

**It All Comes Down to Trust:**  
*Building it Within the Board and Organization*

Institutional Leadership Conference  
Participant Workbook  
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## Silent Start

### Notes:

Example I have seen-

Examples my workshop colleagues have seen-

### Examples from the group:

Positive Impact on Board Effectiveness-	Negative Impact on Board Effectiveness-
+	-
+	-
+	-
+	-
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## **General Boardroom Examples of Trust Reducing Issues**

### **Examples for the Board**

- Executive Committee makes a large number of decisions without Board approval
- Micro-management of the Staff by the Board
- A “board within the board” with access to more information or more say in what goes on
- Insiders (i.e., parents, faculty) and outsiders on board seen as different classes
- Sudden Executive Sessions without the Head of School and no communication of what was discussed
- New board member(s) changes group dynamics

### **Examples for individual Board or Staff Members**

- Self-orientation- putting one’s own interests first
- Communicating in mixed messages
- Blaming others
- Making excuses
- Failure to follow up on commitments
- Jumping to conclusions

### **Impact of Trust on Meeting Climate**

- In a collaborative meeting climate, trust is higher and Trustees can put more of their mental energy into solving problems and thinking strategically
- In a punishing meeting climate, trust is low and Trustees will put much of their mental energy into protecting themselves

## Trust Benefits to Boards and Organizations

- When trust goes up, speed will go up and cost will go down- Stephen M. R. Covey
- Trust is the foundation of team success- Patrick Lencioni
- Board members on boards with high trust are more engaged and derive more satisfaction from service- Jim Schwarz

## Defining the Components of Trust

- Trust = \_\_\_\_\_ X \_\_\_\_\_

Source: John Philipp and Bill Cope, Synectics

- Trust = \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_

Source: David Maister, "The Trusted Advisor"

Notes:

## Exercise: Applying the Trust Formulas

With your workshop colleagues, select one of the examples that you wrote at the top of page 3. For that Board situation, use one of the Trust Formulas on the previous page to **diagnose** the issues of trust. Which component(s) may be contributing to trust being where it is?

Notes:

Example which you selected-

Diagnosis of trust issues- (using one of Trust Formulas on previous page)

## Trust Characteristics

- Trust is personal
- It grows rather than appears
- Trust is rational and emotional
- It engages us at our heart level
- The ability to act in an unguarded way

## Individual Exercise

Notes:

Think of a person with who you have a high level of trust. Describe this relationship. What is it like? How does it feel? How well do you communicate? How quickly do you get things done? How much do you enjoy this relationship?

Now think of a person with whom you have a low level of trust. Describe this relationship. What is it like? How does it feel? How well do you communicate? How quickly do you get things done? How much do you enjoy this relationship?

## **Trust Behaviors**

### **Trust Building Behaviors**

- Communicates with me openly and honestly
- Treating me as a skilled, competent associate
- Keeps promises and commitments
- Listens to and values what I say
- Looks for ways in which we can help each other

### **Trust Reducing Behaviors**

- Acts more concerned about his or her own welfare
- Sends mixed messages
- Avoids taking responsibility for action
- Jumps to conclusions without checking the facts first
- Makes excuses or blames others

## **Exercise: Trust Building Activities**

Generate a list of trust building activities for the area that is assigned to your team.

### **Board Practices:**

(Example- Have regularly scheduled Executive Sessions)

### **Board Exercises:**

(Example- Select an issue of trust and diagnose with a Trust Formula)



# Trust Building Activities

## Board Practices

- **Recruiting**- have a credible process, be honest and open about intentions and timing, follow-up, listen to person's interests, explain the expectations of serving on this board
- **Orientation**- demonstrate professionalism, connect with peoples' passion for the cause, create intimacy between new members and between new and old board members, share the credibility that each new member brings
- **Board meetings**- conduct warm-up introductions to build intimacy, have regularly scheduled Executive Sessions, promote social interaction to build intimacy, eliminate cliques, set "ground rules" for discussion and debate
- **Between meetings**- communicate consistently with all board members, promote social interaction to build intimacy

## Board Exercises

- Meeting warm-up to build intimacy
  - Select a question- e.g., "Why do you serve on this board?"
  - Explain the process, go first to model the behavior, proceed around the table
- 360 degree feedback from other board members
- Personality types (i.e., MBTI) and appreciating the differences
- Board lists 3 things the Staff does well and 3 things they could do differently. Staff lists 3 things the Board does well and 3 things they could do differently.
- Conflict norming- board members write down what is acceptable and unacceptable in conflict debates, discuss and agree on common understanding of how we will behave

## Individual Behaviors

- Follow through, keep promises, meet commitments
- Listen for understanding, don't jump to conclusions
- Go first, be vulnerable, default to "yes"
- Communicate accurately and openly
- Share control, show concern for others, give credit
- Apologize for mistakes, take immediate action
- Focus time and energy on important issues, not politics

## **Focusing on Priority Areas for Your Board & Staff**

### **Bold Steps**

What 1 to 3 bold steps can you take to move your Board and Staff to higher levels of trust? Think about the components of trust and the trust building activities we discussed.

- 1.
- 2.
- 3.

### **Resource List**

Axelrod, Nancy R., *Culture of Inquiry: Healthy Debate in the Boardroom*, BoardSource, 2007

Covey, Stephen M. R., *The Speed of Trust*, Free Press, 2006

Lencioni, Patrick, *The Five Dysfunctions of a Team: A Leadership Fable*, Jossey-Bass, 2002

Maister, David and Charles H. Green and Robert M. Galford, *The Trusted Advisor*, Free Press, 2000