



Welkom!

**Vertrouwen op de
werkvloer, in business,
en... in L&D.**





EQ

Professionalisme Performantie



Herhaling 2022

$$E = Q * A$$

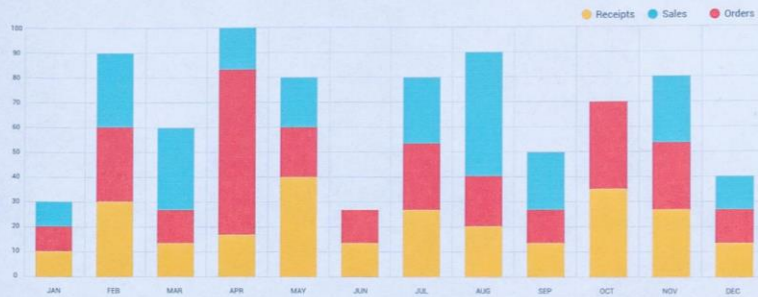
Effectiviteit (E) is het product van de graad van **Kwaliteit (Q)** van de actie, vermenigvuldigd met de graad van **Acceptatie (A)** ervan.



Herhaling 2022

E?

Our company



Business items



Effectiviteit. Resultaten.

Performantie.

Productiviteit.

Professionalisme.

Herhaling 2022

Q? (IQ)

Kennis. Kwaliteit. Systemen.

Ervaringen. Posities. Status. Controle. Instrumenten.

Business modellering, Processen. Methodieken.

Oplossingen. Producten. Diensten.

Herhaling 2022

A? (EQ)

Acceptatie. Aspiratie. Invloed. Motivatie. Engagement.
Ambassadeurschap.

Kwetsbaarheid. Wendbaarheid.

Affiniteit, Business Acumen, Empathie, Trusted advisor/partner.

Creativiteit. Innovatief. Ontdekkingsdrang. Speelsheid.

Vertrouwen.

$$E = Q * A$$

Effectiviteit, Resultaten,
Performantie, Productiviteit,
Professionalisme, ... zijn het
product van $IQ * EQ$.



Vertrouwen

Fundamenteel in 'A'



Top 4 trends fueling high performing teams through the COVID-19 pandemic



Executive summary

The 2022 edition of the Workplace Vitality Report is here - focused on team performance at work, the impact of the COVID-19 pandemic, and what sets apart the highest performing teams. Here are four key findings including 3 surprising elements that fuel top performing teams.

Teams that feel genuine joy, trust each other, and celebrate each other's successes do best. These elements are not "nice to have" - they are highly predictive of team performance, and even more so in stressful and uncertain times.

TREND 01

Teams are rebuilding and rallying.

Team performance suffered in 2020 due to the arrival of the COVID-19 pandemic, but many of the key drivers of performance rebounded in 2021, even surpassing the 2019 numbers.

TREND 02

Joy is at the heart of high performance and job satisfaction.

Teams that experience joy are more than 10x as likely to be high achieving and satisfied with their work.

TREND 03

Trust remains critical for engagement and performance.

Trust predicted 72.53% of the variance in overall outcomes among individual team members, indicating it's a critical element of high performing teams.

TREND 04

Celebration and reflection are key to a team's long-term success.

Teams that celebrate successes and learn from failures are much more likely to be successful over the long-term: 25x as likely.

TREND 01

page 6



TREND 02

page 11



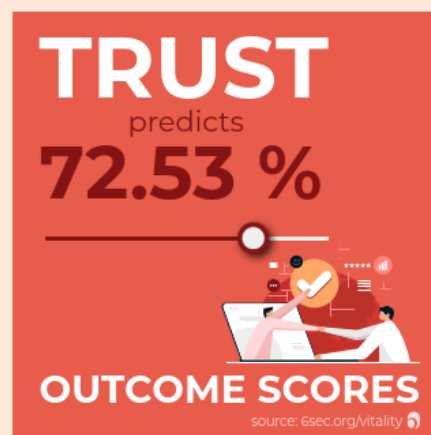
TREND 04

page 11



TREND 03

page 16



We hebben het vaak over openheid,
(psychologische) veiligheid, eerlijkheid, ...
We hebben het dan (on)rechtstreeks ook over
vertrouwen in al zijn vormen en gradaties.

Vertrouwen

Niet te verwarren
met...
Loyaliteit....



Loyaliteit gaat over trouw of toewijding aan iemand.
Het kan voortkomen uit wantrouwen of persoonlijke ambitie.



Loyaliteit is geen waarde, toch wordt het vaak als een behandeld. Het is eigenlijk een resultaat.

Loyaliteit is onproductief wanneer zij wordt gedreven door ambitie, geld, status of macht in plaats van vertrouwen.

Loyaliteit kan leiden tot een verstoorde machtdynamiek wanneer er geen vertrouwen is.

Loyaliteit is een middel tot conformiteit en een betaalmiddel, aangeboden in ruil voor iets.



Als er te
weinig of
geen
vertrouwen
is...

- Mensen lopen op hun tenen rond kwesties
- Echte gesprekken zijn moeilijk wanneer barrières zijn opgeworpen
- De symptomen van problemen worden opgelost in plaats van de onderliggende oorzaken
- Er is weinig verbinding, mensen werken individueel – er ontstaan silo's
- Macht en politiek komen naar boven
- Transparantie is onbestaande
- Het potentieel van teamprestaties wordt beperkt
- Vooroordelen sturen gedrag
- Werknemers zijn niet betrokken
- Politiek met gif steekt de kop op
- Misleiding en manipulatie krijgt veel kansen
- ...
- ...

The Trust 10

01 Employers remain a bastion of trust and stability

Amid a volatile social landscape and a plummet of trust among employees in government, media and NGOs, 78% of employees trust their employer, a volatile societal landscape and loss of trust in other institutions.

02 Being a source for trustworthy information on contentious issues is the #1 driver of trust in employers

Providing credible information has a higher likelihood of building trust with employees than paying fair wages, management telling employees the truth and addressing employee burnout.

05 The workplace is where we address societal problems

Nearly 7 in 10 employees (69%, on average) believe that societal impact is a strong expectation or deal breaker when considering a job. Furthermore, job-seekers are more likely to work for companies that publicly support societal issues.

08 In the workplace, trust is local...

"My coworkers," "my manager," and "my CEO" are among the most trusted groups to do what is right among employees. Among non-managers, 45% of employees trust 'my coworkers' to tell the truth about what is happening in the organization; among managers, 46% trust their own direct managers; and among senior managers, 43% trust their CEO. Even within the organization, the local effect of trust holds.

03 'My Employer' communications remain the most believable source of information

Sixty-three percent of global employees believe information provided from their employer after seeing it automatically, twice or less. More believable than national government (55%), media reports w/ named sources (54%), and social media (36%).

06 Younger employees expect their employers to cultivate civil discourse both in and out of the workplace

Fifty-eight percent of employees aged 18-34 want their employer to make trustworthy information on contentious issues available to the public, and 60% feel their employers should train employees on how to have constructive debates about these issues inside and outside of the workplace.

09 ... And it runs two ways

The 71% of employees who feel their CEO trusts them also are deeply trusting of their employer as an institution (92%), their manager (90%), and the CHRO (85%). But among the 29% who feel their CEO does not trust them, distrust of the workplace and its management is rampant.

04 The workplace is now among the most important sources of community

Sixty-nine percent of employees believe the people they work with are a significant source of community in their life, ahead of people who share their personal interests (64%) and their neighbors (59%).

07 CEOs must set the example for civil discourse in the workplace

Among those who are comfortable with discussing opposing viewpoints with their coworkers, 57% say that their CEO acknowledges different perspectives on an issue when taking a stand.

10 Restore societal trust from the workplace inside out

To take steps toward stabilizing societal trust, employers must recognize the reciprocal trust within the workplace, create an environment of trust and civility as they navigate contentious issues, continue to address societal issues and take meaningful action on the societal concerns that matter most to their employees.

Edelman Trust Barometer 2022

To explore the full 2022 Edelman Trust Barometer, visit www.edelman.com/trust #TrustBarometer

All data is based on general population sample unless otherwise noted.

Vertrouwen is...

- ✓ Vertrouwen is dynamisch en niet-lineair
- ✓ Vertrouwen is gelieerd aan emotioneel zelfmanagement als de leidende competentie.
- ✓ Het is de kern van relaties
- ✓ Vertrouwen is tweezijdig – Betrouwbaar vs. Vertrouwensbereid
- ✓ De onbewuste en bewuste waarden van een persoon creëren een wisselwerking die een bepaald niveau van betrouwbaarheid in elke relatie projecteert.
- ✓ We herschikken deze waarden afhankelijk van de omstandigheden.
- ✓ Mensen kunnen bepaalde kenmerken van een persoon vertrouwen, maar de persoon zelf niet vertrouwen.
- ✓ Het omgekeerde gebeurt ook, het is mogelijk voor mensen om een persoon in het algemeen te vertrouwen maar bepaalde kenmerken niet te vertrouwen.
- ✓ Zo kunnen ook dezelfde eigenschappen van vertrouwen en wantrouwen tegelijkertijd geïnstalleerd zijn.

Zelfvertrouwen en Anderen vertrouwen: connecteren!

Hoe anderen jou
percipiëren en
vertrouwen

Jouw uitgaande pijlers van vertrouwen: hoe
word jij gepercipieerd door de Ander(en)?

Interne pijlers van
vertrouwen: zelfbewust
geconnecteerd met
zelfvertrouwen



Dynamische externe omgeving

VERTROUWEN

3 PIJLERS



WIJ
Dispositie

EMOTIONEEL
Meesterschap

INTEGRITEIT

VERTROUWEN - WJ Dispositie

EQ - gerelateerde vaardigheden

- Samenwerken
- Niet (ver)oordelen
- Gezamenlijke visie en doelen zetten
- Empatisch, Connecterend
- Nobeke doelen integreren
- Team focus, engagerend, ...



VERTROUWEN – WIJ Dispositie

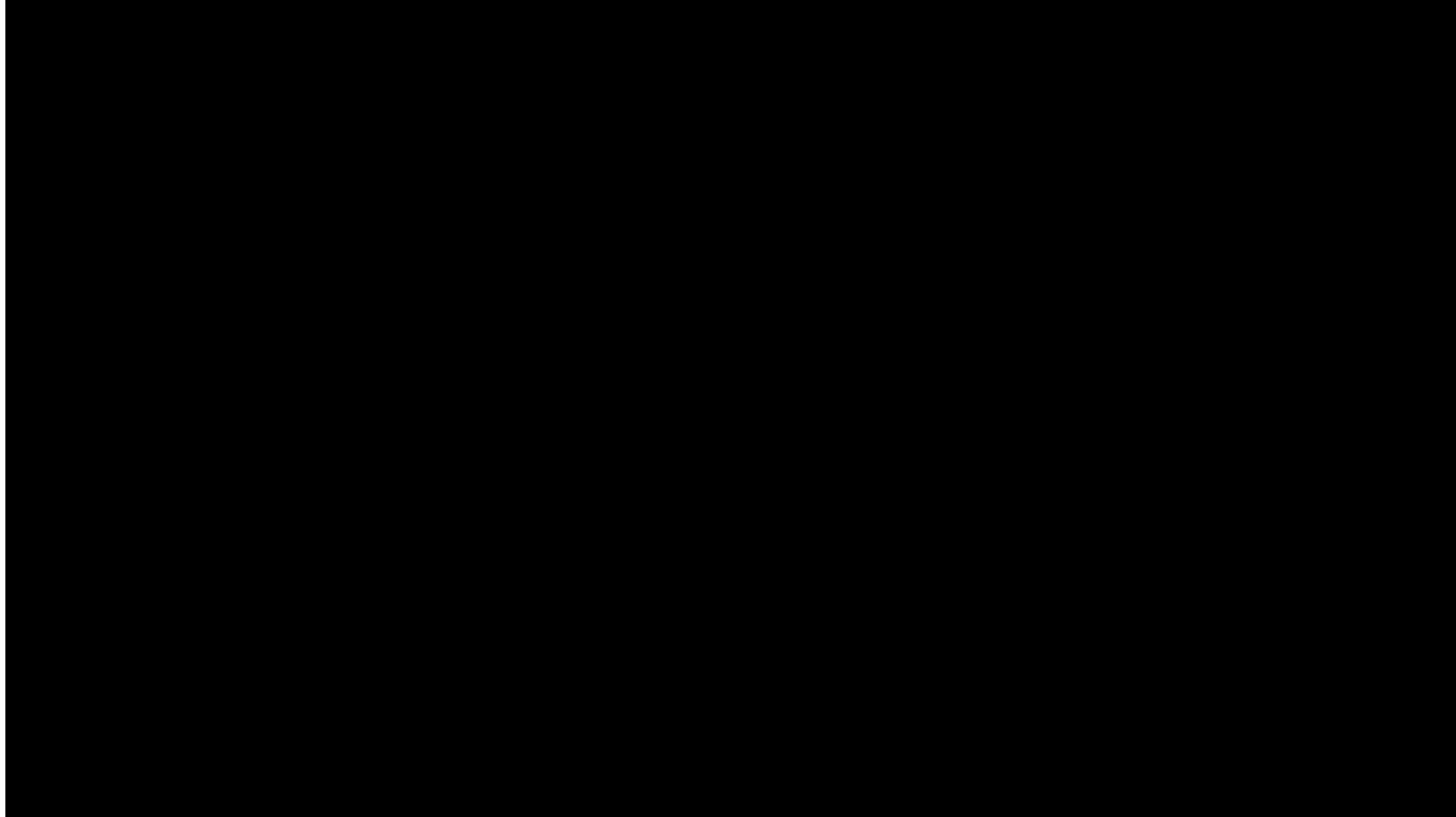
VERTROUWEN – EMOTIONEEL Meesterschap

EQ – gerelateerde vaardigheden

- Emotionele woordenschat
- Patronen herkennen
- Consequentieel denken
- Emoties kunnen navigeren
- Optimisme



VERTROUWEN – EMOTIONEEL Meesterschap



VERTROUWEN - INTEGRITEIT

EQ - gerelateerde vaardigheden

- Eerlijk, geloofwaardig
- Erkentelijk, Bevestigend
- Intrinsieke motivatie
- Transparant
- Vertrouwelijk



VERTROUWEN – INTEGRITEIT



Aan vertrouwen werken?

Business?

Leiderschap?

HR?

L&D?

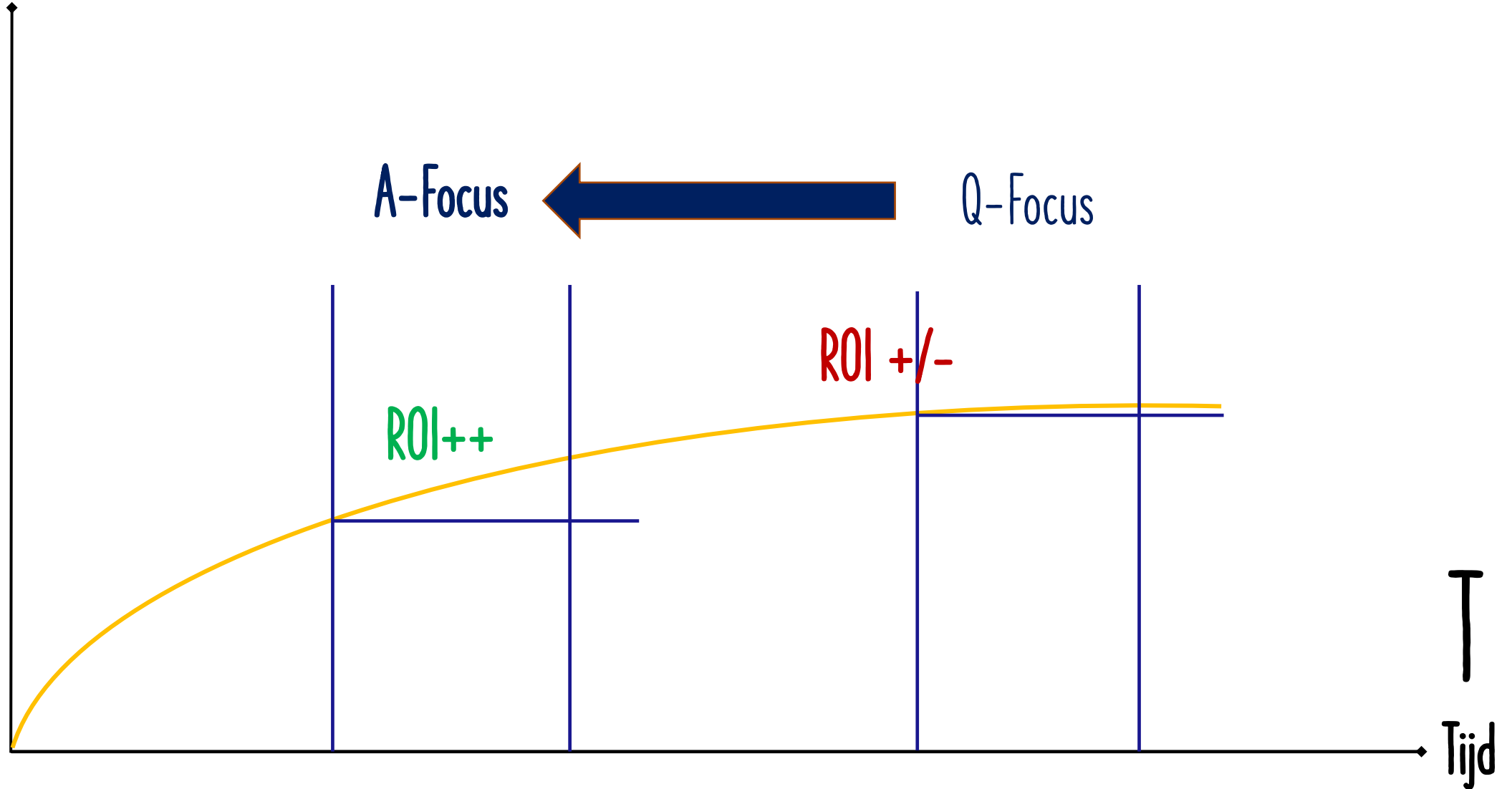
Of zoals Jamie Dimon, President and CEO van JP Morgan het bondig omschreef:

"It's not only IQ that leads to success... EQ is more important: emotional intelligence, social skills, how you relate, can you get things done. That's what makes a difference, especially in (sales, change, people, ...) management."

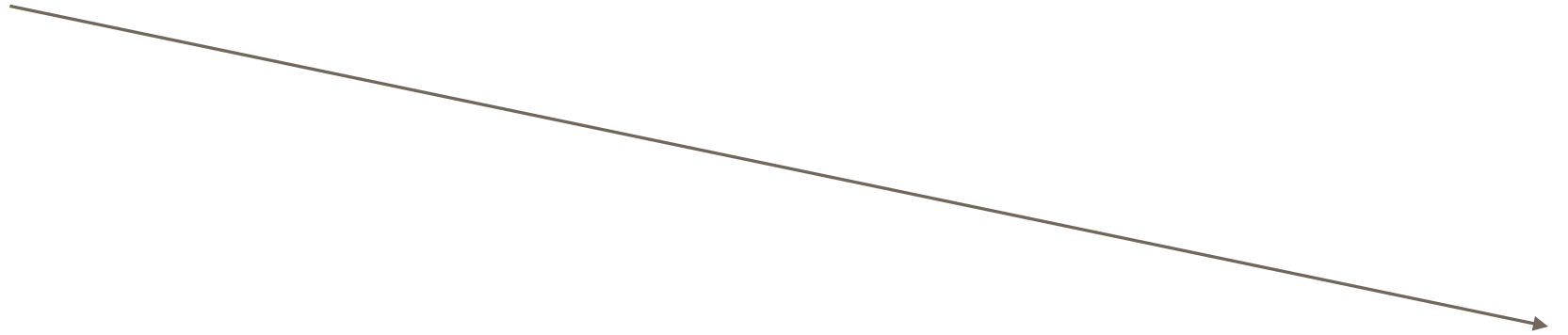
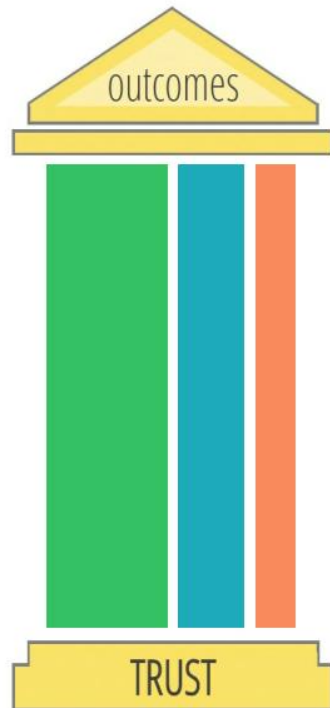


E

Bijdrage / Waardetoevoeging = E- uitkomst

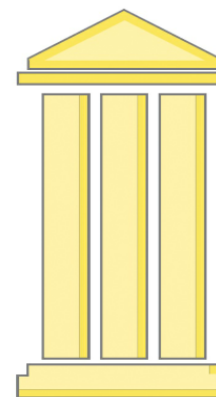


Trust Style Inventory: individual & teams





For:
Date:



INTRODUCTION

The Trust Style Inventory provides you with insights into your TRUST STYLE. We measure your Trust Style from THREE perspectives: your INTEGRITY, or your adherence to values like honesty and transparency; your EMOTIONAL MASTERY which is your emotional intelligence or your ability to be smart with your feelings; and your WE DISPOSITION which highlights your willingness to care about and collaborate with others. This report will help you understand how you trust, your opportunities for growing trust, the strengths you can leverage to improve your willingness to trust, and the skills and characteristics you need to be trusted.

THE CASE FOR TRUST

If you want to increase your engagement, you want to build trust. According to a study by Paul Zak at the Center for Neuroeconomic Studies, cultivating trust improves engagement by 76%. With such a strong link between trust and engagement you can also use the Trust Style Inventory to gain insights into how you can improve your engagement at work. Trust strengthens your RELATIONSHIPS and is an enduring component of your personal and professional success. If you can expand your capacity to trust and become more trustworthy in the eyes of others, you can experience various advantageous results.

THE BENEFICIAL OUTCOMES OF TRUST

This report includes information about your perception of EIGHT work and life outcomes. Your TRUST WILLINGNESS and TRUSTWORTHINESS directly affect all eight of the beneficial outcomes represented by the symbols below. Your highest scoring beneficial outcome is on the left and they proceed in descending order from left to right. These beneficial outcomes can be enhanced by improving your TRUST STYLE, so be sure to keep them in mind as you develop your trust building strategies.



Definitions of the Beneficial Outcomes

As you consider the placement of the eight beneficial outcomes above, consider how strengthening your willingness to trust can help you improve these important life outcomes:



Influence: Motivate and involve others

Satisfaction: Feel appreciation about my life and efforts

Community: Maintain mutually caring connections & increase belonging

Balance: Prioritize, manage stress, and be fully present

Decision Making: Select the most effective option

Network: Build multiple relationships, creating alliances, and support

Health: Maintain optimal physical energy and functioning

Achievement: Accomplish more meaningful goals



Strength ↑

- "We" Disposition
- Integrity
- Emotional Mastery

Asset: Shared Vision



You understand the power of a shared vision and you are deeply committed to it. You know that a shared vision is connected to shared goals and shared goals can connect you with others, even when trust isn't there yet. It is also important for you to be purposeful and focused on achieving your own goals. You do this in a way that balances your goals with the goals of your team.



YOUR TRUST STYLE

WIE

Your TRUST STYLE is your unique way of trusting others that affects their willingness to trust you. It is a composite of your TRUST WILLINGNESS and TRUSTWORTHINESS. There are six TRUST STYLES and understanding your style can help you enhance the way you trust. Each style has its unique benefits and opportunities for growth in the areas of Integrity, Emotional Mastery, and the We Disposition. Your results are displayed in the illustration immediately below—on the left—and explained in the description next to it. Your Asset and Opportunity are defined at the bottom of this page. They provide deeper insights into how you can enhance your TRUST STYLE.

"We" Disposition is your strongest competency. The We Disposition refers to your ability to engage your team in a way that is trusting and trustworthy. Skills of empathy, collaboration, non-judgment, and inclusion all help to build your We Disposition. You can give some thought to how you can leverage your strengths in this area to enhance the two other competencies represented in your results.

Integrity is your next strongest quality. Integrity encompasses the values of honesty, ethics, transparency, intrinsic motivation, and confidentiality. Give some thought to how you can use it to strengthen your overall Pillar of Trust, particularly your Emotional Mastery.

Emotional Mastery is your area of greatest potential. Emotional Mastery encompasses your ability to understand both the practical and emotional consequences of your actions, manage your stress, and empower yourself, regardless of the circumstances. If you don't know why you react the way you do or are not aware of how those reactions affect others, you may lose your credibility. Give some thought to how you can continue to grow in this area and improve your trust style.

Opportunity: Self Awareness



You have an opportunity to use emotions to your benefit. By learning how to identify your emotions and your patterns, you will strengthen your self-awareness and potentially reduce your stress. Strengthening your self-awareness sharpens the skills you need to become aware of the emotions of those in close proximity to you. It helps you clarify how you affect them and their willingness to trust you.



GOAL SETTING QUESTIONS

As you consider your goals, start by identifying and prioritizing a few relationships you would like to improve by enhancing trust. Keep in mind that you will encounter people you are not open to trusting and others who are not open to trusting you. So the next step is to determine if your priority relationships are salvageable or if your reasons for not trusting are perfectly accurate.

If the relationship is beyond repair, moving on or backing off may be the healthiest response. Trust building is a reciprocal process, so the other person should also perceive the value of strengthening the relationship and they should be willing to take steps toward trusting you. The questions below are designed to help you to carefully consider your approach:

1. Who should I consider trusting more? Why? What does that next level of trust look like?
What can I do to remove the obstacles to trusting?

2. Given what I have learned about my TRUST STYLE so far, what steps can I take to feel safe while enhancing my willingness to trust?

3. Based on my TRUST STYLE, how can I develop each of the three skills—Integrity, Emotional Mastery, and my We Disposition—so I can enhance my trustworthiness?

4. How can I use my trust ASSET to enhance my trust OPPORTUNITY and overall TRUST STYLE?

Now, you can plan the steps on your journey toward building your TRUST WILLINGNESS and TRUSTWORTHINESS.

For free reflection tools and additional information about the Trust Style Inventory you can visit:

<https://orgsoul.com>

Voorbeelden om te beginnen...

Algemeen...

WAARDEN: Verbind vertrouwen met de waarden in uw bedrijf. Vanwaar het belang? Het mogelijke cynisme of ongelof? Politiek en toxiciteit?

VERANDERING: Leg de uitdaging van het proces in de factor vertrouwen...



Voorbeelden om te beginnen...

Sales & Marketing...

CUSTOMER SERVICE: Tot inzicht komen dat men zelf de onbereikbaarheid organiseert door enkel op tijd te meten...

VERKOOP: Wie koopt er zonder vertrouwen?



Voorbeelden om te beginnen...

Leiderschap en Teams...

MANAGERS: Waar staan zij in het proces van installeren van vertrouwen?

TEAMS: Hoe zitten het met het vertrouwen tussen de verschillende teamleden/collega's? En naar het leiderschap?



Voorbeelden om te beginnen... L&D...

DESIGN: Een leermoment
eindigt nooit in een sessie. Dan
begint pas echt de emotionele
rollercoaster...

CONTENT: Shift naar EQ
gerelateerde onderwerpen zoals
kwetsbaarheid, connectie,
integriteit, ...



L&D (HR) heeft een verpletterende verantwoordelijkheid...

- ✓ C-suite consultant
- ✓ Business partner
- ✓ Change supporter
- ✓ Performance accelerator
- ✓ Development initiator & facilitator

Met focus op A in $E = Q * A!$





En Nu?

Blijf je noten en partituren spelen, of wordt het muziek?

www.thalescomenius.academy

www.thalescomenius.be/agenda-blijven-leren



VIDEO TRUST LINKS

Why is Trust so important?

<https://www.youtube.com/watch?v=zEPLdQeIOz0>

Pijler voor vertrouwen nr.1 : Wij-dispositie.

https://www.youtube.com/watch?v=rIE047O5c_Q

Pijler van vertrouwen nr. 2: Integriteit.

<https://www.youtube.com/watch?v=tw84M32yV0k>

Pijler van vertrouwen nr. 3: Emotioneel meesterschap.

<https://www.youtube.com/watch?v=w5WMYNAUYiU>