Effective Environmental Outreach
Greater Leadership, Greater Impact

Module 1:

MANAGING FOR TRUST

https://www.pexels.com/photo/photo-of-four-persons-uniting-hands-943630/

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Managing for Trust

OR

Anchoring Successful Collaboration through Trust

What do we know about trust from research?

Working together often involves interdependence, and people depend on others in various ways to accomplish their personal and organizational goals (Mayer, Davis, & Schoorman, 1995.) Trust is an anchor of every successful collaborative team (Ricci & Wiese, 2011.) Leading with trust results in distinct effects such as more positive attitudes, higher levels of cooperation, and superior levels of performance (Dirks & Ferrin, 2001.)

Compared with people at low-trust companies, people at high-trust companies report 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout (Zak, 2017). Companies that foster a trusting culture will have an advantage in the war for talent: Who would choose to stay in a stressful, divisive atmosphere if offered a productive, supportive one?

Learning Objectives of the Session:

The interactive workshop environment will provide an opportunity for participants to embrace collaborative work and utilize best practices for the purpose of:

- Exploring a culture of shared strategies and
- Assimilating a culture of implementing trust

During this workshop participants will:

1. Learn about trust busting communication
2. Develop skills that help building a trust
3. Understand trustworthiness
4. Receive tips for how to use components of trustworthiness
5. Learn how to improve trust-based collaboration using strategic thinking

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Getting Started: Trust & Situations

1. What helped you to build trust and continue working with your team, coalition, local communities, and local agencies?

    _____
    _____

2. Briefly describe distrust situation you face working with your team, coalition, local communities, and local agencies.

    _____
    _____

3. Please name two – three factors/ reasons/issues behind that distrust situation

    _____
    _____

4. Work in groups of three or five people: Please name two-three 'Benefits of Trust' and 'Barriers to Trust'

Please, think about factors or conditions that promote the emergence of trust. When trust is in place think about benefits of trust both individual and collective. What factors or difficulties that attend the creation or maintenance of trust (barriers to trust)?

Benefits of Trust	Barriers to Trust

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What is a Trust?

Mayer et al. (1995)	The willingness to be vulnerable
Kramer et. al. (1996)	Willingness to engage cooperative behaviors when interacting with others
Kramer (1999)	Trust is a choice behavior
Merriam-Webster	Assured reliance on the character, ability, strength, or truth of someone or something

Self-assessment
Determine where your actions are eroding people's trust in you.

Trust – Busting Communication: *How frequently do you . . .*	
1. **Not Listening**	• Ask people for input, but then ignore their ideas? • Interrupt or prepare your own response while others are talking?
2. **Trying To Save Time at the Expense of Others**	• Fail to include all who are involved in a situation? • Address criticism when it is most convenient for you, without considering how the timing affects others?
3. **Saying One Thing, but Doing Another**	• Tell one group to do something that conflicts with what you have told others? • Fail to follow through with an announced plan of action
4. **Gossiping**	• Exaggerate the facts? • Share information that isn't helpful or necessary?

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TIPS FOR BUILDING TRUST

How people build trust?

1. Build Trust by Understanding Trust

   1. C

   Think about to what extent your collaborator care about you as a person and vice versa? How does the level of care affect your work?

   _____

   _____

   2. C

   3. C

2. Building Trust by Monitoring Your Reactions

   How do you react to difficult situations? Be aware what pushes your buttons.

   Source: https://pixabay.com/photos/buttons-colored-buttons-

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Please name one

*Your Button*_____

Your Reaction _____

Mental Math

Now add the numbers on paper with a pencil.

Take 1000 and add 40 to it
Now add another 1,000.
Now add another 30.
Now add another 1,000.
Now add 20.
Now add another 1,000
Now add 10.

What is the total?
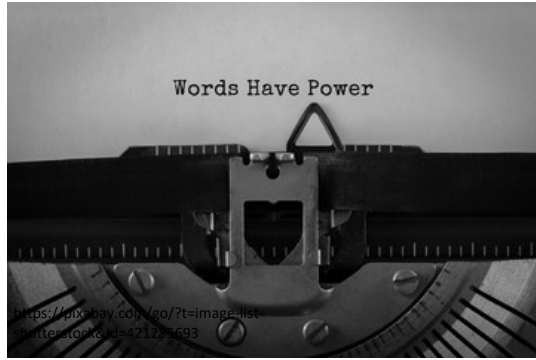Did you get 5,000? Circle YES or NO

 YES   NO

What dynamic is at play here? Perceptions – our mental models. The answer is actually _____

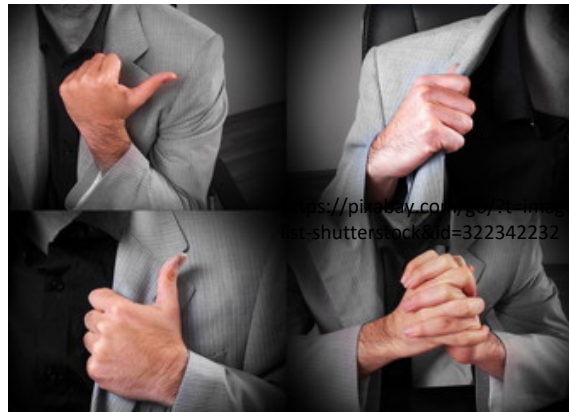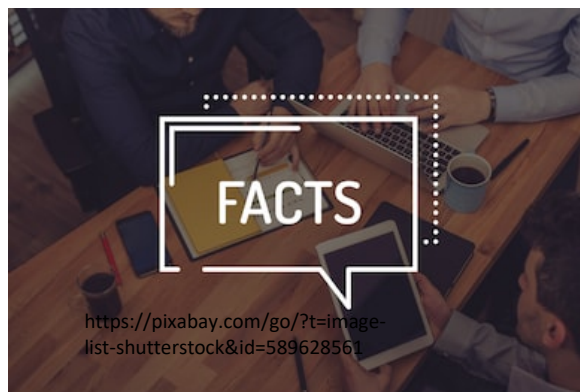## Stressful Situations: Control your reactions/emotions

V_____

W_____

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shutterstock&id=421286693

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3.	Build Trust by Addressing Concerns	• Having the courage to address concerns helps to build trust
4.	Build Trust by Saying "Thank You"	• Develop an attitude of gratitude • Recognize people's involvement and help • Thanks people in variety ways

Trustworthiness

How do you understand the word - Trustworthiness?

_____

_____

Provide 2-3 examples:

       1. _____

       2. _____

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What is a trustworthiness equation? $$T = \frac{C+R+Bi}{So};$$

T =   T_____

C =   C_____

R =   R_____

Bi =   B_____

So =   S_____

TRUST components	TIPS to boosting your . . .
C	**_Credibility_** • Develop deep expertise in your professional area • Stay current with trends and news • Offer your point of view when you have one _Unexpected way to increase your credibility_ • Be willing to say "I do not know" if it is an honest answer • Express passion for your subject • Communicate with self-assurance (eye contact, and a confident air)

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R	**Reliability**
	• State expectation upfront and report on them regularly
	• Make lots of small promises and consistently follow up on them regularly
	• Be on time
	• Communicate if you fall behind, and take responsibility for it
	• Respect norms and environment of others (dress code, templates, and others things)

B **(business meaning)** It refers to the safety that you feel when entrusting someone with something you colleagues may say – 'I can trust her with that information – she has never violated my confidentiality, and she would never embarrass me'.	**Business-intimacy** • Telling someone what you really appreciate about him, rather to keeping it to yourself. • Using a person's name • Sharing something personal about yourself • Tuning into others' tone, emotions, and mood and then acknowledge
So	**Self-orientation** It is all about FOCUS • **Low level of self- orientation** • **High level of self-orientation** *Strategies to lower your self-orientation* • Acknowledge your own mistakes • Taking the time to find the best solution • Sharing time, resources, and ideas • Negotiation for a true win-win • Listening even when it is uncomfortable to be silent • Speaking hard truth • Giving credit to someone Self -awareness helps lowering self-orientation

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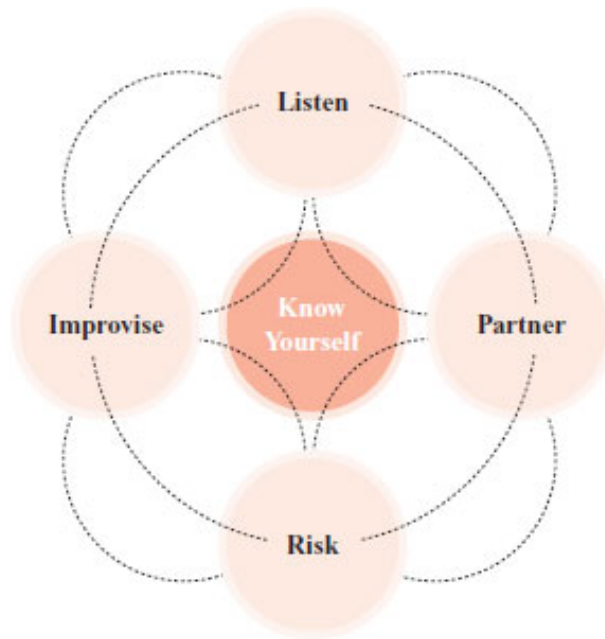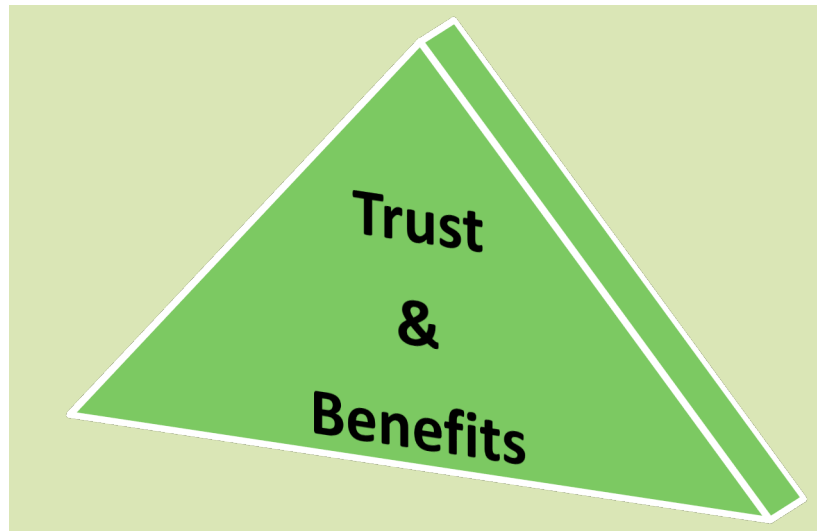# Five Trust Skills of Trustworthiness

Figure 2. Five Trust Skills of Trustworthiness

E	➢ Empathy is the foundation of influence. You have to earn right to be right. Others will listen to you & be open to your advice, your point of view, and your perspective once they feel they have been fully heard and understood by you.
P	➢ Maintain mindset of collaboration, not competition ➢ Works from position of equal status ➢ Willingness and ability lead and follow ➢ Practice balancing of cooperation and assertiveness ➢ Deals with disagreement and missteps productively and gracefully ➢ Demonstration a commitment to sharing responsibility for achieving a goal ➢ Takes responsibility for her/ his role in the partnership's success and failures o Require personal traits, habits, and mind-set.

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I	➢ Practice improvisation in unexpected situations
R	➢ This is no deep trust without risk • Take a risk • Be proactive • Take responsibility for mistakes • Express emotions • Share something personal • Deliver hard news promptly
To	➢ Know your weaknesses, triggers, buttons; strengths, interests, interests, purpose, and source of passion

Trust & Benefits

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Benefits form Trust

Economics Benefits of Trust	**Direct Economics Benefits** • More referrals • Faster decisions • Better decisions **Indirect Economic Benefits** • Earlier involvement • More information sharing • Improved communication • Greater influence • Greater impact • Increased commitment • Greater loyalty • Increased engagement • Greater innovation
Social Benefits of Trust	**The effect of trust on relationships with stakeholders** Stakeholders benefit from the four factors of the trust equation. 1. Credibility 2. Reliability 3. Business-intimacy 4. Low self-orientation
Ethical Benefits of Trust	**The effect of trust-based ethics on relationships to people and organizations** 1. Trust is simple 2. Trust get stronger with use 3. Trust builds bridges 4. Trust creates culture of common values

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TIPS how to engage with others at a level of shared strategy?

Strategies:

1. It is important to help your collaborators / stakeholder to see things objectively, as if from an outside perspective. The road to strategic thinking runs straight through curiosity

2. Engage your collaborator/ stakeholder in ways that encourage calm curiosity through shifting the conversation from Tactics to Strategy.

Start from yourself
Ask the following four questions:

1. How are you part of the problem?

Maybe you are very frustrated or impatient which leads to high-self-orientation

- Your credibility is low
- You are not being transparent
- You are not delivering your message in a way that is easy for your partner to hear it.
- You are too concern about convincing the person but are not thinking about the power of empathetic listening, forgetting the power of reciprocity
- You are just spending time to be very responsive to your work partner's tactical request.
- You make assumptions based on your observation
- You are focusing on your agenda but not really listening to what matters to your partner

2. What barriers are preventing your work partners from thinking strategically?

Consider how your partner would answer the following questions:

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- How does the work look from here?
- What are the demands on my time?
- What distractions/challenges/ pressures am I dealing with that make it difficult to focus on strategic issue?
- How does it feel to be in my seat?

3. What really matters to your partner?

Look at the situation from your partner's point of view.

What is important to me professionally? What is behind that?
What is important to me personally? What is behind that?
How does my tactical orientation serve me?
Would a strategic orientation help me?

Imagining how a situation looks from your work partner's perspective is a powerful tool to increase empathy and unlock insights.

Question # 3 is very important. However, if it is not on your strategic agenda, drop the topic entirely and engage with partner on a topic of real interest, or find another audience for the conversation about strategy.

4. How can you help clear the path for what matter to your partner?

Your job is to engage your partner by presenting your point of view in way that aligns with her /his interest, not the way around
- What is the connection between what matter to me and what matter to stakeholder, collaborator, work partner?
- What, if anything, about those connections are compelling from her /his vantage point?
- Does it make sense to proceed? With whom?
- How could I open the conversation in a way that is both respectful and compelling?

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Worksheet
Trust-based collaboration using strategic thinking

Describe briefly a current situation where you see an opportunity to shift the conversation from tactical to strategical. If you do not have a current situation, reflect on what you could have done differently in the past. The key is to bring a real situation.
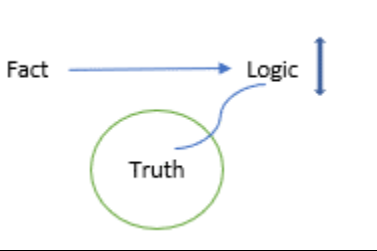
Situation:

_____
_____
_____

How am I part of the problem?

_____
_____
_____

What barriers are preventing my collaborator / stakeholder from thinking strategically?

_____
_____
_____
_____

What really matters to my collaborator / stakeholder?

_____
_____
_____

How can I help clear the path for what matters to my collaborator / stakeholder?

_____
_____
_____

What do you see as a result of examining this situation that might apply to other situations?

_____
_____
_____
_____

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Bonus +: Fundamental Truth about Trust

Trust requires trusting & being trusted		
Trust is personal		
Trust is about relationship		
Trust is created in interaction		
There is no trust without risk		
Trust is a paradoxical	➢ Why it is a paradoxical – because trust is a higher-level relationship ➢ The best way to sell, it turns out, is stop trying to sell. The best way to influence is to stop trying to influence them. ➢ The best way to gain credibility is to admit what you do not know ➢ Trust does not take time vs. Popular wisdom - trust takes time. ➢ Trust is a mix of the rational and the emotional and snap emotional judgements are commonplace. Very often people decide instantaneously whether they trust you – without much proof.	

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Reflect on Trust Strategies

1. Determine where your actions are eroding people's trust in you
2. Think about what your strongest trust-building qualities are (care, character, competence)?
3. How might your quick-tempered reactions affect others' trust in you?
4. How are you addressing problems among your colleagues, team, coalition?
5. How do you express appreciation to others?
6. How to use components of trustworthiness?
7. How to engage with others at a level of shared strategy and build trust-based collaboration?

Resources:

1. Adopted from Combs, JP., Edmonson, S.L., & Harris, S. (2003) The trust factor: Strategies for school leaders. New York: Routledge
2. Adopted from Green, C. H., & Howe, A. P. (2011). The trusted advisor fieldbook: A comprehensive toolkit for leading with trust. John Wiley & Sons.

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