July 17, 2024

Corrie Napier, MDR

Establishing a Trusting Environment

PAX NAPIER
CONSULTANCY & MEDIATION
EST MMXX

WELCOME!

1. <u>Seating Rule</u>: Sit with at least 1 person you don't know.

2. <u>Table Chat</u> - While you eat, take turns answering:

   What comes to mind for you when you think about a team functioning with high trust in each other?

A LITTLE ABOUT ME...

FIERCE
HOPE

Walking Through Pain with
the God of the Universe

CORRIE NAPIER

➤ www.CorrieNapier.com

Pepperdine 2030: Ascend Together

- achieve *integrated wholeness* as a Pepperdine community.
- "[facilitate] thoughtful and meaningful conversations about matters of importance, which are, like Jesus, 'full of grace and truth' (John 1:14)"
- "engage in respectful and meaningful discourse and address difficult and divisive issues with love and conviction."

OBJECTIVE

to be equipped with skills
to contribute to a
trusting environment
on your team

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AGENDA

Introduction and Opening Question

Skills 1-2

Discussion

Skills 3-4

Exercise

Recap & Next Steps

Wrap Up

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THE BLUE ANGELS

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OPENING QUESTION:

➢ What does a trusting team environment look like, from your experience?

➢ What does the opposite look like?

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Lencioni's 5 Behaviors of a Cohesive Team

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

"Trust is the confidence among team members that their peers' intentions are good, and that there is not reason to be protective or careful around the group."

-Patrick Lencioni

Reference: "The Five Dysfunctions of a Team" (Lencioni)

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SURVEY SAID...

Very high / total trust

↑

Zero trust

Score	%
10	15%
9	13%
8	36%
7	10%
6	13%
5	8%
4	5%
3	0%
2	0%
1	0%

0   10   20   30

From your perspective, how much do people on your current team at Pepperdine trust each other?

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LENCIONI'S CONFLICT CONTINUUM

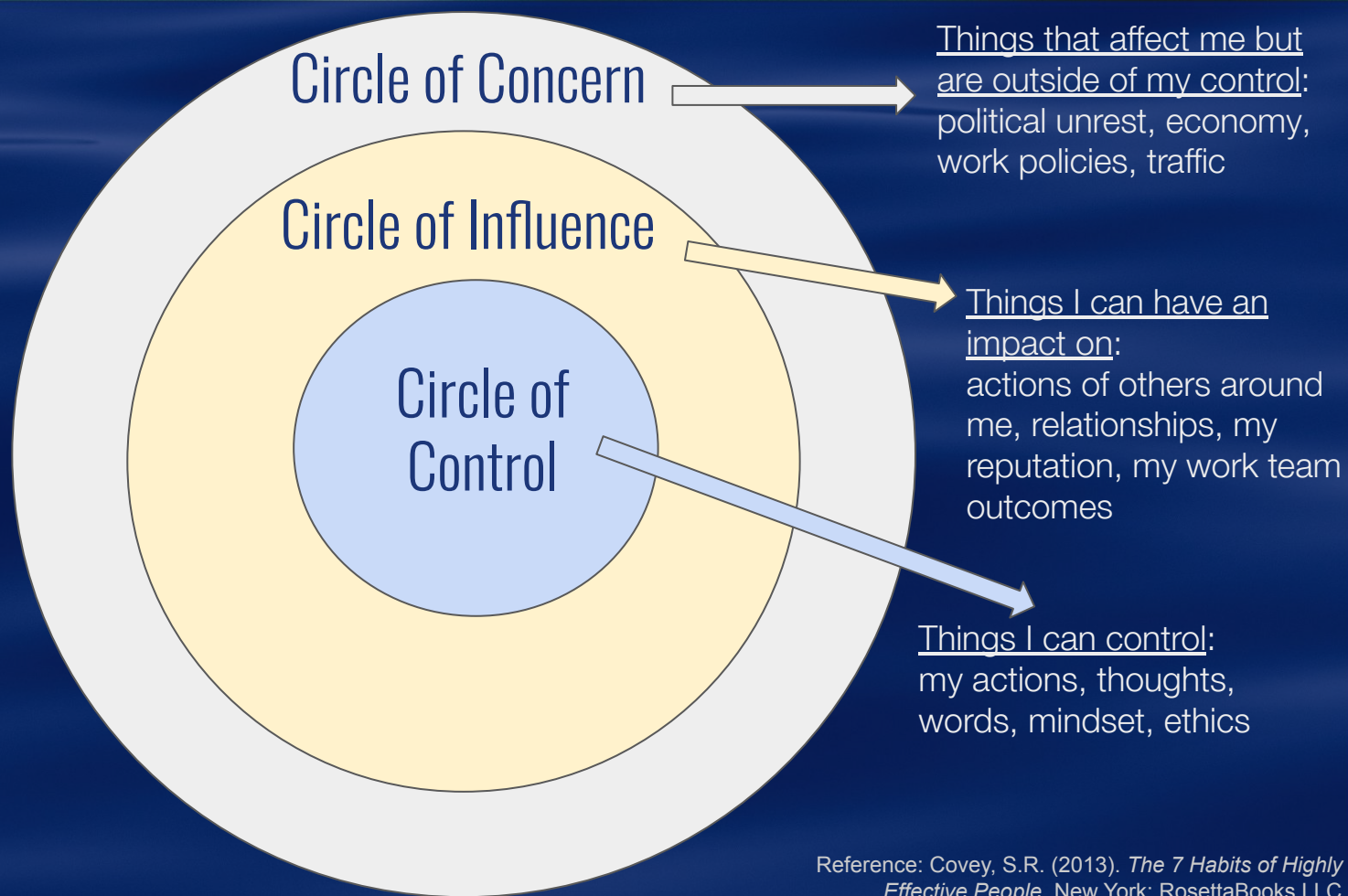ARTIFICIAL HARMONY — IDEAL CONFLICT POINT — MEAN-SPIRITED PERSONAL ATTACKS

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What Erodes Trust?

SURVEY – Please choose the things you feel decrease (or have decreased) the trust between your team members at Pepperdine: [Select 3 max]

26% ➡️ ❏ Work productivity concerns

54% ➡️ ❏ Perceived unfairness / inequity / double standards

❏ Lack of accountability

31% ➡️ ❏ Lack of honesty / openness

❏ Behaviors that communicate entitlement

44% ➡️ ❏ Gossip / Negative comments about others

❏ Lack of inclusivity
❏ Holding back sharing critical feedback
❏ Blame-oriented actions
❏ Clash of values (e.g., intergenerational)
❏ Policies not being followed
❏ Lack of transparency of leadership
❏ Territorial behaviors

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Steven Covey's model

Circle of Concern

Circle of Influence

Circle of
Control

Things that affect me but
are outside of my control:
political unrest, economy,
work policies, traffic

Things I can have an
impact on:
actions of others around
me, relationships, my
reputation, my work team
outcomes

Things I can control:
my actions, thoughts,
words, mindset, ethics

Reference: Covey, S.R. (2013). *The 7 Habits of Highly
Effective People*. New York: RosettaBooks LLC.

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SKILL #1:

Invest into Relationships

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Anyone up for a quick game?
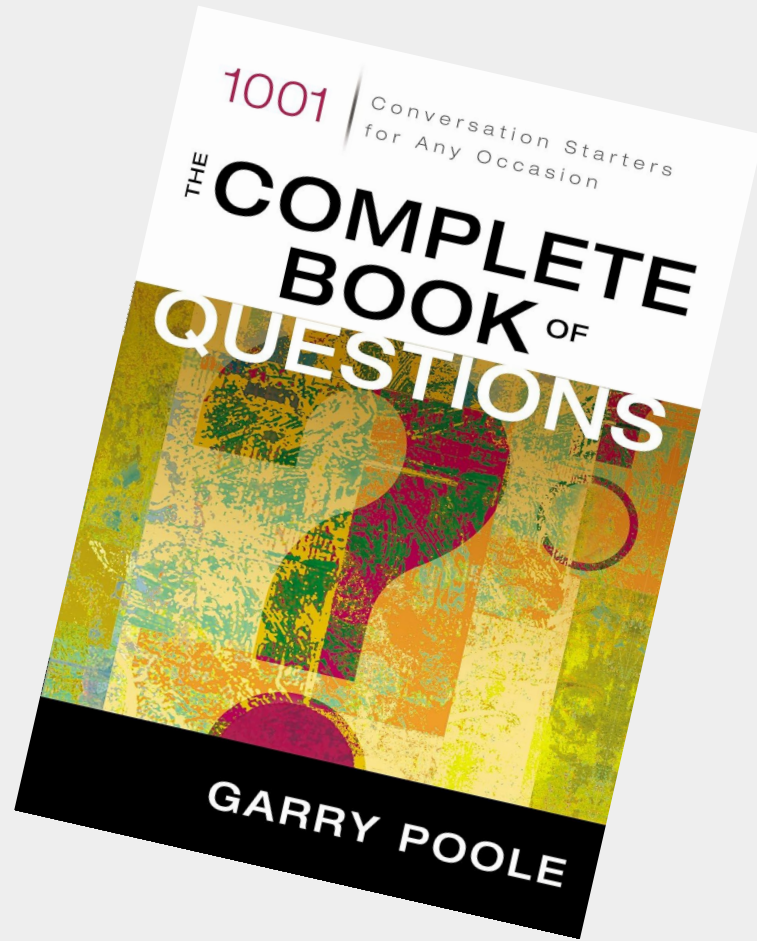
1. Pick a Person and ask them to pick a number from 1-1001.

2. ONLY they answer it.

3. Then hand the book to them and they pick the next person.

1001 Conversation Starters for Any Occasion

THE COMPLETE BOOK OF QUESTIONS

GARRY POOLE

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More Great Questions:

○ *What is one of your strengths that might currently be underutilized?*

○ *If you had to label all the work tasks you do in a given month as "heavy" or "light", which is one of the heaviest, and which is one of the lightest for you?*

○ *What recent experience have you had (at work or outside of work) when you would say you were "in your element"?*

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SKILL #2:

Invite Diverse Perspectives

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First, take note of the different styles / skill sets on your team

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Different Communication Styles

Examples:
>   Direct vs. Indirect
>   Verbal vs. Internal Processor
>   Assertive vs. Accommodating
>   Analytical vs. Personal

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Different Working Styles

Examples:
Big picture vs. Detail-oriented
Take the lead vs. Follow a plan
Initiate vs. Implement new ideas

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Then be Proactive

<u>Draw out</u> less dominating voices

- *Does anyone have a different perspective?*
- *What an interesting idea, Sharon.*
        Can you share more about that?
- *As Simone shared, I agree that…..*
- *Alex, I'm curious about your perspective on this?*

Elicit Feedback and Ideas

- *What suggestions or ideas do you have for this project? / to improve our team's productivity & collaboration?*

Help your team think on a different level to solve problems

- *How can we think outside the box here? Let's tap into the collective wisdom and diverse perspectives within our team to come up with an innovative solution.*

★ **For appreciation to truly be effective, it must be <u>authentic</u> and <u>individualized</u>**

PLATINUM RULE

Appreciate people in ***their*** preferred way, not yours
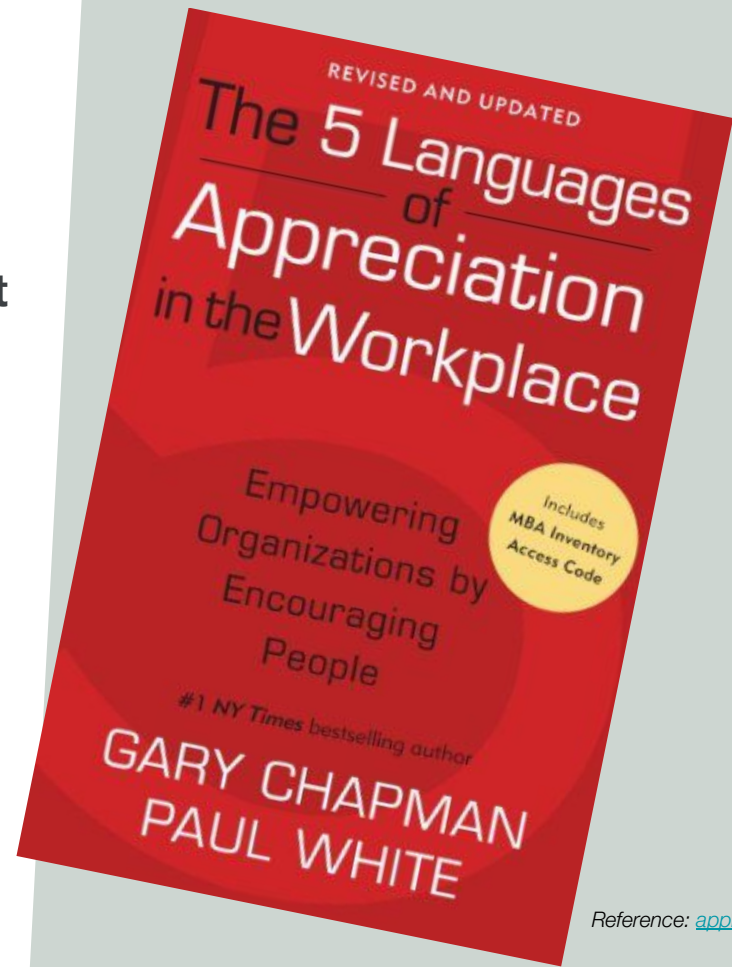
Reference: appreciationatwork.com

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THE FIVE LANGUAGES OF **APPRECIATION**

WORDS OF AFFIRMATION

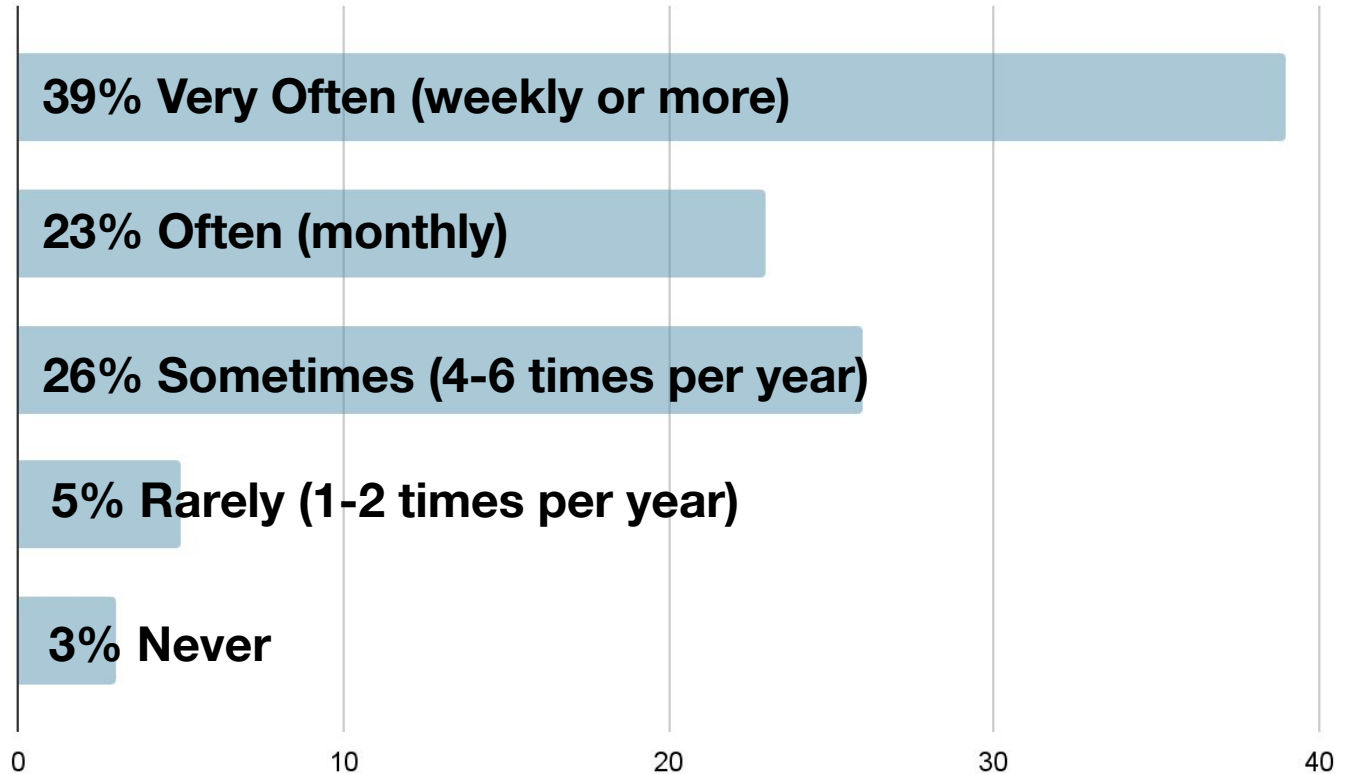**QUALITY TIME**

ACTS OF SERVICE

TANGIBLE GIFTS

PHYSICAL TOUCH

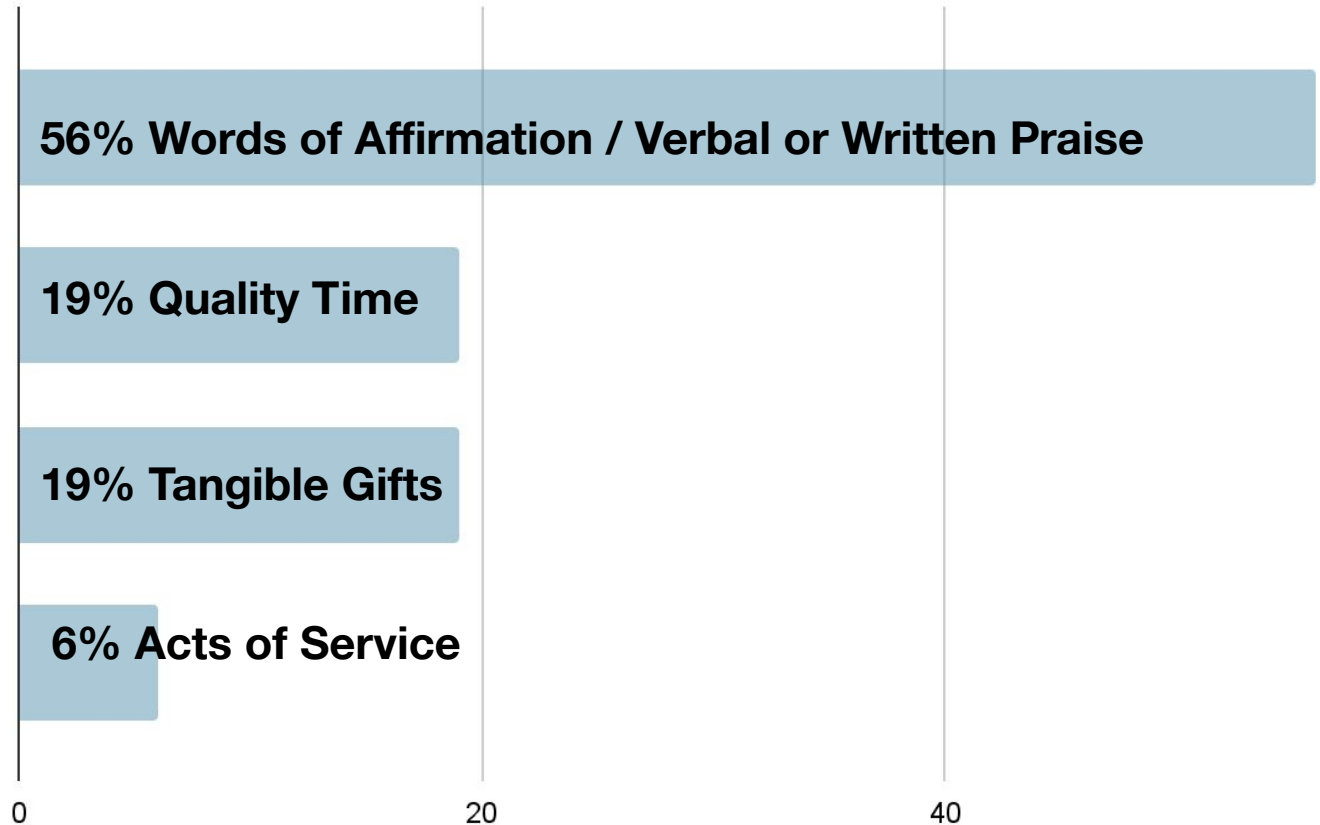*Reference: appreciationatwork.com*

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SURVEY SAID...

*Approximately how often do your team members recognize / show appreciation (in small or big ways) **to you** in the workplace?*

39% Very Often (weekly or more)

23% Often (monthly)

26% Sometimes (4-6 times per year)

5% Rarely (1-2 times per year)

3% Never

SURVEY SAID...

*The **top** way others make you feel valued and appreciated in the workplace is when they give you:*

56% Words of Affirmation / Verbal or Written Praise

19% Quality Time

19% Tangible Gifts

6% Acts of Service

0	20	40

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Discussion in 2s or 3s…

➢ *Which 2 "appreciation languages" make <u>you</u> feel most valued by others in the workplace?*

➢ *What about your <u>team members</u>?*

THE FIVE LANGUAGES OF **APPRECIATION**

WORDS OF AFFIRMATION	**QUALITY TIME**	**ACTS OF SERVICE**	**TANGIBLE GIFTS**	**PHYSICAL TOUCH**

Reference: <u>appreciationatwork.com</u>

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SURVEY SAID...

Approximately how often do you recognize / show appreciation (in small or big ways) __to your team members__ in the workplace?

41% Very Often (weekly or more)

39% Often (monthly)

18% Sometimes (4-6 times per year)

0% Rarely (1-2 times per year)

3% Never

| 0 | 10 | 20 | 30 | 40 | 50 |

SKILL #4:

Be Proactive to Clear the Air

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What Erodes Trust?

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26% ➡️ ❏ Work productivity concerns

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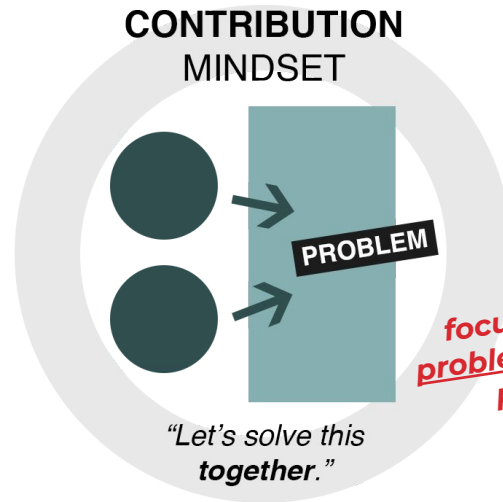**QUESTION:** *Who do I need to be proactive to clear the air with?*

LEARNING CONVERSATION

"Could we touch base? I'd like to get on the same page about ____."

GET CURIOUS

CONTRIBUTION
MINDSET

PROBLEM

focus on the <u>problem</u>, not the person

*"Let's solve this **together**."*

1. Start with Appreciation and Scope

★ **Begin with appreciation and giving a sense for how big the issue is.**

- ***Minor issues:*** *I feel like we're on the same page about 90% of the time, **AND** I'd like to discuss some ideas to see how we could align better in this particular area.*

- ***Moderate issues:*** *I appreciate many of the ways we communicate with each other, **AND** want to bring to your attention_____.*

- ***Major issues:*** *I'd like to find a way forward for us to continue to collaborate **AND** in order for that to happen, I feel a strong need to discuss _____ with you in the coming week.*

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2. Get Specific!

★ **Specify which actions, behaviors, comments are the issue.**

- ~~You are rude~~

    During our last few Zoom calls about the project, I've noticed you have a tendency to interrupt others when they are sharing an idea.

    You may not intend to do this, but when it happens, it impacts the flow of the meeting and feels disrespectful. I'm curious to hear your thoughts on this.

★ **If you don't know what the nature of the issue is, ask:**

Hey, there seems to be a roadblock keeping us from collaborating well. What's your sense for what it might be?

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3. Collaborate on how to move forward

★ **Share ideas, ask for input, make requests**

- *What is important to you moving forward?*

- *What are some ideas for how we could address this?*

- *Here is an idea I've been thinking about. What do you think?*

- *Would it be possible…?" / "Could we try…?"*

★ **THEN define how to move forward.**

- *Moving forward, let's have a 2-hour meeting to make a checklist with these details _____, for the event.*

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PAIR EXERCISE -
CLEARING THE AIR
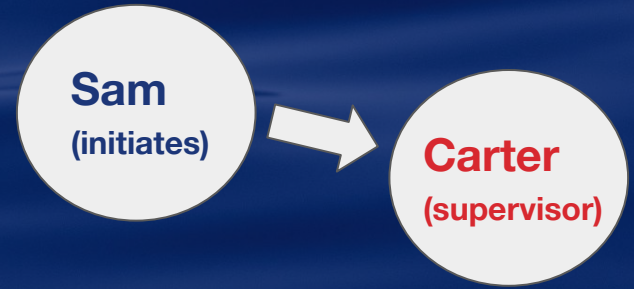
In pairs, practice initiating the conversation.

Scenario: Sam feels that the supervisor, Carter, overlooked Sam for a recent manager position. Sam has more seniority than the new manager (who was brought in from the outside) and feels the selection process was unfair. Sam decides to bring this up at the one-on-one meeting with Carter.

LEARNING CONVERSATION

1. Start with Value and Scope

★ Begin with appreciation and giving a sense for how big the issue is.

"Could we touch base? I'd like to get on the same page about ____."

GET CURIOUS

2. Get Specific!

★ Specify (or ask about) which actions, behaviors, comments are the issue.

CONTRIBUTION MINDSET

PROBLEM

focus on the problem, not the person

3. Collaborate on how to move forward

★ Share ideas, ask for input, and make requests
★ THEN define how to move forward

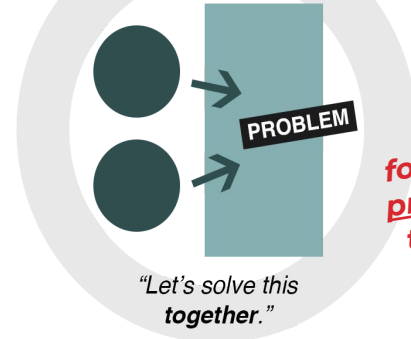*"Let's solve this together."*

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Introduction
- Lencioni's 5 Behaviors Pyramid: Trust = foundational
- Lencioni's Conflict Continuum: avoid artificial harmony/trust
- Covey's Circle of Control, Influence, and Concern

Skill #1: Invest into Relationships
- Anyone up for a quick game?
- Ask good questions
- Can I help with that?

Skill #2: Invite Diverse Perspectives
- Take note of different styles and skill sets
- Draw out less dominating voices
- Elicit feedback and ideas

Skill #3: Initiate more Appreciation
- 5 Languages: Words, Time, Service, Gifts, Touch
- Platinum Rule: use others' language, not your own
- Must be: individualized, authentic

Skill # 4: Be Proactive to Clear the Air
- "Learning conversation"
- Solution-oriented mindset
- Start w/ value and scope; - get specific!
- Collaborate on how to move forward

take-aways?

questions?

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