LeadersSkill WEEKLY

LEADER ONLY: PREPARATION & FACILITATION

For your preparation and facilitation. **Do not display or distribute these pages to your team.**

Your Leader Guide: Prepare First

Prepare on your own, then use the guide to work through one follow-through concern with your team.

BEFORE THE CONVERSATION

- Choose one recent commitment or feedback theme.
- Ask yourself: What have I promised? What update does my team still need?
- Separate what I control from what requires someone else's decision.
- Choose a question, a place to record feedback, and a way to reach every shift or location.

HOW TO USE THIS GUIDE

- Read pages 1–4 first for preparation and facilitation guidance.
- Use pages 5–9 as skill references.
- Begin the team activity on page 10. Use page 11 to track follow-through.
- Keep the complete guide for leaders. Share only the relevant team-facing pages with team members.

Before you promise

Keep your proposed solution provisional until you have listened. Set a date for your return update, even if the final answer may take longer.

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Leader Facilitation Guide

The team conversation: a five-minute format. For the team activity, use the worksheet on page 10.

1. ASK *1 MINUTE*	**SAY** **"What is one thing I could follow through on more clearly?"**	**DO** • Invite one example. • Ask what is working well and should continue.
2. LISTEN *2 MINUTES*	**SAY** **"What I'm hearing is ____. Have I understood that correctly?"**	**DO** • Record the team's words. • Ask what visible progress looks like. • Avoid defending or deciding too soon.
3. CLOSE THE LOOP *2 MINUTES*	**SAY** **"I will ____ by ____.** **I'll update you in ____ on ____."**	**DO** • Check: Is it mine? Is the date realistic? Will they see it? • If you need to check first, set a return date.

IF YOU HAVE 2 MINUTES

Ask one question. Confirm what you heard. Set a date to continue.

IF YOU HAVE 15 MINUTES

Hear more examples, agree one priority, then read back the commitment.

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Adapt It to Your Team

Choose the relevant work setting and team type. Keep Ask, Listen, and Close the Loop the same.

ON-SITE TEAMS

- Use an existing huddle or team meeting. Repeat the invitation across shifts.
- Post a recap where everyone can access it. Exclude private details.
- Give anyone who missed the huddle a date to respond.

REMOTE OR HYBRID TEAMS

- Invite feedback live and in chat. Leave time for written input.
- Use one shared recap and tracker, including for those who could not attend.
- In hybrid meetings, invite remote voices before closing.

CLINICAL TEAMS

- Use a brief huddle when care allows. Repeat across shifts and protect coverage.
- Choose one workflow, communication, or scheduling issue.

  Example: “I’ll ask the appropriate lead about the handoff and update you by ____.”

NON-CLINICAL TEAMS

- Explore handoffs, approvals, or unclear ownership at a team check-in.
- Separate your action from decisions others must make.

  Example: “I’ll confirm the approval owner and update our tracker by ____.”

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When the Conversation Gets Difficult

Acknowledge the concern, keep the discussion focused, and make the next step explicit.

No one speaks	**SAY** **DO**	"Take a moment. You can also share with me privately by ____." • Pause, then offer written input. • Do not treat silence as agreement.
"We've heard this before"	**SAY** **DO**	"You're right that I owe you follow-through on ____. Here is what I can do by ____." • Own the gap without asking for immediate trust.
Blame or too many issues	**SAY** **DO**	"Let's focus on the work and one example." • Record other concerns and agree one priority. • Name when you will return to the rest.
You cannot deliver or have no news	**DO**	• Say what is within your control. • If a date slips, own it, explain what changed, and set a realistic next update. • Avoid replacing one big promise with another.
A sensitive or urgent concern	**DO**	• Pause the group discussion. • Move private details to the appropriate channel. Follow existing safety, HR, or reporting procedures. • Do not promise confidentiality you cannot keep.

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Trust Is Built in Small Moments

Every time you follow through, you earn a marble. Every time you don't, you lose one.

THE THREE DIMENSIONS OF TRUST (GPTW Model)

- CREDIBILITY
- RESPECT
- FAIRNESS



THE IMPACT OF ACTION PLANNING

81% of team members who action plan report high-trust

45% of team members who don't action plan report high-trust

Source: 2026 Trust Action Planning Guide for Leaders

THE MARBLE JAR: Brené Brown's research: trust isn't one grand gesture. It's marbles added one at a time — small moments of doing what you said you'd do. The jar fills slowly and empties fast.

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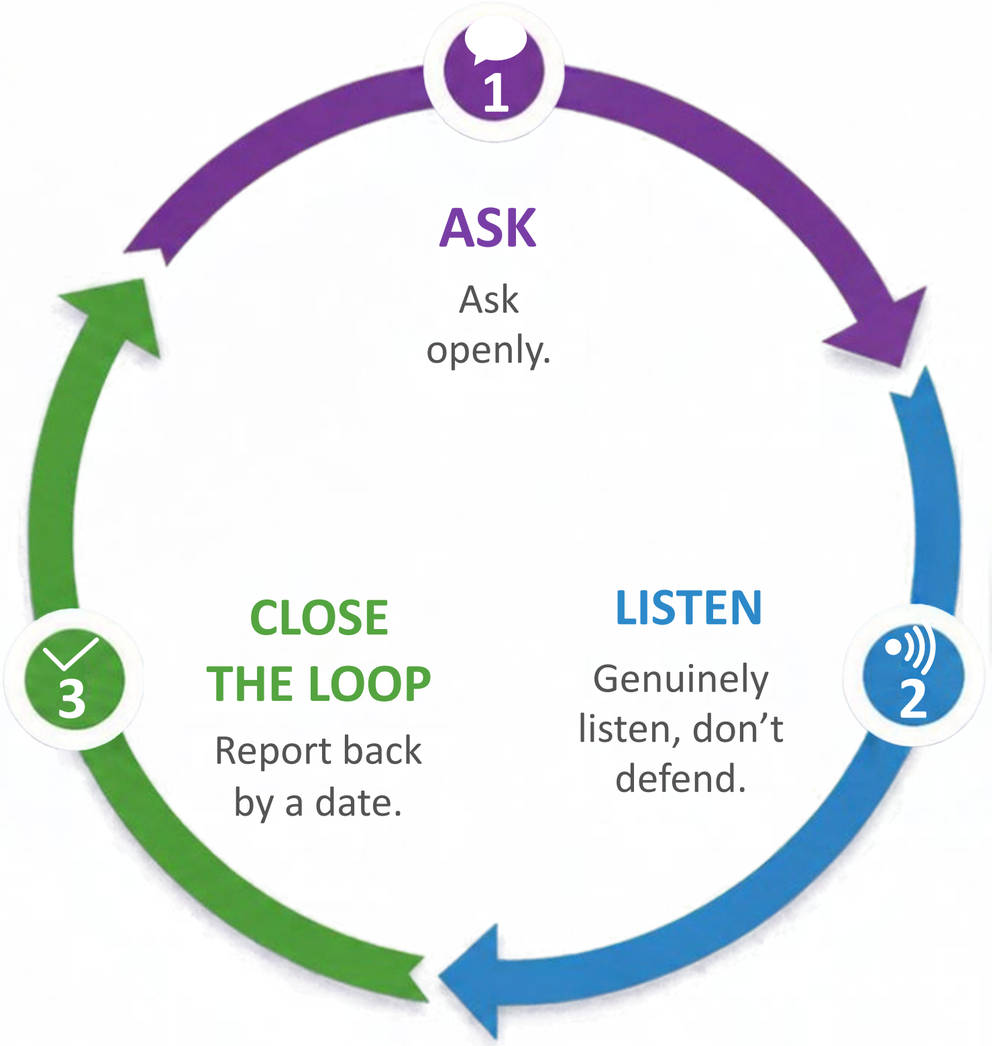
The Credibility Loop

Credibility isn't built in one moment. **It's earned in a loop.**

Loop closes: trust grows

VS.

Loop breaks: people stop speaking up.



"Trust can be rebuilt, but it requires a deliberate strategy of transparency, accountability, and consistency."

– 2027 Global Culture Study, O.C. Tanner Institute

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Follow-Through Worksheet: Completed Example

A completed example using the same three steps: Ask, Listen, Close the loop.

1	ASK	“What would help you understand the decisions I make?”
2	LISTEN	“After big decisions, we don’t know what you decided or why.”
3	CLOSE THE LOOP	Starting next Monday with the scheduling decision, I’ll post each major decision and the reason in #updates within 48 hours. I’ll report back at Friday’s huddle.

KEY REMINDERS:

- Listen to their words
- Do what's within my control
- Provide a real date

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Only Commit to What You Can Deliver

Use this quick filter before you promise anything.

THE QUICK DECISION FILTER

1 IS IT MINE?

Is this inside my span of control, or am I promising something someone else has to approve?

2 CAN I DO IT BY THEN?

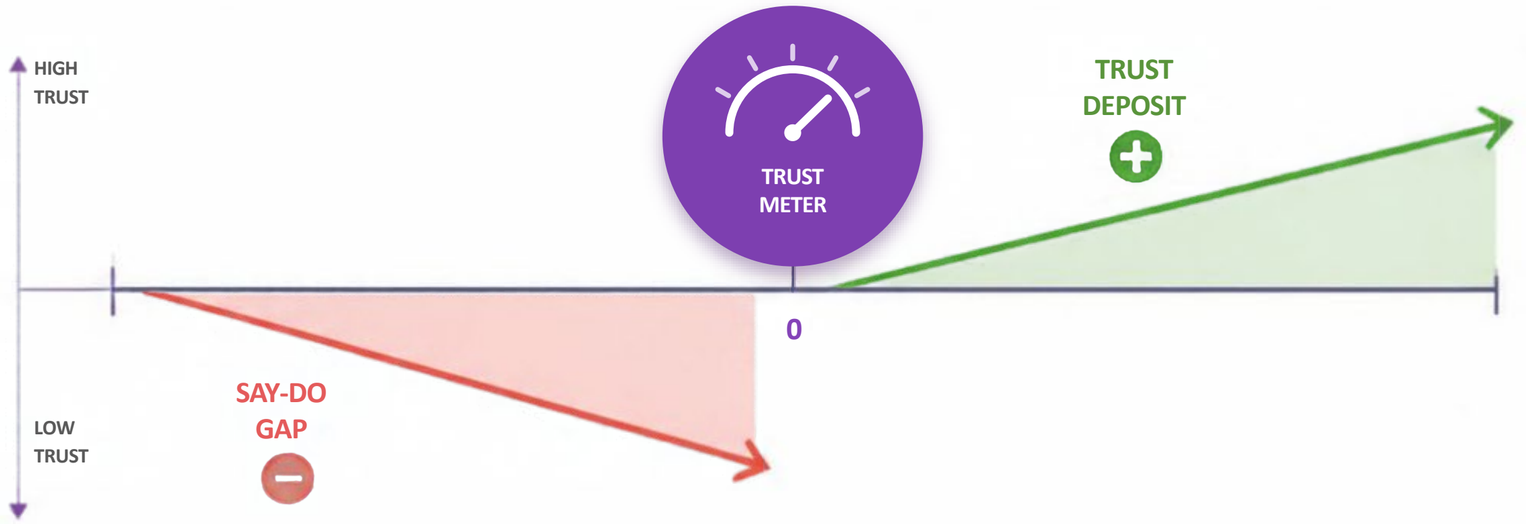
If the date is light, name the later date now. A real date beats an impressive one.

3 WILL THEY SEE IT?

If no one can tell whether it happened, it can't build credibility. Build the proof into the promise.

SAY-DO GAP:

"We are going to fix scheduling, improve communication, and get you more staff."



TRUST DEPOSIT:

"I will bring the top scheduling question to my director by the 15th and tell you what I hear — even if the answer is no."

KEEP IT SIMPLE: Fewer, clearer promises build more trust than more, bigger ones. Most broken promises start with good intentions — each one still costs more than it gave.

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This Week: Take 3 Actions

Put the credibility loop into practice this week.

1. **ASK**
   Schedule a conversation and ask openly for feedback.

2. **LISTEN**
   Listen without defending. Confirm what you heard.

3. **CLOSE THE LOOP**
   Choose one commitment and a real date.
   Make the proof visible and report back on that date.



MAKE IT REAL: One small promise. One real date. One visible follow-through.

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Leader Follow-Through: Team Conversation

Use team feedback to identify one commitment your leader will own.

ASK

What could I, as your leader, follow through on more clearly?

LISTEN

What the team said:

What visible progress would look like:

CLOSE THE LOOP

As your leader, I will _____ by _____.

I will report back on _____ in _____.

The team will see _____.

Before we agree: Is it within the leader's control? Is the date realistic? Will everyone see the update?

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Leader Commitment and Follow-Up

The leader provides updates. The team confirms whether the follow-through is visible.

Leader's commitment: _____

Leader responsible: _____ Action due: _____ Update date / channel: _____

Update date	Status	What happened / visible proof	Next step and return date

Suggested status: planned, in progress, blocked, or complete. Keep private details out of the tracker.

At the next check-in: "Did you see the follow-through? What still needs attention?"