

# CREATING A CULTURE OF TRUST

For a psychologically safe workplace



# Your Presenter

Anthony Gibbs, CEO

# WEBINAR PANEL: HOW TO USE

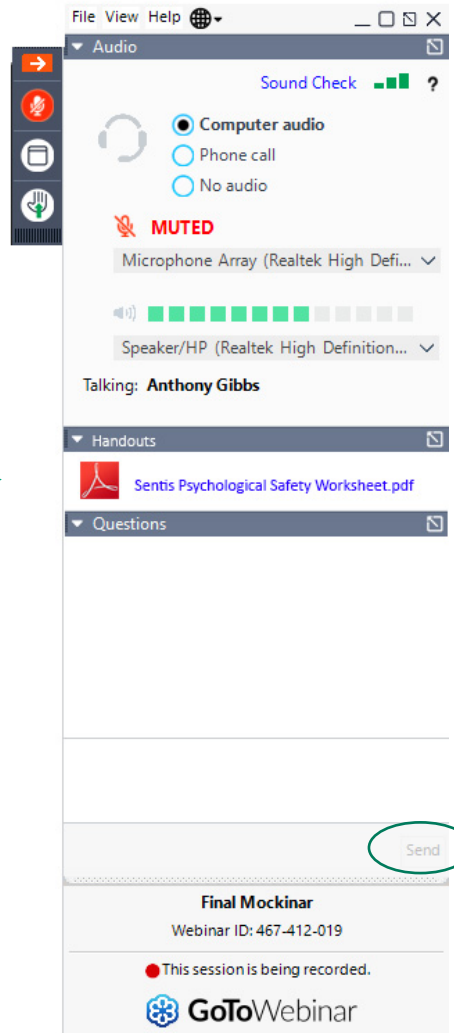
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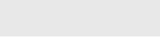
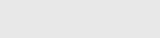
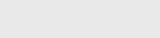

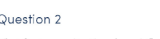
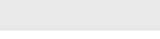
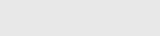
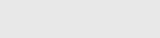




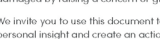
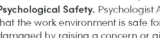
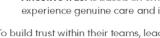
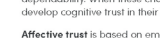
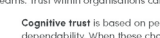
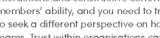
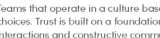


Participants are muted

Download handouts

Send comments/questions here

Today's webinar is being recorded





# Creating a Culture of Trust for a Psychologically Safe Workplace

Teams that operate in a culture based on trust and respect are more engaged, higher-achieving and make safer choices. Trust is built on a foundation of clear and direct exchange of information, challenging each other in mature interactions and constructive communication. Trust is a two-way process: there needs to be trust in your team members' ability, and you need to trust your own abilities. Once trust is established, a team can begin to collaborate to seek a different perspective on how things are 'done around here' and build strong dynamics across and within teams. Trust within organisations can exist in two forms:

**Cognitive trust** is based on performance-related conditions such as competence, reliability, integrity and dependability. When these characteristics are demonstrated by a leader, team members are more likely to develop cognitive trust in their leader and will be more willing to follow directives from their leader as a result.

**Affective trust** is based on emotional and interpersonal interactions. Higher levels exist when team members experience genuine care and interest in their wellbeing from leaders.

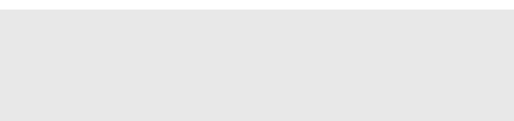
To build trust within their teams, leaders should consider how they create an environment conducive to **Psychological Safety**. Psychologist Amy Edmondson describes the concept of psychological safety as "the belief that the work environment is safe for interpersonal risk taking" (i.e. taking the chance that a relationship will not be damaged by raising a concern or giving feedback).<sup>1</sup>

We invite you to use this document to reflect on the content delivered during the webinar to help you generate personal insight and create an action plan for moving forward.

## Leadership Reflection

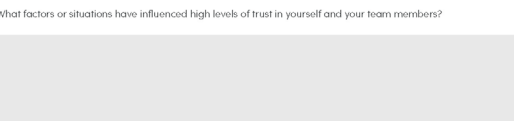
### Question 1

Reflect on how the levels of trust between yourself and your team members shape performance and engagement in the workplace.



### Question 2

What factors or situations have influenced high levels of trust in yourself and your team members?



<sup>1</sup> Edmondson, A. (2018). *The fearless organization: creating psychological safety in the workplace for learning, innovation, and growth*. Hoboken, New Jersey: John Wiley & Sons.

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# AGENDA

1

Culture and Psychological Safety

2

The science behind trust

3

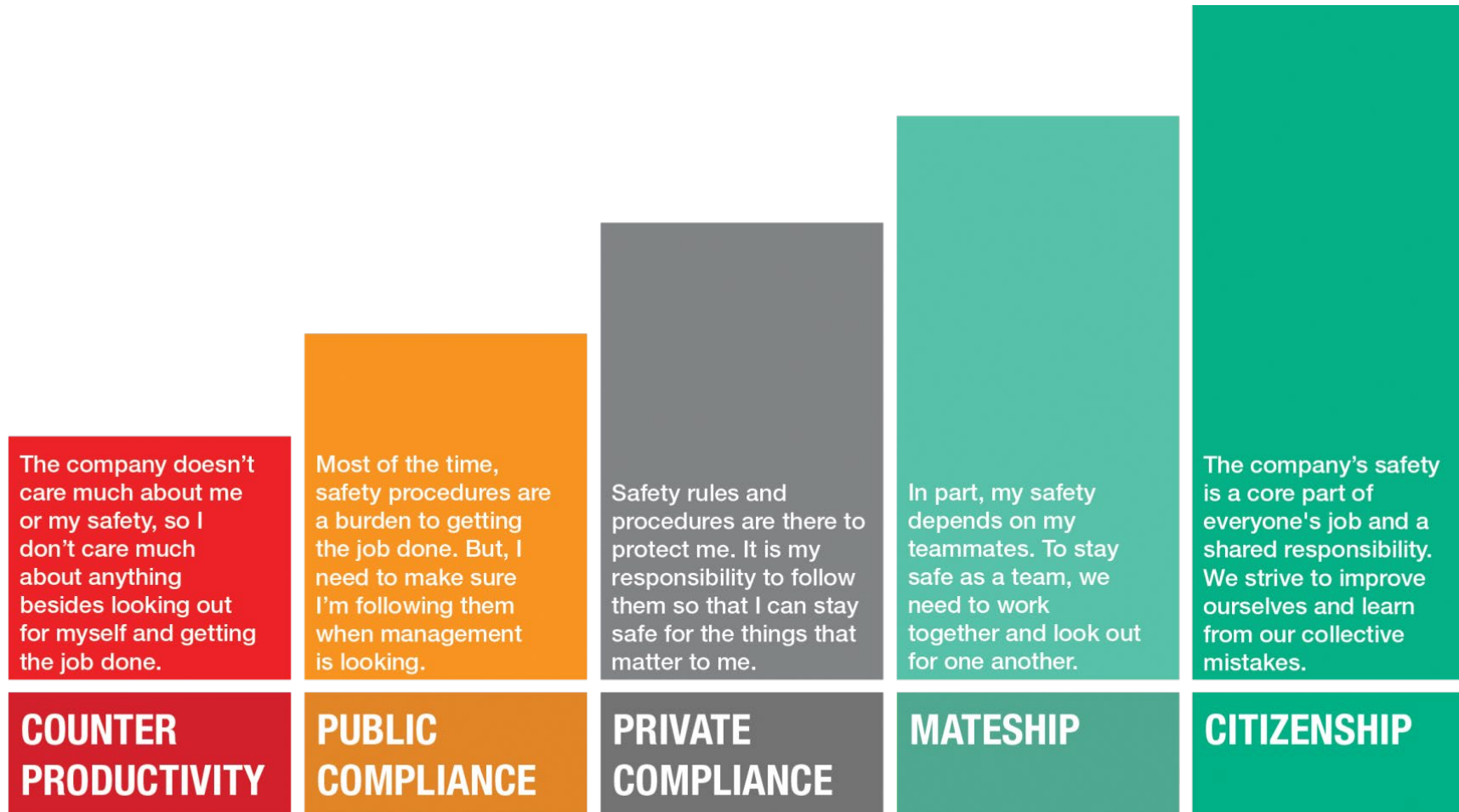
Developing trust and psychological safety

# Culture and Psychological Safety





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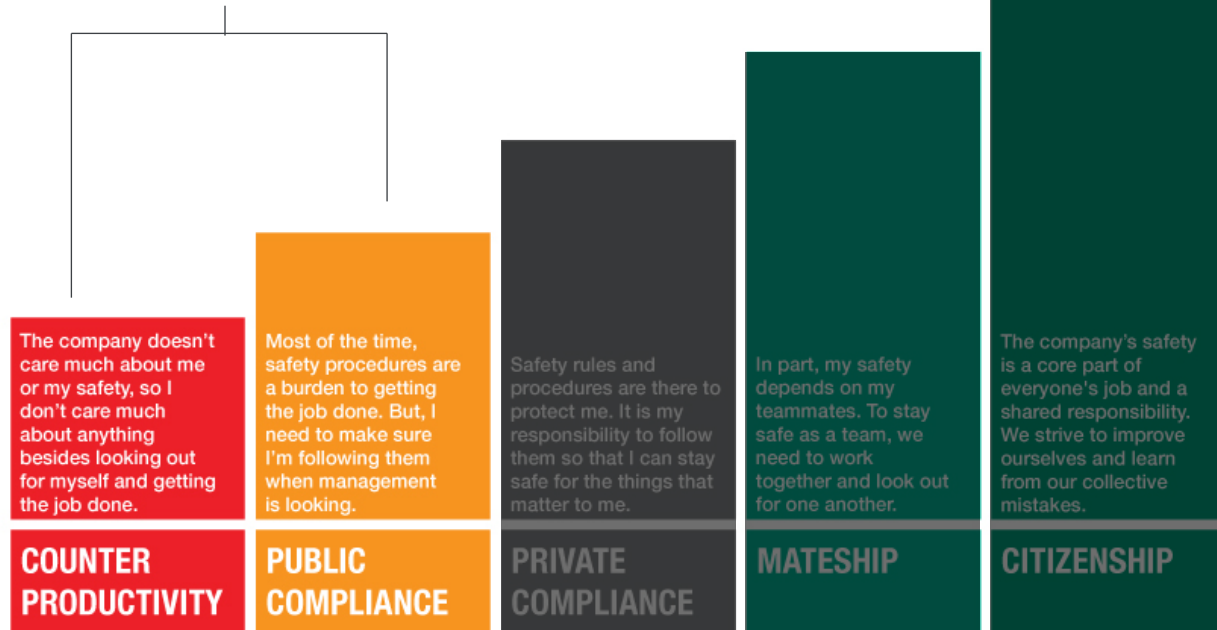


**Sentis** Safety Culture Maturity Model © Sentis

# WHAT DOES THIS 86% LOOK LIKE?

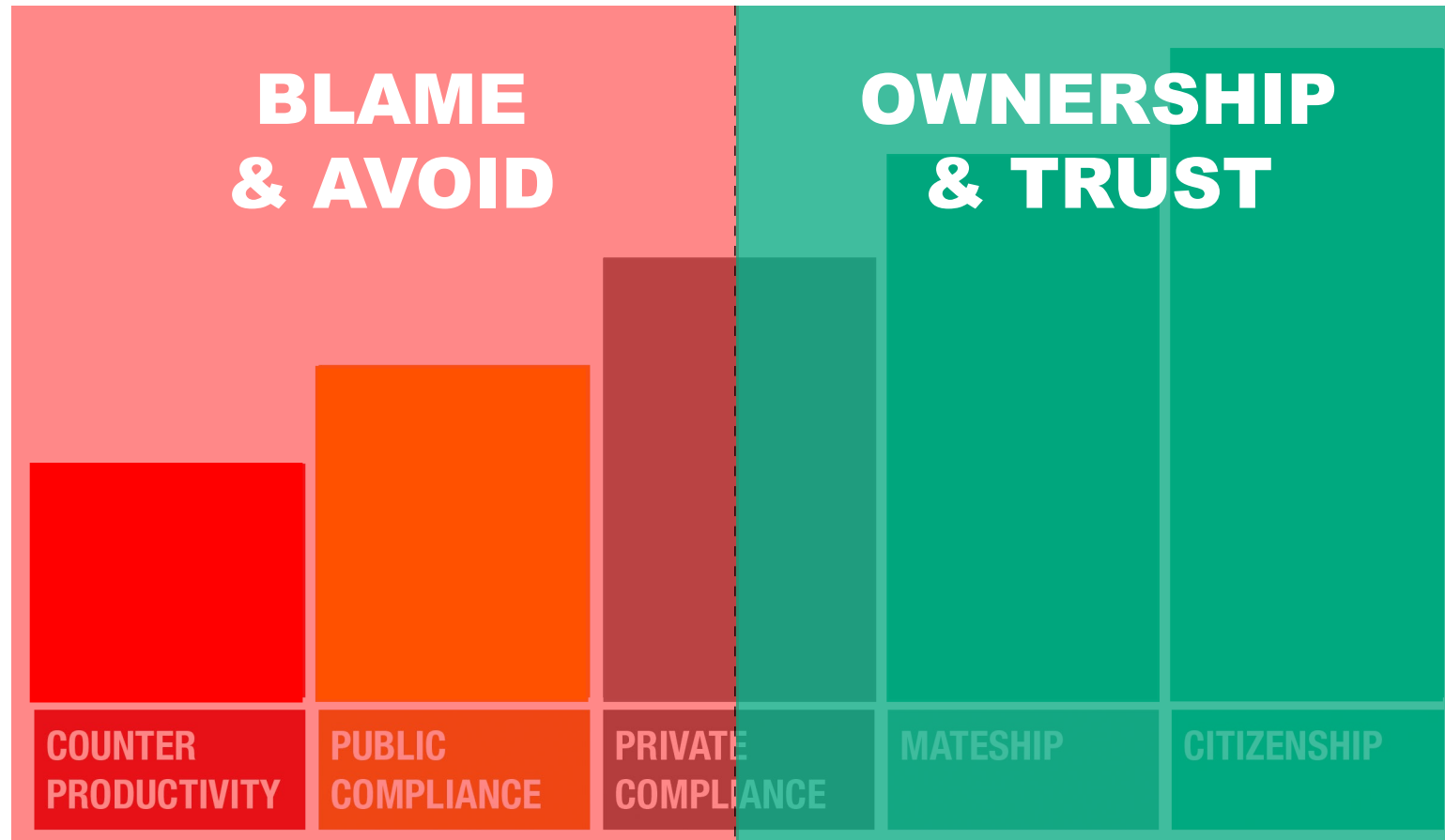
- Safety as a tick & flick
- Cut corners/take shortcuts
- Only safe when monitored
- Motivation driven by desire to avoid getting in trouble
- Increased underreporting
- Increased likelihood of incident and injury

86% of organisational sites sit below Private Compliance



Sentis Safety Culture Maturity Model

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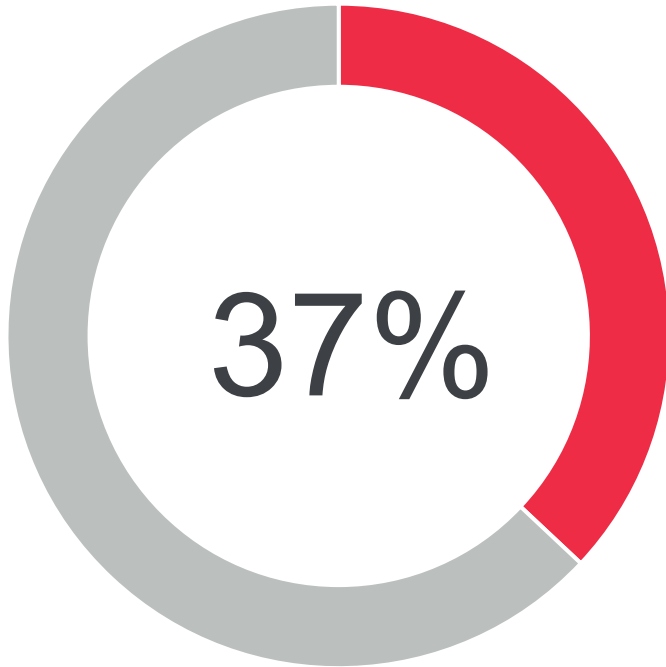
**Sentis** Safety Culture Maturity Model © Sentis

← Negative culture (Defensive)  
Low discretionary effort

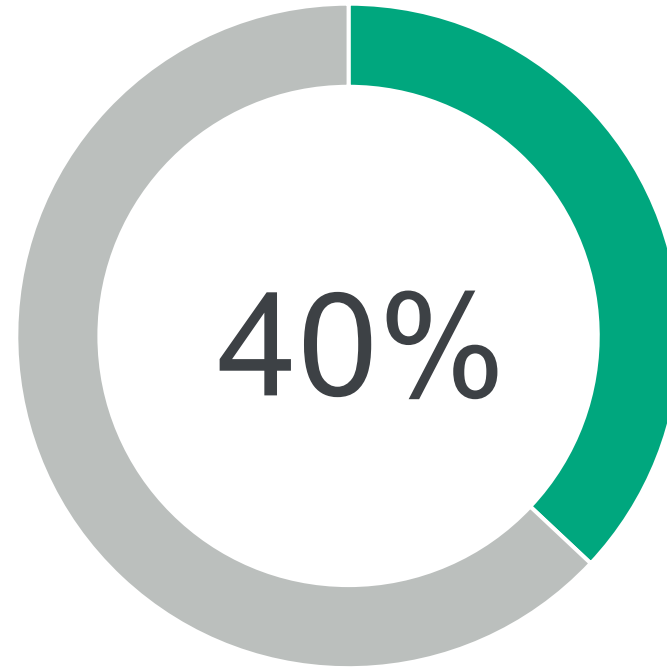
Positive culture (Constructive)  
High discretionary effort →



## Did you know?



of workers who underreport incidents do so out of **fear**



of organisations operating in a positive safety culture, show *Team Support for Safety* as a **strength**



**Let's take a quick poll...**



## Consider this...

“...unless the mistrust of the workforce can be overcome then even the most well-intentioned and sophisticated management initiatives will be treated with cynicism and undermined.”

Gunningham & Sinclair

# BENEFITS OF TRUST IN A WORKPLACE



Increased  
productivity  
and  
performance



Increased  
discretionary  
effort and  
voluntary  
reporting



Promotes  
innovative  
and creative  
team  
members



Strong  
cohesive  
team culture



Resilient  
and highly  
motivated  
team

# IMPROVED TRUST MEANS IMPROVED ERROR MANAGEMENT

- ✓ A willingness to speak up if unsure or to self-report errors
- ✓ A willingness to understand why at-risk behaviours occurred
- ✓ A willingness to learn and improve from feedback
- ✓ A willingness to share lessons learned wider
- ✓ A commitment to fix errors when they occur



# TYPES OF TRUST AT WORK



Cognitive trust



Affective trust

# The Science Behind Trust

Trust and the brain



2



**Let's watch a video...**







**Let's take a quick poll...**

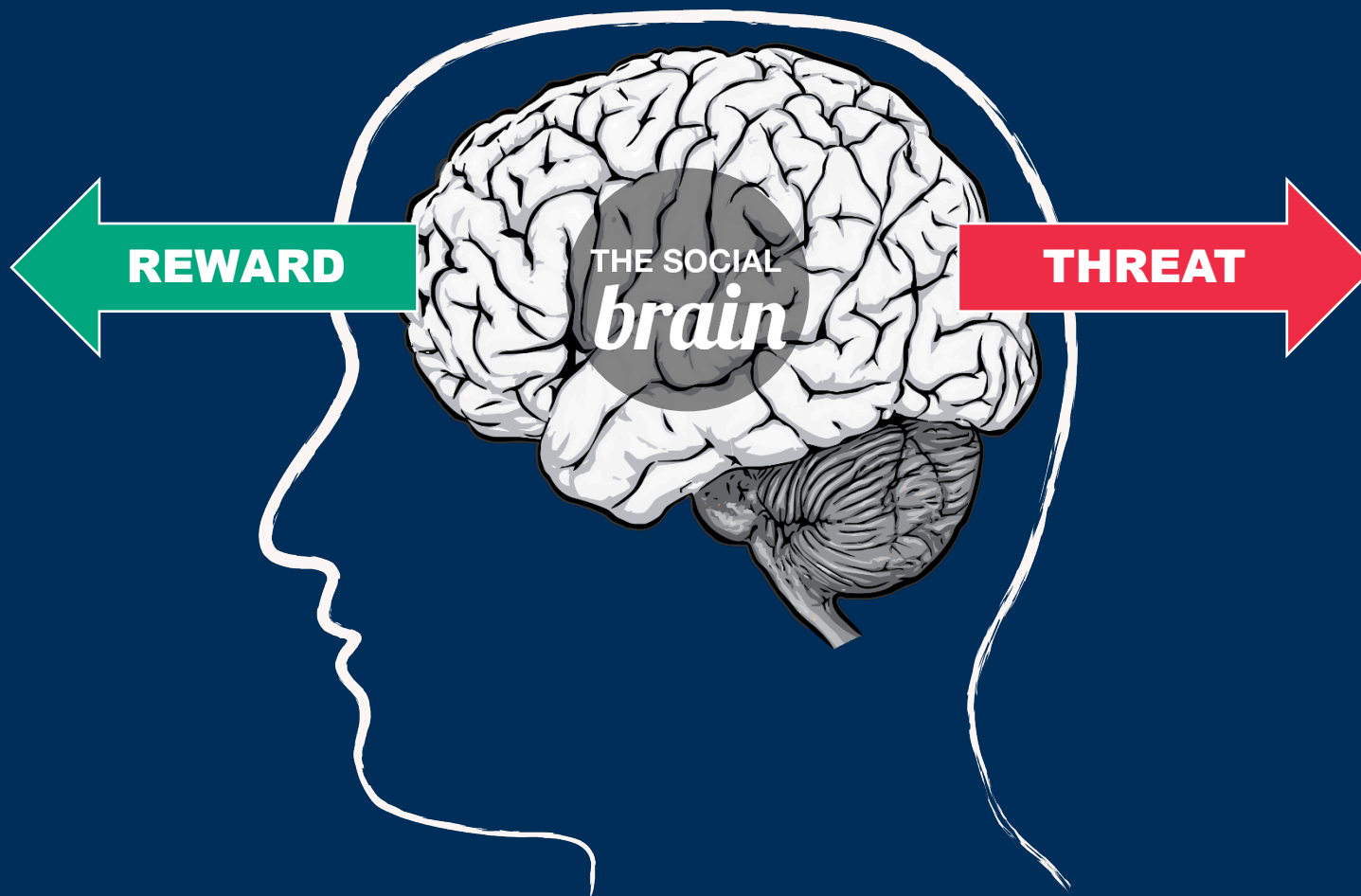


# The curious case of cyberball

# Brain Fact:

The same neural pathways that inform us about physical **pain** or **pleasure** are the same pathways activated when we interpret a social experience as either **threatening** or **rewarding** to us.

# What influences trust levels at work?





**Let's take a quick poll...**

PSYCHOLOGICAL SAFETY

**Creating an  
environment that is safe  
for interpersonal risk  
taking**



“If leaders want to unleash individual and collective talent, they must foster a psychologically safe climate where employees feel free to contribute ideas, share information, and report mistakes.”

Amy Edmondson – Author of ***The Fearless Organisation***

# Developing trust and psychological safety

How do we create psychological safety?

3

# BE TRANSPARENT

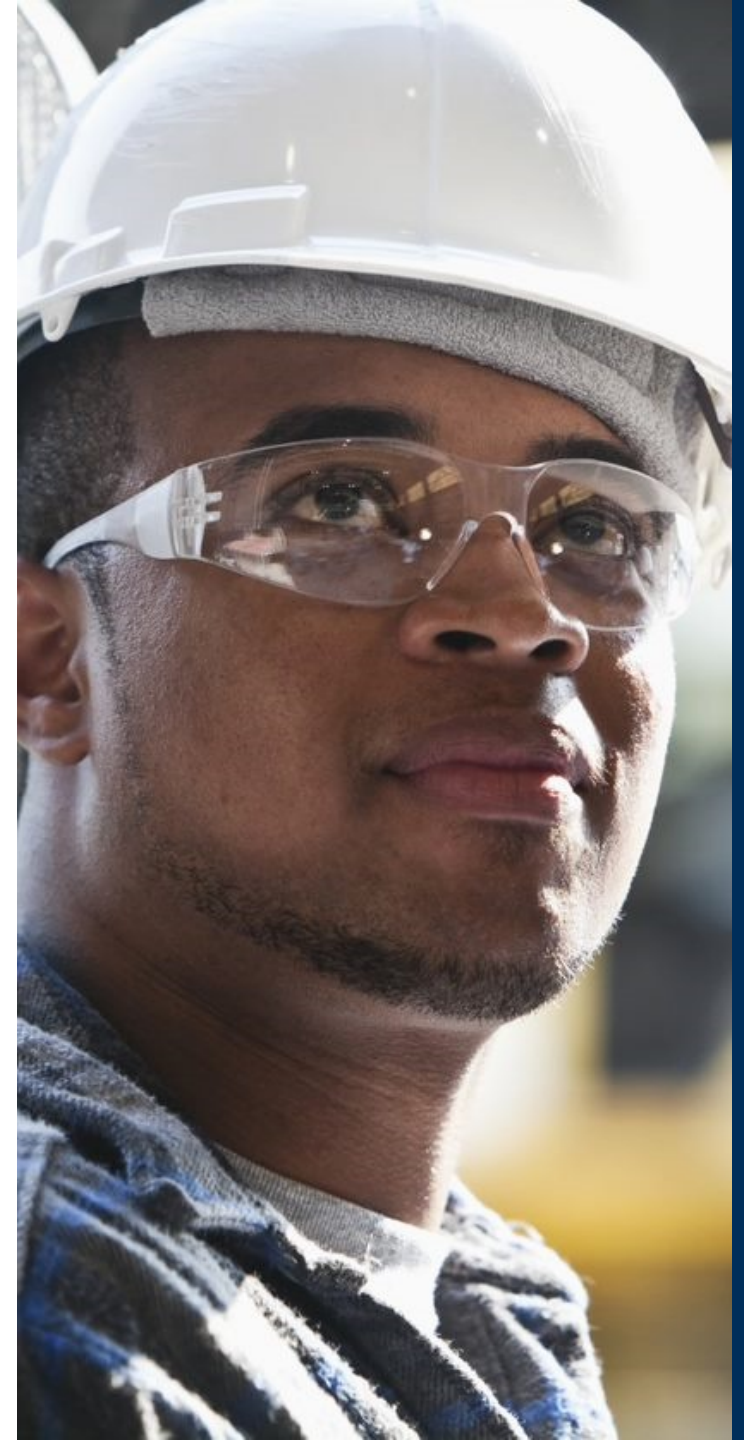
PEOPLE CRAVE DIRECTION & CERTAINTY



Help people understand what is expected of them



Lead by example



# SHOW ACTIVE CARE

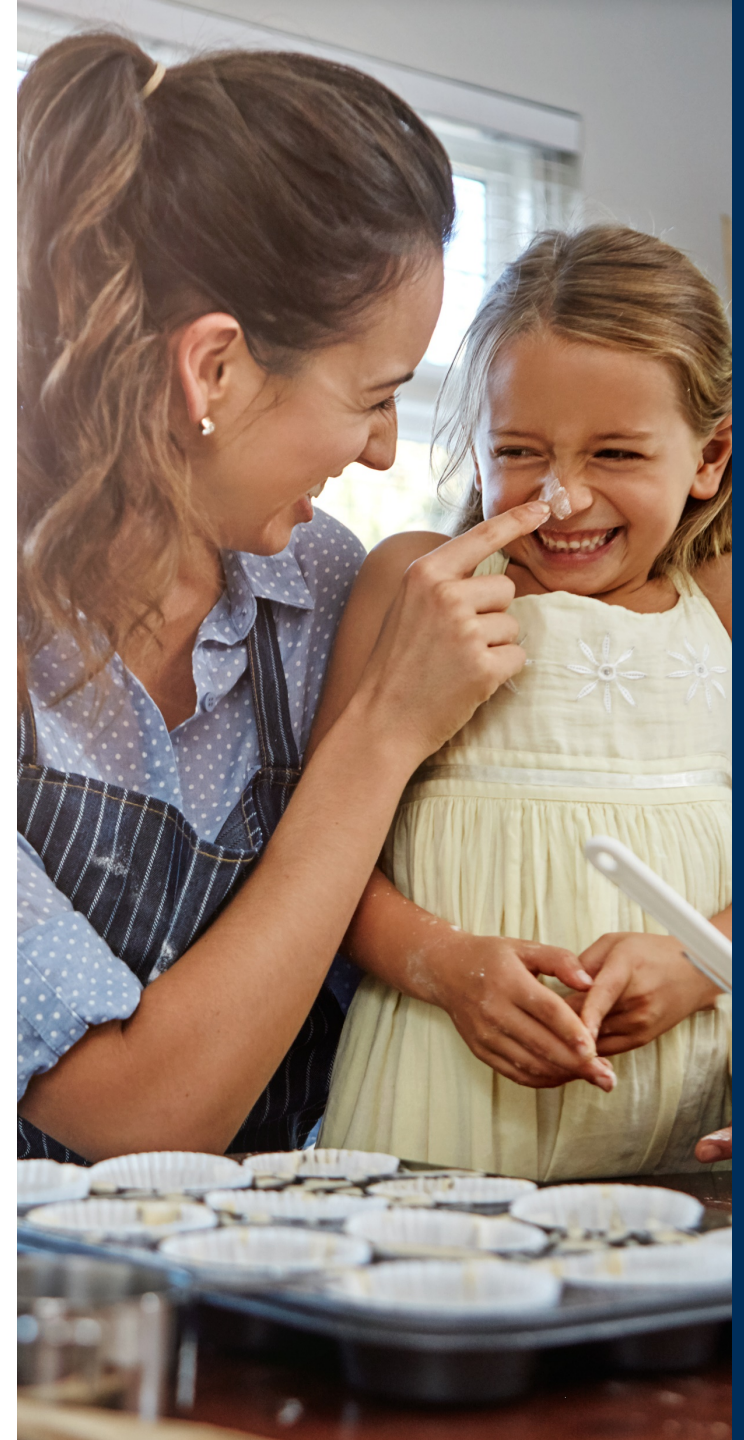
PEOPLE WANT TO KNOW WHERE THEY BELONG



Get to know your people and what is important to them



Create opportunities for team members

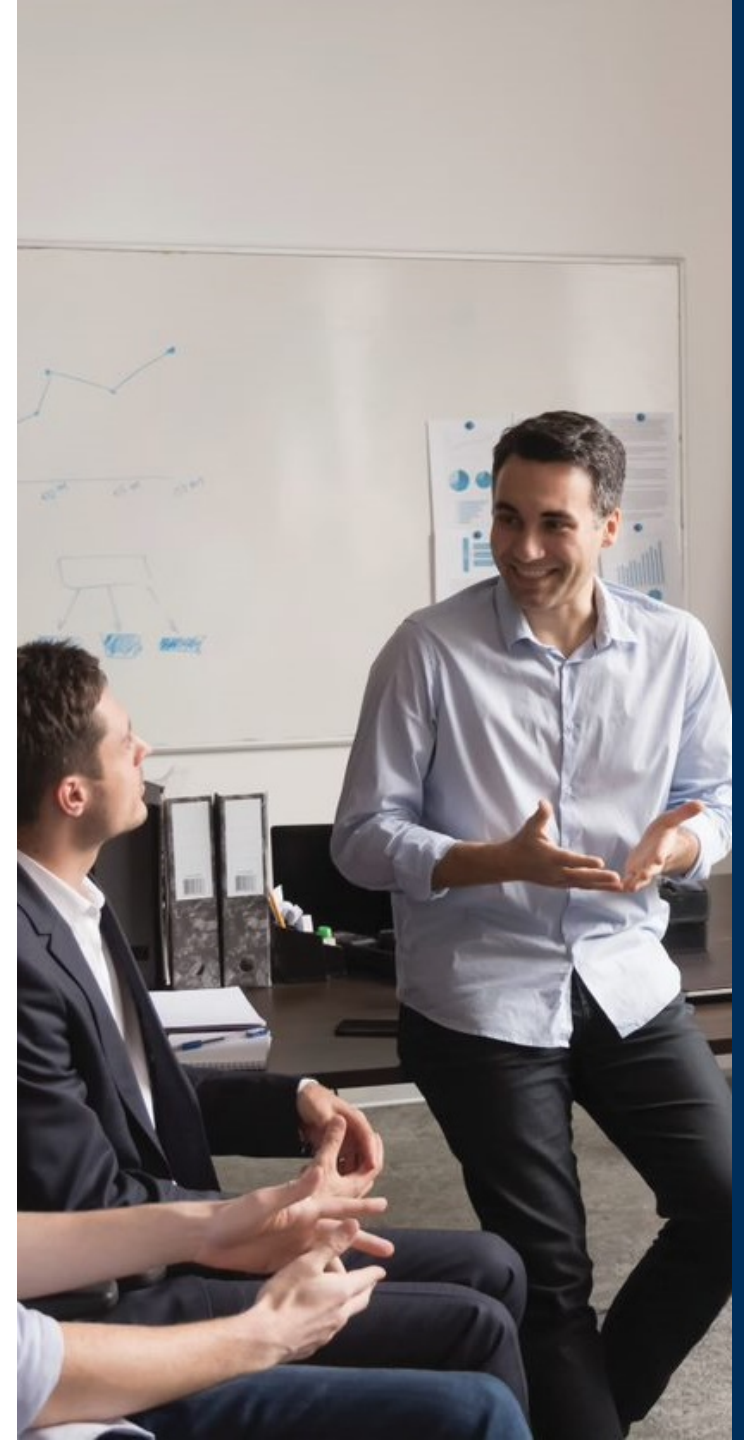


# SEEK TO UNDERSTAND

SEEK AND YOU SHALL FIND



Adopt a learning mindset, which blends humility and curiosity

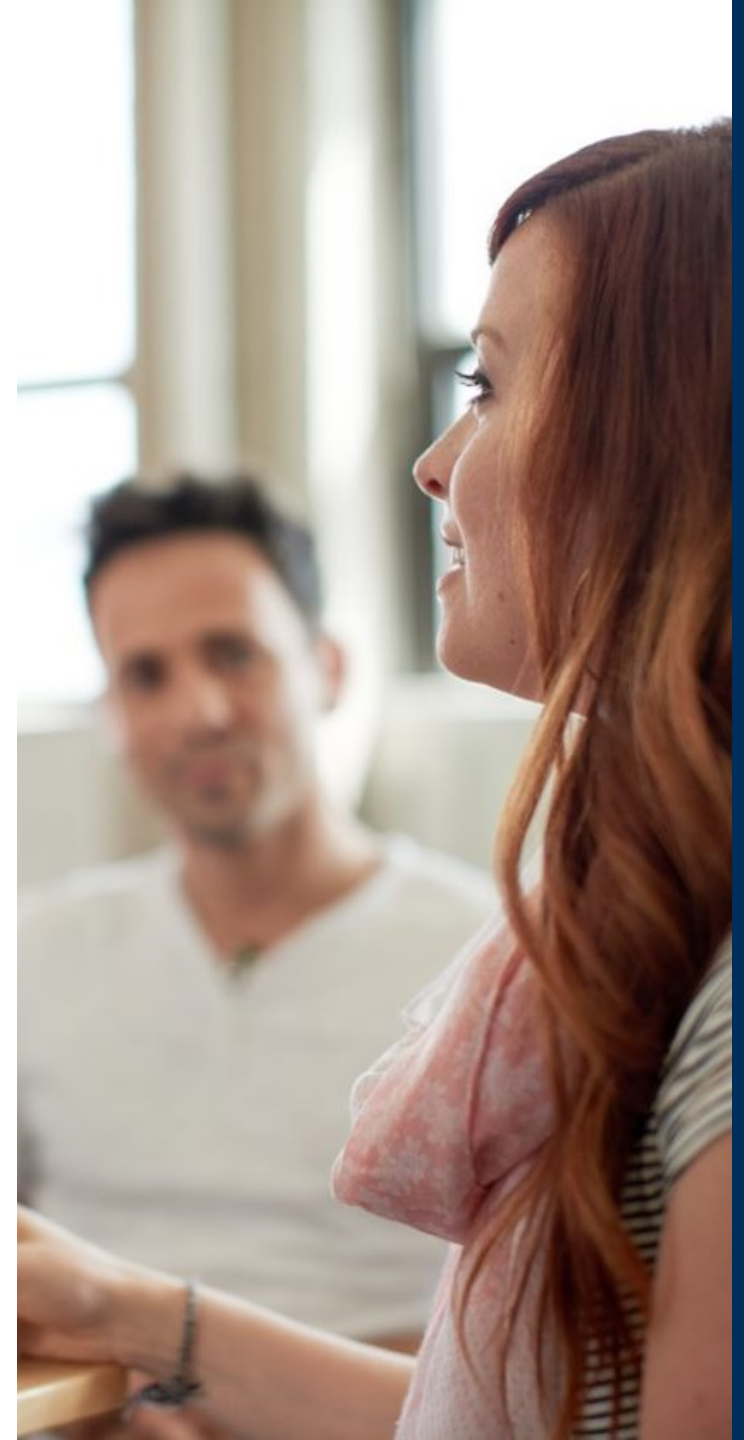


# GIVE PERMISSION TO PLAY

PEOPLE CRAVE INPUT



Where appropriate, include the team in discussions involving major decisions that impact them through a consultative process and remain open to feedback.



# DEVELOP HELPFUL FRAMES

HOW WE THINK, WE ARE



Help teams identify with helpful frames regarding their trust for each other and how raising concerns or owning mistakes helps us all.

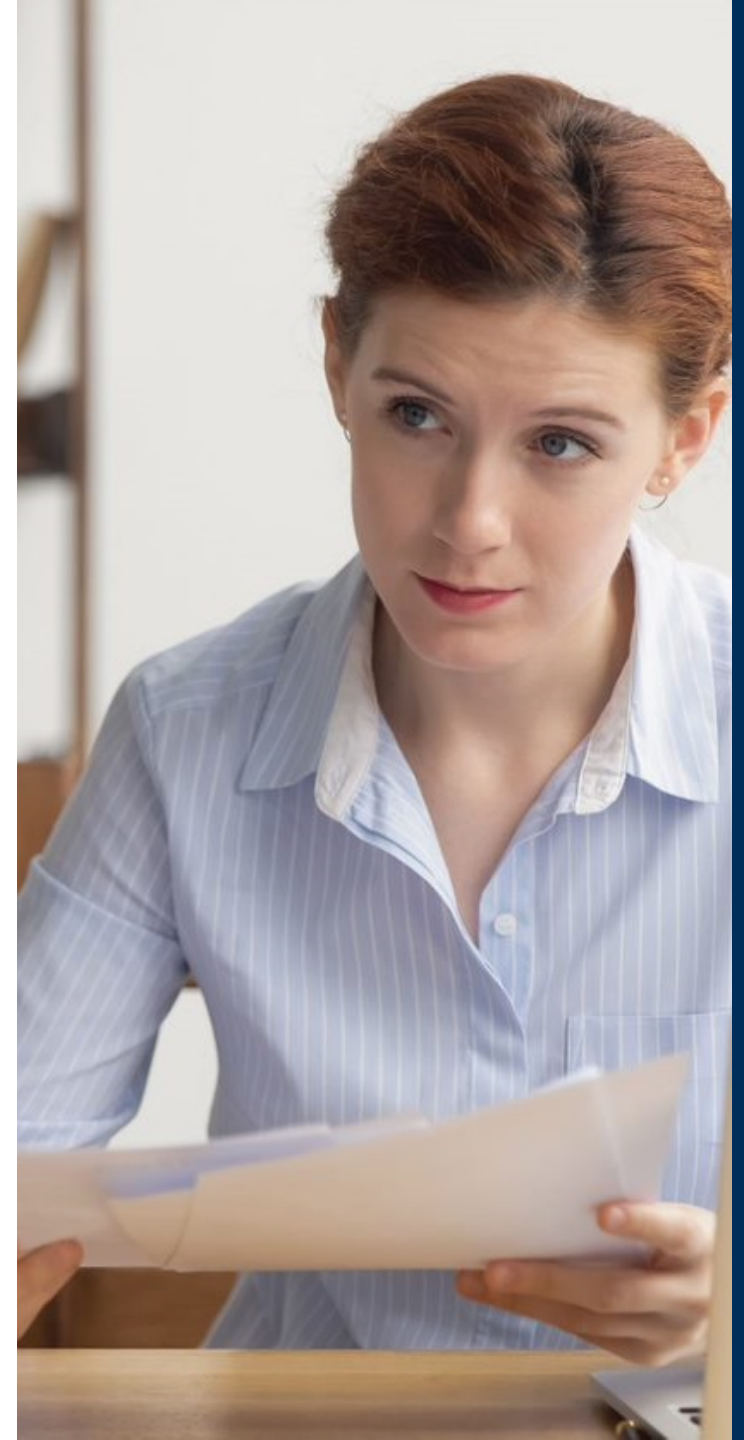


# EARLY. OFTEN. UGLY.

IT'S OK TO SPEAK UP



Where practical, people need to see that raising a concern or owning a mistake is OK (particularly if its captured before it leads to a bigger issue).





**Let's take a quick poll...**

# Q&A

Over to you



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Supporting resources

Program Overview:

- Defining the culture you want to see
- Creating a culture based on trust
- Leadership frames to support trust and psychological safety
- Inviting our people to think differently—having necessary conversations
- Hunting the good stuff
- Building a plan for cultural change



Express your interest

\*Offer valid until 11:59 am AEST on Friday 24 April, 2020. Minimum numbers apply.

JOIN US FOR OUR NEXT WEBINAR

# Driving a Positive Safety Culture

**Tuesday 28 April, 2020**

12pm AEST | 2pm NZST

## Session Outcomes

- Explore insights from a global research study of 21,711 participants across industry
- Understand the risks of a Public Compliance culture and its impact on safety performance and discretionary effort
- Discover a practical roadmap for setting your next cultural transformation project up for success

Register at [sentis.com.au/online-events](https://sentis.com.au/online-events)

JOIN US FOR OUR NEXT WEBINAR

# Leading Through Crisis: How to Have Supportive Conversations

Wednesday 6 May, 2020

12pm AEST | 2pm NZST

## Session Outcomes

- Recognise the difference between team members who thrive or survive during stress and crisis
- Understand the dos and don'ts of supportive conversations
- Learn practical tools for effective conversations that guide team members towards support

Register at [sentis.com.au/online-events](https://sentis.com.au/online-events)

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