Self-Awareness, Vulnerability, and Trust - Foundations of High Performing Teams
Self-Awareness, Vulnerability & Trust
- Foundations of a Cohesive Team

- Self-Awareness
- Lencioni’s Cohesive Team Model
- Vulnerability-Based Trust
The experience of one’s own individuality. How individual consciously knows and understands their own character, feelings, motives, and desires.

Wikipedia
Benefits of Self-Awareness

• makes us more proactive, boosts our acceptance, & encourages positive self-development (Sutton, 2016).

• allows us to see things from the perspective of others, practice self-control, and experience pride in ourselves and our work as well as general self-esteem (Silvia & O’Brien, 2004).

• leads to better decision-making (Ridley, Schutz, Glanz, & Weinstein, 1992).

• makes us better at our jobs, better communicators, enhances our self-confidence & job-related wellbeing (Sutton, Williams, & Allinson, 2015).
Move from "I am" to "I have"

These are different perspectives

- I am—personality traits, assumptions about the way the world works, behaviors, emotions that are attached to and cannot reflect on.

- I have—I’m not my feeling, emotions, past or beliefs, rather I have feeling, beliefs, emotions, etc. A self concept that we can detach from, look at, reflect upon, engage, and control.
What self-awareness practices do you have?
Ideas for Self-Awareness…

• Develop a reflective practice (ex. journal); Ask: Am I being congruent?
• Self-disclose
• Ask for feedback & receive it openly
• Be curious about yourself & practice mindfulness
  • Do you have your emotions, or do they have you?
  • Explore your fears & motivations
• Take assessments
• Admit & tend to your mistakes
• Understand your own values, beliefs, privilege & culture
A willingness to be completely vulnerable with one-another – to let down our guard, admit flaws & ask for help.

Patrick Lencioni
Trust Tendencies …

Game Instructions

- 1000 professionals surveyed
- Object: Guess the most common response
- Keep track of your points
Question 1

Think about a past team you were on that had low trust. What was the biggest problem this caused?

A. People hid mistakes.
B. People didn’t give one another the benefit of the doubt.
C. People were afraid to take risks.
D. People didn’t have straightforward conversations.
E. People didn’t help one another.
F. Communication was spotty and inefficient.
Question 1

Biggest problem on low-trust teams

<table>
<thead>
<tr>
<th>Problem</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>People didn’t help each other</td>
<td>4</td>
</tr>
<tr>
<td>Spotty communication</td>
<td>4</td>
</tr>
<tr>
<td>No straightforward conversation</td>
<td>3</td>
</tr>
<tr>
<td>No benefit of the doubt</td>
<td>2</td>
</tr>
<tr>
<td>Concealed mistakes</td>
<td>2</td>
</tr>
<tr>
<td>Fear of taking risks</td>
<td>1</td>
</tr>
</tbody>
</table>

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Source: Wiley Five Behaviors Survey 2020
Question 2

A teammate shares their current challenges, uncertainties, or stressors with you. How is this likely to affect your opinion of them?

A. It would probably improve our relationship.
B. I would likely trust them more as a result.
C. It would probably have little or no effect on my opinion of them.
D. I would probably trust them less as a result.
Question 2

Effect of teammates sharing their challenges, uncertainties, or stressors

- Would probably improve relationship: 67%
- Would likely trust them more: 61%
- Little or no effect: 17%
- Would probably trust them less: 1%
Question 2

Effect of teammates sharing their challenges, uncertainties, or stressors

Positive effect on relationship

89%
Effect of sharing challenges, uncertainties, or stressors

- 89% when others share
- 71% when I share
Barrier to vulnerability…

People often expect to be judged for showing vulnerability, so they may hesitate to be totally open.
Question 3

What is the most important factor that makes it easier for you to be vulnerable with your teammates?

A. Working with people who show empathy and warmth
B. Knowing that mistakes will be forgiven
C. Getting to know my teammates on a personal level
D. Knowing that people will be direct with their opinions
E. Having space to open up in my own way
F. Working with people who offer support
G. A lack of chaos or drama
Question 3

Factors that make vulnerability more comfortable

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Source: Wiley Five Behaviors Survey 2020
Patrick Lencioni, *The Five Dysfunctions of a Team*
Your take away…

What can you do at your work to cultivate vulnerable trust?

What will you do?
Thank you for attending!

PLEASE FILL OUT A SURVEY FOR THIS SESSION