

Coaching to Create a Team Culture of Trust

A presentation of ICFLA

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Key Points

Trust -building is enabled (or disabled) by culture

A high-trust culture can be intentionally shaped

To build a team culture of trust requires an understanding of how trust and culture work

What is Trust?

Trusting is making something you value vulnerable to another person's actions.

Being **trustworthy** is acting in ways that are worthy of another person's trust.

Trust is the **outcome** of people **trusting** others and acting in ways that others assess as **trustworthy**.

We build, maintain and repair trust for the sake of something.

What is Culture?

***Explicit* and *implicit* behavioral and procedural norms**

Culture enables and constrains the range of thinking and speaking, moods and emotions, actions and behaviors available.

Key questions:

To what extent does *this team's* culture support trust-building?

If the culture supported greater trust-building what would be possible?

Assessing Trust in Four Domains*

Care

You have my best interests in mind as well as your own.
You intend good for me. We're in this together.

Sincerity

You mean what you say, say what you mean, and act accordingly. You are honest and act with integrity.

Reliability

You keep your promises. You deliver on the commitments you make.

Competence

You have what is needed to do the job. Or, if you don't you will say so and ask for help.

* From *The Thin Book of Trust 1st Edition*, 2009, Charles Feltman

Assessing Trust on Teams in Four Domains

Care

Members of this team hold each other's best interests in mind as well as their own when we make decisions and take action. We support the success of every individual and the team as a whole. We are in this together.

Sincerity

Members of this team are honest and act with integrity in our work together. We each mean what we say, say what we mean, and act accordingly. There are no hidden agendas. We disagree and commit.

Reliability

We make clear, complete requests, offers, and reliable commitments with each other and outside stakeholders. As a result, we consistently deliver on the commitments we make to each other and others outside of the team.

Competence

Members of this team have the skills, experience, expertise, knowledge, and resources needed to do what we are here to do. Or, if one of us doesn't they will say so and ask for help. We are clear about the standards by which we assess competence. We learn from our mistakes.

How does this help?

How does knowing these four trust assessments domains help...

1. ...see what aspects of a team's culture support trust-building and which aspects might inhibit it?
2. ...point toward useful conversations, actions and practices to reshape the culture?

Story of Robin's team.

Signs of a High-Trust Team Culture

Delivers results – delights customers

Committed and engaged – tasks and relationships

Uses conflict productively

Learns from mistakes

Roughly equal contribution from all members

Inquiry and advocacy

Divergent ideas and opinions encouraged

Disagree and commit

Responsible and accountable

Honesty, transparency

True camaraderie – happy to be on the team



Signs of a Low-Trust Team

Poor results, missed deadlines, duplicated work

Disengaged, lacking commitment

No conflict or high interpersonal conflict

Fails to learn

Discussions dominated by one or a few

All advocacy, no inquiry

Divergent ideas, opinions discouraged

Disagreement carried on outside team

Lack of accountability

Hidden agendas, information hoarding

Cordial hypocrisy*



* from *Building Trust In Business, Politics, Relationships, and Life*, Robert C. Solomon & Fernando Flores, Oxford Univ. Press, 2001

CARE: Actions for Leaders and Teams

Identify and commit to team mission and values – revisit often

Create and implement team agreements – revisit often

Practice generous listening

Encourage participation from everyone

Reward team performance at least as strongly as individual performance

Disagree within the team, commit fully once a decision is made

Find opportunities to create camaraderie

SINCERITY: Actions for Leaders and Teams

Be as transparent as possible

Keep everyone up to date

Focus discussion on facts, ground assessments in evidence

Honor “gut feelings”

Make it safe to argue and debate issues and ideas

Disagree and commit

Address issues when they come up – don’t wait

RELIABILITY: Actions for Leaders and Teams

Model and ask for clear, complete requests and offers

Model and ask for clear commitments

Ensure the larger context for requests is clear – the “bigger commitments” the team has

Make sure the purpose for requests is clear and understood by all

Wait for a commitment – no drive-by requests

Be clear when “no” is an acceptable response and when it is not

Make it safe and acceptable to counter-offer a request

Make it safe to renegotiate a commitment when necessary

COMPETENCE: Actions for Leaders and Teams

Clear, shared standards– technical (the job) and behavioral (the job of being a good team member)

Make it safe and acceptable to acknowledge “I don’t know”

Support team members when they acknowledge they don’t know – what learning?

Encourage constructive feedback

Encourage questions, curiosity, experimentation

Proactively support professional development