BUILDING RELATIONSHIPS OF TRUST
With Joanne Collins and Jody Mahoney
Corporate Subscribers

- Boston Scientific
- Bacardi
- eBay
- Farm Credit Services of America
- Genesys
- IBM
- JDSU
- MasterCard
- Medtronic
- Nielsen
- NetApp
- Northrop Grumman
- Raytheon
- Siemens
- UBS
- USDA APHIS
- WWLF Women’s Wireless Leadership Forum

Women’s Leadership Coaching
Jo Miller
CEO
Women’s Leadership Coaching, Inc.

- Specializes in helping women break into leadership in industries that have been traditionally considered 'a man's world', such as technology, finance and energy.
- Since 1998, has developed and implemented leadership development programs that have benefited women worldwide.
- Delivers over 60 speaking presentations annually to audiences of up to 1,200 women for women’s conferences and corporate women’s initiatives.
Joanne Collins
Relationship Executive
StoneRiver, Inc.

- Experienced financial services executive in direct life insurance, reinsurance and bank insurance markets.
- Relationship Executive with StoneRiver, Inc., responsible for business to business client relationships
- Previous roles include AVP, SCOR Global Life Americas, Senior Vice President with Hancock Bank and President of Union Planters Insurance Agency.
- BS in Psychology from Duke University.
Jody Mahoney
SVP, Business Development
Anita Borg Institute

- Responsible for developing and executing ABI’s overall revenue and income strategy, including global partnership with many leading technology and Fortune 500 companies.
- Generated $30M in social enterprise funding since 2007.
- Previous roles in development of global partnerships, strategic alliances and sales management at technology companies.
- Board Member Nonprofit Technology Enterprise Network (NTEN) and Vision 2020 California Delegate.
- Warren Wilson College (MFA), Antioch College (BA).
In this webinar

- The importance of trust
- How trust is built
- Your inner circle of trust
The importance of trust
Trust

“The willingness to put oneself at risk based on another individual’s actions.

In other words…the degree to which the employees of an organization are able to ‘count on’ their managers and fellow employees.”

Why is building trust an essential workplace skill?
“You can’t advance your agenda, mission or strategic goals if you don’t have trust.”

Jody Mahoney
"Trust is the key to good communication."

Joanne Collins
Companies thrive on trust

Those with self-assessed high levels of leadership, collaboration, and trust enjoyed a stock price/earnings ratio premium of over 25%.

—Trust in Business survey, 2009

Workplaces need trust

Trust is so important that many scholars say it is the foundation of a healthy workplace.

—Washington Post

Trust increases productivity

When trust is fostered, the result is significant — productivity increases as people stop operating on fear.

—Stephen R. Covey

The best leaders build trust

Trustworthiness may be the single most important factor in subordinates’ judgments leaders’ effectiveness.

—Lombardo, Ruderman, and McCauley (1988)
Trust is becoming rare

In 2013, a record high of nearly two thirds of Americans said “you can’t be too careful” in dealing with people.

What is a story from your career of when trust was not built?
A diverse team was doing good work…

But we neglected nurturing upward trust.

Don’t just focus on the work and the project.

Invest in relationships.
The organization needed to scale, but trust was not there. Without trust, the team could not move forward. Innovation requires trust. You can bring the right people on, but there has to be trust.
What is a story from your career of when trust was built?
Started out as cube neighbors.

Grew into a mentoring relationship.

Became my first sponsor.
Developed my first global partnership. I learned that the #1 skill is listening. In a good partnership, the sum becomes greater than the parts.
Trust is the conduit for influence…

Having the best idea is worth *nothing* if people don’t trust you.

—Amy Cuddy  
Associate Professor of Business Administration, Harvard Business School.
POLL:
For me, building trust is...
How trust is built
The dos and don’ts of building trust.
Be a good listener.

Be candid/authentic – open yourself to input.

Put yourself in the other person’s shoes.

Build trust with people at all levels.

Make subtle adjustments in behavior for a powerful long-term impact.

Understand the likeability factor that impacts women. Strive to be likeable and competent.
DON’T

Don’t rely on others to vent or for their opinion when you should be directly communicating with someone.

Don’t make assumptions of someone’s motivation for their behavior – seek clarification and understanding.

Don’t confuse building trust with making friends – you won’t be friends with everyone you work with.

Don’t let concerns and issues with someone become emotional – seek time to cool off and approach the person calmly and logically to address and move forward.
DON’T

Aggressive behavior can and usually will seriously hamper trust…strike while the iron is cold.

Don’t mistake being liked for being trusted.

Don’t lead with power and then try to build trust—it can lead to fear rather than trust.

Don’t underestimate how much a lack of trust can impact an organization—it is a key component of organizations failing.
Joanne

Make personal connections; alma mater, common connections, hometown, hobbies, children, favorite sports team, etc.

Seek input and guidance in non-critical moments rather than just communicating when there is an urgent need.

All relationships need trust; up, down and sideways; internal and external.

Jody

Focus on shared goals, and at the same time be prepared to take credit for your accomplishments.

Do what you say you are going to do.

Assume good intent.
Microaffirmations and microinequities
Every conversation presents an opportunity to build – or destroy – trust.

Microaffirmations and microinequities can impact every interaction you have.
Microinequities

Small, seemingly harmless interactions that may include gestures, language, treatment or tone of voice that make a person feel singled out, slighted or overlooked.
Microaffirmations

Small or subtle acknowledgements of a person’s value and accomplishments.
“...apparently small acts, which are often ephemeral and hard to see, events that are public and private, often unconscious but very effective, which occur wherever people wish to help others to succeed. They are tiny acts of opening doors to opportunity, gestures of inclusion and caring, and graceful acts of listening”.

— Mary P. Rowe, PhD, author of ‘Micro-affirmations and Micro-inequities’.
How have microinequities and microaffirmations affected how you build trust?
Your inner circle of trust
Who is in your inner circle of trust?
How did you build trust in those relationships?
“Be your authentic self. Know your value proposition. Own your strengths and weaknesses. Be open to feedback. Be nice every time today.”
How did you build trust in those relationships?
“Prepare by reflecting on situation and issues. Come to the table with thoughtful questions, ask for insights and be open to feedback.

Remember they may also have a need you can help with.”

Joanne Collins
POLL:
What will you do to take action?
Closing thought

• Joanne Collins

• Jody Mahoney
Q&A with Amy Cuddy

Who’s got your back, by Keith Ferrazzi.

“Admitting Your Weaknesses And Hiring To Support Them,” by Steven Sinofsky, Fast Company
http://www.fastcompany.com/3028473/leadership-now/admitting-your-weaknesses-and-hiring-to-support-them
The recording will be posted on Thursday in the membership site at www.womensleadershipcoaching.com

Click Member Log-in
Discussion questions

1) Share an example of a time when trust was built (or not built)
2) What are your top “dos and don’ts” of building trust?
3) Who is in your inner circle of trust?
4) Who will you add to your inner circle?