Breaking The Trust Barrier: How Leaders Close T...

Partisan differences also show up in the levels of trust extended toward various kinds of leaders, including the military, religious leaders and business leaders (groups toward whom Republicans are more favorable than Democrats) as well as scientists, public school principals, college professors and journalists (groups that generally enjoy more confidence among Democrats than among Republicans). As I've studied those in my network, as well as partners, employees, and fellow company leaders who have the ability to knock down trust barriers, I've discovered some common traits. Here are the seven characteristics of people who expertly destroy trust barriers: Do you exhibit any of these characteristics? Take a hard look at yourself and the way you approach your business, and be honest with yourself. Truly, these seven traits are what set successful leaders apart from those who stay trapped behind trust barriers. Despite record-breaking numbers of women elected to public office in 2018 and increasing public attention around gender equality in Hollywood, women remain underrepresented in senior leadership roles across industries. Unless you hired people for the wrong reasons (another poor leadership behavior) you hired your employees because they are smart, capable people who have the right skills to do their work. Trust them to do it! If an employee gives you a reason to not trust them, have a conversation and try to get things back on track. Trust goes both ways; the more trust you put in your employees, the more they will trust your guidance. Studies that have looked at the racial differences in patient trust have correlated it with the effectiveness of the communication behaviors of the physician. Trust in minority patients, particularly in the Black community, has been associated with patient satisfaction, treatment adherence, continuity of care and improved health.7 Therefore, breaking down barriers to care simply starts with building trust.

During Barton's era, many women attempted to advocate for an increase in women's rights. While Barton was definitely a supporter of these efforts, she didn't stop there. Barton led by example, forcing her way onto the battlefield and into the political sphere of influence, proving to men that women were fully able to take on tasks previously considered suitable only for men. Through her perseverance, Barton ultimately received support and approval at all levels of the male-dominated American society, up to and including the most powerful man in the country, the President of the United States. When Barton first appeared

on Civil War battlefields to help wounded soldiers, her assistance was declined for no woman had ever appeared directly on the field of battle, in camps, or even field hospitals. As was her nature, Barton persisted, eventually gaining the trust of the military officials, and ultimately helping to coordinate the receipt of supplies from around the country. As Barton moved beyond nursing soldiers on the battlefield, she began to assist families in searching for missing soldiers. President Abraham Lincoln was so impressed by Barton and this effort that he personally authorized her to begin a letter-writing campaign through the official Office of Correspondence to continue this noble search. When the American Red Cross was formally established Barton was the only choice to be its leader, a function she performed for more than 20 years. This position of leadership and authority of a national organization was unprecedented for an American woman, long before Jeannette Rankin became the first woman elected to Congress (1916), Kate Gleason became the first female president of a national bank (1917), Amelia Earhart became the first woman to fly solo across the Atlantic Ocean (1932), or Letitia Pate Whitehead became the first director of a major corporation (Coca-Cola, 1934). Barton paved the way for female leadership in American institutions, charging forward against all odds to ultimately obtain the tacit acknowledgment of the ruling males in the country that, indeed, a woman can and should be allowed positions of leadership. Barton's impact on the male perception of women as legitimate leaders and figures of authority is yet another part of Barton's amazing legacy. Knowing that trust within an organization translates directly into better financial performance should be enough of a reason to start paying more attention to how much your employees trust you. Building a meaningful relationship with your teammates is a key factor in the success of any business. Trust is powerful, and leaders should work hard to earn and keep it. Feedback is an opportunity to learn where you can continue to develop but is also a way to hear what your team does appreciate about your leadership. Set up your feedback mechanism to allow this and make sure to respond positively to whatever feedback you receive, it can take a lot of trust for employees to offer feedback in this way. The environment for leaders is just getting more complex. Developing emotional intelligence and staying close to your values is helpful when everything else is changing fast. And, just like athletes,

entertainers, CEOs, and other top performers, ongoing support from highly experienced coaches can help you adapt and take on whatever the next challenge is. For those times, everybody can benefit from having someone in their corner. How does lack of trust affect the workplace culture? The experts at Forbes compare it to a virus that can make everyone act sick and dysfunctional. The problem often starts with company leadership and can negatively affect aspects of the organization such as values, attitudes and personalities. According to the Society for Human Resource Management writers, company executives often only focus on revenues and pleasing the CEO. Actions that lead to a lack of trust include breaking promises, withholding crucial information and micromanaging. Commitments to employees and long-term values are pushed aside, and staff members feel let down, insulted, and concerned about job security. Employees need to be given more leeway and the ability to make their own decisions because enforcing strict compliance to rigid rules (other than for safety reasons) can be suffocating and counterintuitive to innovation. The writers at About Leaders list the signs of a workplace that lacks trust: Employees are hesitant to share information, exhibit poor work performance, spread office gossip, show a lack of employee/employer eye contact, or experience a lack of motivation and participation in company events. Effective leaders can take charge by implementing new procedures to build a culture of trust, which they can initiate in a companywide meeting. These leaders can set up an open communications policy with no consequences for negative feedback. When employees feel encouraged to speak up, they can provide helpful insight and create positive changes and innovations. Leadership trust is reciprocal and created incrementally. To inspire trust from others, leaders need to also show trust in them. Over time these relationships build and maintain the trust that teams and organizations need to take action in a fast-paced world. But what does trust mean in the context of leadership? Trust is a complex concept, and it means different things to different people. Talking about trust and establishing shared definitions are key steps to address trust across a team or organization. A shared understanding and language to talk about the specific behaviors that affect trust can result in more productive conversations about team performance. Those conversations can even create stronger bonds between leaders and employees. When people at work don't trust each

other, it can make it hard for them to work together. Employees may be scared to speak up because they fear they might be ridiculed. When trust is low, it can stop people from being creative and making innovative decisions. To fix this, leaders and employees need to make sure they trust each other and respect each other's ideas. Rebuilding trust in the workplace requires active effort from both leaders and employees. Transparency and teamwork can be improved by ensuring everyone knows what is expected of them, with clearly defined goals. Additionally, consistency from leaders can also foster trust. As a leader, you can turn your team around by modeling behavior that begins building trust in the workplace. People unconsciously follow behavior modeled by leaders, bosses and even administration. If leaders allow a behavior to persist, they are unconsciously saying to their team that this behavior is acceptable. · Number one trust building behaviour in organisations is asking for help. Is it encouraged in your organisation, is it explicitly valued? Or is there a culture of blaming, shaming, and a lack of visibility of leaders? There are 7 behaviours in building courageous leadership. It's worth discussing these next time you begin a project or need to build trust. And, instead of saying "We have a trust issue" you can use these 7 behaviours to get more granular. Year round we host live, virtual events with globally-recognised speakers who understand what it takes to become a great leader. Check out what leadership experts have taught our Leadership Pass delegates about team building, finding your areas of working genius, building trust, and becoming a future-ready leader. Randy Conley is the V.P. of Client Services and Trust Practice Leader at The Ken Blanchard Companies and his LeaderChat posts normally appear the fourth or last Thursday of every month. For more insights on trust and leadership, visit Randy at his Leading with Trust blog or follow him on Twitter @RandyConley. As described above, significant state activity during the past several years demonstrates that fair chance licensing reforms have the potential to expand to additional states and be incorporated into federal law if campaigns have strong leadership and receive adequate support. Many of the more than 20 state laws adopted in recent years incorporated some of the substantive and procedural recommendations described above. But even in states that have taken steps toward licensing reform, barriers persist, and further changes remain necessary to expand improvements to all occupations, close

loopholes, or adopt more comprehensive fair chance licensing schemes.

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