



|| slido | Elevate

Learn from Leaders: The Secrets to Building Trust in Your Team

We asked you...



Join at
slido.com
#SlidoElevate

☁ Active poll

65 👤

Where are you joining us from?



Welcome on stage



Nadia Vratna

Head of Thought Leadership



Jo Massie

Head of Customer Success

**Trust is the glue that
holds everything together.**



Teams without trust

Just a group of people
who work together



High-trust teams

Safe
Respected
Motivated
Productive

**Building trust is more crucial
than ever.**

**You are here because
you care.**

We'll be hearing from

**THE
SCHOOL
OF LIFE**

 **tomtom**

 **slack**

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We asked you

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How would you describe the current pulse of trust in your workplace?

A work in progress 🙄



Strong and steady 💪



In need of a boost ⚡



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Agenda



Welcome



Keynote: 'High Trust Cultures'



Quiz



Panel Discussion



Key Insights



Slido Masterclass

Welcome on stage 🖐️



Neil Sharman

Head of Research, Slido

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High trust cultures

We asked you

Active poll

84



What does trust at work mean to you?

ethical work to be able to rely on your teammate

no politics **Open and honest two-way communication**

confidence in others **Transparency** reliability productive

not scared of making mistakes **Safety** **safe** crucial Everything respect teamwork

Peace Support **psychological safety** honesty satisfying

open and honesty empowerment Vulnerability Security open and honest

Being treated as an adult.

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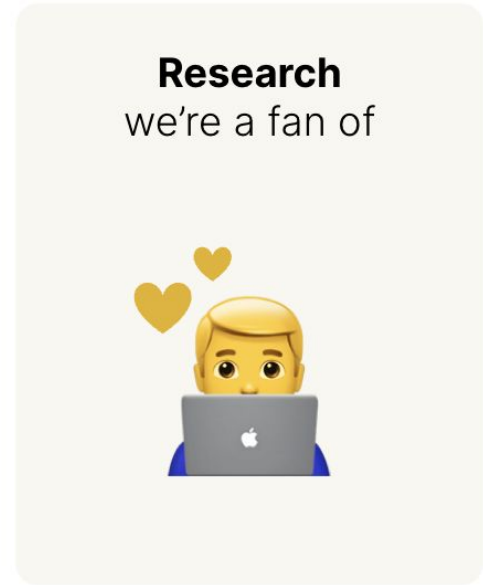
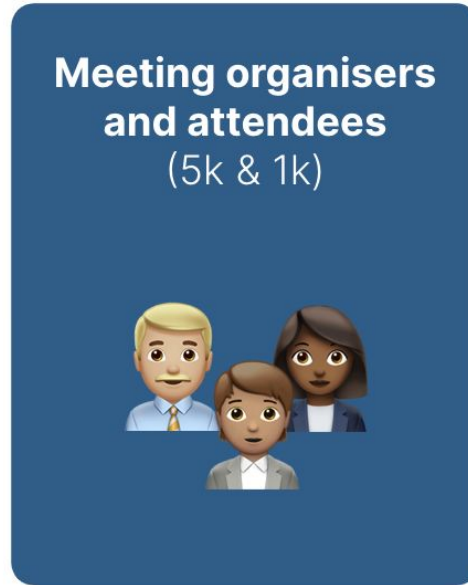
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What we'll discuss today

1. Horrendous stories **from my life**
2. Stories & thoughts **from our research**
3. What a **low trust culture** looks like
4. Creating a **high trust culture**
5. Q&A

What I'll draw on...




And **25 years** of leading teams

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**What does it feel like
when trust is missing?**

I worked in a place where this happened...

A man in a teal suit and striped tie, smiling broadly with his arms outstretched, set against a yellow background with a black dot pattern.

Hi, I'm the Head of Sales.
What's your role?

A man in a grey patterned suit and striped tie, looking awkward with one hand on his head, set against a blue background with radiating lines.

Er, I'm the Head of Sales. Awkward!

The CEO didn't want to be trusted. He wanted to be feared (so nobody got complacent)

Not just the CEO who was untrustworthy



Mistrust ran **through the organisation**



It was a **low trust culture**



Mistrust at scale is a **low trust culture**

**What type
of cultures form
when trust is low?**

We asked you

Active poll

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When trust is low there is often a culture of...?



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[#SlidoElevate](https://twitter.com/SlidoElevate)

Culture of fear



Culture of fear

“I run across so many people in our organisation who are **scared to reach out and ask a question** because they’re **afraid of back-stabbing**”

Slido Leader of Leaders research, 2023

This was a deliberate culture of fear



Culture of cynicism



I worked in a place where this happened...



Culture of burnout



I worked in a place where this happened...

Good at research

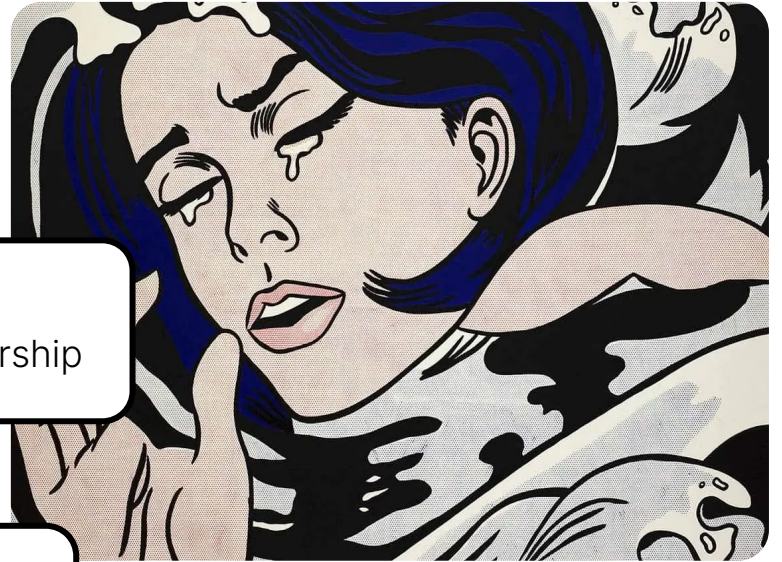
Bad at trust

Often just redid
the work herself

Killing feedback,
collaboration & ownership

Left her unsupported
and burnt out

Made her even
less trusting



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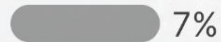


Have you ever worked in a low trust culture?

Yes



Not sure



No



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Firstly, I'm sorry



But it could be your
superpower



What kind of leaders see the need to build a high trust culture most clearly?



Leaders who've **experienced**
low trust cultures

“The bad bosses and bad experiences are really what defined my style. Because I wanted to do the **exact opposite**”

Slido Leader of Leaders research, 2023

**Trust often
gets forgotten**

Why does trust sometimes get forgotten?

Assumed and not explicitly
talked about



Associated with soft
not hard metrics



Trust underpins hard metrics

Feeling trusted at work has
the greatest impact on productivity.
2x better focus, 2x higher productivity

Research by Slack, 2023

Trust underpins hard metrics

Employees who don't feel trusted are
twice as likely to look for a new job

Research by Slack, 2023

Some leaders really get it

[A high trust culture is]

“As important as the deliverables
I’m measured against.”

Slido Leader of Leaders research, 2023

Who sets the culture?

Who sets the culture?

“Culture is set from the top down.

How leaders act, how they engage other employees, how they lead by example”

Slido Leader of Leaders research, 2023

Who sustains the culture?

“The tone is set from the top...
and **sustained by middle managers**”

Slido Leader of Leaders research, 2023

Trust and mistrust trickles down

Managers who don't feel trusted by their bosses
are **2x as likely to express doubts**
about the work ethic of their direct reports

Research by Slack, 2023

Ask yourself...

**“Are you influencing that
positive work environment?”**

Or are you someone that's bringing it down?”

Slido Leader of Leaders research, 2023

Break the chain, don't be a conduit of mistrust

What can you do?



Culture of fear



Once it's established
it is so hard to break.

Stand in the way.

Find out if the people at the top
realise & are happy with it.

Culture of cynicism



“I want you to focus on **transforming this team.**”

I have people who’ve **become jaded over time** but we can’t afford to lose them”

Slido Leader of Leaders research,
2023

A cynical team is an **opportunity**

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Culture of burnout



- Fight the instinct to **Do It Yourself**
- Foster feedback, collaboration & ownership
- Even if it takes longer at first

Meetings & comms instill trust at scale



Trust at scale is a **high trust culture**

Why meetings?

“Meetings are a site of
organizational culture-building”

Slido Leader of Leaders research, 2023

Why meetings?

“It's incredibly important
for leaders to **bring the culture you want**
to your group, and **to your meetings**”

Slido Leader of Leaders research, 2023

Bad meetings alienate people

43% left a meeting
without saying what
was on their mind

Slido, Meeting Revolution, 2021

It made 1 in 3 of them
feel like they wanted
another job

Slido, Meeting Revolution, 2021

Why meetings?

73% would not recommend their organisation as a place where meetings are productive & engaging

Meeting Revolution, 2021

Even in good cultures

In a third of organizations with very good cultures,
**meetings don't fully reflect the strength
of the culture**

Slido Tracker Research, 2023

**Live Q&A
is a great form of comms**

Leaders will often **consider a live Q&A** session
but send out a **survey instead** (less risk)

Slido Leader of Leaders research, 2023

When leaders do a live Q&A instead of a survey, they're seen as...

22%

More
charismatic

20%

More
approachable

22%

More likely
to **act on feedback**

**That's all
from the research**

**Time to share
secrets** 

I believe that **being open** makes a big difference.
People want to work for leaders
who are **living the integrity** that they
claim to be or share

Slido Leader of Leaders research, 2023

How can you build trust via openness?

**Build
connection**

**Be
accessible
& reliable**

**Demonstrate
vulnerability**

Get the report



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Takeaways 🙄

Takeaways

1. Leaders who've **experienced low trust** have a **superpower**
2. The **opposite of trust cultures** are cultures of fear, cynicism & burnout
3. **Trust gets forgotten**: not talked about, dismissed as too soft
4. **Trust and mistrust** are set at the top and trickle down
5. **Middle managers** - don't be a conduit of mistrust (break the chain)
6. Where can you start? **Meetings and live Q&A**
7. **Be open**: build connection, be accessible and vulnerable

Welcome on stage 🖐️



Liz Selman
Global Instructional
Design Lead



Victoria Lim
Head of People
Communications



Thomas Reyto
Senior Director,
EMEA Consulting



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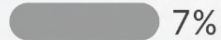


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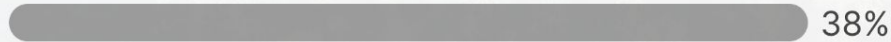
Do you believe trust should be earned or given?

Earned



62%

Given



38%

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81 👤



How often do you encounter 'office gossip'?

Quite frequently - on a weekly basis



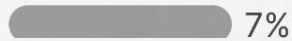
Not frequently - on a monthly basis



Very frequently - most days



Rarely - hardly ever



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**Thank you
for joining!**

