Building Trust and Credibility Toolkit

Introduction

When we trust someone, we allow ourselves to be vulnerable and open up to one another. We can begin to have honest conversations that are meaningful and show genuine care and compassion for one other. It takes time and patience to build trust and all too often we don't invest the time to get know each other to find out what really matters. This can be due to several reasons i.e. work pressures; geographical barriers etc. which means we miss out on building sustainable relationships that can help us in our work.

The Organisational Development Team has put together a suite of tools that can assist towards building quality relationships in the workplace.

How do I use the tools?

The tools are purposely varied and can be adapted to fit your work context. Some of the tools are better suited for personal reflection to build self-awareness whilst others work well with team input.

Additional support

The Organisational Development team are on hand to support you to get the best out of these tools. Feel free to call us if you require more guidance.

Tel: 0116 2585614 or alternatively,
Email: **odstaffsupport@uhl-tr.nhs.uk**.

Trust …

Trust is defined as 'a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions of behavior of another'
(Rousseau et al 1998).

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.
Stephen Covey Roger Merrill, Rebecca R. Merrill (1995). "First Things First", Simon and Schuster

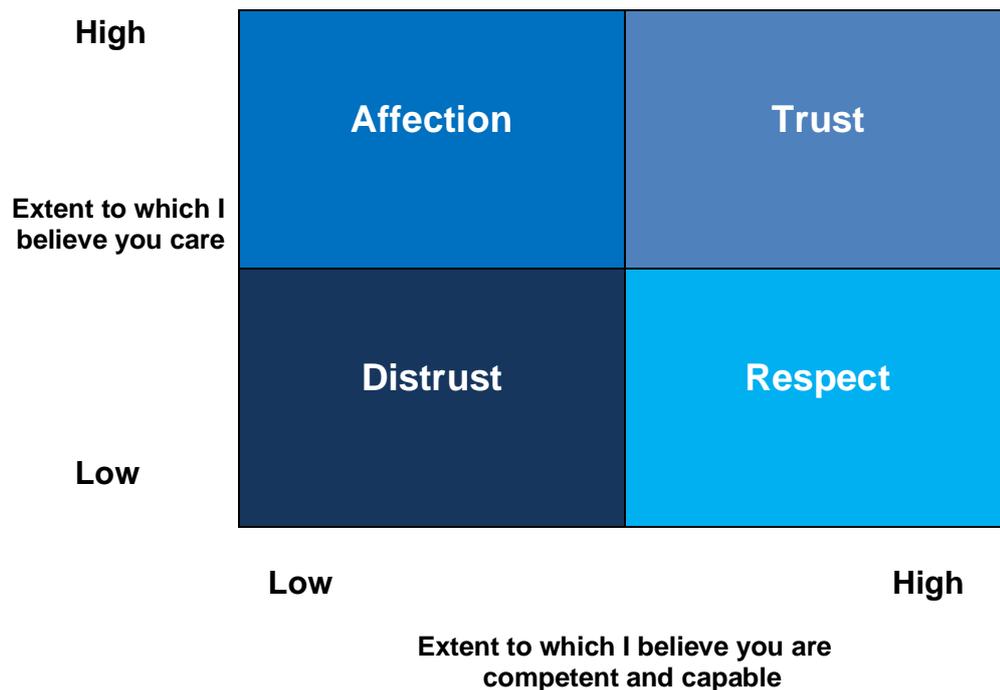## What's In The Toolkit?

Contents

Tool 1   How Do I Build Trust?

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What is it and how can it help me?

What is trust?
If you want someone to trust you, they need to believe that you are both competent and that you care about them. As demonstrated in the model below, competency without caring may show respect, but not trust.

Building Trust

High	**Affection**	**Trust**
Extent to which I believe you care		
Low	**Distrust**	**Respect**
	Low	**High**

Extent to which I believe you are competent and capable

Trust and relationships

You can encourage people to trust you if you:
- _Do what you say you will - don't make promises you can't keep_
- _Listen carefully and tell people what you think they are saying so they know you understand them_
- _Understand what matters to people_
- _Bear in mind people's best interests_

You can encourage good relationships with people if you:
- _Can talk to each other and are willing to listen_
- _Show respect in ways that people want_
- _Understand and respect their values and beliefs_
- _Are honest and do not hide your shortcomings_

When does it work best?

Building trust is key to gaining 'buy in' from your team and encouraging them to work with you to make the changes needed to improve processes and systems. This way, you are all working together towards the same goal.

Note: You can use this approach in any management situation i.e. to build trust in your teams or whilst working with individuals across geographical boundaries.

Some reflection

Ask yourself … how do I?

- *Show genuine care and concern for my colleagues/team?*
- *Know my colleagues outside of work … their hobbies and interests?*
- *Show empathy and compassion?*
- *Communicate to people that they really matter?*
- *How do I live my values?*
- *Take ownership for my actions?*

Notes

Source: Adapted from NHS Leadership Academy

Tool 2   Your Emotional Bank Account
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The Emotional Bank Account is a powerful concept created by Stephen Covey (2005) for the development of interpersonal relationships. It means that anyone with whom we have a relationship with, whether it is our colleagues, family members or friends; we maintain a personal "emotional" bank account with them. Each emotional unit is centred on trust.

Deposits

When we make emotional deposits into someone's bank account, their fondness, trust, and confidence in us grows and so does our relationship. If we keep a positive reserve in our relationships, by making regular deposits, people are likely to have greater tolerance for our mistakes and we enjoy open communication with that person.

Withdrawals

When we make withdrawals and our balance becomes low or even overdrawn, bitterness, mistrust and discord develop. To maintain healthy, productive relationships we must make a conscious effort to make regular deposits.

Some examples

Deposits	Withdrawals
▪ Seeks first to understand ▪ Shows kindness, courtesy, respect ▪ Open and honest ▪ Keeps promises ▪ Courage to do the right thing ▪ Is loyal to the absent ▪ Sets clear expectations ▪ Positive attitude to people and situations ▪ Apologises when necessary ▪ Forgives others	▪ Has closed or hidden agendas ▪ Insists on being right ▪ Says one thing, does another ▪ Shows unpredictable behaviours ▪ Blames or bad mouths people ▪ Proud and arrogant ▪ Gives no praise ▪ Undermines decision making process ▪ Starts things but doesn't complete them ▪ Makes wrong assumptions about others

Adapted from The 7 Habits of Highly Effective People Personal Workbook, Stephen R Covey, (April 2005)

Activity - To Strengthen Your Working Relationships

Think about a person or a team with whom you would like to strengthen your relationship with. Consider ways in which you might make deposits to their emotional bank account to achieve this.

Tool 3 Johari Window – Four Perspectives
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Building trust can come from several activities including feedback and disclosure.

Giving feedback enables us to let others understand how we view them. Similarly, receiving feedback lets us know how we are experienced.

Disclosure provides others with information about our experiences, thoughts, views etc. When others share what motivates them and what causes them to react in certain ways, we begin to understand both others and ourselves better.

The Johari Window is a useful model to raise self-awareness and mutual understanding between individuals and groups so that we can build positive relationships. It was created by Joseph Luft and Harry Ingram (1955). The model as illustrated below is split into four areas. Each area stores information about a person's feelings, motivations, experience, views etc. that may be known or unknown by the person.

	Known to Self	Not Known to Self
Known to Others	**OPEN AREA** **What I know about me and you also know about me** my gender, height and approximate weight, or other messages that I intentionally disclose to people	**BLIND AREA** **What you know about me and I don't know about me** The advantage of having friends is that they tell me things that extend my open pane, which shrinks my BLIND pane
Not Known to Others	**HIDDEN AREA** **What I know about me but you don't know about me** Might include my favourite brand of chocolate or my very personal preferences. I can reduce my HIDDEN pane by sharing these parts of myself with others (disclosure) because if I hide too much, I could come over as secretive and people may not trust me	**UNKNOWN AREA** **What nobody knows about me yet! My hidden potential** From time to time, something from our unconscious is felt, read, heard, or dreamed – that's the time we discover new things about ourselves that were hidden

Key points to note:

- *The panes in the Johari window model above are shown as equal; however, the relative size of each pane varies between individuals. For example, a very private person might always maintain a narrow OPEN pane, and conversely a strong extrovert might quickly share lots and lots with others and have a larger OPEN pane.*

- *To move from the HIDDEN to the OPEN area requires enough levels of trust and safety to enable a person to share their self-perceptions with another.*

- *To move from the BLIND to the OPEN area requires a person to give feedback as to how they see another. The conditions of trust and feedback are again critical so that people don't react defensively to what they hear.*

- *It is only as we move from the HIDDEN and BLIND areas into the open area that true sharing of perceptions and understanding between people can develop to build trusting relationships.*

Team Activity

Think about your work team and consider what is shared and what is hidden in your own work environment. What is the impact of this on building healthy working relationships?

Individual Activity

Be brave; ask for feedback from those around you as to how they perceive you, whether in a particular situation or your behaviours etc. Determine whether the feedback presented to you is different to how you see yourself. If so, think about ways in which you would like to modify your approach to project what you would like others to see in yourself.
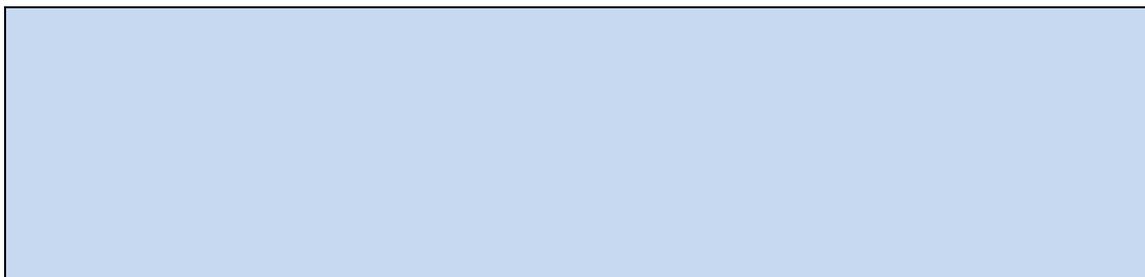
TOOL 4 The ABCD Trust Model

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The ABCD Trust model created by Ken Blanchard emphasises the importance of building trust through actions and behaviours and not just words alone. The letters in the ABCD model represent common elements of trust which help to assess the levels of trust between people. These are as follows: **Able, Believable, Connected and Dependable**. If any one of these elements is not strong it may result in what Blanchard calls **Low T**.

These may include the following:

- *An individual taking credit for someone else's work*
- *An individual avoiding or trying to shift blame or responsibility*
- *An individual showing inconsistent or unreliable behaviours*
- *An individual not meeting their expectations or obligations*
- *An individual spreading false rumours or joining in with 'gossip'*
- *An individual not rewarding or recognising others' achievements*
- *An individual withholding important information from another*

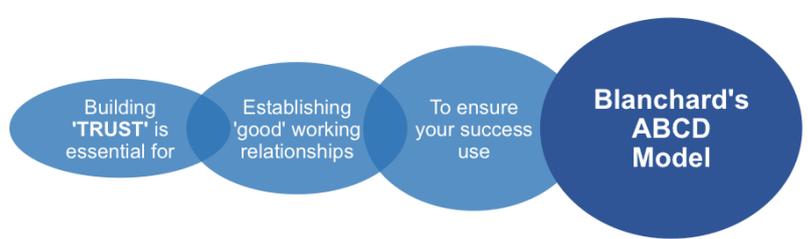## Using ABCD Model to fix Low T in the workplace

Able

By showing ability, a person starts to trust someone's actions. A certain level of expertise is expected from managers to demonstrate they have the necessary skills, competencies etc. to perform their role. This will inspire others and increase trust in the manager. If they are unable to show this, staff are less likely to trust them.

Believable

By acting with integrity, manager's show that they are fair, honest, keep their promises and treat staff with respect. People expect that they behave in accordance with the standards and values of the organisation.

Connected

By showing genuine interest care and concern for staff, managers show that they are involved with and connected to their environment. They can listen to others well, and they have good communication skills and contribute to a pleasant work atmosphere. This caring attitude by the manager will rub off on staff which will be beneficial for a team's cooperation.

Building
'TRUST' is
essential for

Establishing
'good' working
relationships

To ensure
your success
use

**Blanchard's
ABCD
Model**

Dependable

Showing that others can depend on the manager will lead to a positive response from their environment. Managers need to follow through on promises and be consistent in that regard. To gain a reputation for dependability, managers need to be organised, adhere to deadlines and take responsibility for their actions. By implementing the above, a manager can work on building a good and long-lasting relationship of trust with staff.
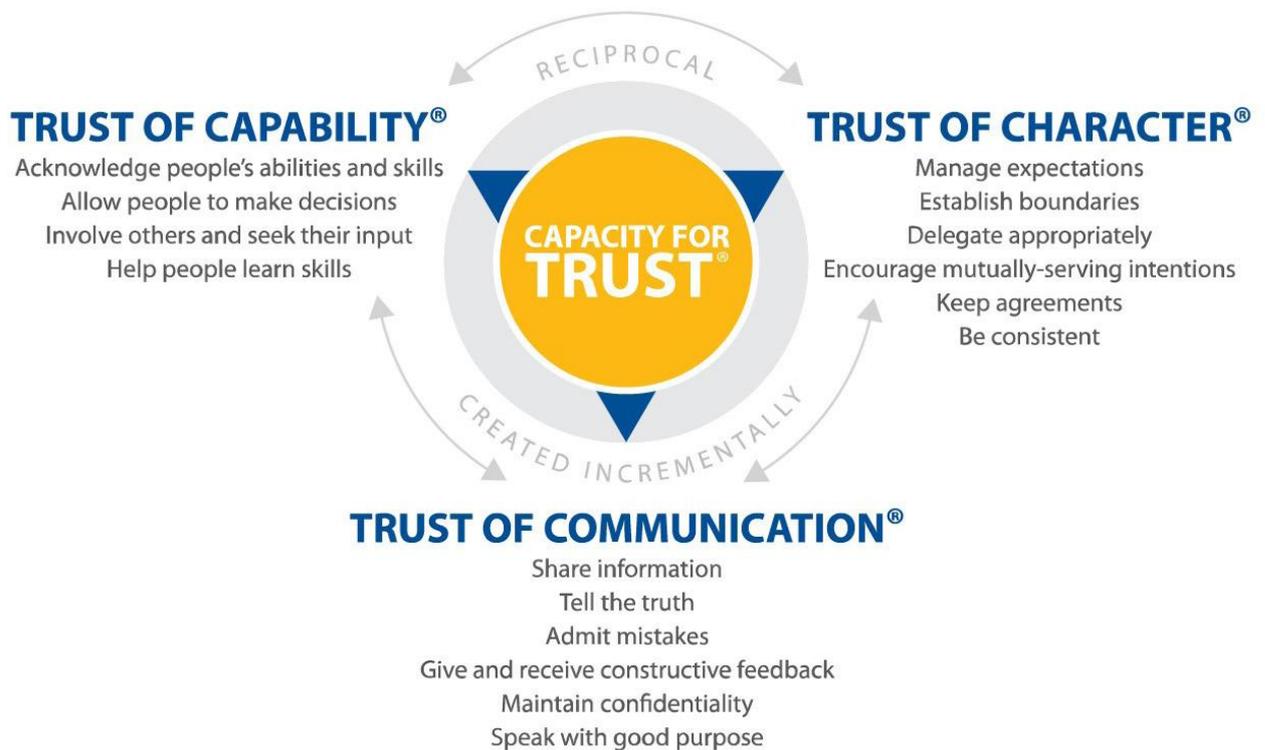
Self-Reflection

Have a go at using the model to determine what are your success factors for gaining trust within your team and your colleagues?

Able	Believable
Connected	**Dependable**

Tool 5 Dimensions of Trust: The Three Cs

The Three Cs Model is based on extensive research done by Michelle and Dennis Reina. The model is broken down into three key dimensions and behaviours (see below). In summary, the model is designed to equip teams to have a shared understanding of what trust means, how it's built and broken.

RECIPROCAL

TRUST OF CAPABILITY®
Acknowledge people's abilities and skills
Allow people to make decisions
Involve others and seek their input
Help people learn skills

CAPACITY FOR TRUST®

TRUST OF CHARACTER®
Manage expectations
Establish boundaries
Delegate appropriately
Encourage mutually-serving intentions
Keep agreements
Be consistent

CREATED INCREMENTALLY

TRUST OF COMMUNICATION®
Share information
Tell the truth
Admit mistakes
Give and receive constructive feedback
Maintain confidentiality
Speak with good purpose

The Reina Trust Quiz

How well does your team practice behaviours that build trust?

Take a few moments to evaluate.

	1 AN	2 O	3 ST	4 F	5 AA
1. Do we keep agreements or renegotiate if we can't?					
2. Do we have clear and explicit expectations regarding measurable results and objectives?					
3. Do we act with mutually serving intentions without hidden agendas?					
4. Do we share job-related information that is pertinent to getting the job done?					
5. Do we speak our minds and tell the truth, even when others disagree?					
6. Do we openly admit and take responsibility for the mistakes we have made?					
7. Do we avoid gossiping or participating in unfair criticism about other people?					
8. Do we have confidence in our abilities to keep up with the changing demands of our jobs?					
9. Do we acknowledge the skills and abilities of others?					
10. Do we help each other learn new skills?					
Sub Total					

Source: Reina Team Trust Scale[®] ©1995-2011

Add up all your scores for the above questions to come up with your overall team score:

Your results

The highest possible score is 50, and the lowest would be 10. The higher the score, the greater you perceive your team demonstrates trust-building behaviours, and the likelihood the team has effective working relationships.

Your team practices trust-building behaviours...

10 to 15	Almost never - there is serious room for improvement!
16 to 25	Occasionally - damages trust within the team.
26 to 45	Frequently - most likely have effective working relationships
46 to 50	Almost always - probably viewed as a highly effective team. Keep up the good work!

Tool 6   Attributes To Build Trust In The Workplace
How Do you Measure Up?

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Results	Deliver what is promised Fulfil expectations Responsibility and accountability		
	The organisation	Team leaders and team members	
	▪ Has a long-term vision ▪ Has strategic goals ▪ Sets measurable performance targets ▪ Celebrates accomplishments ▪ Responsibility and accountability ▪ Makes and sticks to commitments	▪ Have team visions ▪ Have measurable performance targets for their team ▪ Keep promises ▪ Accept responsibility and accountability ▪ Are empowered (structure provided wherein team members can exercise their own judgement to solve problems and make decisions)	
Integrity	Lives by a set of values and a code of ethics Honesty Consistency – predictable and dependable across situations		
	The organisation	Team leaders	Team members
	▪ Has a clear set of values which it lives by is open and transparent ▪ Sound communication systems in place to share essential information about the organisation ▪ Sound management systems in place eliminating the need to overly monitor and control ▪ Pays fairly for a good day's work	▪ Lead by example ▪ Honour commitments ▪ Are firm but equitable ▪ Communicate openly and consistently, sharing information as it becomes available and inviting questions and comments from your team members ▪ Honesty ▪ Consistent and predictable	▪ Follow through on promises and commitments ▪ Confront challenging issues ▪ Openly deal with issues even when they are negative in a timely manner
Concern	Showing that you care Understanding and responding to the needs of others		
	The organisation	Team Leaders	Team Members
	▪ There is a feeling of "one team one direction" ▪ Create a physically comfortable work environment ▪ Open communication – employees talk openly and informally sharing between individuals and departments ▪ Everyone's opinion is valued equally ▪ When changes occur, employees are included and involved ▪ Suggestions and input are encouraged and always followed up upon (even if they aren't used) ▪ Recognise contribution and performance and reward achievement	▪ Create a team environment ▪ Are positive and focus on the positive ▪ Demonstrate confidence in the abilities of others ▪ Encourage ideas and suggestions and always follow up on them ▪ Recognise people's contribution and show appreciation ▪ Give feedback on performance ▪ Listen to their team members ▪ Show their human side ▪ Treat people with respect	▪ Work as a part of a team ▪ Are empowered (Have the autonomy and power needed to achieve goals) ▪ Open, honest and trustworthy ▪ Get to know people, their motivations and preferences

Source: adapted from Robert Bruce Shaw's classification (1997)

Additional Resources

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Ted Talk with Frances

Frances Frei is a Professor of Technology and Operations Management at Harvard Business School.

Trust is the foundation for everything we do. But what do we do when it's broken? In an eye-opening talk, Harvard Business School professor Frances Frei gives a crash course in trust: how to build it, maintain it and rebuild it -- something she worked on during a recent stint at Uber. "If we can learn to trust one another more, we can have unprecedented human progress," Frei says.

https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust/up-next

CIPD Experiencing trustworthy leadership Report
https://www.cipd.co.uk/knowledge/strategy/leadership/trust-report

The Decision to Trust by Robert F. Hurley
https://hbr.org/2006/09/the-decision-to-trust

For over 25 years, Reina, A Trust Building® Consultancy has done pioneering work in this area. They describe The 3 C's of Trust. The popular book _Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization_ by Dennis Reina and Michelle Reina is in its 3rd edition.

The Trust Works Model is currently available through The Ken Blanchard Companies. It is described in _Trust Works!: Four Keys to Building Lasting Relationships_ by Ken Blanchard and Cynthia Kimmel.

Cover Note Page