Building & Sustaining Trust in Teams
Source: Dennis & Michelle Reina, Trust & Betrayal in the Workplace

Building Trust

Competence Trust
"Trust of Capability"
- Acknowledge people's skills and abilities
- Allow people to make decisions
- Involve others and seek their input
- Help people learn skills

Contractual Trust
"Trust of Character"
- Manage expectations
- Establish boundaries
- Delegate appropriately
- Encourage mutually serving intentions
- Keep agreements
- Be consistent

Capacity for Trust

Communication Trust
"Trust of Disclosure"
- Share information
- Tell the truth
- Admit mistakes
- Give and receive constructive feedback
- Maintain confidentiality
- Speak with good purpose

Source: Reina Trust Model™
Three Types of Transactional Trust
Source: Dennis & Michelle Reina, Trust & Betrayal in the Workplace

Transactional Trust is...
Reciprocal - you have to give it to get it
Created incrementally - step by step - in every conversation

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Competence Trust - “Trust of Capability”
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7 Steps for Healing

Steps:
1. Observe and acknowledge what has happened
2. Allow feelings to surface
3. Get support
4. Reframe the experience
5. Take responsibility
6. Forgive yourself and others
7. Let go and move on

Capacity for Trust

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Contractual Trust

Managing expectations:
♦ In what ways are your expectations of others being met?
♦ Where are they not being met?
♦ How do you find yourself responding: Internally? Externally?
♦ What might be getting in the way of your expectations being met?
♦ What implicit (unwritten, unspoken) expectations should be made explicit?

Establish boundaries:
♦ What is your experience regarding the management of boundaries?
♦ Are there times when they are not managed? In what ways?
♦ How do you find yourself reacting: Internally? Externally?
♦ Are there boundaries that need to be established or clarified?
♦ If so, what are they and how might they be established or clarified?

Delegate appropriately:
♦ What role does delegation play in your job? Where do you tend to delegate?
♦ What contributes to your decision to delegate or not to delegate?
♦ What are ways that delegating might assist you?
♦ Are there situations in which you are apprehensive about delegating? What concerns do you have? How might those concerns be dealt with? How do you communicate those concerns: directly? Indirectly?
♦ When delegating a project or task, how do you know the objectives are clearly understood?

Encourage mutually serving intentions:
♦ What events or projects are you a part of in your professional life? What intentions do you have in approaching your role in these projects or events?
♦ How do these intentions serve you and how do they serve others?
♦ Are your intentions known by others? How have you made them known?
♦ What intentions do you need to be clear about with others? How might you bring your intentions forward? What do you need to ask for?

Keep agreements:
♦ Reflect on agreements you have made. To what extent do you feel they have been honored?
♦ How do you feel when you have difficulty honoring an agreement?
♦ How do you respond when you are unable to keep an agreement?
♦ Do you renegotiate those broken agreements? How do you feel when you are renegotiating?
♦ How do you feel when you have not renegotiated an agreement, and you are aware that you have not honored it?

Be consistent:
♦ Do you experience yourself being consistent in your behavior in relating with others?
♦ How are your actions congruent with your words? How do you ‘walk your talk’?
♦ Which behaviors do you have difficulty practicing consistently?
♦ What actions are not congruent with your words?
♦ What are you experiencing, internally and externally, when you are not behaving consistently?
Competence Trust

Acknowledge people’s skills and abilities:
- How do you demonstrate your respect for other’s skills and abilities?
- When you have doubts or concerns about another’s skills and abilities, how do you respond?
- How do your doubts or concerns influence your behavior?
- To what extent are you comfortable granting authority to others?
- What authority do you feel you need to hang on to?

Allow people to make decisions:
- How do you demonstrate your acknowledgment of other people’s judgment?
- What do you need to see to feel confident in other people’s judgment?
- When you feel people have exercised poor judgment, how do you respond?

Involve others and seek their input:
- How do you involve others in planning and decision-making?
- How do you seek out the input of others?
- Are there times when you feel hesitant to involve others and seek their input? What are those times? What contributes to your hesitancy?

Help people learn skills:
- Are you able to rely on other people’s competence to do their jobs?
- Are there causes for concern or doubt?
- Where are there areas for improvement?
- What do you need to see to feel confident in the ability of others?
- How does it feel when you help people learn new skills?
- What gets in the way of you being more proactive in helping others learn new skills?
- How do you view mistakes? How do you generally respond when they are made?
- How do you feel about your skills and abilities? Are there areas in which you would like to further develop? If so, which ones?
Communication Trust

Share information:
♦ How is information treated in your organization or team?
♦ What information is shared openly? What information is carefully guarded?
♦ What information is not shared at all?
♦ How do people access information from you? Do others have what they need from you?
♦ Is there information you are not comfortable sharing? What contributes to your not feeling comfortable sharing it? Is it confidential or is there something else going on?
♦ What else might cause you to feel vulnerable about sharing information?

Tell your truth:
♦ How would you describe the way you communicate: openly or with reserve and caution?
♦ What are situations in which telling your truth is difficult?
♦ In what ways do you point out risky situations or areas of caution to others? What happens?
♦ What does telling your truth look like? What concerns you about telling your truth?
♦ What do you need to support you in telling your truth?

Admit mistakes:
♦ How do you feel when you make mistakes?
♦ Are you able to readily admit mistakes when you make them? If not, why not?
♦ Is admitting mistakes risky? If so, what is the risk? How else might you deal with that risk?
♦ In what ways do you take responsibility for your mistakes?
♦ How do you deal with mistakes when others make them? Do you become frustrated and disappointed? If so, how do you respond or behave?
♦ Do you openly deal with bad news? If so, how do you see others respond?

Give and receive constructive feedback:
♦ Do you give others constructive feedback in a timely and effective manner?
♦ Is there feedback you would like to offer another person that you have not offered? If so, why not? What gets in the way of giving feedback?
♦ Are you willing and open to receive feedback from others? How do you feel when others offer you feedback? How do you tend to respond: Internally? Externally?
♦ What does giving feedback mean to you? What does receiving feedback mean to you?

Maintain confidentiality:
♦ Do you respect the request of another to maintain the confidentiality of sensitive information?
♦ Are there times when you have broken a confidence? If so, why? What were you feeling? What were you hoping to achieve in sharing the confidential information?
♦ Are you aware of confidences being broken by others? If so, how do you respond? What do you think contributes to that behavior?

Speak with good purpose:
♦ Are you aware of gossip or unfair, indirect criticism about fellow employees being told behind their backs? If so, how do you tend to respond? Do you take an active role in stopping it?
♦ How do you address misperceptions and erroneous assumptions?
♦ Are there ways you participate in gossip or indirect criticism about others? If so, how do you feel when you behave that way? What contributes to you behaving that way?
DEFINING BETRAYAL OR BREACH OF TRUST

A breach of trust or the perception of a breach is always in the eyes of the person who feels betrayed.
- Major to Minor
- Intentional or Unintentional

The Betrayal Continuum

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7 Steps for Healing

Source: Dennis & Michelle Reina, *Trust & Betrayal in the Workplace*

1. **Observe and acknowledge what has happened**
   - What happened?
   - How can you acknowledge what has happened? To yourself? To others?

2. **Allow feelings to surface**
   - How can you help your feelings surface?
   - What kind of support do you need?
   - Note: After the feelings have surfaced, notice how you are feeling. You may feel a release or you may feel rejected, abandoned, or vulnerable.

3. **Get support**
   - Explore your options.
   - Talk to a friend. Seek out a trusted colleague. Find a coach.
   - Seek counseling. Reflect in a journal, talk to yourself.

4. **Reframe the experience**
   - What happened?
   - In the big picture, what did you learn from the experience?
   - What were the messages you needed to hear?
   - What can you do when a similar situation occurs in the future?

5. **Take responsibility**
   - What part did you play in the process?
   - What did you do or not do that contributed to the betrayal?
   - Are you making excuses or diverting blame away from yourself?
   - Do you have a need to make the other person wrong so that you can be right?
   - What could you have done differently? What actions can you now take to take charge of the situation?

6. **Forgive yourself and others**
   - Have you ever lost your sense of self and behaved in a way that was not in congruence with your values or true self?
   - Have you ever behaved in a way similar to the way you have been hurt by this person?
   - What do you think might have caused the person who betrayed you to act that way?
   - What needs to happen for forgiveness to take place? What do I most need? What does the other person most need?

7. **Let go and move on**
   - What do you need to let go of these feelings and perceptions?
   - What needs to be said and done to put this experience behind you?
   - What have you learned about yourself ... about relationships?
   - What steps can you take to move in the direction?