

Leadership Plenary: Building Trust as a Leader

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Moderated by Myka Saltsman

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Association of
Immunization
Managers



Building Trust as a Leader



Rahul Kay, MPH / MBA
SVP Enterprise Wellness

Norms for Today

 **Permission to Speak in Rough Draft**

 **Vegas Rules**

 **Technology Check / Presence**



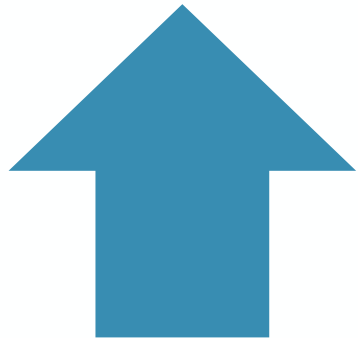
Building Trust as a Leader

Value of
Trust @
Work

How Trust
is Lost

Feeling “Safe”

Acting with
Conviction



Discussion:

In what ways does trust come up at work?

Examples of Trust in a Professional Setting



Collaboration



Performance
Assessment

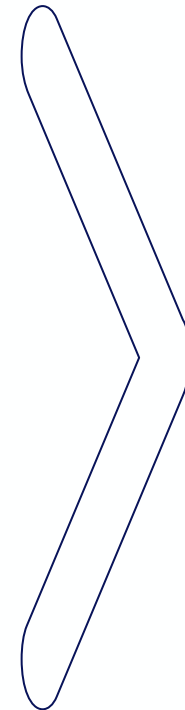
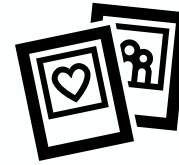
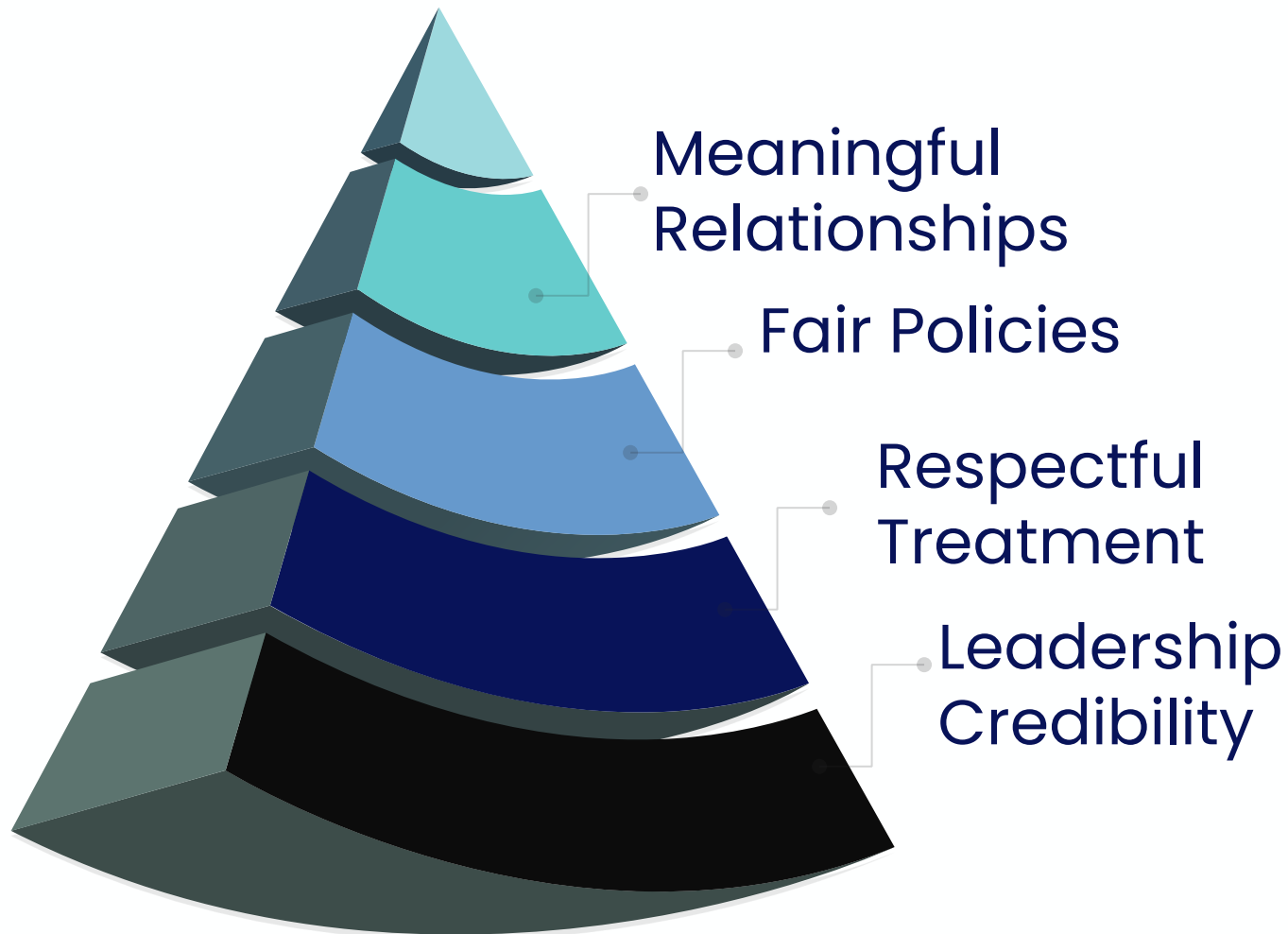


Leadership Decisions



Interpersonal
Relationships

Key Ingredients to High Trust Cultures

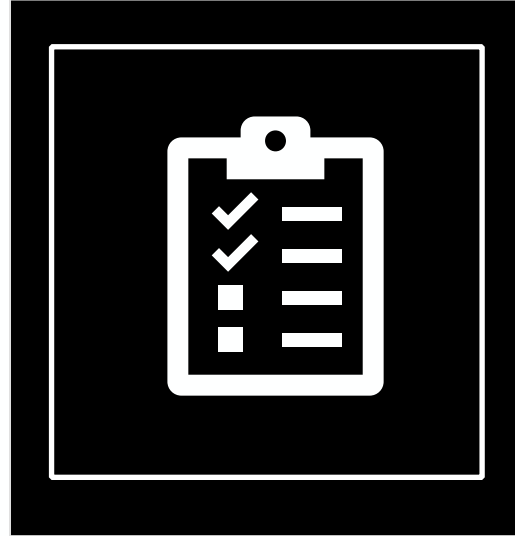


Trust.

Why is it so important?



Turnover rates are half of competitors



Increased innovation and performance (2x stock market)



Higher profitability (3% annually)



Employee engagement (260% higher motivation / 41% lower absenteeism)

Values: trans-situational
(context free) that serve
as guiding principles in
people's lives

**One set of values isn't
better than another.**



Activity:

What are the top values of your organization?

How do they compare to values that drive trust?

 **Transparency**

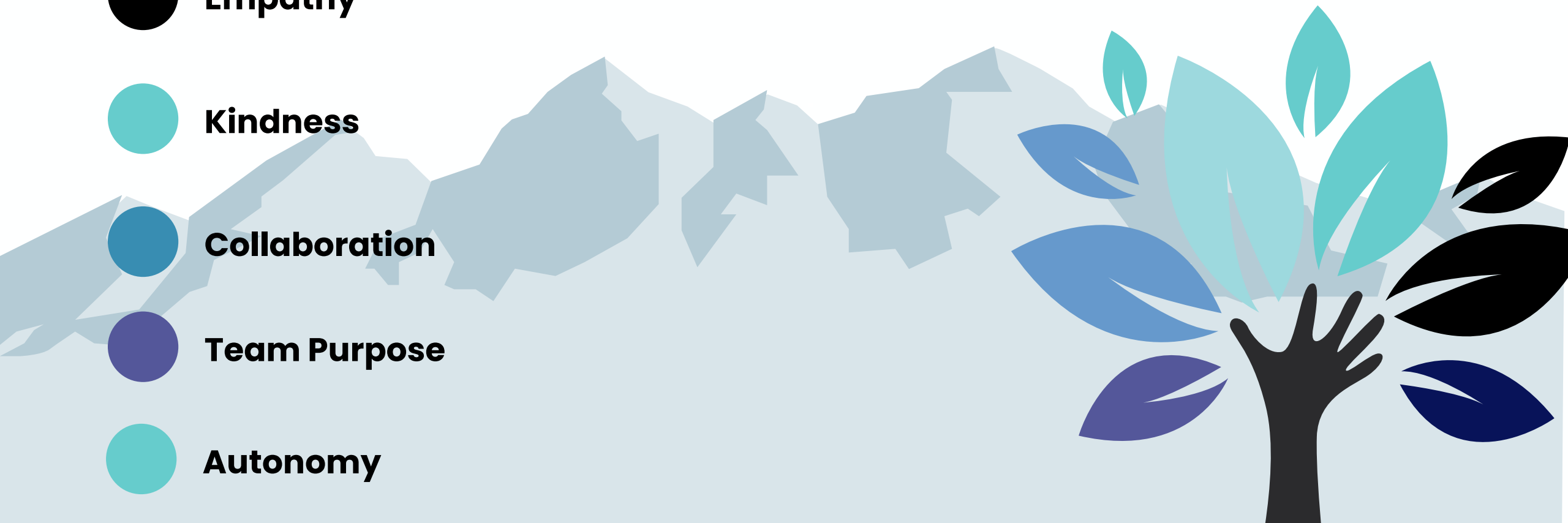
 **Empathy**

 **Kindness**

 **Collaboration**

 **Team Purpose**

 **Autonomy**



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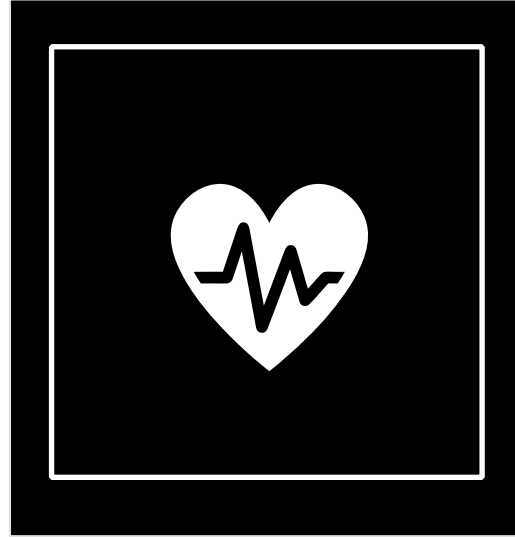
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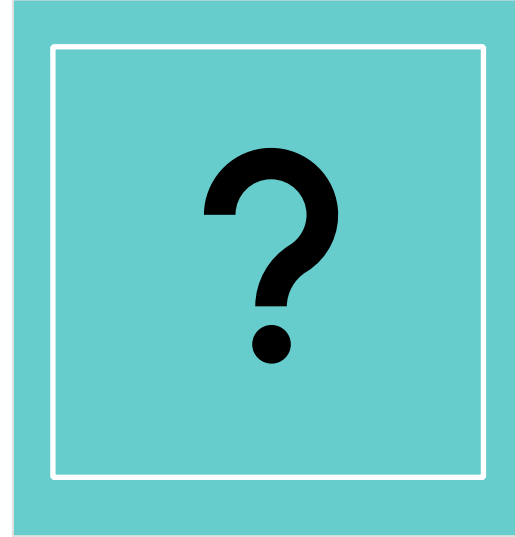
When can trust be lost at work?



Performance Reviews



Personal Matters



Uncertainty During
Change



Interpersonal Issues

Scenario:

You spent all month working on an initiative but once you submitted it, you learned that the project has been deprioritized and your boss simply wrote “Take time to do a good job on your proposal.” You are meeting with your manager to discuss feedback and better understand why this happened.

Best Practices

1. Provide the WHY behind strategic decisions
2. Illustrate specific examples in 360 feedback
3. Showcase respect and compassion for the work already done
4. Leave with a plan for other workstreams

Psychological Threat = Physical Threat



=



How Your Body Reacts Under Distress

01

Prioritizes Problem

Amygdala overpowers frontal lobe

02

Body Tenses

Adrenaline / noradrenaline heighten alertness

Metabolic Changes

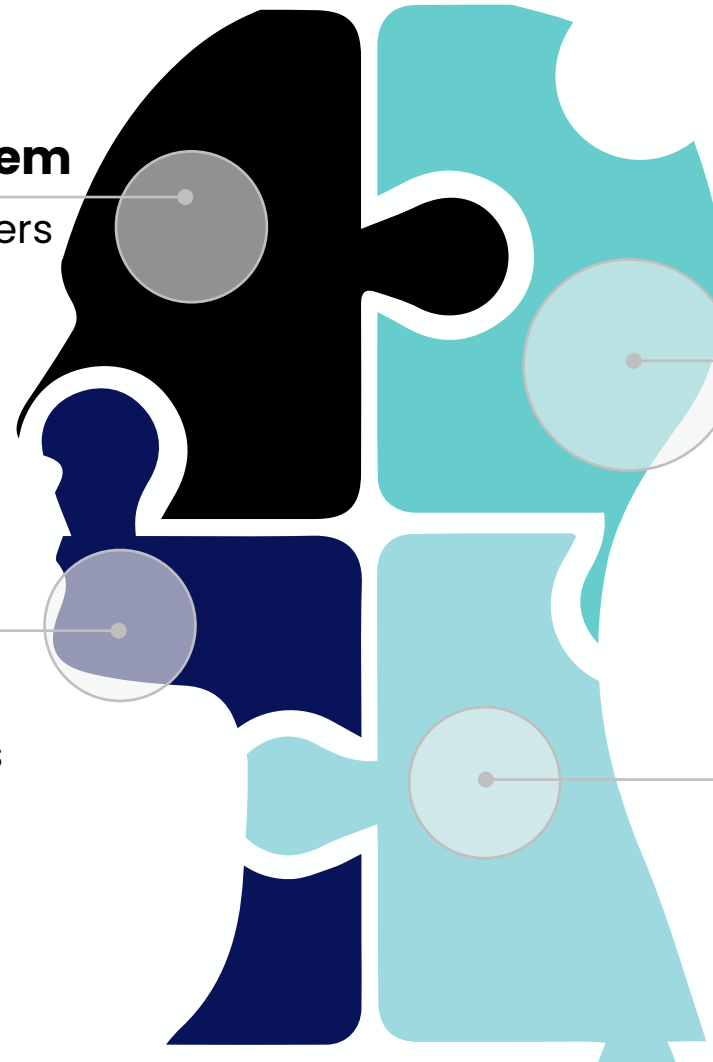
Increased respiration, body temperature,

03

Heart Pumps

Blood flow from the stomach to muscles for physical action

04



What's issue with a feedback sandwich?



C.O.I.N.



Context



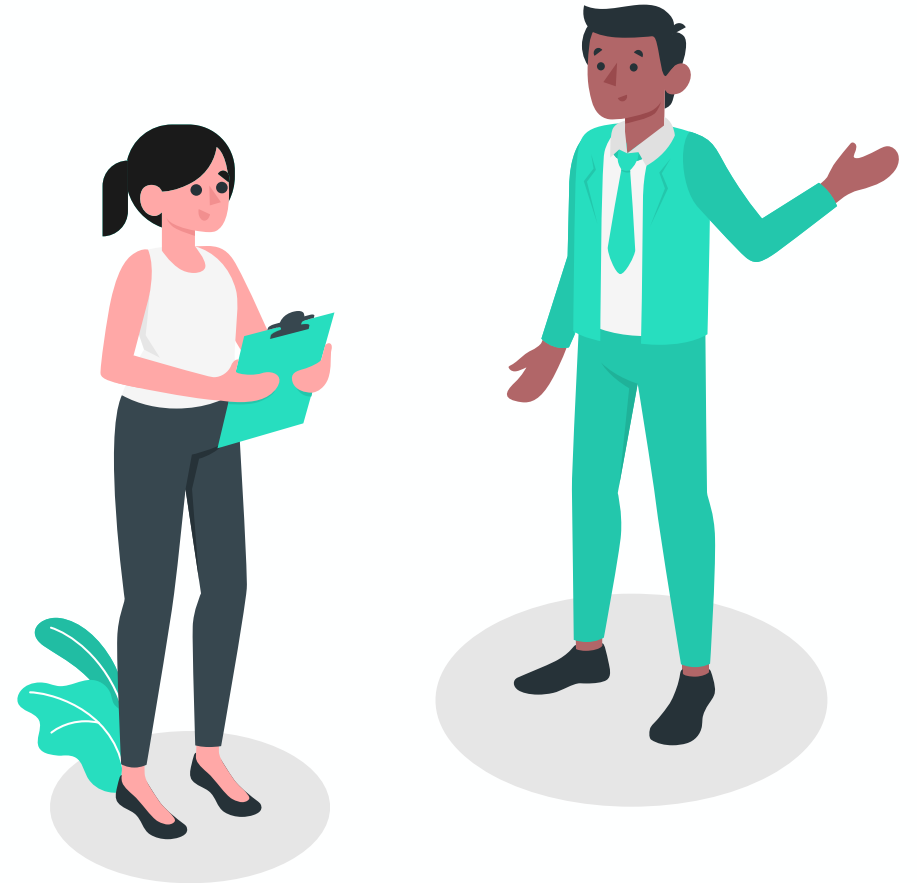
Observation



Impact



Next Steps



Account for Negativity Bias

◀ 5:1 Ratio for Personal Interactions



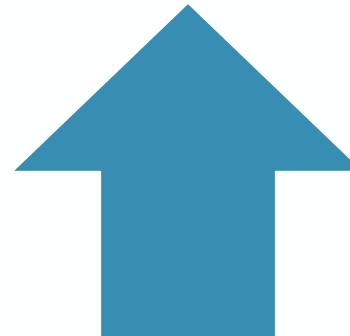
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In psychologically safe settings, I feel....

Understood

Invested

Valued

Capable

Case Study: Wellcome Trust & Sanger Institute

- ◀ Creating less hierarchical labs and targeted training can help support psychological safety



Avoid discrimination by improving DEI efforts / including recruitment / bias trainings – identifying and publishing metrics



Create anonymous feedback mechanisms that foster institutional trust



Train for career progression and financial security



Adapt funding to more flexible and for longer periods



Host Town Halls to reduce hierarchal sentiments

Improving Psychological Safety

➤ Feedback

➤ Connect

➤ Ownership

➤ Transparency

01 Promote a culture of consistent 360 feedback

02 Know each other, find authentic check ins

03 Share ownership and enable reports to drive projects

04 Share what you know, find out what you don't

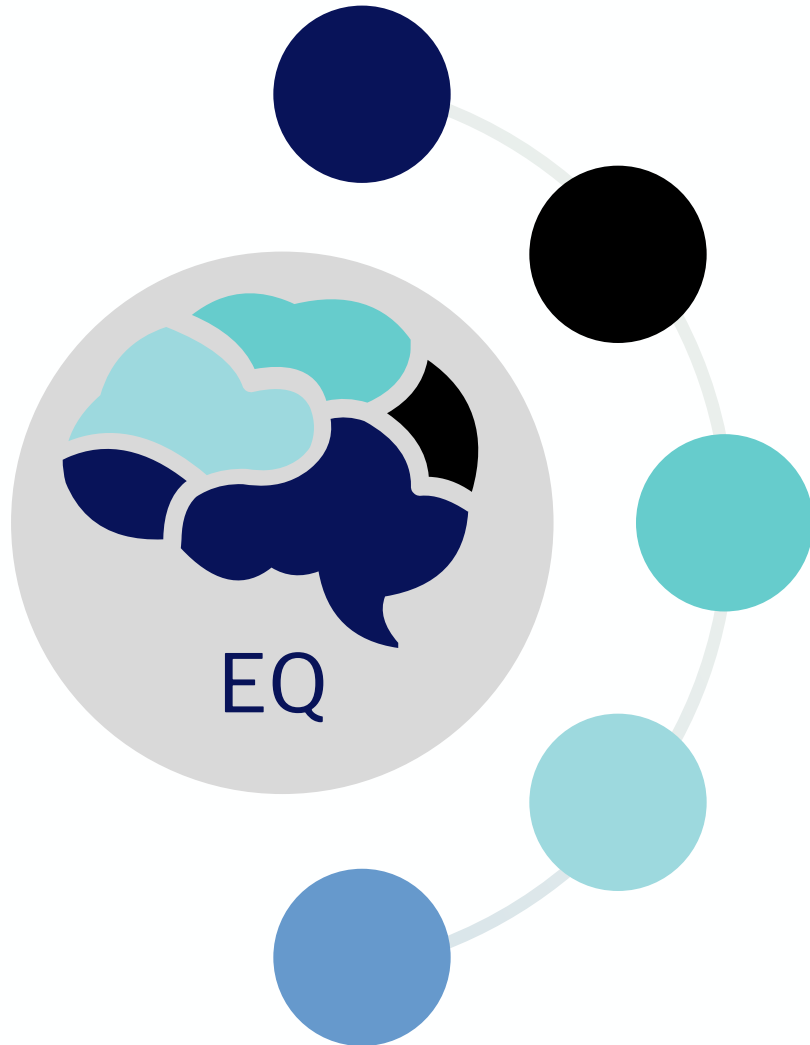
Emotional Intelligence

1. Recognize, understand and manage our own emotions
2. Recognize, understand and influence the emotions of others



Components of EQ

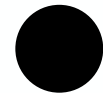
◀ Effective during: change / feedback / deadlines / challenging relationships / failure



Self-Awareness
Recognize your own emotions, strengths /
weakness, impact on others



Self-Regulation
Manage emotional reactions and impulses



Empathy
Identify and recognize other's emotions



Motivation
Enjoying what you do, working towards goals
and achievements



Social Skills
Managing mutually beneficial relationships



80% of competencies that differentiate top performers

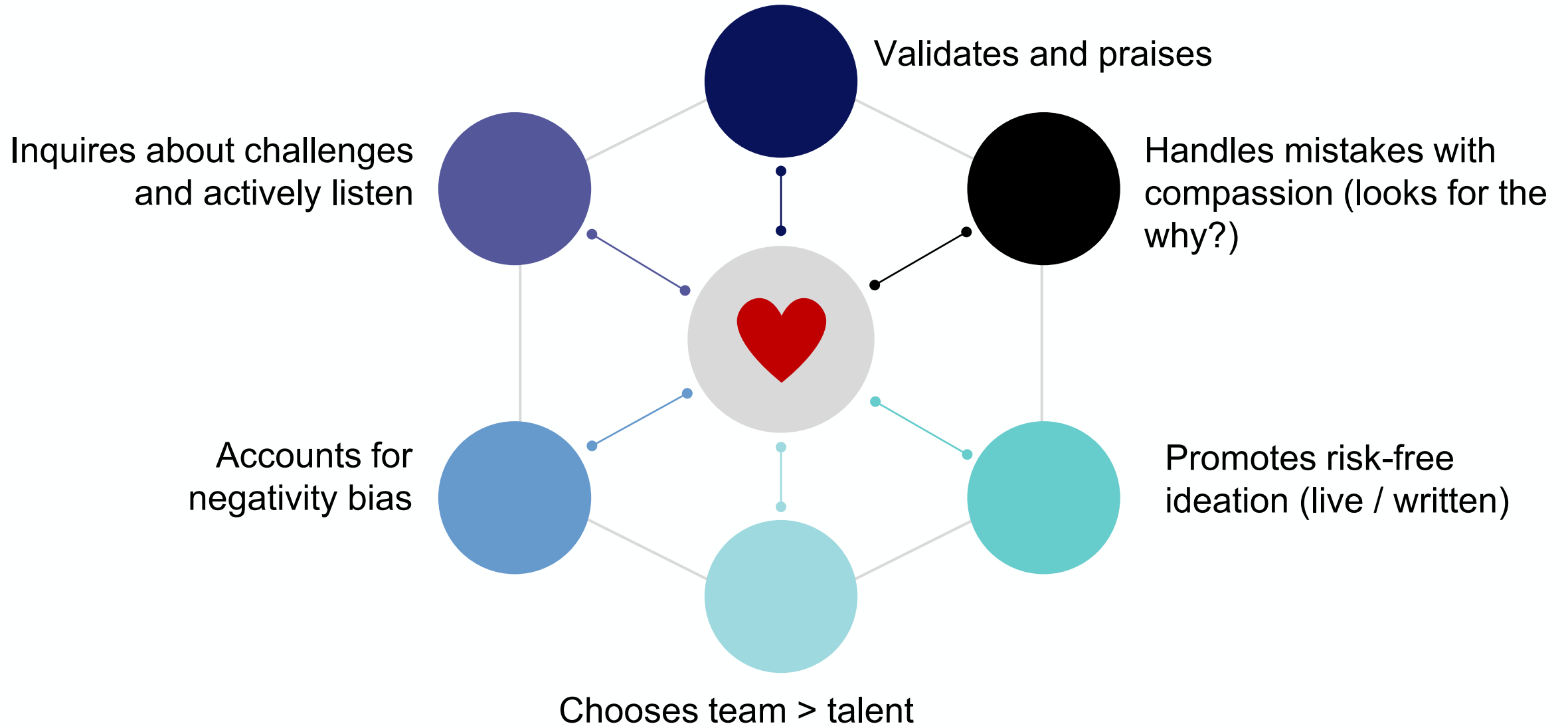
Source: IHHP, HBR (2003)

Question to Gather Feedback:

What's it like to work with me?

Leveraging EQ in the Workplace

- Employee core needs: certainty / growth / significance



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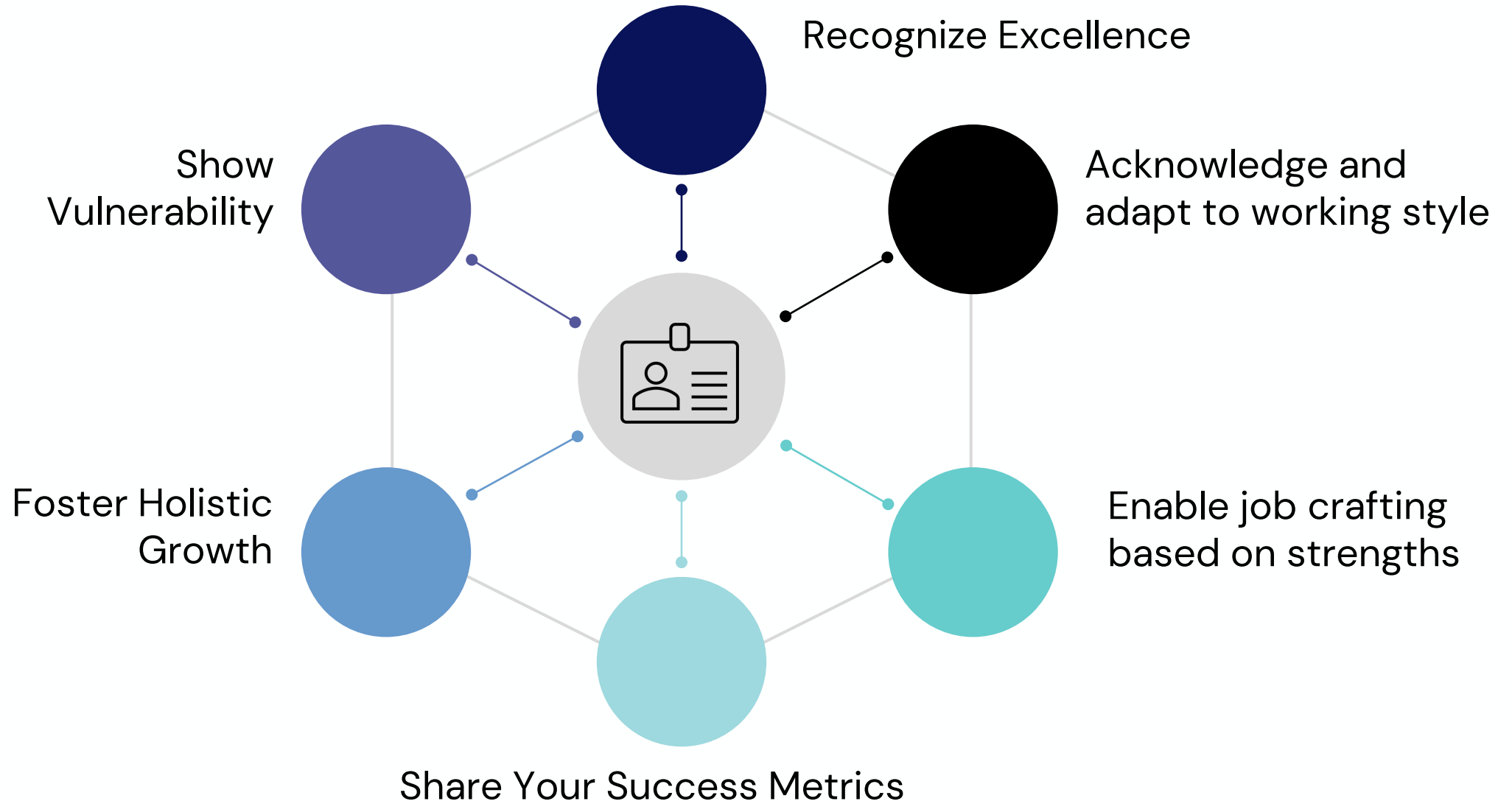
Acting with
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70% of Employees Say Their Manager
Has a Bigger Impact on their Mental
Health than a Therapist / Doctor

How do managers foster trust?

Techniques Managers Use to Foster Trust

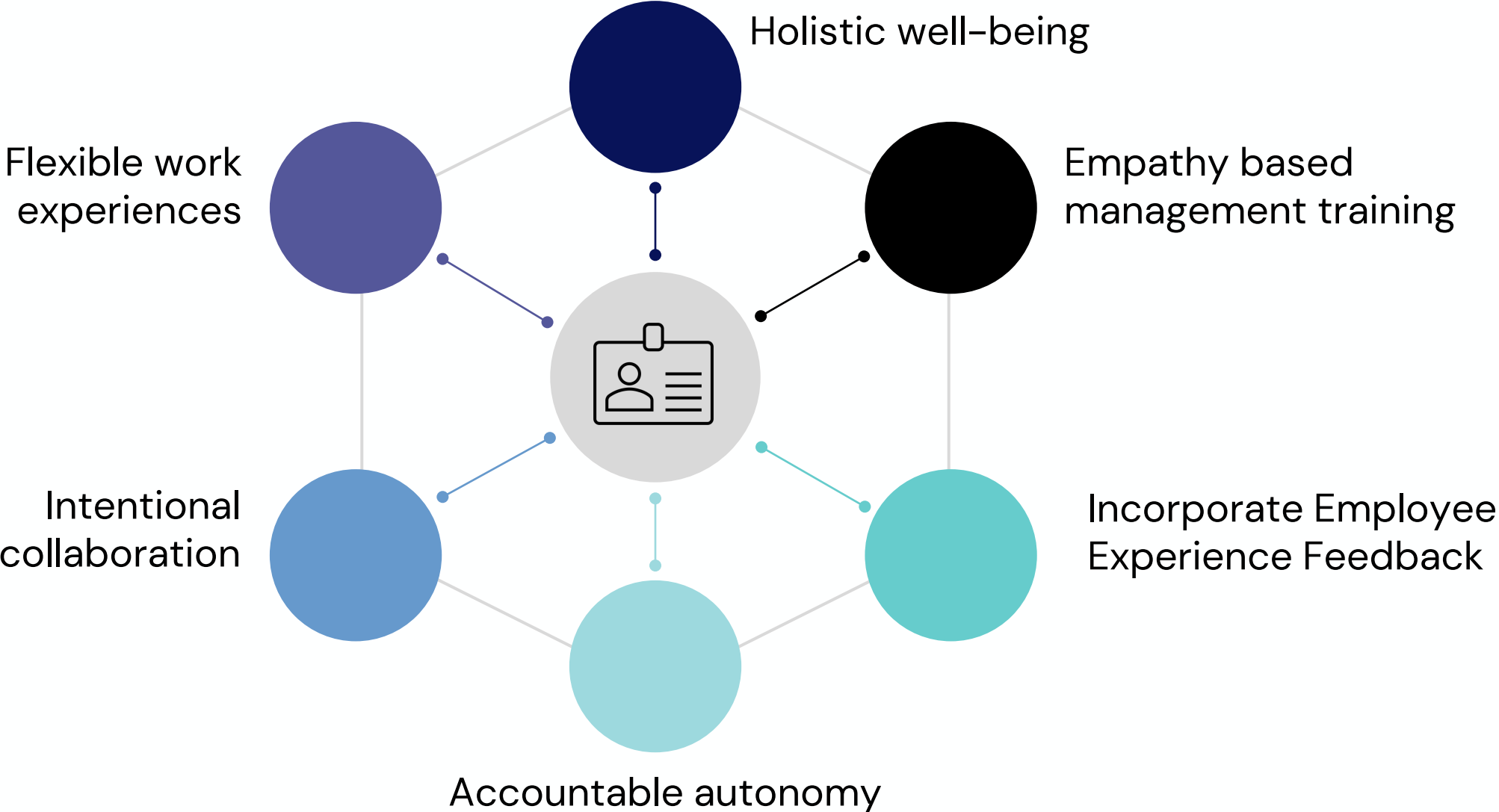


Creating a Supportive Work Environment

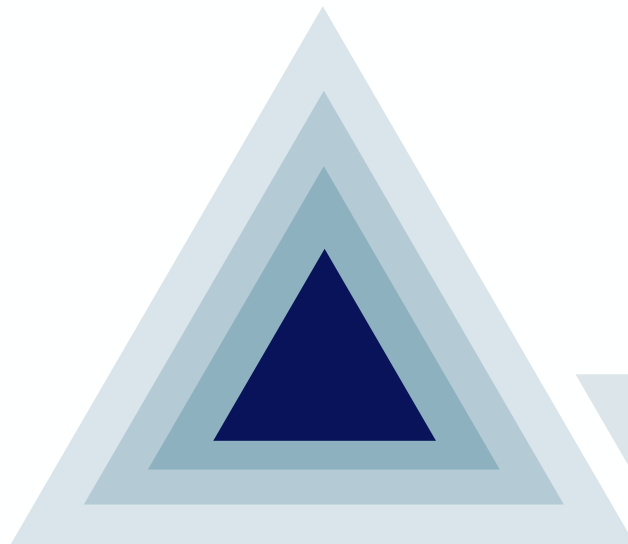
- **Transparency on progress, decisions, and feedback**
- **Recognition in a desired manner**
- **Delegation and identifying unnecessary work**
- **Demonstrating work / life balance**
- **Nurturing professional growth**



Human Centric Work Policies Foster Trust

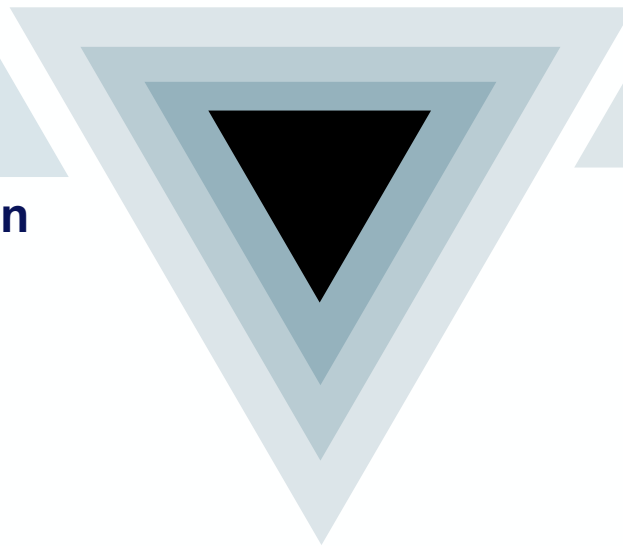


Trust Review

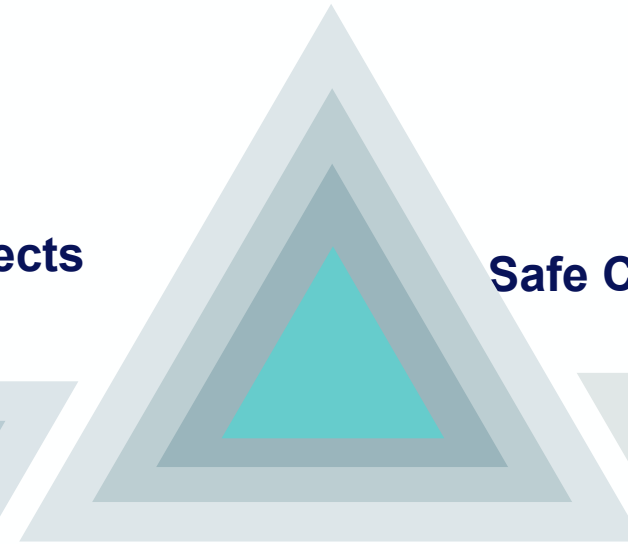


Trust Fosters Innovation

Negativity Bias Affects Relationships



Psychological Safety Requires EQ



Safe Cultures Require Management / Policy Alignment



Q&A



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Managers

Programmatic Breakouts

Increasing Vaccine Access through Specialty Providers	Celestin A
Adult Immunization Programmatic Framework	Celestin B
Law and Policy: Navigating the Post-Pandemic Legal Landscape for Vaccines	Celestin C
IIS Now and in the Future	Imperial AB
Partnerships and Vaccine Confidence	Imperial CD



PHOTO STATION RAFFLE

- Have you entered the Photo Station Raffle?
 - **Step 1:** Grab your friends, a prop, and snap a photo!
 - **Step 2:** Add your name to the sign-in sheet for a chance to win raffle prizes!
 - **Step 3:** Return to the exhibit hall on Wednesday at 2:30 pm and 4:30 pm for prize drawings!

Post your photo on the conference app or email it to info@immunizationmanagers.org to share with AIM and fellow attendees!



Thank you!

Networking break in Exhibit Hall 10:30am-11:00am



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