

# Lesson 4:

## The Third Driver of Trust for Vaccine Uptake: Authenticity



### Authenticity

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- Authenticity is a driver of trust and is experienced as “I experience the real you”
- Authenticity means being who you say you are, acting on your stated values and acknowledging any gaps between your words and actions
- People are far less willing to make themselves vulnerable in work settings when leaders conceal their authentic selves
- Psychological safety is the belief that no one will be humiliated or punished for speaking up; that everyone is free to focus on common goals; and that everyone is secure and capable of changing

### Psychological Safety

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- Psychological safety is a team characteristic (not an attribute of individuals) and is critical to building trust, learning systems and safety environments
- Leaders can use the following steps to build psychological safety:
  - o Frame the work
  - o Admit your own fallibility or shortcomings
  - o Invite participation
  - o Embrace messengers
  - o Respond productively

### How to Create Conditions for Authenticity

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- Authenticity involves giving people a true accounting of what you know, think and feel – not an overly curated, guarded or strategic version; sharing your authentic self is not the same as oversharing or making it all about you – set and keep information boundaries
- Methods for accessing authenticity include creating psychologically safe environments for others and sharing your personal ‘why’
- Your (and others’) personal ‘why’ is the source of your motivation to do what you do every day
- Leaders connect people to their motivations by revealing ‘what matters’ to them, asking ‘what matters’ to others, and naming common values
- Connecting individuals’ motivations to a team’s shared purpose and the organizations’ mission is a powerful way to motivate action