

## **Relationship and Trust**

Relationship and Trust is the foundation of any high performance organization or team. It lives within the background of each conversation between each individual within the organization or on the team. A leader cannot produce anything bigger than that foundation of Relationship and Trust. Unconditional Relationship and Trust produces the safe environment necessary for employees to declare and commit to breakthroughs. This dramatically increases the ability of leaders to successfully mine the I<sup>2</sup>P of the organization that can result in unprecedented Breakaway Innovations.

Relationship and Trust shows up in the qualitative relationship elements of our conversations, mutual respect and understanding. It springs forth from the quality of our Conversational Dynamics<sup>TM</sup>. Inauthentic Conversations and Closed Conversations negatively impact Relationship and Trust. Whereas Open Conversations and Authentic conversation support the development of Relationship and Trust,

Relationship and Trust usually has to be built initially. It is the very underpinning, the prerequisite for any breakthrough leading to a Breakaway Innovation<sup>TM</sup>. It is the basic the prerequisite for producing extraordinary accomplishment and creating fulfillment in a work environment. Building Relationship and Trust becomes critically important to the extent that there is commitment to a compelling future. To fulfill this commitment requires people having extraordinary relationships and trust in one another in order to accomplish it.

Developing the Conversational Dynamics supporting Relationship and Trust creates the context for what can be accomplished together. The level, to which you have Relationship and Trust in place, is the level to which people can see a future beyond their own limited world view. Once you get a really big, deep level of Relationship and Trust between the people, they'll see possibilities that are way outside of what they could have seen initially. The first step is to build Relationship and Trust such that they could have a profound conversation for possibility that builds a future that is definitely not predicated based on the past. In this process people become related, they become intimate with each other as trust develops.

Be careful to avoid the pitfall where Relationship and Trust becomes something that you check off. Relationship and Trust is not a point in time or an end result. Relationship and Trust has to be created every time you are in conversation. It is something that people generate and come from. It is not something that people ever have like a "thing" or a "result". It only stays in existence to the extent that you keep the conversation in existence. The danger is, when you get focused on the deliverables and put Relationship and Trust in the background, you don't take the time to keep Relationship and Trust in existence. What usually occurs first is that the team begins to suffer in the delivery of their milestones. They can't figure out why; they start to blame each other. However, what usually happened is that at some point they stopped demonstrating or being related in the way that got them to the possibility in the first place.

There are the tools and practices and then there are the disciplines to keep Relationship and Trust in existence. For example in any meeting or discussion make sure people are present. Ask, "is there anything you want to say, or acknowledge, or anything you want to share?" This

is a way of starting a meeting or discussion so that people are actually related; related to the topic at hand; and related to each other. This is part of the discipline to build, embody and keep Relationship and Trust in existence. You can tell when Relationship and Trust are missing; people start to operate from blame rather than responsibility. You can also tell its missing when there is no longer an experience of possibility or there is a lack of excitement.

The access to Relationship and Trust is through conversations. It is a matter of identifying what conversation is missing. Is it a withheld conversation? Is it a conversation of possibility? Is it a conversation for completion? Is it a conversation for just hearing how it is for somebody?

Many times people automatically assume that they do not have time for all this. However, an investment in producing Relationship and Trust produces a huge dividend in results relative to the time invested. Rather than costing time it saves incredible time. The long term impact of not keeping Relationship and Trust in existence is resignation and despair and can cost the project.

Any enrollment conversation starts with creating Relationship and Trust. It starts with insuring that sufficient Relationship and Trust exist in the background to empower each subsequent enrollment conversation. You want to set up the listening. You want to insure the listener is oriented and related to everything around you; related to who you are; related to who you are together; related to who you are in the situation, related to the topic you want to discuss.

Relationship and Trust is always in the background of what ever we are doing with other people. You're always looking at the question "is there sufficient Relationship and Trust for us to invent possibility, opportunity and action together?" In creating Relationship and Trust we have to assess the following:

- Do we have sufficient trust?
- Have I taken the time to see your world from your point of view?
- Do I understand how you are relating to the topic?
- Have we built a sufficient set of distinctions together?
- Have we built sufficient shared interpretations?
- Have we built sufficient practices together?

So when a breakdown occurs, you should look at what is missing in Relationship and Trust. What wasn't created? What wasn't part of the background that we thought was there, but now it's obvious that it wasn't there. When there is a breakdown in the enrollment conversation, you have to assess Relationship and Trust first. If that is in place, you then assess what is missing in the other conversations.

You build Relationship and Trust though the conversations you are willing to have. Having Authentic Conversations means you are willing to disclose, your concerns and commitments, how you see the situation, how you feel about it, what you want, what you think is possible and what actions you are willing to take or want others to take.