

Trust, Authenticity, & Forgiveness:

Workplaces Where People
Thrive and Produce

“Trust is a peculiar resource; it is built rather than depleted by use.”

Anonymous

Trust is a significant factor in project success. **Trust** in leaders and other team members relates to higher organizational performance. The level of **trust** positively correlates to:

- job performance
- organizational citizenship behavior
- turnover intentions
- job satisfaction
- organizational commitment
- commitment to decisions

summarized from
Dirks & Ferrin, HBR 2002

How We've Learned about Trust

Individual Readiness to Trust (Psychological basis)

Trust in Institutions (Sociological/Economic basis)

Interpersonal & Group Trust (Social & Industrial Psychology)

We work as a Team when we have...

Common purpose & performance goals

Complementary skills for interdependent work

Shared approach to work

Joint accountability

Small number of people

Mutual History

Characteristics of *Agile* Teams

Motivated by Values

Collaborative Synergy

Self-organizing

Customer-focused

Flexible

Reflective

Adaptive

Traits of Bellman & Ryan's "Extraordinary Groups":

- Compelling Purpose
- Shared Leadership
- Just-Enough-Structure
- Full Engagement
- Embracing Differences
- Unexpected Learning
- Strengthened Relationships
- Great Results

Trust Defined

An individual's belief in and willingness to act on the basis of the words, actions, and decisions of another.

- Roy. J. Lewicki,
professor, Ohio State University

Contractual Trust:

A mutual understanding
that people in a
relationship will do what
they say they will do.

Reina & Reina. *Trust and
Betrayal in the Workplace.*

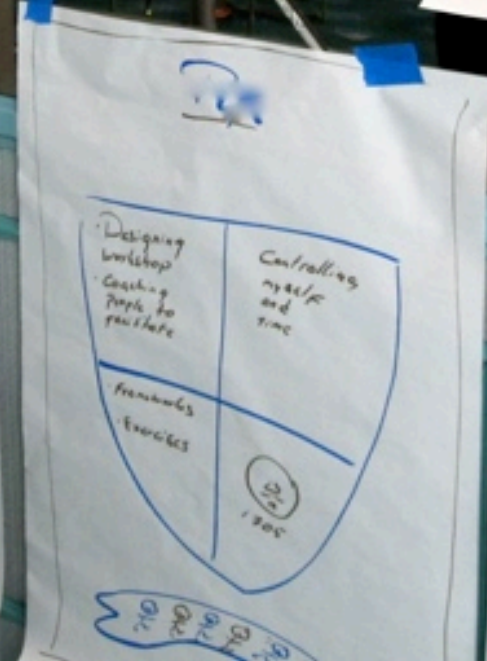
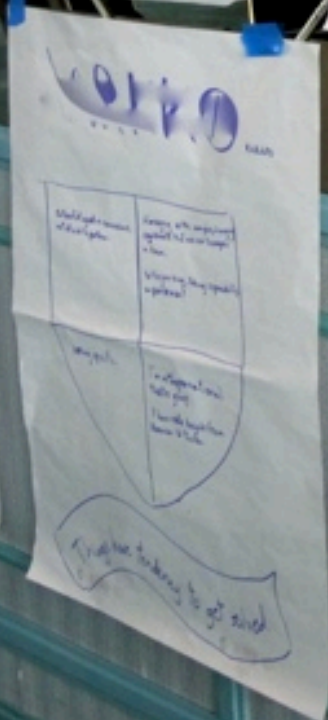
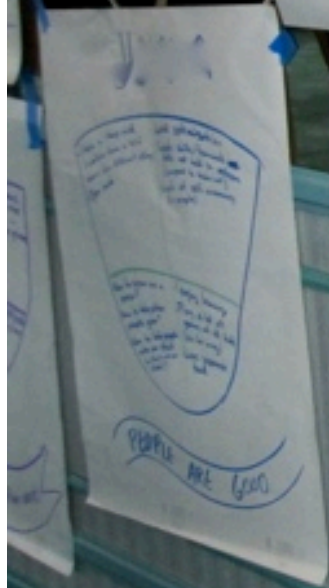
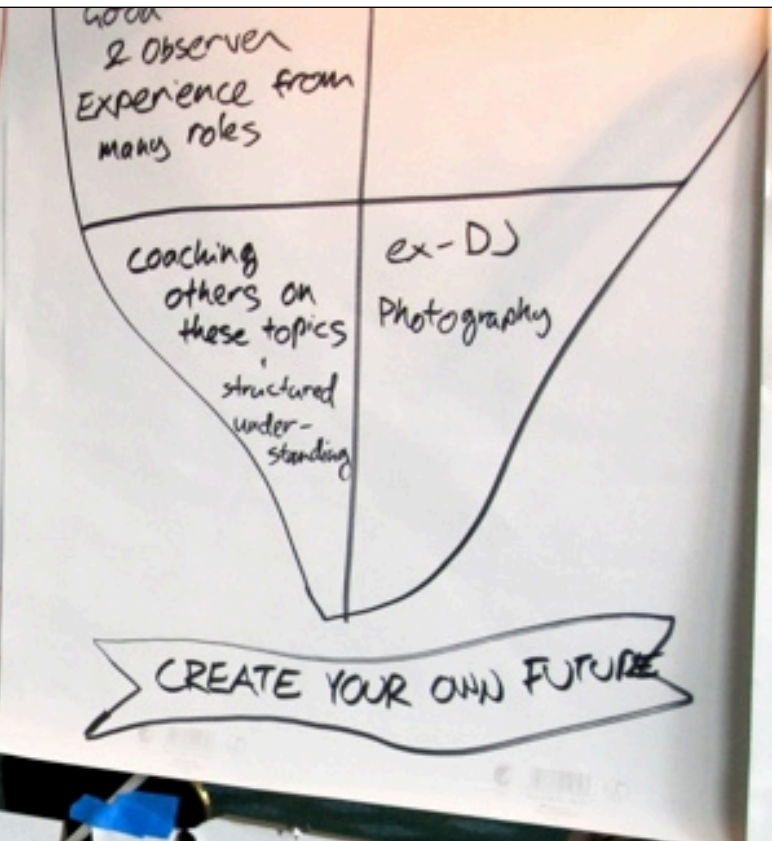
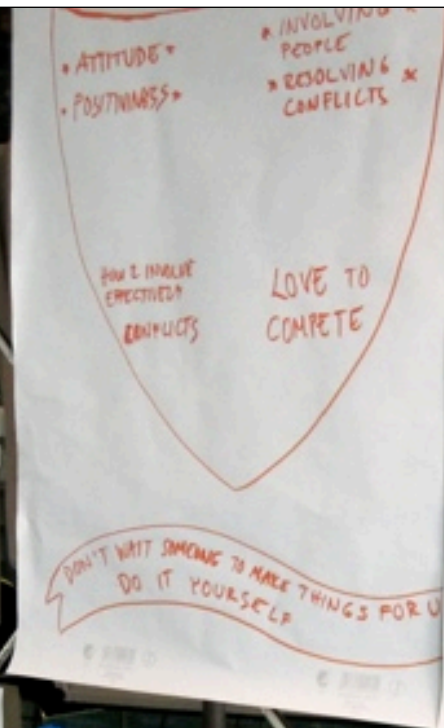
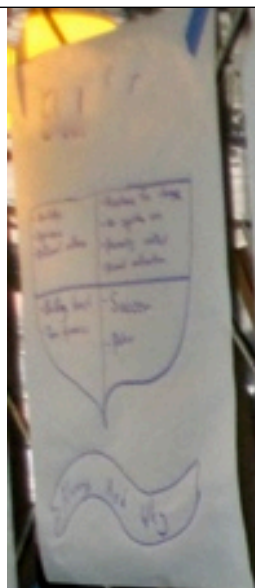
Interdependence gives rise
to our need for Trust.

CBT: Calculus-Based Trust

Name

Gifts to Offer	Challenges at Work
Personal Objectives	"Later"

Personal Motto or Life Lesson



“The best way to find out if you can trust someone is to trust them.”

Ernest Hemingway

Signs of Professional Trust

- 1) Team members report confident expectations about each other's behavior and intentions.
- 2) Team members extend trust to others who offer them basic support and value their ways of contributing to the team's effectiveness.
- 3) Team members talk as openly with one another about work-related failures, weaknesses & fears as about competencies, strengths, & achievements.

Credibility, Support, Consistency

Three Aspects of Professional Trust

Credibility

competence, authenticity, integrity, capability

Build credibility:

Share information openly and broadly

Stay accessible and visible to each other

Engage hard questions; answer them where possible

Offer objective, candid insights about organization/team

Support

respect, civility, interest, self-disclosure, intimacy

Show support:

Recognize and appreciate each others' authentic selves

Exhibit sincere personal concern for each other's well-being

Maintain civil discourse and courteous interactions

Consistency

reliability, dependability, accountability, character

Demonstrate consistency:

Follow through on promises and commitments

Preserve working agreements

Seek and offer feedback

Through repeated interactions, we reach awareness of shared values & personal goals.

IBT: Identification-based Trust

Building IBT

Think about a time when you were working with someone you hadn't worked with before, and with whom, over time, you developed a relationship of deeper mutual trust.

Tell your partner what happened to help grow the trust in your working relationship. What did each of you do? How did the situation or the organizational system influence trust building between you? What role does this person play in your life now, if any?

high performance



Collaborative Team Communication Model

coordination cooperation collaboration

less trust-----more trust

The Enemies of Organizational Trust

Inconsistent messages

Inconsistent standards or policies/Inequitable treatment

Misplaced kindness

Elephants in the Room (a.k.a. Dead fish on the table)

Rumors in a vacuum

adapted from Galford and
Drapeau, *The Enemies of
Trust*, HBR, 2003

Suspect Mis-Trust & Distrust

When You See or Hear These Symptoms

Rule-bound and rigid

Bullying

Insensitivity to the impact of behavior on others

Focus on self-interest

Apathy and low energy

Ignoring feelings

Resentments

Payback or retaliation

Venting frustration on people

Misunderstandings construed as betrayals

Over-personalized criticism

Hiding mistakes or poor performance

Wordy, defensive communication

Insincerity

The Impact of Mistrust & Unresolved Grievances

Takes up mental & emotional bandwidth

Work feels harder and *is* harder

Increases chance for mistakes & defects

Stress

Burnout

Forgiveness: A Critical Step in Overcoming Distrust

Forgiving is not the same as:

Forgetting

Condoning

Pardon

Justice

Forgiving is:

Blaming less that which has hurt you

For you, not for the other person

Taking back your power

A choice you can make to release the past and improve the present

A skill you can learn

Forgiveness is Trainable

(Fred Luskin/Noetic Sciences YouTube video)
<http://www.youtube.com/watch?v=Uns5ik6qEeA>

1. Become More Grateful (rather than complaining about "not enough" or "not my way")
2. Manage the Stress of Resentment & Unforgiveness
3. Change the Story (Refuse to be a victim)
4. Recognize unenforceable rules (the "they shoulds")

Trust is Growing

When You Notice
Two Kinds of Trust on Teams

Trusting – Team members assume each other's competence, commitment, and positive intentions. Feelings of mutuality, dependency, and confidence.

Trustworthiness – Team members' actions are authentic, consistent, reliable, supportive, known, competent, and credible. Feelings of respect, obligation, and responsibility.

Team Interaction Skills to Foster Trust

Self-disclose

Empathize

Generously interpret puzzling behavior

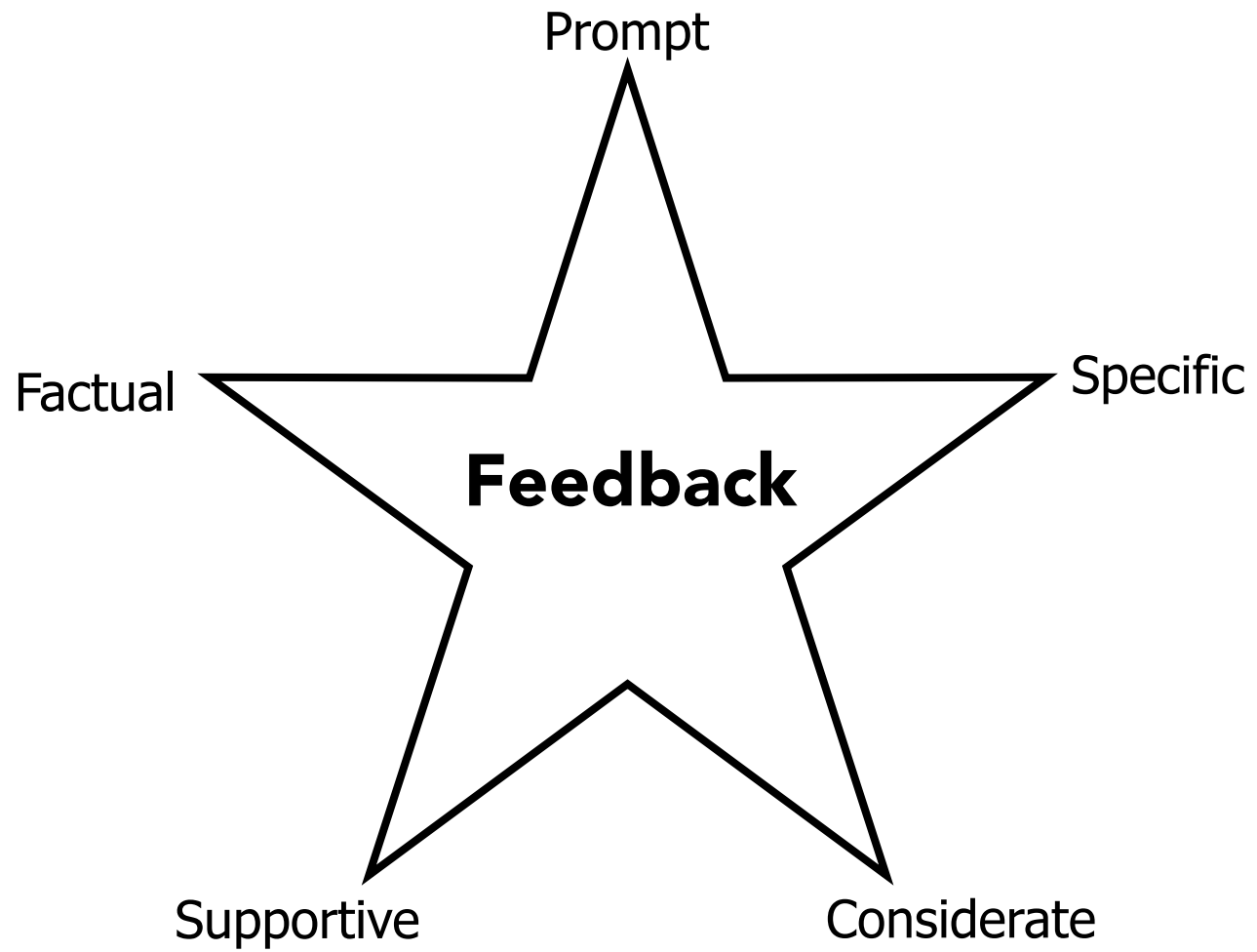
Share information

Ask for help

Admit mistakes

Accept responsibility

Give and seek feedback



To encourage or discourage behavior, and build or sustain trust, use this framework to offer feedback with caring and respect:

1. Create an opening
 2. Describe the behavior
 3. State the impact
-
4. Make a request

Seven team activities to cultivate trust

1. Sponsor a Project Jump Start
2. Make and Discuss Personal Shields/Posters
3. Develop **Working Agreements**
4. Hold Frequent Retrospectives
5. Plan Team Social Events
6. Explore Cultures and/or Individual Styles
7. Celebrate Small Successes

Working Agreements for Trust

We agree to assume positive intent and give generous interpretations to actions or words we don't understand, then we seek clarity from one another.

We keep our agreements or, if we can't, we advise teammates of problems as soon as possible.

We cast no "silent vetos". We speak up if we disagree.

We seek and offer feedback on the impact of our actions, inactions, and interactions.

But what about my team...?

Distributed

Dispersed

Diverse



overall willingness to rely on one another



Definition from Mitchel and Ziguers, 2009,
“Trust in Virtual Teams: Solved or Still a Mystery?”
Meta-analysis of 42 research studies
of team trust in IS/Tech over 11 years

“The studies suggest that interventions at the beginning of a virtual team’s life make a difference in the development of trust.”

Sustain Trust:

Frequent and continuous interactions increase efficient focus on work

Exchange of thoughtful messages can supplement infrequent face-to-face meetings

Supportive technology capabilities are key, e.g., teams with ongoing access to video/audio conferencing “performed almost as well” as co-located teams

Facilitation and process structure contributed to success on “fuzzy tasks” (typically not provided to extent needed)

“Furthermore, trust has a positive association with virtual team project experience, learning effectiveness, and efficiency of the final process.”

Swift Trust: Key Factors

Aligned Activity:

- Linked overall goals

- Interdependence

Constrained Environment:

- Focused Time

- "Just Enough" People and resources

- High cost of failure

Non-person Focus

- Professional Role Focus

- Task-Process Focus

Trust Broker

- Central "Designer" of the system



What one thing?



Stay in Touch

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