

# TRUST & INSPIRE

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## OBJECTIVES

At the conclusion of this presentation, participants will be able to:

- Differentiate "Command and Control" and "Trust and Inspire".
- Discuss the fundamental beliefs and stewardship of "Trust and Inspire".
- Describe terms and behaviors students and staff associate with TRUST.
- Identify the Barriers of becoming a "Trust and Inspire" leader.

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## ENGAGE THROUGH ACTION

- Use the notecard provided to
  - Write a term or action to represent each letter of T.R.U.S.T. without using the actual word "TRUST".

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## DEFINITIONS

- **Command**
  - give an authoritative order
  - dominate (a strategic position) from a superior height
- **Control**
  - the power to influence or direct people's behavior or the course of events
- **Trust**
  - firm belief in the reliability, truth, ability, or strength of someone or something
- **Inspire**
  - fill (someone) with the urge or ability to do or feel something, especially to do something creative

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## THE WORLD HAS CHANGED... OUR LEADERSHIP STYLE HAS NOT

*"The difference between what we are doing and what we're capable of doing would solve most of the world's problems."*

*---Mahatma Gandhi*

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My boss is constantly looking over my shoulder.  
Our company talks a lot about building a positive team culture – but I don't see it.  
Why did they hire me if they don't trust me?

How can I be an effective boss and keep my people? It seems like these new generations don't mind leaving a company at the drop of a hat.

I like my job, but honestly, I don't feel like my work matters. It's hard to find meaning when the work doesn't feel significant.

How do I balance holding others accountable without looking like I don't trust them or that I'm just micromanaging them from a distance?

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## THE 5 EMERGING FORCES

The Nature of the...

1. **World** has changed
2. **Work** has changed
3. **Workplace** has changed
4. **Workforce** has changed
5. **Choice** has changed

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## THE 5 EMERGING FORCES

- 2 imperatives to achieve
  1. Win the workplace
    - attract, retain, engage, and inspire
  2. Win the marketplace
    - model the behavior you seeking
    - humility, empathy, authenticity, creativity, and collaboration
- Example: Satya Nadella, Microsoft CEO

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COMMAND & CONTROL  
VS  
TRUST & INSPIRE

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Command & Control	Trust & Inspire
Compliance	Commitment
Transactional	Transformational
Efficiency	Effectiveness
Status Quo	Change
Incrementalism	Innovation
Fixed Mindset	Growth Mindset
Functional Silos	Interprofessional Teams
Control, Contain	Release, Unleash
Motivation	Inspiration
Manage "People & Things"	Manage "Things", Lead "People"

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## MANAGE THINGS, LEAD PEOPLE

- Manager vs Leader
- World is overmanaged and underled
- To "manage" is to "handle with skill"
- We "manage" THINGS
  - Technology
  - Schedules
  - Finances
  - Inventories
  - Resources
  - Tools

→ Not People

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## MOTIVATION VS INSPIRATION

### Motivation

- "The Carrot or The Stick"
  - Offers rewards or negative consequences
  - Extrinsic factors
  - Intended to manipulate a person's disposition to get what we want
  - Short term success
  - Conditioning

### Inspiration

- "Self-transcendence"
  - Upper echelons of Maslow's hierarchy of needs
  - Intrinsic factors
  - Intended to drive autonomy, self-determination, and connection
  - Performance with purpose
  - Developing

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## SELF-REFLECTION

As a leader, do I motivate my team to compliance, coordination, and incremental improvement?  
Or do I inspire them to commitment, collaboration, and creative innovation?

As a parent, do I talk at and micromanage my children? Or do I communicate with them, guide them, and trust them to make smart decisions?

As a teacher, do I motivate my students to get the assignments turned in? Or do I inspire them to learn and to get an education?

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Command & Control	Trust & Inspire
Extrinsic	Intrinsic
Require	Inspire
Suffocate	'Breathe Life Into'
Conditioning	Developing
Behaviorism	Autonomy

Leadership is a choice, not a position.  
Stephen R. Covey

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## THE INCREASING RELEVANCE OF "COMMAND AND CONTROL"

*"If you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks."  
-- Warren Buffett*

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## NOTHING FAILS LIKE SUCCESS

Example: Blockbuster vs Netflix -- We need to change with the challenge

- |  |   |
|--|---|
| <p><b>Win in the workplace</b></p> <ul style="list-style-type: none"> <li>Inspiring a High-Trust Culture                     <ul style="list-style-type: none"> <li>Attract, retain, engage, and inspire</li> </ul> </li> <li>People will stay if trusted</li> </ul> | <p><b>Win in the Marketplace</b></p> <ul style="list-style-type: none"> <li>Collaboration and Innovation                     <ul style="list-style-type: none"> <li>model the behavior you seeking</li> <li>humility, empathy, authenticity, creativity, and collaboration</li> </ul> </li> </ul> |
|--|---|

Engaged employees plan to stay for what they can give;  
disengaged employees plan to stay for what they can get.

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### Command & Control Creates Fear

- Risk makes people vulnerable
- Collaboration is a risk
  - Requires trust and transparency
  - Instead - they "coordinate" or cooperate (at best)
- People often use "collaboration" when they really mean "consensus"
  - No one is willing to risk coloring outside the lines
- Differences create suspicion or even divisiveness

### Trust & Inspire Creates Innovation and Collaboration

- Higher level of True, Creative Collaboration
- Voluntarily share and give
- Innovation is a team sport
  - flourishes when there is a collision of differences in an environment of trust
- Primary sources of creativity, synergy, and innovation.
- Responsible risks allow people to "fail forward and learn faster"
- There is no possibility of success without risk

Example: Eric Yuan - Founder and CEO of Zoom Video Communications

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## DON'T WE KNOW THIS?

- Irrelevance of "Command & Control" is known
- "Enlightened Command & Control" is the predominant leadership style today

Command & Control	Enlightened Command & Control	Trust & Inspire
Operates out of fear	Operates out of transactional fairness and exchange	Operates out of inspiration and purpose
What can I do "TO YOU"	What can I do "FOR YOU" (and for me)	What can I do "WITH YOU"

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## DO YOU EXPERIENCE COMMAND & CONTROL?

- **Structures** – hierarchical, top-down, managers and workers, deciders and doers, superiors and subordinates
- **Systems** – forced rankings, annual performance appraisals, people are expenses while machines are assets
- **Practices** – carrot-and-stick reward systems, centralized budgeting, "sandwich technique" feedback
- **Style** – micromanagement, abdications, supervision
- **Paradigms** – things vs people, scarcity vs abundance, motivation vs inspiration

We have to narrow the gap of "I get it" and "I'm doing it"

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## MOVING TOWARDS TRUST & INSPIRE

- We blindly cling to Command & Control
- We can't solve a problem that we don't understand
- Identify your barriers to overcoming Command & Control

Command & Control	Trust & Inspire
Industrial Age	Knowledge-Worker Age
Stability	Change & Disruption
To Know & Not Do	To Know AND To Do
Informed Acquiescence	Self-Governance
Coercive	Persuasive
Native Tongue	Acquired Tongue

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## STYLE IS GETTING IN THE WAY OF INTENT

- Look in the Mirror – is what you intended coming through?
- Paradigms of Leadership style
  1. Meta-Style of Leadership
    - Command & Control
    - Trust & Inspire
  2. Sub-Styles of Leadership are situational
    - Authoritative, Transactional, Coaching, Democratic, Laissez-Faire, Visionary, etc...
- Situation and context matter, but your paradigm matters more
- Style is a CHOICE – Match your style with your intent!

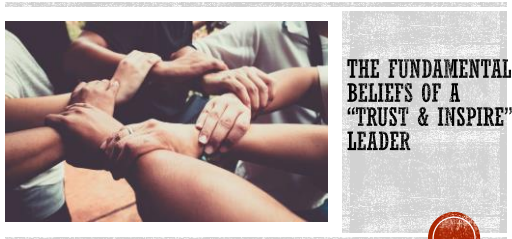
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## STYLE IS GETTING IN THE WAY OF INTENT

- Micromanagement is the peak of Enlightened Command & Control
  - Can not let go!
  - Try to be efficient with "Things AND People"
  - Use the concept of human resources (strengths, competencies, emotional intelligence)
  - Tap into people's strengths, not their passions
- Trust & Inspire may micromanage a process – but never people

Without Trust, the best you get is compliance.  
–Unknown

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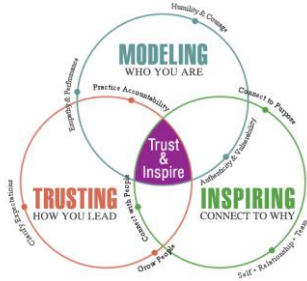


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The 3 Stewardships of a Trust & Inspire Leader



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THE 1<sup>ST</sup> STEWARDSHIP: MODELING

- Who **YOU** are
- Lead by example
- Source of credibility
  - Influence is created from the inside out
  - Leadership is not a popularity contest – it’s a credibility contest
- Source of Moral Authority
  - Inspiration earned by how you lead
  - You rent a title (formal authority) – you own your character
- It is a privilege, not an entitlement, to lead  
 --Ken Chenault, Former CEO of American Express

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THE 1<sup>ST</sup> STEWARDSHIP: MODELING

Greek Philosophy

- **Ethos** – how people view you and can believe what you say
- **Pathos** – feelings and relationships to be in tune with others needs
- **Logos** – logic, are you rational in the work you do with people



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THE 1<sup>ST</sup> STEWARDSHIP: MODELING

3 behavior virtues

Humility and courage	Authenticity and Vulnerability	Empathy and Performance
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THE 2<sup>ND</sup> STEWARDSHIP: TRUSTING

- How **YOU** lead

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THE 3<sup>RD</sup> STEWARDSHIP: INSPIRING

- Connecting to **WHY**

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**STEWARDSHIP AGREEMENTS**

**WHAT "TRUST AND INSPIRE" IS NOT**

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**COMMON BARRIERS  
TO BECOMING A  
"TRUST & INSPIRE"  
LEADER**

**BARRIER #1: THIS WON'T WORK HERE**

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**BARRIER #2: FEAR**

**BARRIER #3: I DON'T KNOW HOW TO LET GO**

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**BARRIER #4: I'M THE SMARTEST ONE IN THE ROOM**

**BARRIER #5: THIS IS WHO I AM**

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**NEW WAYS TO LEAD  
IN A NEW WORLD**

**TRUST AND INSPIRE IN ANY CONTEXT**

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**T.R.U.S.T.  
STUDENTS AND STAFF PERSPECTIVE**

**REFERENCES**

T	R	U	S	T

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