



## *Building Trust through Leadership*

*Monash Health – Manager Forum*

# Overview

- Building Trust
- Unpack a leadership behavioural framework
- The leadership balancing act
- The concept of 'leadership holding'
- Overcoming cynicism with forgiveness
- Measures of success





# *Trust*

Ø An observation about trust

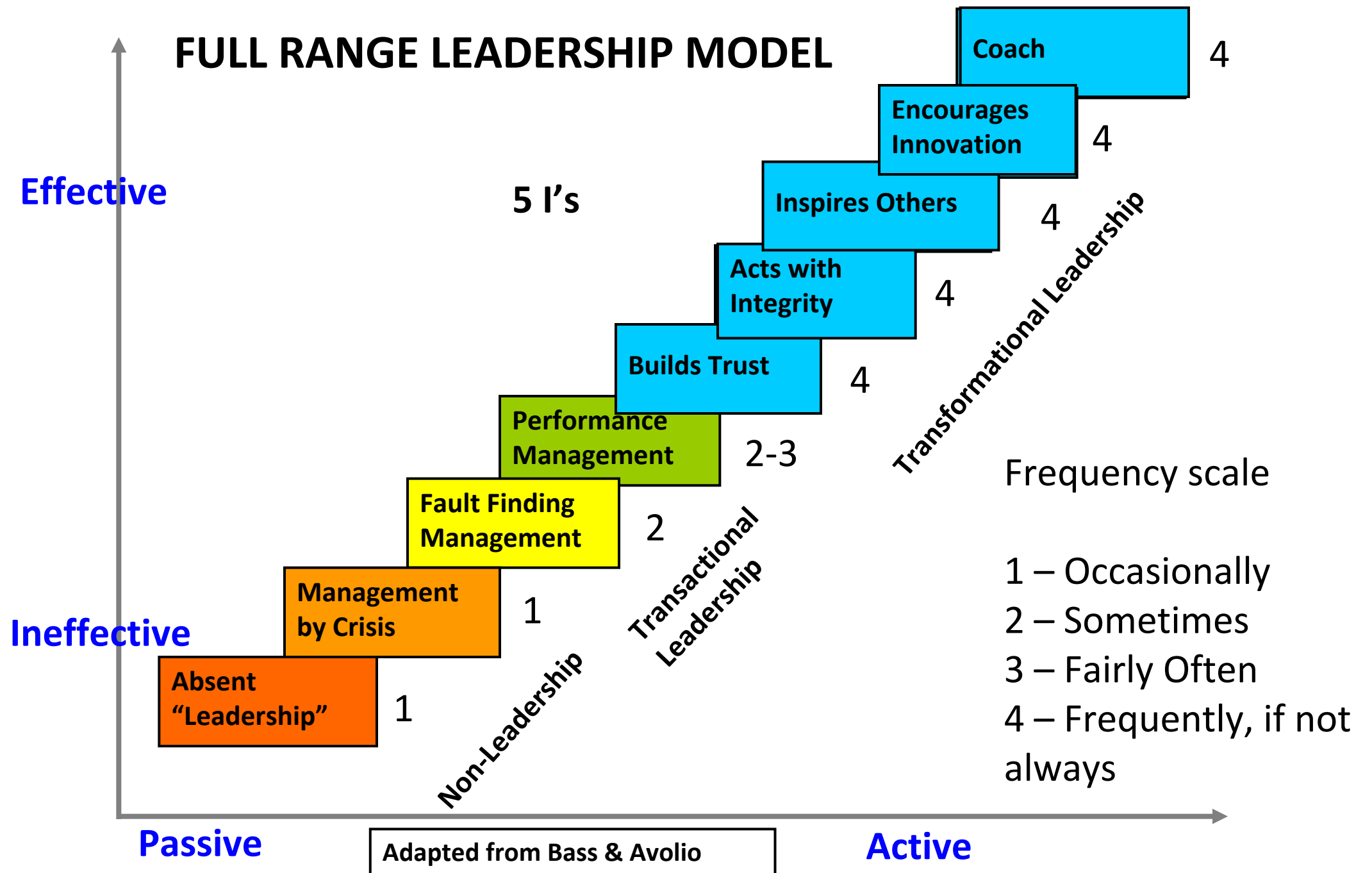
$$\text{Trust} = \frac{\text{C} + \text{R} + \text{I}}{\text{S.I.}}$$

- Credibility – Am I taken seriously?
- Reliability – Do I do what I say I will?
- Intimacy – Am I willing to be known?
- Self Interest – I have needs in this team, but I am driven by other's needs as well

# ***Defining Leadership and Management***

- Management is a transactional activity:
  - ü "The Art of Getting Desired Results through People."
- Leadership should have a transforming effect:
  - ü "Building people and making them successful."

What are the challenges of leading a remote workforce?



# ***The Balancing Act***

What is the ideal balance between Transactional leadership and Transformational leadership?

Know which leadership skills/ activities are transactional by nature and which are transformational.

Develop a plan for yourself. What are the key leadership skills you personally need to develop in order to be able to build and empower your staff?





# The concept of leadership ‘holding’ in a crisis

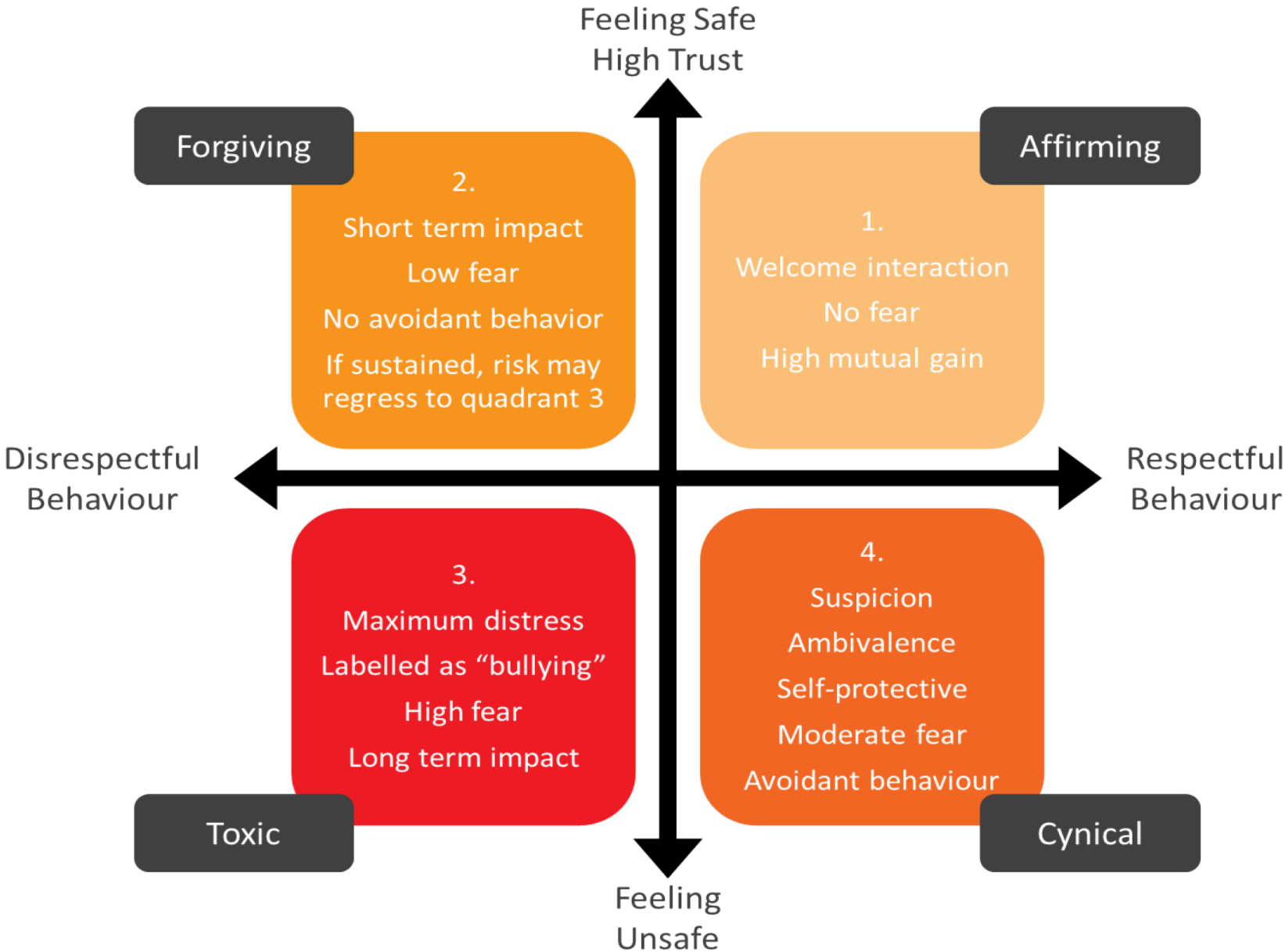
<https://hbr.org/2020/04/the-psychology-behind-effective-crisis-leadership>

## What do I mean by holding?

- **Holding** describes the way another person, often an authority figure, contains and interprets what is happening during times of uncertainty.
- **Containing** refers to the ability to soothe distress
- **Interpreting** is the ability to help others make sense of a predicament

“People never forget how managers treated them when they were facing loss. And we will remember how our institutions, managers, and peers, held us through this (Covid-19) crisis — or failed to. It is tempting to resort to command and control in a crisis, but it is leaders who hold instead that help us work through it. And it is to those leaders that we turn to when time comes to articulate a vision for the future.”

# The slide from healthy to cynical relationships





# *Measures of success*

Trust builds:

- Loyalty
- Engagement – discretionary output
- Collaboration is improved
- Innovation can only emerge when we are able to constructively disagree with each other
- Stronger relationships - the capacity for apology and forgiveness
- Motivation to do my best – work to my strengths
- Safety – psychological wellbeing ‘I am in a good place’
- If trust becomes a cultural norm then it becomes a huge factor in attraction and retention of quality staff
- Conflict is constructive and interactions are more respectful
- ...