

Thriving Teams and Flourishing Cultures through Trust and Entrusting

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Best Christian Workplaces



A Bit About Me

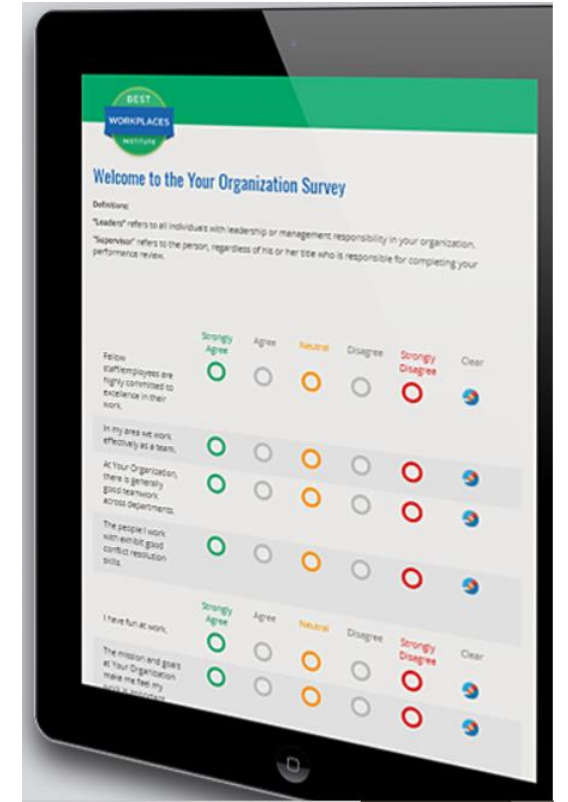
- Focus on Employee Engagement
- Background in HR and Economics
- Years in Prison Ministry



What Our NP Does

- Only research based, validity tested engagement survey with a benchmark of Christian-led organizations
- Separated into sectors for comparisons
- 8 Drivers of Engagement- 56 items
- Identify strengths and barriers
- Provide Leadership 360's
- Consultative Services

Assessment and Advice



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Speaking of Employee Engagement...

The extent to which staff put forth effort to use their gifts and talents to help the organization succeed.

- Loyalty
- Effectiveness
- Energy
- Volitional Effort

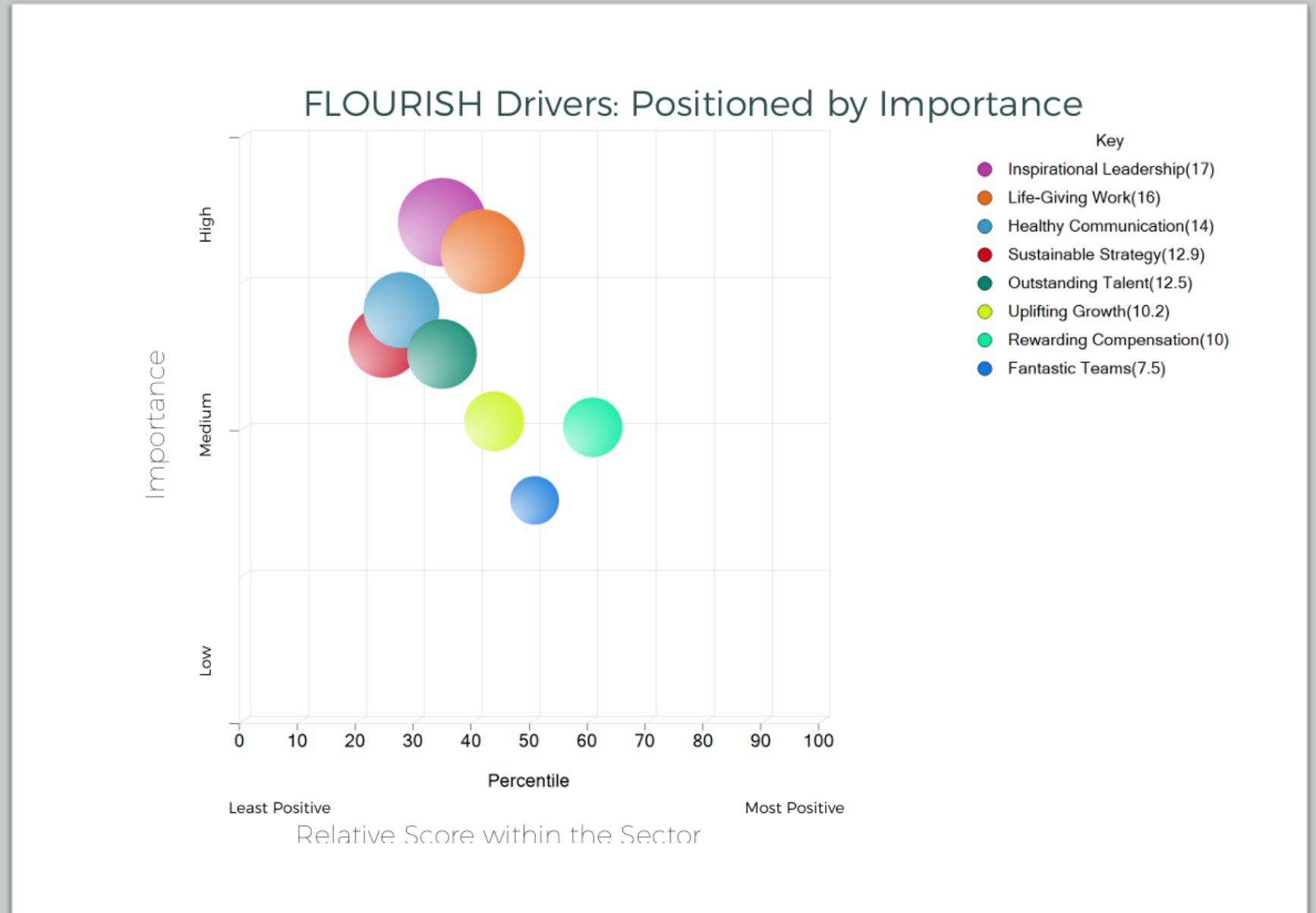
Do I care?

8 Drivers of Engagement

Leadership is entrusted with all these drivers- directly or by decisions they've made to support staff or produce barriers to success.



Drivers
Not Equal
based on
employee
feedback-
Compensation
is 10%!



Did you know that the weights looked like this?



Trust- Clusters with Leadership

What we know about trust:

- It clusters with leadership actions
- It is fueled by a leader's character and competence
- It is the **bedrock** of employee engagement
- All other things equal, it is most easily improved with two-way communication (story)

Trust

Research Shows a High Correlation to Engagement

Bedrock of Employee Engagement

My Workplace
Appendix: Sector Comparison



	Rank	Your Score	Sector 50th Percentile	Percentile Rank	Correlation	Question	Your Standard Deviation
	27	4.11	3.93	76th	0.69	28. My Workplace is well-managed.	0.98
	28	4.04	3.84	74th	0.86	55. I would prefer to remain with My Workplace even if a comparable role at a higher pay level were available in another organization.	1.02
	29	4.32	4.18	72nd	0.53	9. I have the decision-making authority I need to carry out my responsibilities effectively.	0.85
	30	4.37	4.28	71st	0.54	20. In the past year, I have had opportunities at work to learn and grow.	0.86
	31	4.19	4.01	71st	0.64	30. My Workplace conducts its activities openly and honestly.	0.92
	32	4.31	4.18	69th	0.64	33. Leaders at My Workplace demonstrate compassion for people at all levels.	0.86
	33	4.22	4.04	69th	0.58	50. At My Workplace we strive to help one another maintain life balance.	0.80
	34	4.21	4.08	67th	0.64	37. Leaders at My Workplace model humility.	0.93
	35	4.44	4.38	64th	0.40	2. In my area we work effectively as a team.	0.76
	36	4.35	4.30	64th	0.46	1. Fellow staff/employees are highly committed to excellence in their work.	0.72
	37	4.30	4.16	64th	0.63	32. Leaders at My Workplace exhibit the fruit of the Holy Spirit (love, joy, peace, kindness, etc.).	0.82
	38	4.17	4.07	64th	0.67	31. Leaders at My Workplace model fairness and integrity.	0.93
	39	4.06	4.00	64th	0.47	4. The people I work with exhibit good conflict resolution skills.	1.00
	40	3.89	3.64	64th	0.65	29. There is a high level of trust between leaders and staff/employees at My Workplace.	1.08

Engagement Level Reflects:

Trust- Leaders' values and competency



Loyalty from Staff, Volunteers, Donors



Impact Guests, Community, Goals, Growth

You've Learned About Trust...

Talk to the person next to
you and discuss
something new you
learned at City Gate about
Trust.

*Can you commit to act on
your learning?*



Moving from Trust to Entrust Your Entrustment

The New Testament uses this word entrust 19 times. Paul uses this word five times in his two letters to Timothy. It literally means “to make a deposit or place goods in trust with another.” There are two assumptions here: (1) Whatever is deposited, or placed in trust with another, is valuable enough to be watched, guarded, and cared for by another, and (2) The person making the deposit, or placing the property in trust, sufficiently trusts the other person to preserve and protect it.



Entrusting has 3 Time Bound Components

- Where have I taken the mission in the **past**?
- What I'm doing **now** to earn trust?
- Does my preparation for the **future** build trust?

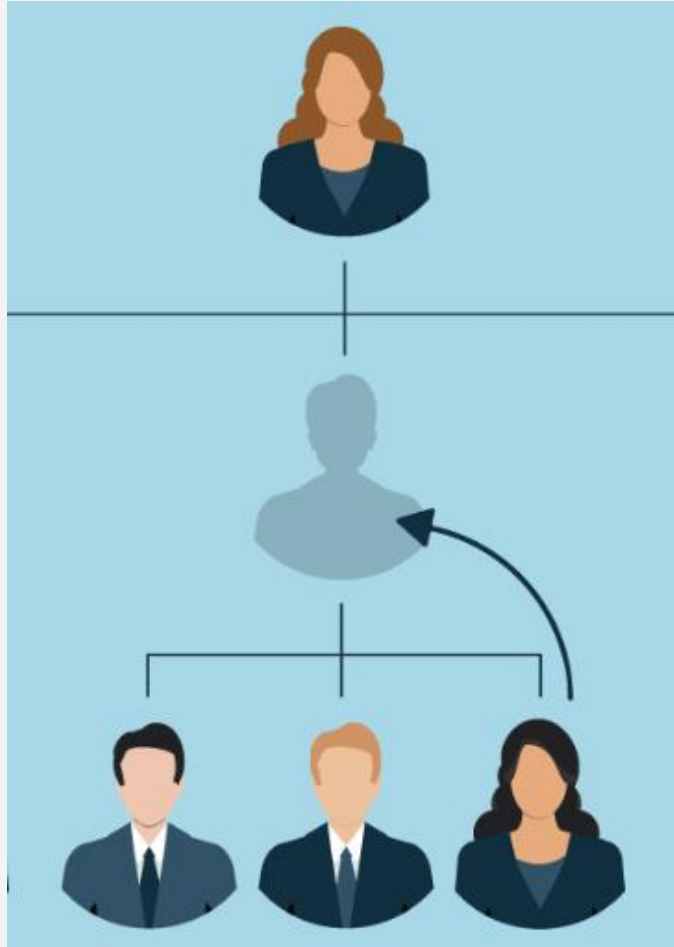


Vote

Which is getting the least attention from you?

1. Messaging around what we've done already
2. Handling today's challenges
3. Equipping the mission for the future

Future: Main Problem? You are entrusted, but few have Succession Plans



Talk to your neighbor and explain what you think a succession plan entails and what part of it you have fulfilled.

Why No Succession Plan: Research Says...

- Unaware of the need
- Reluctance to let go
- Optimism about longevity
- Fear of irrelevance
- Underestimating the effort
- Lack of training on topic
- No trust in successors
- Generational bias
- Multiple global shake ups
- Focus on short term goals
- Holding on to a historical context regarding careers

Which Apply to You?

The Results:

- Failure to **invest in employee** development
- Loss of upskilling that could lead to **better outcomes**
- **Loss of talent** to other organizations
- Retention of talent **without** aspiration to grow- low learning agile
- More personal pressure on CEO and **burn out**
- High **risk** position for the mission-
Entrustment Failure





Have you struggled with talent retention?

Discuss efforts you've made to grow people:

- What successes can you share with your table?
- What has held you back from investing in talent for the future?



Entrust--Not too Early Not Too Late

You've been entrusted with the mission. Can we trust you to get it ready for the future and entrust it to others?

Share some stories....

5 Steps to get on Track for Successful Entrustment

1. **Identify your key positions** and their success or competency profiles
2. Do a **talent assessment** with your Leadership Team- who could we develop and grow internally to fill our key positions?
3. Offer broad **opportunities for mentoring** by your current leaders in these positions- who are they taking along?
4. Insist that people take **micro training to upskill** and develop
5. Provide **time and support**- you are as responsible for the future as you are for the present- it will pay off

Want Help Getting Started? Reach Out

- Look to each other as you've heard about success stories.
- Find the expertise on your boards and with your volunteers.
- Look to the resources of City Gate.
- Download the free resources from BCW www.workplaces.org
- Reach out to me for specific resources based on your situation gjenkins@workplaces.org or grab my card.

A wooden cross stands on a rocky mound against a sunset sky. The cross is made of two simple wooden beams. The background shows a bright sun setting behind a horizon, with soft clouds and a blue sky. The overall mood is peaceful and hopeful.

Take Heart!

You are Called for This Time

God has called you as the CEO of your mission! You are entrusted.

He has entrusted you with a season which is an undisclosed amount of time. He will bless you as you trust Him and step out in faith, acting on what you've heard and entrusting others!

1 Cor: I have a stewardship entrusted to me