

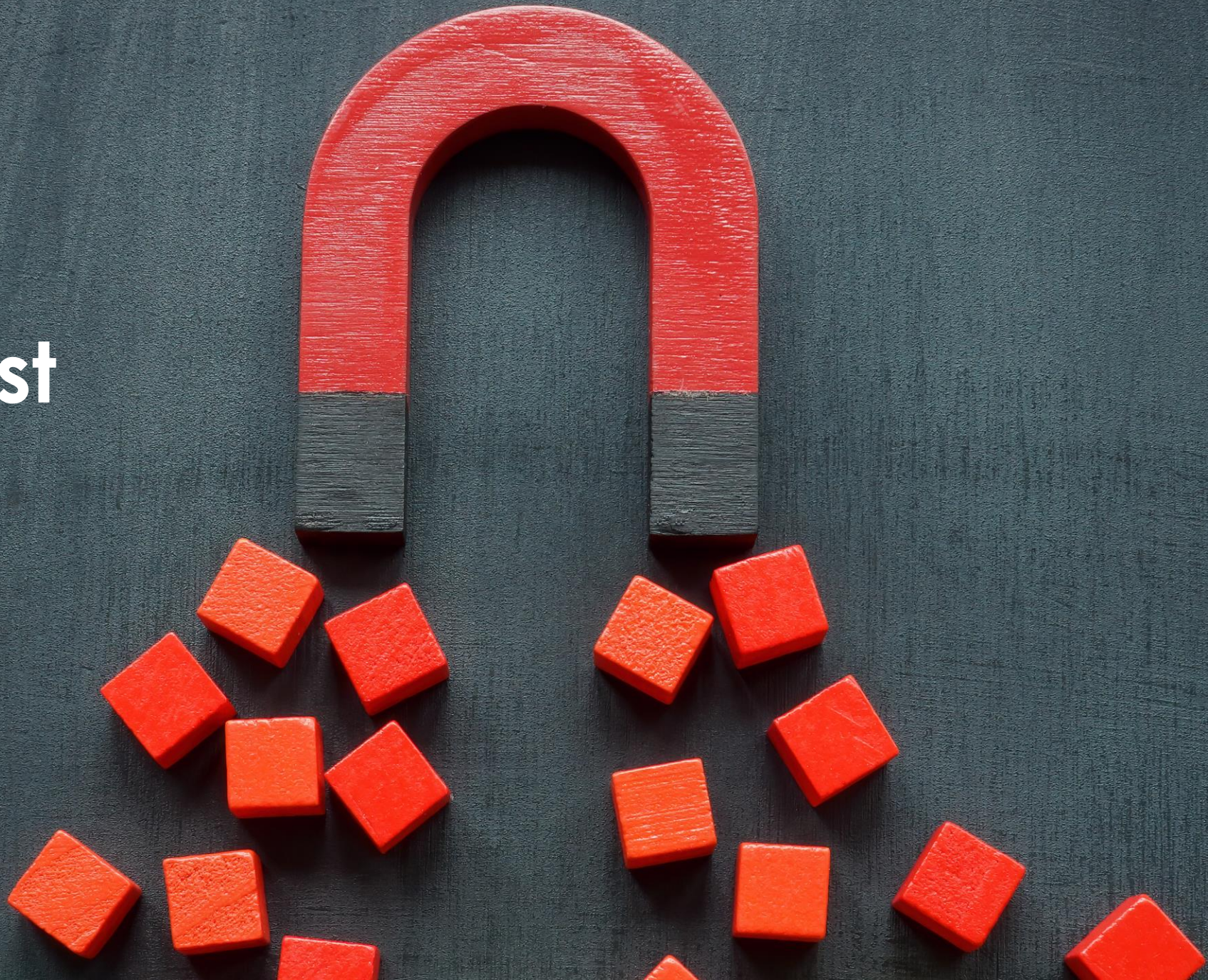


Building a Culture of Trust



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Workplace Challenges Today

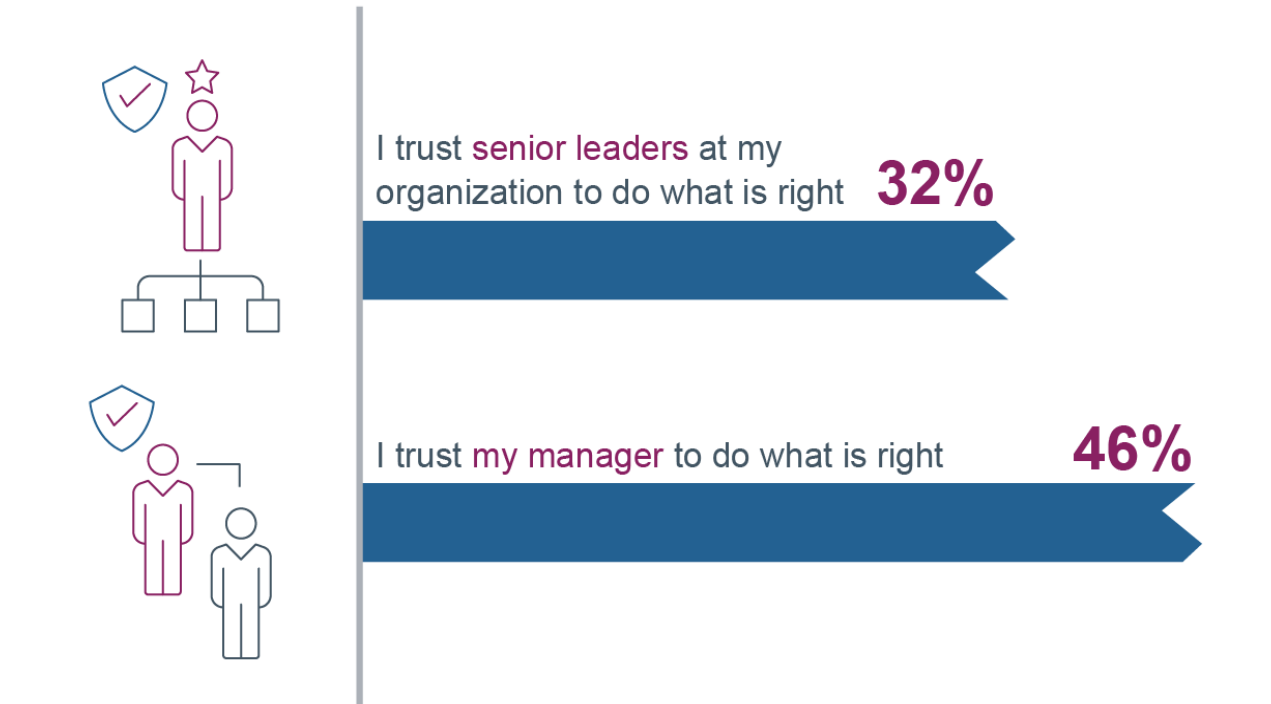


Workplace Challenges Today



A Crisis of Trust in Leadership

Leadership Trust Is Broken



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Yet people place huge trust on employers



CEOS EXPECTED TO BE THE FACE OF CHANGE

Percent who say

CEOs should be personally visible when discussing public policy with external stakeholders or work their company has done to benefit society

Global 27

81% (net)

When considering a job, I expect the CEO to speak publicly about **controversial social and political issues that I care about**

Global 25,
Among employees

60%

+5 pts
Change,
2019 to 2022

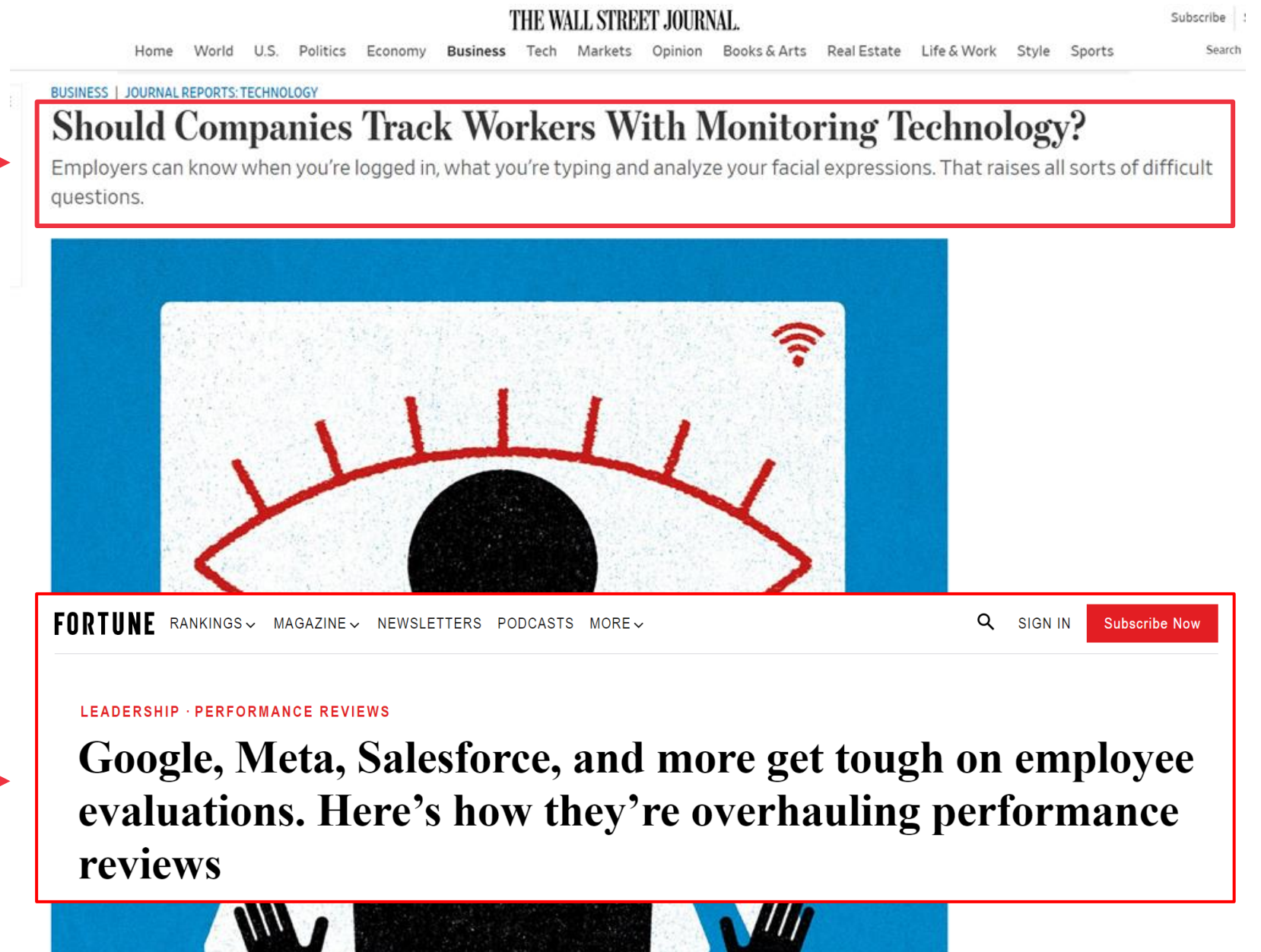
...and have high expectations of leaders

Source: Edelman Trust Barometer, 2022

Leaders who work remotely
**are 22% more likely to trust
their senior leaders**
compared to those who work
at company headquarters.



DDI, *Global Leadership Forecast 2023*



Have we
come to this?
And back to
this?

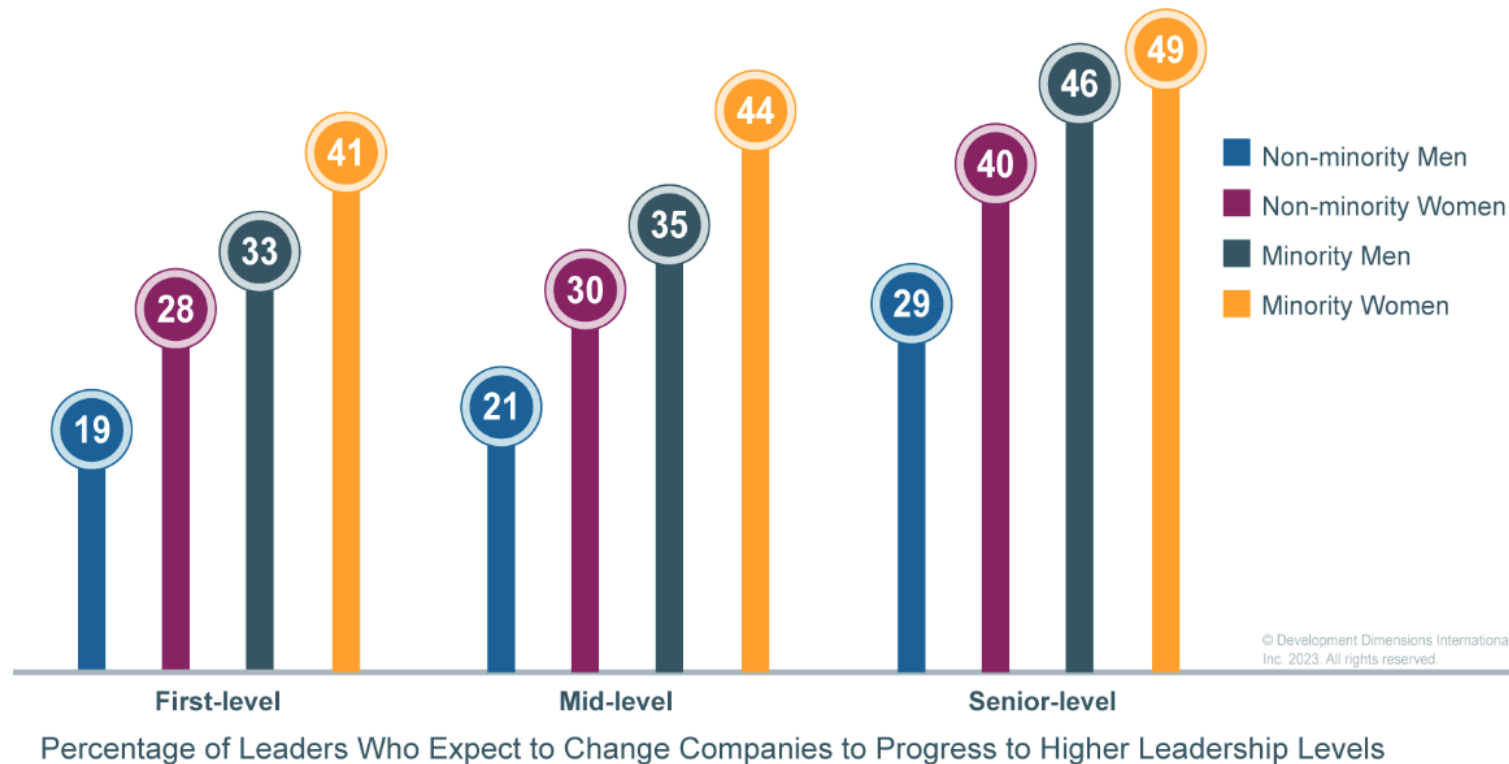
Do Leaders Trust Their Organization's Diversity Efforts?

Only **21%**
of leaders say
their company
recruits and
promotes from
diverse candidate pools



Lack of Trust Drives Diversity Out the Door

More Women and Minority Leaders Plan to Leave to Advance



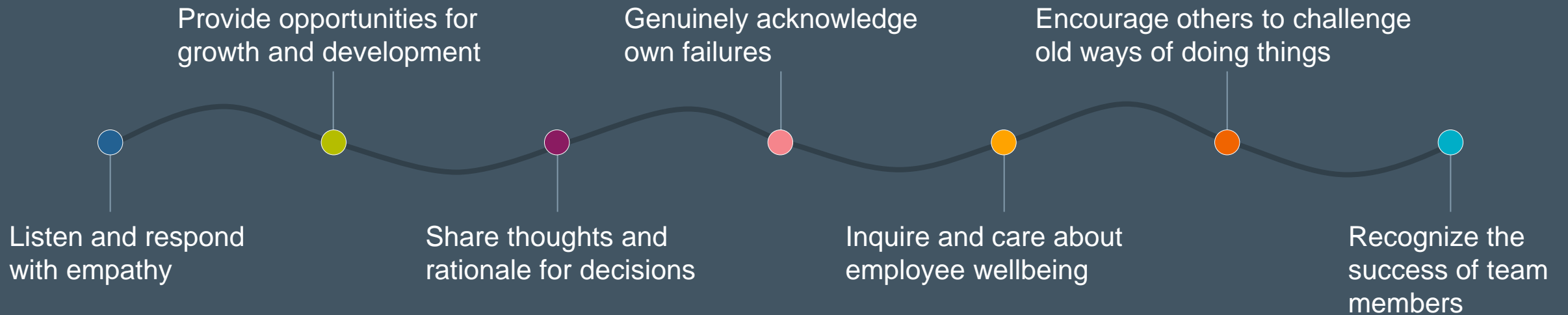
What's most pressing today?

Trust between
leaders and
their teams



Trust for your
organizational
systems

7 Behaviors to Boost Trust



The Empathy Formula

Remember to include the **feelings** and **facts**:

“It sounds like you’re (feeling) because/about (facts).”

||| Pause and Listen |||

*“...Listen, it sounds like you are buried and overwhelmed **(feeling)**.
This is normal, and I want to protect you. Let’s look at your active projects
and figure out how to get a bit more balance. **(facts)**”*

Build 7 Behaviors to Boost Trust

Employees were
more likely to
trust leaders who
regularly displayed
vulnerability



Global Pharmaceutical Company Develops Emerging Leaders

"I will be working with my manager to work on my lower scored skills. I will advocate time for my development going forward..."

– Participant



The Challenge

- Fill leadership pipeline with Individual Contributors who are interested in leading people
- Prepare them for this career path

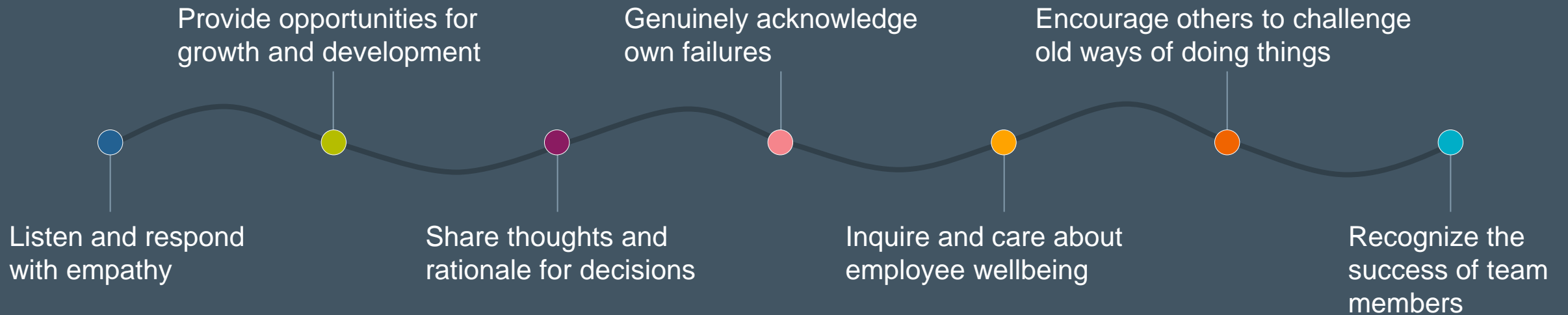
The Solution

- Develop a deeper self-awareness using the Early Identifier assessment to uncover potential.
- Explore the role of people leader in a 2-hour forum with experienced/newly promoted leaders and conduct interview(s) with people leaders
- Learn how to deal with typical challenges in leader's role and be more confident with identified competencies in a safe and experimentation learning opportunity.
- Participate in 3 virtual classroom sessions focused on leading teams, building trust, and resolving conflict

The Results

- 600 participants in 2023
- Present learnings to managers and HRBP (plus others, optional)
- Embed next steps into IDP actions
- Continue learning from mentor and/or peer group

7 Behaviors to Boost Trust

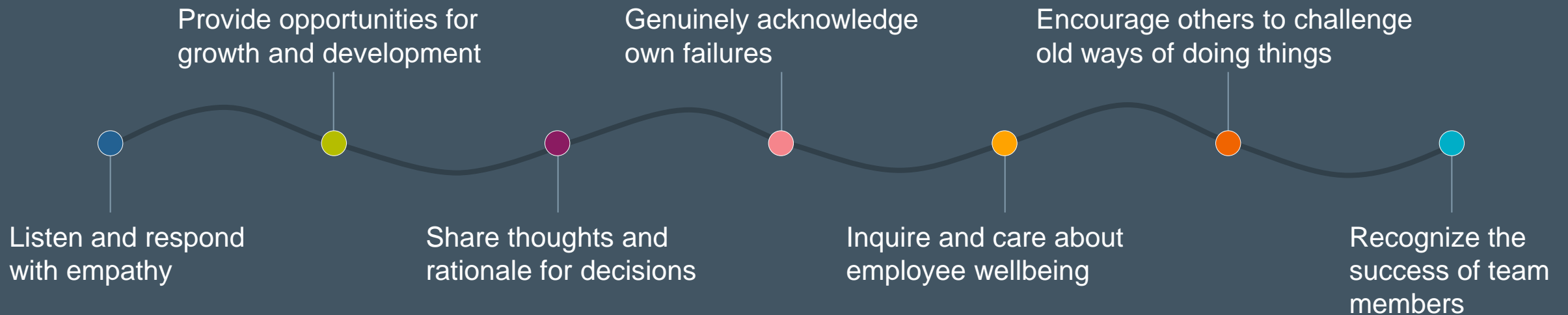


DDI, *Global Leadership Forecast 2023*



GROUP CHAT

How are you developing and encouraging these skills?



**Building trust at
the senior levels
is amplified**



Does the empathy formula work at the senior level?

Remember to include the **feelings** and **facts**:

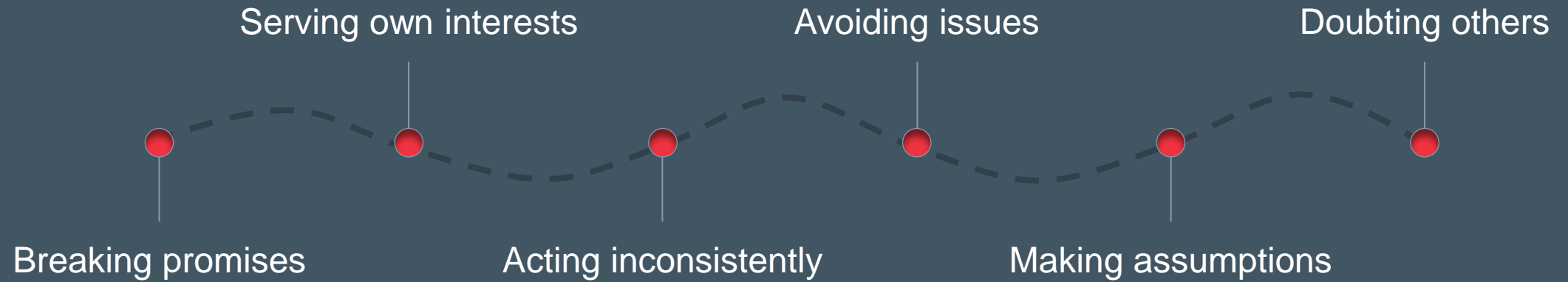
“It sounds like you’re (feeling) because/about (facts).

“...We heard in our culture survey that you are feeling....(feeling).

Because of..... (facts)

So we are going to... (action).

Trust Breakers



Leading Retail Company Develops Better Leaders

"The best class I have taken thus far. Can't wait to use what I learned about myself."

– Area Operations Manager, Distribution Center



The Challenge

- Need to drive a culture change through behavior change, harnessing the energy and engagement of all Director-Regional VP level leaders to create excellence
- Continue to build an inclusive workforce

The Solution

- Build out their leadership capability by learning about two additional topics: Microaggressions and Trust.
- Create an executive level version of DDI's Building and Sustaining Trust course
- Embed inclusive practices in leadership behaviors and cultural expectations

The Results

- Measurable culture change
- Role model inclusiveness by initiating conversations with their associates
- Ensure their supervisors acquire new skills in the same topics and have conversations about their learnings

Trust is good business



High Levels of Trust Get Good Results



50% higher productivity

105% more energy

13% fewer sick days

74% less stress

40% less burnout

Source: "The Neuroscience of Trust." *Harvard Business Review* (Zak).

2023 Forecast: 10 Trends in Leadership





Thank you!

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