

CULTURE



How did I
create this?



What is mine
to own?
What isn't
mine to own?



What problem
needs to be
solved?



What options
are available to
solve this
problem?



What actions do I
need to take?
(who can help?)



What is the
learning?
(learning is winning)

LINE OF ACCOUNTABILITY, RESPONSIBILITY, SELF-AWARENESS



Who/what can
I blame?



Who/what can
I criticize or
complain
about?



How can I be
superior to
everyone else?



Who is going to
save me – who
is going to fix
this?



How am I a victim
– who's fault is it?



Integrity

2005 Most Frequently Looked-Up Word

- Originally a construction term
- “wholeness, stability, reliability” of a building



<https://www.youtube.com/watch?v=QNYqV7ySDrY>



“Widespread distrust in a society imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay.”

Francis Fukuyama

Organizational Trust Assessment

Directions: Using a 1 through 4 scale, rate each statement by considering how frequently your organization displays the ability described. There are no right or wrong answers. Try not to spend too much time on any one statement.

Almost Never	Rarely	Often	Almost Always
1	2	3	4

1.	We keep promises and honor commitments.	1	2	3	4
2.	We acknowledge and apologize for mistakes.	1	2	3	4
3.	We are loyal to the absent.	1	2	3	4
4.	We seek to understand each others' needs and concerns.	1	2	3	4
5.	We say what we feel in a way that shows respect for others' opinions.	1	2	3	4
6.	We seek constructive feedback.	1	2	3	4
7.	We are open and honest with information.	1	2	3	4
8.	We involve people in decisions that affect them.	1	2	3	4
9.	We encourage others to openly contribute ideas and opinions.	1	2	3	4
10.	We give credit where credit is due.	1	2	3	4
11.	We share decision making with team members and support the collective decisions.	1	2	3	4
12.	We view mistakes as learning opportunities.	1	2	3	4
13.	We act on information only after hearing and understanding all the facts.	1	2	3	4
14.	Our actions are consistent with our words regardless of the person or our stress level.	1	2	3	4
15.	We communicate clear expectations.	1	2	3	4
16.	We honor confidential and sensitive information.	1	2	3	4
17.	We make eye contact and address one another by name.	1	2	3	4
18.	We promote our team's reputation with others.	1	2	3	4
19.	We are fully present and listen to understand.	1	2	3	4
20.	We stay curious and assume good intent.	1	2	3	4

Organizational Trust Assessment,
page 9

Rate how frequently you
observe these behaviors at
H&W

Personal Trust Assessment

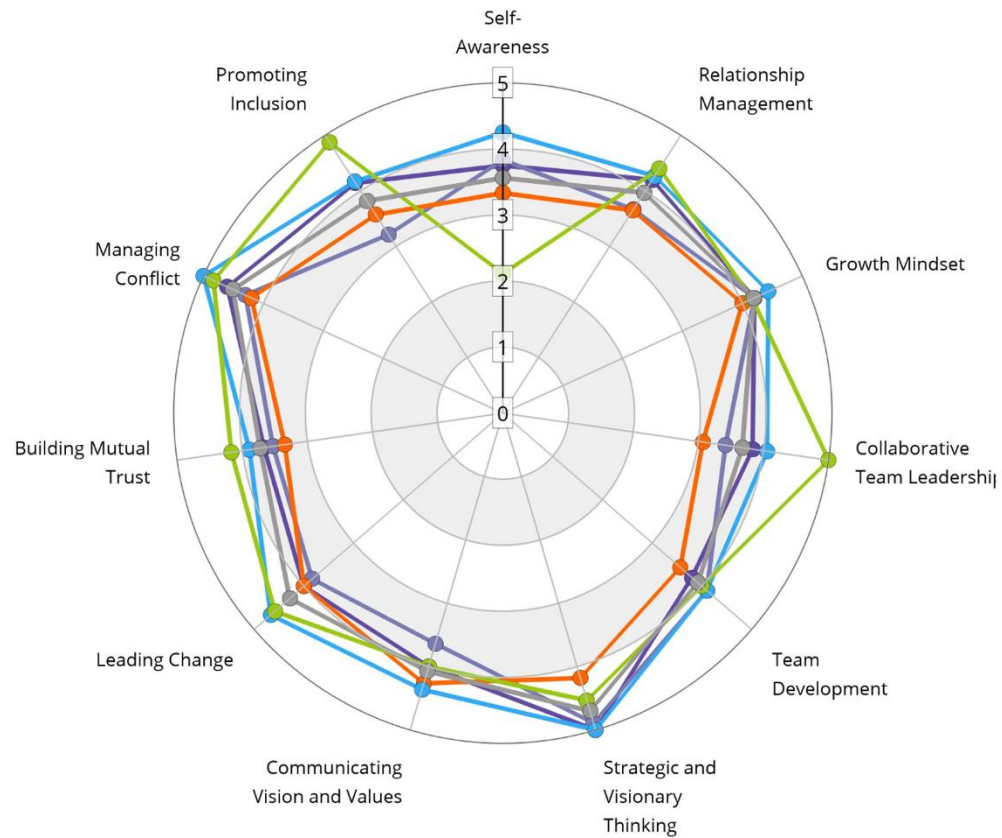
Directions: Using a 1 through 4 scale, rate each statement by considering how frequently you display the ability described. There are no right or wrong answers. Try not to spend too much time on any one statement.

Almost Never	Rarely	Often	Almost Always
1	2	3	4

1.	I keep promises and honor commitments.	1	2	3	4
2.	I acknowledge and apologize for mistakes.	1	2	3	4
3.	I am loyal to the absent.	1	2	3	4
4.	I seek to understand others' needs and concerns.	1	2	3	4
5.	I say what I feel in a way that shows respect for others' opinions.	1	2	3	4
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Personal Trust Assessment, page 10

Rate how frequently you
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H&W



Review Building Mutual Trust and Relationship Management

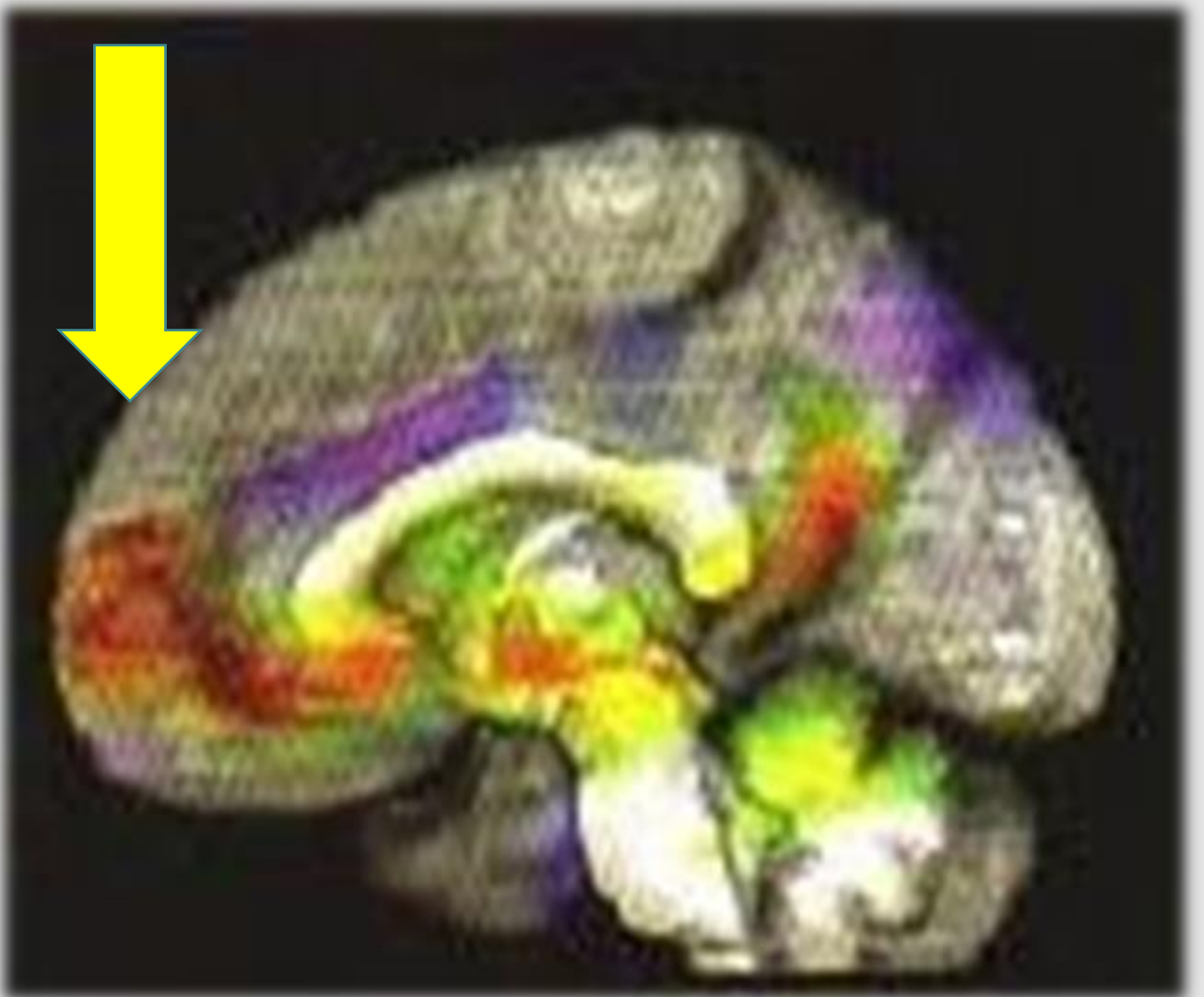
What do you notice?

How does your rating compare with the other rater groups?

How do the comments inform actions you can take to build greater trust?

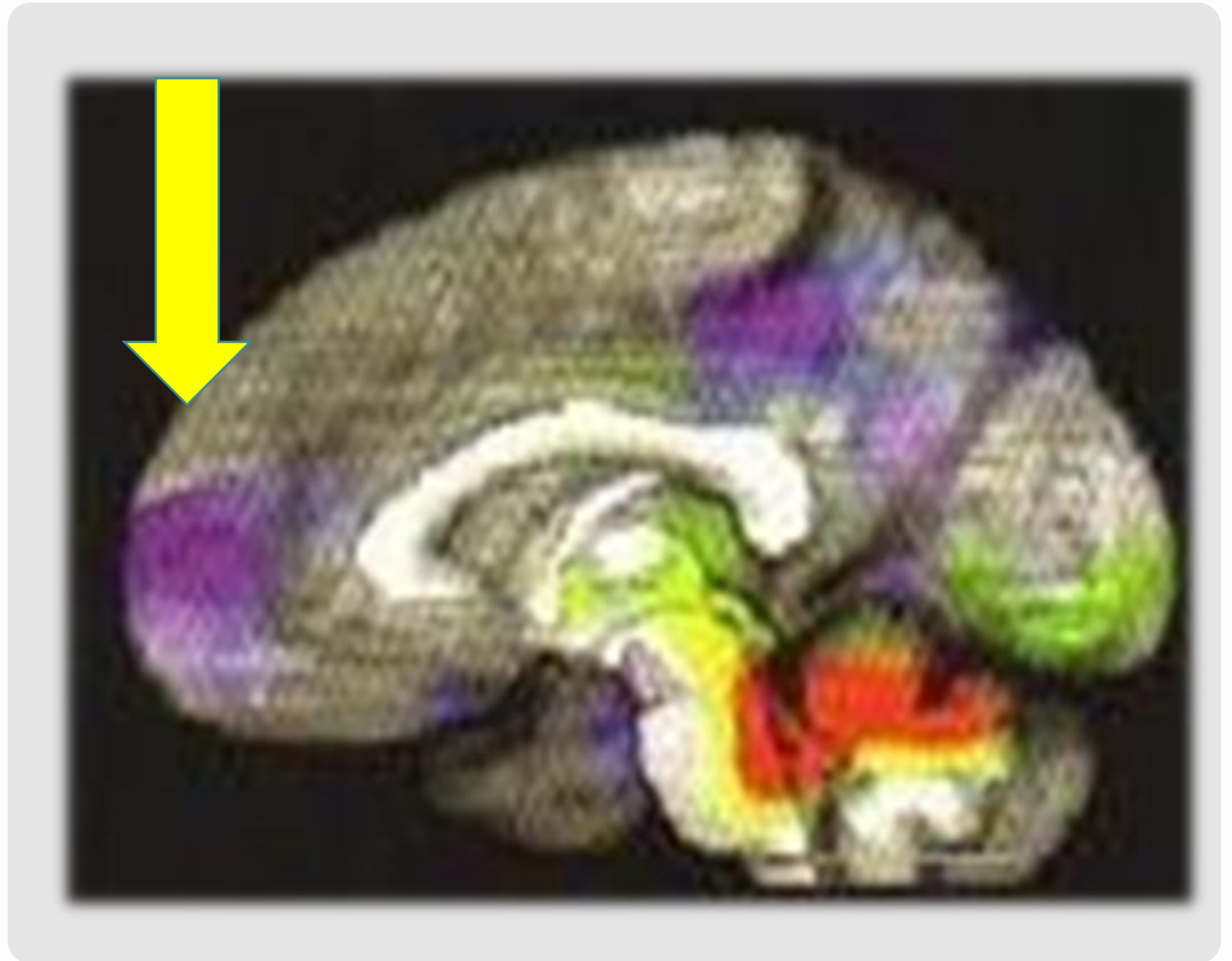
Brain on Trust

- Best self
- Willpower
- Perspective taking
- Flexible and fluid
- Curious and open
- Creative and innovative
- Focus and energy



Brain on Threat

- Defensive
- Has to be right
- Reactive
- Compromised health
- Stuck (either/or)
- Protective of self
- Tunnel vision
- Missed opportunities





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CLARITY:

What do you want the delegate to do?

What does "done" look like?

What is the "why" of this delegation?





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LEVEL:

Consider the nature of the task and the skill/experience of the delegate.

1. **Do as I say**
2. **Research and report**
3. **Research and recommend**
4. **Decide and inform**
5. **Decide and act**

Do exactly as I have asked.

Research the delegation and report findings.

Research the delegation and make a recommendation

Do the research, make a decision, and inform me on what you decided.

Make whatever decision you think is best with no need to report back.

CLEAR



Unforgettable Leadership. Unforgettable Results.



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EXPECTATIONS:

What are any essential, non-negotiable requirements or expectations you have?
(cost, expectations, stakeholders, etc.)



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ACCOUNTABILITY:

What is the timeline?

How would you like to hold each other accountable?

When are the deadlines and check-in points?

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RESULTS:

Did you get the results you wanted? What could you improve for next time?

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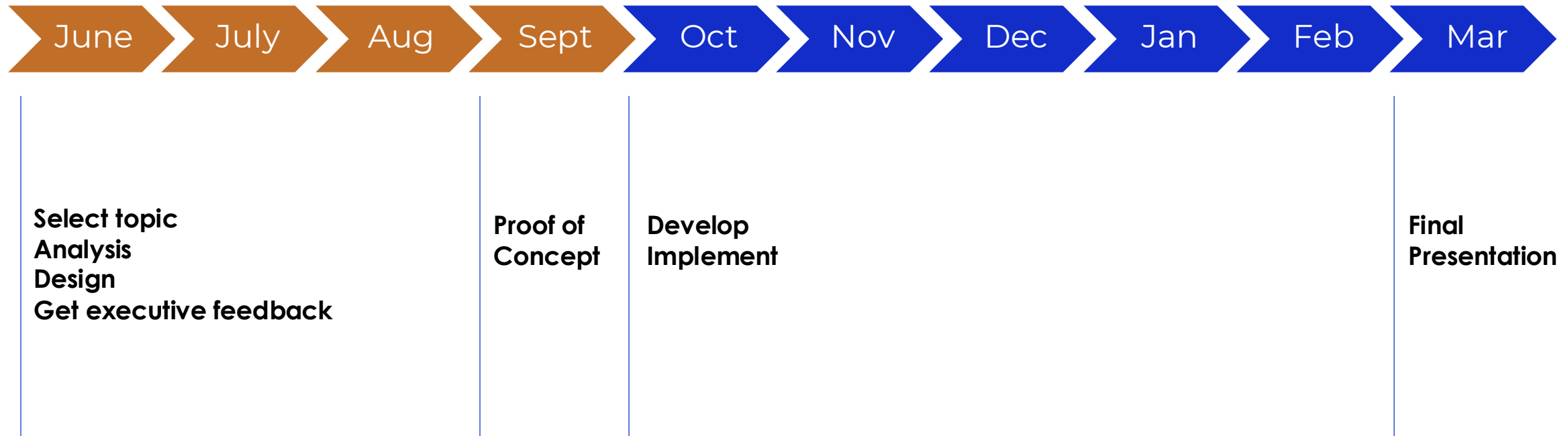


Unforgettable Leadership. Unforgettable Results.



LEAD Project

LEAD Project Timeline



CULTURE