TOOLKIT #3: BUILDING TRUST

OBJECTIVE: EMPLOYEES WILL IDENTIFY THOSE TRAITS REQUIRED FOR BUILDING TRUST.

CONTENT:

Trust requires that you behave in the following ways:

•Sharing Relevant Information: Being open and transparent by sharing information abundantly creates an image that you have nothing to hide. Indeed, we know of individuals who hold on to key information in order to maintain power. Such acts tear down trust.

•Reducing Control: This refers back to our circles of control and influence. The more you seek greater control over a situation, the more trust is in jeopardy. People see control as a sign that you do not trust them to accomplish what is at hand.

•Allowing for Mutual Influence: The more you are open to another person's involvement and influence in addressing a problem, the more trust is engendered.

•Clarifying Mutual Expectations: So much of what threatens trust is a lack of understanding of one another and a concern for hidden agendas. By communicating clearly what our expectations are of another person, we are giving them the fairest chance at meeting those expectations.

•Meeting or Exceeding Expectations: Doing what you said you were going to do builds trust. Exceeding that expectation builds trust quicker. Failing to do what you said you were going to do will destroy trust quicker than never having made the promise in the first place.

SHORT CHATS

Discuss the following:

- What do others do that builds trust for you?

- How could you share information more abundantly and more openly?

- Where can you let go of control and trust others to do what they need to do? How can you support them in letting them do what they need to do?

- What actions can you take to build or enhance your influence with others?

- What promises have you made that are critical to building or maintaining trust? What do you need to do to exceed those expectations?

OPTIONAL LEADER ACTIVITIES

Identify an initiative that requires trust among the employees involved. Work to establish up front the trust needed to make the initiative succeed. Identify a system of accountability for maintaining trust throughout the effort.