



Murmur8

Leadership | Courageous, Empathic and Building Trust

Human Governance | Research and Discovery

Improving society by
improving business



about CoSteer®

Founded in 2020, we help you steer your organisation, align your purpose, values and people, enhance your business and improve society.

Using our proprietary technology, evidence-based practice, interdisciplinary research methods, and governance expertise, we support you in enhancing your organisation's performance and its impact on governance and culture.

We measure the three foundational and interconnected elements of governance:

Culture
Decision-making, and
Decision Implementation

Leadership right now

In a survey recently conducted of 3000 workers in the UK, they found that only 25% have full trust in their company leadership. On the other side, almost 1 in 5 employees are saying that they do not trust their leadership. With the emerging crises for leaders, such as engagement, retention and the economic situation, human leadership has probably never been so important.

Building Trust

For many decades there has been a growing understanding of the connection between good leadership and the building of trust across an organisation. Surveys continue to draw this relationship, and our data at CoSteer is now supporting a strong connection between empathic and courageous leadership and the quality of governance and culture within an organisation.

In the same survey, they noted that authentic leadership and honest communication are important to 93% of employees.

Values and leadership

Most organisations now have a parade of values that adorn their walls; however, we at CoSteer see little connection between 'having' values and effective courageous leadership – **those values must be 'lived'**.

This links with the survey's results suggesting that those who trust their organisation's leadership are more likely, than those who don't trust their leaders, to have awareness and bear witness to their organisation's values.

“Some of the strongest relationships we see are between empathic leadership, living values and interestingly the quality of information available for decision-making”

Perrin Carey | Founder of CoSteer



Trust in Information

Interestingly, we observe this in our data in a slightly different way. We are seeing a strength of relationship between the quality of leadership and the development of trust through the availability of information. When employees can trust the validity, reliability and accuracy of the information throughout their organisations, they sense an openness and honesty within their organisations and from their leaders.

“When observing the relationships between our governance and culture indices, we see empathic leadership emerging as a dominant influencer on almost all our other 26 indices – It’s a powerful key”

Perrin Carey | Founder of CoSteer

Mastery not perfection

One of our indices of measurement looks at how well leadership nurtures creativity and resilience, accepting that failure is an opportunity for growth. What this is observing is how well leadership is steering employees away from perfection and towards mastery.

Brené Brown, who has spent the last 2-decades studying courage, vulnerability, shame and empathy, defines perfectionism in this way,

“a self-destructive and addictive belief system that fuels this primary thought: If I look perfect, live perfectly, work perfectly and do everything perfectly, I can avoid or minimise the painful feelings of shame, judgement and blame.”

Clearly, we want to move our people away from perfectionism, but what’s mastery, and why is this a better way of approaching performance?

Brown goes on to argue that, and it may seem counterintuitive,

“... one of the biggest barriers to working towards mastery is perfectionism.”

In their research, they suggest that the capacity for people to be curious and viewing mistakes and failures as opportunities for learning is one of the best ways to develop mastery; and of course, this also develops trust and psychological safety.

Developing trust

So, if we want to support our people, enhance their well-being, and create organisations that perform well in the long-term, we need to develop trust and an environment with high levels of psychological safety.

Our growing body of evidence at CoSteer is supported by others, and we would suggest that to develop trust, leadership should be focusing on 3-aspects:

- Leading with empathy
- Being open and honest
- Living your organisation’s values

These are not easy, but our evidence and data are increasingly clear that these skills will support and develop trust and psychological safety within an organisation and that they are vital for leadership, right now.

References

Brené Brown Education and Research Group | <https://brenebrown.com/>

The HR Director | <https://www.thehrdirector.com/business-news/leadership/mistrust-leadership-high-right-now/>

Join US

We are seeking organisations to come on this journey of discovery with us.

- You can become a **client**
- You can become a **partner**
- You can become a **practitioner**

You can also participate in our research and therefore contribute to developing a practical, more human and more scientific complexity approach to measuring organisational governance linked to purpose, values and behaviours and their interconnections.

The next step is to contact us, and we will help you through the next simple steps hello@costeer.co

We would be excited to have you with us!

