

# Be Trustworthy.

## What does it mean?

Great leaders realize that trust is the result of thousands of tiny words and actions and is earned through transparency and authenticity.

- I am consistent with my words and actions.
- I honor my commitments and keep confidences.
- I am reliable, dependable and capable.

When we're trusted, others can count on us to deliver and to look after their highest interests. Trust is based on reciprocity – we need to give it to get it.

## What does it look like?

### This

- ◆ Is seen as transparent and honest
- ◆ Shows consistency between words and actions
- ◆ Follows through on commitments
- ◆ Sets clear expectations
- ◆ Closes the communication loop
- ◆ Keeps confidences
- ◆ Shows vulnerability and admits mistakes

### Not That

- ◆ Shows up as inconsistent
- ◆ Breaks promises
- ◆ Breaks confidences and gossips
- ◆ Lies, misrepresents facts for personal gain
- ◆ Blames others to cover up mistakes
- ◆ Takes credit for others' work
- ◆ Withholds information to look good

*Putting it into practice...*

## Putting it into practice – a few ideas to start

- **Develop and practice Leader Standard Work.** Be consistently present with your team. Listen, ask questions, and escalate issues and risks for resolution.
- **Identify where your words and actions misalign.** Ask for feedback regularly and reflect; identify the things that are important to you.
- **Maintain confidentiality.** Always err on the side of discretion, unless you have an obligation to report it. Don't gossip or speculate.
- **Prioritize giving credit.** Look for opportunities in team meetings and with your own leader to openly recognize team members and collaborators, giving specific examples of behaviors and impact.
- **Admit your mistakes.** Come to terms with your part in the situation, take steps to rectify things, apologize when needed.
- **Make it possible to follow through on commitments.** Reserve working time on your calendar, create timelines and publish them, find an accountability partner.

## Questions to begin

- What is my rate of following through on commitments, if you asked my team and colleagues?
- What prevents me from sharing information more openly in this specific situation?
- What do I fear when I avoid admitting to a mistake or to struggle? What do I have to gain by sharing?
- Are people on my team showing signs that trust is eroding? Are they talking about one another behind their backs? Are they withholding information or resources? Are they stifling authentic feelings about issues? What can I do about this?

## Learn it

- [Gaybill, M \(2018, April\). Leadership Fundamentals: Transparency and trust. About Leaders](#)
- [LLopis, G \(2012, September\) 5 Powerful things happen when a leader is transparent. Forbes.](#)
- [Scott, S. \(2011, June\). TEDxOverlake – Susan Scott – The case for radical transparency \[YouTube\]. TED VIDEO](#)
- [Bailey, S \(2013, May \). Business leaders beware: Ethical drift makes standards slip. Forbes.](#)
- [Clark, D. \( 2012, March\) Five ways to become a better team player. Forbes.](#)

# See what's possible and create it.

## What does it mean?

Leadership is all about seeing and creating a brighter and better future. Great leaders see what is possible and then they take the next steps to rally and unite people to create it.

- I listen and align the work of my team towards our vision and ensure they know how they fit in.
- I communicate a vision that fuels commitment and unifies effort.
- I am positively committed through my behaviors to making things better—every day.

When we see and create what is possible we are inspired on a personal level, we shape and deliver a message that appeals to the core values of our audience and we demonstrate our commitment to the purpose and vision we espouse.

## What does it look like?

### This

- Is open and curious
- Creates an environment that encourages all ideas, especially those from the front line
- Articulates the vision in a way everyone can relate to
- Creates milestones and symbols to rally support behind the vision
- Shows personal commitment to the vision

### Not That

- Is closed-minded and shuts down new ideas
- Has difficulty describing the vision in a compelling way
- Can't simplify enough to help people understand complex strategy
- Does not engage the team in the vision
- Fails to personally connect with the organization's vision

*Putting it into practice...*

## Putting it into practice – a few ideas to start

- **Practice active listening skills with your team at your next meeting or 1:1.** Write down the “yes/no” questions you use the most and reframe them as open-ended questions.
- **Seek out diverse opinions.** Make a list of who you usually go to for feedback and vetting; add at least two new individuals (Not sure where to start? Ask your go-tos who else’s voice should be part of the conversation.)
- **Make connecting your team’s work to the Seattle Children’s mission and vision part of your standing meetings and visuals.** Whether huddles or team meetings, dedicate time or indicate connections on your agenda.
- **Block time on your calendar for quiet reflection and brainstorming weekly.** Make it consistent, and share with your team. Minimize distractions (email, phone alerts) during this time.
- **Round with your team at least once per week.** Pick a focus, check-in on how they’re doing and where they need help. Circle back promptly (within a week, or sooner) to follow up on any issues or barriers they raise.
- **Make celebrating successes and identifying learning part of your standard work.** When discussing projects, innovations, initiatives, and daily work, ask your staff to identify what they’re proud of, and what they’ve learned that will help them do better next time.

## Questions to begin

- What is possible for my team when we give ourselves full permission?
- What are some of my limiting beliefs about what is possible?
- What connects my vision to my deep personal values and sense of purpose?
- What personal values and stories can I share with my team?

## Learn it

- ◊ [Goleman, D. \(2013, December\). Daniel Goleman – Leaders Need 3 Kinds of Focus.HBR Video.](#)
- ◊ [Eurich, T. \(2017, November\). Tasha Eurich – Increase Your Self Awareness with One Simple Fix \[YouTube\]. TED Video](#)
- ◊ Goleman,D.(2013, August) . Daniel Golemen – Primal Leadership (on importance of Self Awareness in leadership) BOOK
- ◊ [Carol Dweck, The Power of Believing that You can Improve, TED Video](#)

# Communicate, collaborate and commit to change.

## What does it mean?

Great leaders understand that change agility is a willingness to remain open and nimble when it happens. Rather than resist, they encourage it, openly welcome it and adapt.

- I am open to embracing new ideas and want to be part of the solution through decision making and execution.
- I maintain a healthy passion for learning and ongoing development.
- I support my team and embrace change positively and productively.

When we communicate, collaborate and commit to change we are supporting our value of innovation; we harness the creative energy of our workforce, patients and families to create something larger than the sum of its parts, to create the best next possibility.

## What does it look like?

### This

- Encourages the team to identify problems and needs and question the status quo
- Welcomes and is open to new ideas, processes and ways of looking at problems
- Encourages diverse thinking to promote innovation
- Intentionally solicits regular feedback from team and customers
- Models the courage and vulnerability of creating and trying something new
- Coaches the team to extract lessons learned from mistakes and errors

### Not That

- Encourages ideas that are ordinary or conventional
- Tends to be critical of and discourages others' original ideas
- Talks negatively about change
- Resists taking a chance on untested solutions
- Gives up on new ideas too soon
- Covers or avoids discussions about mistakes and errors

*Putting it into practice...*

## Putting it into practice – a few ideas to start

- **Assess your own resistance to change.** Identify your lingering questions, fears, or items you need to prepare. Create a plan to address your own fears and concerns with your leader.
- **Write down 3 different ways to explain the “why.”** Think of your audiences – what’s important to them about the change. What’s important to you?
- **Create a specific way for your team to share their reactions.** All change involves loss and gains for people. Whether in a team meeting, designated time in 1:1s, online, or on paper, provide a forum for your team.
- **Share your own learning and development plan monthly.** Develop a learning plan, keep up with and share the latest research and trends, ask for feedback, seek mentors – share learnings and updates in your team meetings.
- **Make risk taking part of your regular recognition.** Celebrate someone who took a risk to challenge how things are done, pointed out a mistake, tried something new, etc.
- **Choose 1 problem you will personally drive change on.** Model the innovation process and risk taking for the team.

## Questions to begin

- What are my biases toward change?
- What are the unintended consequences of this change?
- What are my team members’ predispositions toward change, learning and development? What can I do to support that?
- What problems aren’t being addressed? What needs aren’t being met in my area of work?

## Learn it

- [Jim Hemerling, 5 ways to lead in an era of constant change, TED Talk VIDEO](#)
- [Adam Grant, The Surprising Habits of Original Thinkers, TED Talk VIDEO](#)
- [Edmondson, A. \(2014, May\) TEDxHGSE - Amy Edmondson - Building a psychologically safe workplace \[YouTube\]. TED VIDEO](#)
- [Edmondson, A \(2019\) – The Fearless Organization – Creating Psychological Safety in the Workplace for Learning, Innovation and Growth BOOK](#)

# Develop the best team ever.

## What does it mean?

Great leaders find the right talent and invest in their development in order to consistently exceed expectations.

- I am inclusive on all levels and leverage diverse perspectives in developing my team.
- I ignite curiosity and open communication to solve problems and continuously improve.
- I foster a sense of belonging within the team that creates care and consideration for each other.

When we develop the best team ever we dedicate effort, time and interest to develop our people and team to their full potential.

## What does it look like?

### This

- Values team's differences and fosters a variety of experiences and perspectives
- Hires the right team members who align with our values and needs
- Knows team members' different strengths, builds on them and integrates them
- Prioritizes and supports people development
- Fosters dialogue and collaboration among the team and across the organization
- Establishes common objectives, a shared mindset and recognition

### Not That

- Shows favoritism
- Hires people who are just like them
- Micromanages the team
- Has difficulty identifying development moves or assignments
- Discounts feedback
- Turns a blind eye to bad behavior

*Putting it into practice...*

## Putting it into practice – a few ideas to start

- **Give multiple options for feedback.** Balance between large-group discussion, 1:1, written, and other mechanisms to gather feedback from your team.
- **Dedicate specific time monthly to development conversations with your team members.** Ask them about their career goals, give real-time honest feedback, and personalize your approach.
- **Think about development as mostly on the job, coaching and mentoring, with a dash of classes & resources.** Create assignments and tasks that are challenging. Create opportunities for feedback, coaching and mentoring on the team. Share learning resources.
- **Learn something new about your team individually each week.** See each team member as a whole person; seek to understand their needs, goals, and qualities.
- **Express gratitude daily.** Acknowledge not only the work but also the person who shows up to do the work; make it a habit to express gratitude with specific language to each member.

## Questions to begin

- What capabilities do I currently have on my team? What capabilities will I need to realize what is possible in the future?
- What personalized on the job learning assignments can I give to my team members?
- What can I do to make my team members feel recognized and appreciated?
- What can I do to foster cross team collaboration?

## Learn it

- [Daniel Coyle, The Secrets of Highly Successful Groups, RSA Replay VIDEO](#)
- [Daniel Coyle, The Culture Code BOOK](#)
- [Edmondson, A. \(2014, May\) TEDxHGSE - Amy Edmondson - Building a psychologically safe workplace \[YouTube\]. TED VIDEO](#)
- [Edmondson, A \(2019\) – The Fearless Organization – Creating Psychological Safety in the Workplace for Learning, Innovation and Growth BOOK](#)
- [Amy C. Edmondson, Teaming to Innovate BOOK](#)



# Own what happens.

## What does it mean?

Leadership is about taking responsibility for your choices, your actions and your outcomes.

- I am responsible for the success or failure of my team and myself.
- I follow through on commitments and hold others accountable for doing the same.
- I ensure clarity of expectations and hold my team accountable for results.

When we own what happens we ensure accountability and drive results in ourselves and our team – so we reliably improve organizational performance.

## What does it look like?

### This

- Acts with a clear sense of ownership and personal responsibility
- Holds self and team accountable for decisions, actions and errors
- Establishes clear responsibilities and processes for monitoring work and measuring results
- Design feedback loops into work and learns from mistakes
- Absorbs blame, gives credit, and celebrates success
- Persists and helps others achieve results, despite obstacles and setbacks

### Not That

- Fails to accept a fair share of personal responsibility
- Gets defensive or blames others when things are not going well
- Gathers little information about how things are going
- Provides inadequate feedback; fails to help others learn from mistakes and adjust course midstream
- Is reluctant to push for results
- Gives up easily, doesn't go back with different strategies for the third and fourth try

*Putting it into practice...*

## Putting it into practice – a few ideas to start

- **Ask your team each week how you can support their work.** Whether removing barriers, getting answers, connecting them with the right people or resources, or partnering to solve a problem, look for opportunities to support team success.
- **Check understanding around expectations.** Clearly outline expectations, then circle back to check understanding and respond to questions.
- **Monitor progress regularly.** Communicate status even (and especially) if you are not going to make a deadline. Create visual systems for tracking so everyone knows the deadlines and deliverables. Celebrate successes.
- **Acknowledge your and your team's mistakes.** Admit to mistakes, apologize when needed, make learning from your mistakes a celebrated practice.
- **Focus on the process, not the people.** Investigate what can break down in the process, rather than blaming the people for errors.
- **Role model prioritization.** At the start of the week, ask yourself: what is mission critical? What are the 3-5 things that need to get done to achieve your goals?
- **Recognize and reward strong performance weekly.** Build recognition into your huddles, team meeting, or rounding.

## Questions to begin

- What is the impact of our work on the overall organizational goals?
- What is the impact of our work on our customers?
- What can I do more of to hold myself and my team accountable for our results?
- What practices do we have to learn from our past performance?

## Learn it

- [Crucial Accountability book](#)
- [Atul Gawande - The Checklist Manifesto BOOK](#)
- [Brene Brown – lessons on Blame VIDEO](#)
- [David Allen – Getting Things Done BOOK](#)
- [Pascal Dennis – Getting the Right Things Done BOOK](#)