



Creating a Fearless Team

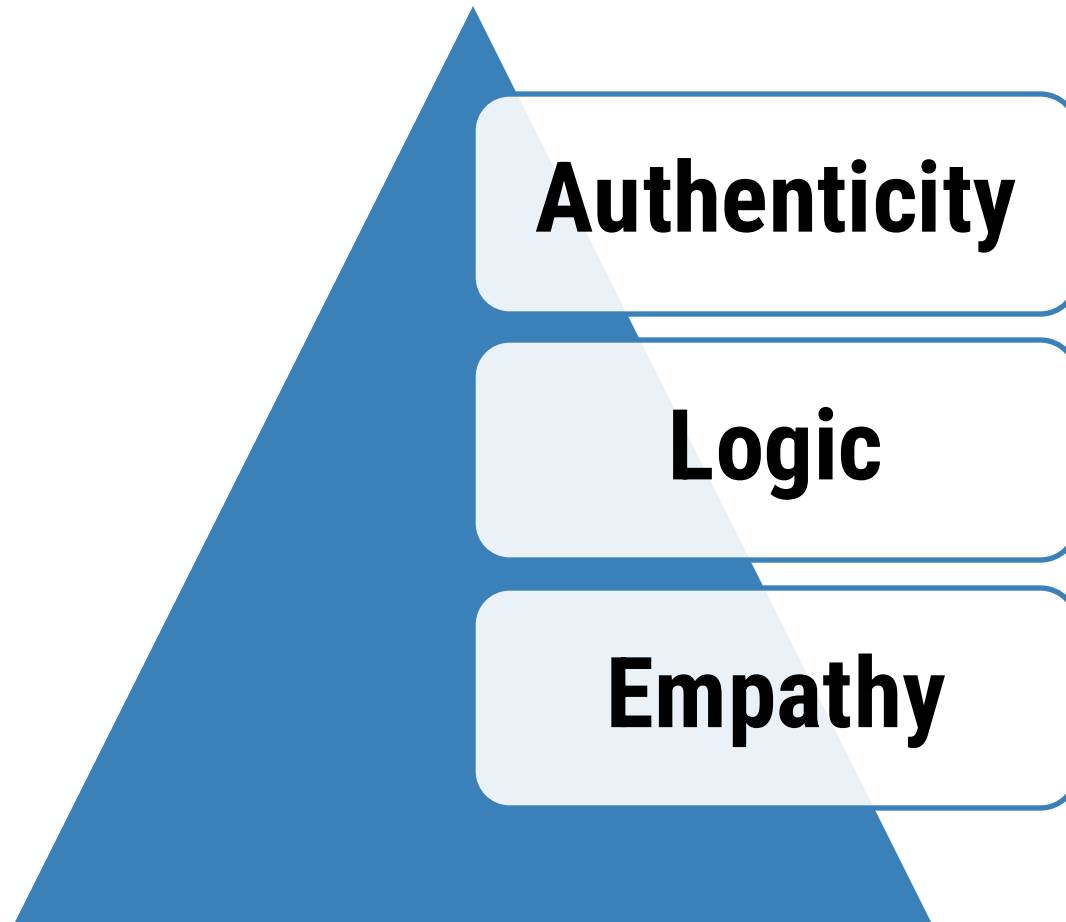
Session #5 (10.01.25)

EXERCISE: BUILDING AND BREAKING TRUST

- ☐ Think about when someone at work who (1) built or deepened your trust and (2) broke or weakened your trust.
- ☐ Who was involved?
- ☐ What specifically happened?
- ☐ What was the outcome?

Trust Builders	Trust Breakers
The situation:	The situation:
The specific behavior(s) that built or deepened trust:	The specific behavior(s) that broke or weakened trust:
How did it make you feel?:	How did it make you feel?:
What do you learn?	What do you learn:

THE TRUST TRIANGLE



EXERCISE: IDENTIFYING YOUR TRUST OPPORTUNITY

Instructions: For each statement, rate yourself on a scale from 1 to 5

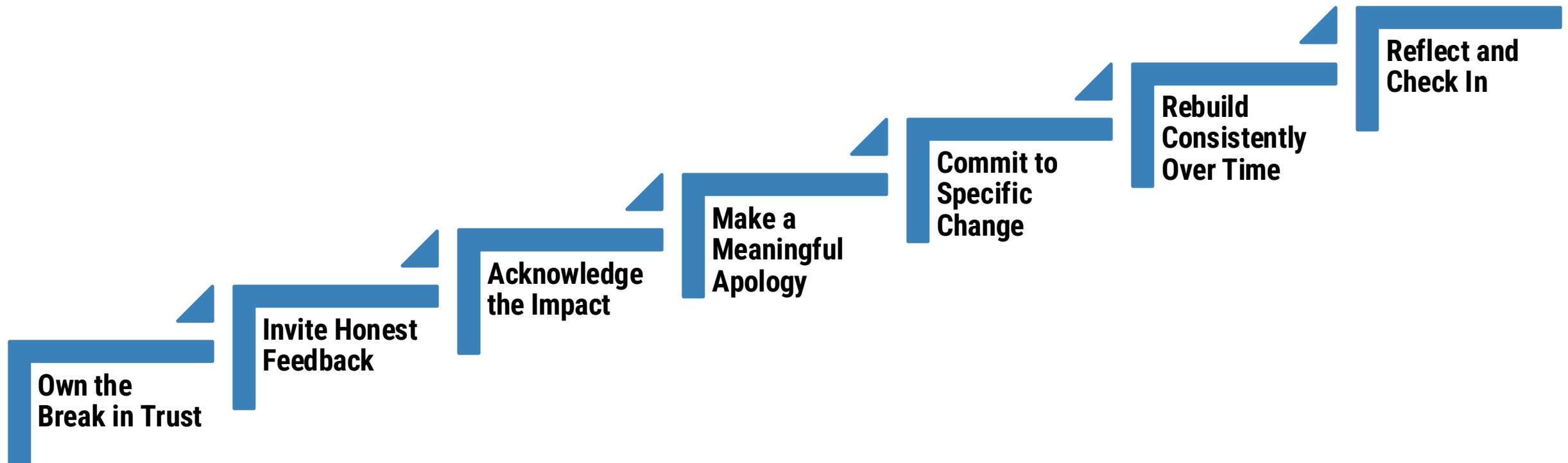
1 = Rarely **2** = Occasionally **3** = Sometimes **4** = Often **5** = Consistently

Authenticity (Do others see the real you?)	Logic (Do others believe you have good judgment and expertise?)	Empathy (Do others feel like you genuinely care about them?)
— I express my true thoughts and values—even when it's uncomfortable. # — People would say I show up the same way with everyone, regardless of level or status. # — I am clear and honest about what I believe and where I stand. #	— I can explain my reasoning clearly and concisely when I make decisions. # — People trust the quality of my thinking and problem-solving. # — I stay calm and confident—even under pressure. #	— I make others feel heard, especially when they're frustrated or uncertain. # — I stay fully present in conversations, without distractions. # — I ask thoughtful questions that show genuine interest in others' perspectives. #
Score: #	Score: #	Score: #

Total Score: #

STEPS TO REBUILD TRUST IN A WORK RELATIONSHIP

ACKNOWLEDGE --- APOLOGIZE --- ACT --- ASK



STEPS TO REBUILD TRUST IN A WORK RELATIONSHIP (1 OF 2)

Step	Actions	Say
Own the Break in Trust	- Acknowledge your role—even if it wasn’t intentional or solely your fault. - Avoid defensiveness, justifications, or blame - Focus on your behavior and its impact—not your intent	“I want to recognize that something broke in our working relationship. I may not fully understand the impact yet, but I take responsibility for how we got here.”
Invite Honest Feedback	- Create a safe space for the other person or team to express how they experienced the situation. - Listen without interrupting - Validate their experience, even if it’s hard to hear	“I’d really value your perspective. If you’re open to it, I’d like to understand what I did—or didn’t do—that affected your trust.”
Acknowledge the Impact	- Show you’ve truly heard and understand what happened—emotionally and practically. - Focus on empathy, not excuses ✓ - Acknowledge what they needed and didn’t get from you	“I can see that when I missed that deadline/dismissed your idea/spoke sharply in that meeting, it made you feel unheard and unsupported.”
Make a Meaningful Apology	- Go beyond “I’m sorry”—be specific and sincere. - Avoid vague or generic apologies - Don’t ask for immediate forgiveness—rebuilding takes time	“I’m sorry for how I handled that situation. I regret that it made you question whether you can count on me or speak up around me. That wasn’t my intention—but I know intent doesn’t erase the impact.”

STEPS TO REBUILD TRUST IN A WORK RELATIONSHIP (2 OF 2)

Step	Actions	Say
Commit to Specific Change	• State what you'll do differently, and how they'll know. • Make behavioral commitments • Ask for feedback along the way	"Moving forward, I'm committed to doing X and Y to rebuild trust. Please hold me accountable—and let me know if I fall short."
Rebuild Consistently Over Time	• Trust is rebuilt through small, consistent moments of reliability, honesty, and care. • Keep your promises—big and small • Communicate transparently, especially when things change • Be generous with your trust in others (it encourages reciprocity)	"Since we last talked, I hope you've seen a consistent change in me and understand how I care about you and our relationship."
Reflect and Check In	• After a few weeks, check in to ask how things feel now. • Shows humility and growth mindset • Keeps trust top of mind and open for discussion	"I wanted to check in—have things felt better between us? Is there anything more I can do to continue earning your trust?"

WHAT GOOGLE LEARNED ...

... FROM ITS QUEST TO BUILD THE PERFECT TEAM



DESCRIBE YOUR ACTIONS DRIVING YOUR TEAM'S SUCCESS

Dependability	Structure & Clarity	Meaning	Impact
My team members get things done on time and meet Jay Peak's high bar for excellence.	My team members have clear roles, plans, and goals.	Work is personally important to my team members.	My team members think their work matters and creates change.

FEARLESS ORGANIZATION ASSESSMENT

Instructions: For each statement, rate your team on a scale from 1 to 5

1 = Rarely **2** = Occasionally **3** = Sometimes **4** = Often **5** = Always

Question	My Team's Average Rating	Why Am I Rating This Question This Way? What Behaviors Am I Doing? What Examples Do I Have?
If you make a mistake on this team, it is often held against you.		
Members of this team are able to bring up problems and tough issues.		
People on this team sometimes reject others for being different.		
It is safe to take initiative on this team.		
It is difficult to ask other members of this team for help.		
No one on this team would deliberately act in a way that undermines my efforts.		
Working with members of this team, my unique skills and talents are valued and utilized.		

STEPS TO FOSTERING PSYCHOLOGICAL SAFETY

