



Four Leadership Behaviors that Build Trust

A LinkedIn Live Office Hours Event

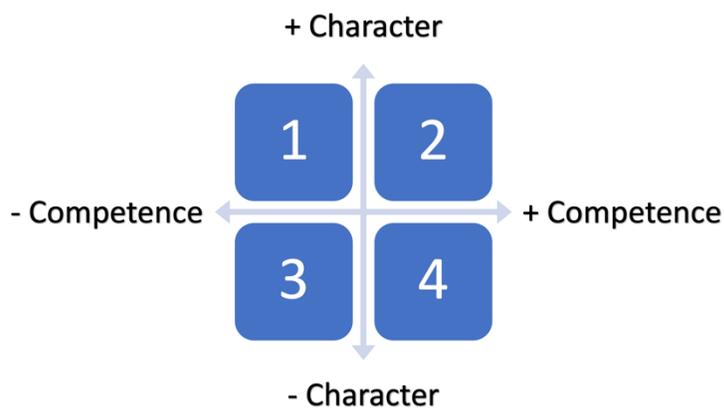


A recent article in the [Atlantic](#) suggests we may be in a Trust Recession.

Building trust in the workplace requires leaders to be aware of behaviors that unintentionally diminish trust. In this LinkedIn Learning Office Hours, we'll define trust, then we'll talk about unintentional trustbusters and how to identify behaviors that might be limiting your effectiveness. You will learn four behaviors that if practiced consistently helps you rebuild or increase trust with your employees, peers, and executives. Stay to the end to get a BONUS idea to start the journey of repairing relationships.

Defining Trust

How do we know if we trust someone? Trust isn't just about liking someone or feeling psychological safety when we're around them. On the other hand, trust isn't just about competency; our belief that someone can do the job at hand or having a proven track record of accomplishment. Trust is a combination of both competence and character.



1. High character, low competence
2. High character, high competence
3. Low character, low competence
4. High competence, low character

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Examples

1: High character, low competence

You like your new physician, and you feel psychologically safe. You think they have your best interest at heart, but when surgery is suggested, you don't trust their ability. You decide to look for a specialist.

2: High character, high competence

Your CPA has a track record of excellent work and helping clients save money. You aren't even embarrassed about the mistakes you made on your bookkeeping because your CPA seems totally human and has always been honest but kind.

3: Low character, low competence

You purchased a piece of equipment two years ago from a salesperson you really liked, and they seemed knowledgeable. Your equipment broke down the second month and put you in a jam. They wouldn't return your call. They justified their poor customer service and blamed their assistant. Now it's time for you to purchase an expensive piece of equipment but you don't trust their character or competence.

4: Low character, high competence

There's an executive on your team that is a go-getter. They get things done and they make rain. The only problem is they are viewed as a bully among other team members.

Trustbusters

1. Emotional Mismanagement

- Defensiveness
- Outbursts
- Harsh emails or lack of acknowledged communications

2. Blindsides

- Calling employees out in front of peers
- Changing schedules, job descriptions or responsibilities without warning
- Firing them when they only had good evaluations

3. Appeasing

- Saying, "I'll get back to you" then forgetting
- Agreeing when you actually disagree
- Being "too nice" to argue

4. Misalignment

- Not enforcing policies
- Inconsistent follow through
- Everything is urgent



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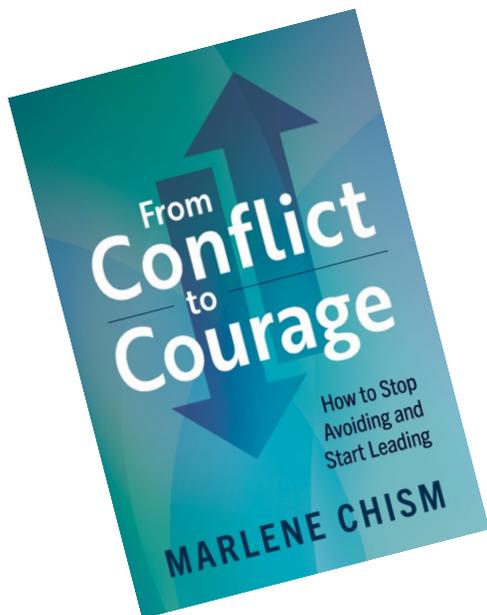
Trustbuster	Solution
Emotional mismanagement	Become intentional about communication
Blindsides	Stop avoiding difficult conversations
Appeasing	Make your word golden
Misalignment	Make decisions based on values

Bonus

You can have all the tips, tricks, and techniques in the world but if you don't have your "inner game*" right then nothing is going to create trust. You create trust when you see the humanity in other people. I talk more about the inner game in my book, [From Conflict to Courage: How to Stop Avoiding and Start Leading](#).

Check yourself to see if you sometimes make any of these trust-buster mistakes.

- You see the other person as an obstacle
 - High conflict
 - Difficult to work with
 - Too slow for you
- You see the other person as a cog in a wheel
 - It's only about productivity, new business, the numbers
- You see them as less important than you
 - We all have different roles, but we are all worthy
 - See the role different than you see the value of their humanity



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