Building and Sustaining Trust

Overview

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

Target Audience

Informal leaders and frontline leaders through mid-level managers

Learning Objectives

By the end of the workshop, participants will be able to:

- 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.

Competencies

- Building Trust
- Communication

Course Content

- 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 Trust Builders. 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 Trust Breaker 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.

**Who Needs to Take This Course?**

1. Are employees distrustful of their leaders?
2. Do trust issues surface across departments, negatively affecting teamwork and productivity?
3. Are leaders aware of the untrustworthy behaviors they are exhibiting?
4. Do your leaders know how to build or regain trust?

**Format / Length of Course**

Format: Classroom  
Length: 4 hours
Cost
$60 per participant for materials

Required
Manager Development Program
Supervisor Development Program
Academic Leadership Program

Prerequisites
Essentials of Leadership

Related Workshops
- Adaptive Leadership
- Building Trust
- Influential Leadership
- Managing Performance Problems
- Retaining Talent

Pre-Work Required?
None

Manager Actions Required
Pre-Class:
- Talk with your employee about strengths and developmental opportunities related to the competencies.
- Relate the information from the course to their job specific responsibilities.
- Ask the employee how they believe they will benefit from the workshop.

Post-Class Support:
- Have a discussion with the employee about their impression of the workshop.
- Help the employee identify situations where they can apply the course content.
- Give the employee feedback about how they are demonstrating the behaviors.