



Teams and Trust

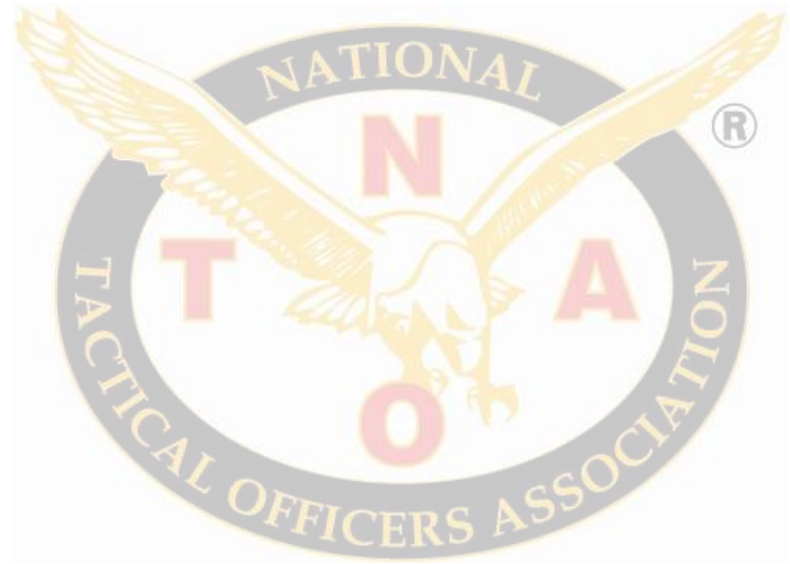
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“A team is not a group of people who work together. A team is a group of people who trust each other.”

- Simon Sinek



Foundations of Team Leadership

BUILDING AND MAINTAINING TRUST IN TACTICAL TEAMS



Learning Objectives

- Define teams and differentiate law enforcement teams from law enforcement workgroups.
- Explore the role trust plays in effective teams.
- Define trust and discuss the foundations of trust through credibility and its subcomponents.
- Explore the 13 core behaviors that impact trust.



Teams

- How is leading and working in a team environment different from other law enforcement assignments?
- How do we define teams?



Teams

- **Teams**

Small number of people with complimentary skills who are committed to a common purpose, performance goals, and a common approach for which they hold themselves mutually accountable.



Teams

- **Workgroups**

Group with common skills that interact for a common purpose to share information, skills, and perspective while the leader maintains responsibility for the outcomes.



What's the difference?



Motivation

- What motivates SWAT Team members?
- What is intrinsic motivation?
- What is extrinsic motivation?
- Which is more in line with tactical team values?

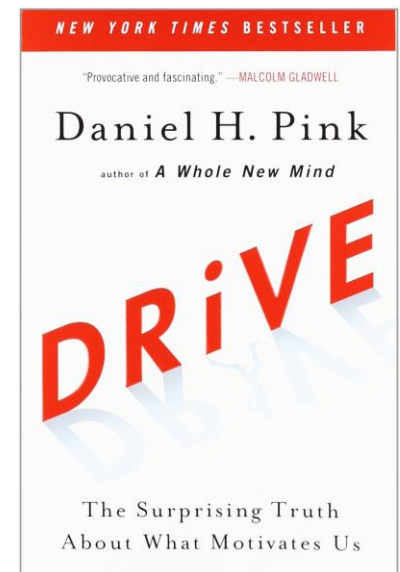


Motivation



Motivation

- What's the impact of Daniel Pink's research on intrinsic motivation?
- What does it look like in real life to create:
 - Autonomy
 - Purpose
 - Mastery



Trust

- Take two minutes and write down descriptors of someone you trust implicitly.
- What specific behaviors make you trust them?



Trust

- Based on what we know about teams vs. workgroups, and intrinsic motivation, how important is trust in our efforts to lead tactical teams?
- Is trust a nice to have soft social virtue or a hard economic driver?



Trust

- **Define Trust**

- Belief that someone or something is reliable, good, honest, effective, etc.
(Merriam-Webster)

- **What is trust comprised of?**

- Credibility and Behavior.



Credibility

- Idiosyncratic Credits
- Emotional Bank Account



Credibility

- Have you ever worked for or with someone with no credibility? What was it like?
- What comprises your credibility?
 - Character
 - Competence



Character

- Two Main Subcomponents
 - Integrity
 - Intent



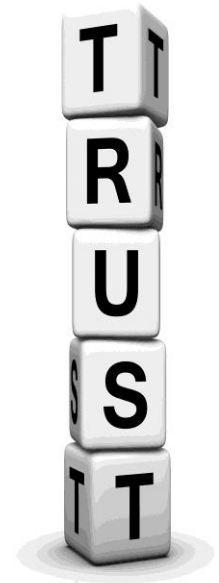
Competence

- Two Main Subcomponents
 - Capabilities
 - Results



Credibility

- Examples that increase or diminish credibility in each of the four cores of credibility.
 - Integrity
 - Intent
 - Capabilities
 - Results
- These are trust dividends and trust taxes.



Trust Accounts

- When trust is really low or completely broken can it ever be restored?
- Science shows it can be, but its based in behavior.



“You can talk your way
out of a problem you
behaved your way into.”

- Stephen M. R. Covey



Impacting Behaviors

- There are 13 leader behaviors that impact trust quotients.
- The behavior and the opposite are painfully obvious and you probably have an example readily available.
- The most common organizational behavior is not the positive behavior, but the counterfeit behavior.



13 Leading Behaviors

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust



Impacting Behaviors

1. The first five behaviors are rooted in your character
2. The next five are rooted in your competence
3. The last three are rooted in both.



Conclusion

- Leading teams differs from leading most workgroups.



Conclusion

- Leaders develop an environment that is conducive to intrinsic motivation.
 - Trust is founded in your credibility as a tactical leader. Credibility lays in your character and competence.
 - Purpose
 - Autonomy
 - Mastery



“Good teams become great ones when the members trust each other enough to surrender the me for the we.”

- Phil Jackson



Questions?



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