

# FOSTERING A CULTURE OF TRUST AND CONTINUOUS IMPROVEMENT: THE SENIOR LEADER'S ROLE, PART 2

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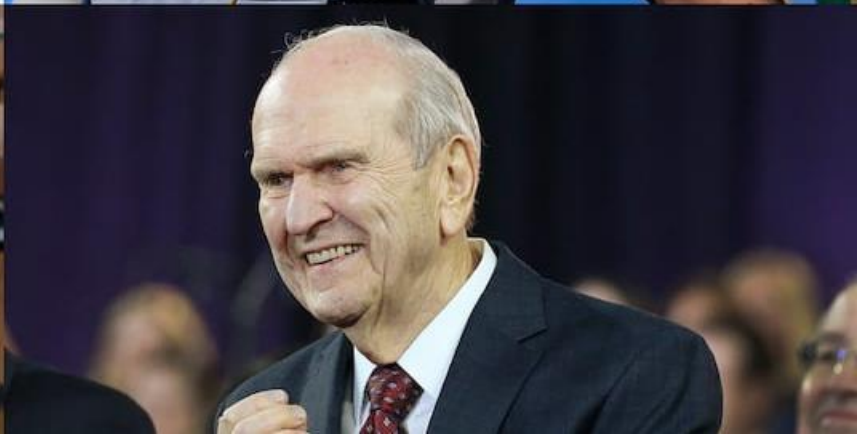
Summary and Core Takeaways

A wide-angle landscape photograph showing a city nestled in a valley. In the foreground, there is a field of tall, green grass with some yellow wildflowers. The middle ground features a city with various buildings, including a large hospital complex on the left. In the background, a range of mountains stretches across the horizon, with some peaks covered in snow. The sky is blue with scattered white clouds.

# FOSTERING A CULTURE OF TRUST

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# THE CASE FOR TRUST

- According to a study in Harvard Business Review, people at high-trust companies report **74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, and 40% less burnout** than people at low-trust companies.



[How Our Brains Decide When to Trust \(hbr.org\)](https://hbr.org). Retrieved 9.19.2024

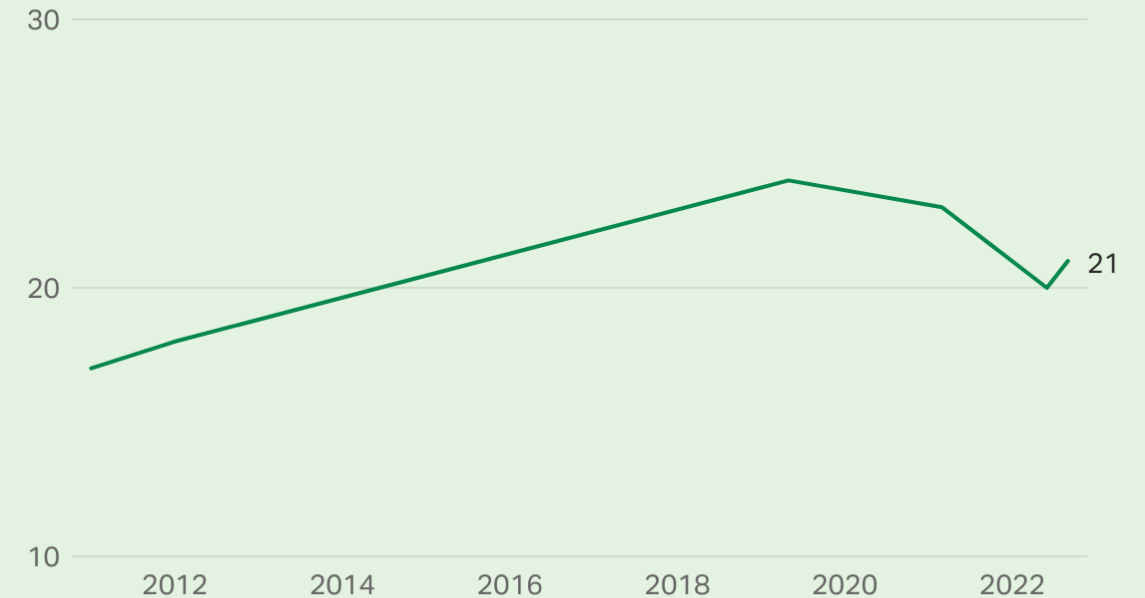
# A LACK OF TRUST IN ORGANIZATIONS

- As of 2022 only 21% of US employees strongly agree that they trust the leadership of their organizations
- Marks a noteworthy decline from a peak of 24% in 2019
- Trust begins to build when employees feel inspired by senior leaders and see strategic actions leading to business success. With a lack of it, trust evaporates and engagement reaches all new historic lows.

## Employee Trust in Organizational Leadership

I trust the leadership of this organization.

— % Strongly agree



GALLUP®

[Why Trust in Leaders Is Faltering and How to Gain It Back \(gallup.com\)](#)

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# A TRIFECTA OF TRUST IN LEADERS

## GALLUP EXAMPLE



- **Trusted Leaders Communicate Clearly**  
Great leaders provide a clear vision for their people. They explain where the company is coming from and where it's going.
- **Trusted Leaders Inspire Confidence in the Future** I know where we're going; here is what we need to do to get us there, and here is where we are making progress.
- **Trusted Leaders Lead and Support Change**  
as leaders seek to build trust, they must first give their managers the tools to communicate: Articulate the vision, explain the why, answer questions, and help their people believe in the change.

[Why Trust in Leaders Is Faltering and How to Gain It Back \(gallup.com\)](https://www.gallup.com)

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# A TRIFECTA OF TRUST IN LEADERS REDUX

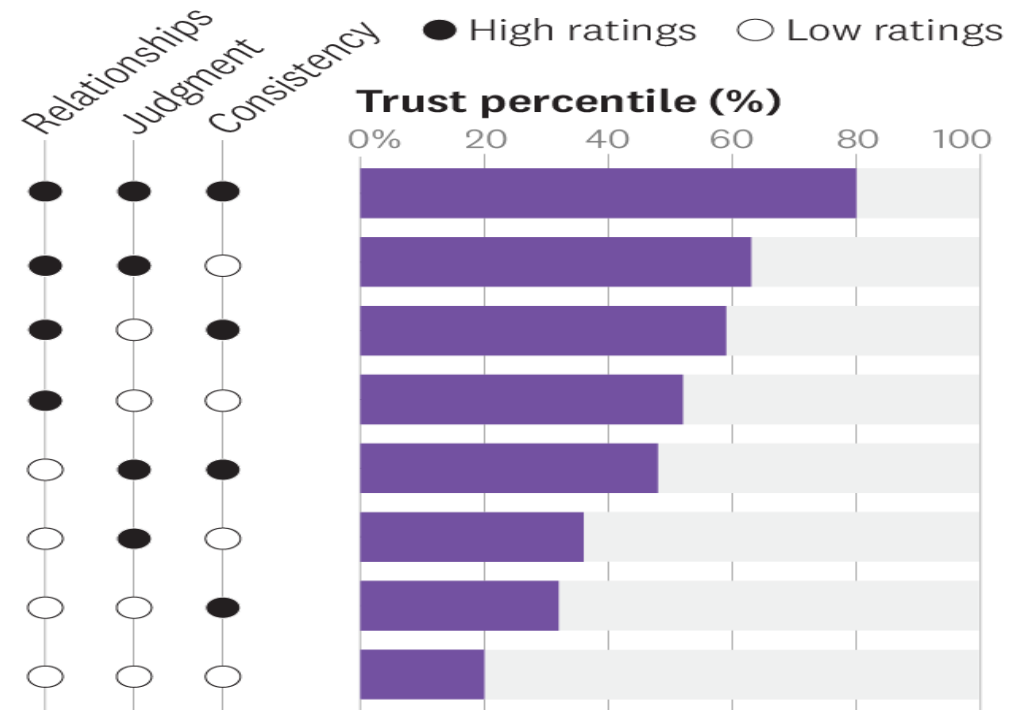
## HBR EXAMPLE

- **Positive Relationships.** Trust is in part based on the extent to which a leader is able to create positive relationships with other people and groups.
- **Good Judgement/Expertise.** Another factor in whether people trust a leader is the extent to which a leader is well-informed and knowledgeable. They must understand the technical aspects of the work as well as have a depth of experience.
- **Consistency.** The final element of trust is the extent to which leaders walk their talk and do what they say they will do.

## One Element of Trust Is More Important Than the Others

Relationships seem to matter more than judgment or consistency.

### Combinations of the three elements of trust



Source: Zenger Folkman

The 3 Elements of Trust (hbr.org) Retrieved 9.19.2024

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HBR

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# A SCENARIO AROUND TRUST

You manage a division of five hundred employees with a mix of various clinical roles. Your team is hardworking, productive with high patient outcomes. Yet you and your peers have been having a discussion about a possible organizational change that might take place in six months, which would have a significant impact on your division.

Employees would be shuffled around with new bosses and teammates. Some might be asked to move to new locations. This is about 60% likely to happen. How will you handle communication in this situation?

# WHICH WOULD YOU CHOOSE?

## Option A

Lean toward team stability. Keep quiet for now. Your team is in a groove. You don't know if the changes will happen. If you tell your employees, they are likely to panic and become distracted, leading to stress and wasted time. Some team members might decide to leave the group in search of stability. Why cause worry and distraction when so much is unknown and we don't even know if we are going ahead?

## Option B

Lean toward transparency. Tell them what you know. When you are up-front with your employees, it breeds trust. If you were in their shoes, you would want to know. You seek to treat employees like adults, leading them to behave like adults. Adults can handle (and deserve) the truth. Why wait and allow rumors or whispered half-truths to circulate?

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# SCENARIO DEBRIEF

Based on the earlier discussion around leadership behaviors that build trust where did your discussion take you? What did you consider?

What was your rationale?

Did option A or B create more trust with your team?

# KEY TAKEAWAYS

## Combining our Learning

- 1 Senior leaders should inspire and lead change efforts
- 2 Consistency and Clear vision are powerful enhancers of trust
- 3 All options being equal or with limited time foster and build relationships

# TAKING JOY AT WORK FROM ABSTRACTION TO PRACTICE

# WHAT WE'VE LEARNED TODAY

## JOY AT WORK RECAP

- Self-Assessment/Joy at Work
- Whole Person Health/Professional WB
- Culture/BetterU/Trust



joy in WORK



Adapted from the IHI Framework for Improving Joy in Work: Perlo J, Balik B, Swensen S, Kabacnel A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at [ihi.org](http://ihi.org))

# VISIONEERING THE JOY IN WORK CULTURE

Start by avoid the general or abstract on what you want to accomplish. Be specific and realistic

What matters to you? What is realistic for you, realistic for your leadership team? How can you create psychological safety for this discussion?

What are some of the of the “real world” challenges or system barriers that could prevent our work from taking place?

**Turn to a partner at your table and discuss your initial thoughts and barrier concerns.**

# PREPARE YOUR LEADERS

## SUBTITLE EXAMPLE

What is our vision around Joy in Work?

What does our BetterU survey/Engagement tell us?

Prepare to explain the Why this a priority now? How does it connect to other goals around WB at work? What gives us meaning to actually move culture forward?

What do we need do to get people to engage or believe in change?

Be prepared to Listen, Sort and Empower your results

**Turn to a partner at your table and discuss your initial thoughts**



# DON'T FORGET TO ROLE MODEL

## ROLE MODELING FOSTERS AND BUILD RELATIONSHIPS

What behaviours do we need to role model with our staff?

Remember the three core components of Role Modelling.

- Be Transparent
- Be Authentic
- Be Reliable

What will your strategy be for you and your leaders to foster a relationship with those who you don't interact with directly?

# PREPARING FOR TEAMS AND INDIVIDUALS

Only about **three in 10 leaders and managers** say they have discussed with each team member how changes in their organization will affect them specifically. It's a two-way conversation that makes employees believe in their leadership, and that happens at the team level with the manager.

*Key driver in BetterU scores was managing change on an individual level to make an impact with staff*

How are we ensuring that these specific elements are incorporate into our work, how do we effectively take a large scale initiative to the local level in partnership with other leaders?

Are we having “**What Matters to You**” conversation at every level?  
How can the frontline help drive these results?

# COMMUNICATE AND IMPROVE

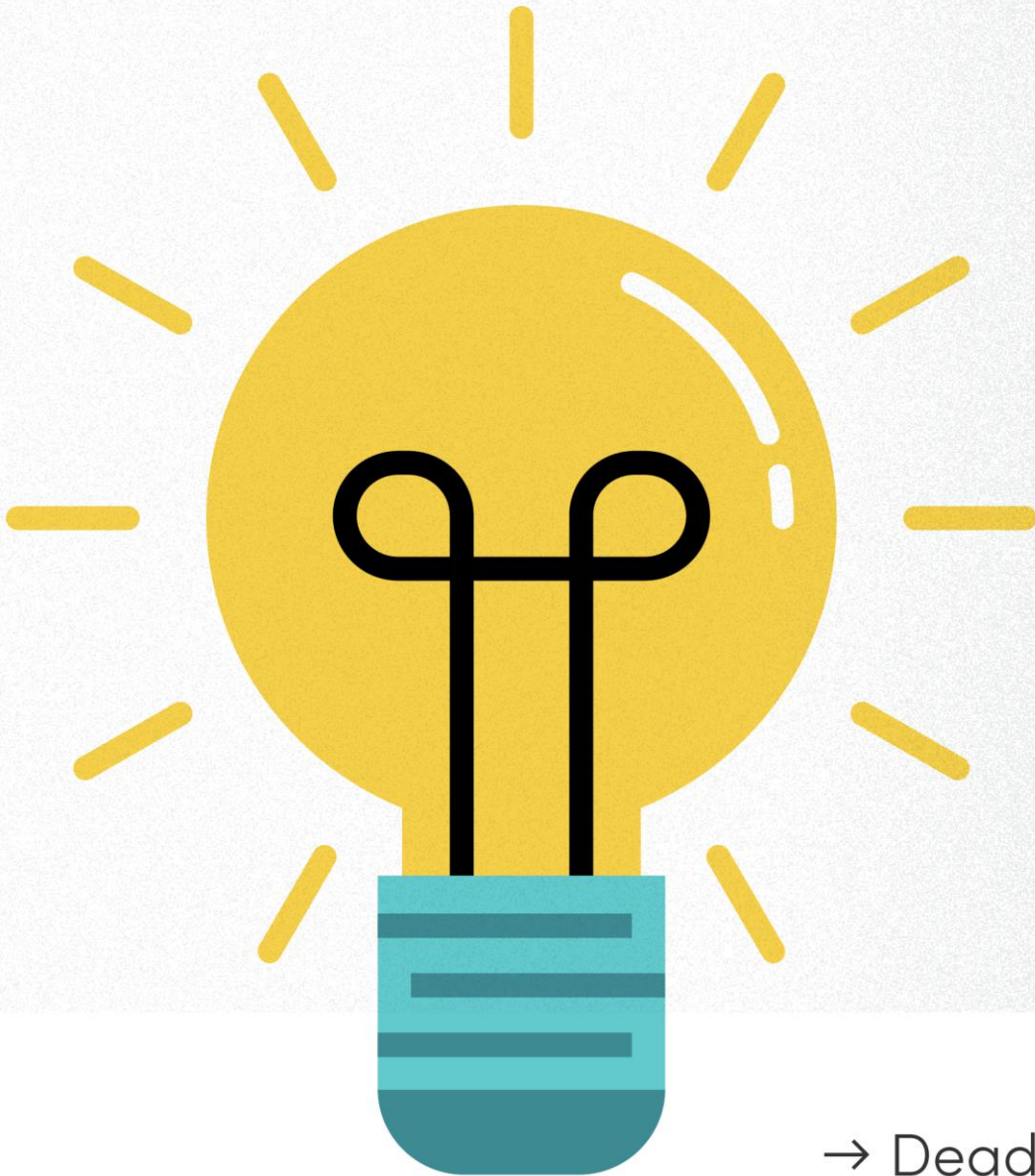
What is our ROI of success for Joy in Work?

How do we communicate and celebrate wins with our individuals/teams?

How do we ensure closed loop communication with the frontline?

Are we making sure to bring challenges back to the leaders/staff on your team?

What is our strategy to keep all levels included in Joy at Work on an ongoing basis



**joy** in WORK

**WANT TO BECOME A  
CATALYST FOR JOY ON  
YOUR TEAM?**



Submit an application to  
the **Joy in Work** Facilitator  
Training Program

→ Deadline: October 15, 2024





# THANK YOU

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