

LEADERSHIP:

*What's Trust
Got To Do With It?*

THIS GUIDE IS
FOR PREVIEW ONLY
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FLIP CHART / OVERHEAD LAYOUTS

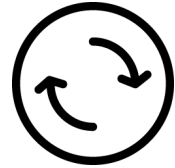
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INTRODUCTION

OVERVIEW

Lack of management trust is the biggest barrier to building high involvement organizations.

- Development Dimensions Intl. Survey



Leadership: What's Trust Got To Do With It? training video and accompanying leader's guide assert that all leadership begins with trust. The purpose of this training session is twofold: to demonstrate that trust precedes leadership and to illustrate three fundamental trust building behaviors.

HOW TO USE THIS GUIDE

Before beginning your workshop on *Leadership: What's Trust Got To Do With It?* read through this guide. Take special note of the Preparing for the Workshop section. The Planning Considerations and Suggested Training Sessions will help you determine the workshop agenda for your purposes.



Please note that you may present the material on flip charts, overheads or a combination of both. The worksheets, Session Evaluation Form, and flip chart / overhead layouts may be duplicated for use only in training sessions with the video. No other section of the guide may be duplicated.

THE VIDEO'S MESSAGE

Trust is the foundation of leadership. Yet trust in the contemporary workplace is a vanishing characteristic. Precisely when organizations need employee involvement, trust levels are low and people are disengaged. Team leaders and middle managers are caught in the middle of this trust crisis.



What can leaders do to regain trust? This video tells the story of a team leader who regains the active participation of his team using three essential trust building behaviors: openness, credibility, and trusting others.

Rebuilding trust, as demonstrated in the video, requires time and consistency. As Sid, the video's mentor says, "Trust is like money. It's tough to get and easy to lose." And without trust, leadership is not possible.

KEY TRAINING POINTS

- Trust is the foundation of leadership.
- Without trust, leadership efforts have little effect.
- The three most important trust-building behaviors are:
 1. Openness
 - honestly tell people what you know
 - listen and respond to all questions
 2. Credibility
 - do what you promise to do
 - if you can't do what you promise, own up to it and work out a solution
 3. Trust Others
 - acknowledge the skill and expertise of your team
 - allow and encourage team members to contribute
- Trust-building behavior must be consistent and ongoing.



TRAINING APPLICATIONS

This video easily adapts to **LEADERSHIP TRAINING WORKSHOPS** for:

- **TEAM LEADERS**
- **MANAGERS**
- **SUPERVISORS**



Organizations which have experienced a great deal of change, including restructuring, downsizing or layoffs, would benefit from this video. In situations of rapid change and uncertainty, many employees have lost their trust in leadership. This video will help new and existing leaders to regain that trust.

PLANNING CONSIDERATIONS



1. **Know Your Audience**
 - Understand the training needs of your audience and target your workshop accordingly.

2. **Determine Objectives**
 - Considering your audience and the materials you will be using, decide on the objectives of your workshop. We recommend no more than four.

3. **View Video**
 - Watch the video. Note situations in the video which relate most directly to your audience.

4. **Prepare Environment**
 - Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.

5. **Prepare Materials**
 - Use the Training Leader's Checklist to prepare flip charts and/or overheads and photocopy all participant handouts.

6. **Check All Presentation Equipment**
 - Test all audio and visual equipment **before** the training session begins. At workshop's beginning, make sure that everyone in the room can see and hear the presentation.

7. **Send out Invitations to Participants**
 - A sample letter is provided for your use.

SUGGESTED TRAINING SESSIONS

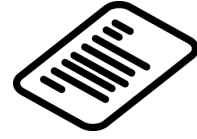


	Activity	Time	Page(s)
<u>1-Hour Session</u>	Welcome / Leadership Survey	20 minutes	8
	Video Presentation & Discussion	30 minutes	13
	Conclusion / Evaluation	10 minutes	19
<u>2-Hour Session</u>	Welcome / Leadership Survey	20 minutes	8
	What Makes You Trust... Discussion & Worksheet	30 minutes	11-12
	Video Presentation & Discussion	30 minutes	13
	Break	10 minutes	-
	Action Plan / Worksheet	20 minutes	17-18
	Conclusion / Evaluation	10 minutes	19
<u>3-Hour Session</u>	Welcome / Leadership Survey	20 minutes	8
	Trust Crisis Discussion	15 minutes	10
	What Makes You Trust... Discussion & Worksheet	30 minutes	11-12
	Video Presentation & Discussion	30 minutes	13
	Break	10 minutes	-
	Trust Building Discussion & Worksheet	45 minutes	14-16
	Action Plan / Worksheet	20 minutes	17-18
	Conclusion / Evaluation	10 minutes	19

These times are approximate and may vary depending on the size and responsiveness of your audience.

SAMPLE INVITATION TO WORKSHOP

This letter can be sent or e-mailed to your participants approximately two weeks before the training session. You can customize it to fit your needs.



(Date)

To: (Participant's Name)

From: (Trainer's Name)

Re: *Leadership: What's Trust Got To Do With It? Workshop*

As a leader (or future leader) within our organization, you need to sustain the active participation of your work group (or team or employees). In order to do that - to lead - you must first establish trust. With today's organizational pressures, many well-meaning managers (team leaders) lose sight of the importance of building and maintaining trust.

On (insert date) at (insert time), we will hold a training session on leadership and trust. The session will be held at (insert location). The purpose of the session and video is to help you gain a better understanding of the following:

- Trust is the foundation of leadership.
- Without trust, leadership efforts have little effect.
- The three most important trust building behaviors are:
 1. Openness
 - honestly tell people what you know
 - listen and respond to all questions
 2. Credibility
 - do what you promise to do
 - if you can't, own up to it and work out a solution
 3. Trust Others
 - acknowledge the skill and expertise of your team
 - encourage others to contribute
- Trust building behavior must be consistent and ongoing.

Please mark your calendars so you can attend this important training session.

Thank you!

TRAINING LEADER'S CHECKLIST



1. Reserve an appropriate location with...

- Comfortable seating
- Easy viewing of the visuals
- Good lighting
- Adequate writing surface
- Good acoustics
- Accommodations for participants with disabilities

2. Make sure all equipment is working by...

- Checking the VCR, monitor and sound
- Testing videotape before showing
- Checking overhead projector and any additional equipment

3. Organize and prepare all materials, including...

- Training Leader's Guide
- Overheads and/or flip charts
- Paper and pencils
- Worksheets photocopied for all participants
- Any additional materials _____
- _____

WELCOME & LEADERSHIP SURVEY



Time Required: • 20 minutes

Materials Needed: • Overhead or Flip Chart #1
• Overhead or Flip Chart #2
• Leadership Survey Worksheet (Page 9)

Reveal Flip Chart #1:

LEADERSHIP: What's Trust Got To Do With It?

Welcome:

Introduce yourself and welcome participants. Ask participants to introduce themselves, describe their job responsibilities and work group.

Read or Paraphrase:

This is a workshop about leadership and trust. We will be considering what it takes for you to lead a work group and what makes you follow someone else. As we go through the session, please draw on your own experiences as well as from those in the video.

Hand Out Leadership Survey:

Explain that participants will be ranking what they believe to be the qualities of a good leader.

Reveal Flip Chart #2 (*LEADERSHIP SURVEY*) and Discuss:

Once participants have completed the survey, tally the results (through a count of raised hands) on Flip Chart or Overhead 2. Discuss results. In many workshops, the Trustworthy trait receives the highest rating.

Explain:

Most leadership researchers and authors agree that trust is the foundation of leadership. In surveys of non-management personnel, trust has emerged as *the most critical concern*.

LEADERSHIP SURVEY - WORKSHEET

Instructions:

From the list of leadership characteristics below, check the 4 (four) which you believe are the most critical. Then rank those 1 to 4.

- _____ **COMPETENT**
- _____ **DEPENDABLE**
- _____ **ENERGETIC**
- _____ **FAIR MINDED**
- _____ **GOOD COMMUNICATOR**
- _____ **MOTIVATIONAL (INSPIRING)**
- _____ **OPEN MINDED / FLEXIBLE**
- _____ **OPTIMISTIC**
- _____ **RECOGNIZES OTHERS' ACCOMPLISHMENTS**
- _____ **TEAM PLAYER**
- _____ **TRUSTWORTHY (HONEST, GOOD CHARACTER)**
- _____ **VISIONARY**

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TRUST CRISIS DISCUSSION



Time Required: • 15 minutes

Materials Needed: • Overhead or Flip Chart #3
• Overhead or Flip Chart #4

Reveal Flip Chart #3 and Read:

“Trust in the American workplace is a vanishing characteristic.”

- Total Quality Newsletter

Ask & Discuss:

Q: Do you agree or disagree with the statement? Why?
Answers will vary.

Q: What has happened in the workplace in recent years to cause a decline in trust?
Possible answers: downsizing, layoffs, rapid change, increasing demands with fewer payoffs for workers...

Reveal Flip Chart #4 and Read:

Recent worker surveys reveal:

- Lack of management trust is the biggest barrier to building high involvement organizations.
- Development Dimensions Intl. Survey
- 61% don't believe management tells them the truth
- Council for Communication Management Study
- Only 38% trust employers to keep their promises.
- Princeton Survey Research Associates Study

Ask and Discuss:

Q: How do these above statements apply to our organization or your work group? (You may discuss each statement separately or as a general issue, depending on time considerations and relevance to your audience.)
Answers will vary.

Q: How might a lack of trust affect work?
Possible answers: less productivity, commitment, innovation...

WHAT MAKES YOU TRUST SOMEONE - EXERCISE & DISCUSSION



Time Required: • 30 minutes

Materials Needed: • What Makes You Trust Someone Worksheet (Page 12)
• Overhead or Flip Chart #5

Hand out Worksheet & Explain:

You may want to introduce by saying, "Since trust is such an important issue in leadership, it is worth considering what makes you trust someone or *not*. This worksheet will give you the opportunity to do that." Allow 10 to 15 minutes for completion.

Reveal Flip Chart #5:

Using the flip chart or overhead, write down participants' answers from their worksheets. Discuss the results - the similarities or differences among their answers.

WHAT MAKES YOU TRUST SOMEONE - WORKSHEET

Instructions:

- 1. Think of two (2) people in leadership positions (now or in your past), one you trust and one you do not trust.
- 2. Under the + column, put the initials of the person you trust. Then list the traits or behaviors that make you trust that person.
- 3. Under the - column, put the initials of the person you do *not* trust. Then list the traits or behaviors that make you *not* trust that person.
- 4. Under each column, list the effect of the person's behavior on you or your work.

	+	-
Initials:	_____	_____
Traits:	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
Effect on you and/or your work:	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____

VIDEO PRESENTATION & DISCUSSION

- Time Required:**
- 40 minutes (including 10-minute break) *or*
 - 30 minutes (without break for 1-hour sessions)

- Materials Needed:**
- Video - *Leadership: What's Trust Got To Do With It?*

Video Presentation:

You may want to introduce the video by saying, “*Leadership: What's Trust Got To Do With It?* contains some valuable lessons about trust and leadership. Take notes if you wish to.” Play the video.

10-minute Break (for 2 or 3 - hour training sessions)

Ask & Discuss:

- Q: At the start of the video, what was Tom doing to contribute to his team’s mistrust of him?
Withheld information, didn’t deliver on promises, did not encourage participation.
- Q: What effect did this lack of trust have on people’s attitude towards Tom? Towards their work?
Unresponsive or hostile towards Tom; disengaged and unenthusiastic towards work.
- Q: What specific action did Tom take to begin to regain the trust of each of his team members - Adam, Benny, and Cynthia?
Adam - shared information; Benny - fulfilled a promise and followed through on his memo; Cynthia - asked for help and valued her opinion.
- Q: In the course of the video, what three trust building behaviors did Tom learn?
Openness, credibility & trusting his co-workers.
- Q: Which of these trust building behaviors is practiced consistently in our organization? (Ask for examples.)
Answers will vary.
- Q: Which of these trust building behaviors do we need to work on in our organization? How could we do that?
Answers will vary.

TRUST BUILDING EXERCISE & DISCUSSION



Time Required: • 45 minutes

Materials Needed: • Trust Building Worksheet
(Pages 15,16)

Hand out & Explain:

Hand out Trust Building Worksheet and explain that this worksheet will allow participants to apply the trust building behaviors in the video to their own work situations. Instruct participants to first answer the questions themselves.

Small Group Discussion:

After approximately 15 minutes, organize participants in groups of 3 to 5 people to discuss their answers.

Large Group Discussion:

Reassemble the large group and discuss the individual and small groups' answers. Ask participants to share the situations from their groups which they found most interesting or exemplary.

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TRUST BUILDING EXERCISE WORKSHEET

Instructions:

Answer the following questions on your own. Then discuss them in small groups.

OPENNESS

1. At the beginning of the video, Tom is not open with his team members. What are typical reasons managers and team leaders are not open with their work group?

2. Describe a specific situation in your work experience in which you were not open with your work group. What was the effect?

CREDIBILITY

3. “The surest way to kill trust is to make and then break promises.”
- *Total Quality* Newsletter

How does this statement fit your work experience?

(more)

4. In the video, Benny's cynical attitude towards Tom can be attributed to two specific behaviors. What were they? Can you think of similar actions of your own and their result?

TRUSTING OTHERS

5. In the video, why is Tom reluctant to go to Cynthia for help? Is there anyone in your work group you find difficult to go to for assistance, even if that person could help you? Why?

6. Describe a situation in which you unexpectedly asked for help or advice from a member of your work group. What was the effect?

ACTION PLAN



Time Required:

- 20 minutes

Materials Needed:

- Action Plan Worksheet (Page 18)

Hand out and Explain:

Hand out the Action Plan Worksheet and explain that this is the participants' opportunity to rate themselves on trust building behaviors and to develop a plan for improvement.

Ask and discuss:

After participants have completed the worksheet, ask which behaviors might be the most difficult for them to maintain. Why?

ACTION PLAN WORKSHEET

On a scale of 1 to 5 (5 being the highest), rate yourself on the following traits, as you are (Actual) and as you would like to be (Ideal):

	ACTUAL	IDEAL
<u>Openness:</u>		
Honestly keeping people informed	_____	_____
Listening & responding to all concerns	_____	_____
<u>Credibility:</u>		
Keeping my promises	_____	_____
Owning up to unfulfilled promises	_____	_____
<u>Trusting Others:</u>		
Acknowledging expertise of others	_____	_____
Encouraging contribution of others	_____	_____

What action(s) can you take to move closer to your ideal on these traits?

What changes in your work group can you predict (if any) as a result of these actions:

CONCLUSION / EVALUATION



Time Required: ● 10 minutes

Materials Needed: ● Flip Chart #6
● Session Evaluation Form (Page 20)

Reveal Flip Chart #6:

“Trust is like money; it’s tough to get and easy to lose.”

- Sid

Read flip chart and remind participants that trust building behaviors must be consistent and ongoing.

Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation forms, and ask that they be completed before leaving.

SESSION EVALUATION FORM

Instructions: Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly showed the connection between leadership and trust.	5	4	3	2	1
This program helped me better understand the need for trust in my work group.	5	4	3	2	1
This program provided useful methods for building trust in my work group.	5	4	3	2	1
The session was well organized.	5	4	3	2	1

The best part of the program was: _____

The program could be improved by: _____

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Additional comments: _____

FLIP CHART / OVERHEAD LAYOUTS SECTION

LEADERSHIP:
What's Trust Got To Do With It?

- _____
- _____
- _____

LEADERSHIP:
What's Trust Got To Do With It?

- _____
- _____
- _____

LEADERSHIP:
What's Trust Got To Do With It?

- _____
- _____
- _____

The following pages may be photocopied onto acetate for overhead projection or used as a guide in creating flip charts.

LEADERSHIP:

*What's Trust
Got To Do With It?*

LEADERSHIP SURVEY

- _____ **COMPETENT**
- _____ **DEPENDABLE**
- _____ **ENERGETIC**
- _____ **FAIR MINDED**
- _____ **GOOD COMMUNICATOR**
- _____ **MOTIVATIONAL (INSPIRING)**
- _____ **OPEN MINDED / FLEXIBLE**
- _____ **OPTIMISTIC**
- _____ **RECOGNIZES OTHERS' ACCOMPLISHMENTS**
- _____ **TEAM PLAYER**
- _____ **TRUSTWORTHY (HONEST, GOOD CHARACTER)**
- _____ **VISIONARY**

**“Trust in the American workplace is
a vanishing characteristic.”**

- Total Quality Newsletter

Recent worker surveys reveal:

- Lack of management trust is the biggest barrier to building high involvement organizations.

- Development Dimensions Intl. Survey

- 61% don't believe management tells them the truth.

- Council for Communication Management Study

- Only 38% trust employers to keep their promises.

- Princeton Survey Research Associates Study

What Makes You Trust Someone?

+

-

Traits:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Effects:

_____	_____
_____	_____
_____	_____
_____	_____

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**“Trust is like money; it’s
tough to get and easy to lose.”**

- Sid

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