Squiggly Careers PodSheets

How to have a high trust team

EPISODE 271

High trust teams...

..are high-performing teams where there is trust and respect and where people feel comfortable to be themselves.

> When a work environment has reasonably high psychological safety, good things happen: mistakes are reported quickly so that prompt corrective action can be taken.
>
> **Amy C. Edmondson**

What high trust is

- a team that has high care and high challenge
- a team that speaks up, shares risks, and asks for help
- a team that is open about and learns from mistakes

What high trust isn't

- a team that is always comfortable and harmonious
- a team that hides the truth
- a team that doesn't ask questions

The Trust Equation

$$\frac{\textbf{credibility} + \textbf{reliability} + \textbf{intimacy}}{\textbf{self-orientation}} \approx \textbf{TRUST}$$

credibility *do people have confidence in your ability?* + **reliability** *do people believe that you keep commitments?* + **intimacy** *do people feel they connect with you personally?*

self-orientation *how often do you put your needs before the team?*

5 ideas for action for high trust teams

1 **Discuss the balance of practical and emotional trust in the team (aim is 50:50):** *practical = delivering on the day job, emotional = feeling heard and supported*

2 **Make time for 'mistake moments':** Sharing mistakes is a way you can learn and get support. *Create time in team meetings/a virtual place to share mistakes and learnings regularly*

3 **Have a 'Red Table Talk':** Talking about 'tough stuff' contributes to trust. *Curate topics from the team and have an open discussion with diverse points of view.*

4 **Explore the difference between execution and experimentation:** In a high trust team, there is an openness to taking managed risk. *Agree on the learning experiments you're going to support each other with.*

5 **Ask curious questions:** To have high trust in your teams you need to invite conversation and different perspectives. Avoid ' why' questions and instead ask:
- *What might be missing?*
- *What would make this project fail?*
- *What other ideas could we consider?*
- *Who has a different perspective?*

Coach Yourself Questions

? **What does trust look like today in your team?**

? **How could you contribute to a high-trust team culture?**

Recommended resources

Foster psychological safety
helpful tools from Google's ReWork website

Radical Candour
Radical Candor author Kim Scott breaks down the principles of Radical Candor in six minutes

Psychological safety with Amy Edmondson
Squiggly Careers episode #151

Amazing if