

Leadership Foundations

Leadership Training for Managers

Dickerson Consulting

SESSION 3: BUILDING TRUST

Learning Objectives

- Learn how fairness influences trust
- Understand the elements of justice
- Recognize how leader authenticity can improve trust
- Explore ways to improve your authentic leader behavior

Trust Barometer

More than 1 in 4 U.S. workers don't trust their employer

Trust diminishes at each level

50% of employees say they are more likely now than 1 year ago to voice objections to management or engage in a workplace protest



Edelman Trust Barometer, 2021

A Culture of Trust

Low Trust Workplace

People are:

- unreliable
- uncommunicative
- inconsistent in work and moods

Outcomes:

- high stress
- low motivation
- higher turnover

High Trust Workplace

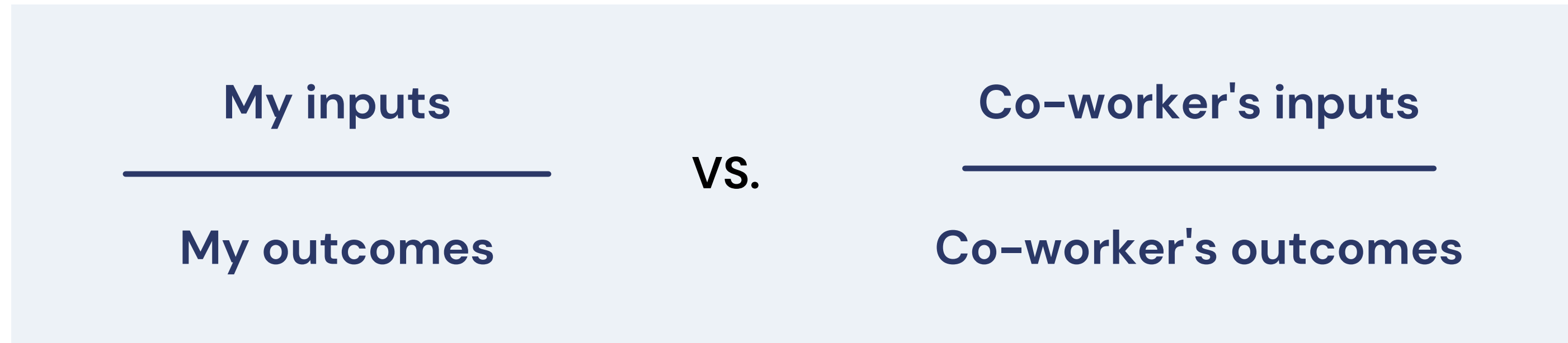
People:

- take ownership of work
- take measured, appropriate risks
- help others

Outcomes:

- stronger teamwork
- higher productivity
- better retention

Fairness: Equity Theory



People are motivated to bring these into balance and avoid under-reward and over-reward

Reducing Inequity



People who feel inequity try to

- Reduce their inputs
- Increase their outcomes
- Decrease others' outcomes
- Increase others' inputs
- Leave the situation

Equity Sensitivity

over-reward



Entitleds



Equity Sensitives

Benevolents



under-reward



Justice

Distributive

Procedural

Informational

Interpersonal

Reflection

Explore these questions and set goals

Culture of Trust

- What is the culture of trust in my organization?
- Am I setting the standard as a leader in terms of building and sustaining trust?

Fairness

- Are some of my employees regularly under-rewarded?
- What can I do to improve perceptions of justice?

Authentic Leadership

Authentic leadership focuses on the ethical dimensions of the relationship between follower and leader.

Self-
awareness

Relational
transparency

Balanced
processing

Strong
moral code

Self-Awareness

Leader, know thyself

A process where you understand yourself:

- strengths and limitations
- impact you have on others
- your core identity (your values, emotions, goals)

When you know who you are and what you stand for, you have a strong anchor for decisions and actions





Relational Transparency

Present your true self

Be open and honest when presenting your true self to others

Share your core feelings, motives, and inclinations

Be real in relationships

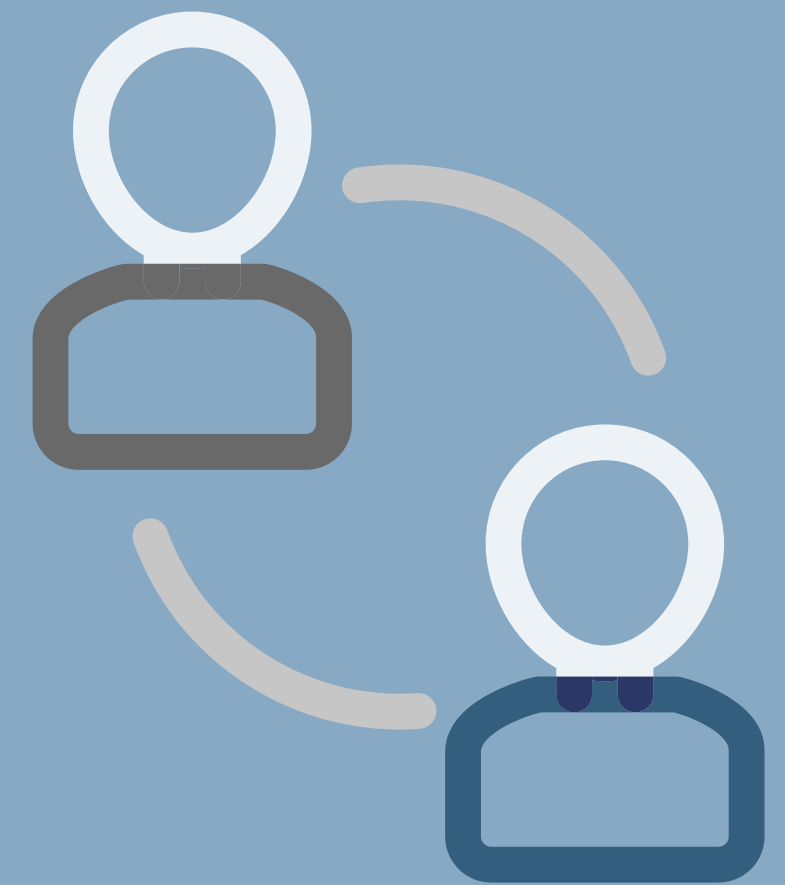
Balanced Processing

Walk in their shoes

Analyze information objectively and explore other people's opinions before making a decision

Avoid favoritism and remain unbiased

Solicit opinions from those who disagree with you before taking action





Strong Moral Code

Find your bright lines

Use your internal moral standards and values to guide you

You can control how much others influence you

Find your "bright lines": the clear boundaries of your behavior that you will not violate

Positive Psychological Capacities



Confidence

Optimism

Hope

Resilience

Reflect on your critical life events and how they shaped you.

Then, be yourself!

Developing Authenticity

- Reflect and practice introspection
- Seek honest feedback
- Understand your leadership purpose
- Balance transparency with organizational needs
- Tailor your leadership style to followers and the situation

Your Homework

#1: Seek self-awareness through things like assessments, feedback from others, coaching/mentoring, or journaling

#2: Know who you are as a leader

- What are my strengths and weaknesses?
- Do I recognize and admit my limitations?
- Can I develop (and write down) my ethical code?