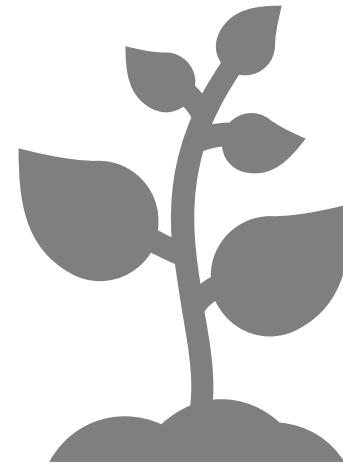




Building a Culture of Trust



Emerging Leaders Development Series – Session Two
Bill and Susan Lhota Office of Alumni Career Management




THE OHIO STATE UNIVERSITY



Overview



- Role of communication in building trust in organizations
- Team DISC styles and behaviors
- Adapting to varying communication styles
- Handling conflict and reaching positive resolutions
- Q&A



“Communication is the thread that enables leaders to create a culture of trust within their organization. Once trust is established, leaders can achieve their goals more effectively and efficiently with the full faith and support of their team.”

Source: Association for Talent
Development

What the data tells us...

- Perception of effective communication with senior management has one of the strongest effects on an organization's trust climate.
- When communication channels begin to deteriorate, misunderstandings abound and a climate of mistrust sets in.
- Managers' ability to listen, communicate clearly, and lead have the strongest effect on employees' organizational commitment.
- To promote and build positive trust relationships, leadership must communicate as honestly and directly as possible (especially during uncertain times).



Source: Association for Talent Development



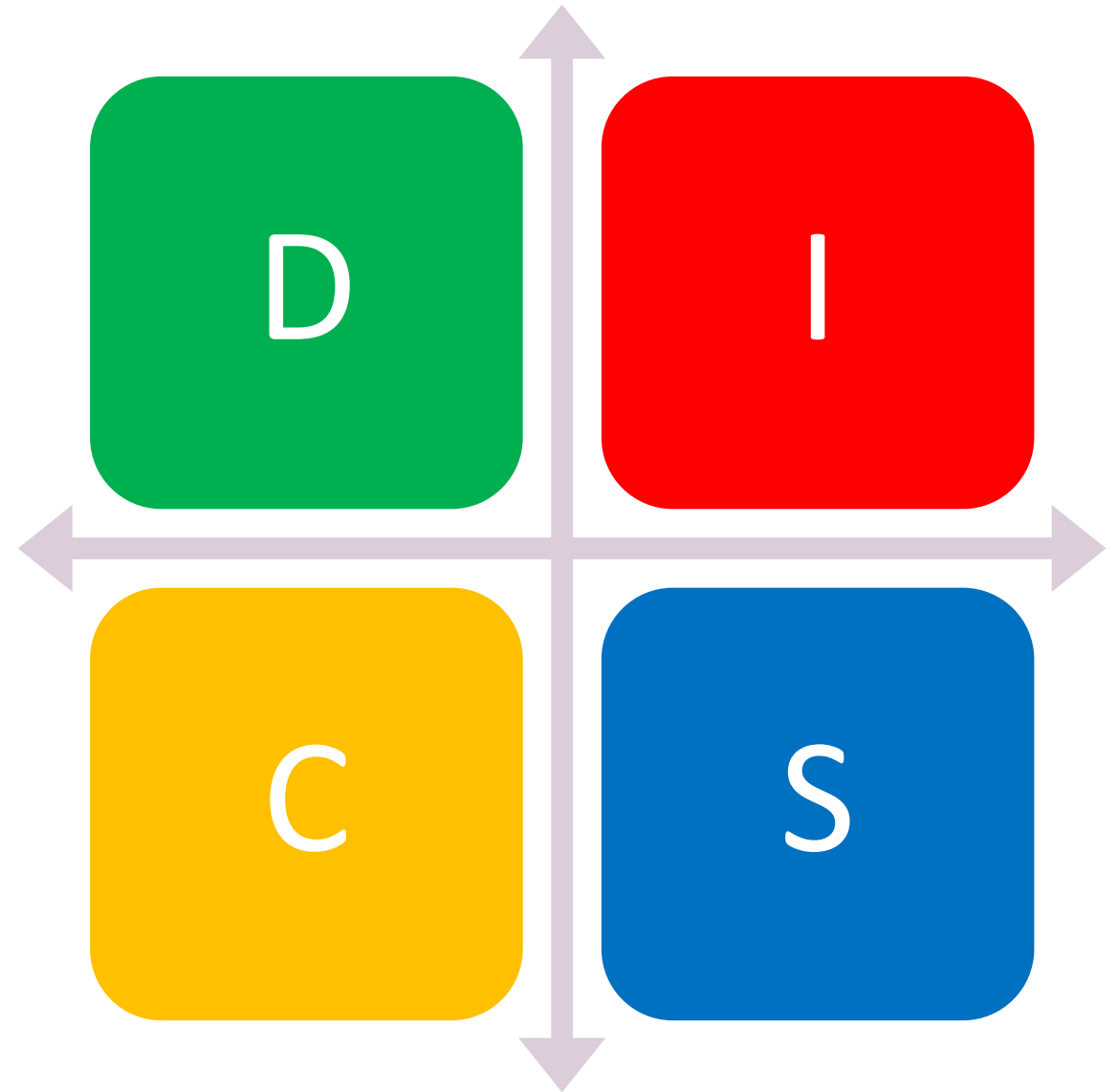
The DISC Assessment

DISC is:

- Needs-motivated, observable behavior and emotions
- Comprised of both inherent and learned characteristics of individuals

DISC is not:

- A measure of your intelligence, or a predictor of your future success or failure
- A determination of your ability to lead others





DISC in a team setting

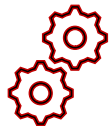
Teamwork and collaboration boil down to:



How well members communicate with one another



How each person adapts to differing personalities



How well they operate as a unit

A high performing team is:



Diverse in their capabilities



Aligned in their intention to achieve the same goals



Cautious
(Very Guarded)

Dominant
(Somewhat Guarded)

Supportive
(Somewhat Open)

Inspiring
(Very Open)

Behavior Styles – Are you open or guarded?

Guarded Behaviors

- | | |
|--|---|
| <ul style="list-style-type: none">• Objective, making decisions based on evidence• Disciplined about how their time is used by others | <ul style="list-style-type: none">• Takes time to get to know in business or unfamiliar social situations |
|--|---|

Open Behaviors

- | | |
|--|--|
| <ul style="list-style-type: none">• Subjective, making decisions based on feelings• Flexible about how their time is used by others | <ul style="list-style-type: none">• Easy to get to know in a business or unfamiliar social setting |
|--|--|



Dominant
(Very Direct)

Inspiring
(Somewhat Direct)

Supportive
(Somewhat Indirect)

Cautious
(Very Indirect)

Behavior Styles – Are you direct or indirect?

Direct Behaviors

- | | |
|---|--|
| <ul style="list-style-type: none">• Approaches risk, decisions, and change quickly and with spontaneity• More likely to introduce self in a social setting | <ul style="list-style-type: none">• Initial eye contact is typically sustained• Tends to bend or break established rules and policies |
|---|--|

Indirect Behaviors

- | | |
|---|--|
| <ul style="list-style-type: none">• Approaches risk, decisions, and change slowly and with caution• More likely to wait for others to introduce themselves in a social setting | <ul style="list-style-type: none">• Initial eye contact may be intermittent• Tends to follow established rules and policies |
|---|--|



Communication Across Styles

Improving communication is at the core of the DISC profile, can take many forms including:

- Verbal (tone of voice, word choice, method of communication)
- Non-Verbal (facial expressions, eye contact, body language)

Most misunderstandings in our professional and personal lives can be attributed to a breakdown or disconnect in communication.



Communication: Observable Characteristics

Dominant	Inspiring
<ul style="list-style-type: none">• Wants facts and highlights• Blunt, forceful tone• Steady eye contact• May interrupt/sound impatient	<ul style="list-style-type: none">• Enjoys involvement and connection with people• Expresses opinions readily• Likes change and innovation• Lots of voice inflection, hand and body movement
Cautious	Supportive
<ul style="list-style-type: none">• Wants as much information as possible• Private, with little sharing of feelings• Reflective, and often needs to be “right”• Little voice inflect, and few facial expressions	<ul style="list-style-type: none">• Asks more than tells• Exhibits patience, and has a less forceful tone• Concerned with stability• Logical, needs time to think things through

Communication: Tips for Each DISC Style

High “D” Style	High “I” Style	High “S” Style	High “C” Style
<ul style="list-style-type: none">• Provide concise data; touch on high points• Be direct and use action-oriented tone• Remove emotional message; reduce small talk• Stay focused on tasks and results	<ul style="list-style-type: none">• Interact and participate with them• Let them verbalize thoughts and feelings• Vary the routine; avoid requiring long-term repetitiveness• Redirect conversation to focus on results	<ul style="list-style-type: none">• Draw out opinions/ideas• Relax, allow time for discussions• Show how your idea minimizes risk• Give explanations, reasons and timelines	<ul style="list-style-type: none">• Disagree with the facts, not the person• Provide the ‘why’ and ‘how’• Allow time to find the best or ‘correct’ answer• Use data and facts; explain carefully; document in writing

Chat Box Discussion:

What have you learned about the team you work with so far?

How can you be more effective in communicating with your team members?





Conflict Resolution Skills for Managers

- Be proactive (step in when needed)
- Observe (body language, facial expressions, and tone of voice)
- Be fair and impartial
- Listen and avoid assumptions
- Be patient and keep going

Source: MindTools





Resolving Direct Conflict on Your Team

When situations get out of hand, you may need to step in as a direct facilitator in order to resolve conflict on your team.

1. – Speak to involved team members individually
2. - Bring relevant parties together and moderate
3. - Ask the wider team for ideas and perspective
4. - Create a reconciliation plan and ask those involved to commit to it
5. - Follow up and hold relevant parties accountable

Are you building trust in your workplace?

As a current (or prospective) people leader, it is important to assess your personal behaviors and create an awareness of the daily practices that encourage trust on your team. Ask yourself:

- Am I listening to my team and seeking their ideas and opinions?
- Am I setting and communicating consistent expectations regarding team and individual performance?
- Are my career goals or personal agenda(s) interfering with my commitment to my employee's success?
- Do I set a good example and conduct myself in a manner that is consistent with my values?



Best practices for building trust across communication styles:

- Be honest and supportive
- Listen with the intent of hearing, not responding
- Be consistent and transparent in your actions and decision-making
- Model the behavior you want to see in your team
- Build accountability into your team culture



Questions?

