

MY TEAM'S LEVEL OF TRUST

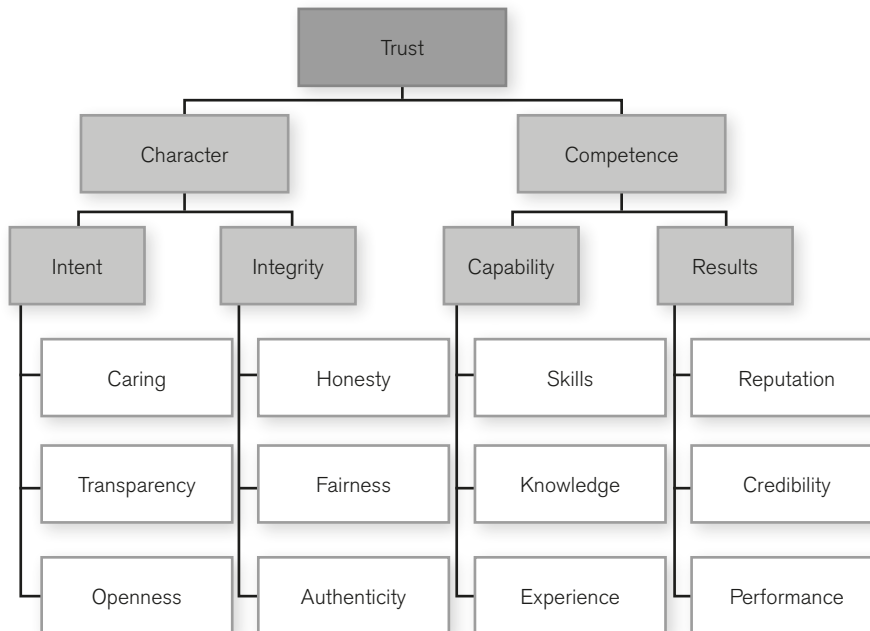
Session Leader Guide



In order to have a high performing team, there must be a high level of trust in the group. Trust increases the speed at which the group is able to accomplish tasks and takes the bureaucracy out of communication. The principal components of trust are character and competence. Trust builds internal cohesion. Trust is the glue that holds people together and the lubricant that allows energy to flow.

The exercise is based on Richard Barretts book "The New Leadership Program".

The Trust Matrix: The principal components of trust are character and competence:



Character is a reflection of how you are on the inside, your intent and the level of integrity you display in your relationship to others. These depend primarily on the level of development of your emotional intelligence and social intelligence. Intent is demonstrated by caring, transparency, and openness; integrity is demonstrated by honesty, fairness and authenticity.

Competence is a reflection of how you are on the outside, your capability and the results you achieve in your role. These depend primarily on the level of development of your mental intelligence, your education and what you have learned during your professional career. Capability is demonstrated by skills, knowledge and experience. Results are demonstrated by reputation, credibility and performance.

PURPOSE

To increase the level of trust in the leadership team.

OBJECTIVE

To identify the strengths and weaknesses of the team with regard to the level of trust they have and make them accountable for improving the situation.

TIME

The estimated time for this exercise is approx. 1 – 2 hours, depending of the size of your team.

BEFORE THE SESSION

1. Anchor the decision to do the exercise in your team.
2. Select participants and book a meeting room.
3. Decide whether you should prepare yourself or use a guest speaker to introduce the workshop and/or create the right atmosphere.
4. Send out an invitation, communicate purpose and objective, when, where and who.
5. Select the slides you intend to use. Look for ideas and select the supporting slides at www.valuescentre.com/getconnected.
6. Make sure the meeting room is ready with all the material needed.
7. If you intend to use a meeting evaluation or reflection, have it prepared in advance (see page 172).
8. Try to come at least 20 minutes before everyone else.
9. Write the Purpose, Objective and Agenda on a flipchart so that everyone can see it during your whole session.

DURING THE SESSION

1. Assemble your team and project The Trust Matrix onto a screen or preferably make two large posters so that everyone can see: one for areas of strength and one for areas of challenge.
2. Present the Purpose, Objective and Agenda of the meeting. Highlight when you intend to end the meeting. Ask if everyone will be able to stay for the whole meeting.
3. Ask the manager to express his/her personal view on how important it is for each participant to clearly understand and articulate their view.
4. Introduce the exercise by sharing the steps to be taken. Make sure everyone understands the exercise. Allow time for questions and concerns.
5. Make sure everyone gets the opportunity to voice his or her view. Be assertive and probe for questions. Remember, the process is as important as the outcome.
6. Conclude the exercise with a shared reflection of the experience and learnings. Ask the question "What have you learned about improving the level of trust in our team"?

AFTER THE SESSION

1. Make sure to follow up and have team reflections on the actions and behaviour that has been identified during the meeting.

Agenda

(proposal and facilitator notes)

1. Introduction

20 min

Go through Purpose, Objective and Agenda.

If needed have an "Ice-breaker" to get everyone connected to each other and the task

Ice-breaker: Ask everyone to recall a moment in time when they experienced a high level of trust. Who was involved? What was at stake? What made it happen? How did it feel? Finalize the Ice-breaker with a collective reflection of your stories about high trust.

2. Definition of "trust"?

15 min

Ask the group to define trust. List the key components that come up from the participants on a flipchart or white board so that everyone can read it. Agree on what are the key components.

Ask the group to reflect upon:

Why is trust so important for us?

3. Our level of trust

10 min

Hand out a blank sheet of A4 paper to everyone. Ask everyone to draw a vertical line and grade it from 10 to 1 on their paper (where 10 is high and 1 is low). Ask them to put an "X" on the scale which describes their personal perception of trust in this team. Collect the papers and display all answers on the flipchart.



Ask the group to reflect upon:

What does our picture tell us about our perceived level of trust?

4. Trust matrix – strengths and weaknesses

60 min

Step 1: Ask each member of the team to identify which elements of the Trust Matrix they believe are the strongest and weakest in the way the team operates.

Give every person ten points (stick-on dots or marker pen) to allocate to the strengths and ten points to allocate to the challenges. He or she can allocate the points in any combination of each of the twelve components of the trust matrix.

As each person comes forward and mark their points on the two posters—strengths and challenges—they should explain to the rest of the team why they have chosen to allocate the points in that way.

Step 2: When everyone has finished allocating their dots it will become immediately obvious what the strengths and weaknesses are in the way the team operates. Based on the results, begin an open dialogue on how to build on the strengths and minimize the weaknesses that the team has collectively identified.

Step 3: At the end of this dialogue, ask each member of the team to state which elements of the trust matrix he or she is least competent in, and what he or she is doing or can do to improve. Use the Handout at the end of this tool.

This exercise makes the whole team accountable for improving the level of trust.

5. Reflection

15 min

Have the group reflect on the following questions:

- What was the major thing you learned and took away from this meeting?
- What are the success factors to make our agreed actions happen?

