



icube

Trust Review Guide

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The *Trust Review* Defined

The *Trust Review* is a deceptively simple, yet powerful exercise that can increase team cohesiveness and brings up difficult issues related to interpersonal dynamics in a safe and respectful way. Ultimately, its objective is to enhance the communication within the team, the lack of which is often at the root of most problems related to team dynamics.

There are two components of the *Trust Review*:

1. 360 Feedback
2. Personal Report

Both are delivered candidly to or by the person for whom the review is being performed. It is critical that the facilitator and the team at large be vigilant for the environment to be open, honest, respectful, and safe. Specifically, if you are one of the leaders and in a position of power, you need to promise the team that anything said during a *Trust Review* is treated fairly and objectively. In my experience with teams, whenever a leader demonstrates the ability to absorb critical feedback without taking it personally and truly makes an effort to understand and assimilate it, this behavior can radically improve the trust and cohesiveness of the team and others will follow suit.

On the contrary, situations where leaders demonstrate a thin skin and the inability to take critical feedback, sets the stage for others shutting down and renders the exercise meaningless. Here the facilitator must have his or her “spider-sense” at full power and pay attention to the dynamics in the room. Depending on what’s going on, the facilitator may decide that the team isn’t ready for a full-fledged *Trust Review*.

Conducting a *Trust Review*

The process for conducting a *Trust Review* starts by having one person in the team be the subject.

The facilitator may ask for volunteers or simply choose an order, like starting with the person on the left or right at the table. After a subject is selected, the two components are conducted:

1. 360 Feedback

During the 360 Feedback, each member of the team provides feedback to the subject of the review on the following elements:

- Right Person

A Right Person is someone who embodies all the core values of the organization.

Any issues relative to this part are recorded by the facilitator.

- Right Seat

Right Seat assessments are made using a *Hedgehog Review* (learn more about the *Hedgehog Review* [[Link to Hedgehog Review](#)]). Here also, the facilitator makes note of any issues that might be brought up.

- Blind Spots

The *Blind Spot* feedback is based on a very powerful tool called the *Johari Window* developed by American psychologists, Joseph Luft and Harrington Ingham (Luft, J.; Ingham, H. (1955). "The Johari window, a graphic model of interpersonal awareness". Proceedings of the western training laboratory in group development (Los Angeles: University of California, Los Angeles). The concept of the Johari window to uncover blind-spots is actually quite simple. Refer to Figure 5.6. There are four types of traits, explained by the Johari window:

1. Traits we are aware of and allow others to see.
2. Traits we are aware of and do not allow others to see.

3. Traits unknown to us and others.
4. Traits observed by others but are unknown to us.

Let's look at the Figure below

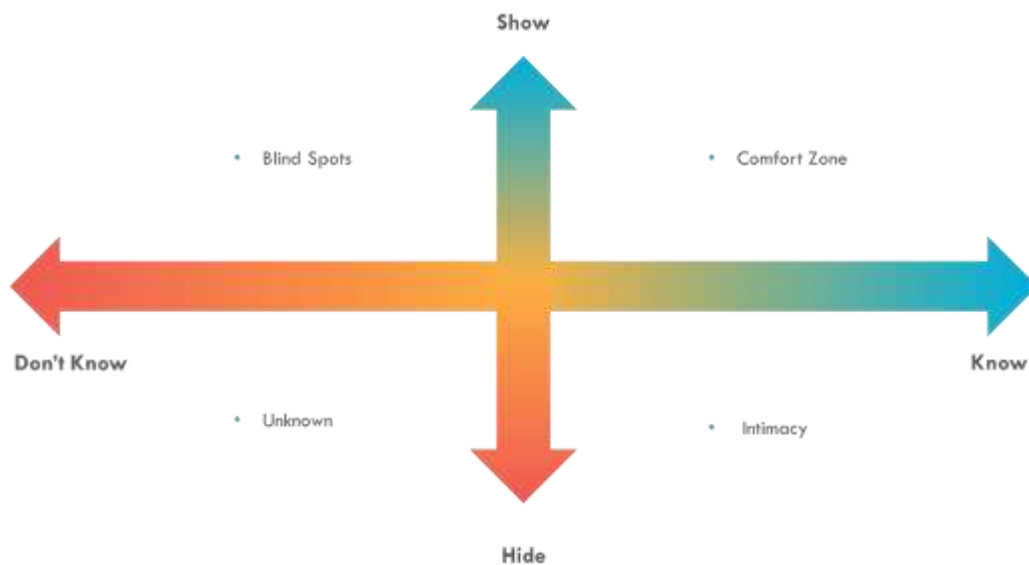


Figure: Blind Spots 1

Each quadrant is explained below:

“Know/Show”: This quadrant is our comfort zone. These are behaviors and habits we are comfortable sharing with people we don't know too well or even strangers.

“Know/Hide”: As we get to know someone, if we feel more comfortable in the relationship and as trust builds, we migrate this person, along with ourselves into this quadrant. This means we start sharing traits with that person that we usually hide from others. This happens with increasing intimacy.

“Don't know/Hide”: This quadrant represents traits that are unknown to us and not recognized by others. There's not much we can do about drawing out these traits. Rare occurrences of life experiences and increased self-awareness can sometimes draw these out.

“Don’t know/Show”: *Blind Spots* can be found in this quadrant. These are behaviors of which we ourselves are unaware of, but others can *observe*.

Recognizing *Blind Spots*

Being able to learn about *Blind Spots* in a safe and non-judgmental setting can be hugely valuable for us as individuals and are an excellent opportunity for personal growth and awareness. Experiencing this in a team setting is even more insightful. As you might guess, this process can also be a bit intimidating. If there isn’t a sufficient level of trust already within the team, it may be best to skip this until the next quarterly review. There are no hard and fast rules on how to make this decision and the facilitator needs to make the call based on everything that is known about the team.

After the last person has provided *Blind Spot* feedback, the facilitator turns to the subject who is invited to give the rest team their *Personal Report*.

2. Personal Report

The Personal Report wraps up the discussion for the subject. There are two main elements in the Personal Report:

- Comments and Insights

First, the subject shares any thoughts or insight gleaned from the feedback given by the rest of the team. This is also an opportunity for the subject to express appreciation for the effort and care demonstrated by the rest of the team during the feedback.

- Autonomy, Mastery, and Purpose

Following the comments, the subject then proceeds to convey to the rest of the team their own personal experience in working in the company and in a function.

Specifically, in icube™ (learn more about icube™ [link to icube™ information])

we encourage team members to articulate whether they have:

- All the autonomy.
- If they believe that they are on the path to mastery.
- If they feel like they are part of a bigger purpose.

This is based on the work done by Daniel Pink and described in his book, *Drive:*

The Surprising Truth About What Motivates Us.

Pink states that beyond a base level of financial compensation, more money doesn't motivate individuals to excel at their jobs. Instead, people shine when they have sufficient autonomy, are on the path to mastery, and feel that they are part of a bigger purpose.

Concluding the *Trust Review*

The *Trust Review* concludes when all of the team members have had an opportunity to be the subject and the facilitator notes all the issues that arise during the process. He or she carefully notes which team member to whom any specific issue might have pertained.