



New EDs: Making It Through the First 3 Years

presented by

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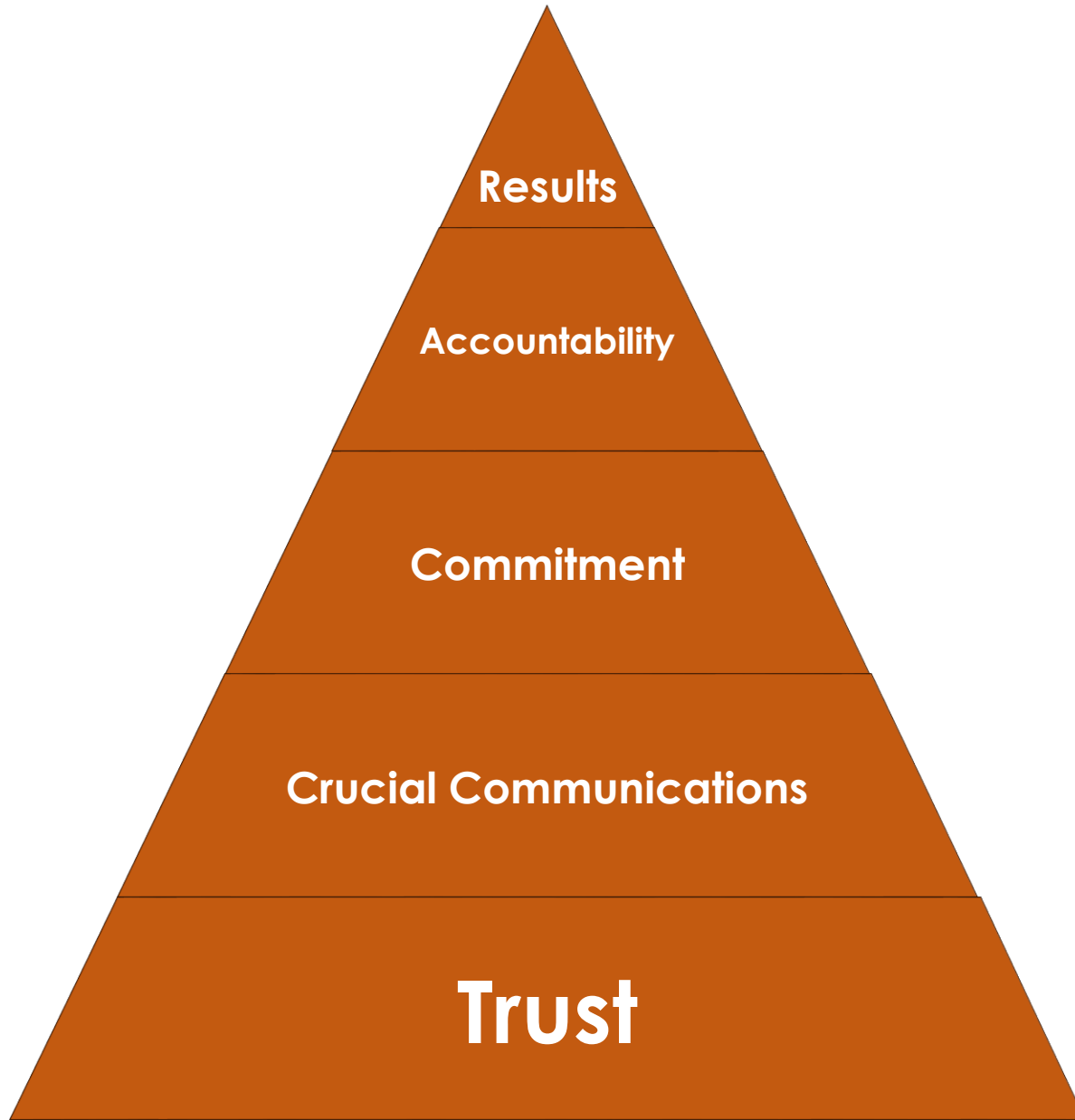


Agenda

- Build Trust to Get Results
- Operational or Strategic Priorities
- 3 Pillars of Self Management



Relationship Between Trust & Results



A 3D-rendered puzzle piece, colored orange, is the central focus. It is surrounded by several white puzzle pieces, some of which are visible in the background. The word "TRUST" is embossed in large, white, sans-serif capital letters on the orange piece. The lighting creates soft shadows, giving the pieces a three-dimensional appearance.

TRUST

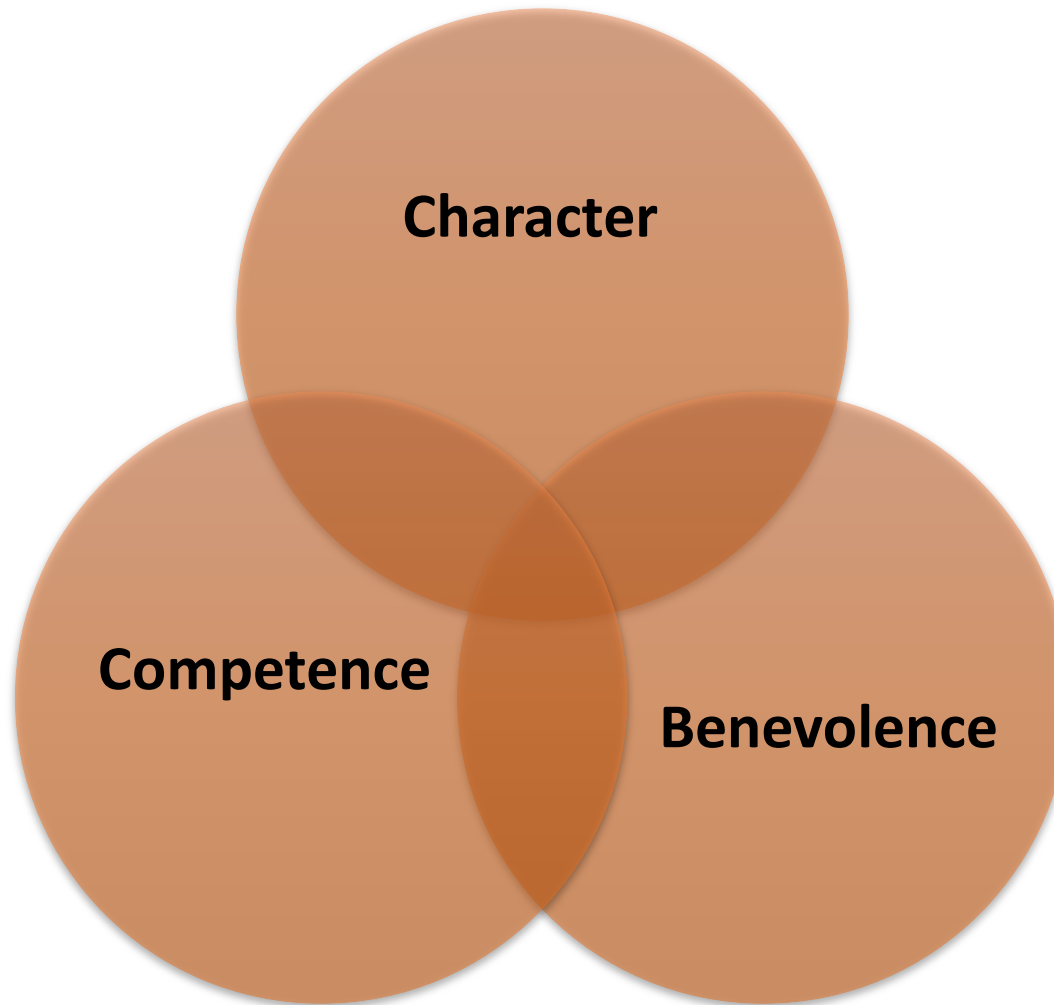
“Trust is the willingness of one to be vulnerable to the actions of another whose behavior and actions they cannot control.”

--Academy of Management

The following person reports to you. How confident would you be working on a project with them that was extremely important if you could not easily question their conclusions which dictate how you are to proceed with your portion of the project? (1 = petrified; 10 = completely confident)

Pat has been with the organization for a long time and reporting directly to you since you came to the organization 18 months ago. Pat's work is always strategic and complete. Pat has, on several occasions, shown great loyalty to you. For example, just last month Pat blocked information from going to the board that would have made you look bad. On other occasions Pat has redirected other organizations to keep them from taking resources away from your organization.

Components of Trust



The Value of Trust

Trusted people tend to be promoted, make more money, receive better opportunities, have more fulfilling relationships. *(Covey, 2006)*

Trust in organizations is related to work attitudes and job satisfaction across the organization.

--Journal of HR Management, 2005

Results of Trust in the Leader

organizational productivity	job satisfaction	high performance
collaborative teams	positive opinions of leader	innovative behavior
crucial communications	achieved goals	organizational alignment



The Cost of Distrust

The failure to build collaborative working relationships with a boss is *the most common reason* for the premature resignation from the workplace. (Sweeney, 1999)

The cost to replace an employee is somewhere between *one and two years' pay and benefits*.

--HR Review, 2004

What are the
3 causes of distrust
in organizations & teams?



Change

Uncertainty

Inconsistency

Results of Low Trust

suspiciousness	turnover	presenteeism
marginal work	lack of communication	time wasted
increased operating costs	gossip	change avoidant

TRUST

ME

Build Trust Through Communication

Make & Keep Commitments
Explain Decisions & Direction
Give Recognition
Speak As If They Are There
Sever Grapevine

Get Results: Assess Your Priorities

- 1 Is the priority concerned with linking and relating results across 3 levels (Mega, Macro, and Micro)?
- 2 Will the priority require planners to shift their paradigms for planning, thinking, and operating?
- 3 Does the priority contribute to the quality of life of citizens in the communities you work with?
- 4 Will the priority require you to develop new skills and competencies for key roles?

5 Will failing to respond to the priority produce unacceptable or negative consequences and increase your risk levels?

6 Is the priority concerned with the sustainability of the organization in the long term?

7 Will the priority elicit high degrees of resistance from some?

8 Does the priority require shifts in patterns of behavior that define your present culture?

Self–Management

- **Manage reactions effectively**
- **Creates flexibility**
- **Goal-focused**

Outcomes:

- Emotional self-control - controlling anger, stress
- Trustworthiness - demonstrating values, principles, intentions and acting consistently
- Conscientiousness - careful, self-disciplined, attending to responsibilities
- Adaptability – open to information, willing to change assumptions
- Achievement Orientation – striving to improve
- Initiative – act before being forced, proactive

3 Pillars of Self Management

- Know your strengths & weaknesses
- Seek & implement feedback
- Know when to say “no” and when to listen



A leader leads
by example,
whether he
intends to or not.

~ Author Unknown ~

Motivation Survey

Purpose: This tool is intended to assist in identifying personal motivators related to job success.

Choose 6 of the statements below that inspire you to do your best at work, then rank those 6 (i.e., 1= the most important of the 6).

- _____ 1. The chance to do a good job.
- _____ 2. Getting along well with co-workers.
- _____ 3. Opportunities to do interesting projects.
- _____ 4. Knowing what is going on in the organization.
- _____ 5. Feeling that my job is valuable and important.
- _____ 6. Understanding the responsibilities of my position.
- _____ 7. Being acknowledged for good work.
- _____ 8. Agreeing with the organization's objectives.
- _____ 9. Latitude in how I do my job.
- _____ 10. Opportunity for professional development & growth.
- _____ 11. Working with a boss who is a good leader.
- _____ 12. Knowing that my work contributes to something bigger than myself/the organization.
- _____ 13. Feeling like I belong and am valued.
- _____ 14. Having a say in departmental goal setting.
- _____ 15. Seeing progress being made toward the departmental goals.
- _____ 16. Other: _____