Building Team and Organizational Trust

Powerful Coaching Conversations for Every Leader & Manager

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Building Trust & Credibility – The Role of All Great Leaders & Managers in Any Organization:

What separates the good leaders and managers from the great ones? How do leaders and managers get full engagement from their people, teams, and organizations? What conditions need to be in place? What type of leadership or management style needs to be modeled to achieve greatness? Research shows that the majority of people don't quit organizations – they quit bosses. Therefore, is absolutely critical for any leader or manager to "not simply talk the talk, but to walk the talk" – modeling the *right* values, setting the *right* tone, and defining the *right* performance standards are absolutely essential for success. As Peter Drucker stated, *"Management is doing things right. Leadership is doing the right things."* The bottom line is if you're not modeling the right values, inspiring others, effectively delegating, coaching, and mentoring others, and extending trust -- you're not leading and doing *right* things.

The most essential responsibility for any leader or manager is to positively impact a high trust culture at every level of the organization. Stephen MR Covey has cited, *"Trust is the one thing, that impacts everything as a leader, and, nothing is as fast as the speed of trust."* According to a 2010 Deloitte Consulting global survey, *"Trust is still the number 1 issue facing businesses today as 48% of all employees don't trust their manager."*

Many leaders and managers believe that they can effectively influence their teams and organization with a controlling, directive, micro-management approach – that's not *leading, it's managing*. You manage things; but you lead people. The key variable for all effective human influence, inspiring motivation, and full employee engagement is trust.

We believe trust is the key leadership competency for all effective leaders and managers in any high performing organization. One may ask, what makes the difference between the run of the mill, ordinary leader and one who seeks to be transformational? The answer is to be absolutely trustworthy and credible as a leader. Credibility comes from the Latin root, *credere'*, which means "to believe." Individual credibility literally means individual believability. Building **credibility** is the key element and foundation for all trust is at the very core of self, team, and organizational levels of performance results.

What make a leader or manager of choice by their boss, peers, and direct reports? What makes an individual highly credible with customers, employees, partners, suppliers, distributors, investors, and other key stakeholders? The bottom-line is based on the fact that we always come back to the foundational leadership competencies and behaviors of those who know how to model and influence others in ways that build trust.

Two key questions that should be asked to any leader or manager are: Who do you trust?" or "Who trusts you?"   While there are many diverse answers to these questions,

All high performing organizations are a result of leaders and managers who are individuals' that have unquestionably strong personal credibility, integrity, discipline, and the ability to inspire trust with others.' High trust leaders and managers also work diligently as they establish trust organizationally by the alignment of effective systems, structures, processes, policies, rewards, and procedures. Arthur Miller offers us a clear reminder that *"All organizations are perfectly designed to get the results they get."* Quality and organizational consultant, Dr. Edwards Deming also reminds us that *"85% of the problems in organizations are not the people; it's the misalignments and inefficiencies in the systems. If you put good people, in bad systems you are more likely to get bad results."* The goal of any great leader is to build success and alignment in the team and organization systems, structures, and processes.

As a leader or manager focuses their time, training, and development in building aligned organizations, they will always produce two key outcomes and results—1. Increased *speed,* and 2. Reduced *cost.* High trust leaders and managers know how to interact with others with the right high trust conversations and high trust behaviors that will increase trust levels while avoiding the pitfalls that deplete trust. It should be remembered that *Low trust* barriers always extract a *tax* by decreasing speed and increasing costs. While, *high trust actions* will produce strong dividends *and multiple returns* on effort. As one of my business school professors, Michael Feiner from Columbia Business School commonly states, *"Leaders need to need to achieve business results in the right way without demeaning, demoralizing, and destroying people and culture."*

The goal for any organization is to effectively align and reward people, culture, systems, and processes in a way that produces better results, including: customer loyalty, product quality, customer service, speed to market, shareholder value, revenue growth, employee productivity and engagement, team work and collaboration, focused execution, and reduction in non-forced employee turnover.

Personal Trustworthiness & the 4 Cores of Credibility

For any individual attempting to build trust with others, there is a self-evident pre-requisite to accomplishing this goal. Leaders must seek to be personally trustworthy and by seeking to model trustworthy motives, intent, and behaviors. As Jim Collins stated, *"Greatness is not a matter of luck, circumstance, or the environment – it is a matter of choice based on disciplined thought and disciplined actions."*
Certainly, leadership is not about being perfect, but it is about continually getting better in ones' personal integrity, intent, capabilities, and results. All trust begins first with you. As people seek to build their personal credibility and seek to be fundamentally trustworthy – their influence will expand and they will become more credible and people will begin to trust them.

You can't build sustainable trust without trustworthiness anymore than you can build an enduring building without a solid, secure foundation. As Jim Kouzes and Barry Posner in their

book The Leadership Challenge stated, *"Trust is the most significant predictor of individual' satisfactions within their organizations."*

In the diagram below, leaders, managers, and team members can see that all trust begins with you--seeking to build 'credibility' around the two key aspects of trust: 1. **Character:** Building personal maturity and integrity to ones' guiding principles—what a person is. And, 2. **Competence:** Development of talents, skills, knowledge, experience, and capabilities—what a person does.

Trustworthiness always starts first with your ***individual credibility***. The Bhagavad Gita reminds all of us, *"To trust life, you have to trust others; and to trust others, you have to trust yourself."*
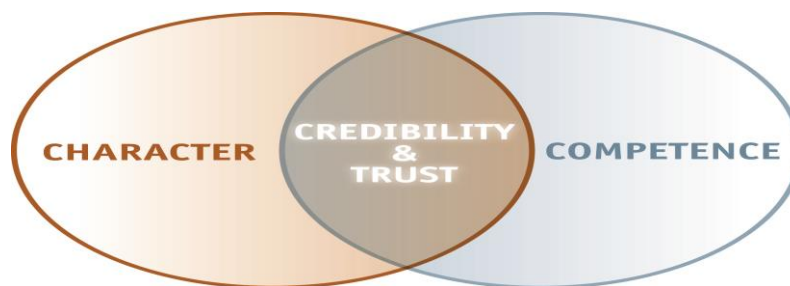
The Right Motive and Modeling the Right Behaviors Are Critical for Effective Leadership Influence.

Being trustworthy might sound like a nice, lofty social virtue, but building self-trust is what great leaders do in the real world. On the contrary, "If a person tries to use human influence strategies, techniques, and tactics of how to get others to do what they want, to work better, to be more like them—while their character is fundamentally flawed, marked by duplicity or insincerity – then, in the long run, they cannot be successful. Their duplicity will breed distrust, and everything they do--even using so called good human relations techniques—will be perceived as manipulative and will be ineffective." Dr. Stephen R. Covey

The 4 Cores of Credibility – Individual Level of Performance:

As noted above, your personal credibility and trust will impact everything we do as a leader. In your roles as a leader or manager, building credibility at all organizational levels is your primary responsibility. **Credibility** also equates to your believability in terms of your integrity, intent, capabilities, and results. To make a lasting improvement individually, at the team level, and across the organization, you will need to address the following personal coaching questions, including:

      1. Do I possess strong personal integrity?
      2. Do I have good motives and intent to benefit and uplift others?
      3. Do I have relevant professional capabilities, competencies, experience, and skills?

4. Do I have a track record of producing significant and sustainable results?
5. Do I understand and focus on my "Job to Be Done" as defined by adding significant value and relevance to all key customers and stakeholder?

Your ability to effectively execute on each of these key powerful coaching questions will directly impact your personal credibility and have tremendous influence on your team and organizational results.

As depicted in the diagram below, all effective leaders and managers must also address and execute on *The 4 Cores of Credibility* at the individual, team, and organizational levels of performance.

All great leaders and managers can become more credible by building, extending, and/or restoring trust. This tree analogy below shows the elements of *individual* credibility—called **The 4 Cores of Credibility, which displays: 1. Integrity, 2. Intent, 3. Capabilities, and 4. Results**—each of which is vital for an individual to develop in order to have the foundation of credibility—of believability—upon which all trust is built.
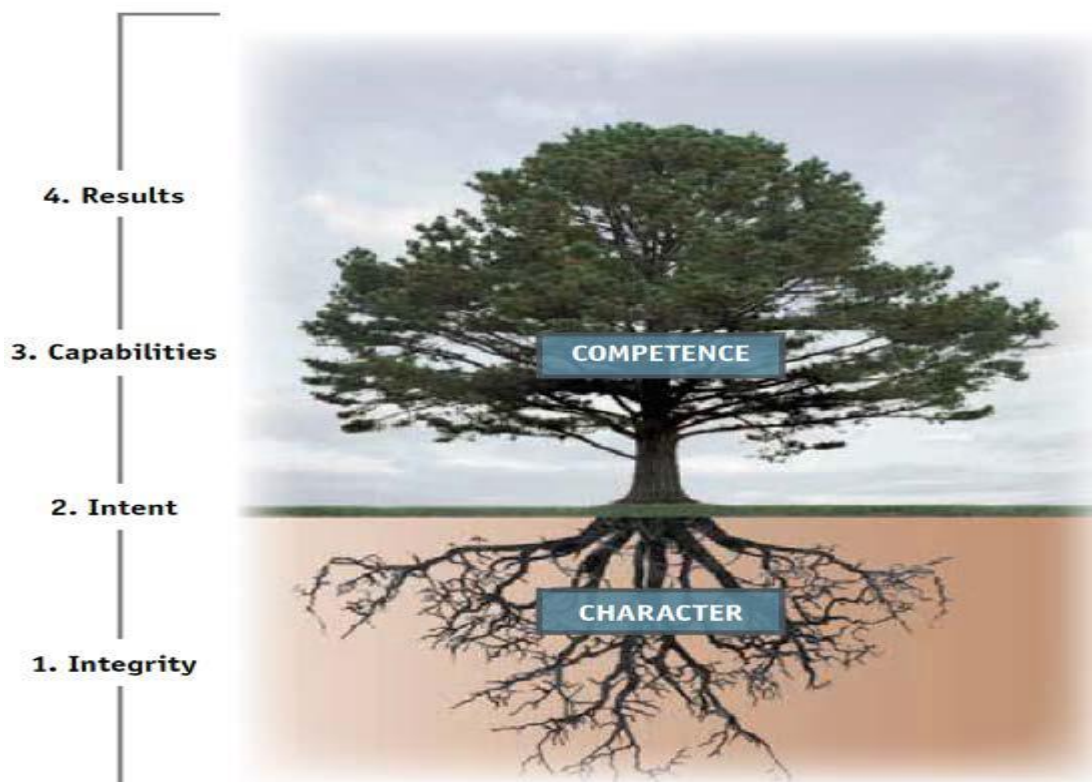
The first core of credibility is *integrity*. In this dimension, we define integrity as what most people think about when they think of trust. Integrity is deep honesty and truth-fullness. It is who we really are. It includes congruence, humility, and courage. When examining personal integrity, we must ask, do I have integrity? Am I congruent and aligned to correct principles? Am I honest, transparent and do I tell the truth? If not, eventually ones dishonesty will be discovered and will undermine a leaders' believability, and ultimately

their credibility. Most of the massive violations of trust are violations of integrity. Integrity might take months, even years, to build yet can be destroyed almost overnight.

Like any organization is required to build its' brand, so do all leaders have a brand and need to build it. It is important for any leader to ask, what is my leadership brand like? How do others experience my leadership style and influence? Do I live in harmony with my deepest values and beliefs? Do I model behaviors that build high trust? And, Do I walk the talk?

Warren Buffet, CEO, Berkshire-Hathaway has stated it this way, *"I look for three things in hiring people. 1. Is personal integrity; 2. Is intelligence; and 3.Is a high energy level. But if you don't have the first, the second two really don't matter."* "It has also been said of integrity, *"It is what you do when no one else is watching you?"* The famous UCLA men's basketball coach John Wooden stated*, "Who really knows what your character is? – Only you know. It's important that you always act with the highest level of honor and integrity."*

The second core of credibility is ***intent***. Intent is your fundamental motive or agenda and your behavior is what follows. Intent refers to our desire for mutual benefit. Do people trust your motives? What's your agenda? Are you transparent and clear with your intent? If people do not trust your motive, they will not trust you. So often, we judge others based on their behaviors, but we judge ourselves based on our intent. When working with others, we need to continually examine our motives to be open, honest, and transparent (as opposed to hidden, manipulative, or political). Our intent should be aligned to the mutual benefit and good intent to uplift and bless others. Pure intent is when you truly have clear motives for benefiting, serving, and doing good to others. We should continually look for ways to share credit, recognition, and be abundant with opportunities. We should look for the good in others by being kind, caring, respectful, and recognizing others unique contributions. We should deeply care not only for ourselves but take care of the people we lead and serve.

Think about it for a moment; when you suspect a hidden, selfish, or a manipulative agenda from others, you are more suspicious and cynical about everything they say and do. We must consistently declare our motives and intent to others we lead by sharing "the strategic why" we are pursuing specific goals and objectives. We need to be very deliberate, clear, and open about our business case for success. We need to clarify the purpose, the strategic direction and vision, and put forward our end in mind. Dr. Marshall Goldsmith has stated, *"Leadership is less about what you say and more about what people hear."* Therefore, people need to not only understand and see and the "strategic direction and the why" behind it, but they will need to ratify, commit, and engage in the direction and objectives. Jim Burke, former CEO, Johnson & Johnson stated, *"I have found that by trusting people until they prove themselves unworthy of that trust, a lot more happens."* As Abraham Lincoln has stated, *"it is better to trust others and be disappointed once in a while, that to distrust and be miserable all the time."*

The third core of credibility is ***capabilities***. The importance of building strong capability is in our capacity to continually produce and accomplish results in our job. Capable people and capable organizations inspire confidence. Certainly, great leaders are loyal and respectful to their organization and fellow team members, but do they have a mind-set of continuous improvement in everything they do. Capable leaders are never satisfied with status quo.   As Arnold Toynbee cited, "Nothing fails like success."

Focusing on your professional and career goals will cause you to constantly leverage, deepen, and improve your capabilities, skills, knowledge, talent, attitude, and experience. Having strong capabilities requires us to ask: Are I relevant in my current role? Do my current abilities inspire confidence in others? Do I have the capacity to produce and sustain significant results? Do I possess competence? Do my professional skills, capabilities, experience, and judgment build confidence and trust in those around me?

Frederick Herzberg *stated*, *"The most powerful motivations in life are not money; it's the opportunity to learn, grow in responsibilities, develop one's talents and gifts, contribute to others, and be recognized for life's achievements.* Alvin Toffler further stated, "*The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn, and relearn*."

The fourth core of credibility is **results**. What's Your Track Record? Results Matter! They matter enormously to your credibility. People evaluate your results/performance on three key indicators: Past, Current and Anticipated Performance. Results are what every good leader, team, and organization wants. People will evaluate your success in three key areas: 1. *Past Performance* – past results not just activities and effort. 2. *Current Performance* – producing results now and delivering on current expected results. 3. *Anticipated Performance* – defines how people are trending and projecting you will perform in the future. Results refer to our track record, delivering on promises, achieving performance expectations and key metrics, our production, and our ability to get the right things done in the right way. Do leaders understand their desired results and key metrics for success? Can they inspire others to assist in delivering consistent and sustainable results? If we don't accomplish what we are expected to get done, it lessens our credibility. The converse is equally true: when we achieve the desired results we promised, a reputation of producing gets established. This reputation precedes us.

Each of these **four cores—integrity, intent, capabilities,** and **results**—builds credibility and a foundation of individual trust with self and others. Self-trust is the starting place for creating relevance and growing speed, significant value, and superior results with all employees, customers, and key stakeholders.

The 4 Cores of Credibility – Team Level of Performance:

Every leader, manager, and team member must understand how well they deliver on customer and stakeholder needs and expectations. Every team needs to deliver results in the short-term while sustaining and improving upon targeted results in the future. Some of the key external and internal results that leaders, managers, and teams are responsible, include: stock and shareholder value, improve cash-flow, profit margin, topline sales revenue, bottom-line cost reduction, debt management and consolidation, controlling operating costs, liquidity, expanding working capital, improving safety and quality, product quality, product innovation, partner/vendor/supplier alliances, employee satisfaction and loyalty, employee productivity, non-forced turn-over, absenteeism, aligning rewards and recognition, work-life balance, career and professional development, training and development, ethics and legal compliance, etc.

All effective leaders, managers, and teams produce desired results. Ram Charan in his book Execution: The Discipline of Getting Things Done cites *"Leadership without the discipline of execution is incomplete and ineffective. Without the ability to execute on a few key priorities -- all other attributes of leadership become hollow."*

All effective high trust teams require a great strategy with flawless execution around clear set of narrowly focused goals and metrics. Decision making should be timely, accurate, and engaging where people are encouraged and committed to act on the right goals, drive the right behaviors, and know whether they are winning or losing on their targets and objectives. Focused strategies and goals must be cascaded to at all organizational levels. Leaders and managers must also seek to align the right accountability, development, and reward systems, with clear roles and communication structures and processes that drive team and employee focus on customer- and stakeholder value and results.

Effective high trust teams must also acquire, develop, and promote top talent. Team capability and clear results but be established to build trust. Trust is largely defined by strategic focus and by getting the right talent to fully engage; to have strategic clarity; to have clear roles, communication, and accountability; to have flawless execution. Jim Collins, in his book Good to Great, says: *"It is first absolutely critical for great leaders and teams to define the "who" then define the "what." You should ask, "Do I have the right who--the right talent on the bus and in the right seats on the bus? Collins believes, if you get the right people in the right seats on the bus, they will help you get the bus going in the right direction."*

Second, Mr. Collins further adds the importance of a clear team vision and focus, *"Do you have the right strategic vision and direction defining what you can be best in the world at? Have you defined your core capabilities and what your business is uniquely positioned to do better than anyone else in the world? This will force you to define what's in strategically and what's out?"*

Third, Jim Collins then asks leaders and teams to clearly define the following strategic questions: *"What are your Big Harry Audacious Goals (BHAGS)? Have you defined your most important goals that will propel your team and organization forward towards the achievement of your vision over the next 2-5 years? How you will your BHAGS move your team towards your vision and desired future state?"*

Jack Welch, former CEO, General Electric reminds all people in teams and organizations to understand your most important role – to build trust. *"Remember, when you were made a leader, you weren't given a crown, you were given a responsibility to bring out the best in others. For that, your people need to trust you."*

So how do we intentionally improve our team's credibility and trust? By consistently applying the **4 Cores of Credibility—team integrity, intent, capabilities, and results**. Below are a series of key coaching questions for any leader or manager to ask when applying the 4 Cores of Credibility.

4. Results

3. Capabilities

2. Intent

1. Integrity

COMPETENCE

CHARACTER
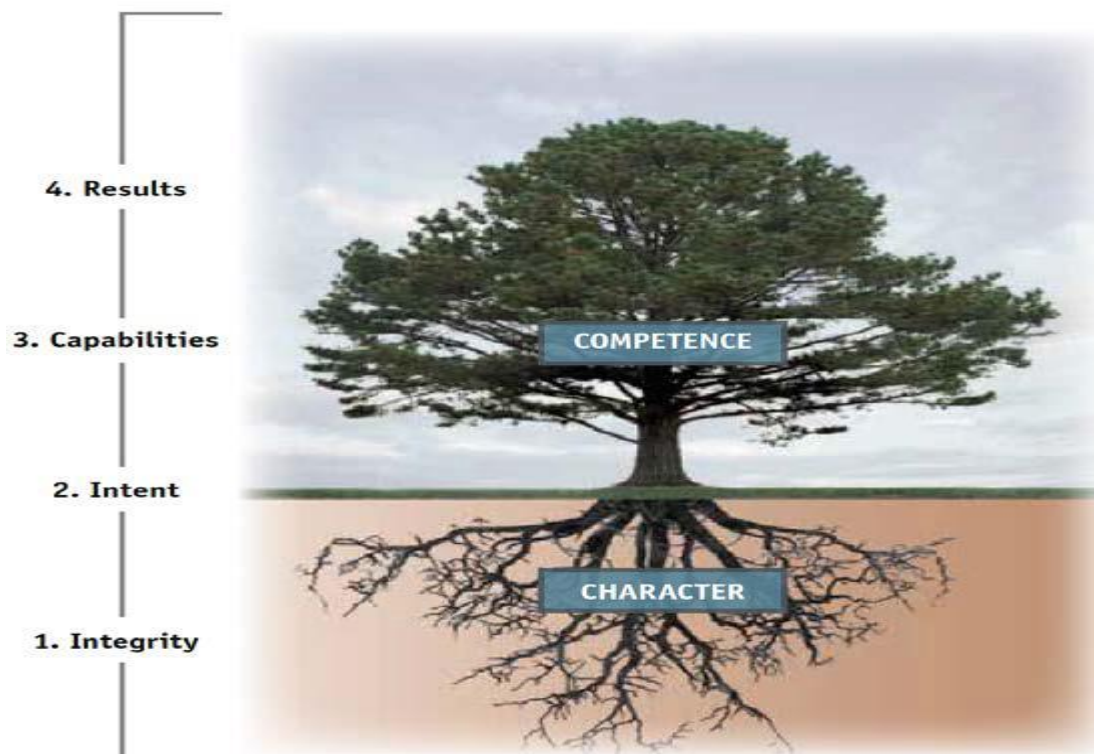
Team-Level Focus on the 4 Cores of Credibility – Key Coaching Questions

1. **Does your team have high integrity?**

   Does your team have the basic paradigm of clarifying and entrusting others to responsibly do their role and responsibility? Do you trust each other on the team? Do you demonstrate respect and loyalty for one another? And, do you operate in a culture of mutual benefit? Do you have a culture of honesty, candor, transparency, and humility? Do you value and listen to others ideas within the team and across functional or divisional boundaries? Can you admit mistakes and do you focus on continuous improvement? Do your systems and structures encourage ethical behavior? Are you humble enough to course correct unethical or misaligned behaviors? Do you model your core values and do people walk the talk? *"Character is the sum total of all our everyday choices."* Margaret Jensen

2. **Does your team have good intent?**

   Do you value a culture that is honest, transparent, open, and candid? Do you seek to balance courage and consideration when talking with your people? Do your managers and team members seek for mutual benefit and for everyone to win? Are people independently selfish or self-interested as a team or do we truly seek for interdependence and the best interest of all parties, in context of the organizations success? Do you foster a culture of care, respect, and value for one another and for other teams? Do you have the best of intent for your customers and other key stakeholders? Are your systems set up to reward cooperation and friendly competition? Do your systems encourage people and teams to innovate, share ideas, leverage best practices, remove barriers and silos, and contribute information freely and

candidly. *"Few things can help an individual more than to place responsibility on him and to let him know that you trust him."* Booker T. Washington

3. **What are your team's core capabilities?**

   Does everyone on your team know the specific goals of the organization and their aligned division/department goals and objectives? Does everyone know what to do behaviorally to deliver on their results? Do you keep score and does everyone know whether or not they are winning or losing on their most important goals and objectives? Do you attract and retain the best talent, attitudes, skills, knowledge, and style to compete in today's marketplace? Do you have the right people in the right seats on the bus (in the right organizational roles)? Do you clearly understand your teams' roles, responsibilities, and seek to leverage your core strengths and talent? Are you continuously innovating, improving, sharing best practices, developing top talent, staying relevant, upgrading the right skills and behaviors, and leveraging your teams' best ideas? Are individuals and teams fully engaged, and operating with synergy? Are you aligning the right team skills, talent, and resources to improve results now and in the future? Do you have systems and structures in place to attract, retain, develop, promote, and reward your top talent? De you have a team that has a high level of execution capability? **"*The most powerful motivations in life are not money; it's the opportunity to learn, grow in responsibilities, develop one's talents and gifts, contribute to others, and be recognized for life's achievements.*"** Frederick Herzberg

4. **Does your team have a track record for consistently produce outstanding results?**

   Do you have a track record of delivering on results that promotes confidence? Do you have a strong history and reputation for achieving success? Do you overcome the temptation to rest on our laurels and focus on your past performance? De you deliver on your current commitments as promised to your boss, leaders, and other key organizational stakeholder? Are you in a position to successfully execute and sustain great results over time? Can people rely on you and your team to fulfill on your commitments? Do you inspire confidence in your ability to achieve and sustain results in the future? Are you building great leaders within your team and at all levels of your organization to win in the future?

Building Team Trust, Engagement, & Talent Management

It is important for every great leader to assess where their team members fall with their levels of performance, adherence to the right values and behaviors, commitment, engagement, and trust.

When people are treated with respect, loyalty, and trust, they tend to volunteer their highest energies, and efforts in their work. Great leaders create and promote the right conditions, climate and cultural where people are empowered to bring out their unique strengths, gifts, and talent. It first starts with leaders and managers modeling the right vision, purpose, strategic clarity, goals and performance standards, and values – in a real sense, "creating the right conditions" where people can bring out their best talent and contribution. When your people come to work every morning, do they say: "I am excited to bring my best talent, skills, and strengths and "show up each day" fully engaged and motivated to make a significant difference at work?

Individual and team levels of engagement can be described as cheerful cooperative, heartfelt commitment, and passionate, creative excitement. You can't simply buy these upper levels of

motivation and engagement -- you have to earn them. When people have to manage "below the line," it becomes very costly and time consuming for the leaders and the team members. Unfortunately, many people may "retire in a cubicle" or "the lights in their eyes simply dim or the go out." When this happens, people can either "quit and leave" or, they can "quit and stay" and take up valuable time, space, and resources. As Jack Welch states, *"Anytime you protect non-performers, it will back fire."*

So how does a leader or manager inject life and excitement into his or her team? We believe that all human motivation can be cultivated and developed – that the life is literally found within the seed. Or, put more directly, people have all the life, energy, passion, and commitment available to be engaged and successful. It is the leader and managers job to fully engage their needs and talents. Do your people have the talents, passion, motivation, and engagement necessary to be successful? What do you need to do to more fully engage your people? It is the role of all great leaders and managers to create the conditions and environment of trust. So where is the best place for leaders to create the conditions of trust and engagement? They need to work on the system -- by focusing continually on aligning the right people, in the right roles, developing a high trust culture, aligned with systems, structures, processes, policies, and rewards that benefit both the individual's career, use of talents, and job satisfaction while achieving the performance standards and values of the organization. In doing this, people will be more fully engaged and aligned to volunteer their best efforts, talents, and unique strengths.

The following graphic below shows the choices people make and how engaged they are in their work. Each level listed on the ladder represent their choices and their level of engagement based on a barometer of trust. How likely are people to "show up" to work and be fully engaged every day? The barometer of trust is represented is either above the horizontal, dotted blue line or above the dotted blue line. Take a few minutes and consider the following question below and identify where you and your people are on the ladder of engagement and trust.

Choices and Engagement Ladder of Trust
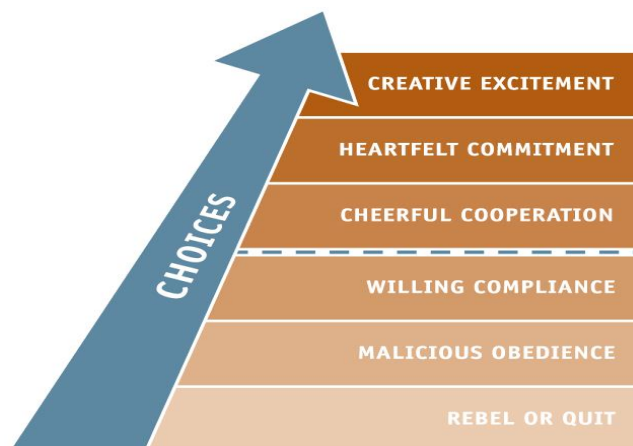
Where are the people on your team?

How engaged are they in the work?

How much of their talent, passion, and commitment are they volunteering to their work?

At the lowest levels of team engagement (below the blue dotted line), people tend to be compliant because they are getting a paycheck, but they are not fully engaged. They may represent malicious obedience and are "show up" to work but they are not happy or motivated in their current role. They don't mind seeing people fail and may have poor performance results because they don't feel supported, respected, or loyalty from the top. Many of these people are average in their performance and can be labeled as average performers, un-motivated, non-

producers, whiners, victims, or complainers. These low level of performers, maybe sitting in the conference room and nodding their head to what is being said, and just waiting for the meeting to be over to express why all of the reason those suggestions won't work in the real world. They look at leaders and managers with sort of a distained or cynical view. They don't trust them and don't feel empowered to make a real difference. They may be indifferent, are neither speaking up, chiming-in, or providing any valuable input because they believe the leaders and managers either don't care, won't listen, or won't act on critical team and employee feedback. These employees and team members are watching as people fail all around them and they are not contributing their valuable insights, talent, or strengths because they have stopped caring. The people living below the line are operating in a team climate or culture where there is distrust, they feel micro-managed, and there is limited transparency, dishonesty, distortion of facts, selfish team members who take all the credit. The style of leaders and managers tend to drive people in a fear-based, top-down directive way. Communication in these environments tends to be non-existent or there are can be mixed messages between what people say and what they actually do another. Diverse ideas, innovations, and risk taking are not encouraged, people tend to blame others, bad-mouth behind their backs, or ignore discussing reality when bad things are happening because they don't want to confront or address difficult issues.

The following coaching questions can be used by leaders and manager to assess where your people fall in their levels of commitment, engagement, and trust.

Building High Team Engagement and Trust through Coaching Conversations That Help to Unleash Talent

While coaching a senior executive team from a large global technology company, we discussed the idea: "What got you here in your current level of success won't get you there, in terms of future success." One of the biggest opportunities for leader's and manager's to help move themselves and their teams to higher levels of performance is to begin to conduct one on one coaching conversations. During these coaching conversations, leaders can help to tap into their hidden potential and begin to clarify, align, and engage them towards their highest contribution and goals. By asking the right questions, leaders help to frame the right areas of focus to better unleash their talent and potential to achieve extra-ordinary results.

> Sir John Whitmore in his book, Coaching for Performance, stated,
> "Whether we mentor, coach, advise, or hold coaching conversations, the success of what we do as leaders depends largely on how we view or believe about human performance and potential in others. The expressions of 'to get the best out of someone' and 'your hidden potential' imply that more lies within the person waiting to be released. Unless the manager or coach believes that people possess more capability than they are currently expressing, he will not be able to help them express it. He or she must think of his people in terms of their potential, not their performance.   To get the best out of people, we have to believe that the best is inside the person – but how do we know what it (the potential) is? How much potential is there? And how do we get it out?"

The use of great leadership coaching skills helps to apply a far more optimistic view of other people, perhaps more than usual. Pretending we are optimistic is insufficient. We must see people and seek to engage with them, in ways that brings out their future potential, and not just focus on their past performance.

The idea that any leader or manager can be a great coach and begin to conduct such leadership coaching conversations is put forward in the book, _Talent Unleashed_, written by Michael Simpson, Roger Merrill, Shawn Moon, and Todd Davis. This insightful book offers simple yet profound powerful coaching questions to help any leader or manager begin to ask the right questions that focus in three key areas: 1. Clarifying performance expectations. 2. Uncovering voice, contribution, and strengths. 3. The ability to clear the path for others making work easier and more effective.

We believe by conducting essential coaching conversations leaders and managers can dramatically build high trust organizational cultures and are the DNA or foundation of any successful team.

Three Essential Leadership Conversations

Improving Performance by Building Team & Organizational Trust

The following questions help leaders and managers begin today with the ability to communicate and build high trust by holding "Three Essential Leadership Conversations" including: 1. Performance, 2. Voice, and 3. Clear the Path.

1. **What Do We Mean By Improving Performance?**

Do I have the confidence that my leader will ensure that we have a clear shared vision of what I am to accomplish, why it's important, and how I am going to do it?

What is Performance Intent?

To improve performance by creating an agreement that establishes priority, focuses effort, clarifies process, and develops trust.

What Are the Key Performance Coaching Questions?

These questions are used anytime a leader, team member, partner, or person needs to gain clarify, agreement, alignment, and accountability between people with share goals, purposes, objectives, targets, or project deliverables.

5 Key Elements for Clarifying and Coaching Performance Expectations:

Begin by using the following coaching questions around the following five dimensions, including: 1. desired results, 2. guidelines, 3. resources, 4. accountability, and 5. consequences. Discuss and come to agreement on each factor listed below.

1. Desired Results

What needs to be done?
- What are the team's top two to three goals?
- How will we measure success?
- What are your top two to three goals?
- How do your goals connect to the team's top goals?
- Are these goals realistic and achievable?

2. Guidelines

What standards need to be met?
- Who else needs to be involved and what are their expectations?
- How will your work impact other teams or functions?
- What policies and/or procedures are in place?
- Is there any related ecological, quality, safety, or legal issues to consider?
- Are there any political or cultural dynamics to consider?

3. Resources

Who and what is needed to accomplish the desired results?
- What people and other resources (i.e. information, financial, training, etc.) are needed / available?
- Who can authorize access to the necessary resources?
- What potential barriers need to be resolved?
- Is there "game-changing" information or technology that could be utilized?
- Are there any people or resources that could be repurposed?

4. Accountability

How will we track progress?
- What are the measurable, influence-able, and predictive activities (lead indicators)?
- Who will receive information and how will tracking take place?
- What key milestones will be achieved along the way?
- How often will we meet to review performance?
- If necessary, how will we modify our agreement?

5. Consequences

How will we know if we are winning or losing?

- When goals are achieved, what are the implications:
    - For the customer (internal/external)?
    - For the organization?
    - For the team?
    - For other stakeholders?
- If goals are not achieved, what are the implications:
    - For the customer (internal/external)?
    - For the organization?
    - For the team?
    - For other stakeholders?
- Are modifications needed to the agreement?

6. Drafting The Performance Agreement

- Define Your Performance Agreement on the Template Below?
- Who is the Agreement Between? What is the Time Period for the Agreement?
- What Key Stakeholders Need to be Involved in Drafting this Agreement?

The Win-Win Performance Agreement Conversation Planner

WIN-WIN PERFORMANCE AGREEMENT®

Agreement Between _____

For _____

Time Period _____

Contribution Statement _____

_____

Desired Results

GOAL	MEASURE(S)	DEADLINE	WEIGHT

Guidelines
What key criteria, standards, policies, or procedures should be followed?

_____

_____

_____

_____

Resources
What people, budget, and tools are available?

_____

_____

_____

Accountability
How will we give feedback? How often?

_____

_____

_____

How Do I Clarify Voice?

What Do We Mean by Clarifying My Voice?

Do I have the confidence that my leader will help me discover, develop and utilize my talents and abilities to accomplish meaningful purposes?

In the *8th Habit*, Dr. Stephen R. Covey further explains the importance of voice and why it is so critical to develop.

> *"This voice also encompasses the soul of organizations the will survive, thrive and profoundly impact the future of the world. Voice is unique personal significance— significance that is revealed as we face our greatest challenges and which makes us equal to them. Voice lies at the nexus of talent (your natural gifts and strengths), passion (those things that naturally energize, excite, motivate and inspire you), need (including what the world needs enough to pay you for), and conscience (that still, small voice within that assures you of what is right and that prompts you to actually do it). When you engage in work that taps your talent and fuels your passion—that rises out of a great need in the world that you feel drawn by conscience to meet—therein lies your voice, your calling, your soul's code."*

What is Voice Finder Intent?

To help clarify our own strengths, passion, and contribution while also helping others' recognize and make their unique and meaningful contribution.

What Are My Key Voice Finder Coaching Questions?

Focus on our personal voice and contribution. Do I have a clear sense of my passion, purpose and unique talent that I bring to my work and career? Then, as a leader or manager, I can hold coaching conversations to help individuals and team members get clear on the key business or market needs desired by the business or team, help define what they are most passionate about, identify and leverage their key strengths and talents, and align to one's core values, beliefs, and conscience.

What Do We Mean by Clarifying Others' Voice?

The following four areas listed below are elements of the "Voice Finder" exercise that any leader or manager can use with their team to help clarify team members strengths, passion, and contribution and what they need to do to make their highest and best contributions in their careers and lives.

1. **NEED** (external or internal)
   o What unmet needs and opportunities do you see among our customers, within our business, or in the marketplace?
   o What is the ONE thing you could do to make the greatest contribution?

Need	What needs do you see on our team? What is the one thing you could do that would create the most value for our team?

2. **PASSION**
   o What have you always loved doing?
   o What job or career-related opportunities are you most excited about?

Passion	What have you always loved doing? What job–related opportunities are you passionate about?

3. TALENT
- o What are your interests, talents, and capabilities and how could you develop them further?
- o What could you do well that you're not currently doing?

Talent	What are you really good at? What opportunities do you see for growth and development?

meaningful?

| Conscience	What would make your work more meaningful to you? What contribution would you love to make in your current role?

What Do We Mean by Clearing the Path?

Do I have the confidence that my leader is constantly looking ahead, seeking for ways to be a source of help, removing barriers, and facilitating the attainment of shared purposes?"

What is Clear the Path Intent?

To remove barriers and obstacles and discover new and better ways to accomplish shared goals.
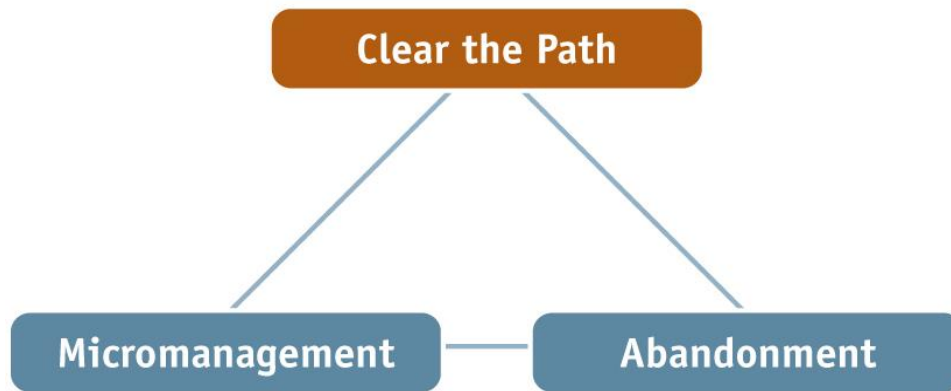
What Are the Key Clear the Path Coaching Questions?

- What are you working on and how is it going?
- What are you learning?
- What obstacles are getting in your way?
- If you could change one thing to improve your progress, what would it be?
- What can team members do to remove barriers for each other?
- What new opportunities are you seeing?
- How can I best help you?
- What can I do as a leader to increase the levels of trust and engagement on our team?
- What kinds of support systems, structures, processes, policies, and procedures do I/we need to improve?
- In which areas can I/we get better at creating the conditions of high trust?

The 4 Cores of Credibility – Organizational Level of Performance:

As Arthur Miller has so commonly stated, *"All organizations are perfectly designed to get the results they get."* Each and every result that we get at the individual, team, and organizational level is directly aligned or misaligned to our design choices. The task of any leader or manager is to improve their ability to build trust and credibility and to consistently align the organization to achieve its' intended outcomes and results.

Leaders and managers need to constantly examine their systems, structures, processes, policies, procedures, communication, and decision making and understand their positive and/or negative impacts on trust.

These symbols, in turn, can show up as either high trust taxes or low trust dividends. They carry disproportionate value in all organizations because they override rhetoric and communicate underlying values and commonly held paradigms to everyone in the organization. Many times these symbols of trust or distrust are often unconscious, unquestioned, and unexamined.

Every leader needs to be aware of how well they focus and deliver on customer and stakeholder needs and expectations? As a leader and manager, the systems and structures that you align to meet the needs of your internal employees and external customers exemplify what you value most. If your symbols of trust show a high level of value towards your people – your people will do anything to help you achieve lasting results. If you don't align systems and structures to take

care of your people – they simply will not be engaged, committed, and motivated to help you achieve results and satisfy your customers.

Every leader and manage is required in their role to product results now and to sustain those results in the future. Results can be defined in many ways, including: customer loyalty, partner/vendor satisfaction, customer experience, employee satisfaction and loyalty, employee productivity, non-forced turn-over, work culture and values, work-life balance, talent management and development, market share, market growth, competitive position, new strategic partnerships or acquisitions, stock price, valuation, shareholder return, company brand image, profit, revenues, cash flow, debt reduction, liquidity, operating costs, working capital, quality defects, and product innovation.

Low Trust Organizations

Low trust organizations will decrease its speed and effectiveness and increase its costs, bureaucracy, and redundancy. **"Low Trust Taxes"** equal the cost of low trust in terms of speed and effectiveness. Low trust taxes everything you do as a leader. Engagement and loyalty in low trust organizations is driven by an Industrial-Age controlling and micro-management mindset, undefined or misaligned values, and cultural norms and poor behaviors that lead to low-trust taxes. Generally, the net result in low trust organizations is that speed is dramatically slower and costs are higher. In addition, customer loyalty and repeat business is lower and the cost of doing business is greater.

Low Trust Slows Down Your Success

Frequently, we observe the following types of negative or pessimistic behaviors exhibited in lower trust organizations.

- People manipulate or distort facts
- People withhold and hoard information
- People spin the truth to their advantage
- People selfishly taking all the credit on assignments or opportunities
- New ideas are resisted and stifled particularly at lower levels
- Mistakes are covered up or covered over
- People get into blaming, victimization, and bad-mouthing others
- People are not open, honest, candid, and transparent
- There are numerous "meetings after the meetings"
- People tend to overpromise and under-deliver
- Communication is directive, top-down, and one way
- People don't value diversity and others' ideas or input

- There are lots of violated expectations, for which people make lots of excuses
- People ignore or pretend bad things aren't happening, they don't look at reality
- Energy levels are intense, stressful, and motivation is low
- People feel unproductive tension, fear, and intimidation from others
- People use micro-management, controlling, and dictatorial styles of influence

High Trust Organizations

High trust organizations will increase its speed, collaboration, and effectiveness and decrease its overall costs, bureaucracy, and redundancy. **"Higher Trust Dividends"** equal benefits that accrue as a result of high trust, in terms of your ability to get things done. High trust makes everything easier. Engagement and loyalty in high trust organizations is driven by what Peter Drucker calls the Knowledge Worker style of management. Knowledge Worker-Age leaders seek to build high trust by being transparent and honest, clearly defining values, and operating by effective behaviors that lead to high-trust dividends. Generally, the net result in high trust organizations is that speed is faster and costs are lower. In addition, customers are more loyal, repeat business, tell their friends, and spend more money over time.

### High Trust Speeds Up Your Success

Frequently, we observe the following types of positive or optimistic behaviors exhibited in higher trust organizations.

- Information is shared openly
- People are honest, candid, transparent, and looking to get better
- Mistakes are tolerated as a way of continuous learning
- There is a high degree of accountability
- People talk straight and confront the real issues
- People listen to others, value others ideas, and seek diverse thoughts and ideas
- The culture encourages risk taking, innovation, and creativity
- People share credit and recognize others' abundantly
- There is clear, open, two-way communication at all levels
- There are few "meetings after the meetings"
- People "walk the talk" and don't just "talk the talk"
- People are visionary and inspiring
- People believe in the diverse talents, strengths, and skill-sets in others'
- There is a high degree of accountability to living the company's values
- The culture is loyal and respectful of all people at all levels
- People model the company's values and principles
- People are valued and rewarded for how they adhere to the company's values
- People are valued and rewarded for how they consistently deliver results

Successfully Impacting Organizational Change

Every leader and manager must first know the needs of their customers (both externally and internally) and how they can dramatically improve positive results over time. Success for any leader or manager begins with their **personal credibility** and **trust** as they seek to improve organizational alignment and development. The **4 Cores of Credibility include—integrity, intent, capabilities, and results** and is also be applied at any leadership team and organizational level.

Below are **The 4 Cores of Credibility** at the organizational levels of performance and a series of key coaching questions for any leader or manager to ask when seeking to improve credibility. If you to tend to find "**symbols of distrust**" in your organization; go back to your senior-level, leadership or management team-levels and ask the following **"4 Cores of Credibility"** questions below:
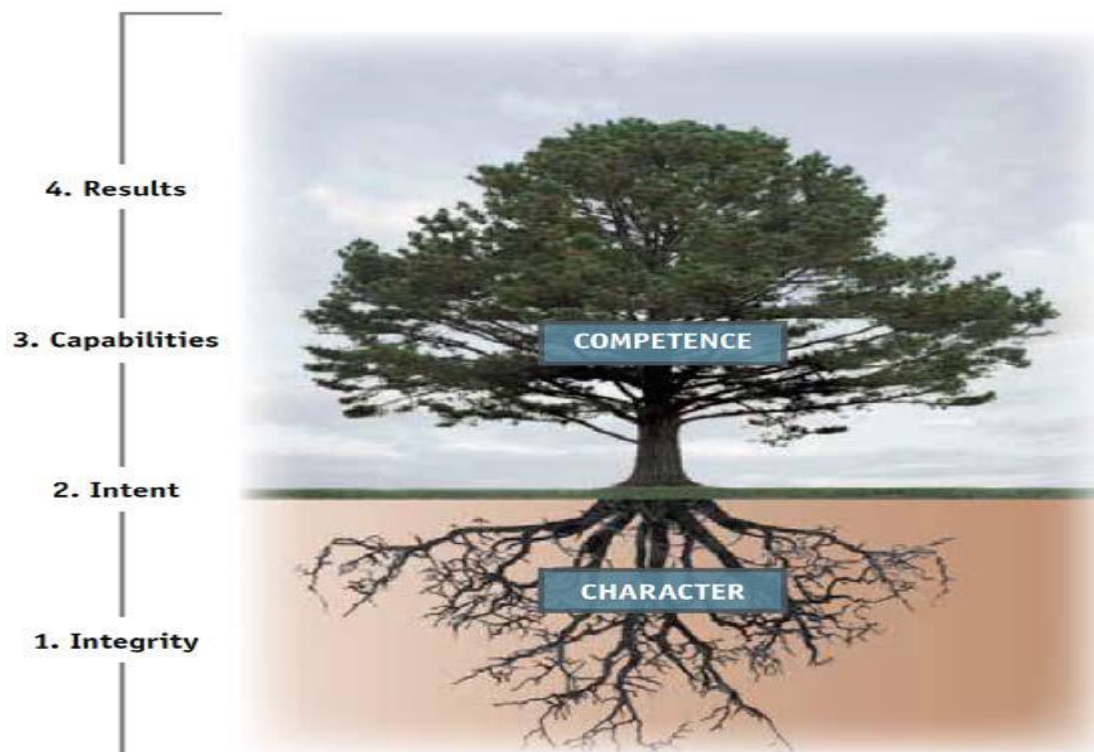
Key Organizational Coaching Questions on Integrity (Character)?

1. **Does my organization have integrity (High Character)?** Do we have a clear and compelling mission and values that people at all levels are encourages and rewarded to live? Do the systems and structures reflect a basic paradigm of honesty, humility, candor, trust, respect, mutual benefit, and seeking for the benefit for all key stakeholders? Do we have a culture of honesty and humility? Do we value and listen to others ideas at all organizational levels? Can we admit mistakes and do we focus on continuous improvement? Do our systems and structures encourage ethical behavior? "Trust doesn't mean they tell you everything. It doesn't mean they don't posture. But it means if they say, *"Good character is more to be praised than outstanding talent. Most talents are to some extent a gift. Good character, by contrast, is not given to us.*

We have to build it piece by piece—by thought, choice, courage, and determination." John Luther

Key Organizational Coaching Questions on Intent (Character)?

2. **Does my organization have good intent (High Character)?** Do we have good intent with others and offer mutual benefit and great value to all stakeholders? Do we want everyone to win? Do we care about and have a system to proactively listen to the voice of our external customers? Do we act on key customer data? De we actively seek to act on feedback from our employees? Are we abundant? Do we assume good intent and trust in others? Are we a learning organization that seeks to share knowledge, best practices, and to get better? Do we foster a culture of care and respect for one another? Do we have the best of intent for our customers and key stakeholders? Are our systems set up to reward cooperation and friendly competition? Do we seek to break down silos and help people work together more synergistically? Do systems encourage people and teams to share ideas, collaborate, remove barriers and silos, and contribute information freely and candidly. *"I count on delegating work to people, trusting them to do the job, and helping them achieve success:"* Lakshmi

Key Organizational Coaching Questions on Capabilities (Competence)?

3. **What are my organizations core capabilities?** Do we attract and retain the best talent? Do we seek to align and develop the right attitudes, skills, knowledge, and style (tasks) to compete in today's marketplace? Do we reward top performers and talent? Do we believe that Talent Management is every leader's responsibility? Do our performance management systems reward the achievement of performance goals and modeling the right company values? Do we have the right people in the right seats on the bus (right organizational roles and responsibilities)? Do people have the right skills and competencies for their jobs? Do our people have career paths and career development plans? Do we actively provide mentoring, coaching, and development to our people? Are we continuously improving, learning, and innovating? *"The purpose in life is not to win or beat others. The purpose of life is to grow and to share. When you come to look back on all that you have done in life, you will get more satisfaction from the pleasure you have brought into other people's lives than you will from the times that you outdid and defeated them."* Harold Kushner

Key Organizational Coaching Questions on Achieving Sustainable Results (Competence)?

4. **Does my organization consistently produce outstanding results?** Does each organizational role and level clearly understand the external results and internal results they are responsible for delivering? De we deliver what we promise? Can people rely on us to fulfill commitments? Do we have a track record that promotes confidence? Do we have a performance-based culture and reward superior results? Do our systems, structures, and processes allow us to produce extra-ordinary results? Do we align our core, work processes to allow us to get better and improve

results over time? Do our systems and structures allow us to execute and perform well as teams and as individuals? Does our organization reward a bias for actions and results? Craig Weatherup, Former CEO, PepsiCo stated, *"There is no ambiguity around performance, which some people perceive as harsh. I see it as an important and necessary part of how we operate. You can't create a high trust culture unless people perform."*

As Jim Burke stated, *"Trust is absolutely key to long-term success. You can't have success without trust. That's what all the commotion is all about today, a loss of trust."* We believe all great leader and managers take full responsibility for delivering and sustaining results as individuals, as well as at team and organizational levels of performance. Great leaders and managers understand that all results are achieved through engaged and aligned teams at every organizational level. If you don't believe this…just simply send your teams and frontline workers home and see how well you produce results. Continue to work at The 4 Cores of Credibility both individually and among team members to openly express confidence and trust in those around you. Continue to look for ways to abundantly recognize, promote, develop, stretch, and engage your people. Clearly seek to define the right talent, vision, strategic direction, focus, and culture. Leaders and managers that seek to apply The 4 Cores of Credibility among teams and organizations, will find that team members will become more clear and engaged in flawless execution, and that organizations will become increasingly aligned with the right values and high performance expectations where all customers and stakeholder experience higher levels trust, credibility, brand strength, and results.

After addressing **"The 4 Cores of Credibility"** coaching questions with your leadership or management team, also consider the degree you encourage the use of **"The 13 Behaviors of High Trust." (See the section below on The 13 Behaviors of High Trust Leaders).** Remember that the ongoing alignment of systems, structures, policies, and procedures nurture, encourage, and sustain the right behaviors for most of the people, most of the time.

For over two decades in our training, consulting, and coaching work with clients, we have observed those great organizations that have high organizational trust, typically use positive behaviors and strong symbols of high trust. The results of high trust behaviors equal high-trust dividends. Conversely, we have observed clients that exhibit negative behaviors and those that perpetuate symbols of distrust that produce poor results and low-trust taxes as referenced on the chart below.

High-Trust Dividends	Low-Trust Taxes
Increased Stakeholder Value	Redundancy
Accelerated Growth	Bureaucracy
Enhanced Innovation	Politics
Improved Collaboration	Disengagement
Stronger Partnering	Turnover
Better Execution	Churn (of customers, suppliers, investors)
Heightened Loyalty	Fraud

Building Trust through Knowledge Work in the 21st Century

The term "Knowledge Work" was first coined by Peter Drucker in 1959 as one who primarily works with information or one who develops and uses knowledge in the work place. Knowledge Work in the 21st Century needs to focus on improving clarity to workers' contribution, purpose, goals, decision making, equips people and teams to be more trusting, flexible, adaptable, empowered, and responsive to deal with the increased needs of customer demands.

The number of business fields and work in which Knowledge Workers must operate has expanded dramatically. What differentiates Knowledge Work from other forms of work is its primary task of "non-routine" problem solving that requires a combination of empowered, innovative, and creative thinking. Knowledge Workers now spend 38% + of their time searching for information and require an increased amount of time in communicating and solving customers' needs.

Knowledge Workers are also operate in organizational structures that are more diverse, non-hierarchic, virtual, and distant settings that are displaced from their bosses and require higher levels of trust. These new-normal work structures require people to operate in various departments, cross-functionally, across many time zones, and from more remote sites such as virtual, home offices. *"The surest way to make your employees trustworthy is to trust them."* Charles Handy - Fellow, London Business School

Knowledge Workers are employees who have deep backgrounds in education and vast work experience and are considered people who "think for a living." The old traditional or industrial command and control mind-set and approach that tell people what and how to do things are both outdated and ineffective. The traditional micro-management, top-down style leads to a culture of low trust, low engagement, and low-levels of empowerment. If leaders and managers are not able to shift from the Industrial-Age to the Knowledge Worker-Age approach – they will not be able to compete in a competitive, global world that requires high trust, innovation, collaboration, mutual benefit, and customer focus.

The Industrial Age vs. Knowledge Worker-Age Leadership Styles

Industrial-Age Mindset

- Boss make every decision
- Boss-centered paradigm
- Tell people what to do
- Tell people how to do it
- Control system. Top-down bureaucracies
- Micro-manage
- Communication is directive, one-way
- External controls. Carrot and stick rewards
- Hierarchic, bureaucratic structure

Knowledge-Age Mindset

- Model high trust leadership behaviors
- Empower people to make their own decisions and manage themselves in win-win ways
- Unleash talent towards the highest contribution, goals, and priorities
- Create aligned systems, structures, and processes
- Clear and disciplined goal focus, execution & accountability system

The reality of Knowledge Work in the 21ˢᵗ Century is to build higher levels of trust needed to equip people and teams with a mind-set and skill-set that is more trusting, flexible, adaptable, empowered, and responsive to deal with the increased needs of customer demands.

Increasing Organizational Trust by Applying 6 Key Factors That Improve Knowledge Worker Productivity:

In 1999, Peter Drucker defined how leaders and managers should treat knowledge workers – the team members and employees that actually do the real work.

1. Knowledge worker productivity demands that we ask the question: "What is the Task or Job to Be Done in your work?" Your work is not defined by your functional role, job description, or job responsibility. Your Job to Be Done is define by what your customer (external or internal) needs are and what they are hiring you to do? What value, relevance, or service can you offer them?
2. It demands that we impose the role and responsibility for worker productivity on the individual knowledge workers themselves. They must manage themselves better in a more empowered, autonomous climate.
3. Continuing innovation has to be part of the work, the task, and the responsibility of knowledge workers. They must allow for innovation, diversity of thought, and input.
4. Knowledge work requires continuous learning and development on the part of the knowledge worker. Offer a system of continuous teaching and mentoring on the part of the knowledge worker.
5. Productivity of the knowledge worker is not — at least not primarily — a matter of the quantity of output. Quality is at least as important. Must know the customer needs, product knowledge, policies, rules, regulations, pricing, codes of conduct, etc.
6. Finally, knowledge worker productivity requires that the knowledge worker is both seen and treated as an "asset" rather than a "cost." They must be respected as an asset and treated with dignity, worth, and value. It requires that knowledge workers want to work for the organization, in preference, to all other available opportunities.

The 13 Behaviors of High Trust Leaders

So how do leaders, managers, and teams move to a high trust Knowledge Worker approach that produces high trust dividends and high levels of employee and team engagement? The answer is: by consistently understanding, using, and practicing **The 13 Behaviors of Trust.**

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

The 5 Key Principles Characterizing Effective Knowledge Work:

1. <u>Build and Develop Effective Teams</u> – build a team approach with focused-execution, collaboration, accountability, mutual benefit, and synergy.
2. <u>Align Time and Resources to Achieve Strategic Goals</u> – develop focus, clarity, and realistic achievable targets and objectives.
3. <u>Provide Organizational Systems and Structures that Foster Two-way Clear Communication</u> – providing dialogue, feedback, transparency, openness, and honesty.
4. <u>Create, Share and Maintain Knowledge</u> – continually mentor, coach, and develop others as people learn, grow, and improve in the roles and responsibilities.
5. <u>Celebrate Success</u>– help people have a sense of winning and achieving success each and every day. Reward a performance-based and a value-based culture.

In summary, all great leaders and managers must seek to align their teams and organizations, by modeling the right behaviors by creating symbols high trust and cultures of high motivation and engagement. Any great leader will seek to build a high trust teams and organizational culture by modeling The 4 Cores of Credibility first. Then, they will seek to apply The 13 Behaviors of High Trust. Team motivation and engagement can happen by conducting 3 Essential Leadership Conversations that help align to performance, contribution, and clearing the path. Finally, leaders need to overcome an industrial mindset of control and micro-management and seek a principle-centered style that is more of an empowering and entrusting coach and guide on the side. In doing so, great short- and long-term dividends will be paid out as people become committed, engaged, and excited about what they can contribute to their careers, their teams, and the organizations. As Jim Burke, the former Chairman and CEO of Johnson & Johnson stated, *"business executives need to recreate a trust agenda. Nothing good happens without trust. With it (trust) you can overcome all sorts of obstacles. You can build companies that everyone can be proud of."*
We wish you all the best of success on your journey to better develop and coach your people in ways that motivate, engage, and improve their performance results. Application of The 4 Cores of Credibility and The 13 Behaviors of Trust will build highly trusted leaders, teams, and organizational cultures that deliver extra-ordinary results. The ideas and content of this article is based on the best-selling book by Stephen M. R. Covey, The *SPEED* of TRUST™ and UNLOCKING POTENTIALl™ 7 Coaching Skills That Transform Individuals, Teams, and Organizations.
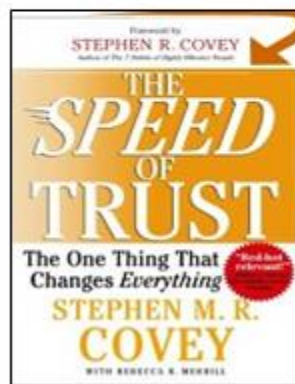
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For All Leaders, Managers, and People

Building Trust, Values, and Skills

Building Trust and Peer to Peer Coaching Skills