HALO TRAINING



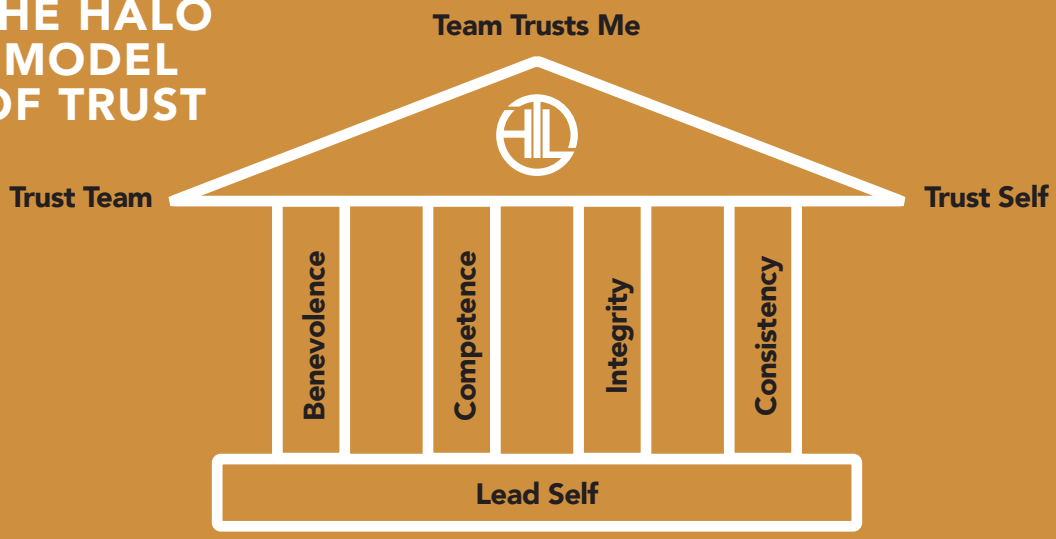
COURSE NOTES

# BUILDING A CULTURE OF TRUST & HIGH PERFORMING TEAMS

**Building trust-based relationships is everyone's responsibility, at all levels of the organisation. Every person, regardless of role or position, contributes to building trust within the team because the things we say, and the things we do, impacts those around us. That impact can be negative, or positive.**

**TRUST forms the foundations for all effective teams.**

## THE HALO MODEL OF TRUST




### Lead Self

Establishing clear direction, self discipline, developing reliability.

### Benevolence



- Having other people's interests at heart.
- Taking the time to learn about your people. What drives them, what motivates them.

### Competence



- Is not just the technical skills, but also the "soft skills" to lead others.
- Knowing when and how to apply the right tool to the right situation.

### Integrity



- Leaders of integrity consistently follow honourable principles. They are leaders who are honest in both word and deed.
- Leaders of character do what's right, because their character permits nothing less. They instil the company values in others, and demonstrate those values by example, in everything they do.
- Integrity is what doing what's right, even when we think no one is watching.

### Predictability / Consistency



- A great example of how to build trust, is by being reliable. Doing the things that we say we are going to do, to standard, consistently.
- Before we look for this in others, however, we should first look inwards at ourselves.
- How a leader responds to adversity, should be consistent with when the situation is favourable.
- Not demonstrating trustworthiness but expecting it from others, is likely to erode trust, rather than build it.

### Trust Self

Having the competence and confidence to speak up & lead.

### Trust Team

Trusting my team to do their job.

### Team Trusts Me

When all of the below exists the team will trust me.

## WHAT IS LEADERSHIP?

**If we can't clearly articulate what leadership is, then how do we know we are doing it?**

**Leadership:**
The process of influencing others, by providing purpose, direction and motivation, to accomplish tasks and improve the organisation.

**The Art of Leadership:**
Knowing when and how to apply the right tools to the right situation.

**Self-Awareness:**
Being aware of our own emotions, and how the things we say and the things we do, impacts others.

## THE HALO FIVE

1. Whats the tool?
2. Whats the situation the tool is used for?
3. Explain the tool & how it works.
4. Give an example of how the tool is applied in the workplace.

**Being able to explain clearly how to do something to someone else in less than 5 minutes is a skill. The method shown above shows how to break down your messaging into four succinct steps.**

## ASSESSING RELIABILITY




**Self-Assessment:**
- Am I consistently doing the things I told others I would do?
- Do I have the capacity to do it to standard?

**Assessing Others:**
- Is the person doing the things they said they would do, and do they have the capacity to do it well?

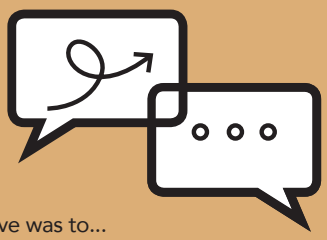
## DEVELOPING PSYCHOLOGICAL SAFETY

As a leader, leading by example and being the first to speak in a feedback Loop, taking ownership of a personal shortfall or failure, helps develop the sense of psychological safety within the team.



Area for Notes:

# THE HALO FEEDBACK LOOP:



**Frame it**

1. Our objective was to...
2. Yes we did/ no we did not achieve it.

**Setting the Conditions**

1. Something I need to work on is…
2. This is how what I did impacted the team…
3. What I'm going to do to make sure I don't put you in that position again is…
4. The person whose got the floor is the only one speaking.

| **Sustain:** | **Improve:** | **Fix:** |
|---|---|---|
| What did we do that we should keep doing in the future? | What went a little wobbly that we could have done better? | What did we do that we should never do again? |

**Summary of Lessons Learned**

**What I took away from this feedback Loop is:**

**Sustain**... and this is what we are going to do to make sure this keeps happening.

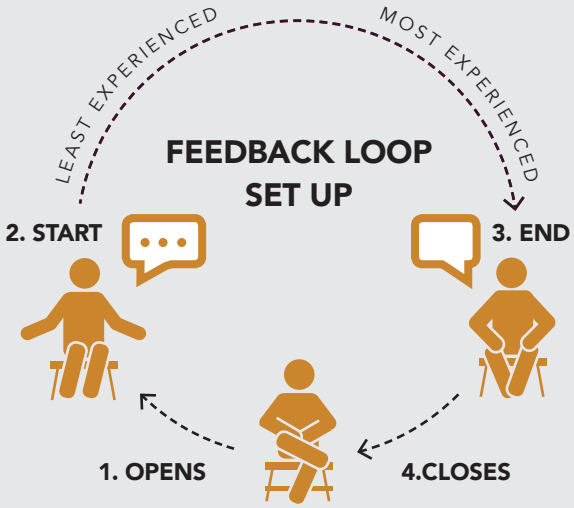
**Improve...** this is what we are going to implement to ensure this does not occur again.

**Fix...** this is what we are going to implement to ensure this does not occur again.

## RUNNING A FEEDBACK LOOP:

The facilitator begins the loop with restating the mission, and if the team did/did not accomplish the task. The facilitator then starts by owning a personal failure or short-fall. **For example, "something that I did today that I need to work on is…., I'm aware that my actions impacted you all by….., and this is what I am going to do to ensure I don't put you in that position again…".** The reason we do this is to build psychological safety within the team. We demonstrate through our actions as a leader, that it's safe to share and discuss our shortfalls without the fear of ridicule.

Seat the team from **least to most experienced team member, finally finishing with the facilitator (unless something important was missed, the facilitator does not add to the loop).** The feedback loop then begins from the most junior, to the most senior. This seating layout allows the most junior members an opportunity to share their thoughts and opinions, without being lead or influenced by the more senior members. The facilitator allows everyone to share their **"sustain, improve, and fix"** without interruption. It is up to the facilitator to control the floor, to allow this to happen.




*The facilitator opens/closes the session.*



*Example of a feedback loop in action.*