ASPIRE TALENT GROUP LLC

Building Trust & Influence:
The Keys to Powerful and Positive Workplace Relationships

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We use data and a scientific approach to talent optimization to help individuals, teams, and organizations *achieve more.*

Leadership Development
Coaching/Consulting
Assessments/Diagnostics
Teambuilding/ Team Development

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Balancing the Leadership Scales: Maximizing Both Team & Individual Productivity

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- Part A – Personal Excellence: The Daily Habits & Behaviors of Leadership Success
- **Part B – Building Trust & Influence: The Keys to Powerful & Positive Workplace Relationships**
- Part C – Accountability for Results: Creating a Culture of Ownership, Accountability, & Continuous Improvement

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Part A Review: Seven Daily Habits

- *Point toward your "true north"*
- *Check your mindset*
- *Play big*
- *Focus on the big rocks first*
- *Be a perpetual learner*
- *Extend grace*
- *Role model the way*

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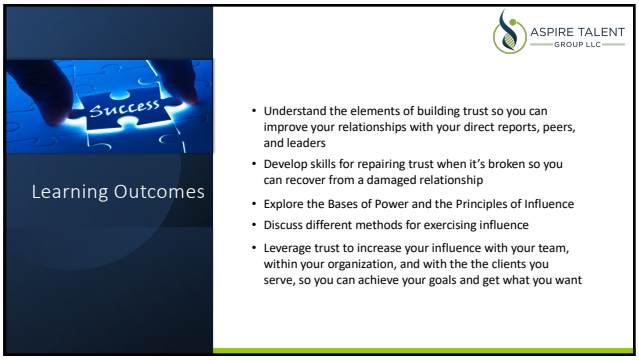

Learning Outcomes

- Understand the elements of building trust so you can improve your relationships with your direct reports, peers, and leaders
- Develop skills for repairing trust when it's broken so you can recover from a damaged relationship
- Explore the Bases of Power and the Principles of Influence
- Discuss different methods for exercising influence
- Leverage trust to increase your influence with your team, within your organization, and with the the clients you serve, so you can achieve your goals and get what you want

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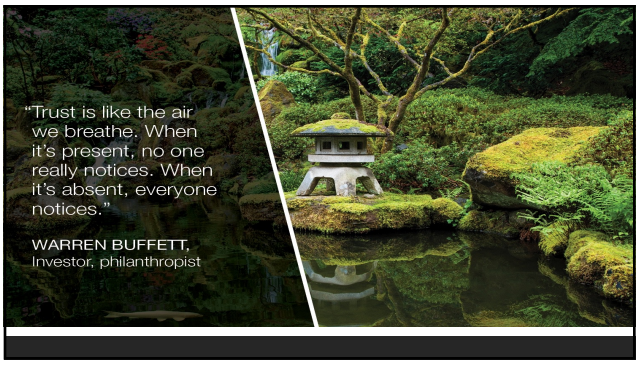

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Defining Trust

Trust is the degree to which one has confidence in the capabilities, integrity, and intent of another.

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A Tale of Two Leaders

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Leader One	**Leader Two**
Focused on self	Focused on others
Makes commitments… then excuses	Makes commitments… and keeps them
Accepts poor outcomes	Holds employees accountable
Concerned with "looking good"	Concerned with "doing good"

As an employee, how does it feel to work for Leader One?

As an employee, how does it feel to work for Leader Two?

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Focus on Relationships

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High-Trust Relationship	**Low-Trust Relationship**
Safe	Insecure
Authentic	Difficult
Comfortable	Inauthentic
Easy	Risky

Most of us would want to know if we had a career-limiting behavior we are unaware of. We would want someone we trust to tell us so we can improve. Imagine how that same feedback would feel coming from someone we have low trust or no trust with.

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The Numbers Tell the Story

High Trust Environments vs. Low Trust Environments

- **74%** less stress
- **106%** more energy
- **40%** less burnout
- **50%** more productivity
- **13%** fewer sick days
- **50%** more likely to still be at their organization in a year

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What's in it for you?

As a leader, your impact on **your own** environment is magnified.

Building trust within your team **makes your job easier**.

Establishing yourself as somebody worthy of trust **increases your influence** and **helps you get what you want**.

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Four Kinds of Happiness

Happiness is caused by the release of hormones. There are four primary types of happiness, each resulting from the release of a different hormone.

Dopamine: Reward-driven happiness. Released when we achieve a goal or experience success.

Serotonin: Status-based happiness. Released when we feel important.

Endorphins: Pain-numbing happiness. Released to aid in survival when running from a lion.

Oxytocin: Trust-induced happiness. Released to aid in social selection.

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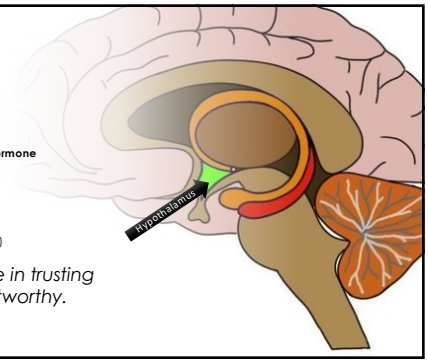
Your Brain on Trust

Oxytocin = The Trust-Promoting Hormone

Impacts social, romantic, and parent/child bonding

Triggered by *trust* (and chocolate)

There is survival value in trusting people who are trustworthy.



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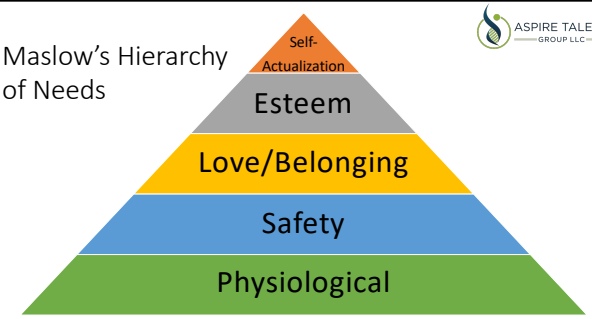
Maslow's Hierarchy of Needs



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More than Just a "Soft Skill"

The ability to create trust is can be taught, practiced, and mastered.

A person isn't trustworthy because of *who they are*, but because of *what they say* and *what they do*.

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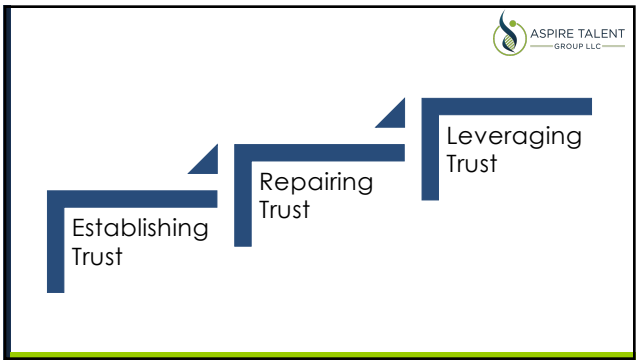

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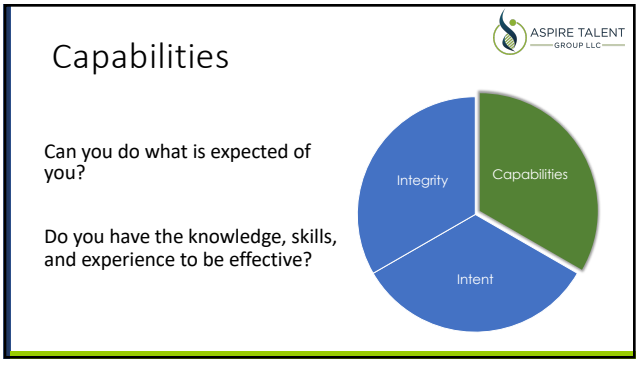
Capabilities



Can you do what is expected of you?

Do you have the knowledge, skills, and experience to be effective?

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Demonstrating Capabilities

- Deliver results and produce high-quality work
- Recognize your own limitations and barriers
- Seek feedback and incorporate it into your personal development plan
- Dedicate yourself to continuous learning and growth

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Demonstrating Capabilities as a Leader

- Provide your team with opportunities to succeed
- Give honest feedback
- Encourage and reward learning and growth
- Approach mistakes and errors as opportunities for improvement

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Integrity

Do you do things the right way?

Do you hold yourself accountable?

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Demonstrating Integrity

- Make and keep commitments
- Keep confidence
- Align your words with your actions
- Build relationships based on honesty and transparency

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Demonstrating Integrity as a Leader

- Make commitments to your team and hold yourself accountable
- Communicate opening and honestly using plain language
- Set expectations and hold your team to those expectations
- Confront and embrace reality

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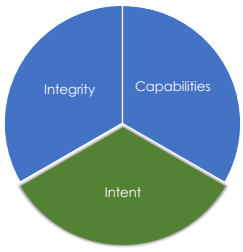
Intent

Are you self-focused or other-focused?

Are you motivated by a desire to *look* good or to *do* good work?



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Demonstrating Intent

- Clarify your intended outcomes
- Support others in accomplishing their goals
- Be your best self at work
- Adhere to organizational and self-imposed ethical standards

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Demonstrating Intent as a Leader

- Put others before self
- Prioritize the success of your team
- Be mindful of the impact of your words & actions
- Show genuine care & concern

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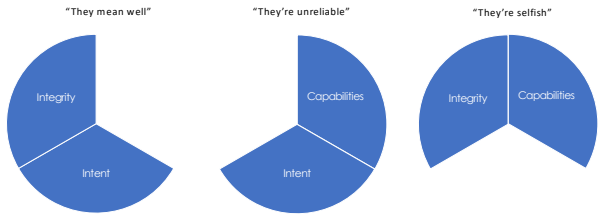
A Missing Piece of the Pie



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Teams who have an abundance of trust …

- Readily ask for and offer help to each other
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Take risks in offering feedback and operate with authenticity
- Recognize and appreciate others' skills, abilities, and experiences without feeling competitive
- Focus time and energy on high-value projects
- Offer and accept apologies without hesitation (extend grace)
- Look forward to meetings and other opportunities to work as a group
- Share rewards and celebrate accomplishments

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Teams who have an absence of trust …

- Refuse to ask for help from each other
- Hesitate to offer help outside their own areas of responsibility
- Hide their mistakes and weaknesses from each other
- Fail to recognize and leverage each others' skills, abilities, and experiences
- Waste time and energy "playing it safe" and attempting to "look good"
- Withhold feedback and miss opportunities to learn and improve
- Focus on individual accomplishments and rewards to the detriment of the team and the organization

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Build Trust by Creating Psychological Safety

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- Model the Way: Demonstrate vulnerability and authenticity
  - *What can I do differently next time?*
  - *How could I improve on X?*
- Recognize and appreciate others
- Encourage open and authentic discussion
  - *What are your thoughts on this initiative?*
  - *How do you really feel about this change?*
- Make it a regular practice to reflect and discuss strengths and opportunities with the team
- Conduct after action reviews on projects/initiatives
- Treat "failures" as opportunities to learn and grow
- Immediately address behaviors that are destructive or serve as obstacles to creating trust, i.e. criticism, finger-pointing, blaming, etc.

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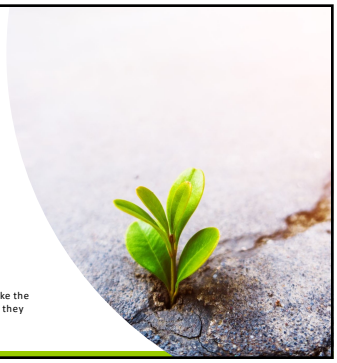
Demonstrate Sincere Interest in the Success of Others

- What are their career interests?
- What brings out their best?
- What motivates them?
- What matters most to them in their work?
- What are their communication style preferences?
- How do they like to be recognized?

Treat people like what they do matters. Help them make the connection between the work they do and the impact they have and difference they make.



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Rebuilding Trust

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- Listen. Listen. Listen.
- Acknowledge and confront the breach of trust
- Identify and validate the impact on the relationship
- Own the violation of trust and explain without excusing

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Allowing Others to Rebuild Trust

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- Restate expectations and identify the gap
- Check for understanding of the impact on the relationship
- Develop a plan of action
- Extend grace

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Personal Trust Inventory

With whom have I established a high amount of trust? What do I most value about that relationship?

How do I know we have a high-trust relationship? How has that impacted my ability to be successful?

What actions and behaviors have I taken to establish and maintain that trust? How have those actions and behaviors demonstrated my capabilities, integrity, and intent?

With whom do I need to establish trust in order to increase my influence?

How can I more effectively demonstrate my capabilities?

How can I more effectively demonstrate my integrity?

How can I more effectively demonstrate my intent?

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Influence: Trust in Action

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Building **trust** provides opportunities for **influence**

Influence is the means of harnessing or directing the **energies of others**

Trust = Power

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Influence

Directions of Influence

Bases of Power or Influence

Principles of Influence

Methods of Influence

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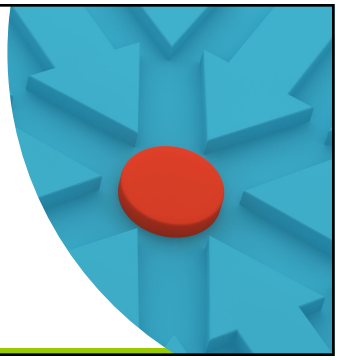
Directions of Influence

- Upward Influence
- Downward Influence
- Peer Influence



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The Six Bases of Power & Influence

Legitimate Power

Reward Power

Coercive Power

Expert Power

Information Power

Referent Power

So what?

Understanding the Six Bases of Power & Influence can help us fine-tune our attempts at influence *and* recognize why it is we're influenced by others.

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The Principles of Influence

- Reciprocation
- Commitment
- Authority of Expertise
- Social Validation
- Friendship

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Appeal to Reason

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Focus on logic, facts, explanations

Strengthened by a confidence in one's **competence and capabilities**

Best used when you've established credibility

Focusing on increasing our average spend per diner should be the goal of our sales efforts this quarter. We recently saw a big uptick in first-time guests when we advertised the updates to our menu, but some of those items take longer to make, so we need to be able to more effectively cross-sell other menu items to offset the increased diner turnover time.

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Appeal to Values

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Focus on right and wrong, beliefs, and emotions

Strengthened by a confidence in one's **ethical compass**

Best used when you share the values that motivate others

Yes, it's more cost effective for us to purchase frozen ingredients and have them delivered less often, but our most loyal guests, and the guests who are most likely to recommend us to others, dine with us because they know their meals are made from high-quality, locally-sourced ingredients. Saving a bit on costs in the short-term would undermine the value of the relationships we've built and would ultimately lead to a decrease in guest satisfaction and return rates.

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Appeal to Team

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Focus on shared success and organizational achievement

Strengthened by a confidence in one's **underlying motivation**

Best used when when there are shared goals

I know that asking our servers to come in for extra training on our new menu creates an additional burden. They're already working long shifts, and we'll have to pay them for the time, but by demonstrating our commitment to helping them succeed in their jobs, and helping them position themselves as knowledgeable experts with our guests, we'll all see a return on the investment. Our serving staff will see increased sales and better tips, and our guests will be more enthusiastic about dining with us again and recommending us to their friends and family.

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Putting the Pieces Together

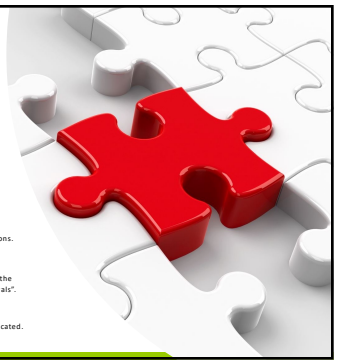
Start Small
Express concern for others. Share personal stories.

Show Vulnerability
Ask for input. Respect the expertise of your others on your team.

Stay Steady
Maintain a consistent emotional state. Be a rock. Monitor your reactions.

Focus on the Future
Deep trust takes time, but the more often you make "trust deposits", the more confidence you can have in your ability to make "trust withdrawals".

Extend Trust First
During the trust-building phase, the extension of trust is often reciprocated.



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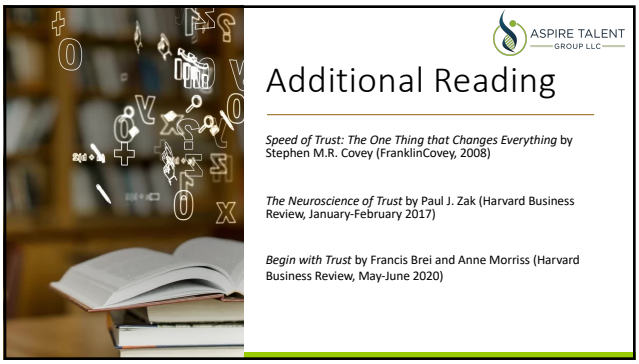
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Additional Reading
Speed of Trust: The One Thing that Changes Everything by Stephen M.R. Covey (FranklinCovey, 2008)
The Neuroscience of Trust by Paul J. Zak (Harvard Business Review, January-February 2017)
Begin with Trust by Francis Brei and Anne Morriss (Harvard Business Review, May-June 2020)

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Resource Page for You!
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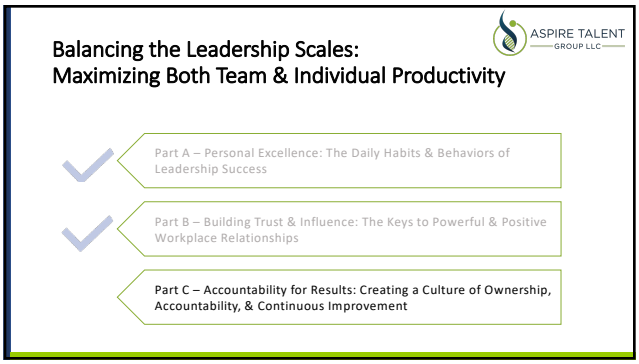
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