

my **LEADERSHIP**

LEADING WITH TRUST & CREDIBILITY

PARTICIPANT GUIDE

Carnival[®]



“And will you succeed?
Yes you will indeed!
(98 and 3/4 percent guaranteed.)”



- Dr. Seuss on Trust

<https://www.jsonline.com/story/communities/northshore/things-to-do/2017/08/29/art-dr-seuss-visit-whitefish-bay-gallery/609861001/>

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WELCOME

WELCOME, SHIPBOARD LEADER!

This 90-minute workshop will touch your hearts and minds and shape the direction of our leadership culture.

The workshop itself is demanding and engaging. It will include games, scenarios, videos, large-group discussion, individual reflection...well, you get the idea. It is fun, but fun with a purpose.

“ Trust is built when
no one is looking. ”

- Seth Godin

American Business Executive

THE TRUST EQUATION



CREDIBILITY

The words we say, the skills and credentials we bring, and the way in which people experience our expertise make people trust us.

A Leader High in Credibility:

- Has a body of work and life experience that **informs, educates, persuades and inspires** others with new solutions & strategies
- Provides visionary, high achievement direction
- Communicates and connects CCL vision & strategy to team and individual performance

DERAILERS

A Leader Low in Credibility:

- Has a poor history of rightful, consistent actions and strategies that gains equal poor results
- Lacks foresight and vision in making the right decisions
- Is in a losing position with peers and team over decisions
- Is reluctant to take leadership, or leads wrongfully
- Makes reactive decisions based on heightened emotions rather than wisdom and past knowledge



RELIABILITY

The actions we take, our predictability, and the ways in which people find us dependable make people trust us.

A Leader High in Reliability:

- Holds a history of consistent actions, thoughts and behaviors that leads towards **efficiency, effectiveness and results**
- Thinks about the overall picture and others first, to create a win-win situation
- Ensures accountability by upholding explicit promises for specific actions and requests

DERAILERS

A Leader Low in Reliability:

- Cancels, reschedules or makes false promises that doesn't move goals forward
- Changes directions, objectives and outcomes on a whim or based on emotion
- Pursues too many non-essential activities/shiny objects
- Is unable to generate enthusiasm for work unit direction and equity loses interest
- Frequently miscommunicates on goals and strategies, creating "lack of alignment," of communication goals



INTIMACY

The extent to which people feel they can confide in us and perceive us as discreet, empathetic and safe all make people trust us.

A Leader High in Intimacy:

- Formulates an experience of **safety and transparency** that engages others authentically and fruitfully toward common goals
- Constructively confronts issues & engages with others in a **productive, fair and compassionate** manner
- Has high levels of loyalty and respect for diversity of opinions and actions

DERAILERS

A Leader Low in Intimacy:

- Rejects, deflects and generally does not feel in a "safe zone" with peers
- Lacks understanding and compassion for others, which creates confusion on both ends
- Avoids tough conversations with team members when commitments aren't kept, holds an "inauthentic" persona
- Blames, punishes or gossips about others' performance and does not own mistakes & personal contribution to issues or problems
- Expects others to change without observing their own flaws



SELF-ORIENTATION

The more people feel we are focused on them, rather than on ourselves, the more they trust us.

A Leader Low in Self-Orientation:

- Externally focused on others to please them and not "rock the boat"
- Intentionally cultivates **positive, trusting and caring** relationships across the organization as a whole
- Partners based on common ground instead of one's own needs, goals and outcomes
- Develops others through stretch assignments, feedback, active listening and coaching

DERAILERS

A Leader High in Self-Orientation:

- Is highly self-focused, doesn't understand outside perspectives or opinions
- Lacks loyalty and compassion to others
- Overuses authority, procedure or coercion for personal gain, creating fear or confusion
- Takes personal credit, failing to recognize others' contribution
- Leads without delegation, doesn't trust team with overall results or processes
- Operates with "The End Justifies the Means" mentality & their self-directed focus as more important

OVERVIEW

WHY ARE WE DOING THIS?



This 90-minute workshop for the *Shipboard Leadership* group will serve as a deep dive into the topic of Trust & Credibility.

BIG IDEAS FOR THE WORKSHOP



We have identified **The Trust Equation** by Charles H. Green, an assessment that can help us understand how to enhance our trust externally as a team and internally as an individual.

As shipboard leaders, we are expected to **lead with trust every day and in all situations.**

These behaviors will be part of every talent management process as we move forward.

WORKSHOP GOALS AND OBJECTIVES

GOAL

After completing the workshop, participants will be able to describe in their own words what Trust & Credibility means to them and how applying new strategies for personal and professional development in this area can improve the employee and guest experience. They will create a plan for learning and developing their own leadership post workshop.

OBJECTIVES

To master the workshop goal, participants must build the following skills:

1. Recognize the importance of Trust and Credibility in building and restoring relationships.
2. Understand the components of Trust and Credibility.
3. Learn how to build credibility as a leader using the 4 cores of Credibility.

THE USUAL FRUSTRATIONS

I can't stand the politics at work. It seems like everyone is out for themselves, and will do anything to get ahead

I work in an organization that's bogged down with bureaucracy. It takes forever to get anything done!

The older my children get, the less they listen to me!

I feel like my contributions at work are barely ever recognized and valued.

I broke the trust with a colleague over a misunderstanding. I wish I could hit rewind. Will I ever be able to rebuild the relationship?

My boss micromanages me and everyone else at work. He treats us like we can't be trusted.

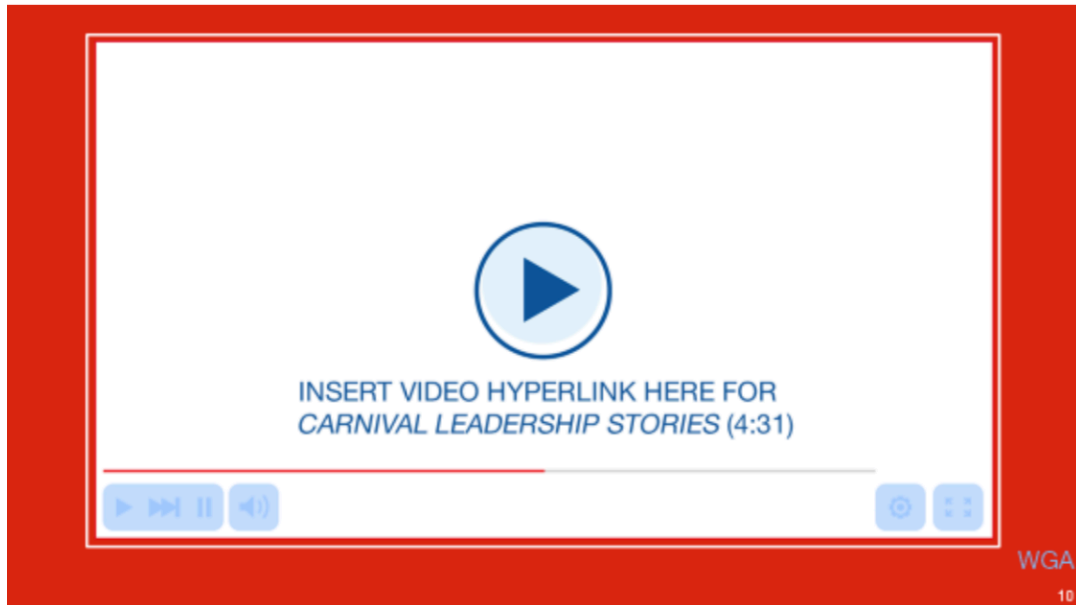
I don't trust anyone onboard. I had a relationship where I felt betrayed.

Do you hear these phrases often?

So, what do you do if you are in a situation like one of these? – or in any situation where a lack of trust creates politics and bureaucracy, or simply slows things down?

Do you accept this as the cost of being employed here, or do you do something to change it?

“WE TRUST YOU” VIDEO



As you can see from this video, every relationship is about trust. You are all leaders in your various titles, so our guests will trust you in your role naturally as expected.

Are you deserving of that trust?

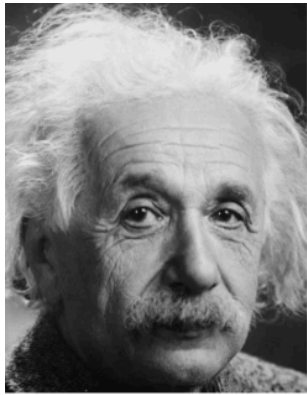
What connected with you as your watched?

How would it feel to work with one of these leaders?

How would it feel to be one of these leaders?

ACTIVITY: "TOP INFLUENTIAL LEADERS IN HISTORY"

Here is a list of 9 of history's greatest leaders! As a group, who would be your TOP 3 for Trust & Credibility and why?



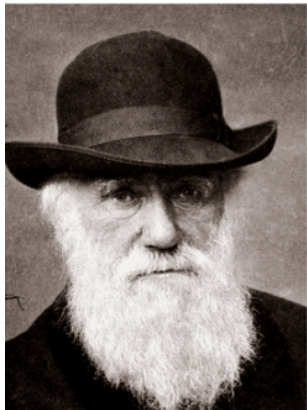
ALBERT EINSTEIN, PHYSICIST



NAPOLEON BONAPARTE, POLITICIAN



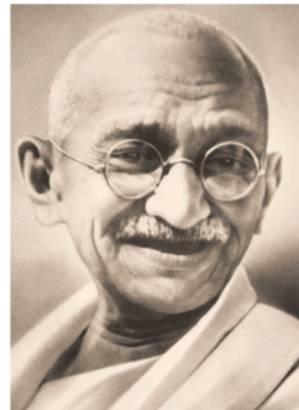
MARTIN LUTHER KING JR, ACTIVIST



CHARLES DARWIN, BIOLOGIST



MARGARET THATCHER, POLITICIAN



MAHATMA GANDHI, PHILOSOPHER



ABRAHAM LINCOLN, U.S. PRESIDENT



MOTHER TERESA, NUN



JFK, U.S. PRESIDENT

Personal Top 3 Leaders:

#1: _____

#2: _____

#3: _____

Why?

#1: _____

#2: _____

#3: _____

Group Final Selection on TOP 3 Leaders for Trust & Credibility:

#1: _____

#2: _____

#3: _____

Do you agree or disagree? Why or why not?

BIBLIOGRAPHY

THE TRUST EDGE: HOW TOP LEADERS GAIN FASTER RESULTS, DEEPER RELATIONSHIPS, AND A STRONGER BOTTOM LINE

David Horsager
2012

DARE TO LEAD: BRAVE WORK. TOUGH CONVERSATIONS. WHOLE HEARTS.

Brené Brown
2018

THE SPEED OF TRUST: THE ONE THING THAT CHANGES EVERYTHING

Stephen M. R. Covey
2008

SUPPLEMENTAL READINGS

There are two short supplemental readings included in this guide.

DARE TO LEAD..

(Page 7/40, Adapted from Dare to Lead Read-Along Workbook) by Brené Brown

In Dare to Lead, we learn about ten behaviors and cultural issues that leaders identified as getting in our way in organizations across the world.

1. We avoid tough conversations, including giving honest, productive feedback.
2. Rather than spending a reasonable amount of time proactively acknowledging and addressing the fears and feelings that show up during change and upheaval, we spend an unreasonable amount of time managing problematic behaviors.
3. Diminishing trust caused by a lack of connection and empathy.
4. Not enough people are taking smart risks or creating and sharing bold ideas to meet changing demands and the insatiable need for innovation.
5. We get stuck and defined by setbacks, disappointments, and failures, so instead of spending resources on clean-up to ensure that consumers, stakeholders, or internal processes are made whole, we are spending too much time and energy reassuring team members who are questioning their contribution and value.
6. Too much shame and blame, not enough accountability and learning.
7. People are opting out of vital conversations about diversity and inclusivity because they fear looking wrong, saying something wrong, or being wrong. Choosing our own comfort over hard conversations is the epitome of privilege,

and it corrodes trust and moves us away from meaningful and lasting change.

8. When something goes wrong, individuals and teams are rushing into ineffective or unsustainable solutions rather than staying with problem identification and solving. When we fix the wrong thing for the wrong reason, the same problems continue to surface. It's costly and demoralizing.
9. Organizational values are gauzy and assessed in terms of aspirations rather than actual behaviors that can be taught, measured, and evaluated.
10. Perfectionism and fear are keeping people from learning and growing.

BARRIERS TO OVERCOME

(Adapted from Pages 3-4 from Executive Summaries Re: The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line by David Horsager)

Trust has decreased significantly over recent years. A study by Data monitor found that 86 percent of consumers were less trusting of companies than they had been five years ago. Fewer than two out of five employees today have trust or confidence in their senior leaders. To overcome the barriers, let's first identify them.

- **Barrier 1: Conflicts of Interest.** Conflicts exist between shareholders and management, personal investors and banks, teachers and parents, and politicians and the public, to name just a few.
- **Barrier 2: Rising Litigation.** Trust can stay shallow. People are worried about whom they can trust or what someone might do to them if they make a mistake.
- **Barrier 3: Low Customer Loyalty.** Customer loyalty is lower than ever. People don't think of being loyal. They think of themselves. People no longer feel loyalty from companies, either.
- **Barrier 4: Media Coverage of Scandals.** Many would not think of others as being untrustworthy until they hear that someone has indeed acted in such a way. This makes them think that anyone might do the same to them, and distrust abounds.
- **Barrier 5: Speedy Social Networks.** Information, critiques and recommendations travel quickly across social networks such as Facebook and Twitter. Opinions that build or destroy trust travel around the world in no time.
- **Barrier 6: Technology.** The average person does not understand how it all works, and so technology can breed skepticism. Because trust is built by consistency over time, rapidly changing technology can be a barrier.
- **Barrier 7: Fear.** We most easily trust the familiar. With such rapid change, there is so much to grasp. If we don't understand something, it is hard to trust it.
- **Barrier 8: Negative Experiences.** Recent studies show that 80 percent of Americans do not trust corporate leaders. Negative experiences are a detriment.

- **Barrier 9: *Individualism*.** By nature individualism lacks a need, capacity and desire to trust. We must get rid of the arrogant assumption that we know everything and can do everything on our own.
- **Barrier 10: *Diverse Thinking*.** People prefer to work with others with whom they have something in common. Differing views can make for lack of unity.
- **Barrier 11: *Instant Gratification*.** People want everything fast, without effort, discipline or hard work. Speed has become an expectation. Trust can take work and time.
- **Barrier 12: *Focus on the Negative*.** Much of the research concerning trust has traditionally focused on how trust has been ruined rather than how it can be built.

INDIVIDUAL ACTIVITY #1

TRUST THE FACTS!



Who do you trust?

Trust is:

Circumstantial

Situational

A feeling or perception

Who do you trust looking at these 5 characters?

Who do you trust with preparing your dinner in a fine dining restaurant?

Who would you trust with to catch thieves?

Who would you trust with your computer?

SMALL GROUP ACTIVITY #1

THE TRUST EQUATION



CREDIBILITY

The words we say, the skills and credentials we bring, and the way in which people experience our expertise make people trust us.



RELIABILITY

The actions we take, our predictability, and the ways in which people find us dependable make people trust us.



INTIMACY

The extent to which people feel they can confide in us and perceive us as discreet, empathetic and safe all make people trust us.



SELF-ORIENTATION

The more people feel we are focused on them, rather than on ourselves, the more they trust us.

Let's be honest here:

Which value is your strength? _____

Which value is your weakness? _____

Credibility: Can we believe what you say?

Reliability: Can we depend on your actions? Do you have a track record of reliability? Have you been letting people down?

Intimacy: Do we feel safe sharing information with you? Self-Orientation: Are you more focused on yourself or others?

Self-Orientation: Are you more focused on yourself or others?

Discuss with your Group...

Enabler #1: _____

Enabler #2: _____

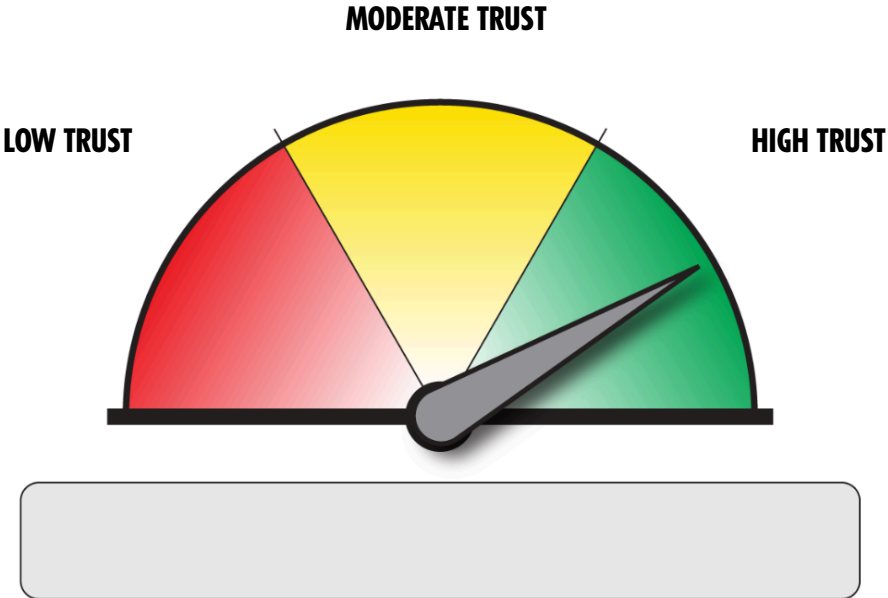
Enabler #3: _____

Disabler #1: _____

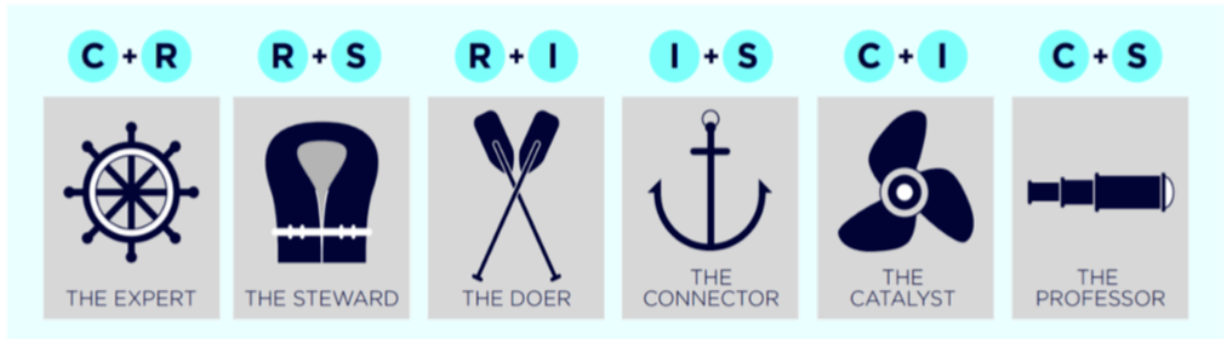
Disabler #2: _____

Disabler #3: _____

Where are you on the Credo-Meter?



INDIVIDUAL ACTIVITY #2



- **The Expert** is someone who is really credible and reliable. This type of person has a history of well-directed actions & precise decisions and sticks to their words and actions the same time.
- **The Steward** is very Reliable but has high Self-Orientation. They have an outward focus directed from themselves but get things done.
- **The Doer** has high Reliability and high Intimacy. They are able to get things done while have great support from the relationships involved.
- **The Connector** has high Intimacy and high Self-Orientation. They are focused on themselves but due to great relational skills are able to connect the dots.
- **The Catalyst** has high Credibility and high Intimacy. All about the relationship, they also move mountains with proper action.
- **The Professor** has high Credibility and high Self-Orientation. Highly focused on what they know and knows how to use it to their advantage.

What type are you? And why?



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