How to Build Trust During Times of Change

Riding the Wave of Change... More Effectively

IPMA-HR 2008 Southern Region Conference
April 20 - 23, 2008
Hilton Virginia Beach Oceanfront Hotel
Virginia Beach, Virginia

Charlie Breeding, President
~ Performance Improvement Institute ~
340 Lake Point Lane, Belews Creek, NC 27009
336.643.1115
www.breedingtrust.com or www.thepepcoach.com
What’s Possible?

“The difference between what we are doing and what we are capable of doing would solve most of the world’s problems.”
-- Mahatma Gandhi

“Life is a mission, not a career.”
– Dr. Steven R. Covey

~ The Chinese bamboo tree – nothing for four years, and then shoots to 18 feet on the fifth year. It’s all about character…
Our Agenda

- Quotations on Change
- 4 Big Ideas for building trust
- Man in the Mirror
- Leading teams through change
- Q&A
Wisdom on Change Leadership

♦ You must be the change you wish to see in the world. — Mahatma Gandhi

♦ Human beings, by changing their attitudes of their minds, can change the outer aspects of their lives. — William James

♦ It is not necessary to change. Survival is not mandatory. — W. Edwards Deming

♦ All appears to change when we change. — Henri-Frederic Amiel
Wisdom – Two ways to learn it

♦ I wanted to change the world. But I have found that the only thing one can be sure of changing is oneself. – Aldous Huxley

♦ Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has. – Margaret Mead

♦ If you don’t like something, change it. If you can’t change it, change your attitude. Don’t complain. – Maya Angelou
Reducing Uncertainty

- Not having a clear idea of what the future holds
- No performance feedback
- No company direction
- Vague or inconsistent instructions

ASK for the information you need
God, give us the grace to accept with serenity the things that cannot be changed, courage to change the things which should be changed, and the wisdom to distinguish the one from the other.

– Reinhold Niebuhr
What is Trust?

♦ Write your definition of trust
♦ You have to do more with less better, cheaper & faster
♦ You’re understaffed – you’re doing more than one person’s job?
♦ We can always blame the bureaucracy and politics of it all (victim)
♦ Be like Forrest Gump
♦ Condoning mediocrity
Trust is four things

- Competence - competence breeds trust
- A sense of benevolence
- People doing what they say; walking the talk & consistency in behavior and actions
- Being Trustworthy & extending trust
My commitment to greater levels of Trust

♦ Which one of these four areas could you set a goal to improve your trust received… or trust extended?

♦ Situation, people involved:

♦ What I might do differently, stop doing or start doing:
Four BIG Ideas

1. Entropy & Alignment
2. Cheese Movement & PMA
3. The Mirror – Victim vs. Victor
4. The Beer Game – systemic issues, PI & team engagement
Alignment – Line of Sight Goal cascading
Change Leadership

- Clarity with line-of-sight alignment AND compelling scoreboards

- Frequent, regular, structured engagement ..but NOT another ‘meeting,’ pleaseasse

- Getting out of your comfort zone & proactively reaching out. Slow down so that you can “speed up”

- Bonus: Power Tools book
Entropy: your constant enemy

- What is entropy?

- Technically, the 2\textsuperscript{nd} law of thermodynamics which says that all things go from a state of order to a state of disorder naturally.

- Meaning, things degrade naturally unless you as a leader INTERVENE.

- For example, as a former VP-GM, my hiring philosophies.
Who moved my cheese? & PMA

- Who moved my cheese? is a terrific book on change, trust & leadership
- PMA NOT: Realistic mental attitude
- Emotional Intelligence: Daniel Goldman (EQ is more important than IQ)
- Be like Forrest Gump
- We don’t need more management, per se - we need more inspirational leadership
- Recommendation: Virtuous Leadership book
Victim vs. Victor

♦ Who was Victor Frankl?
♦ Overcoming society’s tendency to be a victim vs. victor. How? Take personal responsibility, admit when you’ve made a mistake or error.
♦ Example: do employees take full responsibility for their T&D, or to they rely on the organization for career development?
MIT & The Beer Game

♦ The Fifth Discipline: Becoming a Learning Organization by Peter Senge
♦ The Beer Game
♦ Not “people problems” but systemic problems, meaning process, system and procedural issues stopping the organization. Or your team.
♦ Trust and change is about fixing the underlying processes affecting your HR effectiveness!
Leading Teams through Change

- If time allows, discussion question:
Reactions to the Stages of Implementation of Change

<table>
<thead>
<tr>
<th>Stages of Implementation</th>
<th>Typical Reactions → Which Can Turn Into</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Planning the Implementation and Communication Strategy</td>
<td>Fear → Negativity</td>
</tr>
<tr>
<td>2. Initial Accountability-based Implementation</td>
<td>Chaos → Confusion</td>
</tr>
<tr>
<td>3. Clarifying Roles &amp; Relationships</td>
<td>Cooperation → Frustration</td>
</tr>
<tr>
<td>4. Tracking Milestones &amp; Making Modifications</td>
<td>Optimism → Discouragement</td>
</tr>
<tr>
<td>5. Communicating Results</td>
<td>Clarity → Disbelief</td>
</tr>
<tr>
<td>6. Recognizing Success &amp; the People Involved</td>
<td>Confidence → Accomplishment</td>
</tr>
</tbody>
</table>
Building trust during a time of change suggestions:

♦ Over communicate! Put as much “light” in the dark room as possible, as soon as possible. What, why, how, when …get ahead of the change reaction in your organization.

♦ Get out of your office and ask questions: tempo, morale, feelings, data-gathering, policy reviews, diagnosing and prescribing recommendations.

♦ Because of entropy, you must intervene. This means you have to act!
Summary & Commitment

As a result, the one thing that I’m going to start doing, stop doing and / or do differently is:

Notes on add’l follow up actions to take:
Get some *Power Tools*: Normally, $14.95

If you email me in 30 days at info@breedingtrust.com with a brief status update of progress on commitment(s), I’ll send you the book at just $7.00 plus S&H. 😊
Thank You!
And make this a superb conference learning experience.

Charlie Breeding, President
~ Performance Improvement Institute ~
A Div of CA Breeding & Assocs., Inc.
336.643.1115

cbreeding@triad.rr.com

www.breedingtrust.com or www.thepepcoach.com
Recommended Resources

♦ The Speed of Trust by Stephen MR Covey
♦ Execution: The Discipline of Getting Things Done by Ram Charan & Larry Bossidy
♦ The Fifth Discipline: Becoming a Learning Organization by Peter Senge
♦ Power Tools: Top Executive Coaches Put You on the Fast Track to Success
♦ The Seven Quality Tools
  (www.asq.org)