

Welcome

**Relax and enjoy the music.
We will be starting at 12.00pm.**

How to Lead your Team into the Achievement Zone



Today's Fast-Changing, Interdependent, Complex World



Living with COVID



People are in survival mode.
Exhausted, anxious and
depleted.

Overwhelmed by too
much work or fearful of
job certainty.

59.9% of Australian
employees are considering a
new role in next 12 months.



New Leadership Style Required

Employees now expect flexibility, autonomy and emotional support.

People want meaningful work and relationships.

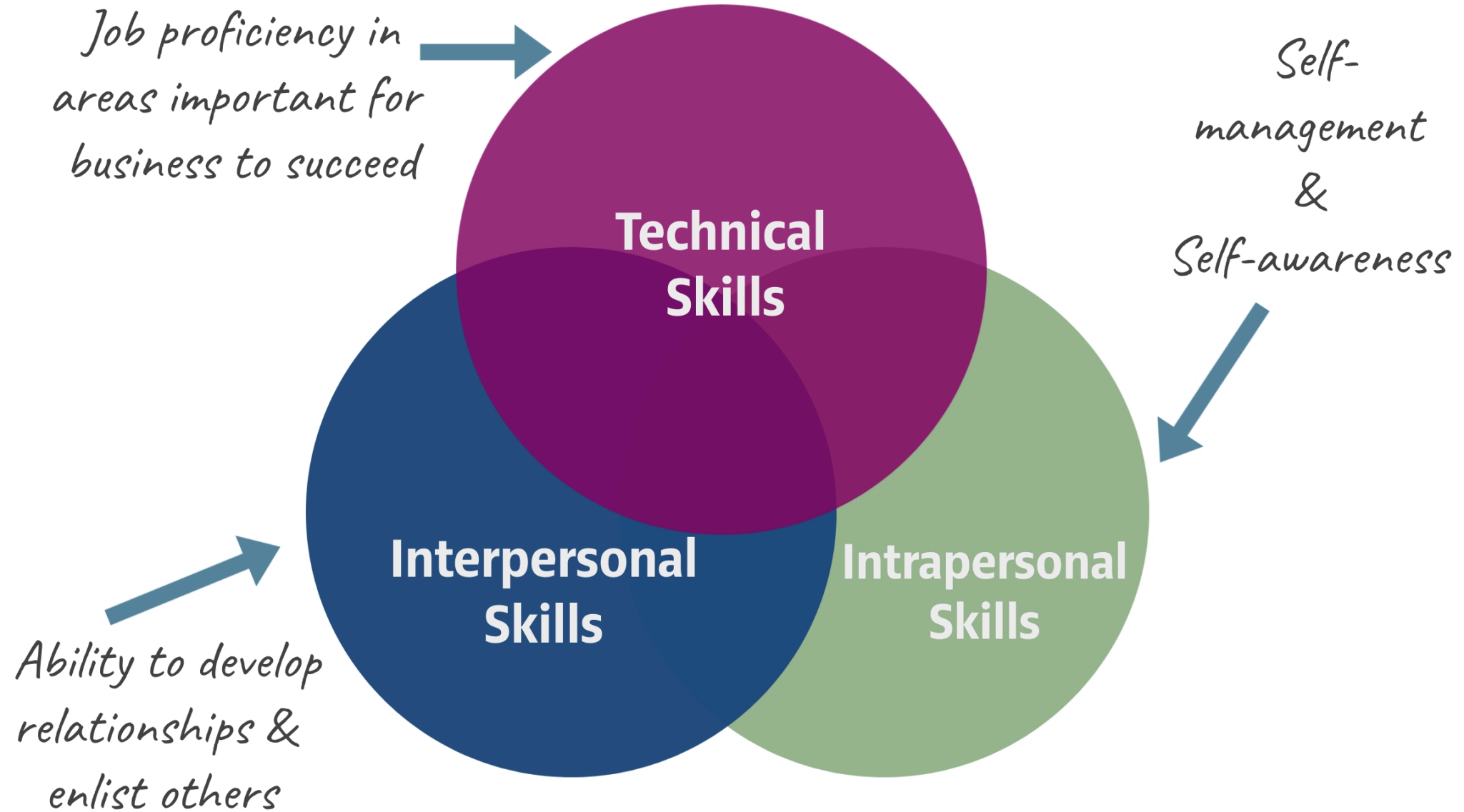
Employees want to be trusted and respected.



Work is no longer about how many widgets staff produce, but how well they make them together



Employee Skills for Today




How do we create an environment that enables employees to feel inspired, energised and innovative, when they are not connected face-to-face?






**WHAT MATTERS THE MOST IS BUILDING TRUST.
YOU BUILD CONNECTION THROUGH BUILDING
TRUST.**



Without trust, there is no meaningful connection between people. It's just meaningless co-ordination.



**WHEN YOU BUILD
TRUST AS THE TEAM
ENVIRONMENT, YOU
CAN PUT YOUR TEAM
ANYWHERE AND
UNDER ANY
CONDITIONS AND
THEY WILL THRIVE.**



Why is Trust Important?



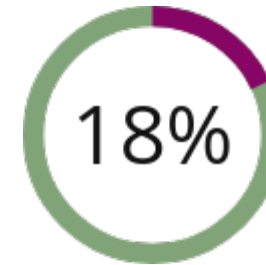
for high trust
organisations
versus low trust.



Half the employee turnover



Less burnout



More productivity



More employee engagement

When People Don't Trust Each Other

1. Need lots of meetings to make decisions.
2. Double up of resources.
3. Block each other.
4. Request more information

Trust is Foundational for Relationships and High Performance

Trust enables us to
undertake:
**truth-seeking
conversations,
commit to actions,
make decisions faster, and
buy into a big vision.**

Trust at Work Definition

“

The ability for everyone in an organisation to **confidently rely on (and predict)** that others will do the **right thing** and make good on **promises.**

Marie-Claire Ross



Improves job fulfilment

People speak up about issues and
are willing to fix them

Customers are delighted because
you're delivering on promises

Trust Unblocks Performance

Where Team Leaders Lose Trust

Unsure with how to build effective relationships online




Avoid performance conversations and keeping those who haven't adapted.



Questionable communication skills

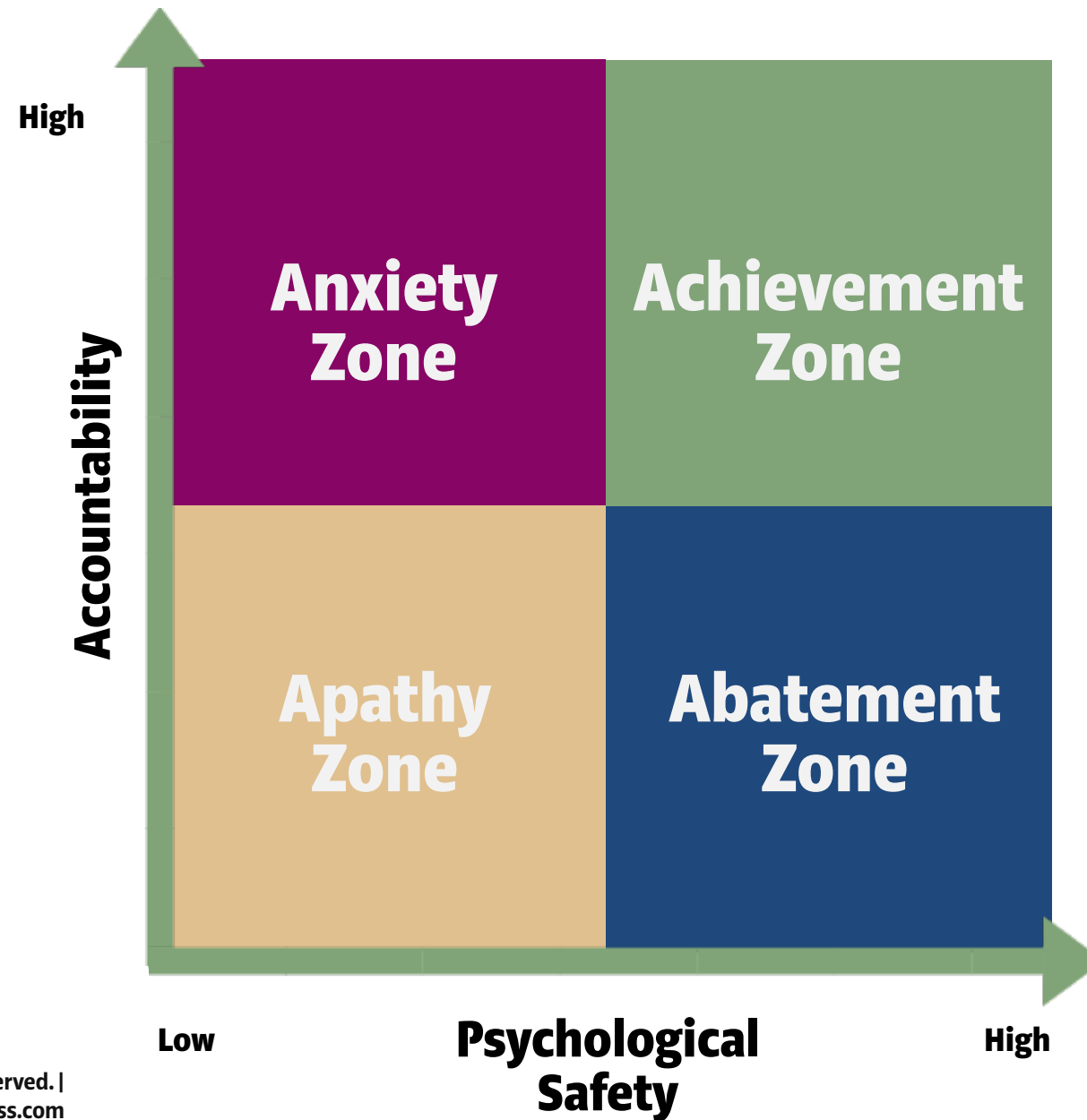






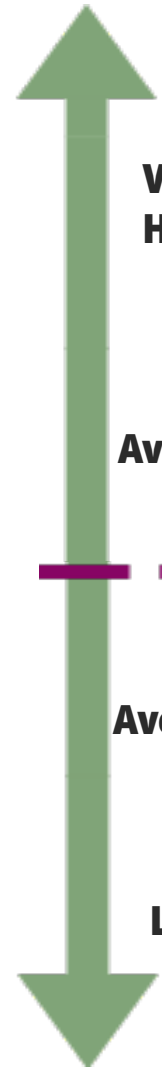
**INTERPERSONAL RISK IS THE
FEAR THAT PEOPLE WON'T
THINK HIGHLY OF US OR AT AN
EXTREME LEVEL WILL REJECT
US ALTOGETHER.
STOPS US FROM SHARING OUR
CONCERNS AND IDEAS AND
CONTRIBUTING.**

Four Team Zones



From Apathy to Achievement - Costs

Prioritisation



Very High

Average


Average

Low

Team Zone	Costs	Full Potential
Achievement High psychological safety and accountability	Things start to hum/risk to leader is boredom/meddling	100%+
Anxiety Delivering in high-pressure and stressful environment	Hidden costs of claims (5% revenue) & high turnover	95%
Abatement High safety/low accountability creates resentment from high performers	Energy spent on maintaining status quo	80% Peak (50-70% over time)
Apathy Under-management/lack of alignment	Energy spent on self-preservation/busy on the wrong things	60-75%

Tipping point

Trusted Leader Capability Ladder

Performance		Leader Trust Level	Team Zone	Leader Prescriptions	Leader Effort:Impact	Team Productivity
		Trusted Leader	Achievement High psychological safety and accountability	Explore New Ideas	1:5	x5
		Trust Decelerator	Anxiety Delivering in high-pressure and stressful environment	Emphasise Teamwork	3:2	x2
		Trust Presumer	Abatement High safety/low accountability creates resentment from high performers	Energise Team	5:1	Tipping point x1
		Trust Neglector	Apathy Lack of alignment and poor safety	Empower Team	10:1	x-1

Lag v. Lead Indicators

- We don't stay in these zones for long.
- We can be pushed out, due to circumstances out of our control.
- Understanding where you are is part of your leadership journey.
- It's about reflecting on ***how you are getting results*** not ***what results you are getting***.



Time to Reinvent Leadership



1

Learning new skills to change how your team interacts, prioritises work, communicates and collaborates.

2

Getting individualised support to help you stay in the Achievement Zone.



5 Decisions to Become a TRUSTED LEADER

1. Do you have the **motivation** to adapt your leadership style?
2. Is creating a **thriving environment for your team** important to you?
3. Are you comfortable with **making time to self-reflect** on where you are and where you need to be?
4. Are you **willing to learn** and do the work to strengthen your leadership?
5. Are you okay with having an **accountability partner** to improve?

Where it All Began...



We are Designed to be with People

- Fight/freeze/flight mode
- Get Stuck
- Solve Non-Existent Problems
- Focus on the Wrong Tasks
- Problem isn't the right problem.



Limbic Brain

Old, original brain



Responsible for feelings such
as trust and loyalty



No capacity for language



**YOU CAN'T talk YOUR
WAY INTO TRUST, YOU
HAVE TO behave
YOUR WAY INTO IT.**



Limbic Brain



Match words to actions



Need to be reliable and predictable



Unresourceful state, fear-based
decisions

Prefrontal Cortex

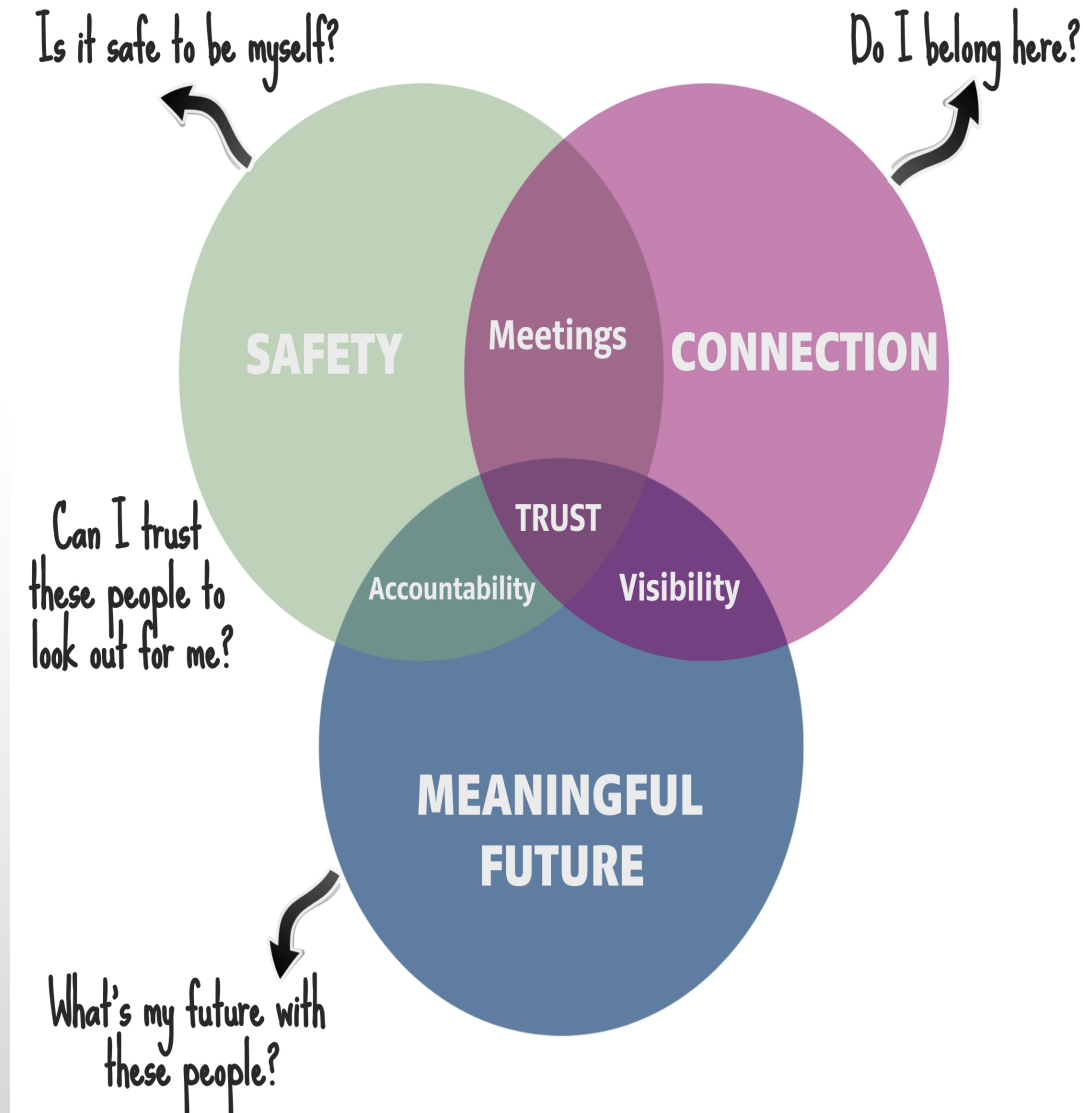
Our newer brain

Plan, solves complex
problems and innovates

Responds from choice
not fear



Integrated Trust Building System



Why is This Important?

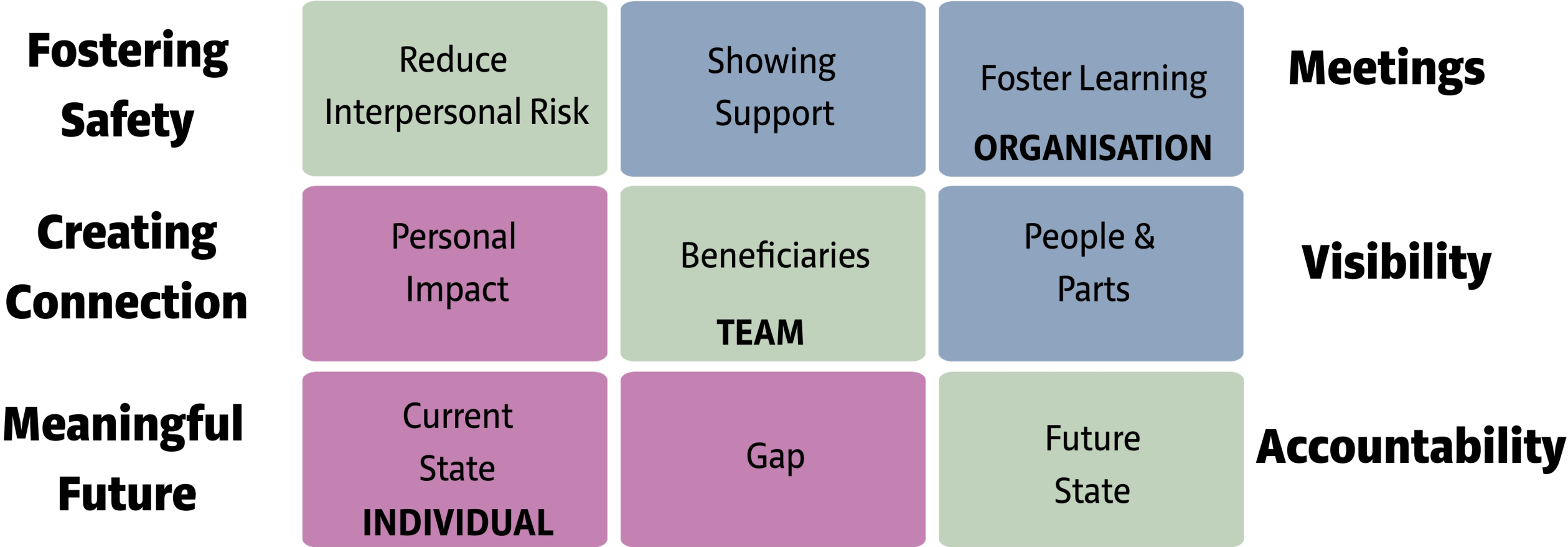
- Leaders need to know how to communicate both verbally and non-verbally.
- To the part of the brain that manages trust – the limbic brain.
- The part of the brain that doesn't understand language, but *feelings*.
- This is critical to **engage people emotionally** and pull them into the Achievement zone.



How You can Powerfully Create Safety, Connection and a Meaningful Future Using The Integrated Trust Building System



Integrated Trust Building Road Map





Learn the Strategies for Fostering Safety

Strategies include:

- Focusing on the achievement of collective, not individual results.
- Helping people to speak up.
- Leading team meetings differently, in order to improve interactions and communication.
- Providing emotional support.
- Fostering a learning forward team culture.



Learn the Strategies for Creating Connection

Strategies include:

- Creating conversations on meaning.
- Being vulnerable to create stronger connections within your team.
- Connecting how things work together (eg: priorities, people, purpose, projects)
- Linking how work benefits others.
- Using belief to help advance your team forward.



Learn the Strategies for Stepping into a Meaningful Future

- Create a *perception of certainty*.
- Overcome complacency by providing clarity around the current state and talking openly about issues.
- Awaken the “hearts and minds” of your audience by revealing thinking about change.
- Identify where the gap is - describe what good looks like, the potential pitfalls.
- Discuss the future using vivid language and providing details on the future operating plan.



Training, Tools and Support

- **DISCOVERY** - in-depth interviews or focus groups to customise your training.
- 2 day **THE ACHIEVEMENT ZONE Leadership Program** training program (12 x 90 minute modules that can be online or f2f).
- **TRUSTED Leader Coaching Program** - individual or company (from \$3,000-\$5,000+GST).



Want to Learn More?

- www.marie-claireross.com/discovery

The Power of Questions

- **Keeps us present and demonstrates that we are interested in others.**
- **Ask questions to encourage others to become more aware of certain critical factors, beliefs and perspectives.**

FOSTERING SAFETY



WHAT WOULD YOU DO **IF**
YOU HAD MY ROLE?

LEADERSHIP IS A GIFT



- You are a role model.
- Work towards always creating 2-way dialogue.
- It's time to adapt to the new leadership paradigm.

CONNECT WITH ME



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