

# What Does Trust Have to Do With Leadership?

Susan O. Schall, Ph.D.  
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SOS CONSULTING, LLC

# Susan O. Schall, PhD



- Founder & Lead Consultant of SOS Consulting, LLC since 2004 with clients in the chemical, food & beverage, automotive, industrial supply, education, and printing industries.
- Over 30 years experience delivering improved performance using engineering, statistical and process improvement methodologies.
- Prior to consulting, Susan held a variety of process improvement and leadership roles at RR Donnelley, GE Lighting, DuPont and Eastman Kodak.
- ASQ Certified Quality Engineer, Certified Manager of Quality/Organizational Excellence,
- Malcolm Baldrige Examiner 2006 and 2008.
- IISE Medallion Award 2018, IISE Fellow, 2020
- B.S. in Mathematics from SUNY, Fredonia; B.S., M.S., and Ph.D. in Industrial Engineering from Penn State University.
- 44 year member ASQ- Rochester, Delaware, Penn State, No. Shen Valley Sections
- Assoc. District Lay Leader, Shenandoah River District, Virginia Annual Conference, United Methodist Church.

# Learning Objectives and Flow

## Learning Objectives:

- Trust is a competency that can be understood, learned, and applied; something every leader can improve
- Trust is fundamental to leadership

## Flow:

- Definitions and Thoughts on Trust
- Trust Models
- Waves of Trust
- 13 Trust Behaviors
- Definitions and Thoughts on Leadership
- Work of Leaders VAE
- VAE & Trust Behaviors
- Organizational Health
- Complementary Quality Tools & Concepts
- Case Study
- Call to Action

# What is Trust?

- **Confidence** in another's ability; reliability (Webster's)
  - Ability to predict another's behavior
- **Confidence** among team members that their peer's intentions are good and that there is no reason to be protective or careful around the group (Lencioni)
  - Vulnerability-based trust
- **Confidence** in another's integrity and abilities (Covey)

# Myths About Trust

## Myth:

- Trust is soft
- Trust is slow.
- Trust is only about character.
- Trusting people is too risky.
- Trust is established one person at a time.

## Reality:

- Trust is hard and quantifiable.
- Nothing is as fast as the speed of trust.
- Trust is a function of both character and competence.
- Not trusting people is expensive and risky.
- Trust with one establishes trust with the many.

# Thoughts on Trust

- *Speed happens when people... truly trust one another. – Edward Marshall*
- *Our distrust is very expensive. – Ralph Waldo Emerson*
- *Leaders enable their organizations to reconcile the paradoxes that naturally occur in business by maintaining an atmosphere of trust and openness*
- *Technique and technology are important, but trust is the issue of the decade. – Tom Peters*
- *Transcendent values like trust and integrity literally translate into revenue, profits, and prosperity. ---Patricia Aburdene (author of MegaTrends 2010)*

# Crisis of Trust

- 51% of employees trust their senior management
- 36% of employees believe leaders act with honesty and integrity
- 76% of employees have observed illegal or unethical conduct on the job which if exposed would seriously violate public trust.
- 59% of people report left an organization due to trust issues, lack of communication, and dishonesty as key factors.
- 28% of employees believe CEO is the biggest source of information.
- 20% of general public believe leaders to tell the truth and make ethical and moral decisions.
- 52% of people say they would stop, reduce or switch their business to a competitor because they have concerns about a company's trustworthiness.
- 83% of people say they are more likely to give an organization they trust the benefit of the doubt and listen to their side of the story.
- Cost of complying with federal regulations put in place due to a lack of trust was estimated at \$1.1 trillion in 2004 (>10% GDP)

**Trust is something we must do something about!**

# Trust Economics

- Trust = Speed/Cost
  - when trust down, speed down, cost up
  - when trust up, speed up, cost down
- Trust Tax
  - Strategy x Execution = Results
  - (Strategy x Execution)Trust = Results
    - 20% trust => lose 80% of potential results
    - 80% trust => lose 20% of potential results
    - 120% trust => gain 20% in potential results

# Trust in an Organization

## Tax

- **No Trust**
  - Toxic culture (sabotage, grievances, unethical behavior)
  - Redundant systems/structures that punish/blame
- **Low Trust**
  - Unhealthy working environment resulting in unhappy employees and high turnover
  - Micromanagement and bureaucracy
  - CYA behavior
  - Hidden agendas/motives
  - Political camps
  - Redundancy and bureaucracy resulting in dissatisfied employees and stakeholders

## Dividends

- **Trust Not an Issue**
  - Healthy working environment resulting in happy employees and low turnover
  - Aligned systems/structures
  - Focus is on the work
  - Effective collaboration and execution of strategy
  - Helpful systems/structures that encourage creativity and innovation
  - High collaboration and partnering
  - Transparent agendas/motives
  - Aligned systems/structures that encourage engagement, creativity, innovation, and loyalty

# Trust Dividend in an Organization

- People in high-trust organizations report:
  - 74% less stress
  - 106% more energy at work
  - 50% higher productivity
  - 13% fewer sick days
  - 76% more engagement
  - 29% more satisfaction with life
- compared to those in low-trust organizations.

# Tale of One Company: XY

Small specialty chemical manufacturing company in Kansas with ~ 300 employees at 4 sites

- Company value seen as product formulation
- Sell through a dedicated distributor network; distributor considered “customer.”
- Preparing to start a new manufacturing facility in 2011; stopped design due to quality defects
- Registered to ISO 9001
- Quality reported through R&D
- In a FOG.



**“We’ve found the key to productivity, It’s Fred, down in the shop. He makes the stuff.”**

Wall Street Journal

# Strategic Quality Assessment:

- 9 Opportunities for Improvement identified:
  - Lack of shared vision for quality
  - Undefined roles, responsibilities and expectations.
  - Unclear ownership and accountability for improvement.
  - **Lack of trust** and **credibility** between Operations and Technology limited open dialog and improvement.
- 6-month project to define defect categories and CA/PA process with joint Ops/Tech team
  - Design of new manufacturing site complete and built with no interruptions in production
  - Obtained ISO 14001 registration.
  - Expanded into Europe and Asia to double revenue within 5 years.

# Trust Models

1. Ken Blanchard's TrustWorks ABCD Trust Model
2. Hosager's 8 Pillars of Trust
3. Trifecta of Trust
4. Paul Zak's Neuroscience of Trust
5. Stephen M. Covey's Smart Trust

# Ken Blanchard's TrustWorks ABCD Trust Model

- **ABLE**
  - Demonstrate competence – can get the job done
  - Have the knowledge & skill to make things happen
- **BELIEVBLE**
  - Honest in dealings with others
  - Consistent, values-based treatment of others
- **CONNECTED**
  - Demonstrate care and concern for other people
  - Openly share information with others
- **DEPENDABLE**
  - Follow through on promises
  - Accountable for own actions and responsive to needs of others

# David Hosager 8 Pillars of Trust\*



\* from: Hosager, David. *The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships and a Stronger Bottom-Line*. New York, NY: Free Press, 2012

- 1) **Clarity** - clear mission, expectations and daily priorities
- 2) **Compassion** – clear values and behaviors in which people are respected
- 3) **Character** - walk the talk
- 4) **Competency** - capabilities are developed to perform consistently day after day
- 5) **Commitment** - hold each other accountable to action plans
- 6) **Connection** - aligned around the most important things in the organization and work together to achieve it; model collaboration
- 7) **Contribution** - easily and clearly connect results to organization's success.
- 8) **Consistency** - clear consistent messages and make results visible.

# Trifecta of Trust\*

## 1. Expertise/Good Judgment

- Knows how to do their work
- Honest about what know, do not know
- Expertise leads to good judgements and decisions

## 2. Consistency

- Walk the talk
- Keep promises
- Role model

## 3. Positive Relationships

- Others can be open and candid with this individual
- Good listener
- Willing to invest time in relationships
- Genuine in their interactions
- Service-oriented versus reward-oriented

\* Folkman, Joseph R. *The Trifecta of Trust: The Proven Formula for Building and Restoring Trust*. Austin, TX: River Grove Books, 2022.

# Paul Zak's Neuroscience of Trust

Oxytocin, a brain chemical, reduces fear of trusting a stranger and increases empathy.

- Useful for social creatures to work together

Stress is a potent oxytocin inhibitor

- Do not effectively work with others when stressed out.

Leadership behaviors to foster trust:

- Recognize excellence
- Induce challenge (positive) stress
- Give people discretion in how to do their work
- Enable job crafting
- Share information broadly
- Intentionally build relationships
- Facilitate whole person growth
- Show vulnerability

# Stephen M. Covey's Smart Trust

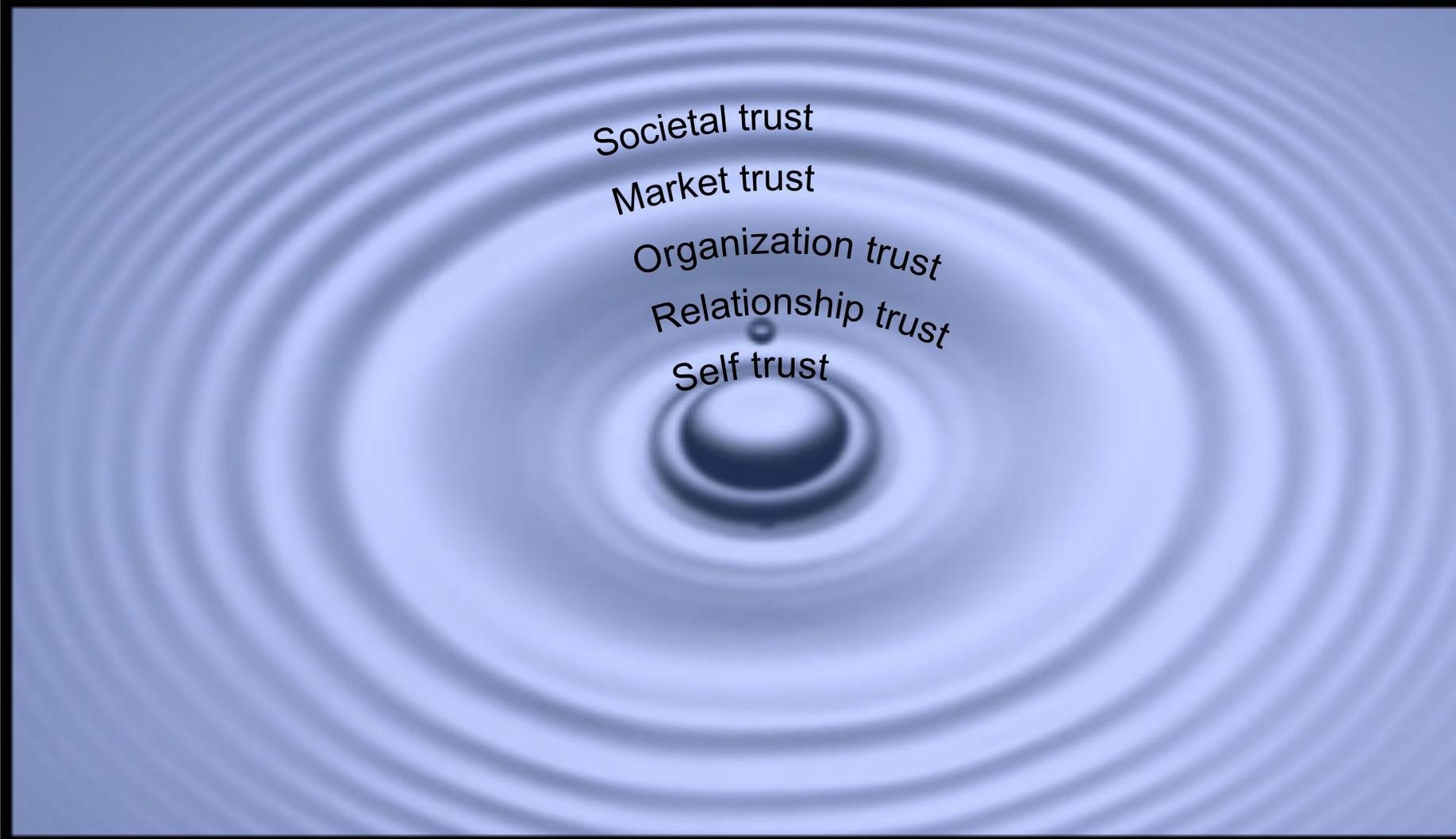
Trust is one of the most powerful forms of motivation and inspiration.

People want to be trusted; they flourish on trust

Trust = f(character, competence)

- Character: integrity, motive, intent
- Competence: capabilities, skills, results, track record

# Stephen M. Covey's 5 waves of Smart Trust



Societal trust  
Market trust  
Organization trust  
Relationship trust  
Self trust

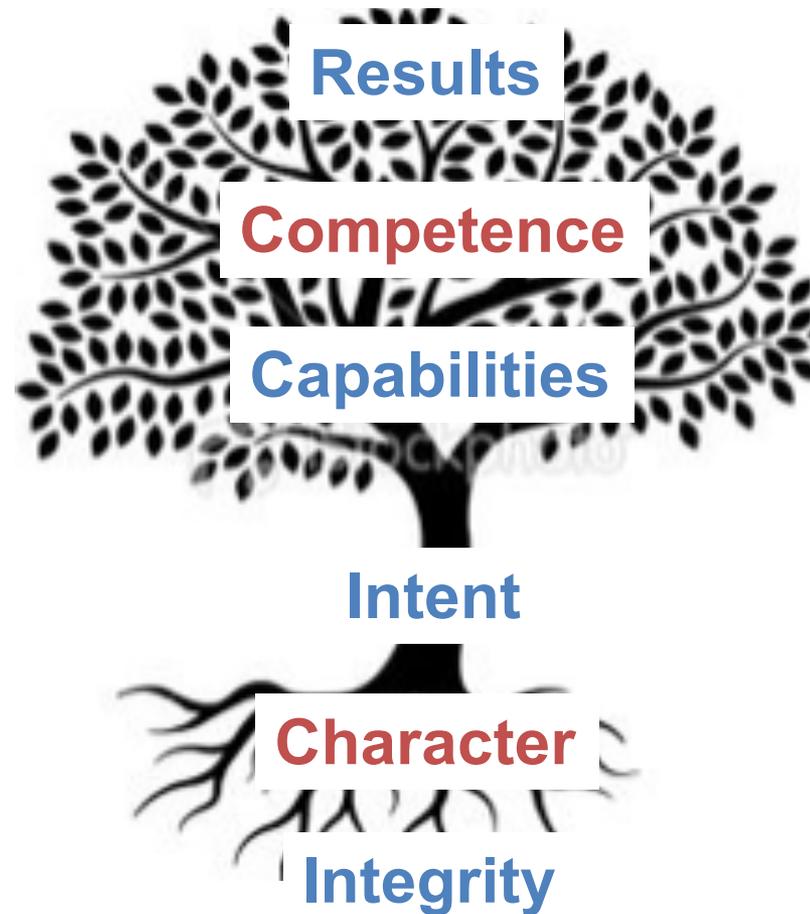
# Stephen M. Covey's 5 waves of Smart Trust

- Wave 1: Self Trust
  - Confidence in self to set and achieve goals, keep commitments and walk the talk
  - Underlying principle: **credibility**
- Wave 2: Relationship Trust
  - Ability to create and build trust with others
  - Underlying principle: **consistency/ congruence**
- Wave 3: Organizational Trust
  - Confidence organization's systems/structure eliminates trust taxes and creates trust dividends
  - Underlying principle: **alignment**
- Wave 4: Market Trust
  - Confidence customers, investors, and others in market have in the organization
  - Underlying principle: **reputation**
- Wave 5: Societal Trust
  - Creating value for others and society at large
  - Underlying principle: **contribution**

# Self Trust

- Underlying principle: credibility
  - Am I believable?
- 2 simple questions:
  1. Do I trust myself?
  2. Am I someone others can trust?
- Consists of 4 key elements:
  - 2 character elements:
    - Integrity= being congruent inside and out; acting in accordance with your values and beliefs
    - Intent= motives/agenda are straightforward and based on mutual benefit; genuinely care for self and others
  - 2 competence elements:
    - Capabilities = talents, attitude, skills. knowledge, style; means we use to produce results
    - Results= track record, performance, getting right things done

# 4 Key Elements of Credibility



# Leadership Motive\*

## Reward-Centered

- Attention
- Status
- Power
- Money

## Service-Centered

- Humble
- Strong, professional will to do the right thing for others, the organization and community

Level-5 Leadership  
Servant Leadership

\* From: Lencioni, Patrick. *The Motive: Why So Many Leaders Abdicate their Most Important Responsibilities*. New York, NY: John Wiley & Sons, 2020.

# Motive

Service-Centered Leaders Accept These Responsibilities:

1. Develop the leadership team.
2. Manage subordinates and expect them to manage theirs.
3. Have difficult and uncomfortable conversations.
4. Run great meetings.
5. Communicate constantly and repetitively to team.

# Relationship Trust

- Underlying principle: consistent behavior, congruent with values & beliefs
  - In every relationship what you do has far more impact than what you say
- Consists of 4 key elements:
  - 2 character elements:
    - Integrity= being congruent inside and out; acting in accordance with your values and beliefs
    - Intent= motives/agenda are straightforward and based on mutual benefit; genuinely care for self and others
  - 2 competence elements:
    - Capabilities = talents, skills, knowledge, style; means we use to produce results
    - Results= track record, performance, getting right things done

# 13 Trust Behaviors

## CHARACTER

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty

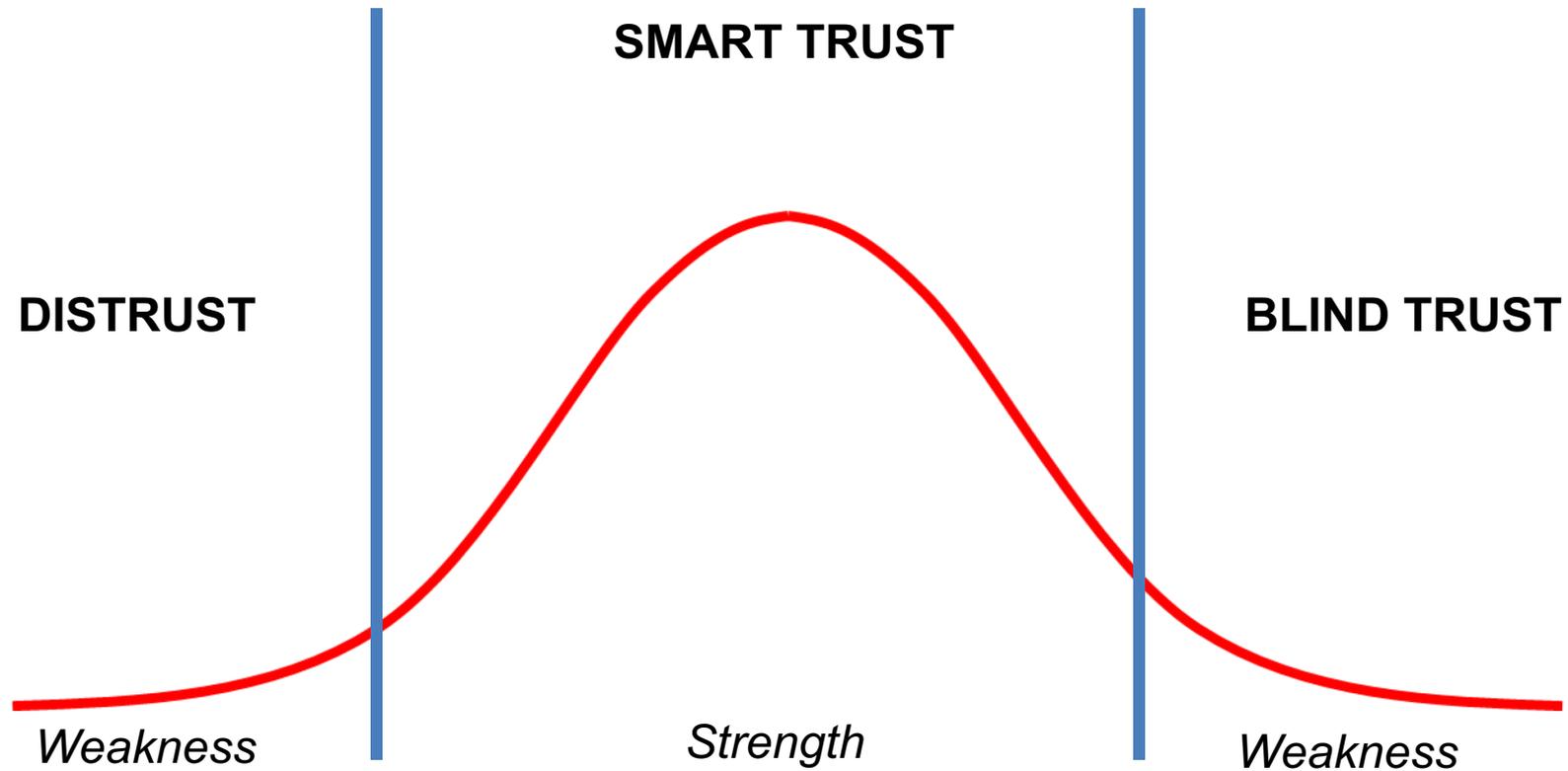
## COMPETENCE

6. Deliver Results
7. Clarify Expectations
8. Practice Accountability
9. Get Better
10. Confront Reality

## BOTH

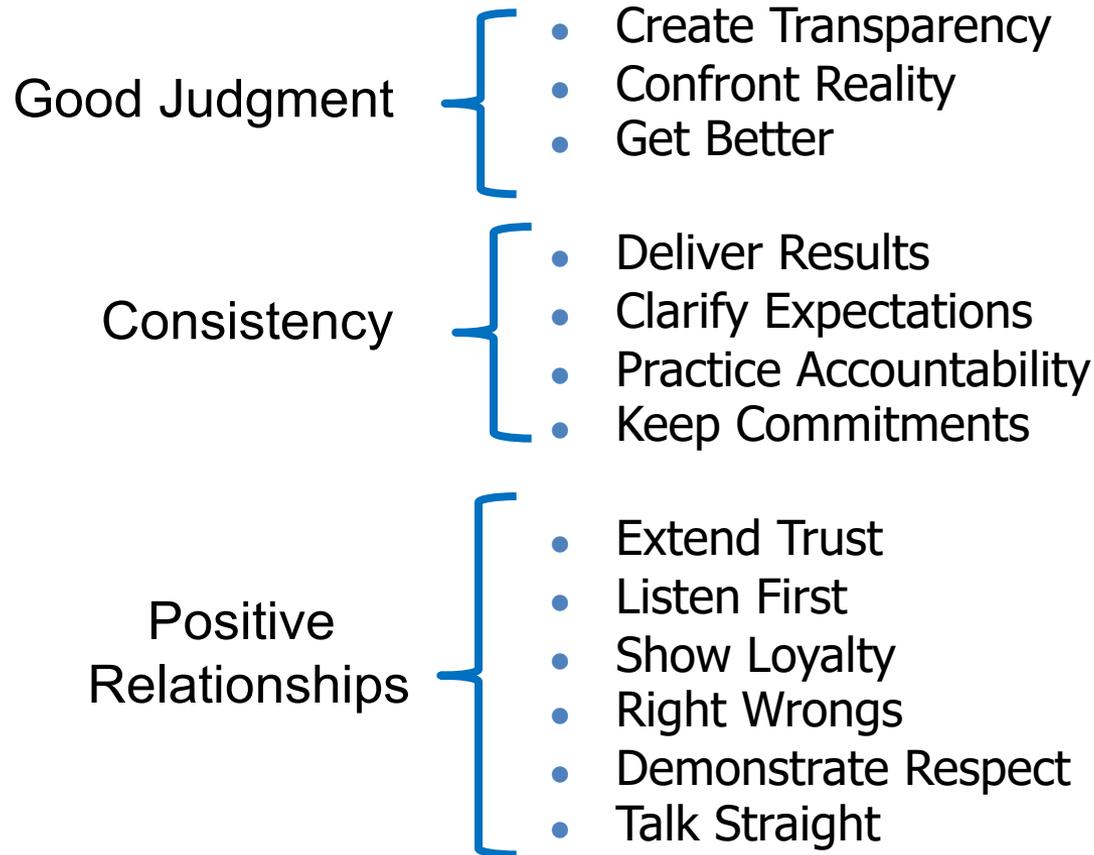
11. Extend Trust
12. Listen First
13. Keep Commitments

# Continuum of Behavior\*



\*Continuum of trust behaviors from: Covey, Stephen M.R, The Speed of Trust: The One Thing That Changes Everything. Free Press, 2006

# Trifecta of Trust and Continuum of Trust Behaviors



# Thoughts on Leadership

- *A leader is one who knows the way, goes the way, and shows the way. -- John C. Maxwell*
- *The quality of a leader is reflected in the standards they set for themselves. -- Ray Kroc*
- *Leadership is the capacity to translate vision into reality. - Warren Bennis*
- *The test of your leadership is simple: Are the people entrusted to your care better off? --- Cheryl Bachelder*
- *Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has. ---Margaret Mead*

# Leaders

*Leaders liberate people to do their best! To do this leaders provide for their organization:*

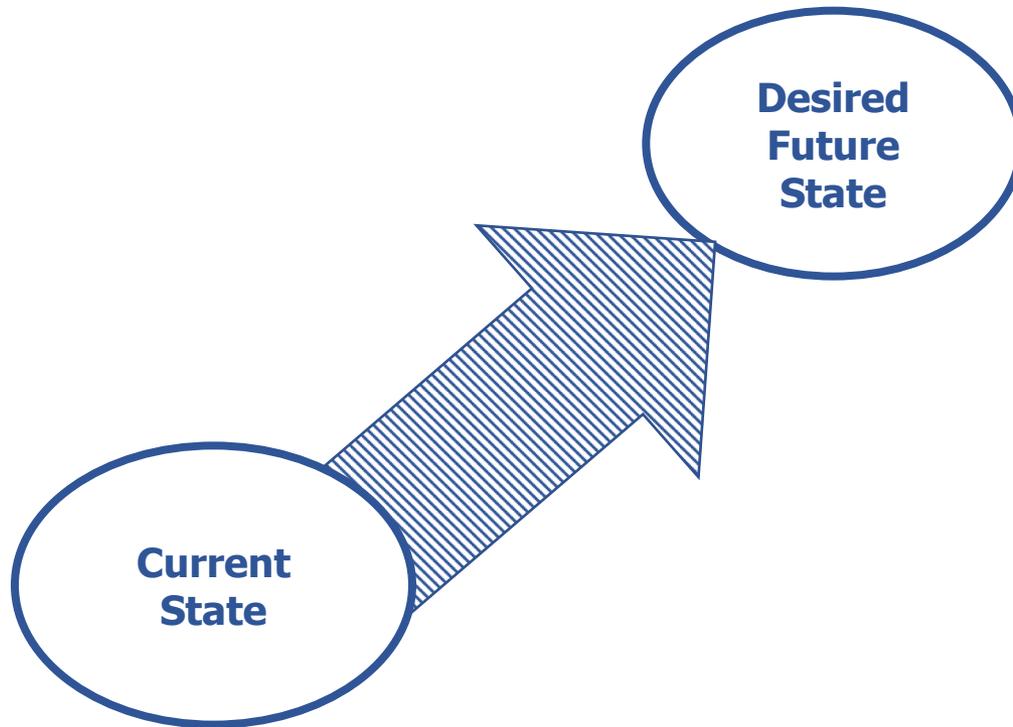
- An idea of “what is possible”*
- An atmosphere of **trust** and teamwork*
- A sense of reach*
- A desire to become “the best”*

*Leaders search for and accept reality as it is....*

*Leaders enable their organizations to reconcile the paradoxes that naturally occur in business by maintaining an atmosphere of **trust**, openness, .....*

# Leadership

- Leadership is the capacity to translate vision into reality



# 18 Work of Leaders Best Practice Behaviors



Craft a Vision	Build Alignment	Champion Execution
<b>Exploration</b>	<b>Clarity</b>	<b>Momentum</b>
Remaining Open	Explain Rationale	Be Driven
Prioritizing the Big Picture	Structure Messages	Initiate Action
<b>Boldness</b>	<b>Dialog</b>	<b>Structure</b>
Being Adventurous	Exchange Perspectives	Provide a Plan
Speaking Out	Be Receptive	Analyze in Depth
<b>Test Assumptions</b>	<b>Inspiration</b>	<b>Feedback</b>
Seek Counsel	Be Expressive	Address Problems
Explore Implications	Be Encouraging	Offer Praise

# Exploration Best Practice Behaviors



**Seek Closure** -  
make decisions  
and finalize  
plans quickly

**Remain Open** -  
entertain new  
ideas; no hurry  
to finalize plans



**Prioritize Details**  
- attend to  
individual  
elements to  
ensure workable

**Prioritize Big  
Picture** - Focus  
on broad,  
overall view

# Craft A Vision Behaviors

## WOL Behaviors

### Exploration

- Remain Open
- Prioritize Big Picture

### Boldness

- Be Adventurous
- Speak Out

### Test Assumptions

- Seek Counsel
- Explore Implications

## Trust Behaviors

### Competence

- Confront Reality – understand current state
- Clarify Expectations – explore risks
- Extend Trust - engage stakeholders

### Character

- Demonstrate Respect – genuine concern for others ideas
- Talk Straight – no hidden information
- Show Loyalty – Give credit to others ideas

# Build Alignment

## WOL Behaviors

### Clarity

- Explain Rationale
- Structure Messages

### Dialog

- Exchange Perspectives
- Be Receptive

### Inspiration

- Be Expressive
- Be Encouraging

## Trust Behaviors

### Competence

- *Confront Reality- understand current state*
- *Extend Trust– engage all stakeholders*
- *Listen First – understand needs of others*
- *Clarify Expectations– share what, why*

### Character

- *Create Transparency– share information openly*
- *Talk Straight – no hidden information*

# Champion Execution

## WOL Behaviors

### Momentum

- Driven
- Initiate Action

### Structure

- Provide a Plan
- Analyze in Depth

### Feedback

- Address Problems
- Offer Praise

## Trust Behaviors

### Competence

- *Keep Commitments & Deliver Results – deliver to promises*
- *Confront Reality- recognize & understand problems*
- *Clarify Expectations – share detailed plans*
- *Get Better–improve products & processes*
- *Practice Accountability– remind others of performance standards*
- *Listen First – understand needs of others*

### Character

- *Demonstrate Respect – genuine concern for others ideas*
- *Right Wrongs – make restitution; apologize*

# Healthy Organization\*



- A healthy organization has integrity – it is whole, consistent, complete
  - Management, operations, strategy and culture fit together and make sense
  - Minimal politics and confusion
  - High levels of morale & productivity
  - Low turnover
- 4 Disciplines

\*Lencioni, Patrick. *The Advantage: Why Organizational Health Trumps Everything Else in Business*. San Francisco, CA: Jossey-Bass, 2012. For more information on organizational health, go to: <https://www.tablegroup.com/topics-and-resources/organizational-health/>

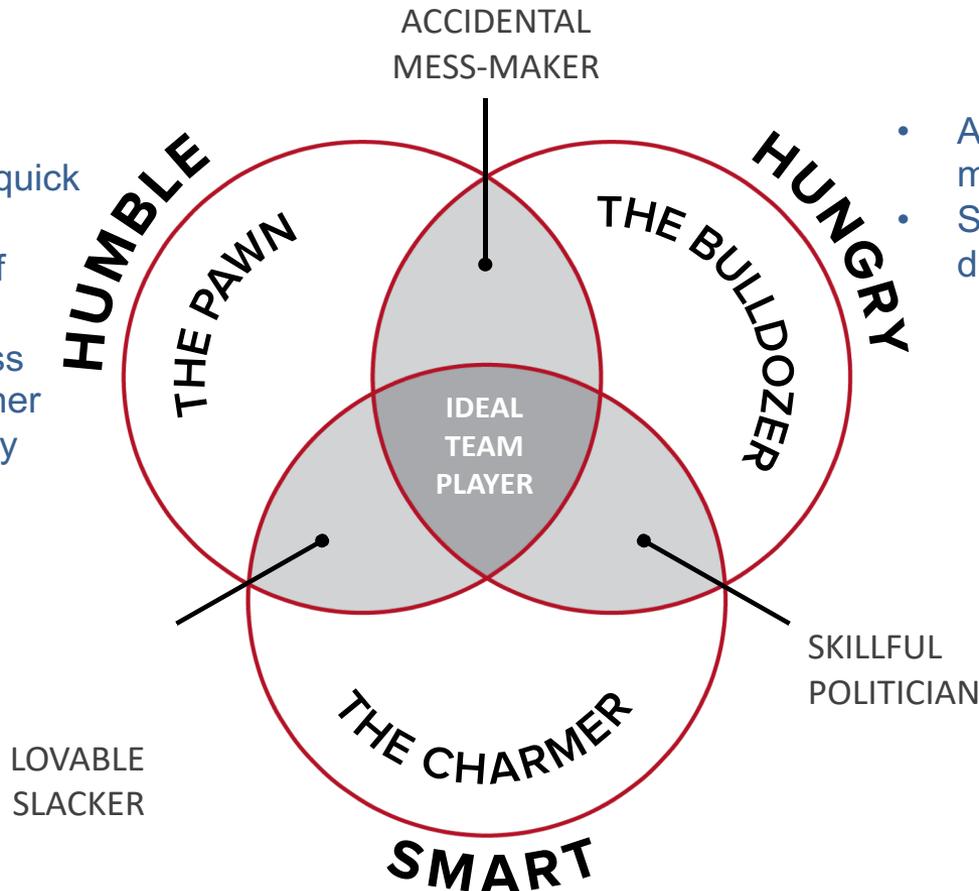
# Cohesive Leadership Team

- Right team in right seats achieving results together
- Benefits:
  - makes better, faster decisions
  - taps into the skills and perspectives of all members
  - avoids wasting time and energy on politics, confusion, and destructive conflict
  - avoids wasting time talking about the wrong issues and revisiting the same topics over and over because of a lack of buy-in
  - creates a competitive advantage
  - is more fun to be on!



# Right People: Ideal Team Players\*

- Lacks ego
- Shares credit; quick to point out contributions of others
- Defines success collectively rather than individually



- Always looking for more
- Self-motivated; diligent

- Common sense about people
- Good judgment and intuition about group dynamics

\*from: Lencioni, Patrick. *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues*. San Francisco, CA: Jossey-Bass, 2016.

# Right Seats: Working Genius\*

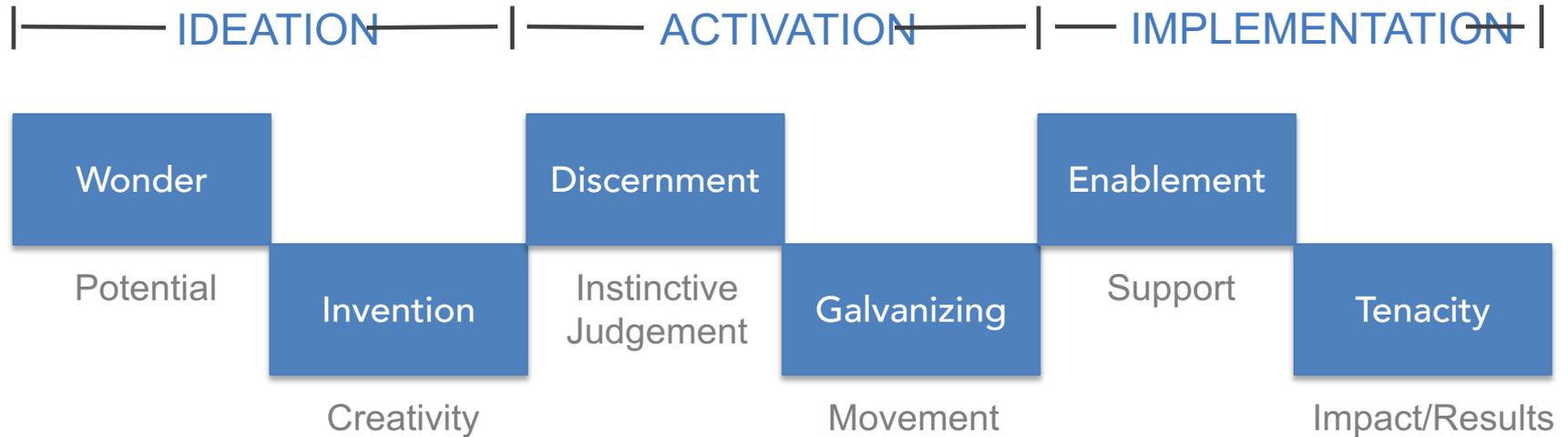
- There are six different types of gifts that are required of any group of people trying to get something done.
  - **Working Genius** - Two types naturally good at and give you energy and joy.
  - **Working Frustration** – Two types neither natural nor energizing,.
  - **Working Competency** - Two types fall in between; you can do them fairly well, but don't derive great joy or energy from them.

Learn more at: [workinggenius.com](http://workinggenius.com) .

\*For more information: <http://www.workinggenius.com>

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# Six Types of Working Genius



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## Two ways to use as a team:

1. Individual team members increase their productivity and morale by maximizing the time they spend in their areas of genius and minimizing the time they spend in their areas of frustration.
2. Ensure team has all six of the geniuses required to get something done.

# Achieving Results



- A productive, high-functioning team:
  - Is open with one another about their mistakes and weaknesses (vulnerability-based **trust**) which allows them to engage in unfiltered, passionate debate over ideas (**conflict**)
  - After expressing their opinions in open and passionate debate, buy-in to/**commit** to decisions and hold one another **accountable** to those decisions and focus on **results**

# Discipline#2: Clarity

**1**

WHY DO WE EXIST?

**4**

HOW WILL WE SUCCEED?

**2**

HOW DO WE BEHAVE?

**5**

WHAT IS MOST IMPORTANT, RIGHT NOW?

**3**

WHAT DO WE DO?

**6**

WHO MUST DO WHAT?

**Strategic Planning ≠ Clarity**

# Clarity:6 Questions

- Question 5: *What is Most important now?*
- Thematic Goal
  - Singular – one thing.
  - Qualitative – vs quantitative so as not to limit people's ability to rally around it.
  - Temporary – achievable within a clear time boundary, 3 to 12 months.
- 2 Types of Objectives:
  - **Defining objectives** capture the things that are needed to accomplish the thematic goal
  - **Standard operating objectives** are things that must continue for the care and feeding of the organization (daily functioning)

# Playbook: Firestone Example\*

## Thematic Goal:

Restore  
Credibility

## Defining Objectives:

Repair Supply  
Chain

Rebuild  
Morale

Fix Tires

Settle  
Lawsuits

Tell Story

## Standard Objectives:

Training &  
Development

Manage  
People (HR)

Manage  
Finances

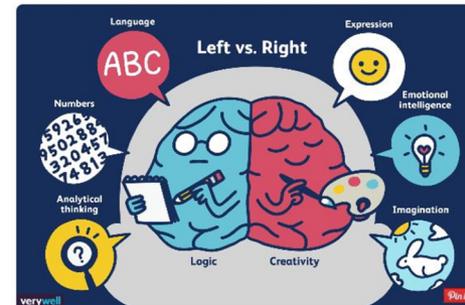
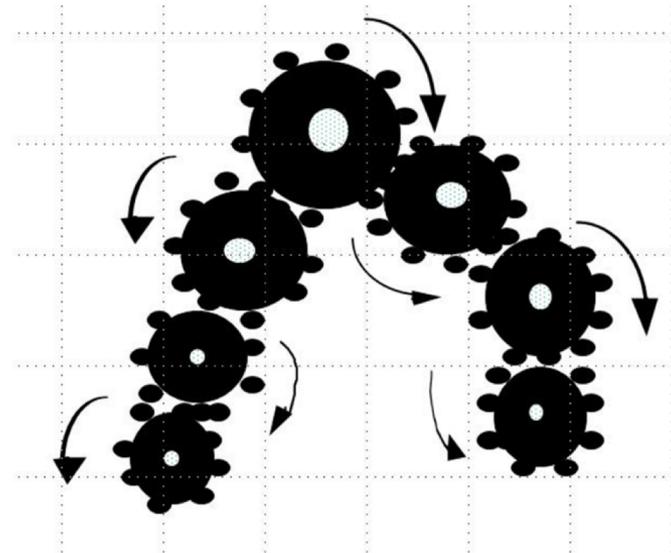
Safety

Marketing

\*from: Lencioni, Patrick. "Answering Question #5 – What Is Most Important Right Now?" *CAPA Pro Webinar*, 2021

# Discipline#3: Communication

- Share information that mobilizes people around what is most important
  - Cascaded in timely manner
  - Communication is crisp, structured, and consistent
  - Tailored to audience, explains rationale, addresses concerns and meets people where they are
  - Incorporates stories and graphics

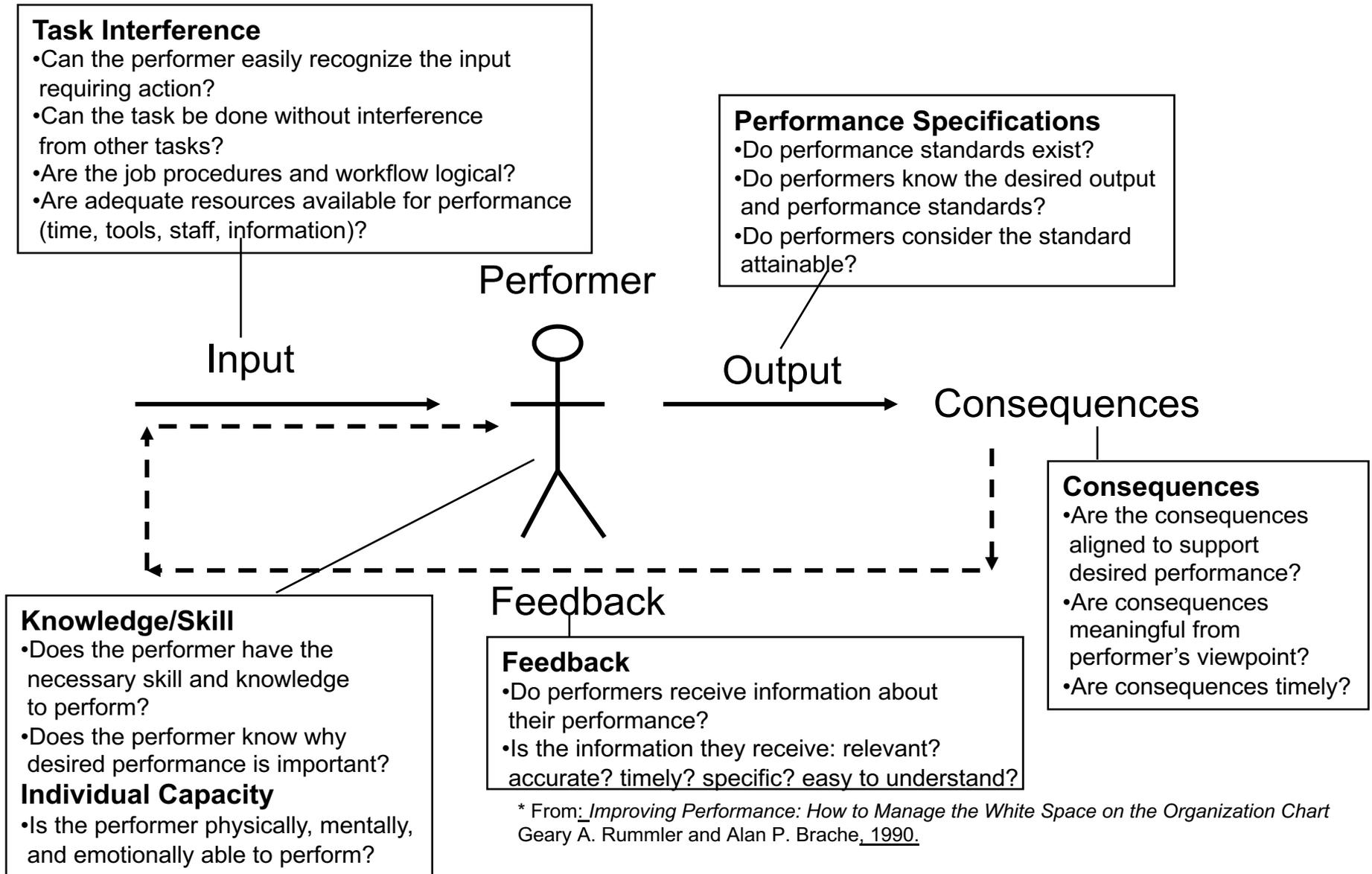


*“People will remember stories long after they’ve forgotten the facts.”*

# Discipline #4: Reinforce Clarity

- Embed answers to 6 questions into every people system:
  - Hiring & on-boarding
  - Training & development
  - Performance management
  - Recognition
  - Safety & quality management systems

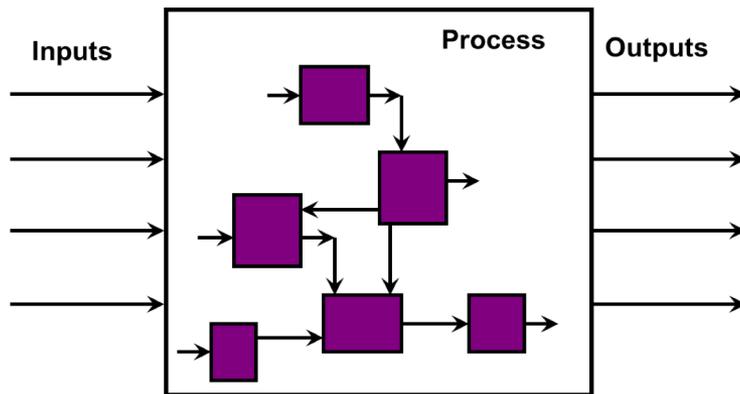
# Human Performance Process\*



# Complementary Quality Approaches

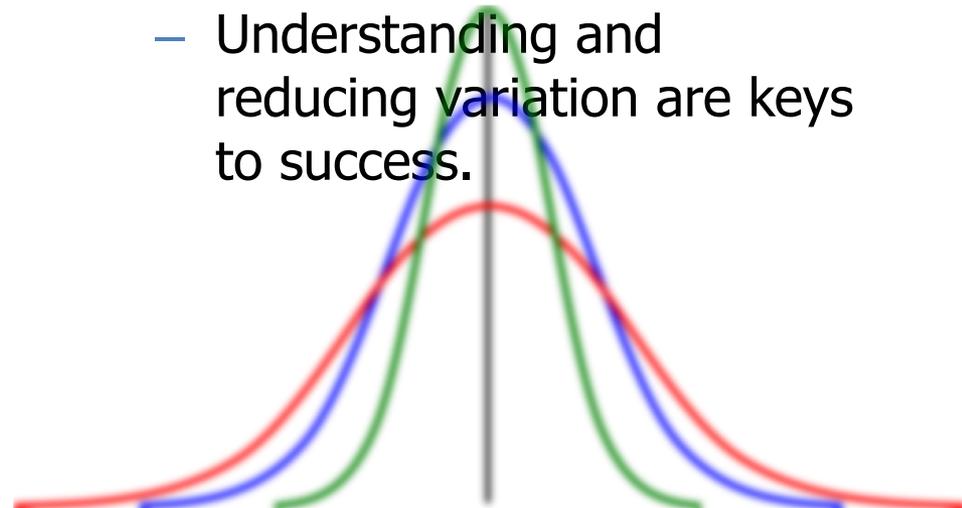
## Process Thinking (flow, Lean)

- Philosophy that views an organization horizontally from suppliers to customers; how the work actually gets done



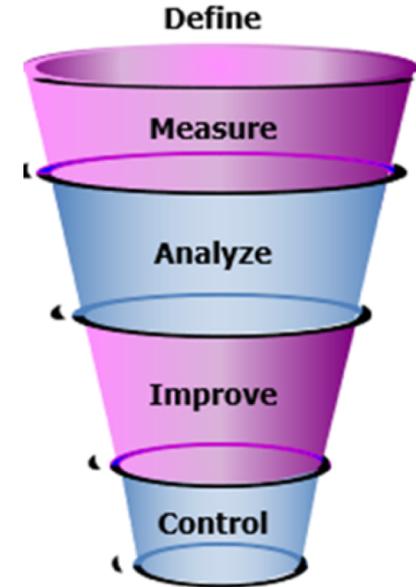
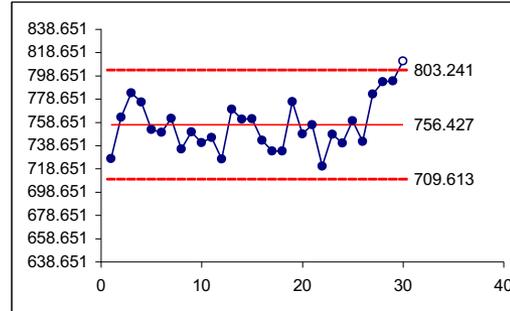
## Statistical Thinking (6 $\sigma$ )

- Philosophy of learning and action based on:
  - Variation exists in all processes
  - Understanding and reducing variation are keys to success.



# Complementary Tools

- Management System
- Lean Six Sigma
  - Process Visualization
  - Balanced Scorecards
  - Visual Management
  - 5S
  - Kaizens
  - Process Variability Reduction
  - Statistical Process Control
  - Control Plans/Operating Discipline



David Smith: BALANCED SCORECARD										
Status	Trend	Strategic Objective	Metric	Period	Owner	Unit	Actual Value	Target Value	Variance	Initial
<b>Financial Perspective</b>										
●	▲	Increase ROC	Return on Capital	2006-02	Deanna	%	8.80%	9.57%	0.77%	▲
●	▼	Outperform comp	Competitive Posi	2006-03	Tony		2	1	-1	▲
●	▼	Volume Growth	Total Volume Gr	2006-03	Bob	M	\$100 M	\$110 M	-\$10 M	▲
●	▲		Total Cash Flow	2006-03	Carlys		\$57 M			▲
<b>Customer Perspective</b>										
●	▲	Grow Customer	Customers made	2006-02		K	125,623	126,000	(377)	▲
●	▲	Increase Share	Proportion of est	2006-03			5.50%	5.74%	-0.24%	▲
●	▼	Improve Order	Average of On T	2006-03			96%	97.91%	-1.91%	▲
<b>Internal Process Perspective</b>										
●	▲	Acquire New C	Number of New	2006-02			125,623	126,000	(377)	▲
●	▲	Grow Profitable	Number of Gold	2006-03			5.50%	5.74%	-0.24%	▲
●	▼	Increase Capaci	Capacity Utilizat	2006-03			96%	97.91%	-1.91%	▲
<b>Learning and Growth Perspective</b>										
●	▲	Motivated Work	Workforce Satisf	2006-02			125,623	126,000	(377)	▲

# Tale of Two Companies

## Company A: Global Manufacturer in the Transportation industry

- Initial BB projects identified to address reality of market ('perfect storm')
- Black Belts selected and expectations set
- Senior leaders routinely participated in project reviews during each training session and consistently communicated the importance of each project to the organization's strategy.
- Six Sigma strategy, and goals were embedded in the organization's management systems and HR policies.
- Projects were completed within 6-9 months of assignment to a Belt. Over the course of 5 years, the company achieved **\$1 Billion** in savings

## Company B: Global Manufacturer in Chemical Industry

- Six Sigma initiated by a vice-president in one division with four "stealth" projects.
- Rest of leadership team, despite a compelling story from the four "stealth" projects remained skeptical for two more years.
- Few leaders showed up for project reviews during training; were often confused about how and why projects were selected, even for projects within their area of responsibility.
- Projects took 12-18 months to complete. Over the same 5 years, the company achieved **\$90 Million** in savings. Company no longer exists.

# Myths About Trust

## Myth:

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- Trust is slow.
- Trust is only about character.
- Trusting people is too risky.
- Trust is established one person at a time.

## Reality:

- Trust is hard and quantifiable.
- Nothing is as fast as the speed of trust.
- Trust is a function of both character and competence.
- Not trusting people is expensive and risky.
- Trust with one establishes trust with the many.

**What Does Trust Have to Do  
With Leadership?**

**EVERYTHING!**

# Call to Action

- Rate yourself on the 13 trust behaviors from distrust to blind trust
- Identify 1-3 behaviors to improve
- Identify ways to improve trust & your leadership.
- Create plans to implement the improvements
- Tell a friend and commit to a timeline.
- Execute plans; reflect on performance.
- Continue to learn more about trust and leadership.
  - See references on handout

# Learn More About Trust

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# WHAT QUESTIONS DO YOU HAVE??



# Top 10 Lessons as a Practicing QE

1. Understand the big picture. Make strategic connections to your work and help others do the same.
2. Clarify expectations and then execute against them.
3. There are always two solutions to a problem: the correct solution and the right solution.
4. Ask questions of, listen to, observe, and involve those in the process – they are the process experts.
5. Keep it simple! The more complex the solution, the more difficult it will be to sustain over time.
6. Communicate! No great idea can be implemented without communication. Plus, communication voids will be filled, not always with the truth.
7. Practice daily discipline. Prioritize and manage your time.
8. Be humble. Recognize those that have been a part of your success.
9. Engage in life-long learning. Take risks and learn from your experiences. Continuous improvement is better than postponed perfection.
10. Have fun! Be passionate about your work.

# Trust Behaviors

Extras

# Defining Character Behaviors

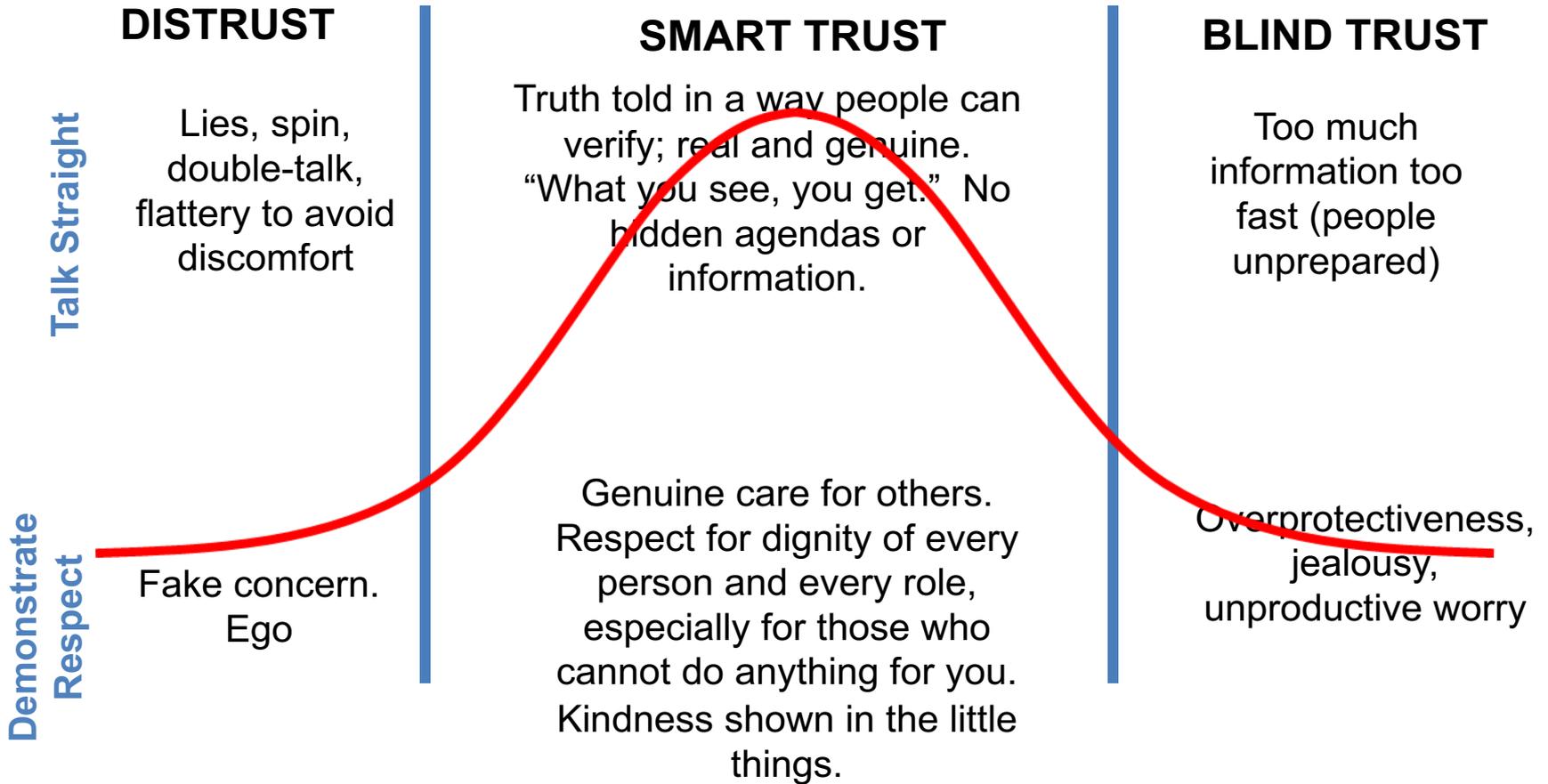
## Talk Straight

- Be honest; tell the truth.
- Let people know where you stand.
- Use simple language.
- Don't manipulate or distort facts.
- Don't Spin the truth.
- Don't leave false impressions.

## Demonstrate Respect

- Genuinely care for others; don't fake it.
- Show you care.
- Treat everyone with dignity, especially those who cannot do anything for you.
- Show kindness in the little things.

# Character Behaviors



# Improving Character Behaviors

## Talk Straight

- Ask yourself: what keeps me from talking straight?
  - Fear of consequences, pain or being wrong?
  - Fear of hurting others?
  - A lack of courage?
- Learn to get to your point quickly. Less is more.
- Involve others. Ask them for feedback.

## Demonstrate Respect

- Identify specific things you can do to show others you care
  - Call them for no reason other than to check-in
  - Write thank-you notes
  - Never take an existing relationship for granted

# Defining Character Behaviors

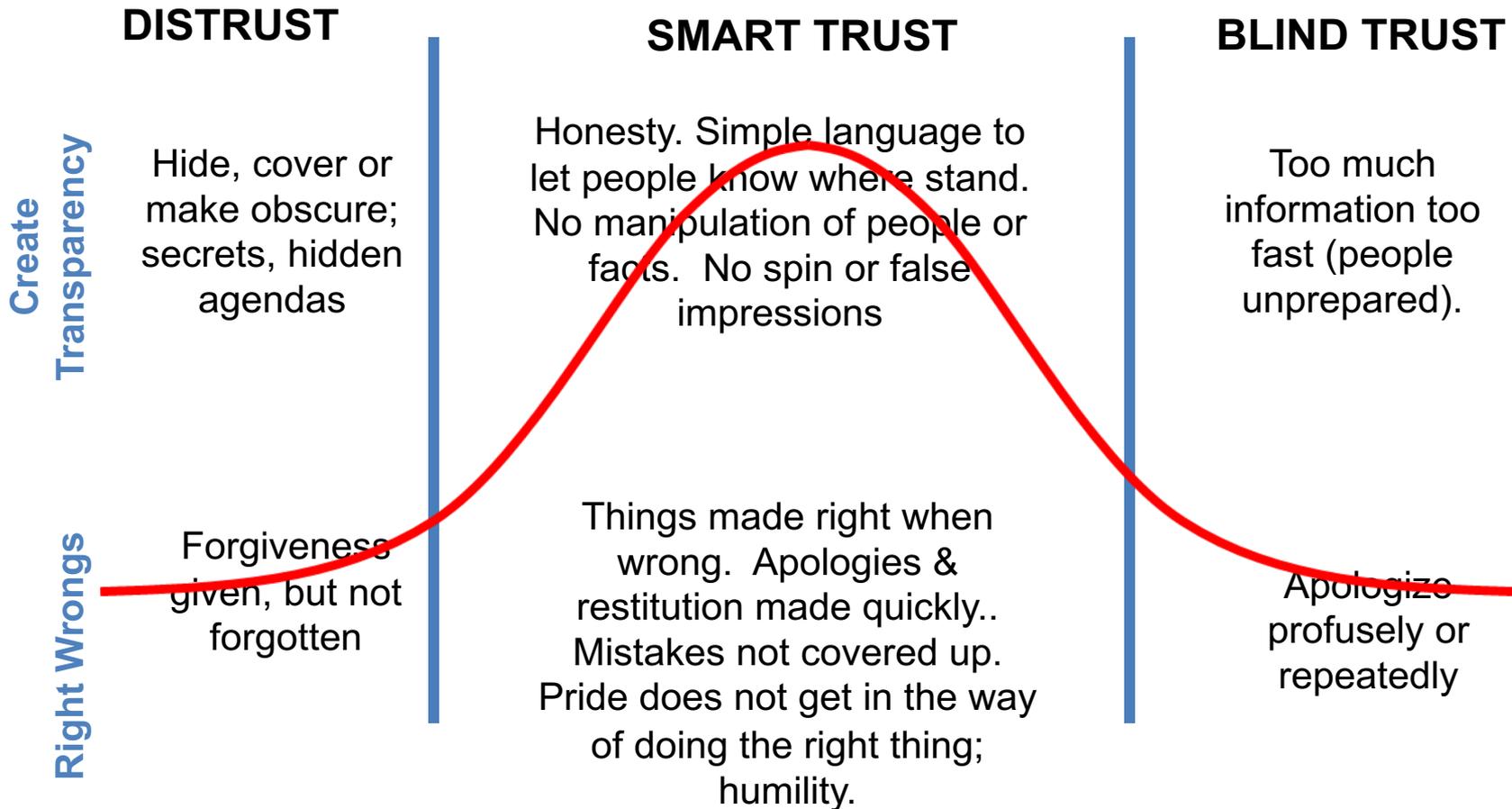
## Create Transparency

- Tell the truth in a way people can verify.
- Be open and authentic.
- Err on the side of disclosure.
- Don't have hidden agendas.
- Don't hide information.

## Right Wrongs

- Make things right when you're wrong.
- Apologize quickly.
- Make restitution where possible.
- Demonstrate personal humility.
- Don't let pride get in the way of doing the right thing.

# Character Behaviors



# Improving Character Behaviors

## Create Transparency

- Ask yourself if you are withholding information and if so, why?
- Understand the costs (tax) of not being transparent with each stakeholder. What difference would it make if you were more transparent?

## Right Wrongs

- Pay attention to your response when you make a mistake – trying to ignore or hide it? Gather the courage and humility to address it quickly.
- Give some thoughts to your past relationships – wrongs that haven't been righted or estranged relationships that are waiting to be “beautifully” resolved?
- Be quick to forgive when someone has wronged you.

# Character Behavior

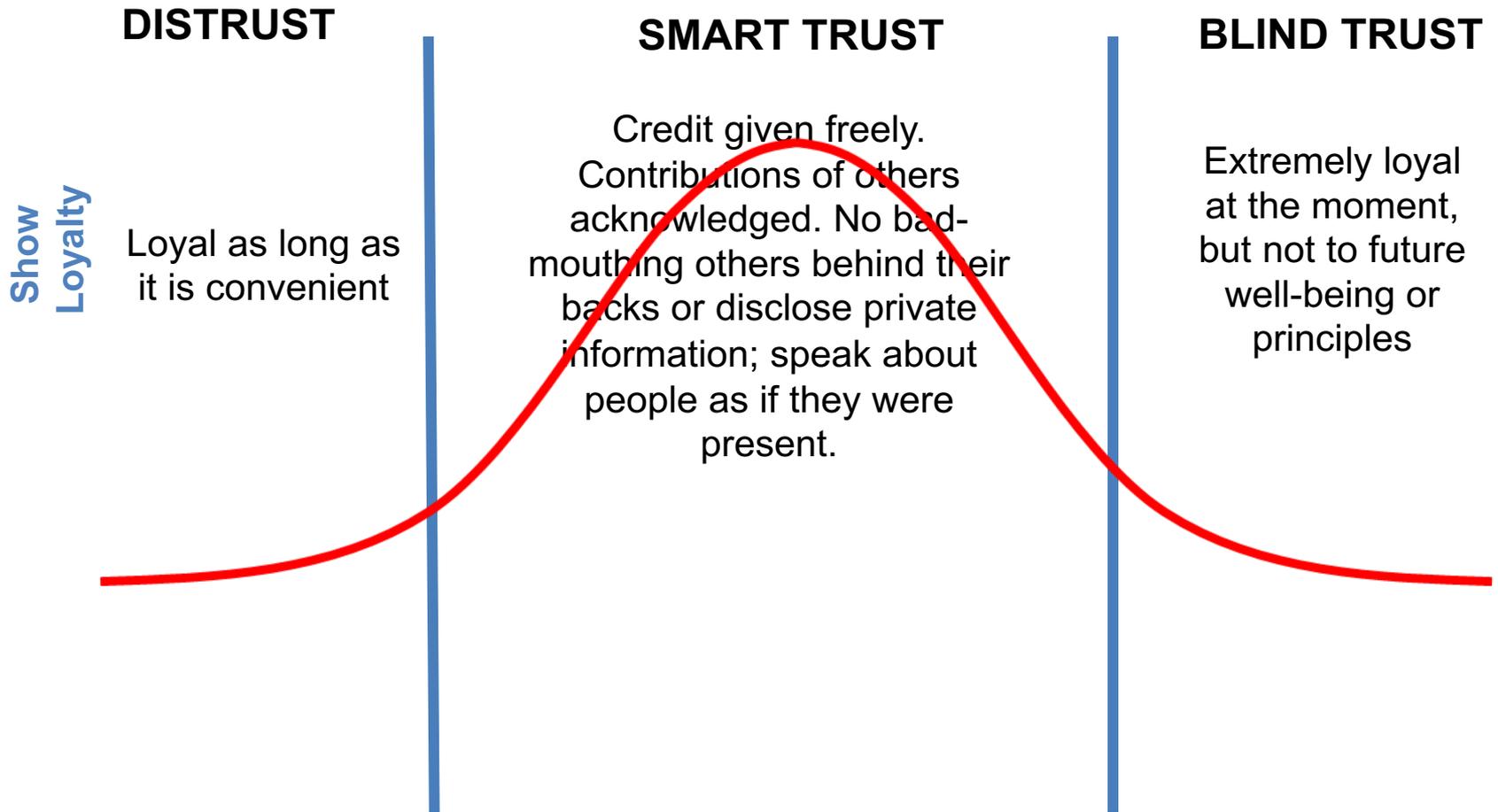
## Define Show Loyalty

- Give credit freely.
- Acknowledge the contributions of others.
- Speak about others as if they were present.
- Represent others unable to speak for themselves.
- Don't disclose personal, private information

## Improve Show Loyalty

- Next time you are in a conversation where people start bad-mouthing someone not present, how will you respond?
  - Leave, stay and be silent, or
  - Say something positive to balance out the conversation, or
  - Call it out?.
- Go out of your way to give credit freely and generously.
- Never talk about family or team members in negative ways.

# Character Behaviors



# Defining Competence Behaviors

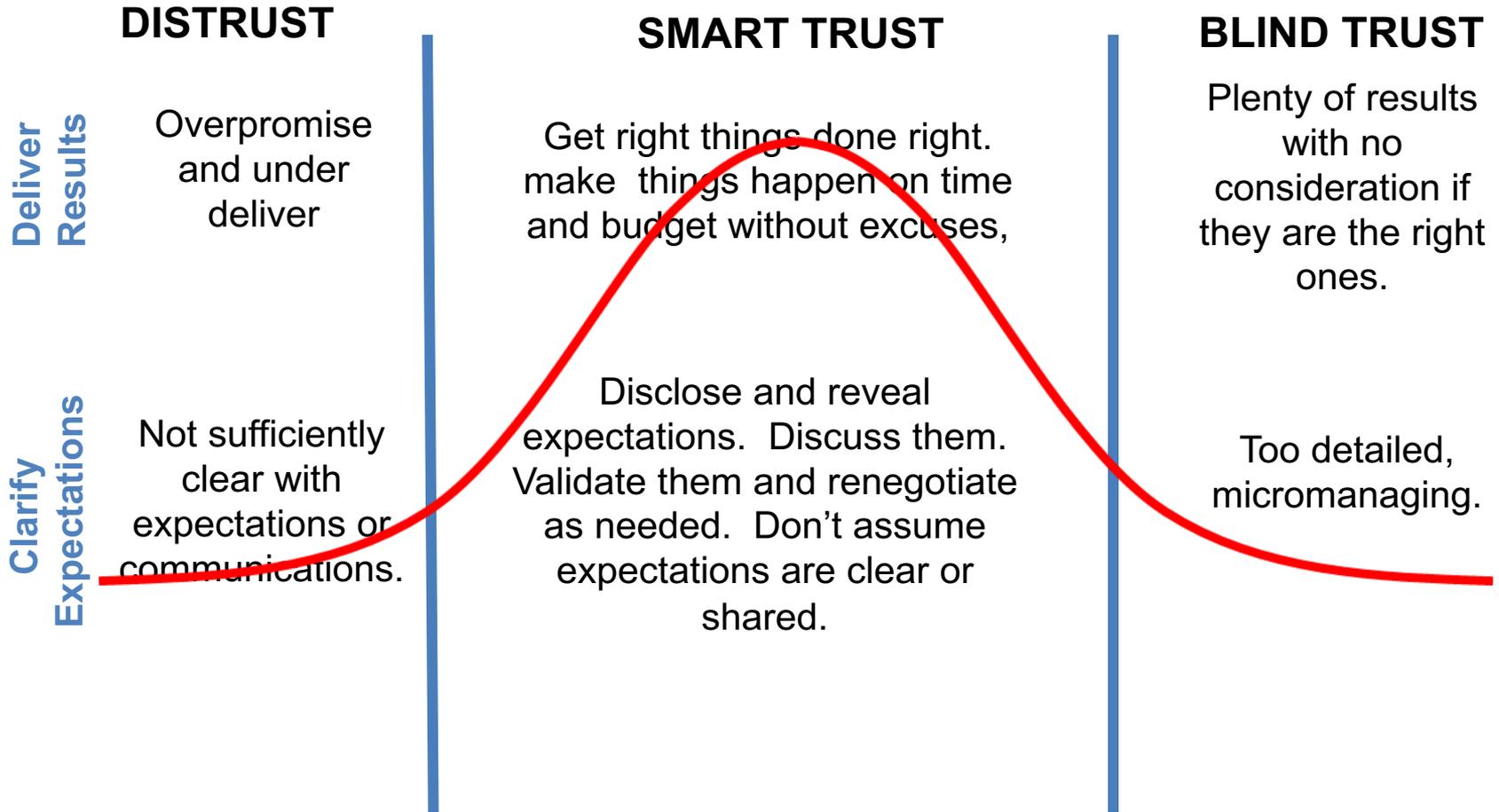
## Deliver Results

- Establish a track record of results; get things done.
- Make things happen.
- Finish what you set out to do.
- Don't overpromise and under deliver. Then don't make excuses for not delivering

## Clarify Expectations

- Disclose and reveal expectations; discuss and validate.
- Renegotiate, if needed and then don't violate them.
- Don't assume expectations are clear and shared.

# Competence Behaviors



# Improving Competence Behaviors

## Deliver Results

- Make sure you understand expectations; don't assume.
- Make sure your commitment is realistic – do you have sufficient time, resources, and capability?
- Try to anticipate needs in advance and deliver before the request is made.

## Clarify Expectations

- Check for clarity when communicating with others:
  - What have you understood from this conversation?
  - What do you understand as your next steps? My next steps?
  - What can we do to make things clearer?
- Create project agreements at the beginning of projects..
- Clarify expectations with family and friends.

# Defining Competence Behaviors

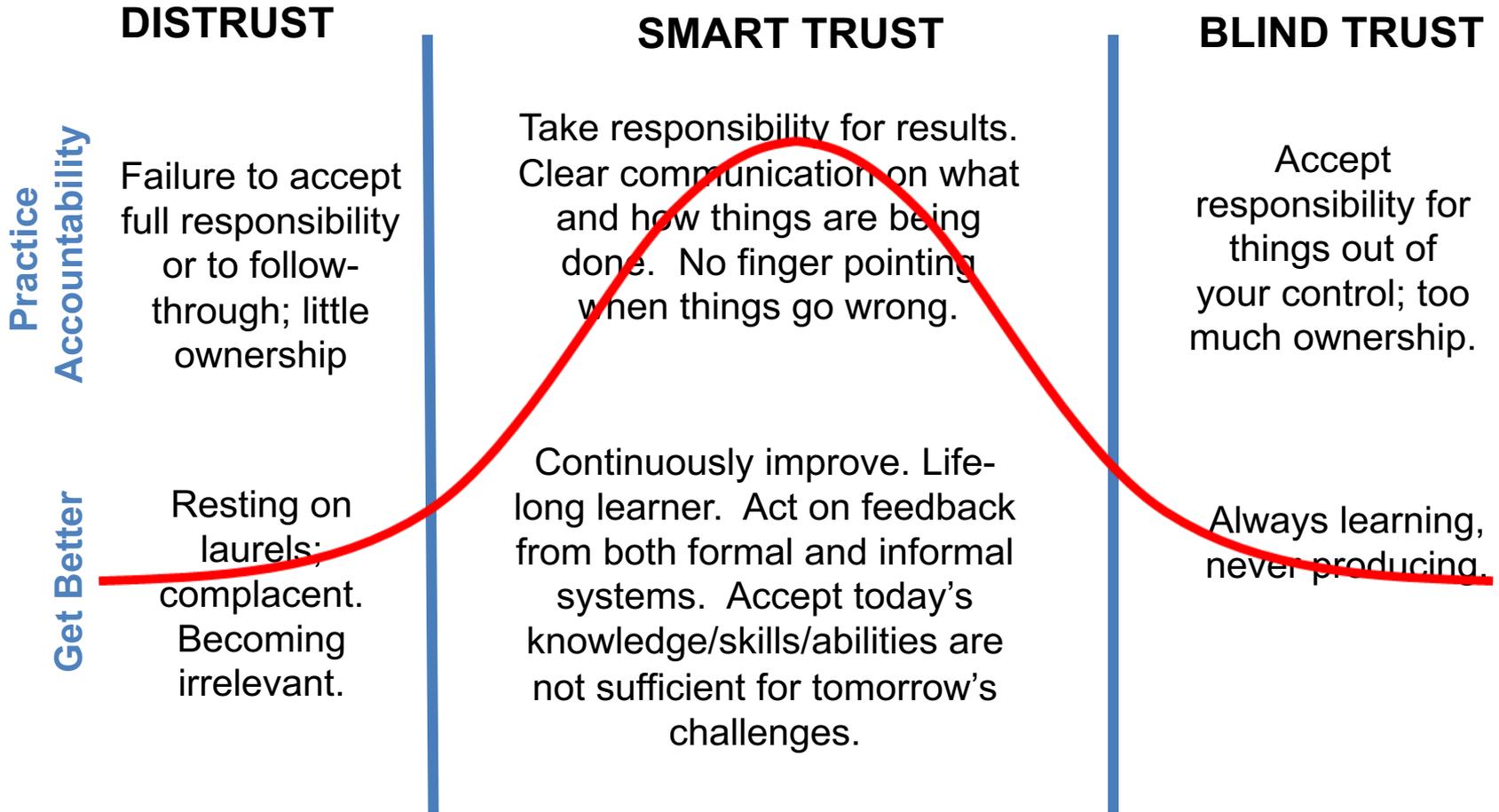
## Practice Accountability

- Take responsibility for results.
- Be clear on how you will communicate progress.
- Don't point fingers or give excuses when things do not go as planned.

## Get Better

- Continuously improve.
- A constant learner.
- Develop feedback systems, formal and informal, then act on the feedback.

# Competence Behaviors



# Improving Competence Behaviors

## Practice Accountability

- Always clarify expectations first.
- Stop blaming or accusing others
- Hold your direct reports accountable for their actions and expect them to do the same with their direct reports.
- Allow people to evaluate themselves first against the agreed results and then follow through on the agreed consequence.

## Get Better

- Get input from team/customers/family on the things you should continue, stop, or start.
- Reframe mistakes as feedback. Identify learnings from it.
- Create an environment within your team or family where it is safe to make suggestions. Encourage others to take risks and learn from it.

# SIMPLE Accountability

- **S**et Expectations
- **I**nvoke Commitment
- **M**easure Progress
- **P**rovide Feedback
- **L**ink to Consequences
- **E**valuate Effectiveness

# Competence Behavior

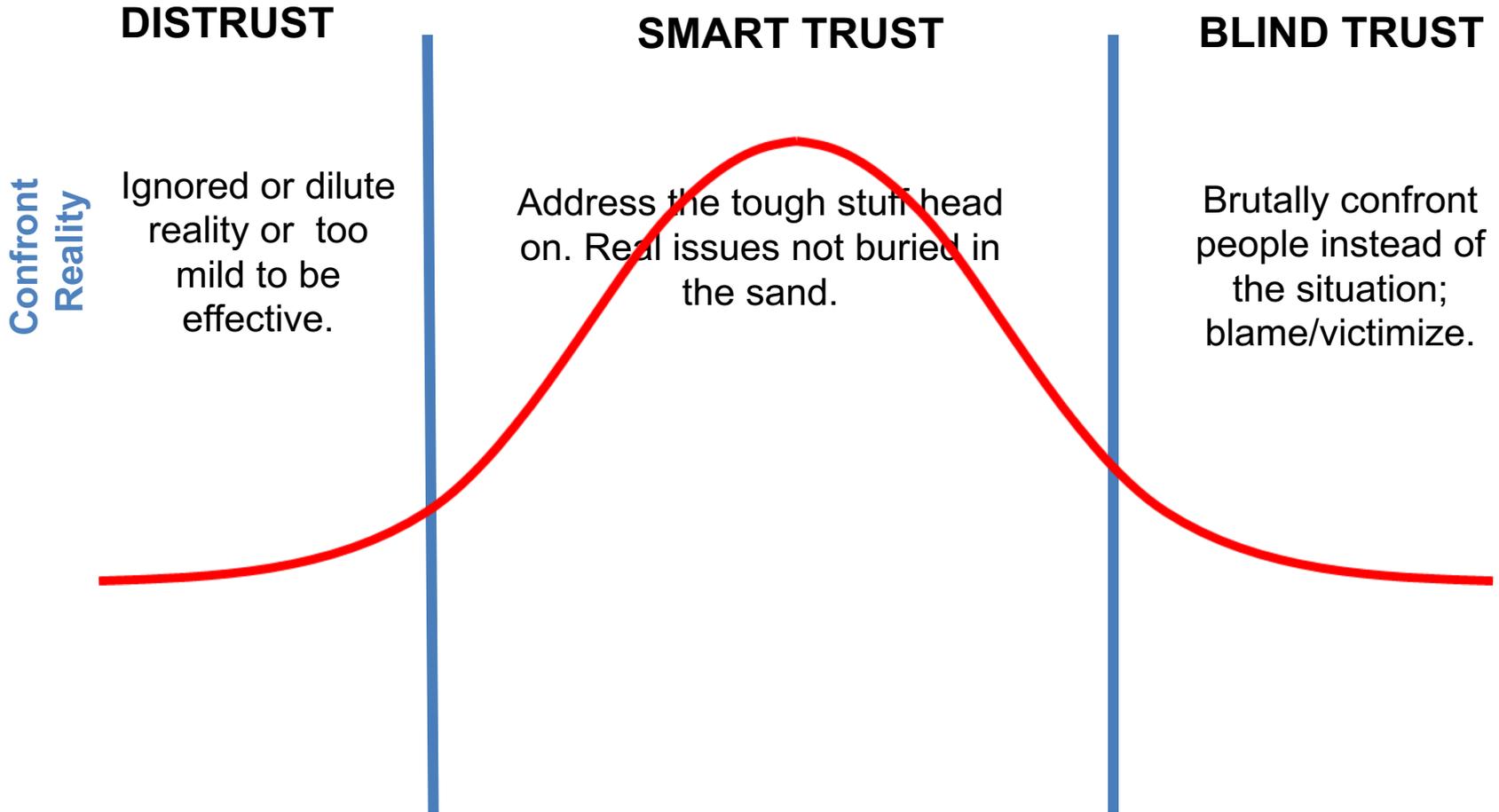
## **Define Confront Reality**

- Take issues head on; address the tough stuff directly.
- Acknowledge what is unsaid.
- Lead courageously in conversation.

## **Improve Confront Reality**

- Understand why you are hesitant to confront reality – fear of the outcome or pain?
- Try to reframe your attitude toward others involved, seeing them as capable of handling things and treat with respect.
- Work on being completely honest with yourself about financial situation, your health and take action to address it.

# Competence Behaviors



# Defining Character/Competence Behaviors

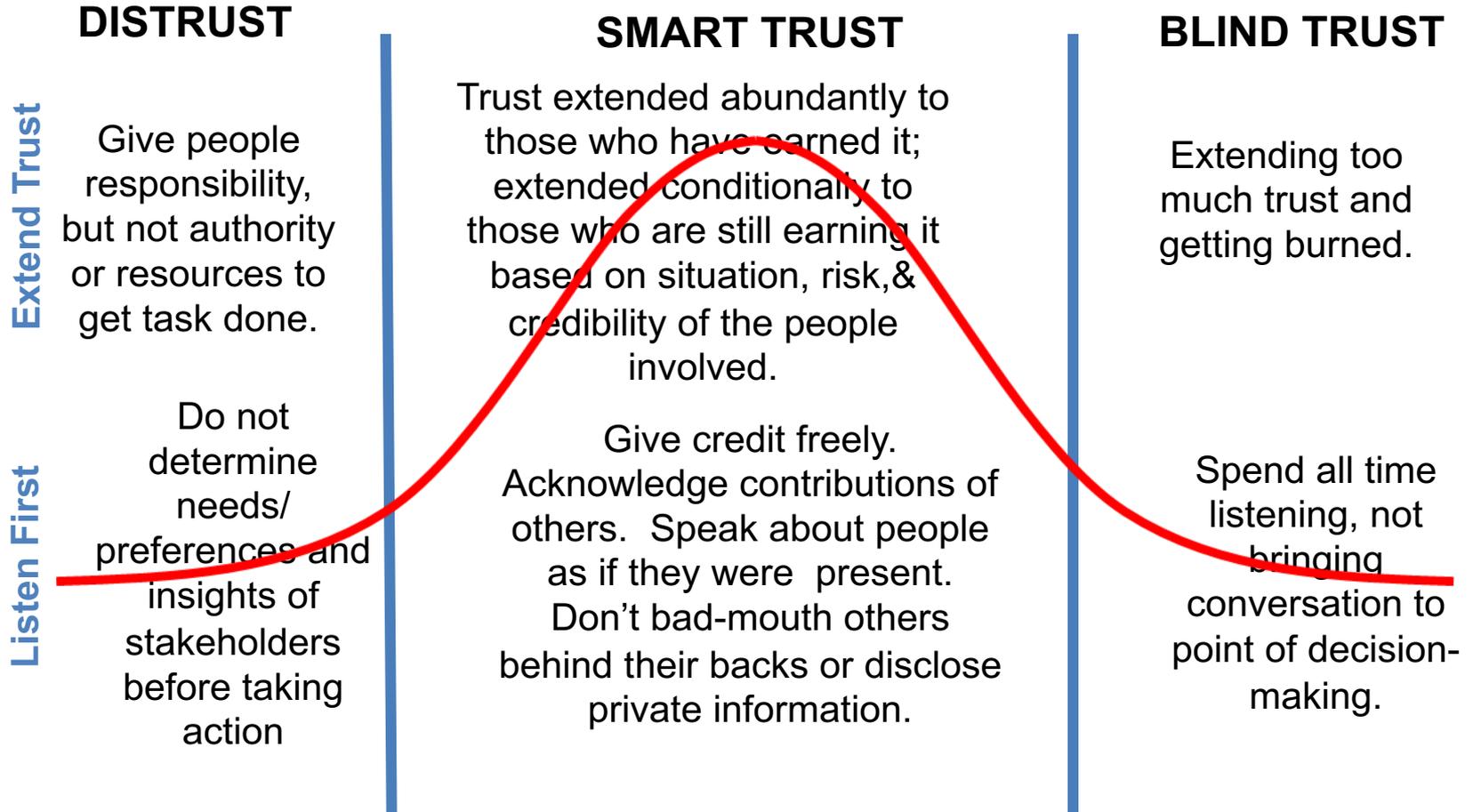
## Extend Trust

- Return trust abundantly to those who have trusted you.; trust conditionally those who are still earning your trust.
- Learn to appropriately extend trust based on the situation, risk, and credibility of the people involved.

## Listen First

- Listen before you speak.
- Listen with your ears, your eyes, and your heart.
- Don't assume you know what matters most to people.
- Don't presume you have all the answers, or all the questions.

# Character & Competence Behaviors



# Improving Character/Competence Behaviors

## Extend Trust

- Reflect on a relationship in which you feel someone does not trust you. Ask if this person's lack of trust reflects your own lack of trust in him or her? If so, try to reverse it.
- Pay attention to how you interact with team members. Do you hover over them or micromanage? Do you treat them as responsible people?

## Listen First

- Next conversation, stop and ask yourself: Have I really listened to this person? Do I really understand how he/she feels?
- Take proactive steps to understand your stakeholders – internal and external.
- Consider what you can do to ensure others you are listening and trying to meet their concerns and needs.

# Character/Competence Behavior

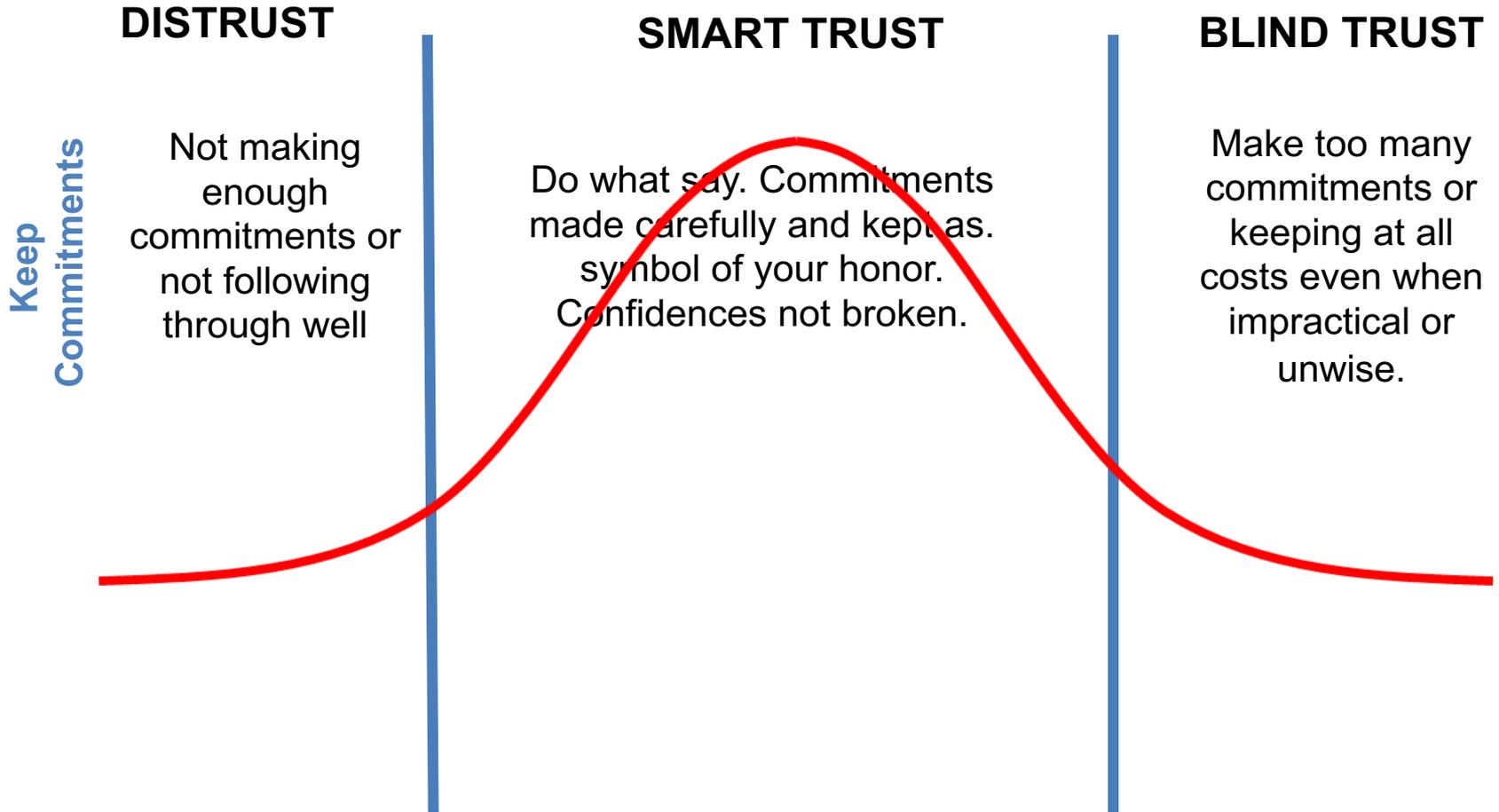
## Defining Keep Commitments

- Say what you are going to do, then do what you say.
- Make keeping commitments a symbol of your honor.
- Don't break confidences.

## Improving Keep Commitments

- Find a value-added reason to make a commitment and keep it and do it again and again.
- Be sure your commitments are realistic. Better to not commit and risk disappointment than to over promise and under deliver.
- If you must miss a deadline, attempt to renegotiate expectations as early as possible.

# Character & Competence Behaviors



# Work of Leader Behaviors

Extras

# Exploration Best Practice Behaviors



**Seek Closure -**  
- make decisions  
and finalize  
plans quickly

**Remain Open -**  
- entertain new  
ideas; no hurry  
to finalize plans



**Prioritize Details**  
- attend to  
individual  
elements to  
ensure workable

**Prioritize Big  
Picture -** Focus  
on broad,  
overall view

# Boldness Best Practice Behaviors



**Cautious** -  
minimize risk

**Remain Open** -  
entertain new  
ideas; no hurry  
to finalize plans



**Hold Back** -  
hesitate to say  
anything that  
might be  
challenged

**Speak Out** -  
volunteer bold  
ideas even if  
credibility is on  
the line

# Test Assumptions Best Practice Behaviors



**Decide Independently** - prefer to make decisions autonomously without input

**Seek Counsel** - consult trusted advisors to evaluate options



**Push Forward** - prioritize quick progress, impatient with careful evaluation

**Explore Implications** - Patience in evaluating options

# Clarity Best Practice Behaviors



**Offer Intuition** -  
communicate  
with personal  
feelings and  
opinions

**Explain Rationale** -  
communicate  
reasonings and  
facts



**Impromptu Messaging** - do  
not organize  
what you plan  
to say

**Structured Messaging** -  
organize what  
you plan to say  
for ease of  
understanding

# Dialog Best Practice Behaviors



**Present Information** -  
communicate  
new ideas  
without room  
for discussion

**Exchange Perspectives** -  
encourage  
dialog around  
new ideas



**Challenging** -  
respond with  
questions and  
skepticism to  
different points  
of view

**Receptive** -  
invite and  
appreciate  
different points  
of view

# Inspiration Best Practice Behaviors



Reserved -  
display little  
emotion

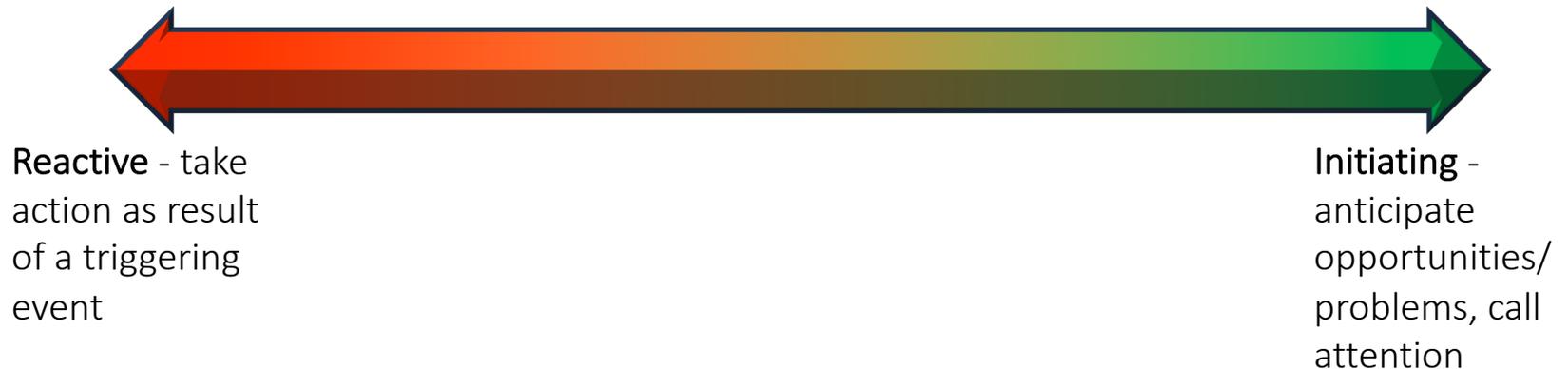
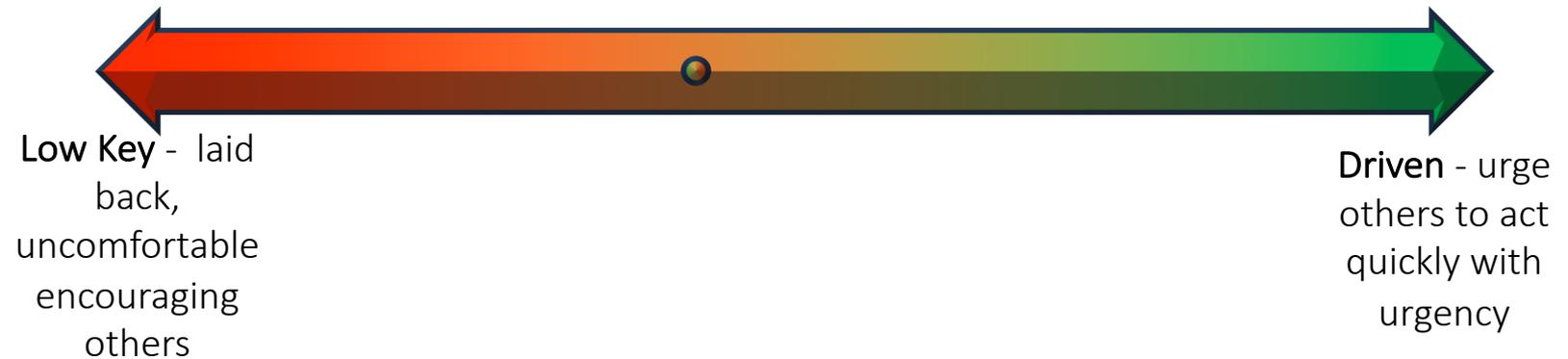
Expressive -  
upbeat, lively



Matter-of-Fact -  
straightforward,  
practical

Encouraging -  
inspire others  
to believe in  
the work

# Momentum Best Practice Behaviors



# Structure Best Practice Behaviors



**Improvise** -  
figure it out as  
you go

**Plan** - develop  
organized  
course of  
action



**First Impressions**  
- rely on initial  
feelings and  
views

**Analyze in Depth**  
- perform  
thorough  
analysis of facts  
and details

# Feedback Best Practice Behaviors



**Maintain  
Harmony** - keep  
calm, peaceful  
environment,  
uncomfortable  
confronting  
others

**Address  
Problems** - deal  
with others in  
straightforward  
way



**Offer Little Praise**  
- uncomfortable  
or feel  
unnecessary to  
compliment  
others

**Offer Much  
Praise** - look for  
opportunities  
to compliment  
others



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