



Mu Sigma

## The Importance of Trust on Teams

*And how you can build it*

**Do The Math**

**Chicago, IL**

**Bangalore, India**

**[www.mu-sigma.com](http://www.mu-sigma.com)**

27<sup>th</sup> Aug '20



## | Agenda

Why build great teams?

How to build a great team and the 5-Dysfunctions?

The First Disfunction – Trust and Vulnerable Trust – What it looks like and what its absence looks like

Case Studies – Volkawagon, Google Aristotle, MIT – High Performance Study

Curing the lack of Trust – Tools and Techniques

Do you care enough about your team?

How long will it take? And how much work will it take?

Conclusion

## | Why Build Great teams



Great team's can sustain great effort



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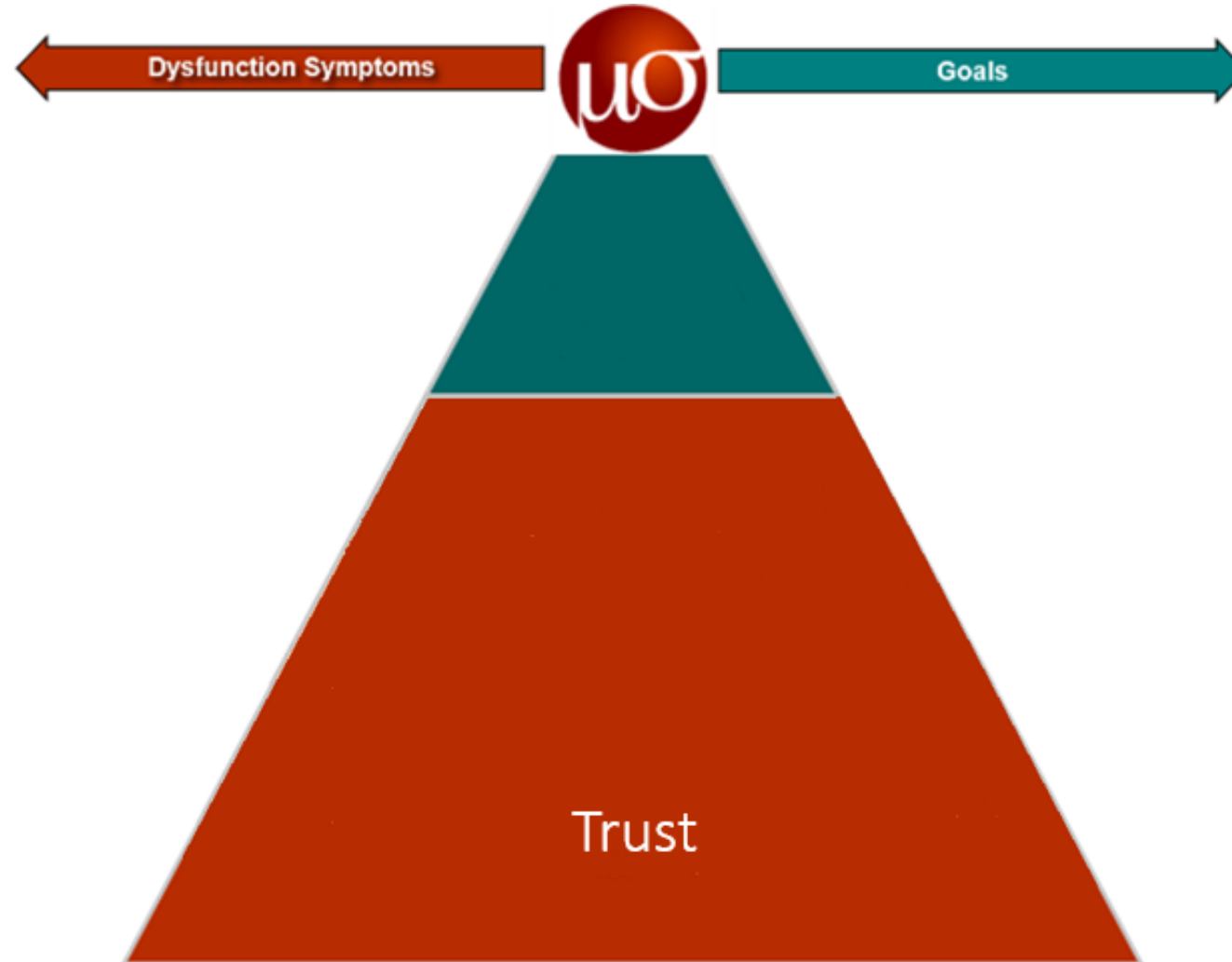
# The Importance of Trust on Teams



Saurabh Madan



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**First dysfunction of a team is**

**Absence of Trust**





**“The whole is greater than the sum of the parts” - Aristotle**



What makes a perfect team?

Google

Project Aristotle

2 years

180 teams

37,000 employees

The answer?

psychological safety



## Psychological Safety or Vulnerable Trust lies at the heart of a functioning, cohesive team

- ▶ In the context of building a team, trust is the confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group
- ▶ Teammates must get comfortable being vulnerable with one another
- ▶ Being vulnerable includes willingness to show weakness or skill deficiencies to teammates, admitting mistakes and requesting help without apprehension

## How do the members behave?

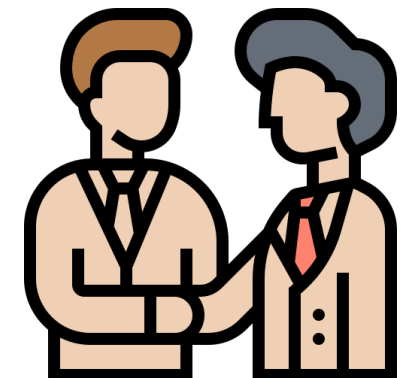
### Members of teams with absence of trust:

- ▶ Conceal their weaknesses and mistakes from one another
- ▶ Hesitate to ask for help or provide constructive feedback
- ▶ Hesitate to offer help outside their own areas of responsibility
- ▶ Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- ▶ Fail to recognize and tap into one another's skills and experiences
- ▶ Hold grudges
- ▶ Dread meetings and find reasons to avoid spending time together



### Members of trusting teams:

- ▶ Admit weaknesses and mistakes and ask for help
- ▶ Accept questions and input about their areas of responsibility
- ▶ Give one another the benefit of the doubt before arriving at a negative conclusion
- ▶ Take risks in offering feedback and assistance
- ▶ Appreciate and tap into one another's skills and experiences
- ▶ Focus time and energy on important issues, not politics
- ▶ Offer and accept apologies without hesitation
- ▶ Look forward to meetings and other opportunities to work as a group





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### **Case Studies – Volkswagen**

Curing the lack of Trust – Tools and Techniques

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# The 30-Billion Dollar Buy-Back





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**\$17 Billion This quarter**







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## How does a team go about building trust?

- ▶ **Personal History Exercise:** This is meant to help people have greater empathy and understanding for each other and also help avoid unfair and inaccurate behavioural attributions. For detailed information, open this-> 
- ▶ **Team Effectiveness Exercise:** Each team member identifies the single most important contribution and one improvement area of other team members. For detailed information, open this-> 
- ▶ **Personality and Behavioral Preference Profiles:** These help break down barriers by allowing people to better understand and empathize with one another. To take the Myers Briggs Type Indicator (MBTI), click [here](#)
- ▶ **360 Feedback:** The key to making a 360-degree program work, is divorcing it entirely from compensation and formal performance evaluation. Rather, it should be used as a developmental tool, one that allows employees to identify strengths and weaknesses without any repercussions. For more information, click [here](#)



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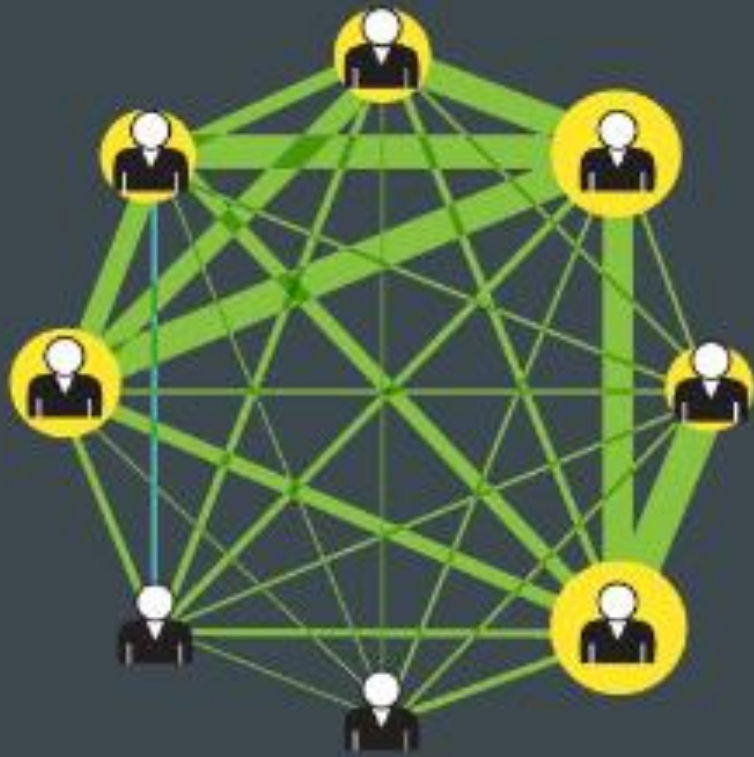
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# Charismatic Communicators



**Poorly Performing Team**



**High-Performing Team**



## Conclusion

- ▶ Teamwork ultimately comes down to practicing a small set of principles over a long period of time
- ▶ Success is not a matter of mastering subtle, sophisticated theory, but rather of embracing common sense with uncommon levels of discipline and persistence
- ▶ Ironically, teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make trust, conflict, commitment, accountability, and a focus on results so elusive

So, do you care enough?

## The ROI of Trust

Developing a culture of trust across your organization, team by team, increases peoples' productivity and energy levels, improves collaboration, and cultivates greater engagement and well-being.

Engagement:	↑	76%
Productivity:	↑	50%
Burnout:	↓	40%
Stress:	↓	74%

Trust Factor: The Science of Creating High-Performance Companies. P.J Zak. (AMACOM, 2017)