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WELCOME!
WE'LL START AT 1100

DAU
Defense Acquisition University

Certification Training   Knowledge Sharing   Continuous Learning   Mission Assistance

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Building Trust for a Healthy, Productive Workplace

Some housekeeping items:

- Stay fully engaged for the whole session.

- Close email and other applications entirely. Silence your phone and notifications.

- Mute yourself when you're not talking.

- Leave your video on.

- Move into Gallery View if you're not already so you can see others.

- Please remember that we are on open channels so only <u>unclassified conversation</u>.

1. The value of trust

2. Defining trust

3. What makes and breaks trust

4. BRAVING trust

5. Trusting ourselves

6. Leaders and trust

7. Ways to build and maintain trust

"[Trust] changes everything."

– Stephen M. R. Covey

⬆ Trust = ⬆ Speed ⬇ Cost

Source: Stephen M. R. Covey (2006). *The Speed of Trust: The One Thing That Changes Everything,* Free Press

The Value of Trust in Your Organization

Breakout Conversation:

Thinking about the Covey article on trust, and what you learned from Brené Brown, what critical factors at the F-35 enterprise are affected by trust or lack of it? What are the consequences of high or low trust on executing the mission of the organization?

Please make note of your room # and appoint a spokesperson to take notes and report out for your group.

Photo by **fauxels** from **Pexels**

Trust

*"1: firm belief in the character, strength, or truth of someone or something He placed his **trust** in me. 2: a person or thing in which confidence is placed. 3: confident hope I waited in **trust** of their return. 4: a property interest held by one person or organization (as a bank) for the benefit of another."*

– Merriam Webster Dictionary

"Trust is the glue of life…It's the foundational principle that holds all relationships."

– Stephen Covey

What actions for you are trust builders, personally and professionally? What puts "marbles in someone's marble jar"?

Photo by Oleg Magni from Pexels

"No trust, no connection."

– Brené Brown

Chat exercise:

What actions for you erode trust?
What might people do to remove
marbles from their jar?

- Boundaries
- Reliability
- Accountability
- Vault
- Integrity
- Non-judgement
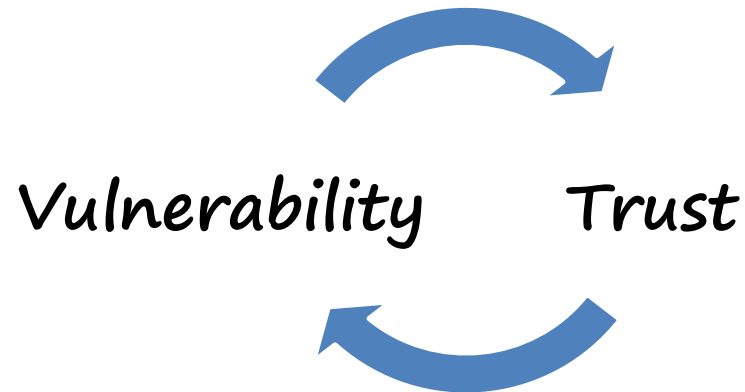- Generosity

Brené Brown

Credit: Maile Wilson

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts*. Random House

Which comes first, trust or vulnerability?

"Risk, uncertainty, and emotional exposure."

Vulnerability   Trust

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts*. Random House
Daniel Coyle (2018) *The Culture Code: The Secrets of Highly Successful Groups.* Bantam Books

"The foundation of trust with others is really based on our ability to trust ourselves." - Brené Brown

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts.* Random House

Thinking about leaders you've really trusted, what did they do, say? How did they earn your trust?

$$\textbf{Trust} = \frac{\textbf{Intimacy (relationship) X Credibility}}{\textbf{Risk}}$$

Some Essentials:

- Make trust a priority

- Make clear agreements

- Get good at giving and receiving feedback

- Practice courage, empathy, and compassion

- Get to know each other as people

T – Who owns the task?

A – Do they have the authority to be held accountable?

S – Do we agree that they are set up for success (time resources, clarity?)

C – Do we have a checklist of what needs to happen to accomplish the task?

"Paint done"

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts.* Random House

"Empathy is not connecting to an experience; it's connecting to the emotions that underpin an experience." - Brené Brown

1. Take another's perspective

2. Practice non-judgement

3. Understand another's feelings

4. Communicate our understanding

5. Pay attention (be mindful)

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts*. Random House

Photo by **Christina Morillo** from **Pexels**

Build Trust by Listening

Listen to:

- Understand
- Enable the other person to be heard
- To learn

"Listen" for:

- Words
- Body language
- Meaning

SLOW DOWN!

Build Trust by Connecting

- In person
- High-quality virtual
- Make time away from work
- Share a meal
- Share stories

LESSONS LEARNED

1. Trust provides huge value in organizations

2. Trust is built small moments over time

3. BRAVING is a way to understand Trust, to make it skill-based and actionable

4. Trust and vulnerability go together

5. Begin by trusting yourself

6. Work with others intentionally to build and maintain trust

- What would you most like to improve or enhance regarding trust, in your work at the JPO?

- What 1-3 new things do you commit to doing tomorrow to realize this outcome?

- What support do you need to set yourself up for success? Whom will you ask, and when?

Photo by Andrea Piacquadio from Pexels