

How to be a **TRUSTED LEADER**



Marie-Claire Ross

TRUSTOLOGIE®

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.



The Great Resignation is a
thing.



New Leadership Style Required

Employees now expect flexibility, autonomy and emotional support.



People want meaningful work and relationships.



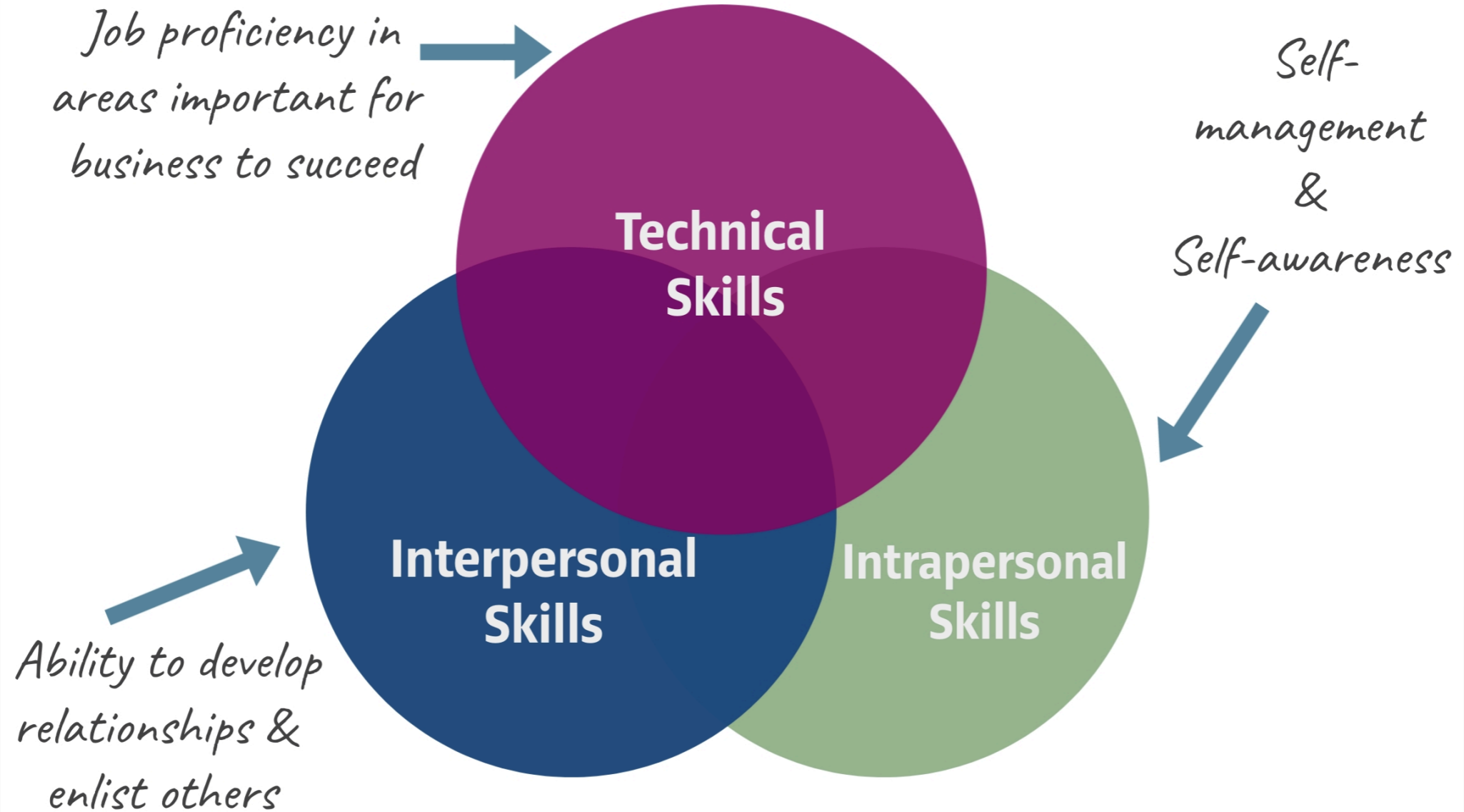
Employees want to be trusted and respected.



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.

The background of the image is a soft, warm-toned gradient of orange and yellow, filled with numerous glowing, out-of-focus hearts of varying sizes and brightness. The hearts create a bokeh effect, giving the overall image a romantic and uplifting feel. The text is centered on a dark purple rectangular area on the left side of the image.

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



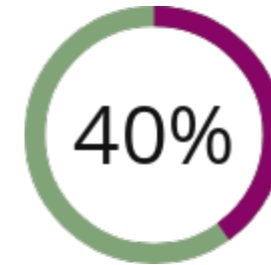
Why is Trust Important?



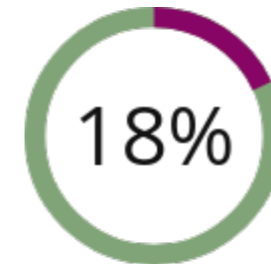
for high trust
organisations
versus low trust.



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

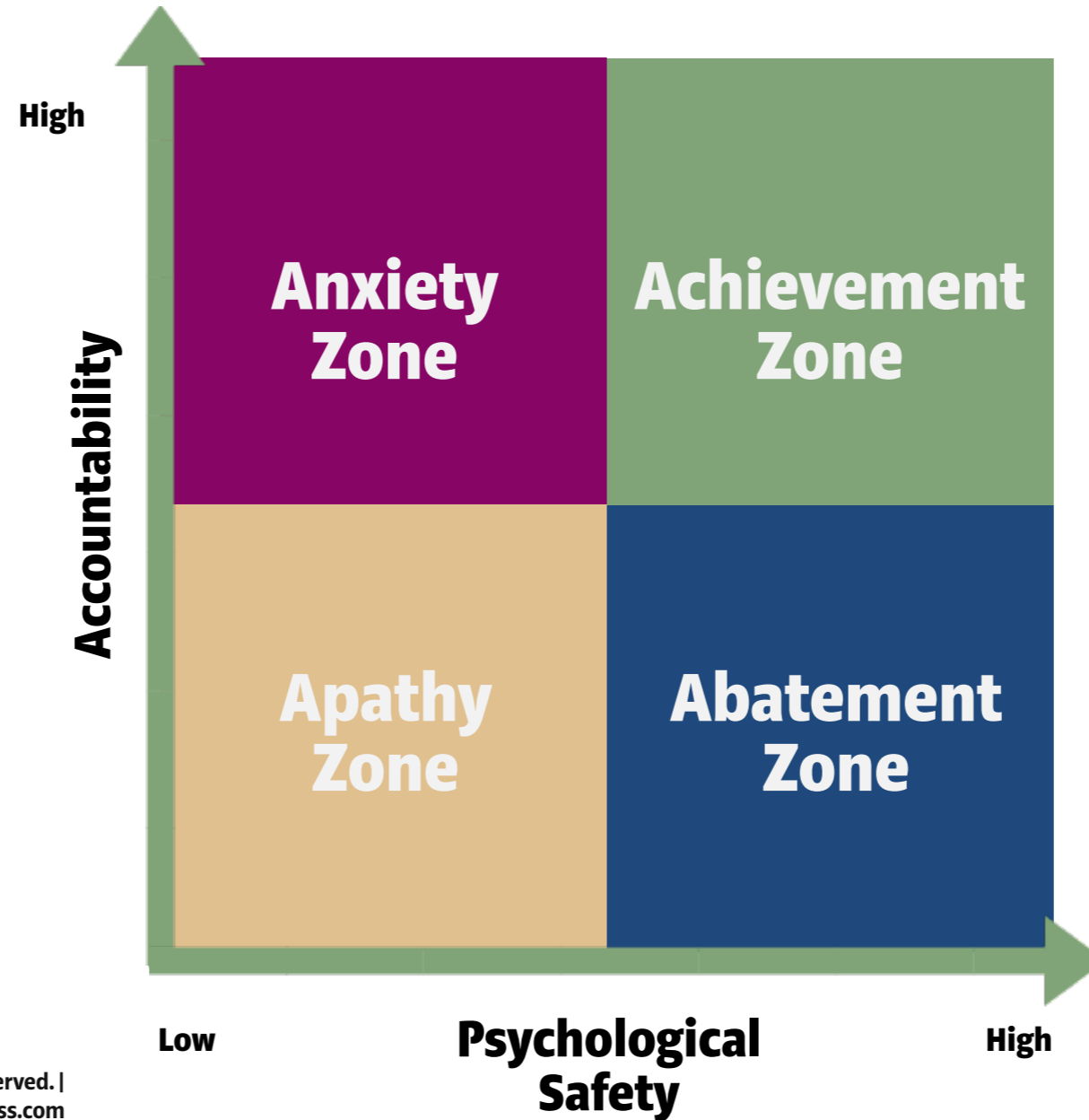






**INTERPERSONAL RISK IS THE
FEAR THAT PEOPLE WON'T
THINK HIGHLY OF US OR AT AN
EXTREME LEVEL WILL REJECT
US ALTOGETHER.
STOPS US FROM SHARING OUR
CONCERNS AND IDEAS AND
CONTRIBUTING.**

Four Team Zones



From Apathy to Achievement - Costs

Prioritisation



Very High

Average

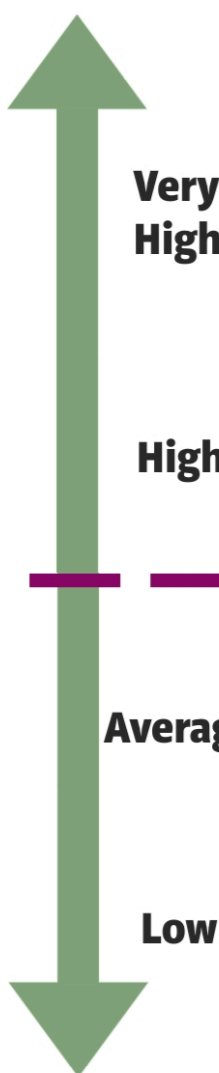
Average

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
Very High	Trusted Leader	Achievement High psychological safety and accountability	Explore New Ideas	1:5	x5
High	Trust Decelerator	Anxiety Delivering in high-pressure and stressful environment	Emphasise Teamwork	3:2	x2
Average	Trust Presumer	Abatement High safety/low accountability creates resentment from high performers	Energise Team	5:1	Tipping point x1
Low	Trust Neglecter	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***.



It's TIME!



**TO REINVENT
YOUR
LEADERSHIP
STYLE**

Where it All Began...



We are Designed to be with People

Get Stuck



Solve Non-Existent Problems



Focus on the Wrong Tasks



Mammalian/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.**



Mammalian/Limbic Brain

Match words to actions

Need to be reliable and predictable

Unresourceful state, fear-based
decisions

Prefrontal Cortex

Our newer brain

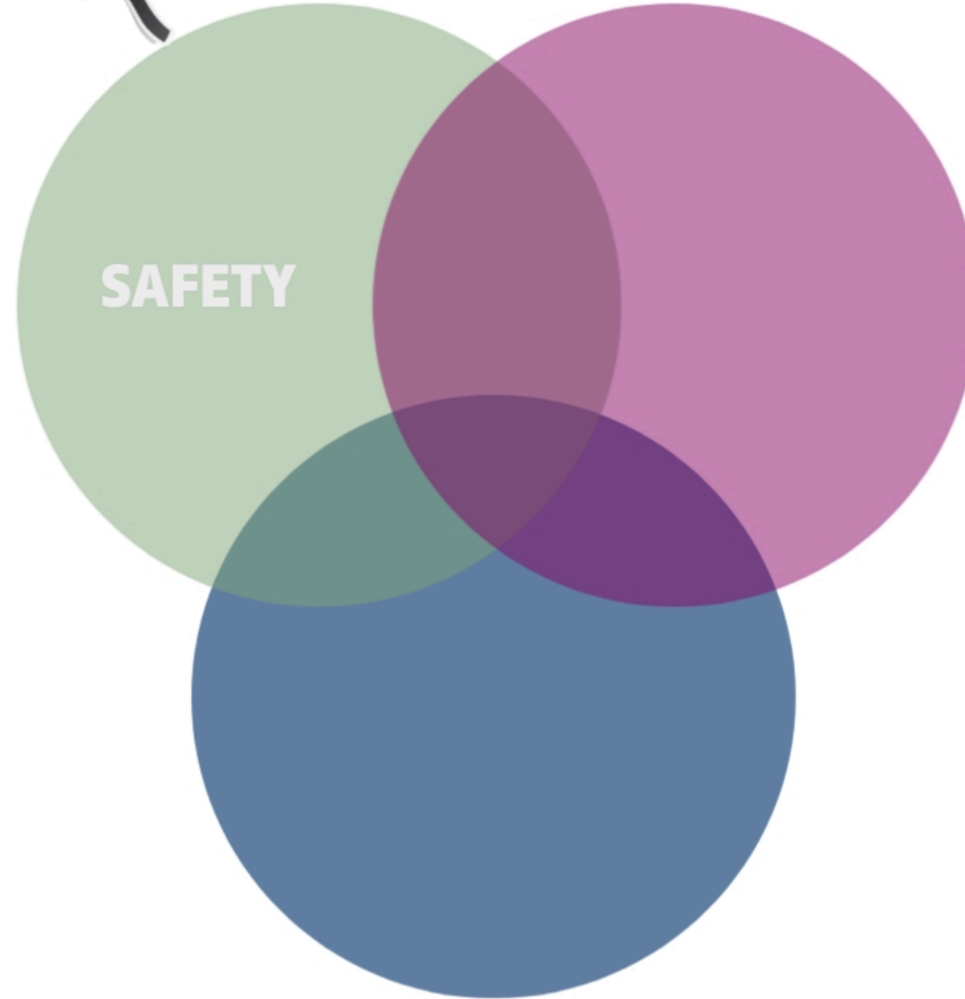
Plan, solves complex
problems and innovates

Responds from choice
not fear

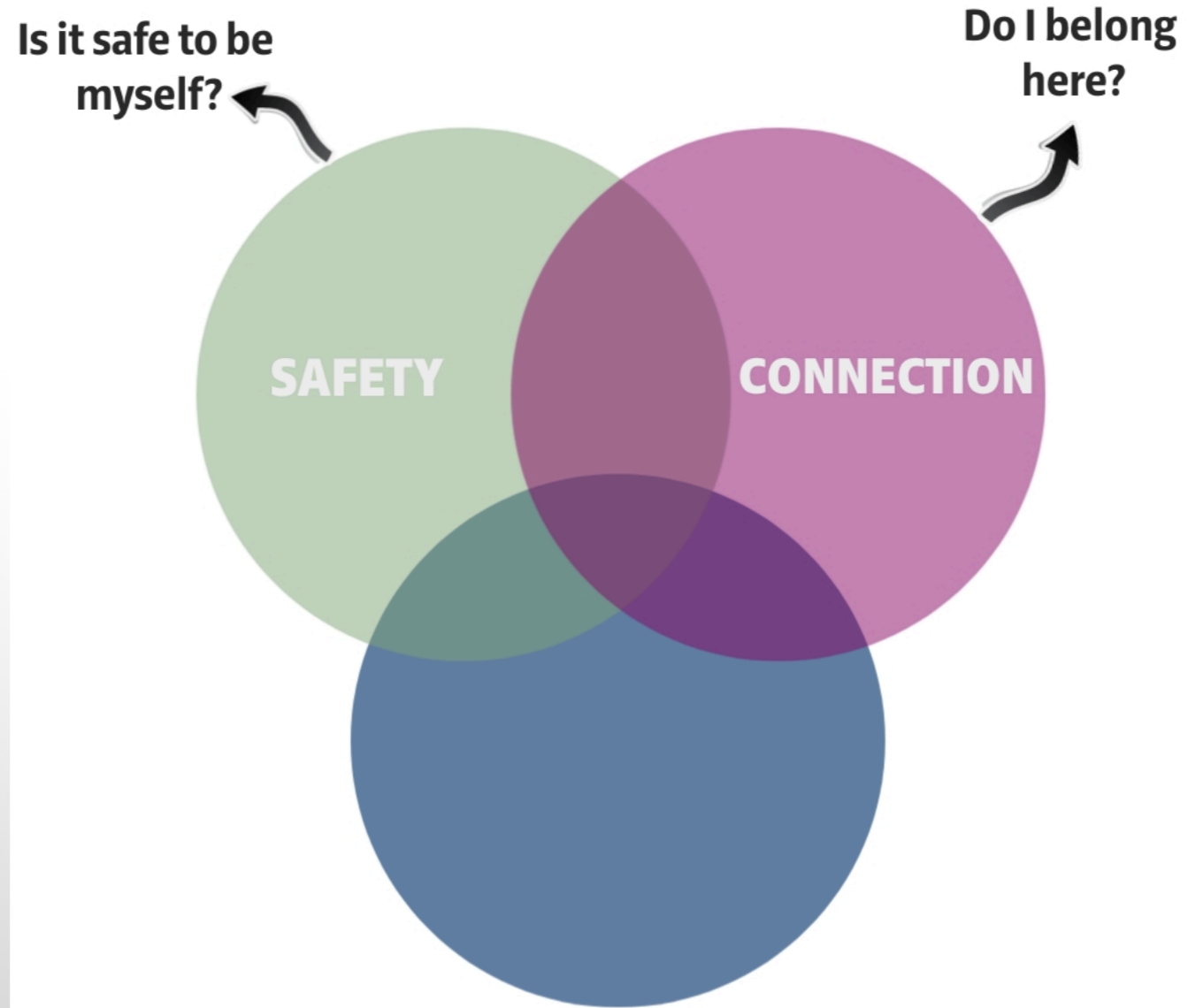


Integrated Trust Building System

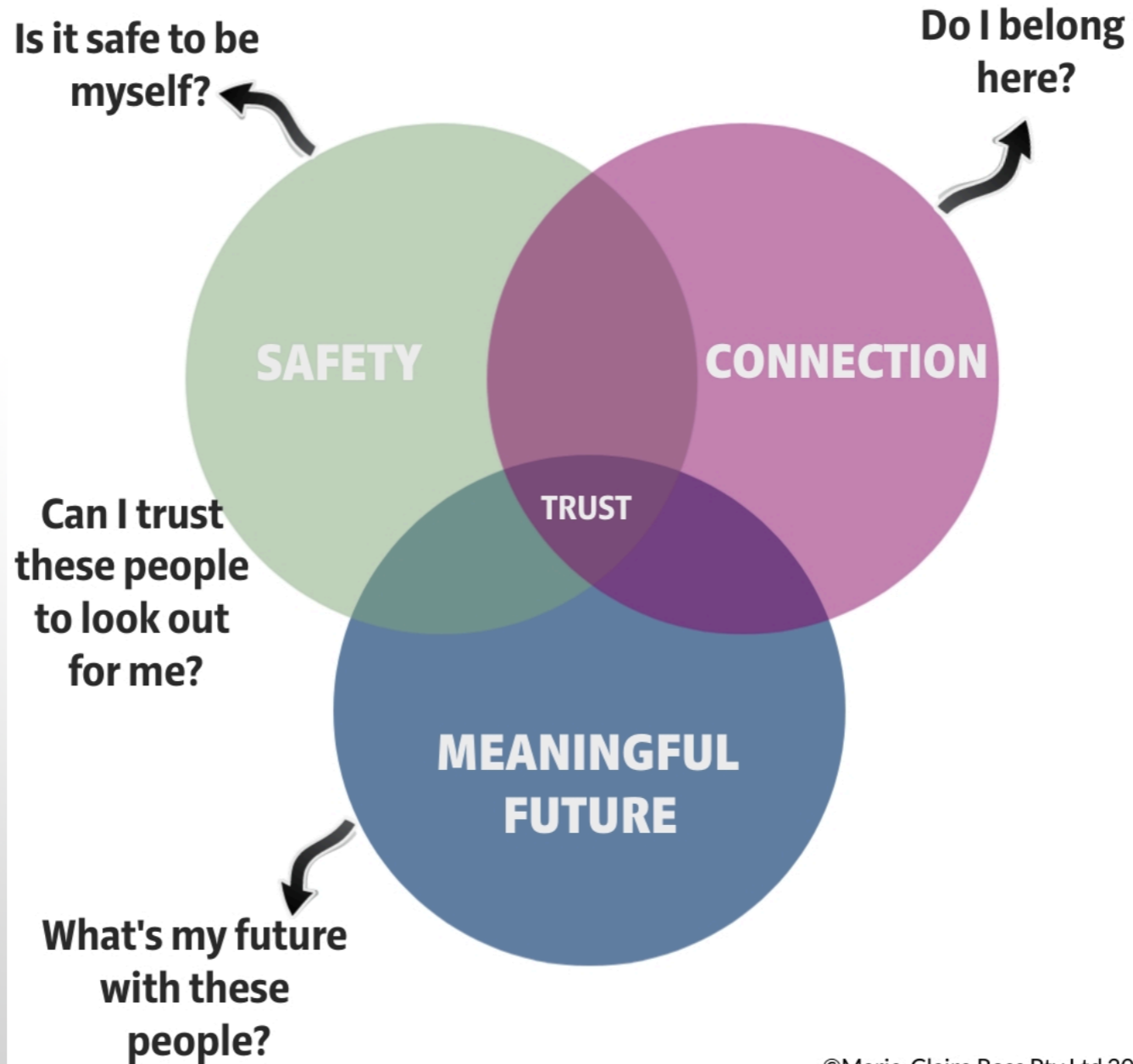
Is it safe to be myself?



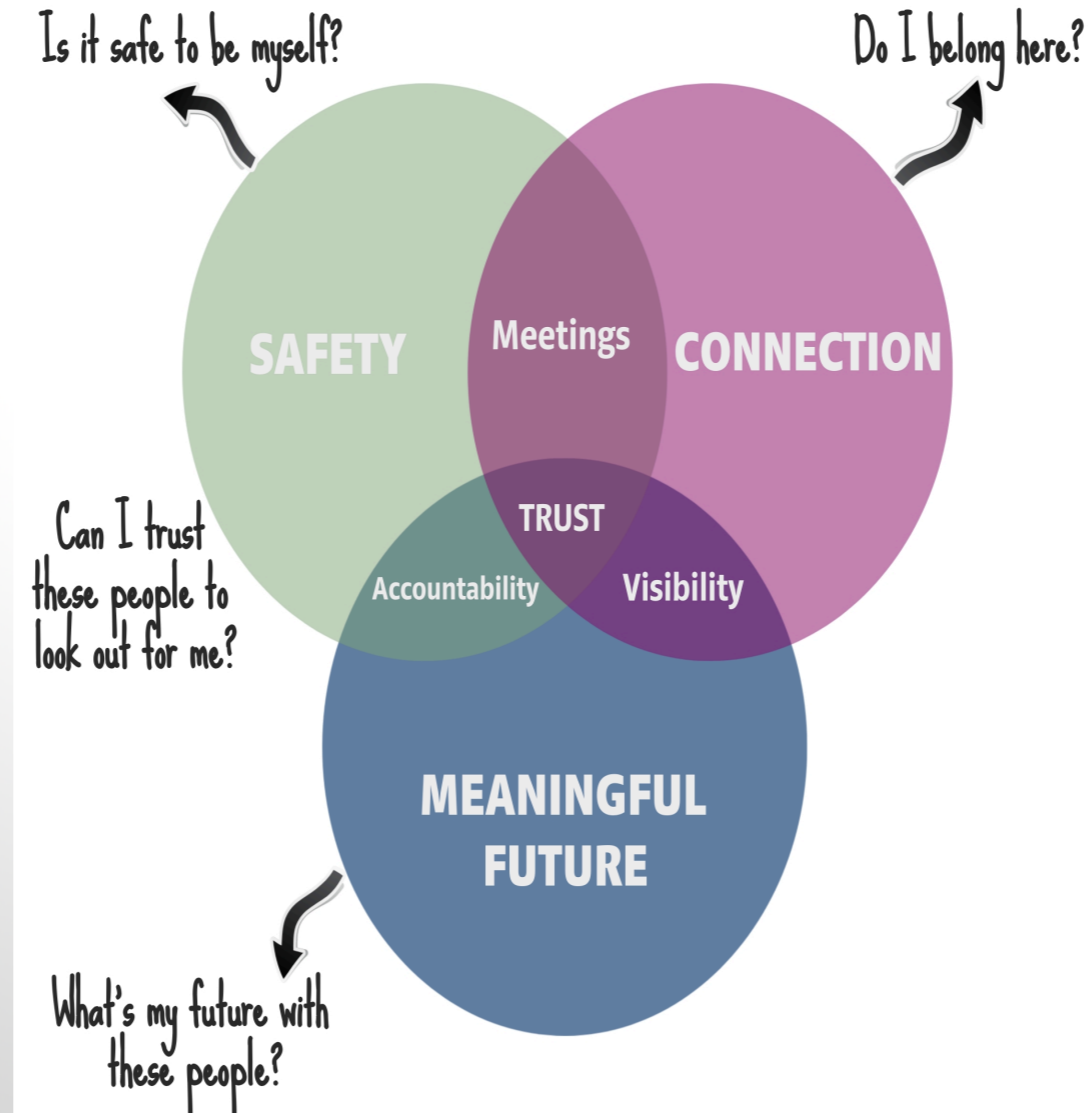
Integrated Trust Building System



Integrated Trust Building System



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.



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?



Want to Learn More?

- https://www.marie-claireross.com/trusted_leader_assessment

LEADERSHIP IS A GIFT



- You are a role model.
- You need to revitalise your leadership style every 3 years.
- It's time to adapt to the new leadership paradigm.

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