

Building a Trustworthy Process

Session 3

Assignment



Spend some time thinking about a process that would help your team work together better. Ask your team for ideas. Make sure it is not too complicated as you only have a month to design it. Now that you know what new process you want to develop, let's go! We will talk through all the elements of designing this trustworthy process on our next coaching call.

Keep in mind the characteristics of a trustworthy process from the video.

- People are free to express ideas, thoughts and opinions.
- Those most affected are part of generating ideas and making decisions.
- People know where they fit in the process. They know what happened before and what's coming next.
- There is space and time to express vulnerability.
- Those in charge model openness to exploring new ideas.
- The lines of authority and non-authority become blurred as people work together.
- Higher-ups embrace failure as a learning opportunity, helping others deal with fear of making mistakes.

Name of Process:

Planned Date of Implementation:

What problem is this process solving?

How does this process align with overall company mission?

Who will this process affect?

Who should you invite into the process design conversation?

How will you communicate this new process to the rest of the employees?

Building Blocks

Take notes on how each of these areas affected your process design and we will talk it through in our next coaching session.

1. **Ask open-ended questions.** Lots of them. Broad questions allow people to share what's on their minds. Use trust-building questions like: What concerns you the most about this issue? What would make this successful from your point of view? Of all the things we could do, what should we do?
2. **Listen to understand.** Most of us listen just enough so we can reply. Forget about replying. Just understand. Listen for what is not being said.
3. **Be around.** If you are there, with the people, they'll have more chances to visit with you informally and formally. Being super-busy and running from meeting to meeting, event to event, creates an image of "I'm too busy to talk about what's on your mind."
4. **Design the process together.** Ask others: How should we work on this issue? What's important to you about how we work on this?
5. **Create multiple environments.** Take people to coffee to chat. Bring all the stakeholders together for collective discussion. Send out a survey. The more different types of environments made available, the more likely everyone will experience a type they are comfortable with.
6. **Consider establishing group norms at the start of the work.** For example, "Let's have a data-gathering mindset versus blame and fear of failing." or "Shame-free space so blurt out answers."

adapted from **Your Leadership Edge by Ed O'Malley and Amanda Cebula*