DISPUTE CULTURE
EMPLOYER
COMPETENCE
EMOTION
INTEGRITY

INTERACTION

PSYCHOLOGICAL

NEAR
CONFIDENCE BUILDING
COHESIVENESS
SAFETY

TEAM

TRUST

NEEDS

LEADERSHIP
COOPERATION
EMOTIONS

CULTURE OF TRUST
EMPATHY

DISTANCE
OPENNESS
CONTROL
PSYCHOLOGY

INNOVATION
PERFORMANCE
EFFICIENCY
COMPETENCIES COMPANIES

BASIC SENSE OF TRUST

CREATIVITY

CREDIBILITY

SELF-CONFIDENCE

Edition #2:
TRUST

NEW WORK

MAGAZINE@TELEKOM

FOREWORD

Dear readers,

Actually, trust is quite simple: You keep, what you promise! We learned this simple rule from our parents as children and hopefully experienced it. Nevertheless, a social phenomenon is: many people's trust in the state and its organisations, indeed in democracy is crumbling. The reputation of the political parties is miserable, the trust in the media and newspapers is dwindling. According to a Forsa survey, in July 2022, only 29 per cent of those surveyed thought the state was capable of acting and fulfilling its tasks. Two thirds no longer anymore.

What is the reason for this? The promise of prosperity, safety and peace that has been suggested in our society for decades in the public perception no longer seems to apply. The crises and upheavals of the past months and years have unsettled many people. Trust has been lost.

In this environment, companies are doing surprisingly well. This is shown by a survey also conducted by Forsa on the trustworthiness of institutions in the economy conducted at the beginning of 2022. 71 percent of employees in Germany place a high level of trust in their employer. Can we therefore sit back and relax? Not at all. Because: a lack of transparency, unclear messages, poor communication and trust goes into a tailspin. We have to be aware of this danger. I don't claim that everything is running perfectly here. But we have the issue on our radar. With the Leadership Anchors, "I am the Magenta leader people trust and talents choose to work for", we give this aspect high priority. Not only on paper. We work intensively with our leaders to consolidate a high culture of trust in our company. This is important to me. In line with our guiding principle "I am T - Count on Me."

The American author Stephen M. R. Covey says: "When people break their promises to themselves or others, they create mistrust. Your personal credibility is based on four core issues. Namely, integrity, intentions, capabilities and results." When trust is high, Covey says, the dividend we receive is like a performance multiplier (see page 9).

Without trust, our life together does not work neither at home in the family nor in the office.
How does trust develop? What does it mean for our work? How do trust and psychological safety interact?
With this e-paper, we invite you on what we hope will be an insightful reading journey.
As an inspiration and source of reflection.

Sincerely
Birgit Bohle

T *NEW/ORK*

CONTENT

T NEWORK

CONTENT

T NEWORK

WITHOUT NET AND FALSE BOTTOM

INTRO

Let go, swing, catch: In aerial acrobatics, all movements and sequences are coordinated. The artists must be able to implicitly rely on each other. What is obvious in the ring also applies to all areas of our daily lives: trust is a basic need and an indispensable foundation for living and working together. That is why it is often so robustly demanded, especially in the workplace. But letting go, relinquishing control and relying on others is difficult for many.

"We tell savers that their deposits are safe." On October 5th, 2008, the German chancellor Angela Merkel appeared with her finance minister Peer Steinbrück in the Chancellor's Office in front of the press. They issued a complete guarantee for German savings deposits. After the collapse of the American investment bank Lehman Brothers in September 2008, German investors also feared for the safety of their deposits. Many people then wanted to withdraw large sums of money. 100- and 200-euro bills were already in short supply, the Bundesbank reported. There was a threat of a so-called "bank run". The historic statement had the desired impact, as people kept their faith, which ensured that a complete collapse of the banking system was averted.

LOW TRUST IN LEADERS

According to a survey by the opinion research institute Forsa commissioned by the TV station RTL (turn of the year 21/22), public figures such as police, doctors (80 percent each) and universities (77 percent) enjoy a high level of trust. People also have a great deal of trust in their own employers (68 percent). We need trust because it replaces knowledge that is not available. What we cannot check ourselves, such as airplanes or trains, can only be used if we trust that it will work because others have taken care of it. Developing trust is a necessary component for human coexistence.

SUSCEPTIBLE TO PREJUDICE

A quick glance at the stranger in front of me and our brain already assesses whether we can trust them or not. Research from the California Institute of Technology has shown that our brain ascribes a precisely defined social value to visual stimuli, a kind of rule of thumb whereby someone who looks like a friend of mine has better chances with me. On the flip side, someone who looks like someone who has tried to cheat me, has no chance with me. This phenomenon has advantages. According to neurobiologist Henning Beck, this makes our brain more energy efficient and better at navigating large quantities of information. Conversely, this makes us more susceptible to prejudice.

BASIC TRUST FROM BIRTH

But why is it easier for some people to build trust than others? One answer is provided by the Swiss Shaolin monk Shi Xing Mi: "Each of us carries two wolves within us. One is called trust, the other distrust."

Every day, both fight with each other, sometimes one prevails, sometimes the other. But in the end, the wolf you feed wins. We all recognise trust as a feeling, something that is primal and innate within us. It is the basis of deep interpersonal relationships, underpinning feelings that can last a lifetime. Above all, resilient people had at least one strong confidant in childhood, according to the results of a study by American developmental psychologist Emmy Werner. Resilient people recognize their own needs, are self-confident, can take on responsibilities and pursue goals that they consider meaningful.

TRUST AS INSTANT CREDIT

The traditional understanding of trust is, as we have seen, based on knowledge of the other, on established relationships and solid structures. This understanding is no longer sufficient for today's market requirements and the realities of life, says management consultant and author Reinhard K. Sprenger. Trust, which first has to be worked out, tested and earned, is no longer in keeping with the times. Digitization and a new understanding of work are changing our lives. Everything is becoming faster, more complex and more volatile. Trust is increasingly demanded as an "instant loan".

TRUST REDUCES COMPLEXITY

However, Sprenger postulates that "trust me" does not work. Trust cannot be commanded. It is given. Whoever solicits trust must first have to give it, requiring them to have the courage to make themselves vulnerable. In many situations, people have the choice of whether to give trust or not, wrote systems theorist Niklas Luhmann. But without trust they could not even get out of bed in the morning. Trust reduces complexity. Conversely, permanent mistrust costs energy and time and is therefore not very efficient. And that alone should prompt even hardened mistrust cultivators to rethink their approach. Given this, it would be prudent to reverse the maxim famously attributed to the Russian revolutionary Lenin to read: "Control is good. Trust is better."

DANGEROUS: HIDDEN MISTRUST

Trust requires openness. It sounds like a truism. But let's be honest, who hasn't withheld important information from the team in meetings because he or she was afraid of passing it on? Or of the fact that someone else's feathers? And who hasn't done so for tactical reasons, so as not to disturb the harmony within the team? Hidden mistrust. No one talks about it. This is extremely dangerous for organizations. Many change processes, mergers or process optimization projects have failed because of a lack of trust, not because of a lack of know-how. Holding on is stability, letting go is stress.

ENGINE FOR FAST DECISIONS

A culture of trust is more important than ever. Simon Sinek, author of "The Neverending Game" says: "Without teams that trust each other, problems in a company will be covered up or ignored." Companies and management behaviors must permanently adapt to economic conditions. Fast and efficient action does not fit in with management cultures that are based on extensive sets of rules, which focus on unconditional control. The solution is not to work more or faster, but to have more trust, which is the driving force for faster decisions and actions, warns consultant Sprenger. He recommends trust as a control mechanism for companies. Jessica Lang, Professor for Occupational Health Psychology at the University Hospital in Aachen, went into more detail in an article in the Frankfurter Allgemeine Sonntagszeitung. "If I were the CEO of a company, I would make trust a fixed part of my corporate strategy."

SERVANT LEADERSHIP

Trust is the basis of good, solid and sustainable leadership. Sustainable leadership relationships are primarily characterized by mutual trust. There is currently a lot of talk about servant leadership. First and foremost, this involves an attitude of understanding and listening irrespective of hierarchy and expertise. This is the prerequisite for successful leadership. Especially when leading agile teams. In this scenario, a level of trust is the key to mutual success.

But what measures can be used to create trust in the company? There is no blueprint for building a culture of trust. Each company must find its way based on its own experience. That is work. If what organizational experts say is true, that the competence of the future will no longer be based purely on knowledge, but on self-leadership, i.e., people's trust in their own skills and competencies, we are on the right path.

INTERACTION

TRUST AND SAFETY

Trust and safety are mutually dependent. We show how the two are intertwined. And we do so with the help of a methodological approach, which combines 77 human needs and among other things, helps organizations to identify what their employees need.

We are currently seeing why safety is more valuable than ever. The feeling of protection, order, safety, freedom from fear, etc. is one of our most important basic needs. If these needs are not fulfilled, we feel uncomfortable, vulnerable or have to struggle with loss of control. Crises and conflicts, the pandemic, and other major developments within our ever rapidly changing world can lead to such insecurities. What, among other things, helps to maintain or regain our sense of safety? Our ability to trust. In what we ourselves, our fellow human beings or society can do to counteract these uncertainties. Confidence in the fact that things will get better. One of the most important prerequisites for this trust is an internal, emotion-based sense of safety. Because trust is created, among other things, by the

fact that we have experienced emotional support and stability. We trust because we have experienced that people act with good intentions. Because others convey a high degree of personal credibility. And because we have practices and patterns that provide an inner compass and intuitive decision-making criteria.

We trust because we can rely on the fact that the behavior in our team or other groups will conform to explicitly or implicitly agreed rules and norms. That everyone can show openness and admit mistakes without fear of repercussions. When these conditions are met within the group, psychological safety will follow.

More about needs and how they relate to another:

TRUST

70 (77)   In a constantly changing world, trust gives us the fixed points on which to build everything else. Trust means that we can rely on something without having to constantly question it. The general trust that everything will be all right is an incredibly powerful resource. Usually, we do not trust blindly. Instead, we set a framework in which our trust applies.

Trust and security are interdependent. We have to trust in order to feel safe. On the other hand, experiencing security is a prerequisite for trust. If trust is placed in us, it means appreciation and commitment at the same time.

Broken trust requires considerable effort to be restored and is usually only regained within a corrected framework.

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FULFILLED
safe, secure, significant, strong, committed

UNFULFILLED
disappointed, insecure, desperate, skeptical

SECURITY

72 (77)   The need for security goes beyond protection against physical damage; it can encompass all dimensions of life. Security-minded people take out more insurance, arrive earlier at the airport, and prefer to check everything twice.

The experience of being protected and being in control are important pillars of the need for security. A person strengthened in this way is open to new experiences and learning. However, when they feel insecure, they go into defense mode characterized by isolation and aggression.

A rapidly changing world creates uncertainty. Offers that reduce complexity and give people the feeling of control and security therefore attract high demand.

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FULFILLED
strong, secure, open, reassured

UNFULFILLED
weak, insecure, nervous, anxious

*Source: 77 Human Needs: Understand, Create and Measure Human Experiences*

DEFINITION

WHAT CONSTITUTES TRUST

Trust building begins at the very start of childhood. This feeling makes life much easier for us, providing it remains intact. How it develops, how it grows and how to maintain it.

Throughout our lives, we all experience trust and mistrust in one form or another. This begins in early childhood. Trust is shaped by our own personal experiences and events which can either reinforce or undermine our propensity to trust. Trust is first and foremost about behavioral safety. Whoever trusts expects others to behave in a certain way. This expectation is learned over time, either because we have experienced a person's behavior in previous situations or because we have come to observe trustworthy behavior through other entities (e.g. trust in professions, institutions, groups). From a social science perspective, trust makes our lives easier because it reduces social complexity. Trusting allows us to anticipate the future, shaping our expectations of others – and of ourselves. According to trust expert Stephen M. R. Covey, meeting these expectations increases our personal credibility. Based on previous experience, we assume that we do not have to repeatedly evaluate and anticipate behavior because we can assume that the probability of a certain behavior is very high.

TRUST OR DISTRUST
DEALING WITH THE UNKNOWN

When confronted with the unknown, we initially react with uncertainty or fear. In such a situation we can trust or mistrust. In the case of mistrust, we check at close intervals whether the expected behavior has occurred. In the case of trust, we assume that the behavior occurs. Trust promotes openness and cooperation in a relationship. It is an evolutionary mechanism to reduce our cognitive burden. We need no longer put every relationship to the test. Whoever trusts, takes the risk that his trust will be broken. However, if he gets involved and "invests" great trust, says Stephen M. R. Covey, then he has a good chance of receiving a high dividend, which acts like a performance multiplier.
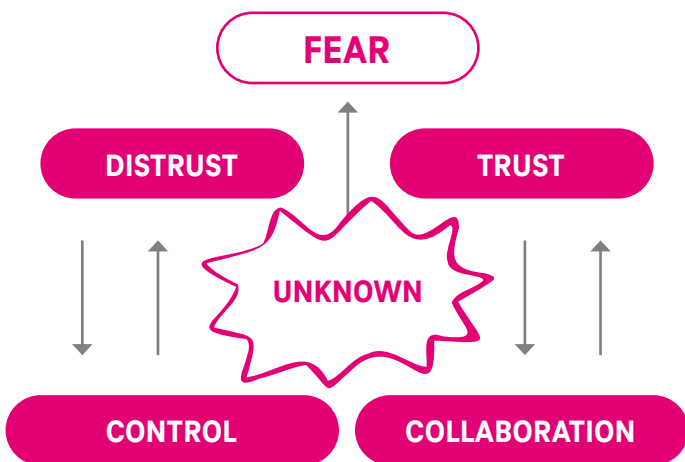
Source: Alisa Ströbele, Anatomy of Trust

TRUST IN THE TEAM

Trust in a team means that someone shows vulnerability and weaknesses because he or she knows that his or her team members will not use them against him or her. Mutual trust in teams is the shared conviction that members will fulfil their roles and protect the interests of their teammates. When the team stands by its members in difficult times, trust grows. High-performing teams see building trust as a shared responsibility. In such teams, there are three dimensions to trust.
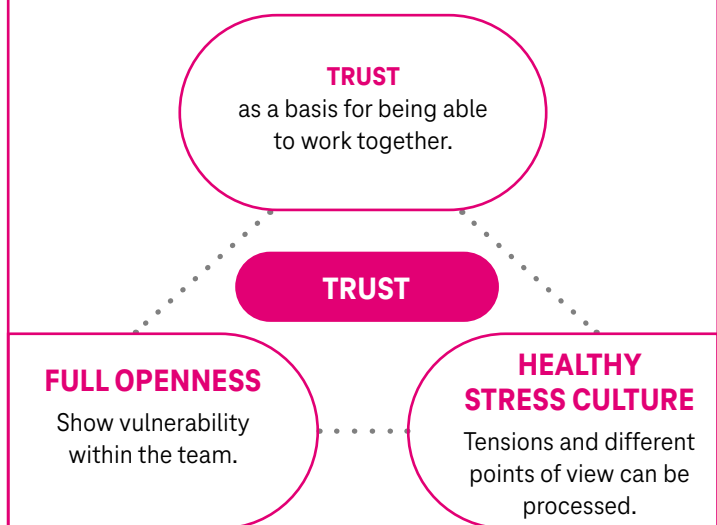
Source: PWC, Three Dimensions of Trust

UP TO THE CROWN

FOUR ELEMENTS OF PERSONAL CREDIBILITY

Over time, trust and mistrust arise from a variety of factors and scenarios. According to Stephen M. R. Covey, personal credibility is the cornerstone of trust. This emerges on the strength of four key factors: integrity, intentions, capabilities and results. The first two are about character, the other two are about competence.

COMPETENCE

RESULTS The way we achieve results is as important as the results themselves. Even negative results help to improve our self-image and our competencies if we know how to arrive at those results. Taking responsibility for our results, sharing them with others, and creating awareness of our successes gives us perseverance and motivates us. Among other things, it is important that we believe in our success and don't give up.

CAPABILITIES are made up of: Talents, Attitudes, Capabilities, Knowledge and Style. One should be aware of one's capabilities and they should fit the tasks.

How we can increase our capabilities
❯ Identify strengths and focus on what makes us stand out. Use, utilize, develop these strengths.
❯ Contribute ourselves and take on important tasks.
❯ Know where we want to go.

INTENTIONS This is about what we intend to do. This is not obvious to other people. They can understand or misunderstand our intention by just interpreting our behavior. We can work on our intentions ourselves, by questioning our own motives and understanding them better and better.

How we can work on our intentions:
❯ Understand our own motives and sharpen them by identifying our principles.
❯ Explain our intention, describe our agenda and motives, explain our behavior.

CHARACTER

INTEGRITY means saying what you mean, meaning what you say and doing what you promise. First of all, it is fundamental to keep the promises you have made to yourself. And you should only make promises to yourself and others that you can and want to keep.

How to increase your integrity:
❯ Make and keep commitments to yourself.
❯ Stand up for your values.
❯ Be open-minded.

What integrity encompasses:

a. Congruence: acting in accordance with one's values and beliefs, putting your money where your mouth is.
b. Humility: for example, doing the right, acknowledging contributions vs. receiving recognition.
c. Courage to do the right thing.

Source: Stephen M.R. Covey in "Speed of Trust"

RELATIONSHIP WORK

TRUST CANNOT BE DEMANDED

Trusting relationships promote feelings of safety in both our personal and professional lives. Personal and emotional openness are integral to this.

Trust is built up step by step. People gradually give each other more autonomy, which leads to increased risk. Accordingly, they regularly assess whether the effort has paid off or if there are negative consequences.

All being well, trust grows. Building trust is a collaborative process between several people, developing with each and every interaction. But trust is also fragile. If expectations are not fulfilled or it becomes apparent that trust is misplaced, this can jeopardize trust. Even small setbacks are enough. Those who abuse trust put their reputation on the line, resulting in a trust problem for both sides.
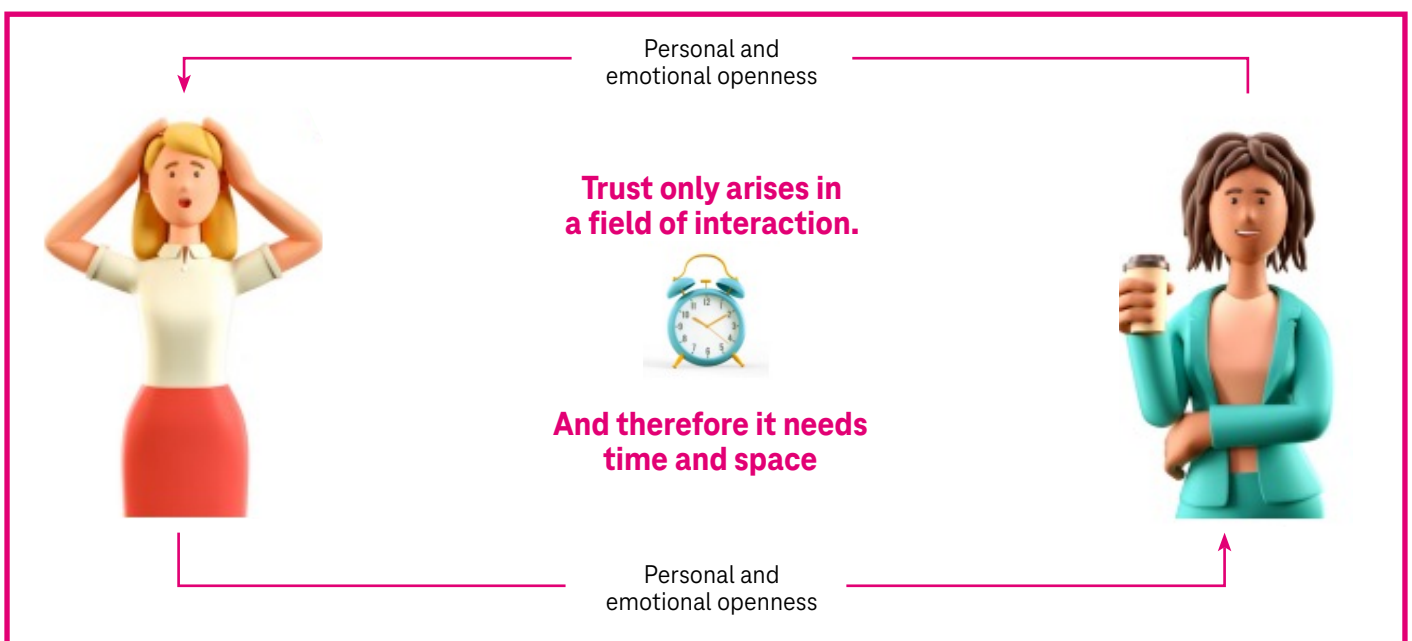
PERFORMANCE, LEARNING, CREATIVITY AND INNOVATION

Trusting relationships give us safety - also in our job. To work in a team without fear, we need, for instance, to have confidence that group behaviour will conform to explicitly or implicitly agreed rules and norms (e.g. 'What is said in the room stays in the room') and that everyone shows personal and emotional openness. Studies show sharing emotional and personal information helps build trust. The greater the level of trust within the team, the greater the level of safety. And the more safety there is, the more creative and innovative we become, increasing our willingness to take risks and capacity for learning and achieving higher goals.

TEAM REFLECTION: SIX QUESTIONS ON THE TOPIC TRUST

The following questions help you to reflect on yourself and on teamwork.
- How do you feel about the team?
- How would others have rated the team happiness so far?
- Do you trust each other?
- Can you talk openly with each other on an emotional and professional level?
- What could be the next steps to more openness?
- What do you think others would suggest to increasing satisfaction in the team?

Personal and emotional openness

Trust only arises in a field of interaction.

And therefore it needs time and space

Personal and emotional openness

Source: Daniel Coyle, The Culture Code, How showing vulnerability helps build a stronger team

SAFE SPACE
Bonding and trust grow
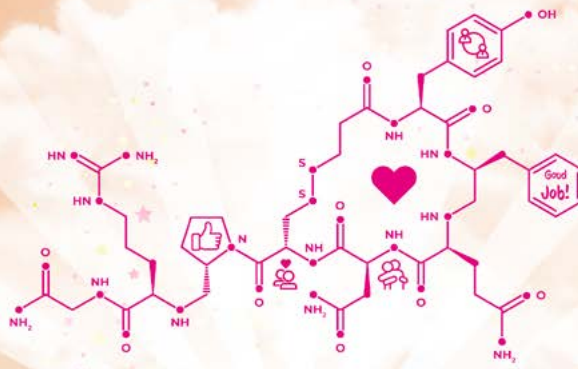
BIOCHEMICAL BASIS
CUDDLE HORMONE FOR TRUST

The release of oxytocin increases mutual trust. With a few simple tricks, everyone can stimulate the release of oxytocin.

Like dopamine, serotonin and endorphins, oxytocin, the so-called "cuddle hormone", is one of the natural opiates produced by the human body. They all serve primarily as neurotransmitters that trigger feelings of happiness and well-being. The release of oxytocin in the brain promotes a sense of safety, increases happiness and minimizes anxiety. Oxytocin also strengthens trust in fellow human beings and helps with bonding skills. In addition it increases overall emotional intelligence.

Here's how oxytocin can be "boosted" in the body:

1. ALLOW YOURSELF TO FEEL EMOTIONS
Emotions are essential for communicating to others how we are feeling. Suppressing emotions can hamper our ability to communicate effectively with others, while also reducing oxytocin levels and subjective well-being. Those who allow themselves to feel emotions and share them with those around them not only feel more liberated, they also relieve themselves of the anxiety that comes with excessive worrying.

2. ACCEPT COMPLIMENTS
Oxytocin levels increase when the person we are talking to is nice to us. Those who accept compliments and words of encouragement and are open to positive comments, are doing something good for their hormone balance. Accepting kind words doesn't just increase self-confidence, it also triggers a pleasant feeling of warmth and reward.

3. ACT SELFLESSLY
Doing something good for others can have a massive positive effect on our well-being. Whether it's volunteering, helping someone in everyday life or lending an ear to others, being generous and compassionate towards others will have a positive impact on one's state of mind.

4. EXERCISE BODY AND MIND
There are a number of exercises for the body and the mind that are simple to do and which measurably increase oxytocin levels. Running and meditating are great examples of this; not only are they a great way to alleviate negative thoughts, they also have a positive impact from a well-being standpoint. Practising yoga in particular is a great way to achieve an oxytocin-boost.

5 . ENVIRONMENTS
Every pleasant physical contact stimulates the release of oxytocin. Even a simple hug can lead to the release of the hormone. Since 1986, there has always been January 21st of each year, the International Hugging Day or "World Hugging Day".

DEFINITION
WHAT IT MEANS TO 'WORK WITHOUT FEAR'

Say what you think without fear of the reaction of others: A respectful and constructive environment helps people to become more innovative and efficient in the workplace. It also increases well-being and reduces stress, contributing towards good health. Here is an introduction to the topic of psychological safety.

Asking for help, admitting mistakes, criticizing a project: Talking openly to your colleagues and taking interpersonal risks is never straightforward. We often fear how this will impact our own reputation status or career. Safety in a team, on the other hand, relieves us of such fears. It fosters an environment in which team members feel accepted and respected, which is highly conducive to well-being. People who are accepted in the group in this way come out of their shells and aren't afraid to stand up for their ideas. Only then do they openly give feedback on content, take a stand or question existing structures. This promotes collaboration and productivity.

THE MOTHER OF THOUGHT
The idea of psychological safety goes back to Harvard behavioral scientist Amy Edmondson. Even among trusted colleagues, people are often reluctant to take risks. For example, a simple question such as "what is the goal of this project?" could give the impression that one is not up to date. As a result, certain individuals may avoid seeking clarification, so as not to be perceived as ignorant.

LEARNING FROM MISTAKES INSTEAD OF LOOKING FOR CULPRITS
Creating psychological safety is a collaborative effort. Everyone contributes to an atmosphere that is free of fear and therefore congruent with constructive and respectful cooperation. The outcome is enhanced overall well-being in the workplace, as well as reduced stress and better overall health. The greater the psychological safety, the better teams or individual employees

are equipped to face difficult tasks. Because an atmosphere in which the ideas and actions of each member are valued promotes a spirit of innovation, learning and development within the team. All of these factors in turn boost group effectiveness and performance. A team with psychological safety works in an atmosphere characterized by social empathy and mutual understanding. Psychological safety promotes solution-oriented thinking, because it is possible to learn from mistakes instead of looking for someone to blame. And each member of the team is valued with his or her individual strengths and is recognized as a human being with weaknesses.

AMY EDMONDSON:

"Psychological safety is a shared belief of the members of a team that the team is safe to take interpersonal risks."

TRUST, EMOTIONAL INTELLIGENCE AND EMPATHY
Trust is a fundamental component of psychological safety in teams. It can only develop through relationships between team members. Other important prerequisites for psychological safety are emotional intelligence and the ability to empathize. Here we see an interaction between trust and empathy. Without empathy, it becomes difficult to build trust. Emotional intelligence means being aware of one's own emotions and those of others, the ability to regulate one's own emotions and to be able to respond to the emotional needs of others. Another pillar of psychological safety in teams is to value diversity in all its forms, including different perspectives (cognitive diversity) and differences of opinion.

Trust is therefore an elementary component of teamwork. If trust is complemented by empathy, a failure culture, diversity, a psychologically safe atmosphere can be created in the team, which promotes performance, learning and innovation.

DEFINITION

PSYCHOLOGICAL SAFETY IN THE TEAM
= Trust
+ Empathy
+ Failure culture
+ Diversity

ABSTRACT:
WHAT IS PSYCHOLOGICAL SAFETY AND WHAT ISN'T?

PSYCHOLOGICAL SAFETY IS:

• Everyone can express their own opinions openly and without hesitation.

• Everyone has an equal share of speaking time.

• The atmosphere within the team is characterized by social empathy and mutual understanding.

• Solution-focused thinking and learning from mistakes rather than blaming.

• Individual strengths are valued.

• Different perspectives are acknowledged.

• Team members talk openly about feelings and needs, thereby helping to build strong personal relationships.

• Team members give each other constructive feedback and treat each other with respect.

• Teams have a shared culture and identity.

WHAT PSYCHOLOGICAL SAFETY IS NOT:

• Psychological safety is not an end in itself.

• Psychologically safe teams are not feel-good teams.

• Psychological safety does not mean being "nice" above all else.

• Freedom from conflict is not a goal of psychological safety. It is a matter of creating a space in which conflicts and mistakes can be addressed openly without calling the person into question.

• Not all ideas are accepted. On the contrary, their merits are critiqued at length.

• No sacrifices are made in performance standards.
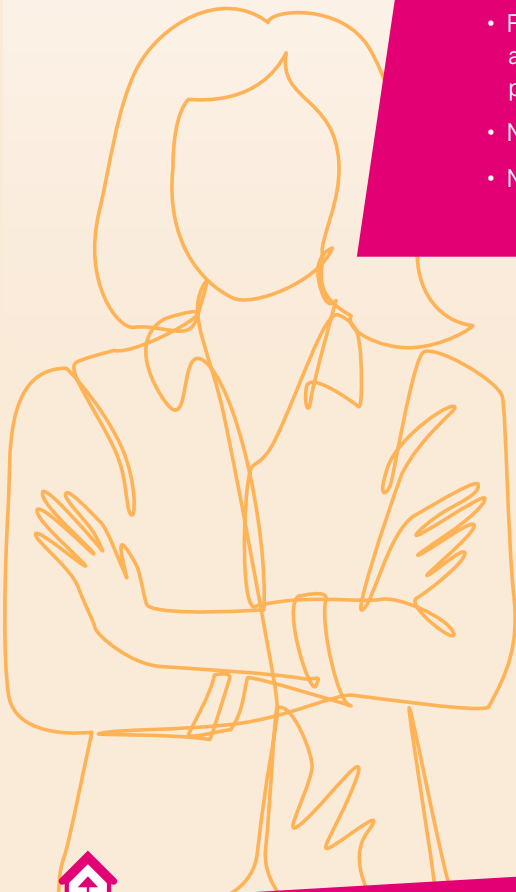
SAFETY AND ENGAGEMENT
GETTING OUT OF THE COMFORT ZONE

How and why Psychological Safety, responsibility and motivation interact.

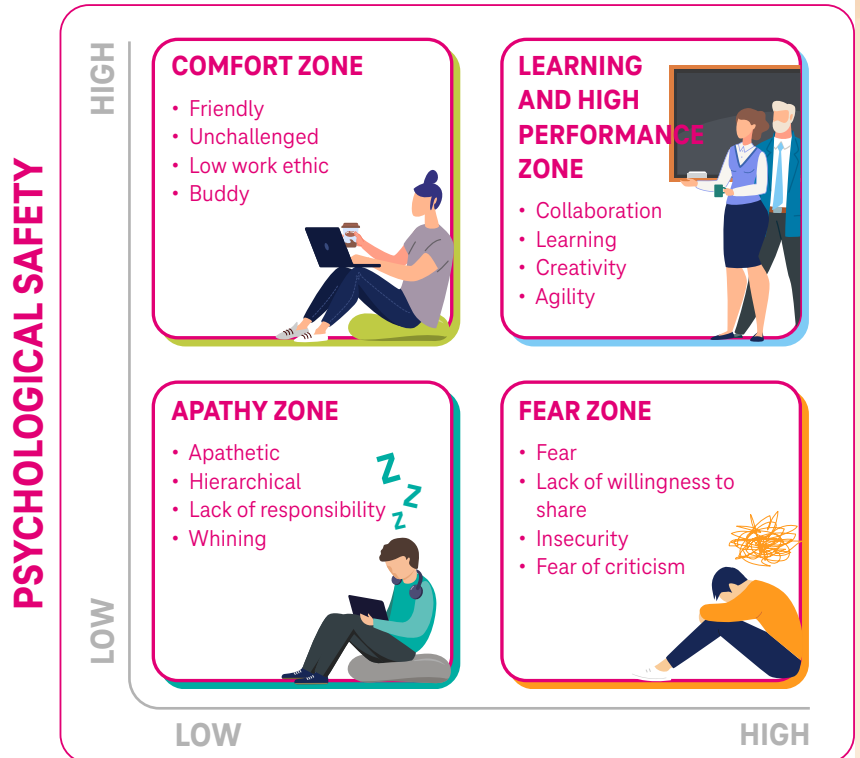Amy Edmondson explains in her book "The Fearless Organization", how a psychologically safe work environment enhances team performance. When individual colleagues feel valued, their creativity and willingness to think and act innovatively increases. For this to happen, there has to be a drive within the team, to get things moving. Psychological safety, responsibility and motivation must work together. The extent to which they are present determines the level of commitment, with individuals falling into one of four categories:

- **APATHY ZONE** With a low level of psychological safety, responsibility and motivation, individuals and teams fall into a state of apathy.

- **COMFORT ZONE** A high level of psychological safety with a low sense of responsibility and low motivation is the breeding ground for the well-known comfort zone. Most people feel very comfortable there, but lack the necessary drive for innovation and progress.

- **FEAR ZONE** A high level of responsibility and motivation with low psychological safety allows fear to develop. Goals are achieved, but without room for change.

- **LEARNING AND HIGH PERFORMANCE ZONE** Environments that are characterized by high levels of psychological safety, where individuals feel a sense of responsibility for their work and are highly motivated, consistent with increased employee autonomy, higher willingness to learn and better performance and creativity. Above all, colleagues feel valued.

COMFORT ZONE
- Friendly
- Unchallenged
- Low work ethic
- Buddy

LEARNING AND HIGH PERFORMANCE ZONE
- Collaboration
- Learning
- Creativity
- Agility

APATHY ZONE
- Apathetic
- Hierarchical
- Lack of responsibility
- Whining

FEAR ZONE
- Fear
- Lack of willingness to share
- Insecurity
- Fear of criticism

PSYCHOLOGICAL SAFETY — HIGH / LOW
MOTIVATION/RESPONSIBILITY — LOW / HIGH

Source: Amy Edmondson, The Fearless Organization

MINI SELF-TEST:
WHERE IS YOUR PLACE IN THE MATRIX?

You would like to assess yourself and your team in the four fields above?

The following questions will help you to do so:

- Where do you currently find yourself in this model?
- Where do you see your team in this matrix and why?
- How can you in your role support your team to develop in the direction of the learning and performance quadrant? What is difficult about it?
- What do you yourself need to create an atmosphere of psychological safety?

SAFETY IN THE TEAM

ASSESSMENT AND TIPS

How do transition from a fearful to a fear-free working environment? The behavioral scientist Amy Edmondson describes this in a four-step model.

It is important to note that the stages build on each other. To reach a higher level without having first been in the safety-promoting situation of the previous one is almost impossible. The goal of the model at level four is a mindset of trust and an open communication. In other words, when organisations reach this level, there is a culture in which all parties involved are respectful, appreciative and attentive. In such environments, team members communicate and ask questions openly, without fear of rejection, exclusion and /or discrimination, leading to a culture that is built on innovation and is goal-oriented. The behavioral scientist Amy Edmondson posits that respect, understanding and trust grow in four successive phases and that these are based on openness, curiosity and willingness to learn, attentiveness, constructive feedback, helpfulness and gratitude.

WANT TO KNOW WHAT LEVEL YOU'LL START AT?

You can find the safety check for your team in the Team Assessment according to Amy Edmondson.

Go to safety check

In a **TEDx-Talk**, Edmondson suggests three simple things, that every individual can do to promote psychological safety in the team:

- **View work as a learning problem, not as an execution problem.**
- **Acknowledge your own fallibility.**
- **Model curiosity and ask lots of questions.**

SAFETY CHALLENGE
"I get to address issues openly, question the status quo and say freely, what I think."

SAFETY TO PARTICIPATE
"My contribution is valued."

SAFETY TO LEARN
"I am allowed to make mistakes and feel safe doing so."

SAFETY OF BELONGING
"I belong."

1) SAFETY AND BELONGING

As a team member

- Pay attention to your body language: Turn toward the other person, keep eye contact. This shows active listening.
- Avoid being competitive: You are a team. Be careful not to compare your your performance with others.
- Take advantage of opportunities for personal exchange: Talk about private interests and take opportunities to meet outside of work.
- Pay attention to behave appropriately with each other: Always voice criticism respectfully and never attack team members personally.
- Ask for honest feedback and for help.

As a team leader

- Listen with the intent to understand, not react.
- Share personal stories and encourage team members to do the same.
- Establish rituals, such as regular breakfasts together.
- Ask so many questions in conversations that partner's share of the conversation is twice as high as your own.
- Focus on the individual strengths and talents of your team members.

2) SAFETY TO LEARN

As a team member

- Be aware of how you learn best and share that.
- Openly ask for advice, help, support.
- In turn, offer your help to other team members.
- Have the courage to fill in the gaps: Admit when you don't know something.
- Be flexible to new learning opportunities.
- Accept qualitative feedback and thank them for it. Discuss implementation and ask for support.

As a team leader

- Discuss problems openly.
- Ask your team for feedback and help with projects.
- Recognize feedback from all team members – regardless of role – as equal.
- Be willing to learn and communicate that also your team can and should learn.
- Talk openly about mistakes you made.
- Promote a positive attitude towards mistakes in your team.
- Celebrate your failures as a team.
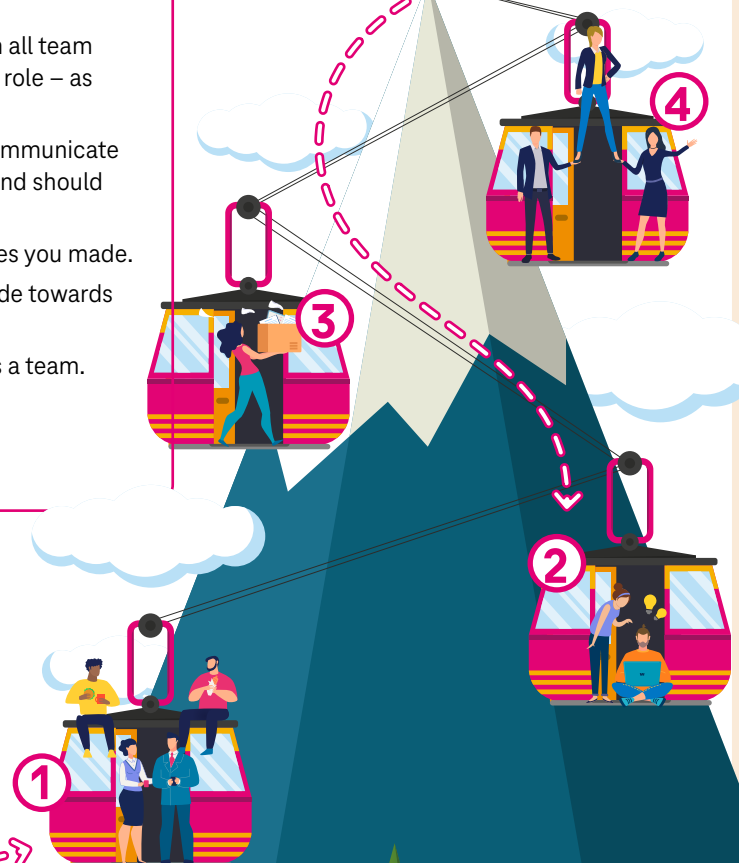
3) SAFETY TO PARTICIPATE

As a team member

- Dare: If something is not clear to you always ask. Also ask critical questions.
- Correct respectfully: Make sure, that you never express yourself in an accusatory, angry or embarrassing way.
- Share unfinished thoughts: Include individual approaches when brainstorming.
- Share values: Discuss as a team, what you stand for.
- Work more consciously: Find your preferred way of working and communication and talk about it.
- Failure with curiosity: Meet setbacks not with frustration and looking for someone to blame.
- Question what went wrong, to learn from it together.

As a team leader

- Ask team members for their opinion. Leave the implementation and moderation of meetings to the team.
- Regularly clarify roles and responsibilities.
- Show appreciation and gratitude for a job well done.
- Do not correct your team members with anger. Prevent them from feeling guilty or ashamed.
- Let team members work on their own tasks.

4) SAFETY TO CHALLENGE

As a team member

- Be constructive: Respond openly to critical feedback. If you reject it, explain why.
- Be courageous: Allow vulnerability.
- Be polite: Avoid interrupting teammates in group discussions.
- Be open: Identify your defensive behavior and try to avoid it.
- Be self-confident: Every question has its justification, every answer brings added value. Dare to ask, even if it seems like a "stupid" question.
- Be mindful: Be aware of your individual needs and boundaries and share them. This helps to avoid tensions in the team.

As a team leader

- Show your appreciation for all feedback - even if you do not implement it. Explain exactly why you do not do it.
- Respond constructively and positively to unrealistic ideas and bad news.
- Admit weaknesses and motivate team members to do the same.
- Do not respond defensively when your ideas are criticized.
- Encourage the expression of unfinished, "dumb" ideas.
- Establish the rule that no one should be interrupted while speaking.
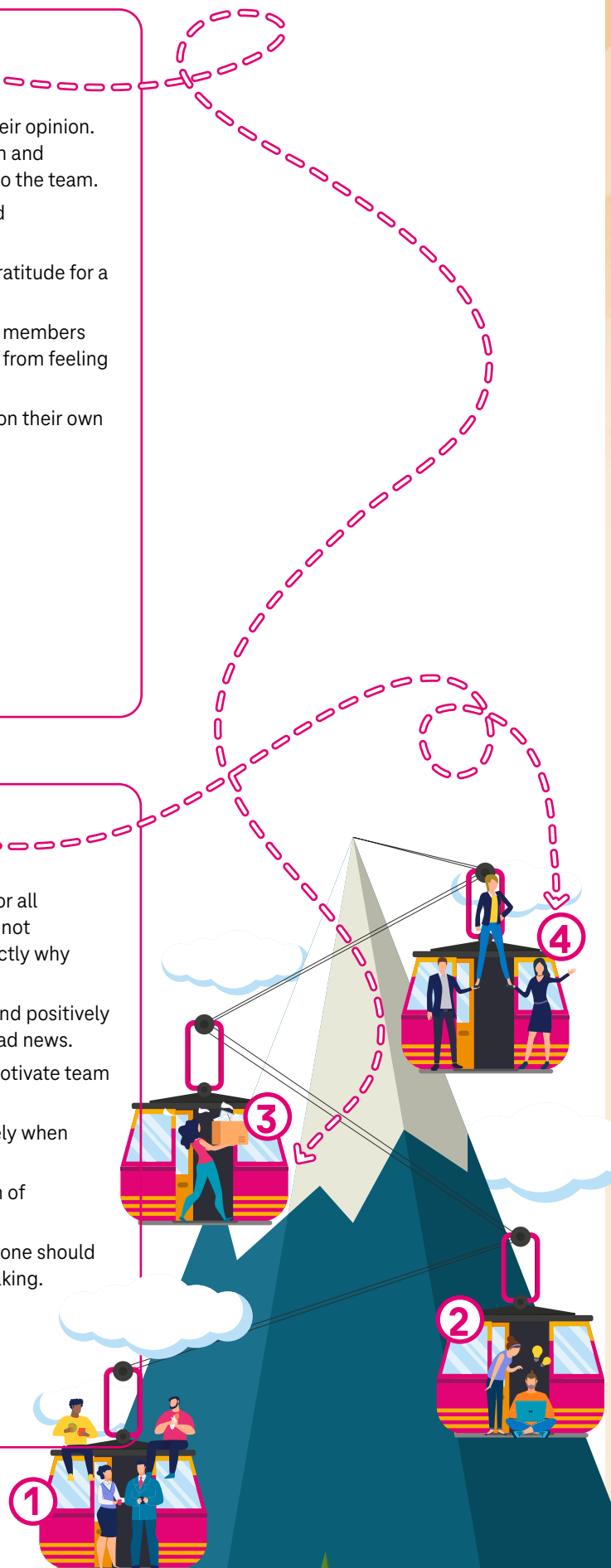
COLLISION COURSE
WHAT COULD HAVE BEEN PREVENTED

EXCURSUS

45 years ago, two passenger planes collided on the Canary Island of Tenerife – the biggest civil aviation accident to date. An enquiry into the event found that this could have been prevented by increasing safety in communications, establishing less rigid hierarchies and facilitating trust-based, fear-free interactions between colleagues.
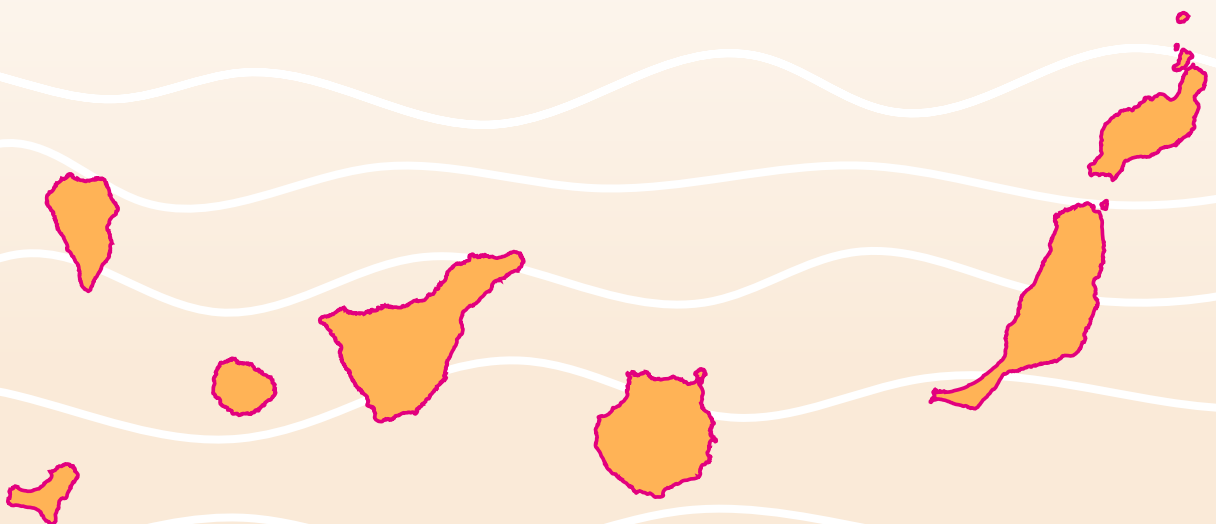
On March 27th, 1977, a KLM Royal Dutch Airlines Boeing 747 collided with a Pan Am Boeing 747. 583 people died. At the time, both planes had to land in Tenerife instead of their actual destination airport on Gran Canaria. The accident occurred when the closure on the neighboring island was lifted, and the planes were about to continue their flight. Both aircraft were due to taxi on runway 12, but the Pan Am aircraft was scheduled to leave the runway via a cross-connection. It is unclear as to whether there was a misunderstanding around which junction to use. The KLM captain initiated the takeoff of his aircraft, despite not having authorization to do so, before the Pan Am had turned off.

At this point there may have also been some miscommunication with the tower. Heavy fog also obstructed visibility. Even when it became clear from the radio traffic that the Pan Am was still on the runway, the pilot did not abort the takeoff. He even confirmed to the flight engineer that it had left the runway. The two aircrafts were about to collide head on. By the time the respective aircraft crews had visual contact, it was already too late for evasive maneuvers. It is unclear whether the radio signal was disrupted in the meantime.

STRESS, PRESSURE AND RIGID HIERARCHIES INFLUENCE DECISIONS

This tragic event was to have major repercussions for both the international air traffic authorities and the Dutch airline. Unambiguous, standardized formulations for radio traffic, and ground radar became mandatory for airports. KLM adapted its duty time regulations. The crew of the KLM aircraft was under enormous pressure and stress at the time. Any further, delays and the crew would not have been able to continue the flight that day due to strict Dutch working time regulations. In addition, there was a rigid hierarchy on board. Records from the cockpit suggest that, due to the high rank of the captain, the crew might not have dared to insist on permission to take off. Since then, decision-making responsibility now sits with the cockpit crew and take-off has to be agreed as a team.

The accident highlights a vital lesson that still rings true today: the importance of fear-free and trusting collaboration, in which all team members can speak openly without facing negative consequences.

SELF-CONFIDENCE

RELY ON YOURSELF

Why is it so important to believe in ourselves? How can we increase confidence in our own abilities? In what circumstances can person be too confident?

People who believe in themselves tend to achieve more. And those who achieve have greater self-belief. Today, researchers are working on the assumption that, as with many other traits or character traits, there is a genetic component that determines how much self-confidence we are born with. But also personal experiences, our socialization and our environment play a decisive role. The good news is that self-confidence or self-assurance can grow. They can be strengthened and we can actively increase them. One way that this can be achieved is by reminding ourselves that our competencies and qualities are not set in stone but that we can always improve them. Another is by maintaining a confident, upright posture. We do this by keeping the promises we make to ourselves and by acting on our good intentions. This increases our own credibility, the foundation of our self-confidence. In doing so, we show not only to others, but also to ourselves: I can do this! Because self-confidence or self-assurance means: being aware of one's own skills, one's ability to act, one's own judgment and strength. Important prerequisites, among other things in our working world, in which more and more independence, responsibility and decision-making ability are required of every individual. In addition, in order to trust others or gain their trust, one must first be able to trust oneself.

This belief in our own ability arises and grows with the experience of tackling difficult situations, giving us the impetus to overcome great challenges and achieve what we want in the future. Our confidence in our abilities increases along with our exposure to such challenges, remaining with us even in demanding tasks or extreme situations.

HOW SELF-CONFIDENCE INFLUENCES OUR DECISION-MAKING ABILITY

Our degree of self-confidence doesn't just influence how we feel about ourselves when faced with challenges. Our ability to make decisions and even our future opportunities are also determined by this. For example, highly confident individuals are more decisive than those who have to cope with insecurities and self-doubt.

On average, they search longer for information and hesitate to commit themselves. Similarly, a strong lack of self-confidence influences how well we perform in examinations. In the worst case scenario, low self-confidence can act as a barrier to opportunities in life, namely, when people who have little faith in their talents and abilities are afraid of not being able to cope in challenging situations and avoid them from the outset to protect themselves. Overconfidence can also have a negative effect in the long run. For example, when people believe they know or can do more than is the case, they are more likely to conclude that they are right, make decisions hastily and without sufficient information. And in doing so, they can harm others or themselves.

QUESTIONS OF TRUST

A TEST

Can you be trusted? According to Stephen M. R. Covey, most work-related issues and dissatisfactions are due to a lack of trust. His work allows us to look at the issue of trust in a new light.

Have you ever worked with someone you didn't trust?

Perhaps you feared that the person might not do his or her job properly or that he or she would drag out a project? Perhaps you were worried that they might reveal information that was shared in confidence or take all the credit for your work?

How did that make you feel?
How did it affect your ability to work together?

According to Stephen M. R. Covey, trust involves a degree of give and take, which is crucial for successful collaboration and any leadership role. By choosing the right words and providing information or even personal insights, we give trust. Conversely, trust is given to us when others share something with us. But in order to really trust you must first start with yourself.

Do you trust yourself? Can others trust you? It makes you think, doesn't it? Say the following statements out loud. See which of the two opposing statements applies more to you and mark where you place yourself, your beliefs, and your behaviors.

1 2 3 4 5

Statement 1

The end justifies the means. To get where I want to go, I can be flexible with the truth.

I am honest through and through in all my interactions with others.

Statement 2

Sometimes there is a discrepancy between what I say and what I do, or between my actions and my values.

What I say and do is what I really think and feel: I consistently follow my values.

Statement 3

I am not quite sure about my values. I find it difficult to stand up for something when others do not agree with me.

I am clear about my values and stand by them.

Statement 4

It is difficult for me to acknowledge that someone else might be right or that there is additional information that I don't know.

I am sincerely open to suggestions, that make me rethink something or even redefine values.

Statement 5

I find it difficult to set personal goals or commitments and to achieve them.

I can consistently make commitments and keep them.

Consider your assessments calmly and see how much the trust issue affects our behavior. There are situations where your trust in yourself, or the trust others place in you, needs work? You can work on that. For example, with the 13 behavioral suggestions by Stephen M. R. Covey.

INTERVIEW

LEADERSHIP AND TRUST

What qualities must leaders possess today? How can teams deliver the best results, either remotely or when physically present? Trust is becoming the defining element in this respect. That's according to Anaïs Fabinger, who is responsible for the tribe people development at Deutsche Telekom.

Employees are taking on a growing amount of personal responsibility but what does that mean for leaders?

Simply put, that the expectations towards leadership are also changing drastically. Trust is the order of the day. Leaders must be able to let go and give maximum decision-making freedom to their teams, which means relinquishing control. Many leaders still find this difficult. For far too long, we have been taught a healthy dose of mistrust, to give clear, unambiguous instructions, and to maintain tight control over processes. We have also been taught that giving too much leeway or losing complete control can lead to chaos. Fortunately, even the most sceptical among us have learned during the course of the pandemic that many of those fears are unfounded.

Where does trust have limits?

Trust does not mean blind faith. Even in agile working environments, leaders have a duty to set the direction based on clear, measurable goals, and to be transparent about how responsibilities are allocated. This provides safety, positioning leaders to react quickly if the agreed results are not achieved. If the results are right, there is nothing to stop trust being extended.

How do leaders learn to trust their teams?

As is so often the case, the first step is to reflect on one's own behavior and look for the symptoms of distrust. Leaders should be aware of signs of visible control and gradually reduce them. For example, even the seemingly trivial question "How far along are you with …?" can be interpreted as a sign of mistrust. Only by becoming aware can we hope to change our own behavior.

Is the ability to trust employees a prerequisite for hiring new leaders? Is this an issue in the application process?

Yes, we actually test potential candidates in interviews and assessment centers to determine their suitability in terms of this competence. After all, it says in one of the leadership anchors: *"I am the Magenta leader people trust and talents choose to work for"*.

Where is control still necessary?

While it is always good to check agreed results, this provides no guarantee of achieving them. Granting autonomy requires discipline and self-control, especially if you are used to a different kind of leadership. Only when there is a deviation from the targets should leaders look to manage the situation more closely. Discussing changes in leadership behavior openly and providing a clear justification, is the supreme discipline here. Predictability, integrity and consistency – in short, personal credibility – are essential qualities in our Western cultures for strengthening mutual trust. Leaders should therefore seek to maintain a track record for keeping their word.

To put it provocatively: if employees act on their own responsibility, why do we need leaders at all?

Where self-organization is practiced, the company is not without a hierarchy. We will still need leaders in the future. Perhaps even more than ever. What is changing is the expectation of leadership. For example, we need modern feedback and delegation behavior, and also a far more open handling of information. Leaders must now see their role as that of a coach and advisor, whose task is to create the framework conditions so that employees can realize their full potential. Constant communication and feedback are a must. Another essential task of leaders is to remove obstacles and to empathize with the needs of each and every employee to support them as best as possible in carrying out their duties effectively.

HOW WE EMBED TRUST IN OUR LEADERSHIP ACHORS

The topic of "trust" is also reflected in the six Telekom's **leadership anchors**. They describe how leaders should act and represent the company. They give leaders orientation, support them and contribute to cultural change. The leadership anchors are derived from the guiding principles, but are aimed in particular at leaders, as they have a special responsibility.
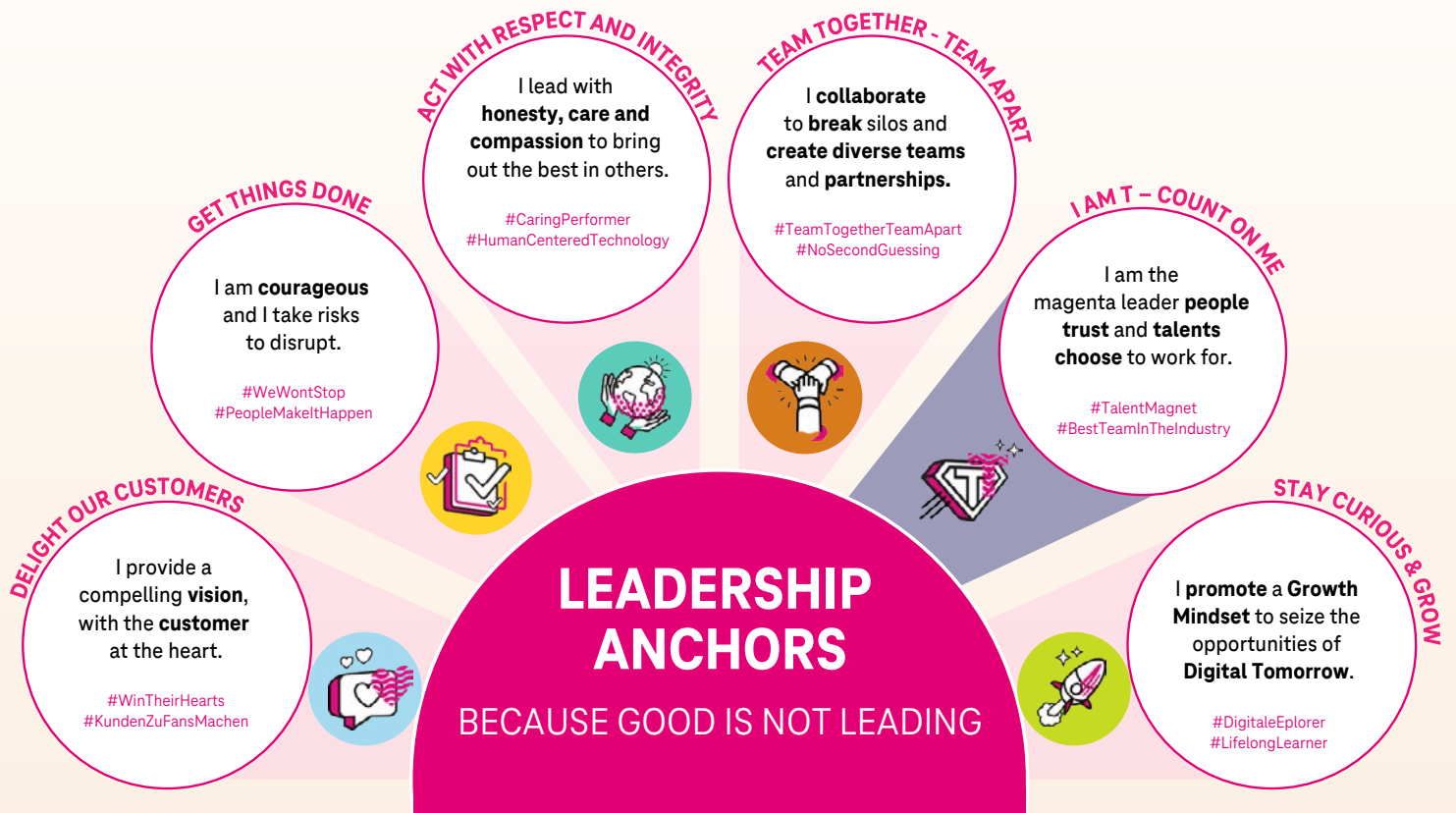
"Leading with trust" is a core competence and relevant character in leadership. This is reflected in concrete terms in the anchor **"I am the magenta leader people trust and talents choose to work for".**

This means that leaders know which qualities are crucial for success and how to create an environment of trust in which everyone can develop to their full potential. It means being authentic and approachable in order to attract and retain the best people for the team, and at the same time knowing when it is time to let go.

Leading with trust is also embedded in the other leadership anchors, for example.
- I lead with honesty, care and compassion to bring out the best in others.
- I am courageous and I take risks to disrupt.

Trust is an essential foundation of collaboration, across all team and department boundaries, for Telekom's common path to becoming the Leading Digital Telco.

ACT WITH RESPECT AND INTEGRITY
I lead with **honesty, care and compassion** to bring out the best in others.

#CaringPerformer
#HumanCenteredTechnology

TEAM TOGETHER - TEAM APART
I **collaborate** to **break** silos and **create diverse teams** and **partnerships.**

#TeamTogetherTeamApart
#NoSecondGuessing

GET THINGS DONE
I am **courageous** and I take risks to disrupt.

#WeWontStop
#PeopleMakeItHappen

I AM T – COUNT ON ME
I am the magenta leader **people trust** and **talents choose** to work for.

#TalentMagnet
#BestTeamInTheIndustry

DELIGHT OUR CUSTOMERS
I provide a compelling **vision**, with the **customer** at the heart.

#WinTheirHearts
#KundenZuFansMachen

STAY CURIOUS & GROW
I **promote** a **Growth Mindset** to seize the opportunities of **Digital Tomorrow**.

#DigitaleExplorer
#LifelongLearner

LEADERSHIP ANCHORS
BECAUSE GOOD IS NOT LEADING

BETTER TEAMS BUILDING

INTERVIEW

TRUST AND TEAMS

Teams are important for the success and survival of organizations. This is not new. In times of agile work structures and virtual collaboration the challenges on both an individual and collective level, how do you build better teams? This is a topic that receives a great deal of attention at Telekom as well. Florian Weiß from the HR department "New Ways of Working" explains where we are headed and what is needed for good team performance.

Florian, you define a great team as an entity "that works on its goals and responsibilities with great clarity, with clearly defined roles and responsibilities, and which maintains open and solution-oriented communication and recognizes the importance of interpersonal relationships". That doesn't seem like a particularly new insight to me....

Soberly, this definition sounds like a no-brainer. However, it delineates what we are not currently looking at, namely committees or management teams that do not take on operational tasks. Teams are characterized by members who have a high degree of interdependence and work together to achieve a result. But the devil is known to be in the details, we encounter teams that do not have clear objectives, where there are interpersonal conflicts or responsibilities are not clear. We have looked at the details and offer very pragmatic approaches.

At Deutsche Telekom, the traditional departments have been increasingly replaced by agile structures in recent years. Of course, this has also loosened structures. Now we are learning how important well-functioning teams are for success. Isn't that a contradiction?

From the point of view of organizational structure, Deutsche Telekom has made enormous strides in just a few short years. Depending on the segment, between 30 and 98 percent of employees, work in a flexible organization with tribes, chapters and squads. In a flexible organization, we work in projects and are constantly setting up new teams. This allows us to react more flexibly and bring together employees with different skills to work on complex challenges that could not be solved alone or from within a silo.

That doesn't sound easy...

Yes, this brings with it three key challenges. On the one hand, contradictions that were previously negotiated between departments are shifted to a team level. Teams therefore need an ability to deal with competing responsibilities and potential conflicts. On the other hand, teams have a shorter lifespan as a result of flexibilization, i.e. which means that we have to work together more often and more quickly in new constellations and build trust and strong connections. To do this, employees need the appropriate skills. As a final point, we know that the strongest connections are made as part of a community. Teams have become much more important in recent years. They create a sense of belonging, trust and home, playing a very important role in employee retention and satisfaction.

What competencies are important for employees now?

One important skill is to create an atmosphere of trust as a team that allows different opinions to be acknowledged. Trust takes time to accumulate and is the product of countless trust building moments. Trust is a very fragile thing and if expectations are not met and trust is not justified, everything can quickly come into question.

And then?

Together, you can build a culture of trust in the team in which all team members can express their opinions openly without fear of negative consequences. The more psychological safety, the better teams or individual employees can face up to difficult tasks. An atmosphere in which everyone's ideas and actions are valued, promotes commitment and a spirit of learning and development within the team, increasing overall effectiveness. But be careful! The aim should not be to avoid tensions so that everyone consistently feels good.

So how do I acquire these competencies?

We have developed a learning journey for teams that outlines what psychological safety feels like and how it can be integrated into everyday work. At its core, it's about being able to build trusting relationships, strengthening a culture of learning and making mistakes, valuing differences and creating emotional intelligence and empathy in the team.

People are working less and less under one roof and are increasingly spread across geographical borders....

This is where it is important to provide them with tools to build strong teams, even when working remotely. For instance, studies show, that a high degree of dependency in processing tasks leads to less isolation for remote workers, which in turn reduces absenteeism.

The American tech giants are currently devoting a lot of attention to building what are known as "high performing teams". Are we swimming in the wake of Google and Microsoft?

First and foremost, we are responding to the needs of our organization. What other companies are doing shows us all the same that this is a broader trend in society. Of course, there is a lot of hype around Google's Aristotle project. The company has been conducting a wide-ranging study in an attempt to unlock the secret of the perfect team. Perfect in the sense of high-performing. Unfortunately, the findings of the study remain somewhat nebulous, since Google did not publish it in its entirety. While much of the hype is based on an article that appeared in the New York Times, we did talk to the manager who was responsible for team development at Google for over ten years. We also know that soft factors like trust play an essential role. It is also a fact that all large companies, from Coca-Cola to Microsoft, are focusing on creating successful units.

So, does what they do automatically apply to us?

No. We have done our own scientific study on what makes good teams, and we're responding to needs within our company, where we have a particular focus on well-being in the workplace and digital collaboration. Creating the best workplace is part of the HR strategy.

THE ICE BREAKER

FIGHTING MISTRUST WITH "RUHRPOTT CHARM"

Henning van der Hork is enthusiastic about his job that demands a great deal of intuition. He explains to elderly customers that their connection must be switched to IP technology and what that means for them.

The mission stands or falls with the first few seconds. "Hello, I'm Henning van der Hork from Telekom." Short silence. If the other party doesn't hang up now, his foot is, figuratively speaking, in the door. The chances are good that the service professional will get through with his message during the conversation: that the telephone will soon be switched off or over, and that this technical necessity is no cause for concern, but that "unfortunately, unfortunately" it will involve some circumstances.

AGAINST ALL THE RULES

"I have to get the seniors to do something with me or for me," says Henning van der Hork. "One obstacle is that my clientele has the warning in their ears not to talk to strangers and, for heaven's sake, not to do door-to-door sales or dubious deals on the phone." Henning van der Hork counters this healthy distrust with "Ruhrpott" charm, disarming friendliness and infinite patience. "Closing a call like this in a fixed time, you can forget it," he says. In general, he takes the liberty of suspending for himself all the rules of his own profession. In his phone calls, he says, "It would be nice if you could listen to me" - a buttery sentence that would be an "absolute catastrophe" for sales. "In sales, you must never use the subjunctive. But the older clientele doesn't appreciate offensive language at all," he says.

"ALWAYS OPEN AND HONEST"

Once the first hurdle has been cleared and the person on the other end of the line is now all ears, van der Hork affirms that he actually wants "nothing at all," only to explain that the customer will soon receive a letter from Deutsche Telekom and that he or she should "please not fall off the chair that this is the termination." Said letter is signed by his own hand and comprises about 40 sheets of paper. "When we go through this jumble together, we'll be on the phone for a week," he lets his counterpart know. That's just the way he is, says Henning van der Hork, his heart on his sleeve, he doesn't sugarcoat anything. His motto is: "Always be open and honest with each other, that leads much faster to the goal." To get closer to this goal, he usually brings an alternative into play in the phone call: He himself knows from his "grandma" how difficult it all is. Maybe you have a son, a daughter, a granddaughter, or a grandson, so that the whole thing could be handled by e-mail? Often, he receives then a telephone number and can arrange the details with relatives who have Internet access. The rest is simple, for the connection of the new router, he always books a home visit. That completes the IP switchover. "The customers had already been using digital telephony before, but were unaware of the changeover, as they were still connected to a technical interim solution," explains Henning van der Hork.

Henning van der Hork still has several calls of this kind ahead of him. But that doesn't faze him: he simply enjoys chatting with the elderly. And 90 percent of his requests are solved during the first call anyway.

TRUSTING EACH OTHER

TEN TIPS

Building trust is important - no matter what team or project we work together on, whether in-person or remotely. A survey in Telekom's HR Feedback Community (September 2022) revealed the key factors in promoting a culture of trust. Both leaders and employees named communication, honesty, transparency and openness here. For employees, appreciation was also particularly decisive, and for leaders, the culture of making mistakes. Following on from this, here are ten ways to build and increase trust.

LESS TALKING

To build trust, active listening is especially important. That's how people get in touch with each other, making it instrumental in understanding the needs of other people.

HOW IT WORKS:
- **Maintain eye contact:** Observe facial expressions and body language and pay attention to how they change during a conversation to understand the mood of the person you are talking to.
- **More than words:** Don't just focus on what you hear. Try to grasp the real meaning behind what is being said and what the speaker needs.
- **Ask open questions:** This leaves room for more expansive answers. And only in this way will you also receive surprising views and information.
- **Don't solve the problem right away:** Listen to what others have to say, without immediately offering solutions. Concentrate first on noticing what others are concerned about.
- **Summarize:** At the end, recap the most important points from your conversation.

THAT'S WHAT IT TAKES:
By listening actively and attentively, you show that you are aware of the thoughts or emotions of the person you are talking to. And you look behind what is being said. This helps to create mutual understanding and trust.

OPINION PIECE

A trusting environment is characterized by the fact that all team members dare to express their opinions openly. And that every attitude is recognized.

THIS IS HOW YOU ENCOURAGE THE EXCHANGE OF OPINIONS:
After a presentation or after you have presented an idea, ask one of the following questions, depending on what you want to achieve:
- **Is there anything that can be improved?** This question is a good way to reach reserved people because "improvement" has a positive connotation. Moreover, the barriers to express opinions and/or suggest adjustments are low.
- **Have I forgotten something?** Pointing out an omission requires a little more courage. Some people may be concerned that such comments will be perceived negatively – as if he or she is trying to point out a mistake.
- **Who disagrees?** Simple question, difficult answer. Here you will receive feedback from confident, outspoken colleagues.

THAT'S WHAT IT TAKES:
By asking your team members for feedback, you show that you are interested in their opinion and that you want a constructive exchange. The more often conversations are held, and it becomes clear, that expressing an opinion openly will not lead to negative consequences the freer your exchange will become. And the more you all benefit from input and ideas from your colleagues.
But be careful: If you ask others for their opinion, you really must be willing to change your idea or concept.

KEEP YOUR PROMISE

Delivering what you promise: This consistency is particularly in demand among executives. High workloads, tight deadlines and a flood of information mean that we fail time and again to keep our promises.

THESE TIPS CAN HELP KEEP PROMISES:

- Make intentional promises: Only promise what you are sure you can deliver. This lets others know they can count on you.
- Perceive values: Check in advance whether your promises match your values and beliefs. This motivates you to stick to them.

- Expectation management: Even if it is difficult for you to lower the expectations of your colleagues, it's better to reject something from the outset than having to cancel a commitment after the fact.
- Surprise others in a positive way: Find creative ways to make and keep them. For example, by checking whether tasks can be delegated.
- Work on yourself: Set small reminders in your calendar or write to-do lists, etc., to make sure you don't forget your promises.

THAT'S WHAT IT TAKES:

Keeping promises builds trust and helps create a motivating atmosphere.

2:1

Don't overload others with your thoughts. In a conversation, you build a trusting relationship by showing that above all you want to understand what your colleagues are thinking and feeling.

IT'S A SIMPLE BUT EFFECTIVE CONCEPT, BUT ONE YOU NEED TO PRACTICE REGULARLY:

The 2:1 rule states that we are most effective when we ask two questions for every approach we share. That way, we create a dialogue instead of a monologue - and have a healthier, two-way conversation.

WHAT IT TAKES:

Asking questions helps us to understand the other person's way of thinking and get feedback so that we can benefit from their experience. Take presentation skills as an example, we can learn how to get get messages across in the most effective way possible by asking colleagues for ideas and suggestions for improvement.

A HEALTHY FAILURE CULTURE

A culture of failure can be an asset to teams and companies – when it helps to create a suitable environment for learning, growth and new ideas!

HERE'S HOW IT WORKS:

- View failure as part of a learning process. With the right attitude, failure can be a good thing for teams.
- Setbacks are part of the job. Take a step back and see what you can learn from them. Moving forward after a setback is what sets successful teams apart.
- Celebrate your failures! It takes courage to try new things. Those who dare to do so deserve recognition, even if it doesn't work out. This is both motivating and rewarding.
- Success must be rewarded. But not only that. Also progress and contributions to individual projects deserve recognition. Make sure everyone feels seen and appreciated for their contributions.

WHAT IT TAKES:

A shared understanding of the value of failure can help teams become more resilient. It provides them with confidence to take risks and innovate.

DEALING WITH EMOTIONS THE RIGHT WAY

You need to have a difficult conversation? Then you have to expect intense emotions. It's important to embrace them and respond compassionately. Focus on keeping your reactions in check. Do not try to control the emotions of others. It is not easy to convey negative messages. Realize that they will hit your counterpart and that it will probably take him or her some time to digest them. But that if you conduct the conversation emphatically, you will help both of you grow in the end.

Remember: people are resilient. Be aware of that, too. They can handle difficult situations if they have time and space to work through them.

HERE'S HOW YOU CAN HANDLE IT:

- Before a challenging conversation, realize that an emotional reaction is to be expected. It is in our nature to react violently to unexpected news, because our brains are exposed to a risk or a threat. This causes stress and worry. People go through waves of emotions such as worry, self-doubt, stress or anger. Often these emotions are directed against the person delivering the news.

- However, the first reaction does not have to be the emotional and mental state with which someone leaves the conversation. A perceived threat triggers an alarm, the amygdala, the part of the brain that controls the flight or fight response, cannot distinguish between a perceived threat and an actual physical threat. Think of this when you start a difficult conversation.

- Difficult conversations trigger less negative stress when people have time and space to process messages and emotions.

- Be aware that it's easy to get swept up in the emotions of others. If the person we are talking to becomes angry, we quickly become angry as well. Emotions get high. Let reactions and emotions subside. Give the recipient of your message time to calm down.

- Do not rush to solutions during a difficult conversation. This is distracting. Concentrate on understanding your counterpart. Also give the other person space to understand your intentions. If necessary, help them understand your feedback rather than immediately suggesting next steps. The "What" and the "Why" should come first. The "how" comes later.

- Encounter emotions empathically: Guide through the conversation with understanding. Accept emotions and give them space. Ask questions, take your time, and respond thoughtfully. People want to be heard, so listen carefully and recapitulate what is being said.

- Know what the other person needs, not what you need: If someone is upset, we want to reassure. Often, however, we meet our own needs, not the needs of the other person. Think about how you can support or ask: What do you need from me now? What is hitting you? What is difficult for you?

OPEN AND HONEST DIALOG

Challenging conversation is part of the job. Honest and open dialog is needed so that the goals of the exchange are achieved and expectations are met.

TIPS FOR CONSTRUCTIVE EXCHANGE:

- Create an agenda in advance. This way, all parties have a clear idea of what needs to be discussed.
- Formulate a few ground rules at the beginning of the conversation. This can help ensure that all parties behave respectfully and that the conversation is productive.
- Keep an open mind: It is important to respect the views of others and to be willing to explore all aspects of the issue.
- Listen actively: Is important in any conversation, in difficult especially. Accept what others are saying and take into account their views.
- Clear statements: Make sure that you express your thoughts and feelings clearly and understandably. This will ensure that others understand your point of view.

THAT'S WHAT IT TAKES:

Both team members and employees benefit from constructive challenges in the job. It improves communication. Understanding of each other's expectations grows. This can lead to more productive working relationships and better performance.

CONVERSATION MANAGEMENT FOR LEADERS

Conducting difficult conversations is a crucial task for leaders and should be seen as an opportunity to resolve conflicts, strengthen your relationships with colleagues, and improve the quality of work and overall performance of the team.

A FEW TIPS FOR PREPARING AND CONDUCTING THE CONVERSATION:

- **Plan the conversation:** Take time to decide what you want to talk about. Create a conversation plan that defines your desired outcome.
- **Listen:** Be sure to consider the other person's point of view. Even if there are differences of opinion it is important to steer the conversation in a positive direction.
- **Focus:** Keep reminding yourself of your objective especially if the conversation is in danger of becoming heated. If you stay focused, the conversation will remain productive.

- **Stay positive:** Control negative emotions and always remember that you want to make a difference with your exchange.
- **Be respectful:** Avoid negative language and speculation. Choose respectful language and make sure it is perceived as such.

THAT'S WHAT IT TAKES:

A constructive conversation about a difficult topic can lead to positive results. And can help to improve the mood within the workplace.

THE ART OF FEEDBACK

Providing successful feedback is a challenge, especially when it comes to expressing criticism. That's when clear messages are needed, as are empathy and respect. After all, criticism can hurt or even provoke resistance. And even positive feedback can – if not used well – cause embarrassment or even humiliation. In both cases, we miss our target i.e. to encourage our counterpart in his or her behavior and way of working, or to motivate him or her to adapt more desirable behaviors.

HOW TO SUCCEED:

- Structure the feedback: Think very carefully in advance about what feedback you want to give and what you want to achieve with it.
- Most important message: Try to formulate the essence of your feedback at the beginning of the conversation, so that you have time to reflect and discuss.
- Specific examples: Be very specific in describing situations. Outline a particular behavior and the impact it had on other people or on a project. The more detailed you describe it, the better others will understand what you are talking about and why you are addressing this specific behavior.
- Full attention: no cell phone messages, no phone calls. During the conversation, concentrate fully on the person you are talking to.

- Starting point: make it very clear that your feedback is for further development and not a punishment.
- How does the other person feel? Put yourself in the position of the person you are talking to. Address how you think he or she might be feeling. This will also help you find the right words.
- Need for support: Is it becoming clear during the conversation that your team member may need help to acquire further knowledge or to train skills and behaviors? Consider who can best provide this. Yourself, a colleague, a coach? Or better a seminar?
- → Good to know: Every constructive discussion can generate valuable ideas and input to support your future working relationship.
- → Do you have positive feedback? Public recognition is particularly effective. If you share the feedback with a wider circle, you underline your appreciation for the colleague. Others can take this a positive example and use it as a model.

THAT'S WHAT IT DOES:

Thoughtful and constructive feedback helps to increase the acceptance of your messages and inspire others to make changes.

CLOSENESS OVER DISTANCE

SIX TIPS

When everyone is working remotely or in a hybrid fashion, trust is more important than ever - and waiting is not an option. Here are six measures and tips to help build trust with colleagues while working remotely.

1. NOT ONLY NAMES ON THE SCREEN.

If your team works from different locations, you may not see each other for days or weeks. You may never have met new team members in person. You may find that you hardly know someone as a "real person", when you have only seen them as a name on a screen. To avoid this, you should take your time. In virtual meetings, consciously reserve the first five minutes for team building. This does not require much planning. Simply ask the participants to turn on their cameras and share something about their lives, such as what they're planning to do this weekend.

2. PERCEIVE UNCONSCIOUS SIGNALS

In virtual face-to-face conversations unconscious signals, cues, and body language are less obvious and more difficult to pick up on. We are less able to recognize how colleagues feel.

Here's how to do it differently: Show that you are actively listening. The webcam is on, don't be distracted by e-mails and other things. Start by saying something authentic either something from your own life or by providing a company update. The goal is to signal that the conversation is not only to ask about the current status of the project. Then others will also dare to say what is close to their hearts. Ask open-ended questions that you can then translate into action. E.g.: What could simplify your day-to-day work? How can I support you?

3. ORGANIZE HYBRID MEETINGS CAREFULLY

Many of us today work in hybrid teams, which makes ensuring that all participants are equally involved in meetings all the more important.

- Ensure that "remote team members" do not feel excluded but are equally included in every exchange.
- Distribute documents digitally before the meeting. For example, via a shared platform such as OneNote or virtual whiteboards.
- Try to limit in-person participation to a maximum of six people. Ask everyone to make sure that they are on the screen and look at the camera.

- Ask virtual participants to use the layout button in the top right corner of Webex. This way only the "tiles" of the participants who are connected with video are shown, giving participants a better view of fellow attendees.
- If regular meetings have different presenters, make sure that they alternate between being on-site and virtually connected.
- Appoint a "remote buddy" among the in-person participants. The remote buddy's job is to advocate for the virtual team members and ensure that they are actively involved in the conversation.
- Define a method for requests to speak (should participants use their voice, the raising of hands function or use something else?). If you choose a function such as "raise", this should apply to everyone - onsite and remote.
- Periodically ask for the opinions of remote participants.

4. SAY WHAT YOU THINK

The goal is to create a culture where everyone's ideas and concerns are heard. This can't be achieved overnight. Here are four ways to embed a lasting "speak up" culture in the team:

- Everyone starts with themselves. Be transparent. Speaking up and share your thoughts honestly requires trust. Start by sharing what you know and think about innovations and changes. Practice openly admitting when you don't know something. This builds confidence.
- Support expressions of opinion. It is not enough to wait for someone to volunteer their opinion and then validate it. Encourage each other to speak up. Take time to ask people specifically for their opinion.

- If someone has the courage to speak up, make the person feel that their opinion is valued and taken seriously.
- Respond promptly. If someone has voiced a concern, the worst thing he can get in response is silence. If you don't get a response, you may not speak up again in the future. Accordingly, it is important that you respond promptly even if the result is not what the person had hoped for.

5. CONNECT GOALS EVEN OVER DISTANCE

Shared goals help build trust because everyone is pulling in the same direction. With remote working, this becomes even more important. A common goal leads team members who may miss connection in the home office and prevents them from being distracted by their own personal goals.

6. TOOLS FOR TRANSPARENCY

Transparency means saying what you mean and that you mean what you say. And that you deliver what you promise. The same applies for remote working. Work plans, progress and the status of tasks should be always accessible to all team members. If you cannot deliver something on time or need help, inform the team. This is the only way others can help.

TRUSTWORTHY BEHAVIOR

AN OVERVIEW

The US-American Stephen M. R. Covey describes trust as an elementary prerequisite for social relationships and productive organizations. In doing so, he states that trust spreads among people in "five waves" – starting with trust in ourselves. This is followed by trust in relationships, trust in organizations, trust in brands and the market, and trust in society.

❯ In other words, to trust others and exude trustworthiness, you must first trust yourself, to be able to rely on your own intentions, promises and consequences.

INTERPERSONAL RELATIONAL TRUST CAN THEN BE BUILT AND FOSTERED WITH 13 BUILD CONSISTENT BEHAVIORS.

1

CLEAR TEXT
Say what you mean and mean what you say. Don't beat around the bush. Don't flatter. Be clear and direct – without being disrespectful or hurtful. This is how clarity, integrity and open communication arise.

2

SHOW RESPECT
Small things, big impact. Behave in ways that show respect and appreciation for others. For example, knowing and addressing people by name shows respect. Be especially respectful to people who can't help you get what you want.

3

CREATE TRANSPARENCY
Don't hide anything, don't cover up anything. Don't act officially in one way and covertly in another. Create transparency by being upfront and stating your intentions openly and honestly.

4

MAKE AMENDS
If you have broken somebody's trust, make an effort to rebuild it. Make sure others clearly notice that you are making an effort to regain lost trust – and that you are not trying to cover up, excuse or justify.

5

BE LOYAL
Show appreciation for what others do and accomplish. Tell them how much you appreciate their work and also praise them to others. Appreciation builds trust. Backbiting destroys it. Leaders who take responsibility for things that have gone wrong, rather than blaming their teams, build a tremendous amount of trust.

6

DELIVER RESULTS
A reliable track record ensures that others trust you to deliver good results. That gives you more flexibility and freedom in a relationship. However, you must first know exactly what others expect from you. And you must only agree to realistic goals and expectations. After all, if you have agreed to something, then you should deliver results – not excuses.

TRUSTWORTHY BEHAVIOR

7

GET BETTER TOGETHER
Continuous improvement also builds trust. Agree on what you want to work on and pursue this goal consistently. Consider the mistakes you make as a form of feedback and learn from them. Thank others for criticism and continue to develop; always remember that your skills today may not be enough tomorrow.

8

FACE REALITY
Have the courage to face hard facts. Ignoring them does not change the facts; it only destroys trust. If you refuse to face reality and describe it openly, you run the risk of being perceived as disrespectful. Respect, on the other hand, is shown to others by being honest about difficult issues and by daring to speak truths that others are silent about.

9

CLARIFY EXPECTATIONS
In all walks of life, ambiguous or unclear expectations can destroy trust. For example, where some think they are meeting or even exceeding expectations and targets, others might have a completely different opinion. To avoid this, make sure everyone's expectations are crystal clear. At work, write project agreements. Check after conversations to make sure everyone has heard, understood, and accepted the same thing.

10

PRACTICE ACCOUNTABILITY
Hold yourself and others accountable. Pay attention to what you think and say, and avoid blaming others. Clarify responsibilities at work.

11

LISTEN FIRST
When you talk, you don't listen. You are not listening even if, while others are speaking, you are thinking about what to say next. But listening shows respect. You're also gaining important knowledge that you need to make the best possible decisions. Learn to listen to what other people are really saying.

12

KEEP COMMITMENTS
The more promises you make and keep, the more trust you build. Of course, your commitments must be realistic. Unrealistic promises will be broken, you will achieve the opposite of what you actually want to achieve because trust is destroyed. If it becomes clear that you will not be able to keep a promise, take the initiative and redefine the framework together.

13

BUILD TRUST
Trust is based on reciprocity. If you sow trust, you will also reap trust. So you foster it by trusting others first and foremost. Such a leap of faith involves risks, but well-managed risks lead to rewards. If you feel that your trust is not being returned, ask why. Realize that distrust and micromanagement are counterproductive.

Source: Stephen M. R. Covey, the Speed of Trust, 13 Behaviors

LEARNING JOURNEY FOR TEAMS

A SUGGESTED FORMAT

TRUST

Trust and psychological safety are the basic prerequisites for well-functioning teams. Because they provide for a fear-free working atmosphere. And this in turn increases well-being, innovation, productivity and performance. But what do you do when trusting relationships aren't in place, for example, because a team is finding itself from scratch? Our journey description helps to build trust step by step.

TRIP DESTINATION

The "Team Trust Journey" gives teams the impetus to gather (initial) good experiences in a protected environment, starting in small buddy teams of three. In this way, the team members gradually gain courage and trust in each other grows. These experiences can be transferred to the entire team helping to solidify relationships based on trust.

TRIP DURATION

The impulses are put together as a coherent experiential journey for a team. The journey extends in bites (approx. 1.5h/week) over three to six weeks.

TRAVEL ARRANGEMENTS

What you need on the road:

- time and space to build good relationships within the team,
- an atmosphere that allows and values diversity and difference in the team,
- the ability to openly share feedback and mistakes – the ability to perceive feelings, the competence to perceive and discuss feelings.

START

Teams begin with a joint kick-off or start workshop. In this kick-off, the buddy teams are formed. They meet at least three times in the subsequent weeks to do small exercises together and exchange ideas.

ON THE WAY

The buddies receive well-prepared documents which they can use to organize the meetings themselves. This pack could include tips on how to organize an exercise to become more aware of their own feelings and needs, and to be able to talk about them with colleagues, or even a template for a somewhat different "instruction manual for myself" or even a step-by-step procedure for a playful feedback round in the team.

TEAM TRUST TRIP IN A NUTSHELL

Provide teams with a clear format that will allow them to go on a self-directed experiential journey on the topic of trust, gather encouraging experiences, and building on them step by step.

THE GOAL IN SIGHT

After the three "Buddy meetings", the entire team gets together, evaluates the experience and considers what is so valuable to the team that the members would like to continue doing it. In addition, the team decides how to continue building trust and psychological safety.

The teams also receive practical tips on this – these can include introducing the role of a "trust hero," continuing the buddy team rounds with a new constellation, planning fixed meeting times in which only the relationships in the team are discussed and technical topics are excluded, or to discuss feedback or learning from mistakes (e.g., "fuckup meetings"). The latter help to ensure full concentration in the next technical meeting, since any interpersonal issues will have already been resolved.

HALFWAY PARTY

5

Decide together as a team, how the journey continues

❯ What insights do we want to share and keep in our team?

❯ How do we keep trust and psychological safety front of mind?

❯ What structures and habits can help us with this in everyday life?

THIRD STOPOVER

4

Buddy meeting three: Goodwill and feedback

❯ How do we give each other helpful feedback, without causing upset or offence?

❯ How do we foster a consistent feedback culture?

Journey into the self:
Take time for reflection and prepare the next stop of the journey!

SECOND STOPOVER

Buddy Meeting two: Competence, diversity and vulnerability

❯ What does each individual bring to the team?

❯ What are our strengths (and our vulnerabilities)?

3

Journey into the self:
Take time for reflection and prepare the next stop of the journey!

FIRST STOPOVER

Buddy meeting one: values, integrity and emotional intelligence

❯ What are my needs and how do I feel, what is important to me?

❯ How do I regulate my emotions?

Journey into the self:
Take time for reflection and prepare the next stop of the journey!

2

START

1

Kick-off with the whole team

❯ What are trust and psychological safety in the team and why should we be concerned with them?

❯ Analysis of the status quo: Where are we and where do we want to go?

❯ Forming the buddy teams and preparing for the buddy meetings.

FACTS & FIGURES

A POLARIZED WORLD

Trust is the basis for our relationships across our personal, professional and public lives. A large body of research has attempted to explore the impact of trust in great detail. A notable example of this is the Edelman Trust Barometer, which, for more than twenty years, has surveyed thousands of people worldwide on the topic of "trust". In January, the results for the year 2023 were published under the title "Navigating a Polarized World".

One of its key findings was that employees trust their own employer above all other institutions. Other notable highlights were that business is seen as ethically correct and competent and governments, the media and NGOs are increasingly losing the trust of the population - especially in democracies. Overall, recognition of ethical behaviour in business has risen over the past three years. Possible drivers, according to the study, include heightened scrutiny of business handling of the pandemic, the growing emphasis on social and environmental sustainability, as well as the response to the war in Ukraine, when more than 1,000 companies left the Russian market because of the attack. Accordingly, most of the participants in the study want business to take a leadership role. Companies and their CEOs should become more involved in sustainability and social issues.

PERSONAL AND EXISTENTIAL CONCERNS

Overall, the Barometer shows a decline in trust in social institutions, stemming from economic uncertainty, disinformation, profound divisions within society and leadership failures. Concerns around climate change, job losses due to automation or the pandemic, economic headwinds and the threat of nuclear war have further fuelled mistrust and accelerated polarization within society.

THE TOP TEN RESULTS OF THE STUDY

BUSINESS: COMPETENT AND ETHICAL
Business has increased its ethics score for the third year in a row – by 20 points since 2020. It is the only entity that is considered both competent and ethical.

INSTITUTIONAL IMBALANCE
Globally there is an eleven-point gap between trust in business and trust in governments: 62 percent trust business, while only 51 percent trust governments.

BETWEEN MASS AND CLASS
People from high-income backgrounds are more trusting than people from low-income groups. In 21 of the 28 countries surveyed, the discrepancy is in the double digits.

ECONOMIC OPTIMISM DECLINES
Only 40 percent of respondents worldwide still expect their family to be in a better economic position in five years' time. A decrease of 10 percentage points compared to the previous year 2022.

POLARIZATION IS STRONGEST WHEN DIVISIONS ARE DEEPLY ROOTED

According to Edelman's analysis, six of the countries surveyed - including the USA - are highly polarized. The survey results reveal dangerous polarization trends in nine countries, including Germany.

SOCIAL COHESION IS DWINDLING

62 percent of respondents believe that the social fabric that once held their country together has become too weak to provide a sufficient basis for unity and community.

IDEOLOGY BECOMES IDENTITY

Only a small proportion of respondents are prepared to help people who hold opposing viewpoints. Even to live in their neighborhood or to work with them.

BUSINESS ENTERPRISES SHOULD ADDRESS SOCIAL ISSUES

Business should do more to address issues such as climate change and economic inequality, or to promote the retraining of workers.

COMPANIES RUN THE RISK OF APPEAR POLITICISED

In 19 out of 28 countries, less than half of the respondents believe that companies can avoid taking a political position when they are involved in controversial social issues.

THE STRUGGLE FOR TRUTH: ECONOMY SHOULD HOLD DIVISIVE FORCES ACCOUNTABLE

On average, 64 percent of respondents believe that companies help to strengthen social behavior and the social fabric when they support politicians and the media to create greater social consensus.

Source: Edelmann Trust Barometer 2023

T FOR TRUST

DECISION-MAKING MADE EASY

The human brain likes to save energy. Trust helps it to do so. Because trust allows for automated, lightning-fast decisions. This is an opportunity for once trusted brands, who can no longer afford to remain complacent when it comes to maintaining trust.

The Edelman Trust Barometer 2023 states that "trust is being put to the test". The survey reveals that trust has reached a crisis point on a global scale. And yet, trust is increasingly relevant in our complex digital world. "The higher the volume of information and offers, the more people long for direction and safety", explains brand strategist Christian Hammerschmidt. "A trustworthy brand can create this safety."

The most powerful trust lever is to do what you promise. In times of social media, bluffing and missteps quickly get found out. According to the Edelman Trust Barometer trust in a brand is also closely linked to whether a company takes social responsibility.

SOAKS UP IMPRESSIONS LIKE A SPONGE

"We won't stop until everyone is connected." On this mission Telekom promises digital participation. The fact that the company is serious about it, is underlined, among other things, by the billions of investment in fibre optics and 5G. Its social impact is further highlighted by its tireless effort during the flood disaster on the Ahr river, and support for the people of Ukraine, and for those affected by the earthquakes in Turkey and Syria.

Employee initiatives such as DIGITAL@School and the Green Pioneers and efforts to promote cyber security and tackle online hate speech ensure that people are aware of Telekom and remember the brand positively. The subconscious absorbs impressions like a sponge. "We are all brand ambassadors, what we say and do can create trust or counteract it. The more positive encounters with a brand, the greater the trust in it is," says Christian Hammerschmidt, Senior Brand Manager. In the worst case, misconduct leads to huge loss of trust.

MAN IS NOT MADE FOR THE UNKNOWN

Trust is particularly important in telecommunications because product differentiation in the market is low and customer relationships are designed for the long term. All the more gratifying that Deutsche Telekom is perceived as more trustworthy than its competitors.

There is no doubt that Deutsche Telekom also scores points with its size, presence and longevity. At the beginning of 2023, the Group was even Europe's most valuable brand. "People are not made for the unknown. Familiar things are associated with trust," says Christian Hammerschmidt. This is also the reason why brand strategists attach great importance to ensuring that product packaging has a clearly recognizable design.

Even mini-actions such as sending an e-mail or opening an app can create trust. Sounds from the group's sound world confirm that such an action has gone as planned. "Sounds are particularly effective because they are processed more quickly by the brain than what we see," explains Christian Hammerschmidt. 80 percent of Germans are familiar with Telekom's sound logo.

UNDERSTANDING FOLLOWS EMOTION

When people trust a brand, automatic processes take place when making purchasing decisions. People decide in milliseconds. In other words, they draw on their experience, and classify companies according to what they and others have experienced. "Even if we think we make decisions rationally, usually only a post-rationalization takes place. That is, we decide according to feeling and subsequently look for reasons to support this decision", explains Christian Hammerschmidt.

With a new global brand strategy, the T and the implicit brand values, such as trust, are to be even more uniform around the world.

TRUST IN THE CAPITAL MARKET
THE HUMAN FACTOR

The future is traded on the stock exchange. Past successes are worth nothing if the outlook becomes gloomy. More than ever, the market looks closely at the targets and forecasts of companies. But not all of them are believed. Successful companies are those who enjoy the trust of investors.

Anyone who buys shares in a company is betting that its business will perform well, that profits will continue to flow in the future and that shareholders will share in the success, through dividend payouts or share price increases. Of course, many market observers and analysts are concerned with the future prospects of companies and industries. Their reports often shape the opinions of investors. The media also contribute to this.

BUILDING TRUST
However, it is not only hard figures such as turnover, earnings and investments that are important. The crucial questions are: Do I trust the management to achieve its goals? And is the company known for transparency and reliability or has it already caused unpleasant surprises in the past? The board of directors – supported by the Investor Relations (IR) department - must build trust with the investors. This is crucial for reputation on the capital market. At Telekom, market participants rate the work of management and IR very positively and regularly award them prizes. In the result, the T-Share has for years outperformed the shares of competitors.

REALISTIC TARGETS
The reliability of forecasts becomes a yardstick for the management. If the management is repeatedly surprised by the figures, confidence suffers. This is especially true, of course, when targets are not met. A profit warning shakes the markets. The management should be able to explain why this has happened. But even if profits are much higher than planned, this does not necessarily thrill investors. In that case, the planning was probably far too conservative. A study by the auditing firm Ernst & Young states: "For just 6 per cent (of investors), a forecast that can be exceeded in any case - i.e. a deliberately cautious forecast - is suitable for building long-term confidence in the capital market."

PEOPLE MOVE THE MARKETS
In the seemingly purely numerical world of the stock market, human factors also determine action. This is often attributed to individuals. Changes at senior management level can cause unrest, since the trustworthiness of the new management team of the successful company is yet to be established. Conversely, a change of CEO within a struggling company often raises hopes for better times, even if the general conditions for the industry remain the same.

TASTELESS FAKE NEWS
Fascinating entrepreneurial personalities have played a share in the performance. Many investors are counting on their continued success in the future. Sometimes criminals take advantage of this to influence share prices. In March 2021, there were reports circulating on Twitter that Tesla CEO Elon Musk had allegedly died in an accident at one of his company's factories. Fake screenshots from news portals were used to support the claim.

There was even briefly online an alleged tweet from Musk's mourning partner. The tasteless hoax was quickly exposed. In a brief period of uncertainty, the Tesla share price came under pressure. It is possible that the criminals may have profited from the fact that investors lost their confidence for a short time.

CONFIDENTIALLY
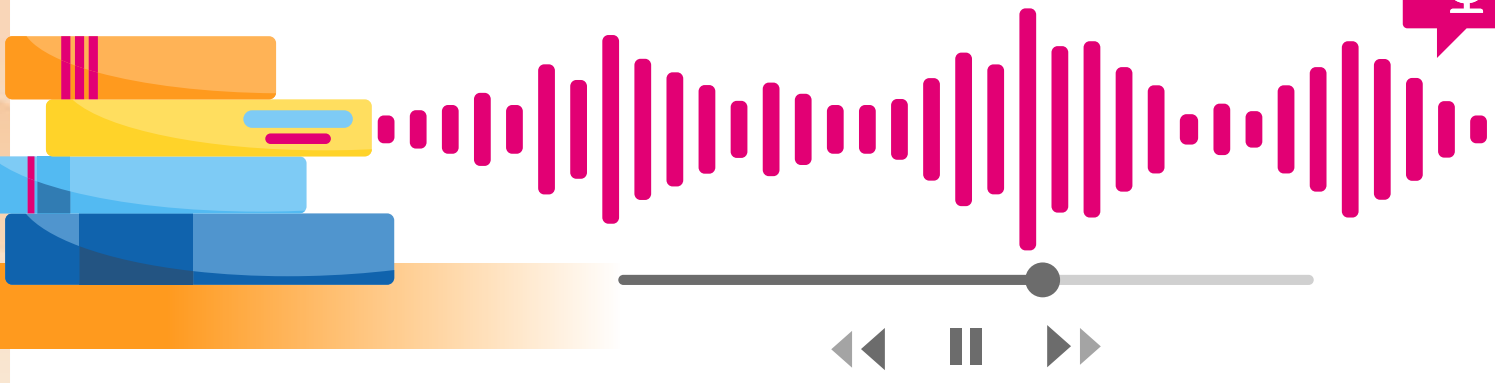
WHAT INCREASES SUCCESS AND FULFILMENT

What role does trust play in the workplace? We talk about this with New Work expert Karolin Helbig. She shows, why authenticity and trust are the cornerstones of a pleasant and productive working environment. In addition, she explains how stronger human connections lead to more success and fulfilment. She also offers her perspective on the importance of control.

LISTEN now.

MORE STUPID QUESTIONS, PLEASE!

More openness. This is what Anna Kopp, CIO at Microsoft wants to see. But it requires one thing above all: courage. The courage to develop oneself. The courage to move one's company forward. But also the courage to say "no" and stand up for yourself. To make it clear: "This does not fall under my expertise." Or: "I'm off now". The good news is that all this can be learned.

LISTEN now.

TRUST FIRST. EXPERTISE SECOND.

You can do it! Leaders should say this more often and give their employees more trust. This is the plea of Folke Grigo, Director People & Culture at Everphone. He explains why trust is an essential factor for business success and is more important for leaders than expertise.

LISTEN now.

More audio material on the topic "Psychological safety" can be found in the **podcast with Amy Edmondson.**

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