

COLLABORATIVE LEADERSHIP:

Building Trust With Employees

Knowledge and Practical Skills

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Introductory Exercise

*Experience With
Effective (& Ineffective)
Leadership*

Common Issues *Behind* Workplace Tensions:

- “Communication” issues
- Problems with setting & clarifying performance & behavior *expectations*
- Issues of respect, **trust**, rapport
- Recognizing *emotional content* of tensions
- Failure to deal with concerns *promptly*
- Perceptions of a lack of consistent, objective, “fair” treatment

The “Interest-Based” Approach To Dealing With Conflict:

- Look for the *interests* – the underlying forces and motivators – behind complaints, not just the *positions* (the labels, legal positions, and perceptions) which may cover or hide the interests
- Look for the “why” behind the “what”
- Recognize the potential benefits of conflict

Collaboration Principles

- Collaboration goes *beyond* mere cooperation and coordination to make continuous use of the power of *interdependency*, when work involves multiple people -- *collaborative effort produces more than individual effort*
- Collaboration involves continuous commitment to the *value* and *practice* of working with and through others, enabled by a *climate of trust*

Collaboration Is Not About:

- *Diminishing the value of self-reliance and personal commitment to excellence –*
 - collaboration enables *optimization* of individual skills, knowledge, abilities and interests, where success depends on multiplying individual effort
- *Nor is it about enabling anyone to hide nonperformance behind collaborative effort –*
 - collaboration enhances openness of everyone’s efforts, accountability, and personal developmental needs

Leaders Support Collaboration By:

- Maintaining a climate of *trust*
- Emphasizing “*why we need to work together*” – common needs & goals
- Encouraging *mutual reliance* & the sense that “we’re all in this together”
- Continually *sharing information*
- Helping employees understand, communicate with, and *count on each other*
- Supporting *face-to-face* communication and social interaction
- *Modeling* trust and social competence

An Essential Building Block of Collaboration:

How Managers Build
TRUST
*To Support An Environment
Of Collaboration (And Interest-Based
Problem Solving)*

Perspectives

“Trust” is confident reliance on someone when you are in a position of vulnerability.

-- Prof. Robert Hurley, Fordham University

“Distrust” is negative expectations about someone, signaling fear or dislike of them, a propensity to attribute sinister intentions to them, and a desire to buffer oneself from their conduct.

-- Prof. Roy Lewicki, Ohio State University

“The Neurobiology Of Trust”

The production of oxytocin, a peptide produced in the brain, affects and is affected by social behavior. Experiments show that human oxytocin levels increase in response to “trust signals” (behavior that is perceived as trustworthy), and then in turn increase trusting behavior.

-- “The Neurobiology of Trust” by Paul Zak, Director of the Center for Neuroeconomics Studies at Claremont Graduate University, in *Scientific American*, June 2008

*At The Intersection Of
Practical Experience And Neurobiology:*

Behaviors That Increase Trust

1. Hold people accountable for quality performance – *and to do so, you must be clear on **expectations***

- “If you don’t know where you’re going, you might not get there”
- Often, expectations are at best only indirectly related to annual performance plans, and are much more related to day-to-day clarity and good communication

2. Be honest!

- Tell the truth, even if difficult (but do so respectfully and use active listening skills)
- Show your values and continuous self-inquiry: *how do I "do the right thing?"*
- Talk straight – say what you mean, mean what you say
- Keep your promises (or explain why you can't)
- Take responsibility for mistakes
- Little things count

3. Try for *transparency* in your actions and objectives, the reasons for your actions, and your expectations

- Err on the side of disclosure
- Explain decisions fully
- Avoid feeding suspicions about your motives or "hidden agenda" -- this creates distrust

4. Don't let manageable concerns mushroom into difficult problems

- Respond *timely* to issues and complaints
- Link your responses clearly to actions or the needs of the situation, and be specific

5. Show interest in the people you work with – get to know them, let them get to know you, and try to be continuously **accessible** –

- *physically* (e.g., “Management by Walking Around” (MBWA))
- *emotionally* (e.g., openness, active listening cues)
- *collaboratively* (e.g., seeking their ideas and advice and using it)

6. Strive for ***consistency*** in how you treat people – and foster the perception of *fair, equal, non-arbitrary treatment*

- Recognize, respect, and value their differences – and be careful about your own preconceptions
- Base decisions on *objective* factors & behaviors
- Be aware of how things look – *appearances count -- perceptions become a person's reality*
- General rule: you can & should be *friendly* with employees, but not *friends*

7. “**Sleep on it**” before reacting to **provocation** – angry and threatened people (including you!) can overreact

- Be careful of the natural tendency to become defensive in response to complaints and criticism (can lead you to retaliation)
- Especially true for e-mail (see below)
- “Take heat, shed light”

8. Treat people **respectfully** and maintain their self-worth

- Criticize *behaviors* rather than people themselves
- "Praise publicly, reprimand privately"
- Stay objective, avoid acting on speculation about others' *motives*
- Avoid gossiping or speaking negatively behind employees' or team members' backs

9. **Show gratitude, recognize good work, and do so timely**

- "Catch people doing something *right*"
- Exhibit your loyalty, extend your trust to them

10. **Display appropriate empathy**

- Be human, be positive, and keep your sense of humor
- Put yourself in the other person's shoes for a moment

11. **Make it easy** for the other person to see things as you see them

- Emphasize the *future and solutions*, and try to move away from *problems and the past*
- Seek the *best outcomes* for people and the organization, not merely *winning*
- Reflect on interests you have in common, and to get something *you* need, help the other person get something *they* need

12. Enhance their sense of **security**

- Recognize their concerns, look for ways to take their interests into account, and show you want to help
- Be frank -- *and* respectful
- Make it feel safe to be candid with *you*
- Stay friendly
- Note safeguards as appropriate – the “rules,” their rights, and (most important) the *interests you have in common*

13. **LISTEN!**

- Use active listening skills to “pay attention,” find out, and show you recognize the other person’s interests and concerns
- Also listen for what is *not* being said
- “Seek first to understand, then to be understood”
- Welcome feedback from others on *your* behavior and ideas
- The “80-20” and “radio host” rules

14. Other Collaborative Behaviors

- Be **open to the influence** of others –
 - “*listen and learn,*” *take advice (& show it)*
- **Make yourself vulnerable** –
 - *demonstrate your trust in them to be trusted yourself (“leaders go first”) – let go of control*
- Nurture and display **openness**

The Problem With E-mail

Advantages of e-mail:

You can send it instantly, you create a record, and the message easily can be distributed widely

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Special Aspects of Working with Teams

What is a "team?"

Commonly, in organizations, a "team" is a small group chartered for a particular purpose, often outside the regular organizational structure and drawing team members from multiple sources. Teams may be temporary or permanent.

What is "teamwork?"

A psychological working environment characterized by mutual trust and respect, interdependency, good communication, and clarity of purpose –
which enable the team to be effective.

Aspects of Effective Teams

- *The team has a clear sense of shared purpose and vision:*
 - Uniqueness of the work and its value – what “business” are we in (and *not* in?)
 - What are our values and principles?
 - What is our “charter” (the work to be done?) Why are we doing it? How does it fit in elsewhere?
 - Who is our customer? What are the expectations?
 - How do we know when the job is done, and done successfully?

Effective Teams (continued)

- *Team leaders foster collaboration:*
 - Members are clear on *personal* roles & accountability, vis-à-vis *team* accountability
 - Members work on relationships, trust & communication
 - Members respect & accommodate individual differences, & seek to use everyone’s attributes
 - Members feel free to share ideas & recommendations, as well as concerns & challenges
 - Members can integrate their different roles & accountability in team & “home” job assignments
 - Members are clear on “ground rules” – who does what, & the evaluation & reward structure

Effective Teams (continued)

- *The team understands systems aspects:*
 - The interdependency of activities and methods within the team and with the outside world

 - Clarity about plans and priorities, relationship to goals & mission of the overall organization, understanding of changes that arise (and why made), and acceptance of continuous review

SUMMARY

To achieve productivity and mission accomplishment, leaders understand that:

- Some conflict is unavoidable, & can be *useful*
- The "interest-based" approach helps to reduce and manage conflict, solve problems, and build trust
- Collaboration is key to managing in complex settings requiring multiple effort (especially teams)
- Trust is key to collaboration, and can be created
