

# The Trust Factor

Summary

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## Creating Win-Win Relationships:

When trust is absent, relationships are characterized by an adversarial attitude: me vs. you; us vs. them. Rather than goodwill, there are deep and hidden animosities. Respect is lost and our performance is compromised as our energies go into manipulation and protection rather than working together toward a shared vision.

We believe that the most successful organizations of the 21st century will be those that know how to create a climate of trust and goodwill among their employees.

## Structure and Format:

The Trust Factor consists of eight modules (two to three hours each) that are scheduled and delivered at least one week apart. The training comes alive as you participate in experiential exercises and role-playing helping you internalize the principles and skills that are taught.

## What You Will Gain:

- Learn the core elements of trust.
- Identify how we engage in collusive, weakening patterns of relating to others.
- Experience a change of heart and know how to break out of collusive patterns.
- Come to view others in a way that promotes unity, trust and goodwill.
- Understand the three phases of interpersonal dialogue and practice the dialogue skills.
- Commit to interacting with others in strengthening rather than weakening ways.
- Develop the ability to confront poor performance and behavior problems.

## The Trust Imperative

- 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 and rate your trustworthiness.
- Receive feedback from others about your personal trustworthiness.

## Collusion

- Understand the dynamic of collusion.
- Be able to identify and diagram collusive relationships.
- Write a personal story of collusion.
- Evaluate the consequences of collusion.

## A Change of Heart

- Learn the four reasons we engage in collusion.
- Identify payoffs and prices from our collusions.
- Understand the folly of trying to get others to change.
- Learn the two ways to be in relationships with others.
- Experience a change of heart toward others.
- Learn and practice the skill of creating safe and trusting conditions.

## Face-to-Face Communication

- Explore the role of communication in interpersonal relationships.
- Learn about alternative ways of communicating/ influencing others.
- Identify your “native tongue” or preferred style of communicating.
- Understand the consequences of an absence of dialogue.

## Interpersonal Dialogue: Core Principles

- Understand the definition and meaning of interpersonal dialogue.
- Learn and model the core principles of dialogue.
- Understand why mutuality is the “bedrock” of dialogue.
- Learn how to create a pool of shared understanding.
- Know how to solve problems in a win-win way.
- Do a self-assessment of your skills in interpersonal dialogue.
- Receive feedback from others regarding your dialogue skills.

## Interpersonal Dialogue: The Steps

- Learn the steps of dialogue.
- Practice the skills of mutuality.
- Learn and practice various inquiry skills.
- Understand the meaning and guidelines of advocacy.
- Practice using the skills of dialogue.
- Identify actions to improve your ability to engage in dialogue.

## Harnessing Harmful Behavior

- Learn to confront behavior that fails to meet your expectations.
- Understand the importance of discipline and conformity in building trust.
- Develop a set of non-negotiables for those whom you lead.
- Practice the skill of harnessing harmful behavior.
- Apply the skill to back-home situations.

## Strengthening Our Relationships

- Understand the characteristics and consequences of co-dependency.
- Know the difference between responsibility for and responsibility to another.
- Learn a credo for your relationships.
- Understand what you do that weakens others when you actually intend to help.
- Learn the valuing process as a skill to strengthen others.
- Evaluate what you do to strengthen others in your relationships.
- Understand how contracting can be used to strengthen yourself and others.