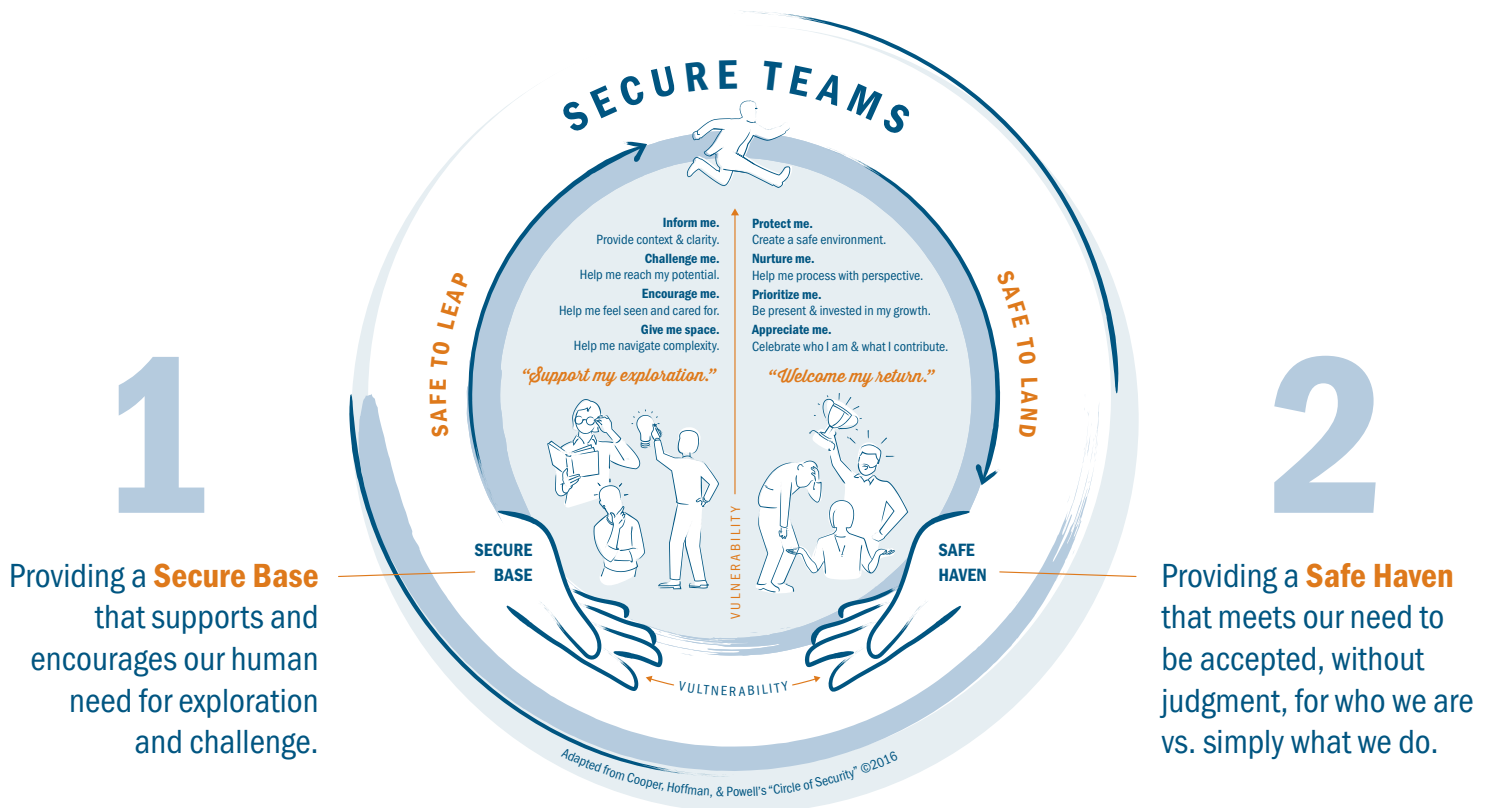


BUILDING SECURE TEAMS

A Matter of Trust

The potential of organizations lies within the potential of its people, plain and simple. Fueling growth and realizing our collective potential requires a balance between challenging and nurturing. Too much continuous challenge without sufficient reassurance eventually overwhelms us and breaks us down. Too much time spent in our comfort zone, with little challenge, precludes our growth and eventually weakens us. We realize our potential when we feel safe and challenged, in equal measures.

When we create an environment where people can do and be their best, both the individuals and the organizations can thrive. Building trust – the felt sense of safety and security – is at the core of a high performing team. Psychology tells us that there are two primary factors in creating an environment of growth for individuals and teams:



We've created the following reflection as a tool to help leaders and their teams tune in to each other's needs and meet one another in ways that bring out their best. This reflection will help you identify where you are naturally strong and where you may have opportunities to grow as a team.

LEADING SECURE TEAMS

Personal Reflection

Assess yourself against each of the skills of secure leadership. This is meant to be a mirror of sorts; consider where you're at on a scale of 1 (not me at all) to 5 (consistently me) – remember consistency and predictability are key to security. After you're done, tally up the numbers and reflect on your observations and reactions. If you're looking for inspiration, check out some examples on the next page.



Creating a **SECURE BASE** where it's **safe to leap**.

I support my team's exploration of who they are and help them develop the autonomy needed to reach their potential.

Inform me. Provide context and clarity.

I regularly align on expectations and values for the work.

Not me at all Consistently me

1 2 3 4 5

I share information and data freely to my team so they can work independently.

1 2 3 4 5

I am transparent and open about what the future holds for my team - individually and collectively.

1 2 3 4 5

Challenge me. Help me reach my potential.

I trust my team to make decisions and work independently.

1 2 3 4 5

I help my team members just enough so they can keep going to experience mastery, balance offering too little vs. too much support (scaffolding).

1 2 3 4 5

I encourage stretch assignments, new skills, or boundaries based on how stressed or bored my team members are.

1 2 3 4 5

I suggest and support my team in personal development experiences.

1 2 3 4 5

Encourage me. Help me feel seen and cared for.

I notice each team member's unique strengths and abilities, and help them see them in action regularly.

1 2 3 4 5

I make time to create surprise and delight moments for my team (individually and collectively).

1 2 3 4 5

I give heartfelt gestures that tell my team I'll be there in hard times - that I accept their needs/emotions, and will be an empathetic listener (without judgement, consequences, or solutions).

1 2 3 4 5

Guide me. Help me navigate complexity.

I show up for my team when they need my help or support.

1 2 3 4 5

I put failure and disappointment in perspective with the bigger picture and promote self-compassion.

1 2 3 4 5

I give people the benefit of the doubt, and seek to understand.

1 2 3 4 5

I am a mirror for each member of my team - giving direct and honest feedback to help them on their way.

1 2 3 4 5

Reflection:

Total:

LEADING SECURE TEAMS

Personal Reflection



Creating a **SAFE HAVEN** where it's **safe to land**.

I am available and responsive to my team when they come back for care and support.

Protect me. Help me navigate complexity.

I keep my team from emotional, mental, and physical harm as they work together, try new things, or solve problems.

Not me at all Consistently me

1 2 3 4 5

When team members act outside our values and expectations, or are creating a toxic or unsafe environment, I am quick to resolve it in a caring way.

1 2 3 4 5

When things go wrong, I stand with them and help them navigate the consequences.

1 2 3 4 5

I am slow to hire to ensure alignment with culture, and slow to fire to give time for growth.

1 2 3 4 5

Nurture me. Help me process with perspective.

I show my team that I accept their feelings and show curiosity about what's behind them.

1 2 3 4 5

I seek out meaningful ways to work alongside my team.

1 2 3 4 5

Prioritize me. Be present & invested in my growth.

I am fully present and engaged when I'm with individuals or groups.

1 2 3 4 5

I spend regular time (at least weekly) with my team members that is focused on their unique needs and personal aspirations.

1 2 3 4 5

Appreciate me. Celebrate who I am & what I contribute.

I regularly show my team members how much I value and appreciate who they are, not just what they do.

1 2 3 4 5

I show joy and excitement about each team member's activities, projects, and accomplishments - personally & professionally.

1 2 3 4 5

I make time to know and remember personal details about each member of my team.

1 2 3 4 5

Reflection:

Total:

PUT IT INTO *Practice*

If this is an area you want to improve, review the table below for inspiration and try something new TODAY!



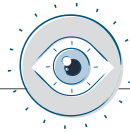
Creating a **SECURE BASE** where it's **safe to leap**.

I support my team's exploration of who they are and help them develop the autonomy needed to reach their potential.



It sounds like...

- I get where you are trying to go and what you're trying to achieve.
- I'll always support you in accomplishing your goals
- We can handle whatever we encounter.
- You can have confidence in facing the world because I will always be there for you.
- It's okay if you feel unsure because you're surrounded by people that want you to succeed...including me.
- Let's craft a plan to help you get where you want to go.
- I'll always support you in accomplishing your goals.



It looks like...

- When you know times are hard, reach out proactively to let them know you're available.
- Invite people to define their own success and plan to get there.
- Resisting the urge to solve their problems or make their decisions, but trust them to figure it out.
- Creating opportunities that stretch, or inviting team members to try/learn new things.
- Acknowledging your own imperfection or gaps...reaching to others for support or forgiveness.
- Quick email or text responses to your direct team members when they need you.
- Sharing information transparently and freely.
- Checking in regularly on what good looks like and how to show up well at the next check-in.
- Consistently not reacting harshly when things go wrong.
- Leaning in with curiosity about what's going on to understand how best to navigate the situation.



It helps them...

- See challenges as opportunity
- Explore threatening situations
- Examine their mistakes
- Explore difficult emotions
- Explore inflexible coping strategies
- Let down their defenses
- Be open to new ways of thinking
- Be open to new behaviors
- Accept challenge
- Cope with setbacks

Creating a **SAFE HAVEN** where it's **safe to land**.

I am available and responsive to my team when they come back for care and support.



It sounds like...

- I am here with you .
- I am here for you.
- We've got this.
- I've got you.
- I'll help you with your feelings.
- I will focus on your strengths and what you need to be successful.
- I care about you even when things don't feel so great.
- I'm comfortable with your intense or difficult feelings.
- Your feelings can be trusted and shared.
- We will face this dragon together.
- Your needs make sense.



It looks like...

- Schedule a 1-on-1 with each member of your team to catch up and learn more about what's going on in their world.
- When there's a life event, recognize it...a small gift, note, or text.
- Next disappointment, start by appreciating the person and be curious about their experience, try not to solve their problem for them.
- Talking to people, not about them - stopping people from telling stories without going to the source.
- Not having a 'meeting after the meeting'.
- Start a fun/funny email chain with the team.
- Start a team ritual (i.e. happy hour or coffee chats) that fosters connections across the team.
- Create a peak moment on your team (individually and collectively) - surprise and delight them.
- The next time you see a team member's strength, call it out real-time so they see it more clearly.
- Send a personal text thanking your team member for something specific.
- Send a family member a thank you note for time/energy away.
- Not giving up on people - be all in until you're not...and even then, continue caring for the person.



It helps people feel...

- Heard
- Seen
- Understood
- Confident
- Validated
- Accepted
- Protected
- Comforted
- Soothed
- Supported
- Valued
- Cared for
- Celebrated