

BUILDING AND SUSTAINING TRUST

LEARNING FORMATS: CLASSROOM (onsite only), VIRTUAL, & WEB COURSE

What does trust have to do with business success? Everything. Trust is directly linked to employee engagement, retention, productivity, and innovation. Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success.

This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

DO YOU FACE ANY OF THESE ISSUES?

- > Are employees distrustful of their leaders?
- > Do trust issues surface across departments, negatively affecting teamwork and productivity?
- > Are leaders aware of the untrustworthy behaviors they are exhibiting?
- > Do your leaders know how to build or repair trust?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Recognize how trust in the workplace affects business results.
- > Analyze their role in building and sustaining trust.
- > Identify common workplace behaviors that can build, sustain, or break trust.
- > Demonstrate behaviors that show they trust others as well as give people the confidence to trust them.
- > Use interaction skills to foster open communication, build and maintain trusting relationships, and repair damaged ones.

PRIMARY COMPETENCY DEVELOPED

- > Building Trust

SECONDARY COMPETENCIES DEVELOPED

- > Inspiring Others

COURSE OVERVIEW

- > **Let's Get Started:** Learners introduce themselves and share the trust-building actions they identified in their course prep. The group discusses the challenges they read about in Course Prep then discusses the business impact and benefits of high-trust relationships in the workplace.
- > **Trust Builders That Work:** Learners engage in a table team activity in which they match cards containing short descriptions of leaders' opportunities to build trust with cards that list actions that demonstrate TrustBuilders. Learners then discuss the impact of Trust Builders in the workplace.
- > **Building Trust with Key Principles:** Working in groups, learners choose two trust-building opportunities and identify the Key Principles that would help the leaders address personal needs in those opportunities. The facilitator reviews how Share and Empathy work together and points out pitfalls related to sharing. In a two-part activity, learners recommend a trust-building action to the leader in one scenario as well as words to say to use Empathy and Share. In another activity, learners read a plan to build trust drafted by the leader from the second scenario, then suggest words the leader could say to carry out her plan.
- > **Trust Breakers:** Facilitator introduces Trust Breakers and the leader's responsibility to watch for signs of damaged trust. Learners write a brief description of a time they damaged or broke trust and write the TrustBreaker it relates to on a note. The facilitator posts notes to create a pattern and the group discusses what they see.
- > **Repairing Trust:** Facilitator reviews why Share is critical to repairing trust. Learners watch a video of a leader conducting a discussion to repair trust and point out what he said to use key Principles. The large group discusses the impact of the leader's use of the Key Principles.
- > **Skill Practice:** Learners prepare for and conduct two rounds of skill practice using their own repairing trust situations.
- > **Your Next Steps:** Working in groups, learners answer three questions about a trust challenge the group discussed in the session. Teams share their responses with the large group. Learners review the tools and resources they can use in their workplace.

VIDEO SEGMENT SUMMARIES

- > A leader, having seen indications that he has broken trust with a team member, conducts a discussion to begin to repair trust.

COURSE DETAILS

- > **Target audience:** Frontline and mid-Level leaders.
- > **State-Fundable:** Yes (onsite only).
- > **Course length:** 4 hours (onsite); 3 hours (virtual), 2 hours (web course).
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** Communicating for Leadership Success.
- > **Optimal group size:** 8 to 16. 20 maximum.
- > **Course Prep:** Yes, 20 minutes.
- > **Notes:** Suitable for all environments; however, an Industrial and Healthcare version is available. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

- > Engaging & Retaining Talent