PARTICIPANT GUIDE

Cubic Integrator Learning Journey

Session 3: Building Trust and Connection

CUBIC

Corporate Education Group

Learning That Powers Performance

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MANAGEMENT AND LEADERSHIP

Cubic Integrator Learning Journey

Session 3: Building Trust and Connection

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MDV829c-0921 Session 3

BUILDING TRUST AND CONNECTION
Session Goal
The goal of this session is to enhance your ability to build empathy and leverage it to grow and sustain strong relationships at work.

BUILDING TRUST AND CONNECTION

Session Learning Objectives

By the end of this course, you will be able to:

- Describe an environment of psychological safety and how it informs team performance
- Identify the components of "the trust equation" and the interaction between them
- Articulate a business case for building trust
- Self-assess on key metrics of credibility
- List the 13 behaviors of high trust

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BUILDING TRUST AND CONNECTION

Session Topics

- Opening Activities
- The Importance of Psychological Safety
- Balancing the Trust Equation
- Enhancing Your Credibility Using *The Speed of Trust*
- Empathy as a Foundation Skill

CLASS ACTIVITY

Reading the Signs (1 of 2)

Individually:

- Choose a road sign from the next slide and make a connection to how that sign relates to building trust and connection with others.
- Be creative!

As a class, we'll share our answers.

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CLASS ACTIVITY

Reading the Signs (2 of 2)

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BUILDING TRUST AND CONNECTION

Google's Project Aristotle

In 2012, Google's People Analytics team launched a research study code named Project Aristotle.

- Collected data on 180 top performing global teams at Google.
- Focus was on **how to build the perfect team**.
- Looked for patterns with regard to WHO was on the team; what is the best mix of:
  - Skills
  - Backgrounds
  - Personality types

Duhigg, Charles. "What Google Learned from Its Quest to Build the Perfect Team." *New York Times*, 25 Feb. 2016, https://nyti.ms/2GxVcjC

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There were no patterns that emerged with regard to the people side of the equation, or who the particular people were on the team. What showed up as important was HOW the team worked together. So the researchers took another look at the data and examined it in a different way.

Is there a feeling of trust amongst us? Do I sense that my colleagues genuinely care about me as a person? Do we have a culture where mistakes are framed as opportunities for growth? Do I truly feel listened to?

The other 4 dynamics of Google's high-performing teams were:

1. Dependability: Can we count on each other to do high-quality work on time?
2. Structure and Clarity: Are goals, roles, and execution plans on our team clear?
3. Meaning of Work: Are we working on something that is personally important for each of us?
4. Impact of Work: Do we fundamentally believe that the work we're doing matters?

BUILDING TRUST AND CONNECTION

The Trust Equation

$$T = \frac{C + R + I}{S}$$

T - Trustworthiness

C - Credibility (words) what you say

R - Reliability (actions) what you do

I - Intimacy (emotions) comfort/confidence to discuss something

S - Self-orientation (motives) why you're doing something

Maister, D., Green, C., and Galford, R. (2001). *The Trusted Advisor*. Touchstone: New York, NY.

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GROUP BREAKOUT ACTIVITY

Balancing the Trust Equation

In your small groups:

- Open the group breakout slide deck
- Select a scribe or use the annotation tool as a group to complete the table for your assigned stakeholder group (don't forget to save your work):
  - Clients
  - Internal organizational customers
  - Your team(s)

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GROUP BREAKOUT ACTIVITY

Balancing the Trust Equation

20 min

Stakeholder group:

$$T = \frac{C + R + I}{S}$$

	Actions that add to	Actions that detract from
Credibility		
Reliability		
Intimacy		
Self-orientation		

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VIDEO

Stephen M. R. Covey: "The Speed of Trust"

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Video link: https://youtu.be/gHL_HzQFBwU

BUILDING TRUST AND CONNECTION

Building Trust with Stakeholders

Trust is:

Much more than a nice-to-have, soft, social virtue…

…it is a hard-edged economic driver of engagement and success.

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BUILDING TRUST AND CONNECTION

Trust and Organizational Performance

High Trust Organizational Dividends	Low Trust Organizational Taxes
Higher Speed + Lower Cost	**Lower Speed + Higher Cost**
Generates increased…	**Generates increased…**
Stakeholder value	Redundancy
Growth	Disengagement
Innovation	Churn (of customers, suppliers, investors)

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Covey, Stephen M. R. (2018). *The Speed of Trust: the One Thing that Changes Everything.* Free Press: New York, NY.

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BUILDING TRUST AND CONNECTION

The Four "Cores" of Credibility

1) **Results:** past, current, AND anticipated performance
2) **Capabilities:** your talents, attitude, skills, knowledge, and style
3) **Intent:** caring about people; seeking mutual benefit; acting in the best interest of everyone
4) **Integrity:** deep honesty; living in harmony with your values and beliefs; being courageous and humble

Covey, Stephen M. R. (2018). *The Speed of Trust: the One Thing that Changes Everything.* Free Press: New York, NY.

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Credibility is in the eye(s) of the beholder! Credibility boils down to two simple questions:

First, do I trust myself? Second, am I someone who others can trust?

INDIVIDUAL ACTIVITY

Credibility Self-Assessment

Individually:

- Open up the Credibility Self-Assessment pdf file.
- Score yourself between 1 and 5 on each of the "cores," following the instructions on the worksheet.

We will build on this with an annotation activity on the next slide.

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ANNOTATE

Credibility Self-Assessment Results

Results	Capabilities

Intent	Integrity

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BUILDING TRUST AND CONNECTION

The 13 Behaviors of High Trust

Character Behaviors

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty

Competence Behaviors

6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability

Character & Competence Behaviors

11. Listen First
12. Keep Commitments
13. Extend Trust

Trust is equal parts character and competence.

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Covey, Stephen M. R. (2018). *The Speed of Trust: the One Thing that Changes Everything.* Free Press: New York, NY.

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BUILDING TRUST AND CONNECTION

A Definition

EMPATHY *(noun)*

The ability to be aware of, understand, and appreciate the feelings and thoughts of others.

- Tuning into what, how, and why people feel and think the way they do
- Caring about others and showing interest in and concern for them
- Not the same as agreeing with someone or being "nice" all the time
- Not an inherent trait – it can be built!

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VIDEO

Dr. Brené Brown: “Empathy”

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Video link: https://youtu.be/1Evwgu369Jw

BUILDING TRUST AND CONNECTION

Workplace Empathy

Teams that have empathy as a norm:

- Collaborate more effectively
- Leverage diversity as a competitive advantage
- Make more robust decisions
- Are better at innovating and creative problem solving
- Experience less stress
- Enjoy greater morale

https://hbr.org/2019/05/making-empathy-central-to-your-company-culture

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CHAT

Demonstrating Empathy

To wrap up, type in the chat box:

- What is one action you can take in the next week to demonstrate empathy (which fuels psychological safety) with your colleagues/team?

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SUMMARY AND NEXT STEPS

Key Insights? How Will You Apply Your Learning?

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NEXT STEPS: BRIDGE WORK

Watch: Simon Sinek on Empathy

Individually:

- Watch this Simon Sinek discuss the critical role of empathy in the workplace.

  "The Importance of Empathy at Work"

  https://youtu.be/IJyNoJCAuzA

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"The Importance of Empathy at Work"

https://youtu.be/IJyNoJCAuzA

CUBIC INTEGRATOR LEARNING JOURNEY
Program Roadmap
Our next session...
PROGRAM PREP
DiSC Behavioral Assessment
30 min
MONTH 1
1
Energizing People Through Effective Communication Part 1 (1.5h)
Energizing People Through Effective Communication Part 2 (1.5h)
MONTH 2
2
Building Trust and Connection (2h)
MONTH 3
3
Emotional Intelligence Essentials (1.5h)
MONTH 4
4
MONTH 5
5
Agile Concepts, Lean Thinking and Continuous Improvement (3h)
MONTH 6
6
Formation of Capstone Teams – presentation planning and preparation (1h)
Final Capstone Event – presentation and accomplishments
CISS
Cubic Integrators
Explorer
Pathfinder
Business Builder
COHORT 1
Explorer/Pathfinder
Critical Thinking and Creative Problem Solving (3h)
COHORT 2
Business Builder
Strategic Thinking, Problem Solving and Decision Making (3h)
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ABOUT CORPORATE EDUCATION GROUP

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