The First Pillar of Leading Teams

TRUST

Covey's Two Dimensions of Trust

Grow trust accounts
THE EMOTIONAL BANK ACCOUNT¹

Deposits
- Loyal to the absent
- Asking for forgiveness
- Making & Keeping Promises
- Kindness & Compassion
- Clear expectations.

Withdrawals
- Blaming others.
- Breaking promises, Deceit, duplicity
- Unkindness, discourtesy
- Unclear expectations.

¹Gottman, John (2003)
The 2nd Pillar

Curiosity

Four Ways to Raise Curiosity

- Clarity: What do we mean?
- Context: What are we seeing?
- Assumption: What are we assuming?
- Consequence: What does that lead to?
The 3rd Pillar

Veracity

“On some positions, Cowardice asks the question, ‘Is it safe?’ Expediency asks the question, ‘Is it politic?’ And Vanity comes along and asks the question, ‘Is it popular?’ But Conscience asks the question, ‘Is it right?’ And there comes a time when one must take a position that is neither safe, nor politic, nor popular, but he must do it because Conscience tells him it is right. [Our] lives begin to end the day we become silent about things that matter.”

William Morely Punshon

Real Time Permission

Starts with Leader

- Build on Curiosity and Trust – Art of Drawing out contrarian views from the team toward a focus on ideas

Set the expectation

- Communicate that you want to have constructive conflict that leads to the best ideas

Ease their pain

- Conflict is uncomfortable. Stop them. “What you doing right now is great.” “Now keep going!” Encourage them.

The 4th Pillar

Commitment to a Common Purpose

A Culture of Accountability

The 5th Pillar
• To what extent are you here by choice?
• How much risk are you willing to take?
• What is the crossroads that we’re facing?
• What are your doubts and reservations?
• What promises are you willing to make to your peers?
• What gifts have you received from each other?

Under your leadership?
- Is there trust and mutual respect?
- Do they explore and learn together?
- Do they debate ideas with veracity?
- Are they committed to shared results?
- Do they hold themselves accountable?

Level Five Leadership
- Taking Responsibility for One’s contribution
- Linking sub-organizations toward common vision
- Authentic Discussions – Shared Successes
- Knowledge of Organizational & Human Systems
- Using humility & competence to build strong relationships

Recommended Reading
Collins, Jim (2009). How the Mighty Fall and Why Some Companies Never give up
Lencioni, Patrick (2002). The Five Dysfunctions of a Team.

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