

# TEAM **LEADER** TOOLS

## Team Trust Roadmap

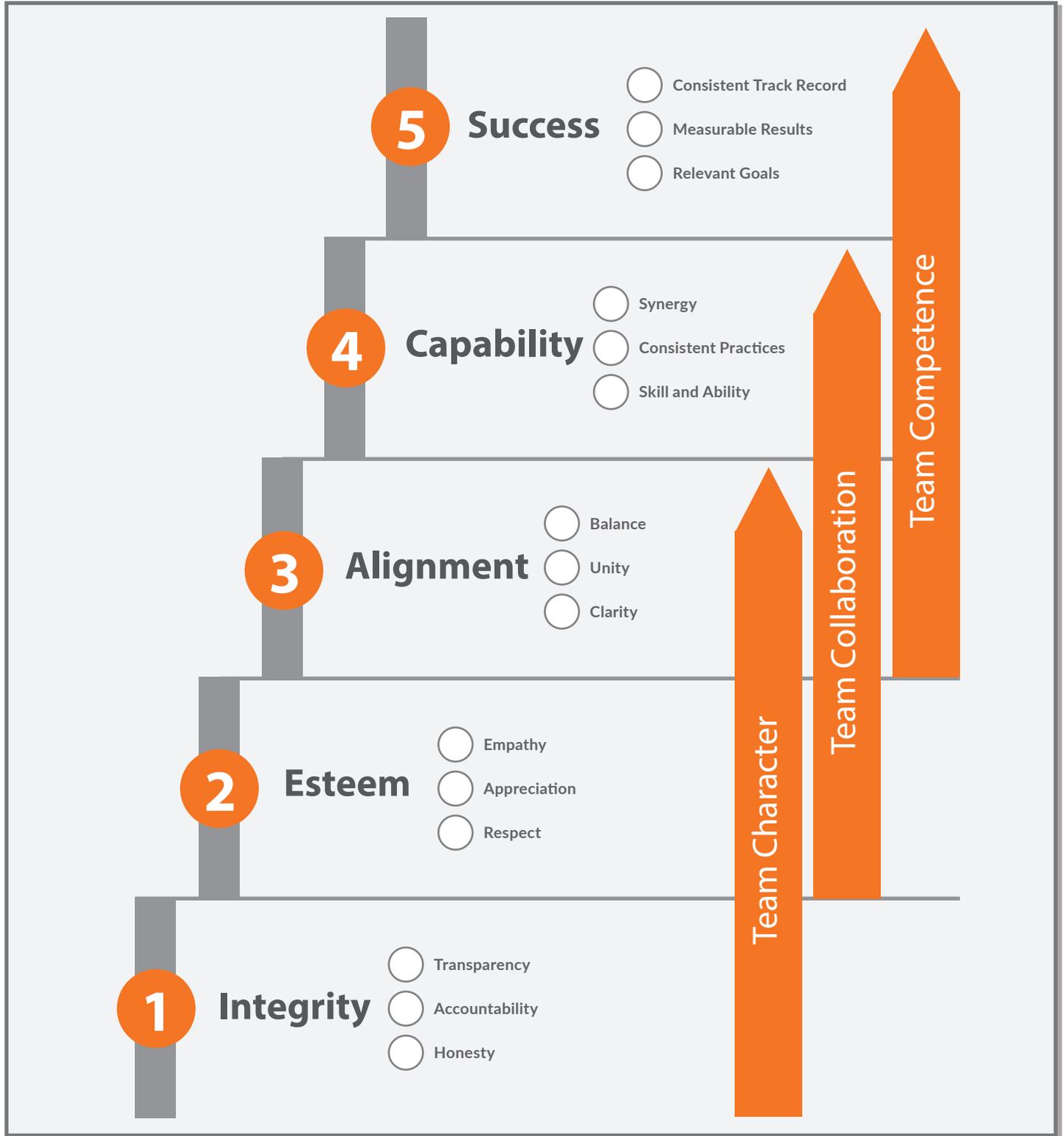






# Team Trust

## Trust Ladder





# Team Trust

## Levels of Team Trust

The Team Trust Model consists of five levels of trust which progressively build on each other. Start with Level 1: Integrity and move up to Esteem then to Alignment then to Capability and then to Success.

### 5 Success

Success involves getting results. Results are the measurable and observable outcomes of the team's efforts. In the end, teams exist to get results. Teams and team members establish a track record that is based on results. When results are there, team commitment goes up. Stakeholders develop more trust in the team. When results are lacking, commitment goes down and stakeholders lose trust and confidence in the team. Achieving sustained and balanced results is the ultimate level of team trust. The team must first know what results matter most. Then it must know how to measure results. Then it must know how to actually achieve and sustain the results.

### 4 Capability

Capability has to do with the talents, skills, abilities, and expertise that reside within the team as a whole and within each individual team member. Teams may have great integrity, esteem, and alignment, but unless they have the right capability to get the job done, team trust will suffer. Keep in mind that individual talent alone does not make for team capability. A team may be loaded with individual talent, but still struggle in forging team capability. Team capability requires teamwork and synergy.

### 3 Alignment

Alignment means both congruence and unity. It means that the team has one vision, one agenda, and one message. Team members are forthright with each other. They are focused and committed to the same philosophy, purpose, principles, and priorities. There is little time wasted on competing interests, factions, or power struggles. Conflicts and misunderstandings may still arise, but the team has the courage to respond to them quickly and openly. It is united in resolving issues so that it can get back to the larger cause that all team members have signed up for.

### 2 Esteem

Esteem means genuine appreciation and respect for each other. Team members are able to recognize the true value that each member brings to the team. There is an empathy between team members that makes it possible for them to understand each other, help each other, coach each other, and even challenge each other in a respectful and helpful way. Esteem is much more than just getting along. Esteem means that team members recognize a responsibility to each other to ensure both team and individual respect. Team members strive to be open, candid, and genuine with each other.

### 1 Integrity

Integrity means honesty. It means consistency between what we say and what we do. It means walking the talk. It means being true in every way. In a team setting it means that each member of the team is committed to making sure that the team is true to its cause, its identity, and its values. It also means making sure that the team is able to see what is true. If we have integrity, people begin to rely on us and look to us for an understanding of what is true. Integrity is the basis upon which team trust is built.

# 2 Team Trust Assessment

Use this worksheet to “take inventory” of team trust. Assess each trust factor, beginning at the bottom and working up. Then identify actions you can take as a team to build trust at each level.

Trust Level	Assess Trust Factors	Take Action
At what level of trust is your team currently?	How well are we doing at each trust factor?	What is one thing we can do to build trust at each level?
<b>5</b> Success	High Med Low <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Reinforcement</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Results</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Relevance</b>	
<b>4</b> Capability	High Med Low <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Synergy</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Consistent Practices</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Skill and Ability</b>	
<b>3</b> Alignment	High Med Low <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Balance</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Unity</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Clarity</b>	
<b>2</b> Esteem	High Med Low <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Empathy</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Appreciation</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Respect</b>	
<b>1</b> Integrity	High Med Low <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Transparency</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Accountability</b> <input type="radio"/> <input type="radio"/> <input type="radio"/> <b>Honesty</b>	



# Team Trust

## INTEGRITY Discussion

Integrity means honesty. It means consistency between what we say and what we do. It means walking the talk. It means being true in every way. In a team setting it means that each member of the team is committed to making sure that the team is true to its cause, its identity, and its values. It also means making sure that the team is able to see what is true. If we have integrity, people begin to rely on us and look to us for an understanding of what is true. Integrity is the basis upon which team trust is built.

### Team Discussion

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- What does or should TEAM INTEGRITY mean to us and our team?
- How does honesty impact our success as a team?
- How does accountability impact our success as a team?
- How does transparency impact our success as a team?
- What are some positive examples of each?
- When it comes to TEAM INTEGRITY, what should we START doing?
- What should we STOP doing?
- What should we CONTINUE doing?

### Notes:



# Team Trust

## ESTEEM Discussion

Esteem means genuine appreciation and respect for each other. Team members are able to recognize the true value that each member brings to the team. There is an empathy between team members that makes it possible for them to understand each other, help each other, coach each other, and even challenge each other in a respectful and helpful way. Esteem is much more than just getting along. Esteem means that team members recognize a responsibility to each other to ensure both team and individual respect. Team members strive to be open, candid, and genuine with each other.

### Team Discussion

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- What does or should TEAM ESTEEM mean to us and our team?
- How does respect impact our success as a team?
- How does appreciation impact our success as a team?
- How does empathy impact our success as a team?
- What are some positive examples of each?
- When it comes to TEAM ESTEEM, what should we START doing?
- What should we STOP doing?
- What should we CONTINUE doing?

### Notes:



# Team Trust

## ALIGNMENT Discussion

Alignment means both congruence and unity. It means that the team has one vision, one agenda, and one message. Team members are forthright with each other. They are focused and committed to the same philosophy, purpose, principles, and priorities. There is little time wasted on competing interests, factions, or power struggles. Conflicts and misunderstandings may still arise, but the team has the courage to respond to them quickly and openly. It is united in resolving issues so that it can get back to the larger cause that all team members have signed up for.

### Team Discussion

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- What does or should TEAM ALIGNMENT mean to us and our team?
- How does clarity impact our success as a team?
- How does unity impact our success as a team?
- How does balance impact our success as a team?
- What are some positive examples of each?
- When it comes to TEAM ALIGNMENT, what should we START doing?
- What should we STOP doing?
- What should we CONTINUE doing?

### Notes:



# Team Trust

## CAPABILITY Discussion

Capability has to do with the talents, skills, abilities, and expertise that reside within the team as a whole and within each individual team member. Teams may have great integrity, esteem, and alignment, but unless they have the right capability to get the job done, team trust will suffer. Keep in mind that individual talent alone does not make for team capability. A team may be loaded with individual talent, but still struggle in forging team capability. Team capability requires teamwork and synergy.

### Team Discussion

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- What does or should TEAM CAPABILITY mean to us and our team?
- How does it mean for us to develop team skills and abilities?
- How does it mean for us to establish consistent team practices?
- How does team synergy look like for us and how do we create it?
- What are some positive examples of each?
- When it comes to TEAM CAPABILITY, what should we START doing?
- What should we STOP doing?
- What should we CONTINUE doing?

### Notes:



# Team Trust

## SUCCESS Discussion

Team success involves working on relevant things, getting good results, and reinforcing continued success. Results are the measurable and observable outcomes of the team's efforts. Teams and team members establish a track record that is based on results. When results are there, team commitment goes up. Stakeholders develop more trust in the team. When results are lacking, commitment goes down and stakeholders lose trust and confidence in the team. Achieving sustained and balanced success is the ultimate level of team trust. The team must first know what success looks like and what results matter. Then it must know how to measure, achieve, and sustain the desired results.

### Team Discussion

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- What does or should TEAM SUCCESS mean to us and our team?
- What does it mean to our team to be working on relevant things?
- What results are most important to our team and why?
- What does our track record of success look like?
- How well do we reinforce the success that our team experiences?
- How does team synergy look like for us and how do we create it?
- When it comes to TEAM CAPABILITY, what should we START doing?
- What should we STOP doing?
- What should we CONTINUE doing?

### Notes:



# Team Trust

## Team Implementation Plan

**GOAL**

Date:

Current Practice (Status)	Desired Practice (Vision-Goal)
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**PLAN**

**DO**

Action	Completion
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**CHECK**

On track? Lessons learned? Obstacles? Opportunities?

**ACT & STANDARDIZE**

Adjustments? Corrections? Standardize.