



# **2011 Medical Symposium**

## **CULTURE OF TRUST**

**TRUST MODEL**  
**TRACK SESSION 28 JUNE 2011**  
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**UNCLASSIFIED - FOUO**



- Partnering is a deliberate facilitated process, that is intended to establish and maintain trust-based operating business relationships between people who are engaged in a common endeavor .
- The partnering process encompasses all the beliefs, tenets and behaviors of the Culture of Trust.
- Partnering has a resounding ripple effect within and between work groups. It is a major force for cultural change.
- Partnering creates high performing teams with a high level of trust and enhances mission accomplishment.





## No significant research

- Prior to 2000

## Current research efforts

- Self and societal Trust
- Healthcare research focus (PCP/Patient Trust)
- Medical research focus on Oxytocin
- Organizational Trust focus (Impact on bottom line)

## Little agreement

- Facets of Trust

## No agreement

- Interpersonal competencies

## Minimal focus

- Underlying personal beliefs





- The unique set of values, beliefs and principles that an individual holds. The personal code is freely developed over the course of a lifetime, adopted and adhered to as a matter of personal choice and free will. It varies from individual to individual.
- A personal code is not adopted as a matter of obligation or as a step in gaining admission to a profession. The personal code should be distinguished from a professional code such as the Army values, the Hippocratic Oath or the standards of conduct for Army civilian employees.
- A personal code is the standard individuals set for themselves. Adherence to a personal code is a matter of personal strength and reliability. Congruence with a personal code supports self-trust.

## PERSONAL CODE



# INTERPERSONAL COMPETENCY





- The ability to know oneself *and* engage in a relationship with another.
- Involves Self-Awareness: The ability to know one's own strengths and limitations, preferences, and emotional state accurately. The ability to take a position and make decisions despite extenuating circumstances.
- Involves Communication: The ability to clearly articulate your intention to the listener; to accurately read non-verbal cues; to respond appropriately to the needs and feelings of others; to constructively resolve conflict.
- Additionally, it is the ability to give effective and actionable feedback and hold others accountable for performance and behavior.
- Interpersonal Competency sustains organizations through periods of change by leveraging strengths in conflict resolution, collaboration, and the exchange of ideas and information.

## INTERPERSONAL COMPETENCY



# PERSONAL EXCELLENCE





- Choosing to be responsible for my behavior and the impact of that behavior. It is an intentional and continuous process of improvement, innovation, and performance at my fullest potential. It requires accepting who I am despite my limitations while finding ways of overcoming them.
- Involves cultivating a deeper understanding of my true motivations and desires. It is choosing to change my beliefs and behaviors to achieve optimal outcomes.
- These core beliefs strengthen my capacity to trust others. My willingness and capacity to change my underlying beliefs regarding myself, my team and my organization, further underscores my commitment to personal excellence. These beliefs in turn impact the team's behavior.
- *Being my best*

## PERSONAL EXCELLENCE



# TECHNICAL COMPETENCY



- Having the knowledge or skill to perform an act using specific methods, procedures, processes, or rules.
- Army Field Manual 6-22 “Army Leadership” explains that technical competency consists of the “specialized information associated with a particular function or system.”
- The Army definition breaks down technical competencies into three areas: knowing, operating, and employing your equipment. Another common breakdown of technical competency is the three areas of knowledge, skills, and abilities.
- Technical Competency includes the constant desire to be better, to listen and learn more, and to do each task completely to the best of one’s ability. This desire to excel extends to the work group and the organization.

## TECHNICAL COMPETENCY





- Professional excellence is the ability of an AMEDD team member to perform in their role in a manner that integrates *technical competency* and *interpersonal competency*.
- Professional excellence results when a team member can apply skills and abilities reliably, efficiently, and competently, exceeding the expectations of colleagues and patients.
- Team members operating at a level of professional excellence can get the job done without sacrificing relationships with other team members or losing sensitivity to changing conditions or environments.
- *Doing the best that I can*

## PROFESSIONAL EXCELLENCE





- Excellence of Others becomes an individual's responsibility to all members of a group. It is based on an understanding that I, as an individual, have an impact on others and therefore have the ability to create an opportunity for failure or success.
- Leaders have a responsibility and an accountability to create a safe environment that supports the excellence of others.
- Another leadership responsibility in a Culture of Trust is to support and teach the skills of evoking the excellence of others.
- In a trust-based culture, there is a shared responsibility for the success of the mission and all the members of the team.
- *Empowering others to be their best*

## EXCELLENCE OF OTHERS



## ACCOUNTABILITY

- Responsible, honest, answerable to myself and others

## CONGRUENCY

- Words, action and behaviors in harmony

## TRANSPARENCY

- Full disclosure, ability to freely share information

## INTEGRITY

- Doing the right thing when no one is watching, without regard to risk or reward.

## VOICE

- Speaking up for what is right. Taking a stand even when it is risky.

## ENGAGEMENT

- Actively involved, eager, dedicated to success of the mission

# MAXIMIZING MY POTENTIAL

Leaders who make it a priority to improve their Soldiers and civilians, and the way the teams work, lead a learning organization. They use effective assessment and training methods, encourage others to reach their full potential, motivate others to develop themselves, and help others obtain training and education. An upbeat climate encourages Soldiers and civilians to recognize the need for organizational change and supports a willing attitude of learning to deal with change.

**FM 6-22, Army Leadership**

To every person there comes in their lifetime that special moment when you are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to you and your talents. What a tragedy if that moment finds you unprepared or unqualified for work which could have been your finest hour.

**Winston Churchill**

With realization of one's own potential and self-confidence in one's ability, one can build a better world.

**Dalai Lama**



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FOUNDATION OF  
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