

Executive Circle Primer: Building Trust as a Leader - Mastering Tough Conversations



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1

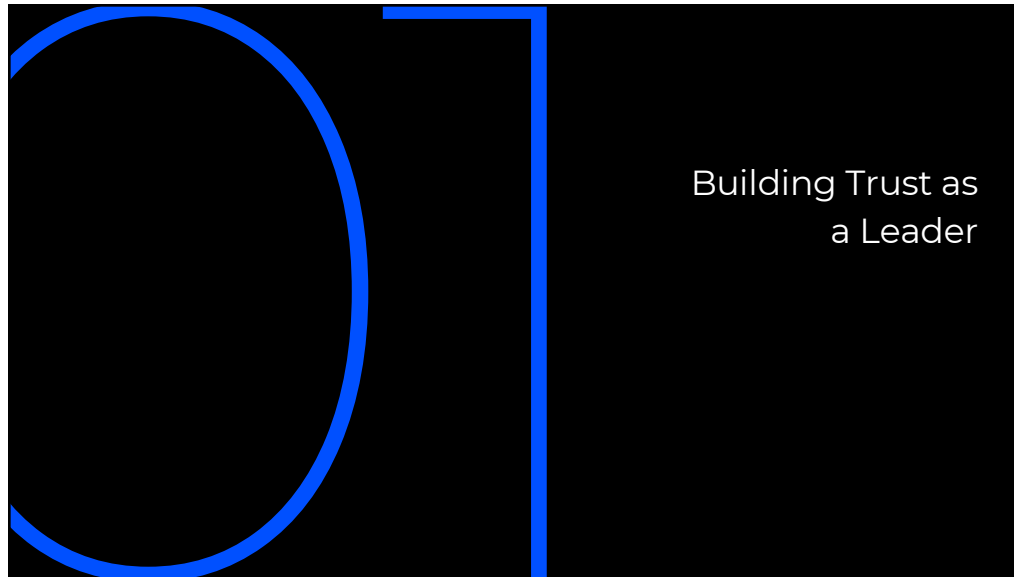
Overview

Building Trust as a Leader 01

Mastering Tough Conversations 02

Executive Circle Primer 03

2



3

**What Actually
Builds Trust:
An Interview
with Frances
Frei**

“Your job as a leader is to create the conditions for your people to fully realize their own capacity and power. The more you build trust, the more possible is it to practice this type of [empowerment] leadership.”

We define leadership as making other people better first as a result of your presence, then into your absence.

Every leader is weak in at least one of these three areas — authenticity, logic, or empathy.

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4

The Leadership Model

An **Authentic Leader** is self-aware about their own leadership style and emotional intelligence and how they impact others. They are transparent and build relationships on trust and honesty. They empower and develop others.

Practices Authentic Leadership

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5

Authentic Leadership

Rational



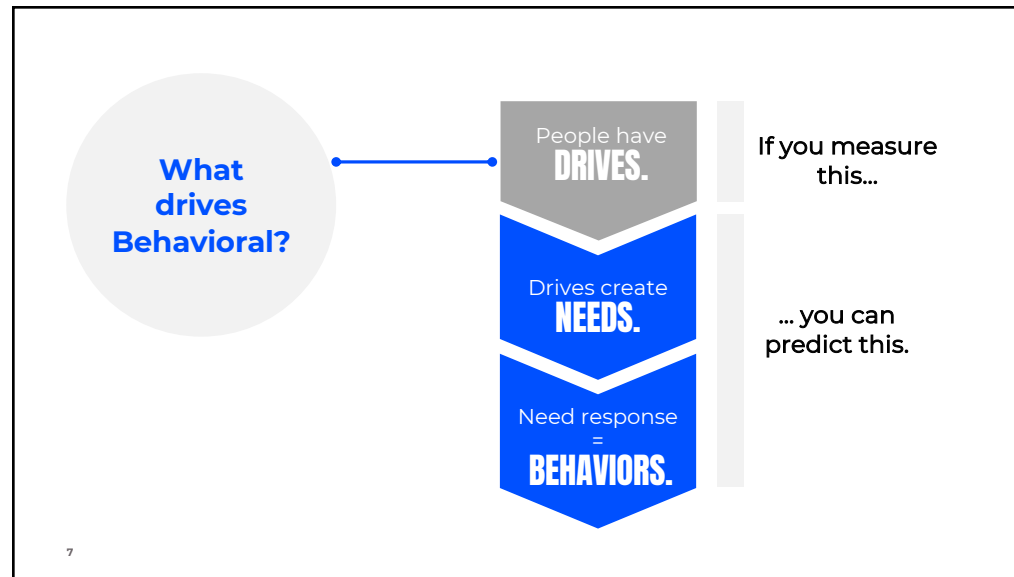
Behavioral



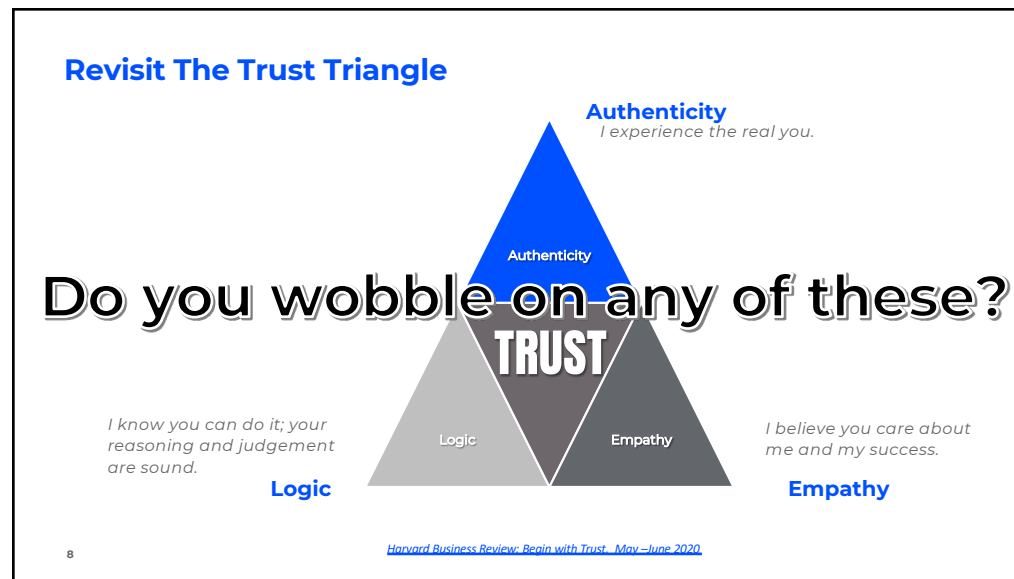
Emotional



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8

Activity



Individual Exercise

- Think of a moment when you were not trusted as much as you wanted to be.
- Give the other person the benefit of the doubt. Which of the three trust drivers may have wobbled?

9

Leadership begins not when others trust you, but when you trust yourself

Empathy

- Most high achieving leaders struggle with this
- Major barrier to empowerment leadership
- Impatience gets in the way
- Make sure others get what they need vs. you

Logic

- Do others have confidence in your ideas/abilities?
- Use sound evidence
- Speak only truth beyond a reasonable doubt
- Communicate complex thoughts clearly
- Turn the triangle upside down and start with empathy

Authenticity

- The real you – full access to what you know, think and feel
- Do you mask parts of your personal self from your professional self?
 - Artificially caps trust
- Diverse teams may experience *common information effect*

10

(Begin with Trust. HBR Magazine May-June 2022)

10

Trust Rebuilders

To Become An Empowering Leader:

- In Myself I Trust . . .
- Take stock of where you wobble
- Rebuild trust

11



11

Mastering
Tough
Conversations

12



Activity



Individual Exercise

- Think of a tough conversation that didn't go as well as you would like.

13

Setting the Stage

- It isn't communication in general that contributes to problems. It's usually a small number of high-stakes discussions that have a disproportionate impact on our results.
- Speaking up respectfully in these few crucial situations is a key variable in quality, safety, retention, and productivity.
- Ensuring you (and others) have the skills to hold tough conversations can be an essential ingredient to improving your results (business, personal, professional).

14

14

What Makes a Conversation Crucial?



Crucial conversations can be both positive and constructive

15 Based on concepts from Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior, ©2013 2nd Edition by Patterson, Grenny, Maxfield, McMillan, and Switzler

15

Tough Conversations and People – The Reality

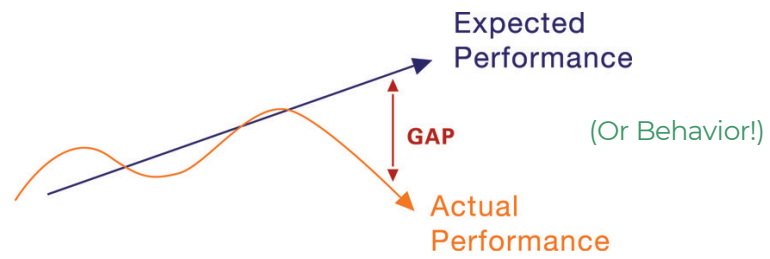
- Tough conversations are downright hard to hold
- When you bring people together with strong emotions and differing opinions, you get a perfect storm for things to go wrong
- At times we are our own worst enemy
- We have three choices:
 - Change our approach
 - Change our expectations
 - Change the relationship



16

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Tough Conversations Typically start with a Gap in Expected to Actual

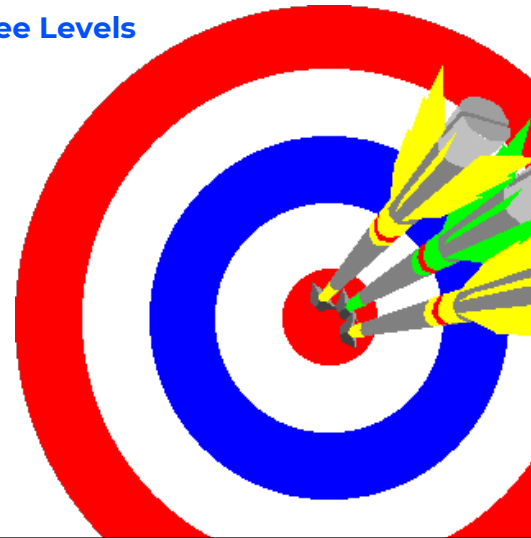


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Conversation Comes in Three Levels

1. Content
2. Pattern or Process
3. Relationship
 - TRUST
 - RESPECT
 - COMPETENCE



18

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Why Do We Behave Badly?

This is your brain...
normally.....



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Why Do We Behave Badly?

This is your brain...
during a crucial conversation.

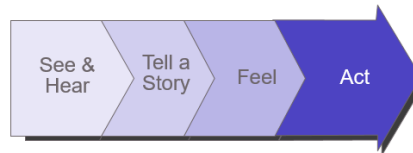
We are left to deal with the most complex and challenging conversations of our lives with the same set of skills we would use to deal with a salivating predator.



20

20

Behavior is Driven by our Pathway to Action



- We see/hear something
- We tell ourselves a story
- We *choose* an emotion
- We act

21

21

Stories are the Master Key!



- **We Guess.** We try to figure out motive, We judge – leading to a feeling, and finally, an action.
- **We do so quickly.** Sometimes we don't even notice we're doing it.
- **We're our own worst enemy.** Our negative story escalates and we act our worst when it matters the most.

22

22

The Solution

- **Separate Facts from Stories.** The same fact can be used to tell an infinite number of stories. Give up your certainty, and you can create different emotions that lead to better results.
- **Watch for 3 clever stories.** We often tell stories that help us feel good about doing things that ruin our relationships and results.
- **Tell the rest of the story.** Asses your role, humanize others, and turn yourself from helpless into able.

23

23

We Tell "Clever" Stories



24

1. **VICTIM** – Woe is me, it's not my fault! I'm innocent!
2. **VILLAIN** – YOU are a terrible person – it's YOUR fault!
3. **HELPLESS** – I have no choice, so will treat you badly, since you deserve it!

STORIES get us into trouble and help us justify our own bad behavior

21

24

MOTIVES
What do I really want?

Start with Yourself First

Unhealthy Goals	Goals of Dialogue
Be right Look good/ save face	Learn Find the truth
Keep the peace Win, get even	Produce better results
Punish, blame Avoid conflict	Strengthen relationships

If you don't TALK it out,
you *will* ACT it out

25

25

MOTIVES
What do I really want?

Start with Yourself First

- What do I want for myself?
- What do I want for the other person?
- What do I want for the relationship?

26

26

Now that you've uncovered the secrets to holding tough conversations well . .

- Take action – set a time to hold the conversation
- Explain your Pathway to Action:
 - Share your facts (expected performance versus actual)
 - Tell your story
 - Ask for the other person to share their pathway to action
- Agree on a mutual solution for better results
- Hold accountable for results

27

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28

Are Your Leaders Prepared?

- Leadership is a learned skill
- It must be developed and practiced to improve
- Strong leadership is the foundation to employee satisfaction, production, and retention

29

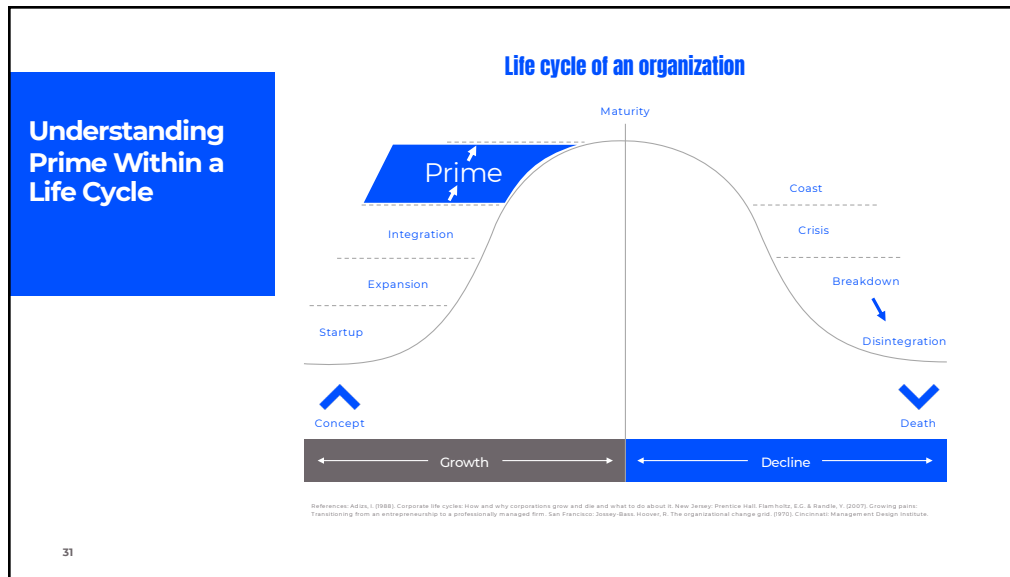
The Executive Circle Program Focuses on the 7 Components of Prime

Prime is a state of optimization, performance and health where all elements are working together to generate organizational velocity and momentum.

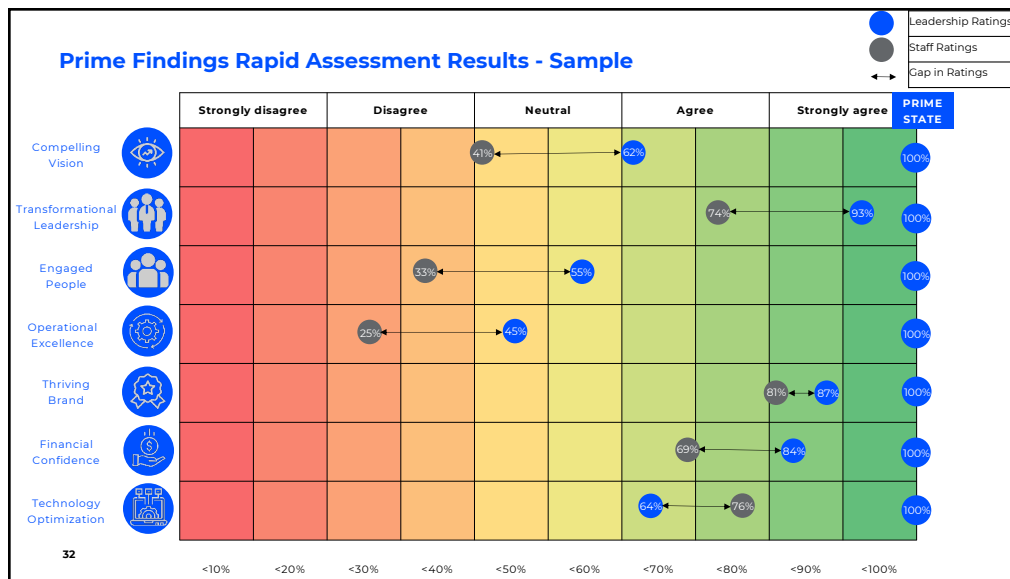
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32

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Is Your Company at Prime?



33

33

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34

34

Thank You!

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35