

Trust across boundaries

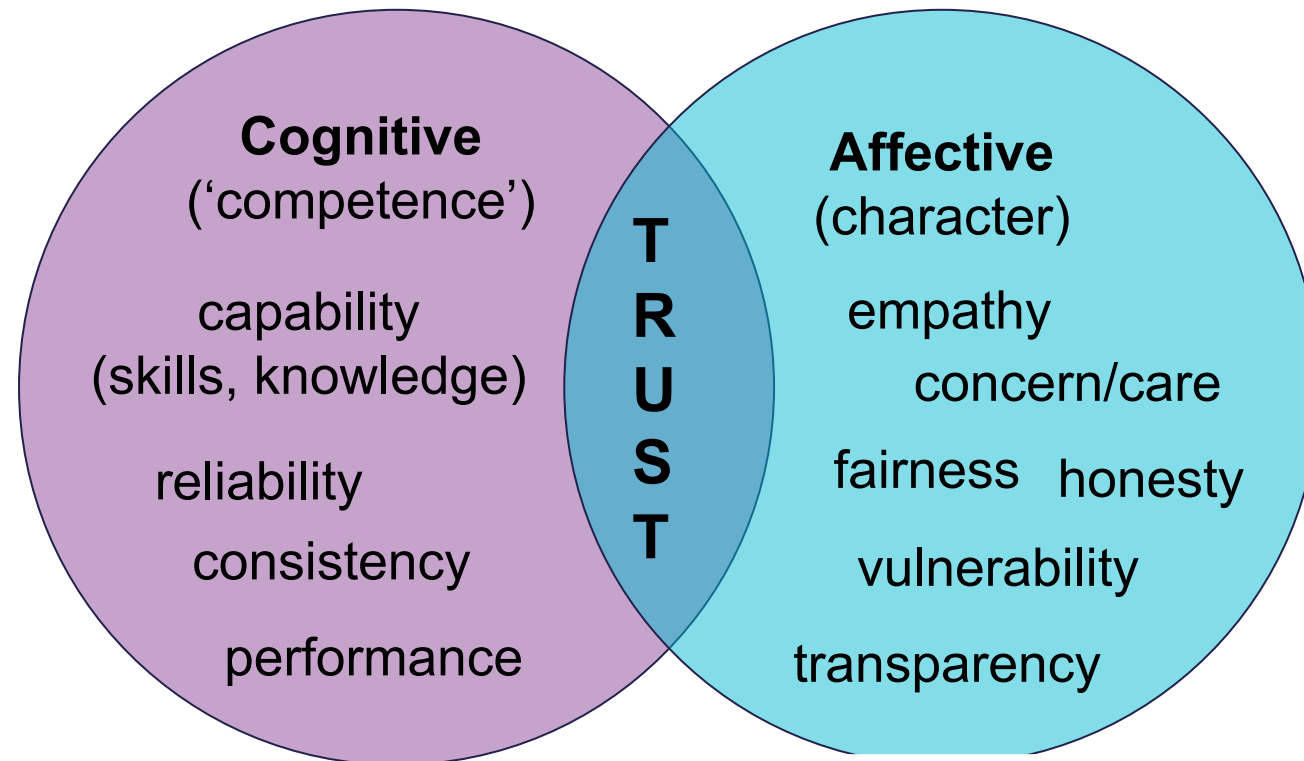
What is it, why does it matter, and how to build and maintain it?

1. Where does trust come from - competence and character

“Trust is equal parts **competence and character**... You can look at any leadership failure, and it's always a failure of one or the other.” — **Stephen M.R. Covey, The Speed of Trust**

Two types of trust:

- **Cognitive trust** is how confident a person feels about a person's technical ability to do the job.
- **Affective trust** depends on feelings of care, concern and empathy for one another.



1. What is trust - breaking it down further: BRAVING

Brene Brown highlights the components of trust using the acronym **BRAVING**.

Breaking it down allows us to understand why we do and do not trust others, and also allows us to reflect on how we can contribute to building and maintaining trust.

Boundaries

Setting boundaries is making clear what's okay and what's not okay, and why. Clarity and structure are key.

Reliability

We do what we say you'll do, we don't over promise and we balance different priorities as committed.

Accountability

Owning up to mistakes, apologising and trying to fix them.

Vault

Confidentiality and confidence is maintained between us

Integrity

Being clear what our respective values are, and sticking to them/respecting them even when it's not comfortable to do so.

Non-judgement

Knowing that we can ask for what we need from each other, without worry about what the other will think or say.

Generosity

Generous interpretations to intentions, words, and actions. Not jumping to negative conclusions.

Competence

Character

2. Why does trust matter? Underpins a shift to system i.e. cross boundaries, leadership

“Leadership across organisational and geopolitical boundaries, beyond individual professional disciplines, within a range of organisational and stakeholder cultures, often without direct managerial control.” [1]



Traditional leadership

- Transaction health
- Organisational sovereignty
- Winners and losers
- Boundaried leadership with traditional authority and controls
- Solutions & task focus
- Telling
- ‘I know best’
- Transforming things

System leadership

- Population health
- System level responsibility
- All in it together
- Leading across boundaries w/out traditional authority |& controls
- Emergent co-creation
- Asking, offering and coaching
- ‘Let me walk in your shoes’
- Transforming ideas, relationships & people (incl self)

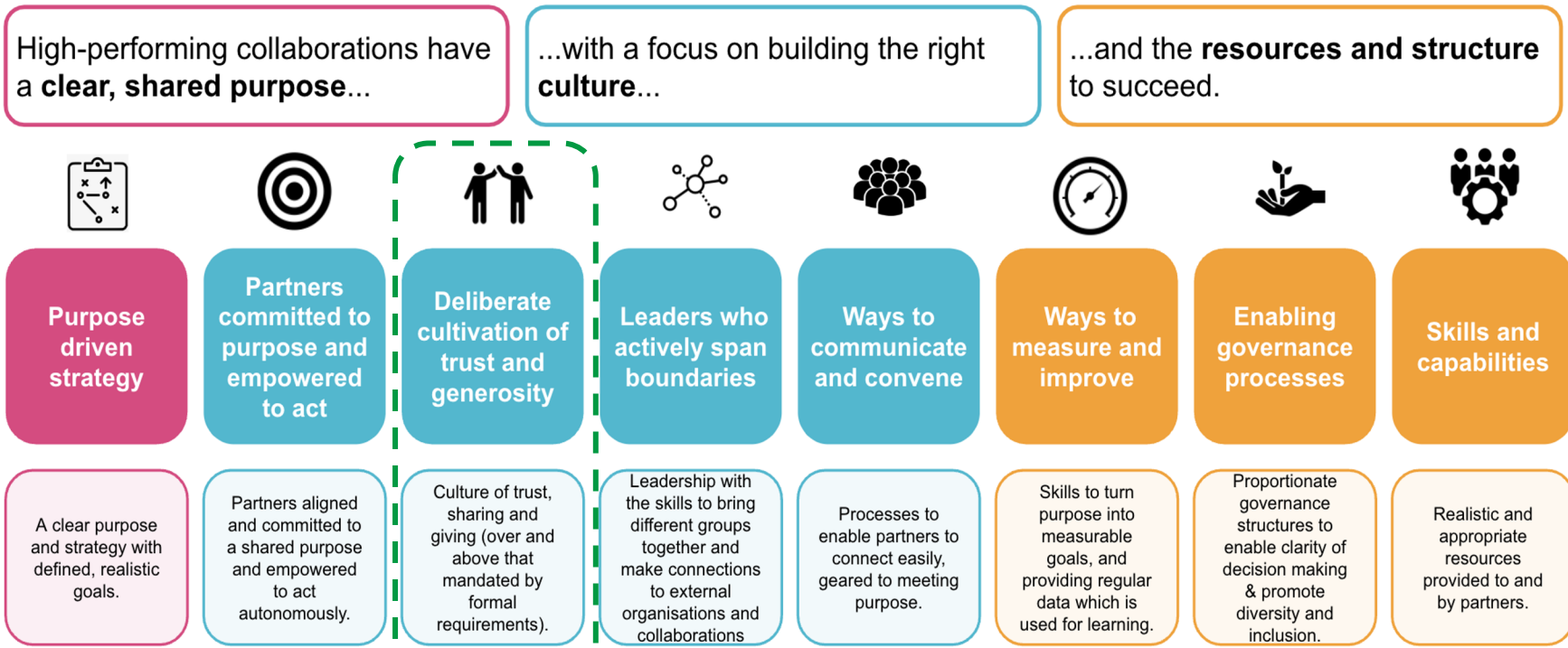
Comparator model adopted from Sarah Morgan (Director of the SEL ICS Workforce Programme & Director of Organisational Development Guys and St Thomas' NHS Foundation Trust)

[1] Ghate, D., Lewis, J., Welbourn, D. (2013) Exceptional Leadership in Exceptional Times: Synthesis paper. The Virtual Staff College

2. Why does trust matter? Underpins effective collaborations

“Each of us and every profession and every institution needs trust. We need it because we have to be able to rely on others acting as they say that they will, and because we need others to accept that we will act as we say we will” - **Baroness Onora O’Neill**

8 characteristics of High Performing Collaborations



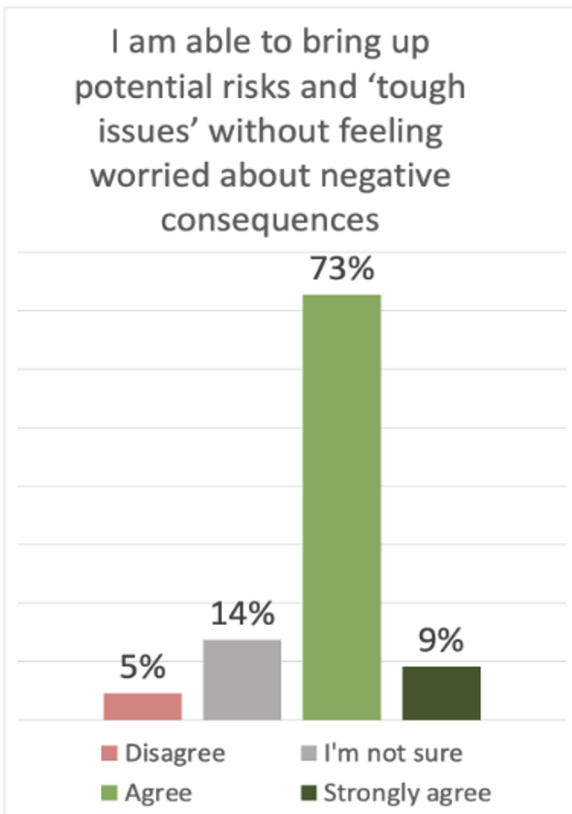
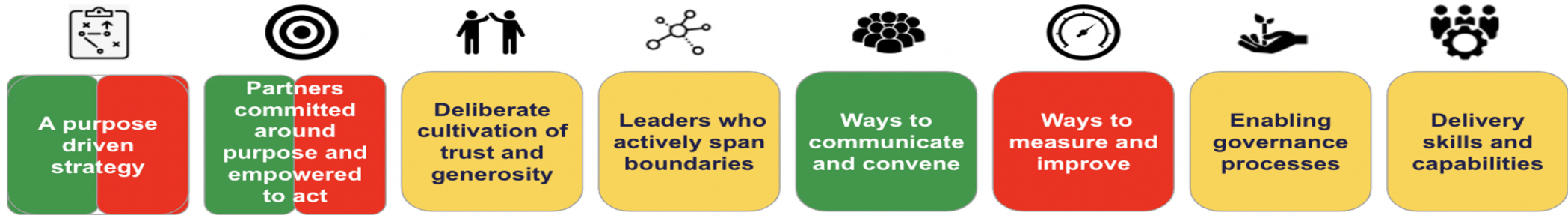
Why is this important?

- Entering into collaborations often involves a level of cost and risk for partners.
- To mitigate this, partners need to trust each other and feel that everyone is acting in the common interest.
- Collaborative relationships are not transactional, they are about sharing without 'keeping score'. Without trust and generosity, it is competition, not collaboration.

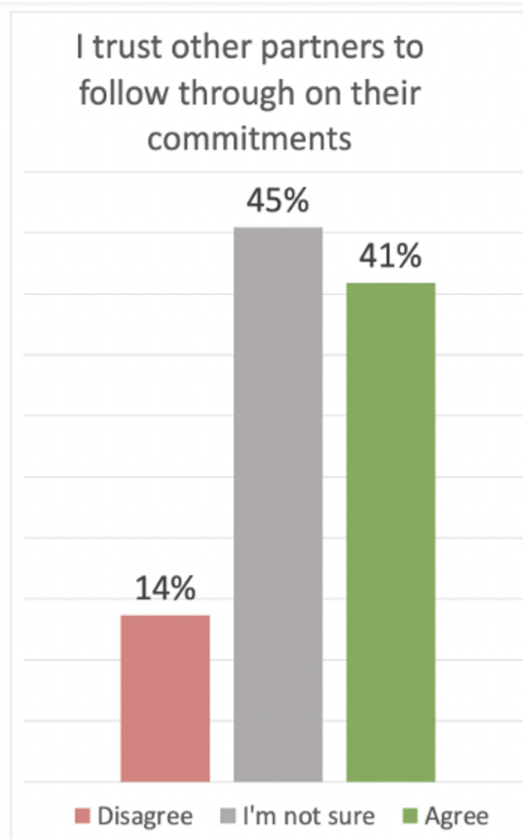
Indicators

- ☑ Partners are able to get help from peers in a timely way
- ☑ Partners and leaders routinely fulfil expectations
- ☑ Generosity is routinely celebrated and promoted

3. Why does trust matter in SEL? From trust to trustworthiness and moving beyond peer to peer collaboration silos



But...



And...

Key findings

- Reasons to be cheerful.** There is a significant appetite for greater collaborative working.
- Limited impact of the ICS on collaboration.** Little sign that the move to the ICS had made collaboration for these groups significantly easier than it was before.
- Collaboration silos.** Collaboration happening, but in relative isolation; it wasn't clear how their collaboration was part of a wider web of collaboration across SE London.

3. How to build and maintain it?



We need to think much less about trust...
and much more about being trustworthy,
and how you give people adequate, useful
and simple evidence that you're trustworthy.

Onora O'Neill, What we don't understand about trust, TEDx

4. How can you build and maintain trust and trustworthiness?

Competence

- Have a BRAVING workshop/conversation
- Establish clear boundaries and structures up front
- Become “I am a person who is reliable” and follow through on any promises (avoid over promising) ask three questions:
 - “Am I following through on what I promised?”
 - Am I being vulnerable in admitting my mistakes?
 - Am I explaining why we’re doing certain things and in this way?”
- Get a little bit RACI. No sloped shoulders
- Recognise and celebrate success/excellence or learning
- Set Goldilocks objectives/tasks
- Direct, don’t control
- Shared agreement on priorities/projects to work on
- Communicate, communicate and...
- Get skilled at disagreeing well

Character

- Intentionally build social and professional relationships (even while apart)
- See and develop/work with the whole person - develop a Manual of Me/Us
- Get skilled at listening to understand, not respond
- Be vulnerable with colleagues - what worries you, what have you got wrong?
- Start every meeting with a ‘Check In’
- Don’t break confidence...”I am a person who maintains confidentiality”
- Establish values publicly and stick with them
- Be trustworthy in meetings...loss of trust is accelerated online through micro behaviours
- Get skilled in having courageous conversations - with non-judgement and generosity

An immediate action today

- Take part in our upcoming Connect Five challenge

Resources

Onora O’Neil – A Question of Trust: [Listen to the Reith Lectures on the BBC](#)

Stephen MR Covey - [The Speed of Trust](#)

[The Braving Inventory](#)

[Leadership Skills: the two types of trust and why you need both](#)

Adam Kahane – [Collaborating with the Enemy: How to work with people you don’t agree with or like or trust](#)

[Edelman Trust Barometer](#)

Paul J. Zak - [The Neuroscience of Trust](#)

Annexes

1. What is trust (and what is it not?)

MYTH	REALITY
Trust is soft	Trust is hard, real, and quantifiable. It measurably affects both speed and cost
Trust is slow	Nothing is as fast as the speed of trust
Trust is built solely on integrity	Trust is a function of both character (which includes integrity) <i>and</i> competence
You either have trust or you don't	Trust can be both created and destroyed
Once lost, trust cannot be restored	Though difficult, in most cases, lost trust can be restored
You can't teach trust	Trust can be effectively taught and learned, and it can become a leverageable, strategic advantage
Trusting people is too risky	Not trusting people is a greater risk
You establish trust one person at a time	Establishing trust with the one establishes trust with the many

2. Why does trust matter? Allows us to function and thrive

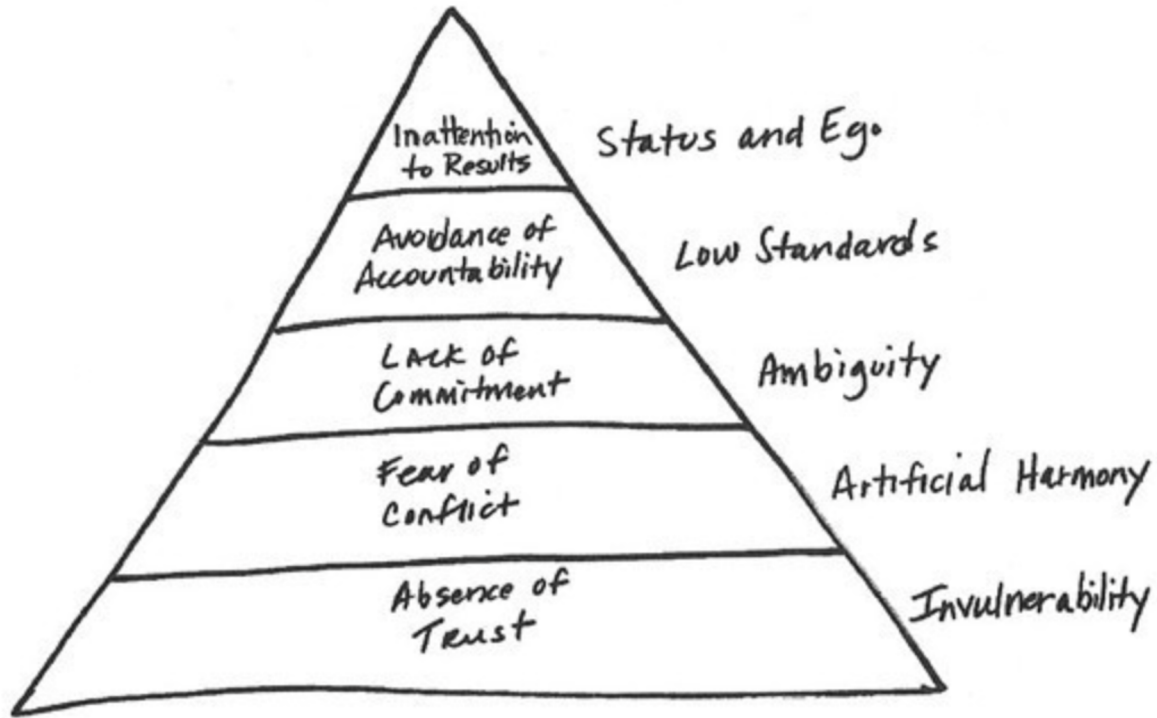


Image borrowed from The 5 Dysfunctions of a Team, by Patrick Lencioni

Compared with people at low-trust companies, people at high-trust companies report: 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.

Paul J Zak “The Neuroscience of Trust”