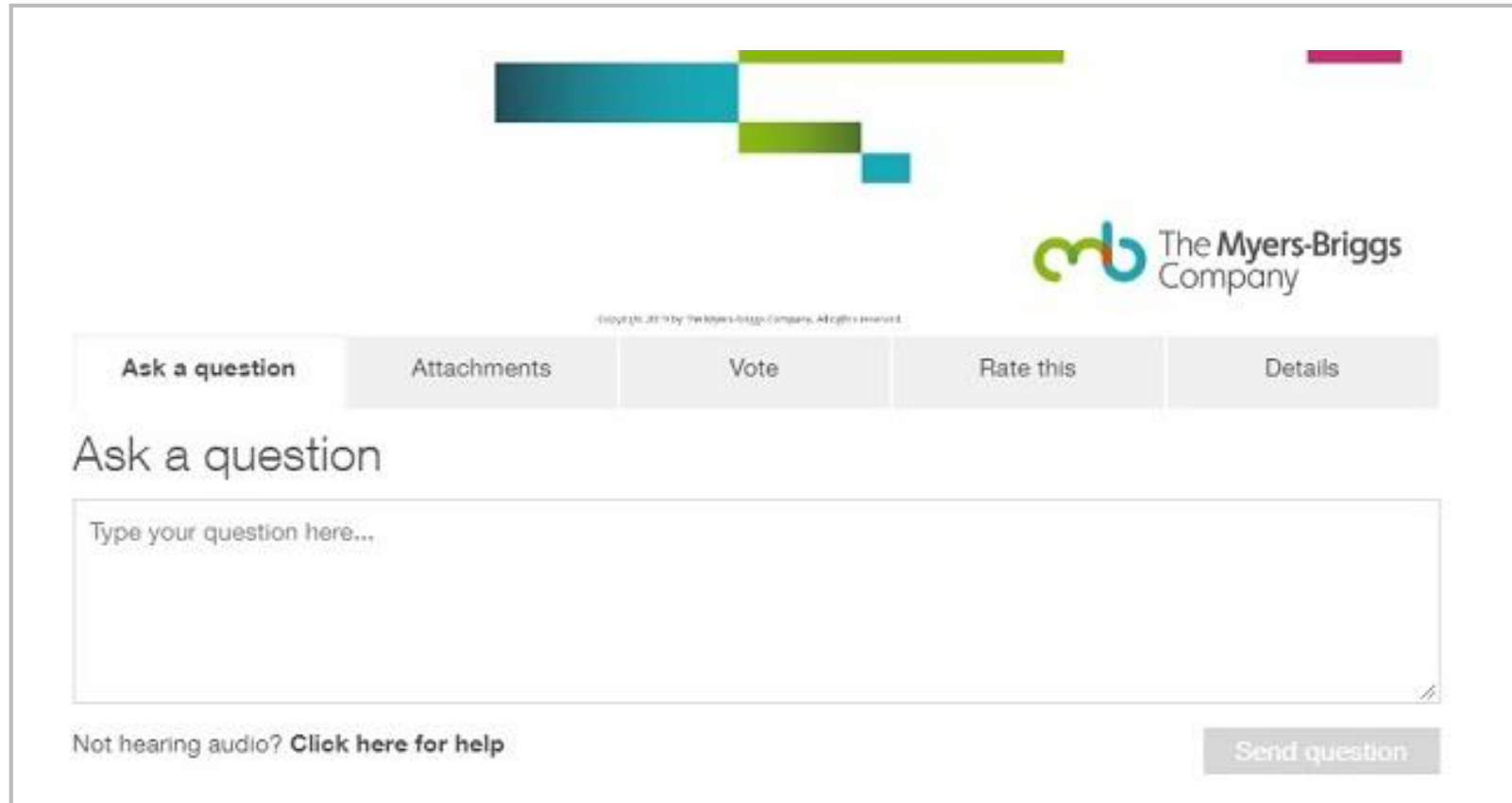


Building trust in teams



Interact with us



The screenshot shows a web interface for asking a question. At the top right, there is a logo for 'The Myers-Briggs Company' with the letters 'mb' in a stylized, colorful font. Below the logo, there is a horizontal navigation bar with five buttons: 'Ask a question' (highlighted in dark grey), 'Attachments', 'Vote', 'Rate this', and 'Details'. Below the navigation bar, the heading 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom left of the form, there is a link: 'Not hearing audio? [Click here for help](#)'. At the bottom right, there is a 'Send question' button.

Your presenter – Rob Charlton, CPsychol

- Principal Consultant, The Myers-Briggs Company
- Chartered Psychologist (British Psychological Society)
- Registered Psychologist (Health & Care Professions Council)
- Associate Fellow of the British Psychological Society
- MSc Occupational Psychology and BSc (Hons) Psychology
- Certified in the MBTI® Step I & II, CPI 260®, TKI, EQi-II, 16PF, OPQ, HPI, MVPI HDS, Dimensions and Wave





Our mission is...

**...to inspire everyone to lead more
successful and fulfilling lives**

Being better

We care about the way we do business.

As a Certified B Corp, we're part of a growing global movement which is changing the way business operates.

We want to consider our impact on our **workers, customers, suppliers, community** and the **environment**.

We're using business as a force for good.



Our world-leading assessments

MBTI® understand **personality** types

FIRO® improve interpersonal **relations**

TKI® resolve **conflict**

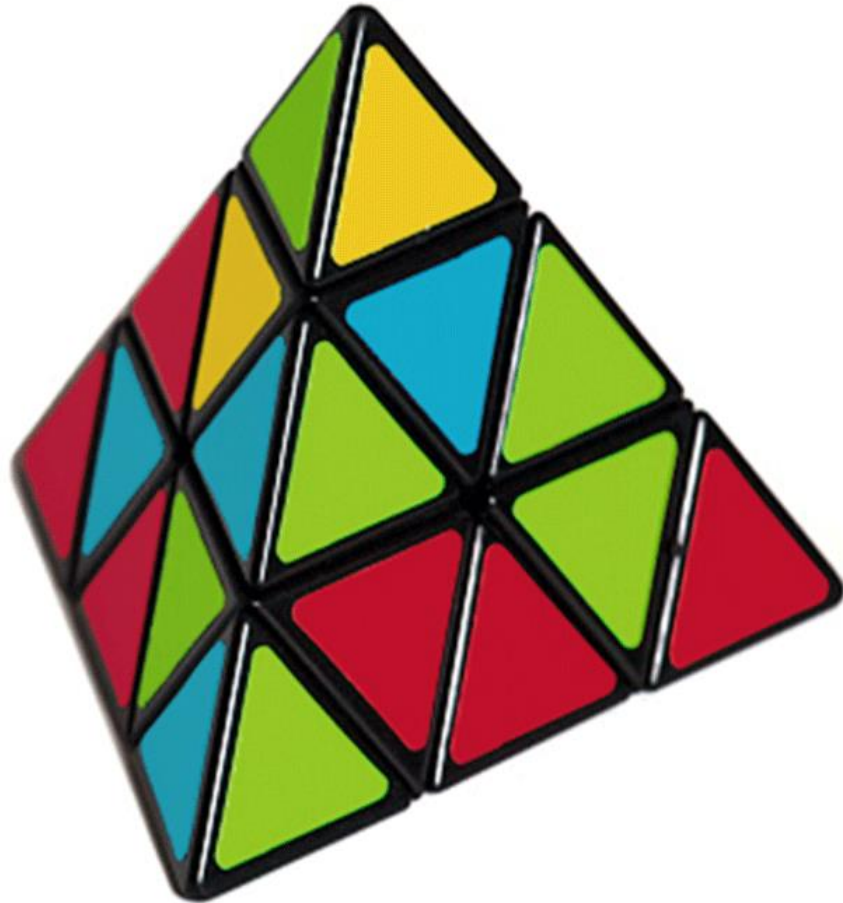
CPI™ inspire **leadership**

Strong give **career** advice to adults

VitaNavis® give **career and education** advice to students



Key learning points



1. The **critical role** that developing trust has in teams
2. Different **models of team effectiveness** built on trust
3. How to spot **lack of trust** in teams



The importance of trust



What is **trust**?



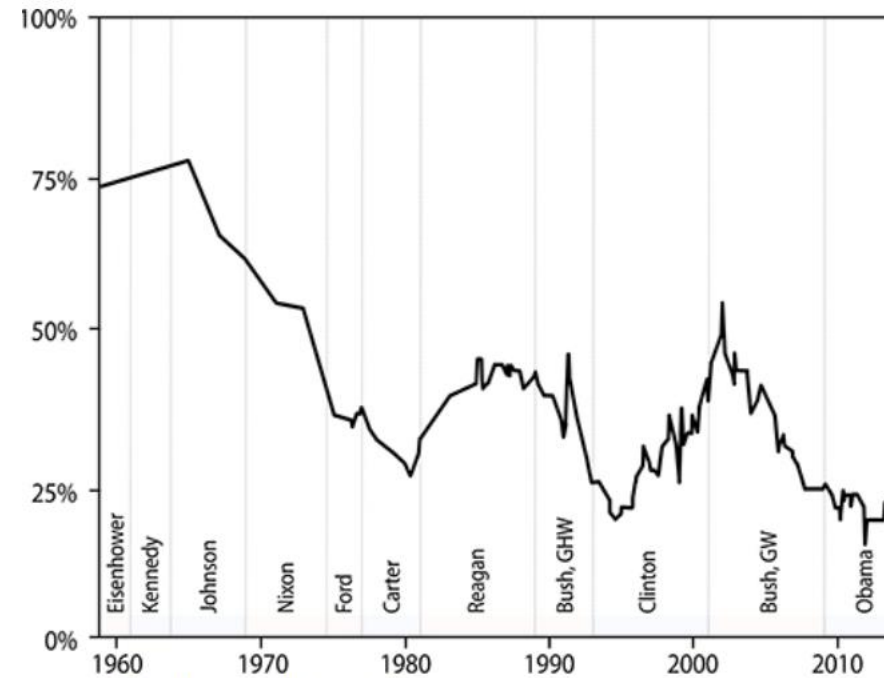
“ The key factor is **not**
the intrinsic honesty
of the other people
but their
predictability ”



Surely, we look to our leaders?



Figure 4. Trust in government in the United States, 1958–2014.



(Source: Pew Research Center)

So should we just trust each other?

News

NHS takes action against coronavirus fake news online

📅 10 March 2020

Emergency Preparedness, Resilience and Response

Patient care

Patient safety

The NHS has today unveiled a package of measures in the battle against coronavirus fake news – working with Google, Twitter, Instagram and Facebook – to help the public get easy access to accurate NHS information and avoid myths and misinformation.

The measures include Google providing easy access to verified NHS guidance when someone searches for coronavirus.

As well as helping to promote good advice, the NHS has been fighting bad advice and misinformation about the virus in the media and online, working with Twitter to suspend a false account posing as a hospital and putting out inaccurate information about the number of coronavirus cases; and publicly condemning homeopaths promoting false treatments

A large, red, distressed stamp with the word 'FAKE' in a bold, sans-serif font, tilted slightly. Below it, the word 'NEWS' is written in a large, black, bold, sans-serif font.

Can we trust the places we work?

Exercise:

Why is it important to trust your organization?

What signs do you look for?



Trust is the new
bottom line metric



Benefits of high trust organizations



13%
Fewer
sick days

40%
Less
burnout

74%
Less
stressed

Benefits of high trust organizations



29%

More life
satisfaction

50%

Higher
productivity

76%

More
engagement

106% More energy at work

Benefits of high trust organizations

- Superior financial results
- Lower employee turnover
- Better customer service, happier customers
- Employee well-being
- Innovation
- Agility
- Strong employer branding

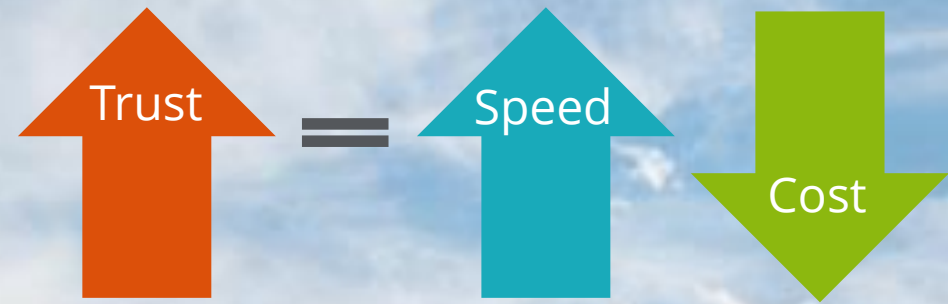
Great Place to Work Institute





The **speed** of trust

Trust tax



Trust dividend



Which is more important for trust in organizations?



Competence

Are they good
at what they do?

Ethics

Are they doing things
the right way?

What drives trust?

The Edelman Trust Barometer 2020 reports continuing challenges with trust

Their research into drivers of trust identifies two core drivers:

- Competence
- Ethics
 - Purpose driven
 - Honest
 - Having a vision
 - Fairness

Ethics has a greater impact than competence on levels of trust

What about trust in leaders?



Positive relationships

Good judgement/ expertise

Consistency

What about trust in leaders?

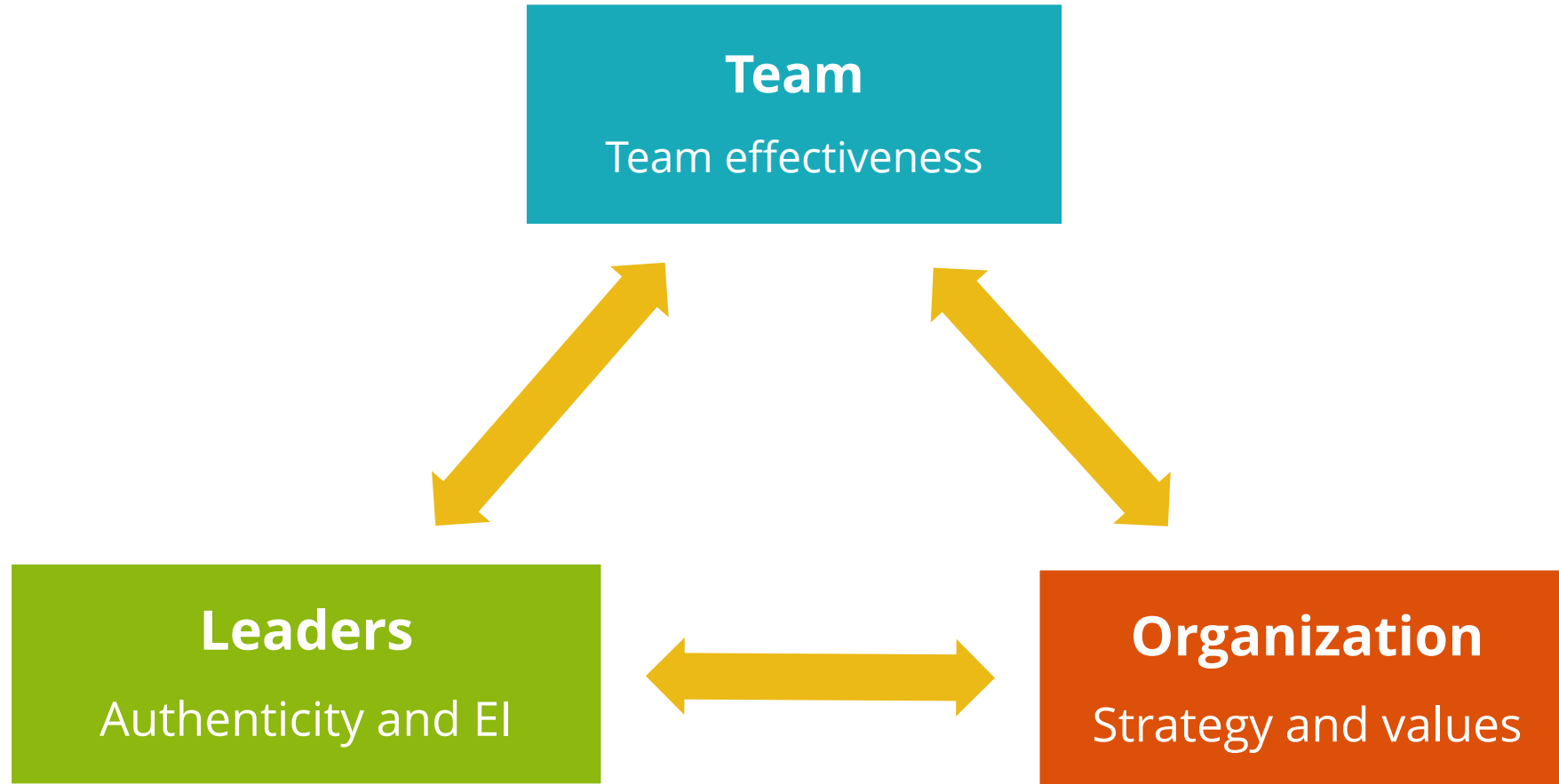
- Stay in touch on the issues and concerns of others
- Balance results with concern for others
- Generate cooperation between others
- Resolve conflict with others
- Give honest feedback in a helpful way





Building trust in teams

Where to focus efforts on building trust?



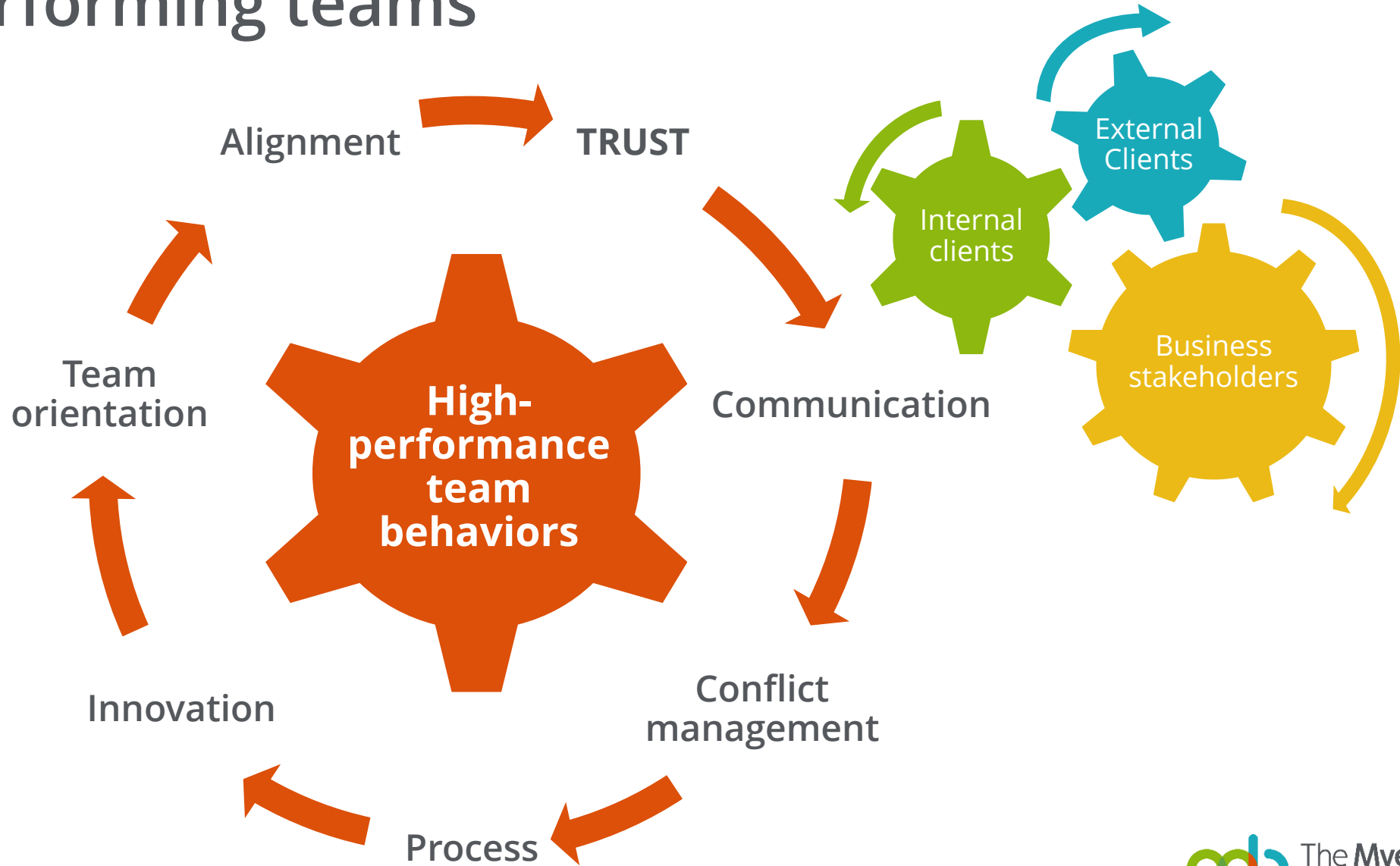
To achieve **high performance** teams need to operate on **trust**



5 dysfunctions of an effective team



High performing teams



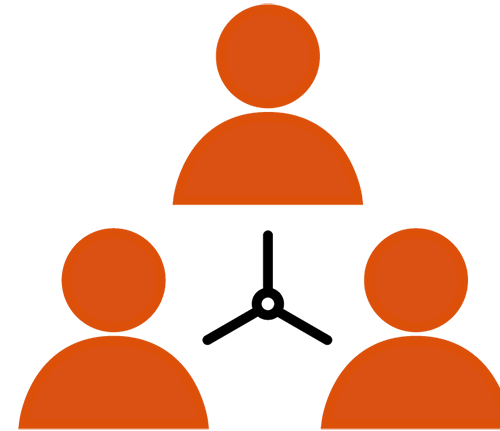
Signs of lack of trust

- Fear of being vulnerable
- Negative relationships
- Unfair treatment
- Ineffective leadership



Our approach to team development

- **Best practice** application of psychology
- Business outcomes and **objectives**
- **High performing** teams
- Support and **challenge**
- Interactive, engaging and **practical**



Introducing MBTI®

The MBTI tool helps people to:

- increase **self-awareness**
- find **strengths** and **development areas**
- **understand others** and why they act the way they do
- fulfil **potential**



The four dimensions of type

EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

FEELING

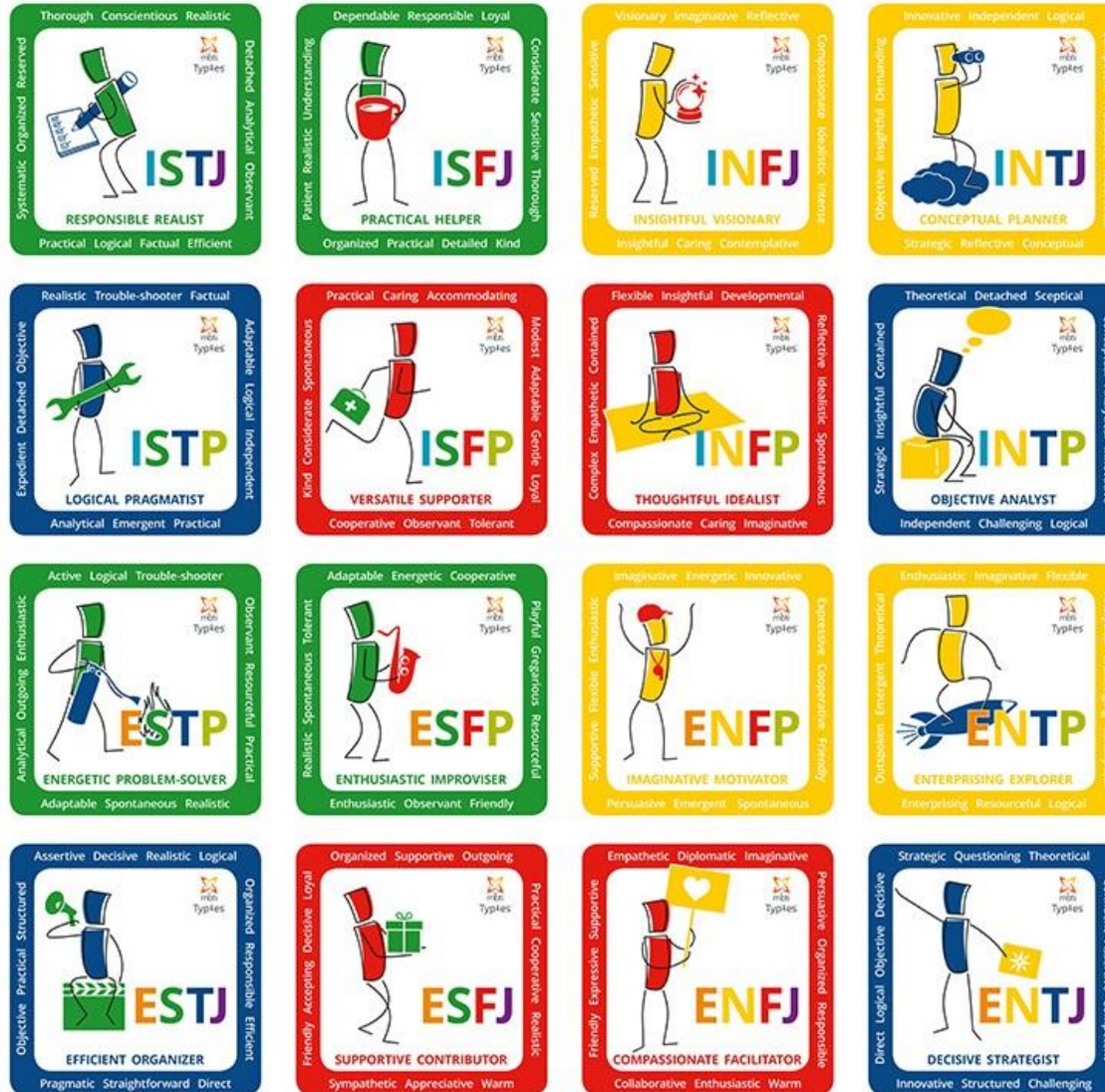
What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?

The 16 MBTI types



The 16 MBTI types



Assertive Decisive Realistic Logical

Objective Practical Structured

Organized Responsible Efficient

mbti Types

ESTJ

EFFICIENT ORGANIZER

Pragmatic Straightforward Direct

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Thorough Conscientious Realistic

Systematic Organized Reserved

ISTJ

RESPONSIBLE REALIST

Practical Logical Factual Efficient

Disciplined Analytical Observant

Dependable Responsible Loyal

Patient Realistic Understanding

ISFJ

PRACTICAL HELPER

Organized Practical Detailed Kind

Considerate Sensitive Thorough

Visionary Imaginative Reflective

Autonomous Spontaneous Reserved

INFJ

INSIGHTFUL VISIONARY

Insightful Caring Contemplative

Compassionate Idealistic Intense

Innovative Independent Logical

Objective Insightful Demanding

INTJ

CONCEPTUAL PLANNER

Strategic Reflective Conceptual

Competitive Productive Theoretical

Realistic Trouble-shooter Factual

Expedient Detached Objective

ISTP

LOGICAL PRAGMATIST

Analytical Emergent Practical

Adaptable Logical Independent

Practical Caring Accommodating

Kind Considerate Spontaneous

ISFP

VERSATILE SUPPORTER

Cooperative Observant Tolerant

Moderate Adaptable Gentle Loyal

Flexible Insightful Developmental

Complex Empathetic Contained

INFP

THOUGHTFUL IDEALIST

Compassionate Caring Imaginative

Reflective Idealistic Spontaneous

Theoretical Detached Sceptical

Strategic Insightful Contained

INTP

OBJECTIVE ANALYST

Independent Challenging Logical

Conceptual Analytical Innovative

Active Logical Trouble-shooter

Analytical Outgoing Enthusiastic

ESTP

ENERGETIC PROBLEM-SOLVER

Adaptable Spontaneous Realistic

Observant Resourceful Practical

Adaptable Energetic Cooperative

Realistic Spontaneous Tolerant

ESFP

ENTHUSIASTIC IMPROVISER

Enthusiastic Observant Friendly

Playful Generous Resourceful

Imaginative Energetic Innovative

Supportive Spontaneous Reserved

ENFP

IMAGINATIVE MOTIVATOR

Persuasive Emergent Spontaneous

Expressive Cooperative Friendly

Enthusiastic Imaginative Flexible

Outspoken Emergent Theoretical

ENTP

ENTERPRISING EXPLORER

Enterprising Resourceful Logical

Analytical Challenging Conceptual

Assertive Decisive Realistic Logical

Objective Practical Structured

ESTJ

EFFICIENT ORGANIZER

Pragmatic Straightforward Direct

Organized Responsible Efficient

Organized Supportive Outgoing

Friendly Accommodating Diplomatic

ESFJ

SUPPORTIVE CONTRIBUTOR

Sympathetic Appreciative Warm

Practical Cooperative Realistic

Empathetic Diplomatic Imaginative

Friendly Expressive Sensitive

ENFJ

COMPASSIONATE FACILITATOR

Collaborative Enthusiastic Warm

Persuasive Organized Responsible

Strategic Questioning Theoretical

Direct Logical Objective Decisive

ENTJ

DECISIVE STRATEGIST

Innovative Structured Challenging

Confident Assertive Competent



How is the MBTI helpful in building trust?

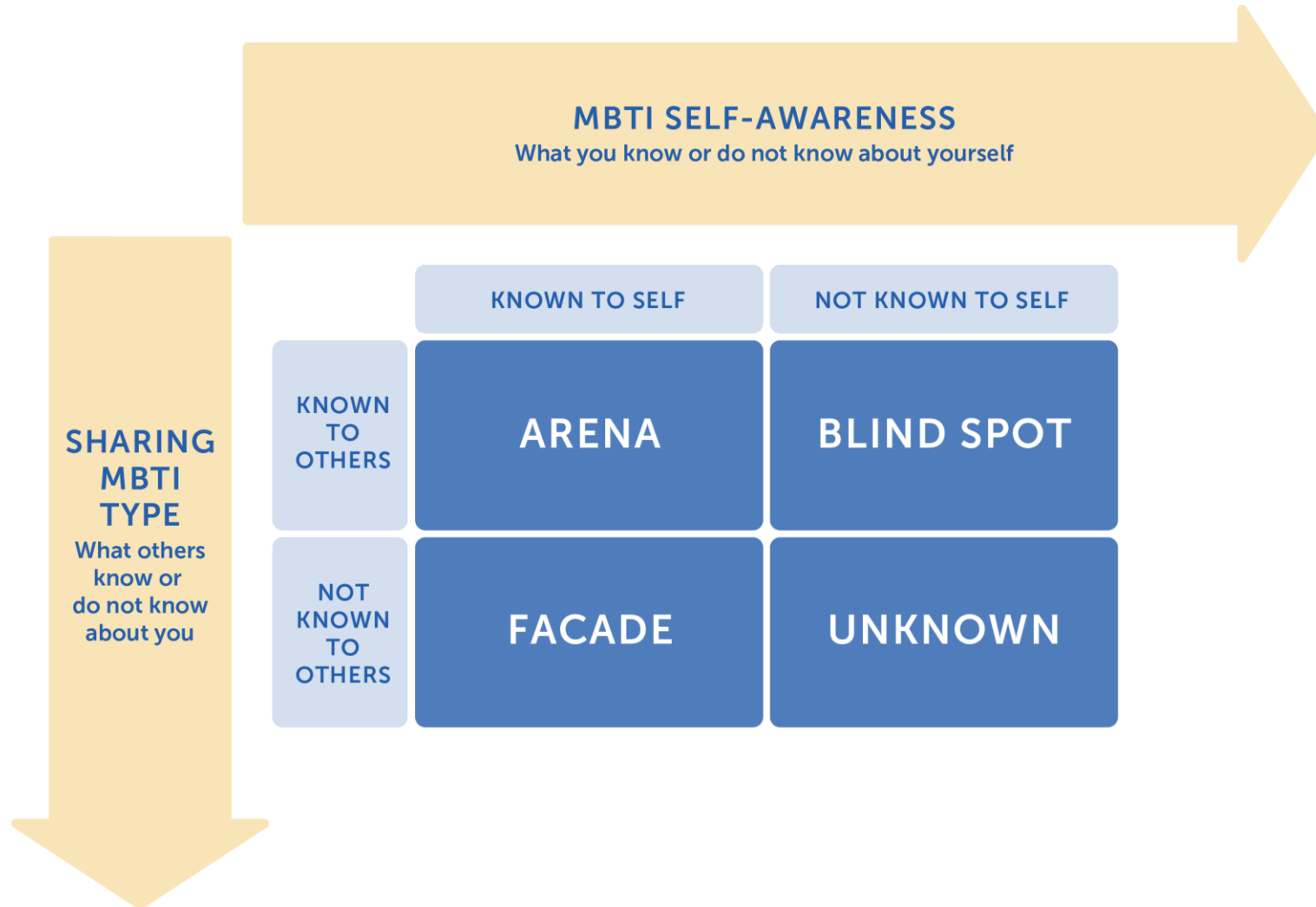
- Understanding of how preferences impact how we work with others
- Appreciation of strengths associated with different preferences
- Increased self-awareness and flexibility of individual and team behaviors
- Improved team dynamics leading to better sharing of information and ideas
- Greater understanding between team members leading to more honest communication



“ Since the MBTI team development event, **trust has improved considerably** across the team and each team member is empowered to bring their unique style and get to the core of the problem much more effectively and efficiently.

”

Increasing awareness helps to build trust



“ Where teams understand each other and there is trust, communication starts to flow naturally... Since using the MBTI, people are reporting **marked improvements in personal effectiveness**, and have a much more productive perception of their colleagues

”

Showing how preferences add value to teams

Extraversion

Talking through the issue
Moving towards taking action

Introversion

Reflecting on issues in depth
Considering implications of action

Sensing

Focusing on the facts
Identifying practical implications

Intuition

Considering patterns and new possibilities
Generating options to change things

Thinking

Analysing the situation
Considering pros and cons

Feeling

Appreciating the impact on people
Recognising any values involved

Judging

Making decisions on actions
Developing a plan of action

Perceiving

Exploring the available options
Responding to new information

“ I now see the team using MBTI language in everyday conversation. We are **much more aware of each others' styles** and have noticed a very positive, mature attitude to the change process across the team. ”

Using the MBTI to build trust



Using the MBTI to build trust



Accepting

Awareness



Using the MBTI to build trust





Using the MBTI to build trust





Using the MBTI to build trust



Using the MBTI to build trust



Case study – Background

- Team of 24 people located across three countries in Europe
- Needed to work on projects together
- Wanted to improve teamworking
- Also the communication and influencing skills of the team



Case study – Intervention

- 1-1 feedback with each team member
- One-day team and personal development workshop
- Activities built around the MBTI Framework
- Sharing preferences and understanding their strengths
- Key focus on building trust within the team

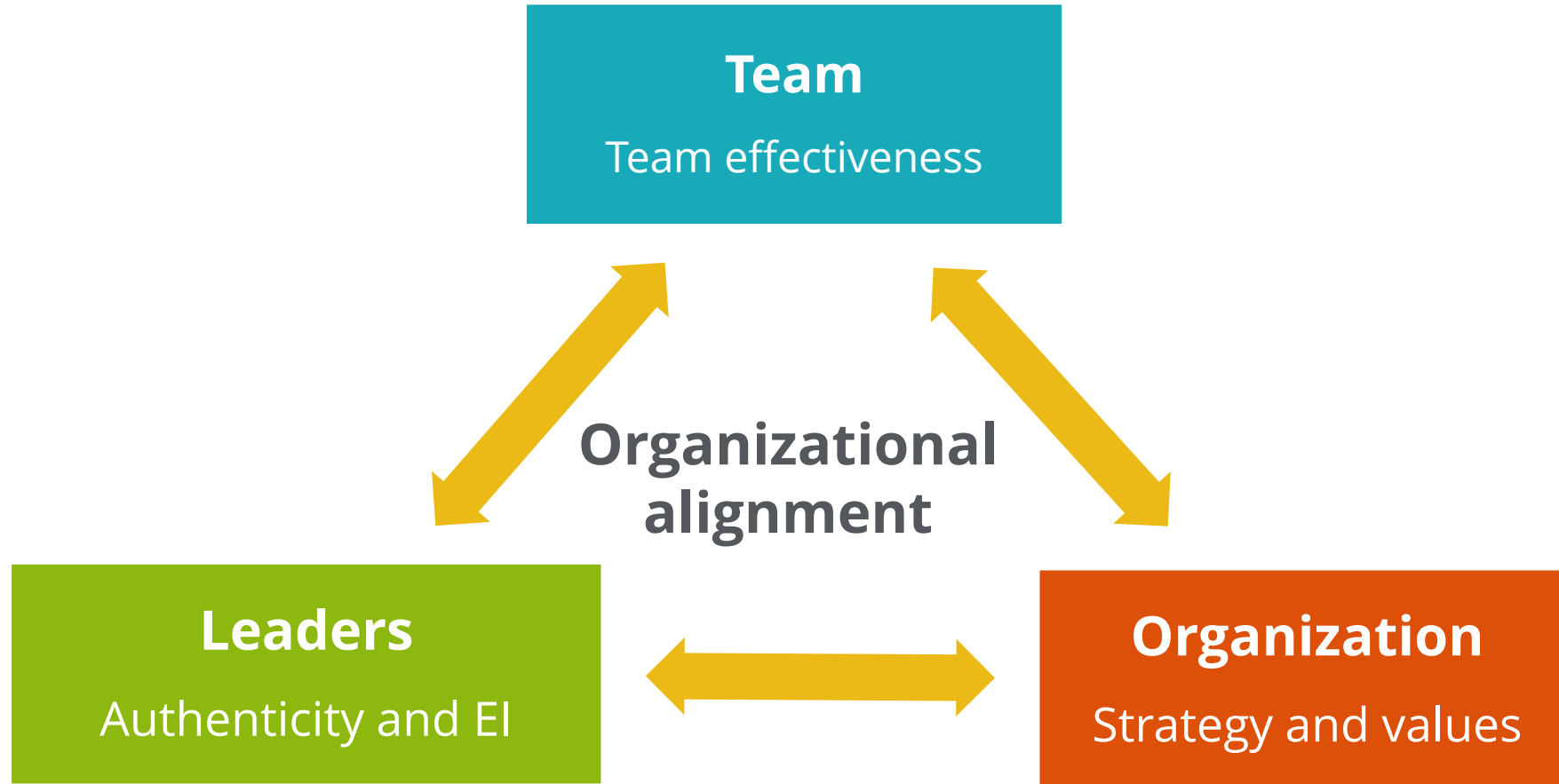


Case study - Outcomes

- Awareness of difference in preferences
- Explored team dynamics through the MBTI preferences
- Identified strengths, blind-spots along and team actions
- Examined specific issues in the team around trust
- Enabled the team to build more constructive methods for addressing conflict with others



What else can help with building trust?



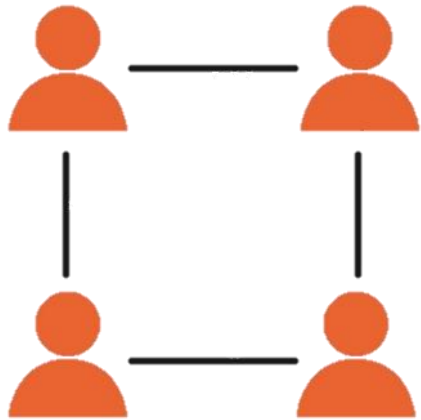


Any questions?

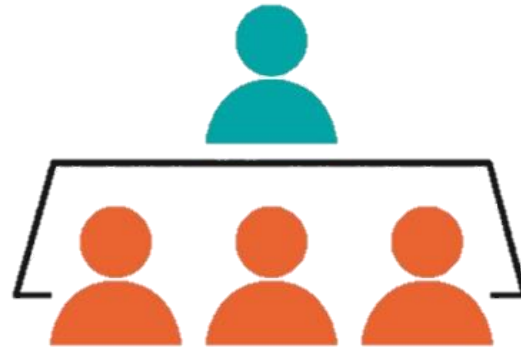
Apply your
learning



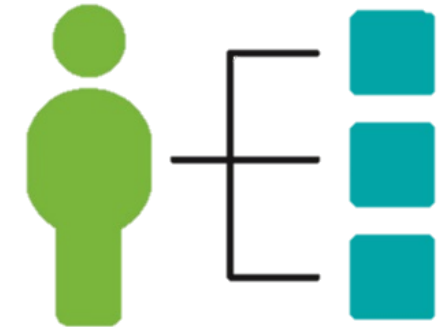
Your partner to build trust



Consultancy
services



Practitioner
training



MBTI products
& materials



Thank you!