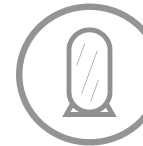




COMPANION

V2.1

TOOL TYPES



REFLECT

TELL ME ABOUT A TIME...



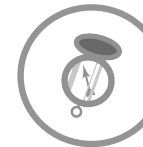
EXAMINE

ANALYZE THE CONCEPT
AND ITS POTENTIAL
APPLICATION.



DESCRIBE

CREATE A LIST QUALITIES,
FACTORS, ETC.



EXPLORE

WHAT WOULD YOU DO IN
THIS SITUATION?



APPLY

HOW DOES THIS EQUIP YOU
IN A CURRENT CHALLENGE?

MODULE 1

TRUST IN TEAMS



1

TRUST IN TEAMS

PREP PROMPT

Share an example of a highly cohesive team you've been a part of.

PRINCIPLES FOR TRUSTING TEAMS

- ADMIT weaknesses & mistakes
- ASK for help
- ACCEPT feedback and input
- GIVE each other the benefit of the doubt
- APPRECIATE each other's contributions
- AVOID politics
- OFFER and ACCEPT apologies

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
What's a high-trust team you see in our culture? What makes it so?	Talk about a team you've been a part of at BSWH that showed high levels of trust.	What's something your current team could do now to improve trust?	What's an aspect of trust that you want your team to remember for?

OVERVIEW

LO1: Identify actions and behaviors that build trust quickly
LO2: Apply trust building behaviors to teams and settings

Engagement Strategy:
Examination of the Five Dysfunctions of a team. Small group exercise using a successful teams/trusting teams checklist. Practical discussion about applying one of the suggested trust-building tools. Introduction to humble inquiry and an exercise practicing the approach.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	3:00	Main Intro / "Describe" Exercise	Take half the time to jot down the list and half the time to discuss
	3:00	7:40	Instructor / Topic Intro	Story from BA's research at BSWH & benefits of team trust
B	7:40	10:50	5 Dysfunctions of a Team	Overview of the model and ratings from her research
C	10:50	13:00	"Reflect" Exercise	With only 2 minutes to answer 4 questions, you can facilitate one example per question or have folks pair up in dyads to discuss
D	13:00	15:00	Successful/Trusting Teams	Bulletized list of successful, trusting team actions
E	15:00	18:30	"Describe" Exercise	We recommend a short-hand version of this exercise where folks just make a mark for any items they would say "no" to and then getting an average number of "no"s across the group. Then you can ask if there are any particular items folks would like to talk about from the list.
	18:30	22:20	Enhancing Concepts	Listing of additional items that can help build trust in teams
F	22:20	25:40	"Apply" Exercise	Recommend allowing team members to pick out the 1-2 items that they immediately could see quick application and discuss
G	26:15	29:45	"Examine" Exercise	Humble Inquiry Exercise. Have partners pick out a topic they'd like to inquire about on their teams and role play with each other how they'd ask the right questions with humility
	29:45	31:00	BA Conclusion	The rest of the story from BA's opening vignette.
H	31:00	33:30	"Examine" Exercise	Concluding Exercise ("Low Trust Team")
	33:30	34:40	Conclusion	Reinforcing that these modules build trust

Sources:
Edmondson
Schein
White
Lencioni
Pentland

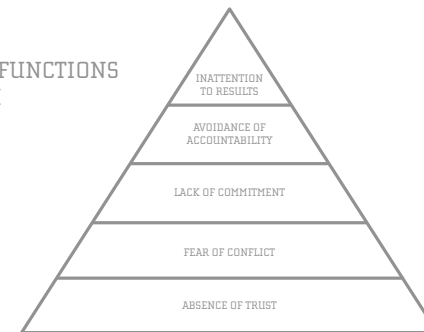
DISCUSSION GUIDE

A What factors contribute to trust in teams?



DESCRIBE

B THE 5 DYSFUNCTIONS OF A TEAM



C LACK OF RESPECT



REFLECT

1. Is this something you've witnessed?
2. Ever seen a team member not valued/trusted?
3. Have you been that team member?
4. How does a lack of respect affect future team interactions?

D SUCCESSFUL TEAMS ENSURE THE FOLLOWING

- Everyone on the team talks and listens in roughly equal measure
- Members face one another, and conversations are energetic
- Members connect directly with one another
- Members carry on conversations within the team
- Members bring information back to the team

DISCUSSION GUIDE

E TRUSTING TEAMS ENSURE THE FOLLOWING

- Members admit weaknesses and mistakes
- Members ask for help
- Members accept feedback and input
- Members give each other the benefit of the doubt
- Members appreciate each other's contributions
- Members focus on work, not politics
- Apologies are offered and accepted



SUCCESSFUL TEAMS	YES	NO
Everyone on the team talks and listens in roughly equal measure		
Members face one another, and conversations are energetic		
Members connect directly with one another		
Members carry on conversations within the team.		
Members bring information back to the team		
TRUSTING TEAMS		
Apologies are offered and accepted		
Members admit weaknesses & mistakes		
Members ask for help		
Members accept feedback and input		
Members give each other the benefit of the doubt		
Members appreciate each other's contributions		
Members focus on work not politics		
Hold each other accountable		
Speak up with concerns		
Members focus on team results/success		
Members take responsibility		

"Psychological safety is the shared belief that a team is safe for interpersonal risk."

DISCUSSION GUIDE

G BUILDING BETTER TEAMS



TIPS FOR BUILDING BETTER TEAMS	APPLICATION TO YOUR TEAM
Psychological Safety	
Mutual Respect	
Shared Vision	
Shared Language	
Curiosity (Humble)	
Articulating a Challenging Target	
Passion	
Empathy	
Vulnerability	

H HUMBLE INQUIRY



If you listed something on the previous exercise you'd like to humbly inquire about, take a couple of minutes to craft the language you'd use to do that.

If you were put into a low-trust team, what one concept (from the list above) would you use for the first 30 days to build trust in your team?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record personal reflections prior to discussions. Update notes during the conversation.

I	Culture	What's a high-trust team you see in our culture? What makes it so?	
II	BSWH	Talk about a team you've been a part of at BSWH that showed high levels of trust.	
III	Now	What's something your current team could do now to improve trust?	
IV	Legacy	What's an aspect of trust that you want your team to remember for?	