

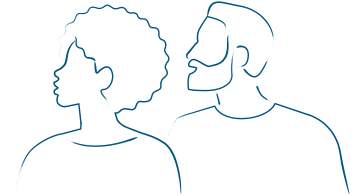
A FOUNDATION OF *trust*

“Trust is like the air we breathe. When it’s present, nobody really notices.
But when it’s absent, everybody notices.” - Warren Buffett

HAVE YOU NOTICED ANY OF THESE *behaviors* IN YOUR TEAMS?



- Low morale or disengagement
- Lack of feedback or accountability
- Difficulty making decisions
- Saying one thing and doing another
- Backchanneling or gossip
- Silence or not speaking up in meetings
- Conflict avoidance
- Untapped potential (good vs. great)



You're not alone. These behaviors are commonly found in the workplace and—as a leader—you know how difficult it can be to address or correct.

Why? BECAUSE TEAMS OF PEOPLE ARE:

Interdependent

They function as an ecosystem made up of diverse people and relationships. When one aspect of the team is off, it impacts the rest of the team.

Complex

People are incredibly complex. While our tendency is to drive forward and focus on “real work,” investing in relationships takes time and intentionality.

How do we get the most out of our people?

How do we get our people more engaged?

It may leave you asking questions such as these...

These are valid questions and likely lead to solutions such as creating *process* and *structure*, *proclamations* and *prescriptions*, *role clarity* and *expectations*. Once those systems of control are in place, we may point to *a lack of accountability or engagement* as the issue.

We'd like to offer a different perspective by asking a different question.

HOW DO WE CREATE AN ENVIRONMENT WHERE OUR PEOPLE CAN *thrive?*

TiER1 PERFORMANCE

At TiER1, we believe the behaviors and habits your teams may be experiencing are symptomatic of a lack of trust in any given relationship in a team. There's no accusation here...we know how difficult “teaming” can be. Patrick Lencioni understands a thing or two about leadership, and he points out that accountability and engagement are simply outputs, and that **the most foundational and essential aspect of any team is trust.**

Trust is so critical to a team that its existence can be a predictor of **many of your most important business metrics:**

106% ↑
energy at work

76% ↑
engagement

74% ↓
stress

50% ↑
productivity

40% ↓
burnout

29% ↑
satisfaction with their lives

13% ↓
sick days

So how do we build trust among individuals, within teams, and across organizations?
We start with *Securing Safety* and *Cultivating Connection*.

LEADING *trusting* TEAMS

“A team is not a group of people who work together.
A team is a group of people who trust each other.” - Simon Sinek

The first thing we should acknowledge is that **a lack of trust isn't necessarily the result of poor leadership**—we all bring our baggage with us from past experiences both inside and outside of our organizations. However, **great leaders have both the ability and responsibility to address these needs**, and can play an *instrumental role* in restoring trust both with and within their teams by:

Securing Safety

Building trust with team members.

Leading a secure and trusting team requires **a balance between challenging and nurturing**. Too much continuous challenge without sufficient reassurance emphasizes a focus on the work over the person, and can eventually overwhelm a team and break them down. At the same time, too much time spent in a comfort zone without challenge will preclude growth and can eventually weaken a team.

Psychology tells us that building trust—that is, the felt sense of safety and security—and creating an environment of growth consists of serving **two primary needs**:



Cultivating Connection

Building trust among team members.

The next step is to build safety within your team—and this can be more challenging given the variety of personalities and personal agendas on the team. It starts with **helping people to truly see one another**—to move past personal bias and judgment and listen to one another with curiosity...**getting to know the person and motivations behind the behaviors**.

Once this baseline of trust is established, we can feel safe enough to ask for and provide feedback to one another—**exploring areas of opportunity in our relationships**:

The Dimensions of Trust



It's ironic, but in many cases, the best way to help build accountability and engagement on a team is to let go of the outcomes long enough for people to believe **they are more important than what they do and the work they produce**. That's when they'll surprise you with what they're capable of—both inside and outside of the office!



For more information on **the science behind trust**, watch our recent presentation around the **Neuroscience of Accountability**.

For a **practical exercise** that can start building trust within your team, download our **Professional Development Kit**.

