



# L.E.A.D. with Trust

## *Communication Methods for Leaders*

### What is it?

Predictable Communication Methods for Leaders who want to:

- Influence **High Performance** and **Accountability**
- Influence and reinforce **Continuous Quality Improvement**
- Create a climate of **Trusting, Open, Honest, and Respectful Interactions**
- **Resolve Conflict** quickly
- Be **Proactive** to **Dissolve Issues** quickly
- Provide **Coaching** and **Performance Feedback** to create **Commitment** and **Accountability**
- Consistently create an **Emotionally Intelligent** image

### Why this is important:

**According to the International Association of Business Communicators:**

- *“Trust is more than a social virtue. It is an economic and effectiveness imperative for all those organizations that need to grow and compete in the global marketplace.”<sup>1</sup>*

**According a Watson and Wyatt<sup>2</sup> Study of Employee Attitudes and Opinions:**

- *Only 39% of employees at U.S. Companies trust the senior leaders at their firms.*

**According to the Gallup Organization:**

- One of the three basic reasons why employees leave their jobs is a poor relationship with their boss
- It costs at least 100% to 150% of salary to replace a worker
- Only 26% of employees can be considered to be committed – Committed means: Sincerely passionate, fully focused, challenged, innovative, a voluntarily problem solver, productive, proud, does high quality work, and willingly volunteers to do more when necessary, offers help to others without being asked. Therefore 75% are either non-committed or disruptive
- 91% of *Committed* employees intend to be with the company for at least the next 12 months

**When 1,062 web surfers were asked if they could fire their boss why would they<sup>3</sup>:**

- 32% said lack of trust and integrity
- 24% micromanagement
- 12% no feedback
- 10% taking credit for ideas of others
- 8% lack of coaching support.

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<sup>1</sup> *The Importance of Trust in Organizational Effectiveness and Job Satisfaction* by Pamela Shockley-Zalabak, Ph.D., Kathleen Ellis, Ph.D., Ruggero Cesaria

<sup>2</sup> <http://www.watsonwyatt.com> – WorkUSA® 2002. *Weathering the Storm: A Study of Employee Attitudes and Opinions*

<sup>3</sup> [www.Badbossology.com](http://www.Badbossology.com) - April 2006

### According to a new study by Leadership IQ<sup>4</sup> (August 2007)

- 93% of people have avoided confronting a co-worker about inappropriate behavior, even when a customer or the organization suffered as a result.
- 81% of managers have avoided confronting a subordinate about inappropriate behavior, even when a customer or the organization suffered as a result.
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise.
- 37% of an employee's willingness to stay at their company is driven by their comfort with speaking the truth about these sensitive issues.

### The Process:

L.E.A.D. with Trust is a “shared values” communication process specifically designed for leaders to optimize employee interactions, reduce errors, create a motivational environment, resolve conflict, eliminate destructive conflict, and identify root causes of problems with solutions for them.

Values are the foundation for building productive and genuine working relationships. Common values provide a common language within which to collaborate. When values are in synch, energy, commitment and enthusiasm can be quickly generated and sustained. In addition:

- People have more of a reason to CARE about their work.
- Employees are more loyal when they believe their values match the organization’s values.
- Employees become more involved and, therefore, more creative.
- The quality and accuracy of decision-making is improved.
- Organizations with aligned values attract more resources.

### L.E.A.D. is an acronym:

- ❖ Listen to understand
- ❖ Express a willingness to help
- ❖ Ask questions
- ❖ Decide what agreements to make

### The Benefits and Outcomes:

**Trust** is the foundation of all long-term success. Organizations with high levels of trust enjoy high performance with superior employee and customer loyalty. Certain behaviors are prevalent in these organizations. In a climate of trust people will:

- Speak and act with respect even when they disagree
- Work together to solve problems without being asked or bribed with incentives
- Admit when they make a mistake
- Freely share information without fear and selfish behaviors
- Pitch in to help others without being asked or bribed
- Have joy in their work
- Do more than what is expected

This seminar gives participants:

- An understanding of how values-based interactions predictably create trust
- An understanding how to create a positive outcome with every internal customer interaction
- Practice to learn how to build trust with every interaction
- A method to deal with difficult situations and turn them into positive interactions
- A method to create accountability at all levels of the organization
- A method to respectfully confront their boss and/or peers with the truth

<sup>4</sup> <http://www.leadershipiq.com> – *Building Trust in the Workplace*