognizing places to shape individual relationships and group learning
- **With the Guests** (*stepping forward*) – re-engaging in the discussion to connect ideas, shape direction, and enlist renewed commitment. In this position, you want to engage as a member of the group rather than becoming the overall center of attention.

* If you have more interest in this post-heroic leadership metaphor, check out Mark McKergow's Host book.



SCALING TRUST

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The Moral Foundation of Effective Leadership

1. Truth Telling
2. Promise Keeping
3. Respect for Individuals
4. Fairness

Aligned, trusting, and engaged organizations don't require manipulation, maneuvering, or muscling. To build an organization that moves from congeniality to authentic trust, you need to lead from a moral foundation.

You are either building or damaging trust.

It starts with YOU. What will you choose?

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Getting Started

Developing Greater Trust Agility

- Start small, like TINY small. Don't try to implement these three new switches at once! Pick one new behavior you want to play with for the week, a day, or even a team meeting. The good news is that small shifts make a big difference.
- Give yourself space to review the concept and then set an intention to apply it in the simplest way possible. I've intentionally laid these pages out one concept per page to support single-minded focus.
- Have fun! Set out to try the new behavior with a sense of exploration and discovery. Your own private experiment. When you see it as an experiment, you will take yourself less seriously and you will view setbacks as being one step closer to greater skill.
- Pay attention to your feelings as well as how your team responds. Develop your ability to see new, unexpected shifts in your team's engagement. The more of the "invisible" you begin to see, the more motivated you will be to continue.
- When you don't see anything new or something doesn't go as intended, celebrate the small win of breaking your habitual pattern. You are innovating a new leadership style. Success is not a straight line. Affirm that making a different choice is the beginning of future wins.
- Email or call me anytime. New moves require courage. Developing skill with something new takes practice. Whatever obstacle you are facing, I'm happy to surface multiple solutions for you.