

A photograph of two people climbing a steep, textured rock face. One person is higher up, reaching down towards the other person who is lower down. The background is a blue sky with white clouds. The image is partially obscured by a teal and orange geometric shape at the bottom.

BUILDING TRUST

FOR TODAY'S
LEADERS



SHOULD YOU TRUST EVERYONE?

NO. That would be naive. In our society, we are conditioned to be skeptical of certain situations. Do you follow a complete stranger into a dark alley? Absolutely not! On the flip side, people who never trust anyone are typically described as jaded, uncaring and cold. The truth is, most of us fall somewhere between the two extremes.

Building Trust for High Performance Leaders teaches trust factor principles, practices of trust and interpersonal communication. Mastering these concepts will result in win-win relationships.

OBJECTIVES:

- Understand what trust means.
- Learn how to gain win-win relationships.
- Appreciate the need for collaboration in our interdependent society.
- Learn the definition and key elements of trust.
- Evaluate the consequences of high and low trust within an organization.
- Understand the importance of being trustworthy. Rate your trustworthiness.

POSITIVE AND NEGATIVE TRUST CYCLES

EXAMPLE: POSITIVE CYCLE

All of us have felt vulnerable before. Vulnerability is being dependent on someone else and being susceptible to attack, criticism or hurt (think of Superman around Kryptonite). Imagine you take a risk and become vulnerable with another person. If they respond with respect, your relationship undergoes an incredible transformation. It's strengthened as your mutual confidence and trust grow. As your relationship matures, your trust, desire to share and willingness to take risks grows too. You'll decide to be vulnerable with that person again in the future, creating a positive cycle of mutual confidence in which taking risks and being vulnerable generates trust.

EXAMPLE: NEGATIVE CYCLE

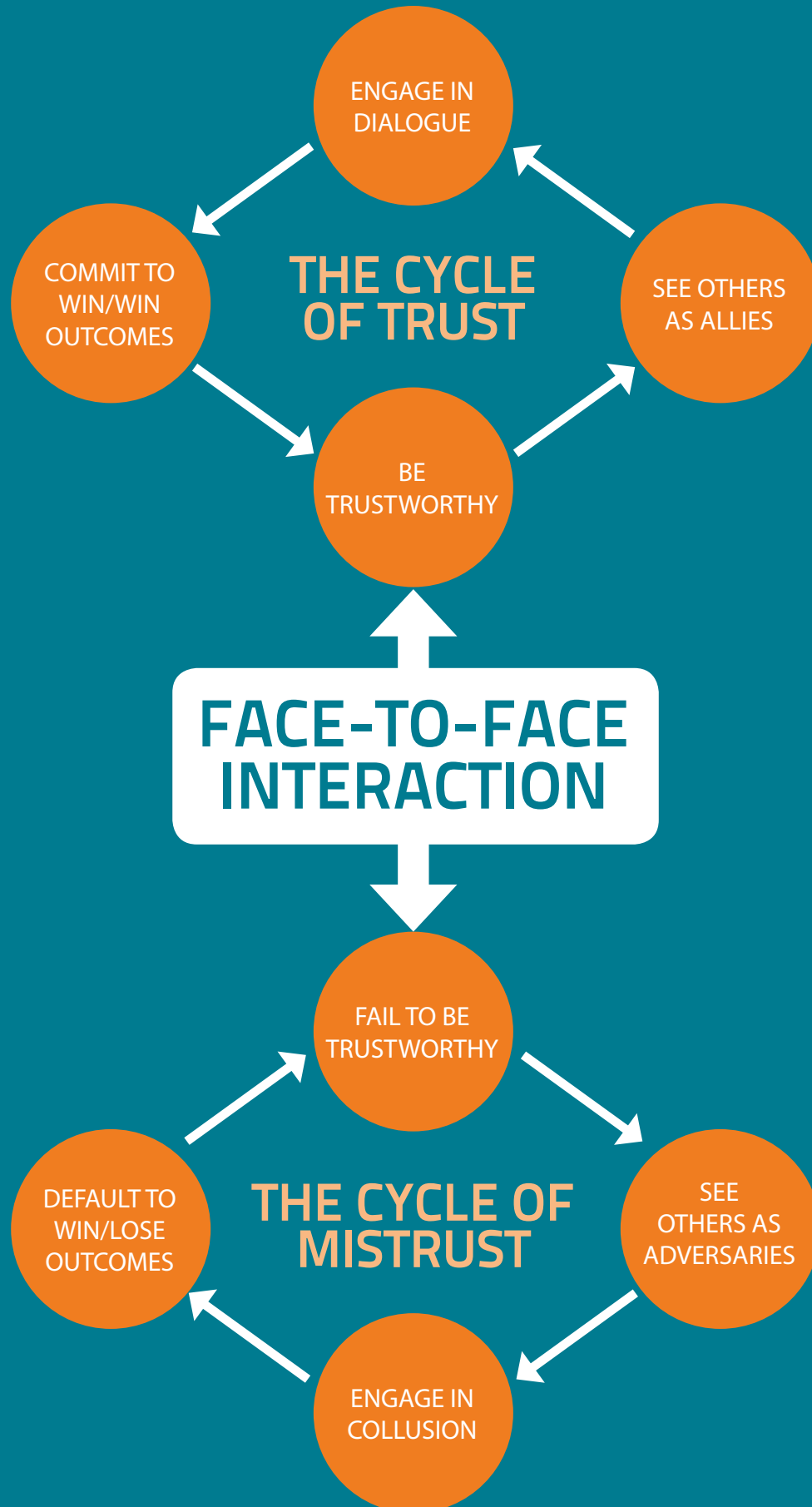
Now, let's suppose that you open yourself up one day but your friend disrespectfully stabs you in the back. What happens? Your confidence plummets and your relationship is weakened. Do you desire to risk more? Just like a new balloon stuck by a shiny pin, it's deflated with a bang.



When you are caught in a negative cycle, the real test begins.

- Once the cycle is broken, what will you do? Get revenge? Give up? Keep trying?
- What happens to the cycle if you get revenge on the other person or department?
- How can you avoid this?

THE TRUST MODEL



PEOPLE are not only the means whereby an organization accomplishes its purposes, but people are also interdependent.

- No one works in isolation. Each of us depends upon others for our success.
- People must collaborate and work together in order to accomplish the objectives of the organization and achieve success.
- Even the most powerful person within an organization (founder, chairman of the board, CEO) would accomplish little if not for the web of relationships and people with whom he or she interacts and depends.

Many of the problems in an organization occur because people fail to fully collaborate and work together effectively.

Can you think of organizational examples in which people have needed to work together but have not? What are they? What are the consequences?

Discuss examples of people who blame others when things go wrong and thereby perpetuate a sense of mistrust and hostility?

Discuss departments or groups that are pitted against each other or fail to work in a win/win way?

Discuss examples of people who keep quiet because it is not safe to "tell it like it is?"

Discuss examples of people who have "retired in place" and do the minimum possible rather than give their best work?

Have you ever witnessed people who even undermine the performance of the organization through willful acts of theft, vandalism, or sabotage? Discuss why people respond in this manner.

What percentage of the problems of an organization do you believe occur because of our inability to get along and work together effectively?

"IT TAKES 20 YEARS TO BUILD A REPUTATION AND FIVE MINUTES TO RUIN IT." - WARREN BUFFET

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