<u>Transcript for The Career Accelerator podcast, Episode #9: Tips to know, like and trust the people you work with</u>

Welcome to THE CAREER ACCELERATOR, the podcast where you will find tips and tools to deliver results through others.

Hello. In today's episode you will hear about how to know, like and trust the people you work with. I'm your host, coach Percy Cannon.

In our last episode we covered three of the lessons I have learned about leading teams. I talked about how subject-matter expertise is a necessary but not sufficient factor when choosing a member for your team.

I also mentioned how, as a leadership team coach, I continue to see people operating in silos. This dysfunctional behavior will be a subject of one or more future episodes.

The third lesson I shared was how important it is to seek team members who not only have the required subject-matter expertise, but who also show the ability and desire to work effectively with others. I referenced the three virtues that best-selling author Patrick Lencioni covers in his book "The Ideal Team Player": humble, hungry and people-smart.

For today's episode, I want to quote my friend Bob Burg, co-author of "The Go-Giver" book series, who follows what he calls "The Golden Rule of Business": "All things being equal, people will do business with, and refer business to, those people they know, like and trust." A variation of this rule also holds true for relationships within an organization: "People will assist, do things for, make things easier for, speed up the process for, and collaborate with those whom they know, like, and trust."

What happens when people are willing to assist you, do things for you, make things easier for you, speed the process for you and collaborate with you? They will help you deliver your results.

In this episode, I'm going to cover Know and Like as prerequisites of Trust. You may know and even like a person, but still not trust him or her. Conversely, you may find it hard to trust others at work if you don't know or like them.

Today I'll share four tips with you. The first one is about knowing and liking your coworkers, and the next three are about building trust:

1. Make it a priority to know and like your coworkers and vice versa. Show a genuine interest in the other person. Ask them questions, such as how they started their career, what they enjoy most from their job, and in what ways can you contribute to their work. Search for common interests. Look for the personal history that may have impacted your coworker early in his or her life. Listen more and talk less.
   With the broad availability of virtual communication technologies, you now have an additional channel to invest the time and energy into forging a positive relationship with those people

with whom you interact the most at work: your direct reports, your peers from other areas, and your boss, regardless of their physical location.

2. My next tip is to honor your word and be on time. Do what you say you will do, by the time you say you will do it. Develop a reputation for honoring your word and being on time for the big and little things. Not almost always, not often, not sometimes. Honor your word and be punctual 100% of the time. No excuses. And if for some reason you anticipate missing a deadline or commitment, let the other person know about it as soon as possible.
As basic as this may sound, I bet you know a few too many people whom you cannot trust complying with deadlines or being on time for meetings. They usually play the role of victim to some external variable outside their control.

I remember several years ago, while I was still inside the corporate world, I had an appointment with an executive coach. He was a few minutes late and blamed the traffic for it. However, as soon as he finished speaking, he immediately corrected himself and assumed full responsibility for his tardiness. He said he should have left home earlier to account for possible traffic delays. By owning his tardiness, he turned around what could have been a withdrawal from our Trust account, into a big deposit.

3. The third tip is: whatever you say about others, say it as if they were present. Think about it: how many times have you heard somebody gossiping about someone else? Would you trust this person to never say anything negative about you? Although this is one of those habits where the expression "easier said than done" applies fairly well, there are three ways you can work on this.

One indirect way is to remove yourself from conversations where people are talking negatively about an absent person. Otherwise, even if you didn't say a word, you could easily be considered as part of the group of gossipers.
Or you could be more direct and confront the person who is saying something negative about someone else. Ask them if they would say what they are saying if the other person were present. A final suggestion is to ask a close friend or coworker to alert you when you are about to say something you could later regret.

4. And the fourth tip is to show vulnerability-based trust. In his best-seller "The Five Dysfunctions of a Team", Patrick Lencioni shares a model, of the same name, which pinpoints five interconnected issues prevalent in teams:
First is the Absence of Trust between team members, which leads to the second dysfunction, a Fear of Conflict, where members are not capable of engaging in a passionate debate of ideas. This translates into a lack of commitment to the agreements reached. This third dysfunction results because issues may have not been discussed thoroughly enough, which takes us to the fourth dysfunction, avoidance of peer-to-peer accountability. Since the commitments may have not been clear, team members may hesitate to hold each other accountable when a deadline is missed, for example. This leads to the fifth dysfunction, inattention to the collective results of the team. Members may put their individual objectives ahead of the team's goals.

Returning to the first dysfunction, the Absence of Trust, Lencioni suggests addressing it by building what he calls "vulnerability-based trust": "…the confidence among team members that their peers' intentions are good, that there is no reason to be protective or careful around the group" and that "…teammates must get comfortable being vulnerable with one another. My personal experience, both as part of a Leadership Team and as a corporate team coach, is well aligned with Lencioni's remarks about trust.

I remember being part of a Leadership Team where several of the members and I were always protecting our backs. You had to be on high alert to defend yourself against direct or indirect attacks on you or your people. Have you experienced something similar? Not fun at all, right? And, certainly very dysfunctional.

As an executive coach, I typically encounter this Trust dysfunction when I use this model with leadership teams. To pinpoint the behaviors that could be hindering vulnerability-based trust within the team, I usually request them to run a root-cause analysis behind one or more of these potential issues:
- Do they apologize to each other?
- Are they genuine and unguarded with one another?
- Do they acknowledge their weaknesses and ask for help?

I then invite them to choose one issue they commit to work on and improve as a team.

Summarizing, today you heard four tips about how "People will assist, do things for, make things easier for, speed up the process for, and collaborate with those whom they know, like, and trust."

To reap these benefits, make it a priority to know and like your coworkers and vice versa. Also, build trust by always honoring your word, being on time, avoiding gossip and showing and building vulnerability-based trust with the people you interact-with the-most at work: your direct reports, your peers from other areas, and your boss.

I hope you enjoyed today's episode. In the next one, I will talk about how to maximize the business impact of your meetings.

If you like what you heard today, and depending on the platform you are using, let me ask you to please rate, subscribe or follow this podcast and share it with your coworkers and friends. Also, you can visit my website at www.cannon.consulting or, if available in this platform, use any of the links provided in the Details section to download the transcript of today's episode, access the resources mentioned today, ask questions, suggest topics of interest, request a free consultation call with me, and connect on LinkedIn.

This is coach Percy Cannon, working to **help you make the rest of your life…the best of your life®.**

Thank you for listening to THE CAREER ACCELERATOR, the podcast where corporate managers will find tips and tools to deliver results through others. Stay tuned for our next episode!

Percy's BIO

Percy provides corporate managers and leadership teams with customized coaching programs that help them develop the skills and capabilities needed to significantly increase their business results through others and accelerate their career growth.

Percy is an "alumnus" from three multinational corporations, Procter & Gamble, IBM & Microsoft, with whom he spent close to three decades.

Since 2011 he has been helping corporate executives, managers and employees **make the rest of their life…the best of their life®.**

Percy has worked in the United States and across several countries in Latin America as an Executive Coach, Leadership Team Consultant and Keynote Speaker, serving companies such as Microsoft, Procter & Gamble, Citibank, Tiffany & Avianca.

Percy is a Certified Professional Coach from Wainwright Global, Authorized Partner for "The Five Behaviors of a Cohesive Team" and "Everything DiSC" and certified as a "Go-Giver" speaker & coach.

He published his first book in 2012-13 in English (*The Business Apostolate: Insights to Define and Achieve Your Mission in Life*) and in Spanish (*El Negocio Más Grande de su Vida*).

Percy is a Consulting Partner with Grupo Azimuth and the Chapter Director for the COO Forum in Southeast Florida.

He has lived in 9 different cities and 5 countries, and speaks English, Spanish and Portuguese fluently.

Percy is married, has 3 children and 6 grandchildren, and is a passionate runner & reader.

He can be reached at percy@cannon.consulting.