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www.idcpa.org/my-iscpa/member-benefits-discounts

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Why Paychex?

We've earned the endorsement of several national, CPA, EA, and tax professional associations. We are their sole preferred provider of payroll, retirement, and HR services.

Contact Us to Explore What's Possible.

Name: Doug Calder
Email: dcalder@paychex.com
Phone: (208) 600-3152

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Building Trust and Accountability in Teams



Connie Miller
CEO & Author

1



Why Employees Leave

- **“The 7 Hidden Reasons Employees Leave”
– by Leigh Branham**
 - Reason #1 – The job or workplace was not as expected
 - Reason #2 – The mismatch between job and person
 - Reason #3 – Too little coaching and feedback
 - Reason #4 – Too few growth and advancement opportunities
 - Reason #5 – Feeling devalued and unrecognized
 - Reason #6 – Stress from overwork and work-life imbalance
 - Reason #7 – Loss of trust and confidence in senior leaders



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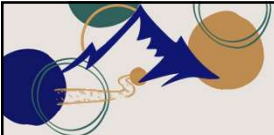
Gaps in Executive Skills

- **Top 5 Gaps in Senior Executive and Board Leadership Skills**
 - 1) Emotional Intelligence & Awareness
 - 2) Courageous & Crucial Conversations
 - 3) Critical and Strategic Thinker
 - 4) Succession Planning & Delegation
 - 5) Leading with Consistent Voice & One Voice Theory

We > Me





3



Building Trust and Accountable Teams

- **The Theory of the Herd**
By Eric Coryell
 1. Humans are pack animals
 2. Individual action is a myth
 3. Connection to a group is a requirement for human survival



4



Building Trust and Accountable Teams

What Happens to Anxiety, Fear of Separation, and Trust as We Engage in Each Behavior?

1) Ignore it / Avoid it / Do Nothing	↓	Fear of Separation: ↑	Trust: ↓
Anxiety:	↓		
2) Talk Behind Their Back	↓	↑	↓
Anxiety:	↓		



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Building Trust and Accountable Teams

What Happens to Anxiety, Fear of Separation, and Trust as We Engage in Each Behavior?

1) Ignore it / Avoid it / Do Nothing	↓	Fear of Separation: ↑	Trust: ↓
Anxiety:	↓		
2) Talk Behind Their Back	↓	↑	↓
Anxiety:	↓		
3) Look to the Leader/Boss/Rescuer to Take Care of It	↓	↑	↓
Anxiety:	↓		



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Building Trust and Accountable Teams

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Anxiety:	↓		
3) Look to the Leader/Boss/Rescuer to Take Care of It	↓	Fear of Separation: ↑	Trust: ↓
Anxiety:	↓		

90% Happens Here

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Building Trust and Accountable Teams

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2) Talk Behind Their Back	↓	Fear of Separation: ↑	Trust: ↓
Anxiety:	↓		
3) Look to the Leader/Boss/Rescuer to Take Care of It	↓	Fear of Separation: ↑	Trust: ↓
Anxiety:	↓		
4) One-On-One Conversation	↑	Fear of Separation: ↓	Trust: ↓
Anxiety:	↑	Fear of Separation: ↓	Trust: ↓

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Building Trust and Accountable Teams

What Happens to Anxiety, Fear of Separation, and Trust as We Engage in Each Behavior?

1) Ignore it / Avoid it / Do Nothing	↓	Fear of Separation: ↑	↓
Anxiety:		Trust:	
2) Talk Behind Their Back	↓	Fear of Separation: ↑	↓
Anxiety:		Trust:	
3) Look to the Leader/Boss/Rescuer to Take Care of It	↓	Fear of Separation: ↑	↓
Anxiety:		Trust:	
4) One-On-One Conversation	↑	Fear of Separation: ↓	↑
Anxiety:		Trust:	
5) Group Conversation	↑	Fear of Separation: ↓	↑
Anxiety:		Trust:	



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Building Trust and Accountable Teams

What Happens to Anxiety, Fear of Separation, and Trust as We Engage in Each Behavior?

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Anxiety:		Trust:	
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Anxiety:		Trust:	
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Anxiety:		Trust:	
5) Group Conversation	↑	Fear of Separation: ↓	↑
Anxiety:		Trust:	



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Breakthrough Tips to Improve Accountability and Trust



- 1) Don't hide behind a question when you are really making a statement.
- 2) Request owners of problem to consistently identify the "they" or "everyone" or groups, such as "all the branches" or "all our partners". Own it.
- 3) Don't hide behind company-wide or broad emails.



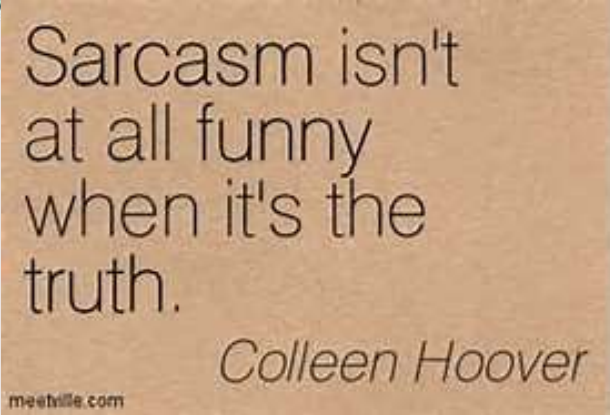

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No Pairing Code of Conduct

- Commit to each other that 'pairing off' will not occur. Establish a No Pairing Code of Conduct.**
 - Pause all conversations if that person is not in the room.
 - Reschedule conversations when all can attend. Shuts down gossip and negativity.



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Sarcasm isn't at all funny when it's the truth.


Colleen Hoover

meetville.com


- 1) **Insecurity.** For some, using sarcasm or teasing is a way of avoiding confrontation because they are afraid of asking for what they want.
- 2) Sarcasm can also be **passive aggressive** or as a way to **assert dominance**.
- 3) **Social Awkwardness.** This is another kind of insecurity, but you will often hear loners at parties or networking events use sarcasm as an attempt to lighten the mood or bond.

Misunderstandings in sarcasm are by design. Address with the Genuine Approach of confirmation.

<https://www.scienceofpeople.com/sarcasm-why-it-hurts-us/>





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Summary for Differences of Opinion

- **Trust is built through difficult conversations and vulnerability. Give Trust more weight than anxiety.**
- **Feedback is a gift. Be approachable (avoid defensiveness)**
- **Commit to your culture. It takes all of you. Promise a No Pairing Code.**



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RESISTANCE BRAIN vs. RECEPTIVE BRAIN

Brainstem
Fight or Flight

Source: Bill Crawford
"Top of the Brain"

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Creating Success:

- Retrain the limbic system to see stress for what it is, which is not something that is being done TO us (deadlines/difficult people). Emotions are housed here.
- Recognize that stress is a chemical change and signals that data to be sent to the lower 20% of our brain
- Get to "The Top of the Brain." 80% of the brain is the Neocortex.

Triggers


Deadlines
Difficult People
Work Load
Disagreements
Change

Reactions

Angry/Stressed
Adrenaline
Frustrated
Noradrenaline
Cortisol

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Know YOUR Triggers



A word cloud shaped like a brain, containing various terms related to stress and triggers. The most prominent words are 'Resistance to Change', 'Uncertainty', 'Anger', 'Ego', 'Personality Differences', 'Vagueness', 'Motive', 'Workload', 'Deadlines', 'Intolerance', 'Fairness', 'Chores', 'Control', 'Fears', 'Agenda', 'Aggression', 'Unethical', 'Harassment', 'Conflicts', 'Aggression', 'Unethical', 'Fears', 'Health', 'Workload', 'Intentions', 'Multitasking', 'Aggression', 'Skepticism', 'Resistance to Change', 'Workload', 'Money', 'Change', 'Disagreement', 'Religious Belief', 'Procedures', 'Distrust', 'Agenda', 'Uncertainty', 'Conflict', 'Victimization', 'Religious Belief', 'Harassment', 'Fears', 'Agenda', 'Uncertainty', 'Health', 'Perfectionism', 'Motive', 'Workload', 'Responsibility', 'Intolerance', 'Change', 'Disagreement', 'Control', 'Aggression', 'Negative Attitude', 'Chores', 'Responsibility', 'Intolerance', 'Agenda', 'Political Belief', 'Aggression', 'Uncertainty', 'Negative Attitude', 'Disagreement', 'Health', 'Control', 'Responsibility', 'Deadlines', 'Anger', 'Distrust', 'Fairness', 'Fears', 'Money', 'Fairness', 'Chores', 'Control', 'Intolerance', 'Skepticism', 'Deadlines', 'Personality Differences', 'Health', 'Aggression', 'Unethical', 'Deadlines', 'Agenda', 'Preference', 'Uncertainty', 'Intentions', 'Harassment'.

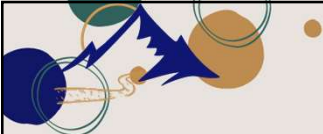
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List YOUR Top 3 Triggers




- 1.
- 2.
- 3.

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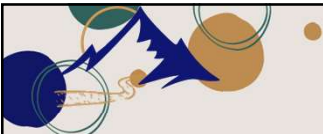


Neocortex Questions *by Bill Crafword*

- **Engagement of Upper 80% of brain is required:**
 1. Has this thought, emotion, or action been chosen deliberately, or on purpose? Most people would say that they don't choose to be stressed or frustrated on purpose.




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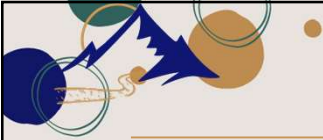


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 1. Has this thought, emotion, or action been chosen deliberately, or on purpose? Most people would say that they don't choose to be stressed or frustrated on purpose.
 2. **How is it working for me?** To what degree do I feel that my stress, frustration, resentment, etc., is helping me become more effective and/or joyful? Is it getting me what I want?




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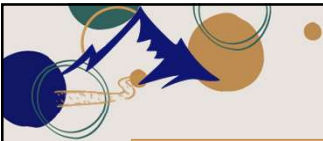


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 2. How is it working for me? To what degree do I feel that my stress, frustration, resentment, etc., is helping me become more effective and/or joyful?
 3. **Is this thought, emotion, or action making the statement I want to make about who I am?** Everything we do makes a statement about who we are and who we are becoming. ("Deadlines make me nervous." "Difficult people make me angry," etc.)




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 3. Is this thought, emotion, or action making the statement I want to make about who I am? Everything we do makes a statement about who we are and who we are becoming. ("Deadlines make me nervous." "Difficult people make me angry," etc.)

This question is one that many people report being even more powerful than the first three combined. It says:
- 4. **Would I teach this thought, emotion, or action to my child, my children or to someone I love?**



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Thank You!

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Connie Miller
CEO, Founder & Author

