Getting Unstuck: Strategies to Repair Trust in Groups

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FRASER CONSULTING

Introductions
Pair Up

1. Share your name, where you work, and what you do
2. Share one thing that is interesting or unique about yourself
3. Describe your definition of trust

Working Definition of Trust

Trust is a belief in the character, ability, reliability, and intentions of others and the willingness to risk vulnerability with them.

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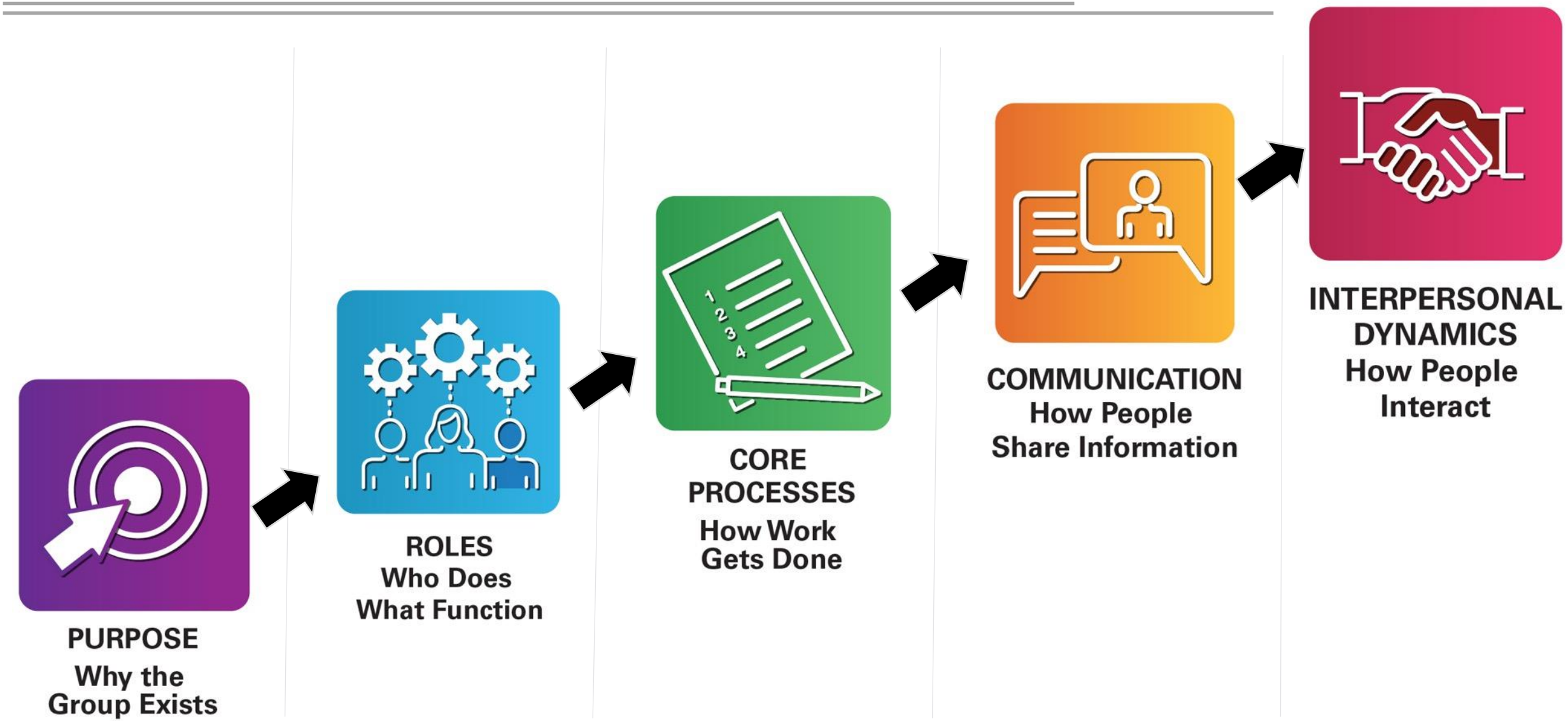
Trust Behaviors



Behaviors that affect relationships in groups

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Most Common Trust Violations

18%

PURPOSE
Why the Group Exists

36%

ROLES
Who Does What Function

61%

CORE PROCESSES
How Work Gets Done

75%

COMMUNICATION
How People Share Information

89%

INTERPERSONAL DYNAMICS
How People Interact

Behaviors that affect relationships in groups

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1. Think about a group that you believe is experiencing trust issues.
2. Briefly explore the current situation in your mind
3. Visualize a better future

Repairing Trust is About Hope

- Believe it IS possible
- Understand that you contribute to the current situation
- You are intentional about repair rather than punish
- You stick with it – it is often messy and uncomfortable
- Average time to repair trust: 6-36 months

Individual Complexity – Everyone has a Different Trust Story

- Beliefs & Values
- Life History & Experiences
- Social & Cultural Upbringing
- Personal Choices
- Family Background

- Race & Ethnicity
- Gender Identity
- Sexual Identity
- Education
- Maturity Level
- Personality Style

- Spiritual Beliefs
- Age/Generation
- Hopes & Dreams
- Skills & Abilities
- Health
- Conflict Style

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Think…

Everyone has a trust story

What pivotal experiences have shaped how you trust others?

Trust Behaviors: **Purpose**

Align people, systems, and resources for success

Determine purpose, direction, scope, priorities, and boundaries

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Trust Behaviors: **Roles**

Establish clear roles and responsibilities; mutual expectations; and accountability

Set-Up people for success; delegate well; and create support systems

Honor agreements, commitments, and confidentiality

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Trust Behaviors: **Core Processes**

Improve operations, relationships, and results; be open to new ways of doing things

Ensure consistency, reliability, and responsiveness

Engage people; broaden decision-making; ask for input

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Trust Behaviors: **Communication**

Listen openly without judgment or interruption; and tune into the quiet voices

Check-in on assumptions, intentions, and mutual understanding

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Trust Behaviors: **Communication**

Seek feedback, sound and current information, and new perspectives

Share timely, relevant information, avoid surprises, be transparent and truthful

Foster curiosity, open-mindedness, and engage in healthy challenges to conventional thinking

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Trust Behaviors: **Interpersonal Dynamics**

Strengthen Relationships and Connectivity by investing time, resources, and energy into building others up; avoid gossip

Respect people's unique contributions; honor differing perspectives and styles; be inclusive and welcoming

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Trust Behaviors: **Interpersonal Dynamics**

Invest in the growth and development of others

Model high standards, integrity, and vulnerability.

Acknowledge mistakes, impact on others, and sincerely apologize in a timely manner

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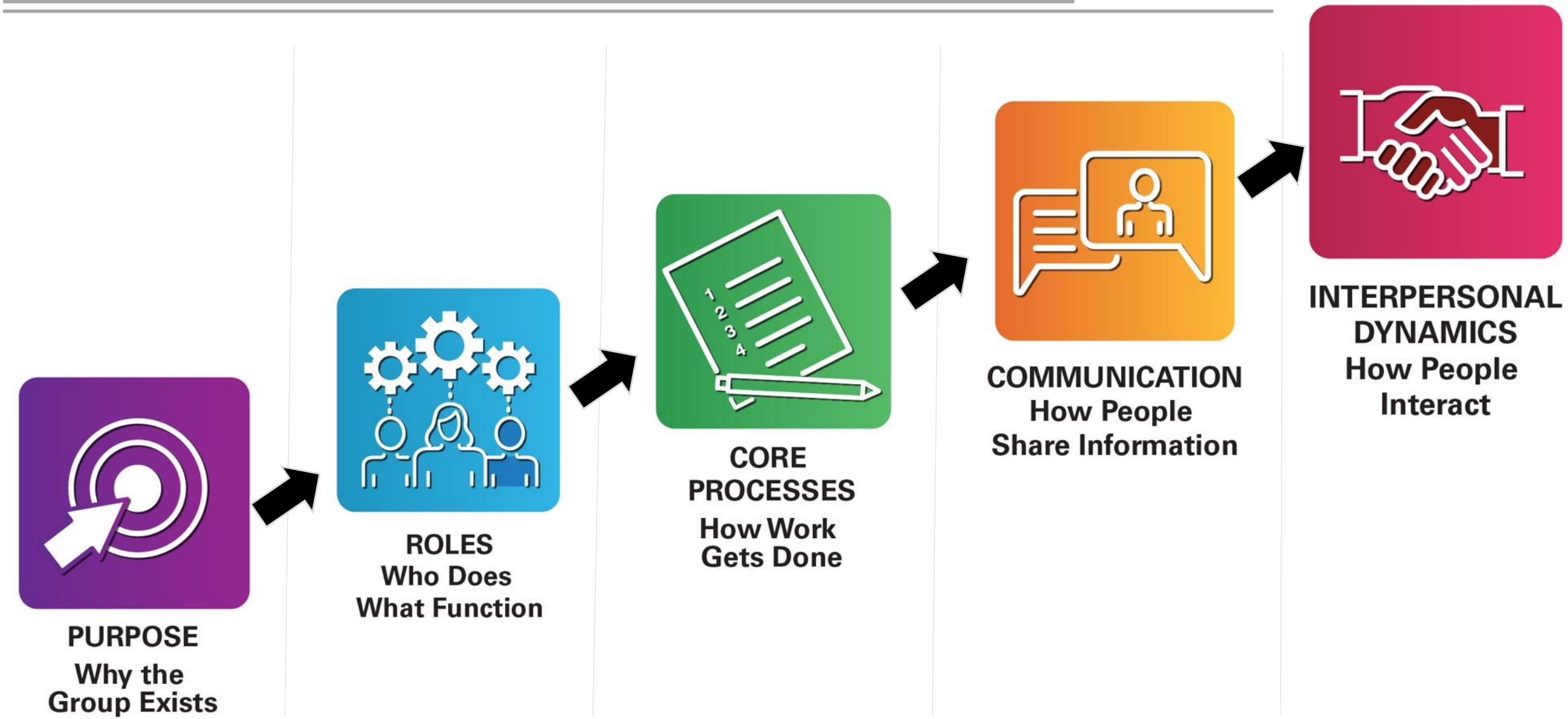
TOOL: Diagnose Trust Level Breakdowns



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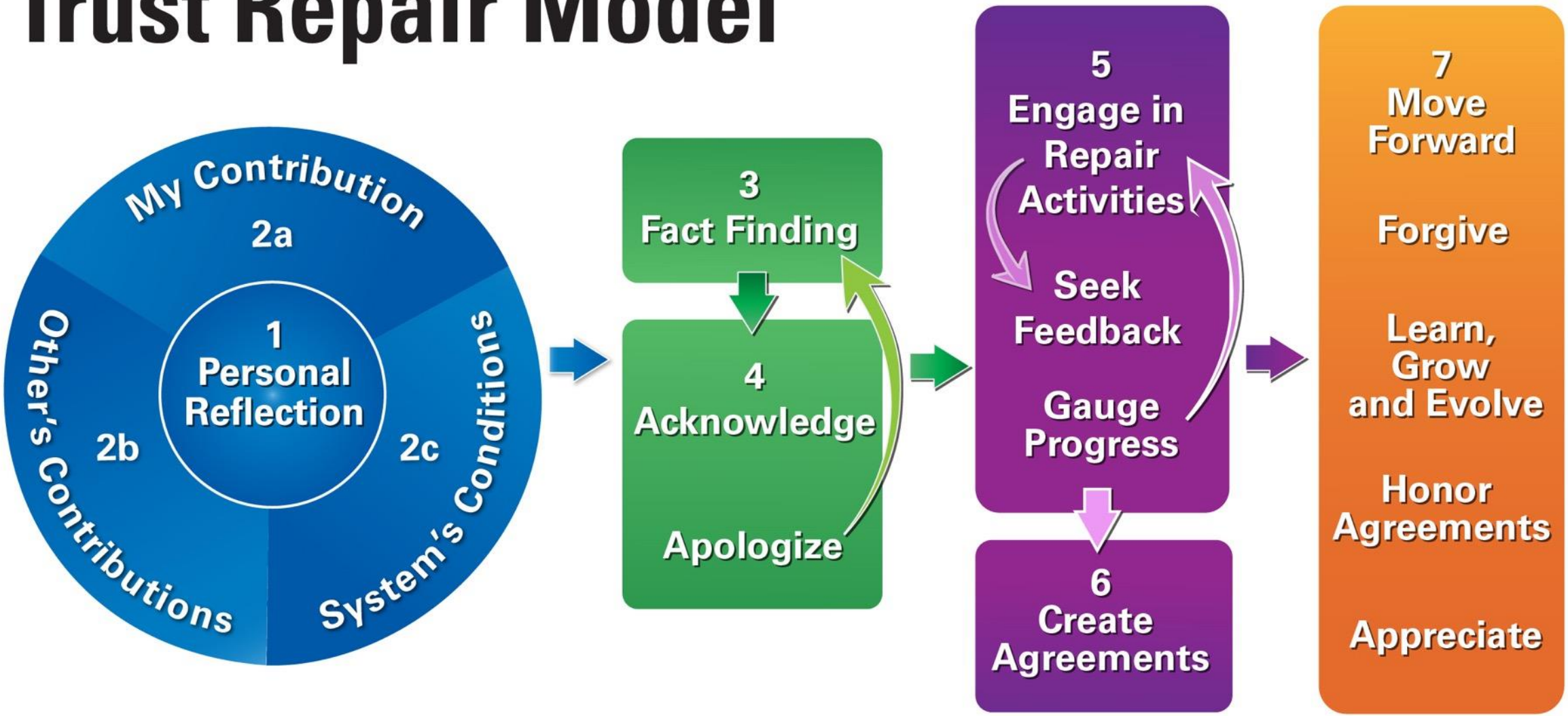
Reflection

Key Learning & Action Item(s)

Trust Repair Model



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Reflect

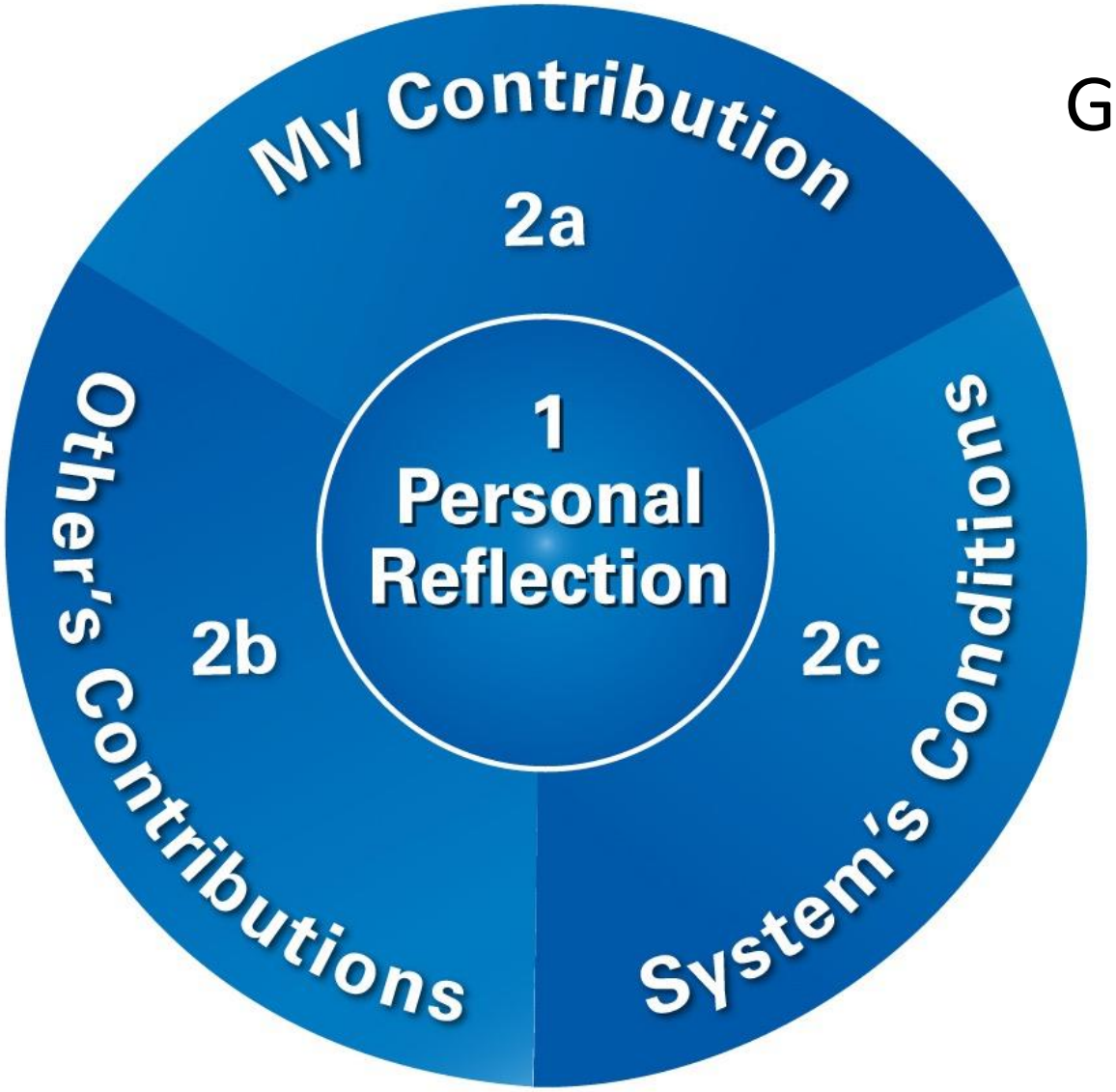
- What just happened?
- Why am I feeling this way?
- What bothers me the most about the situation?
- Can I see the situation from another angle?

“People have a tendency to talk about what others do.

But, we need to look at ourselves first.”

Jones, 2015

Reflect Phase



Get clear about

- What did I do to contribute?
- What did others contribute?
- What is happening in the group or organization that is affecting us?

“The quality and productivity of any particular system is directly proportional to the quality of the connectedness within that system.”

Broom & Seashore, 2013

Costs of Unresolved Trust – Personal Impact

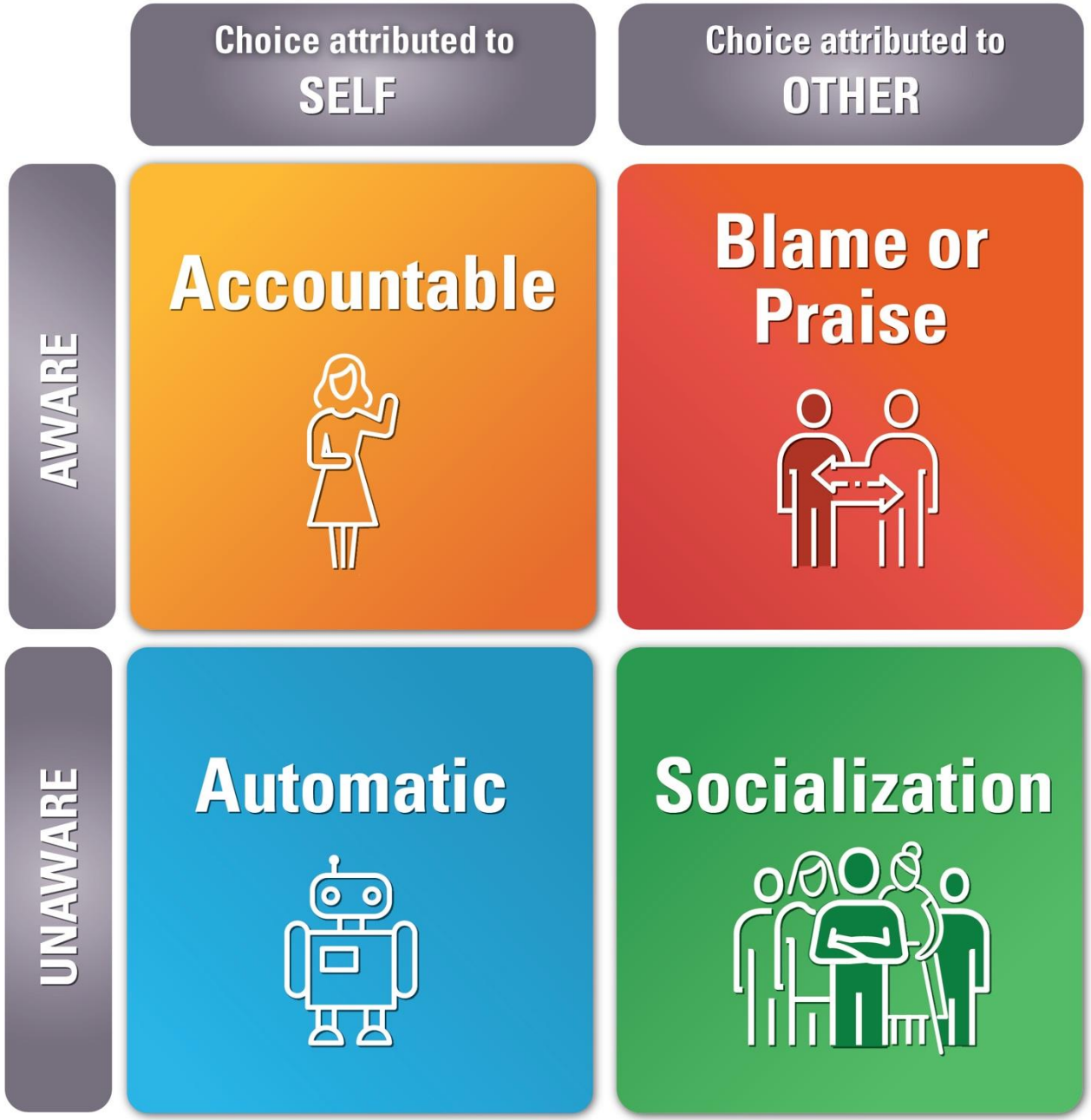
- My physical health
- My emotional health
- My work quality and output
- My relationships
- My promotional opportunities

Costs of Unresolved Trust – Organizational Impact

- Customer satisfaction
- Legal risks
- Financial returns
- Group morale
- Work products and results

TOOL:

Choice Awareness Matrix



Source: Edie Seashore

Personal Application

1. Use the Choice Matrix to explore your group trust situation.

2. What are some strategies to use the Choice Matrix to support trust repair?

Understand Phase

Work on getting clear about what happened.

Give each person a chance to share their perspective.

Acknowledge your part and apologize as needed.

“We dance around a ring and suppose, while the truth sits in the middle and knows.”

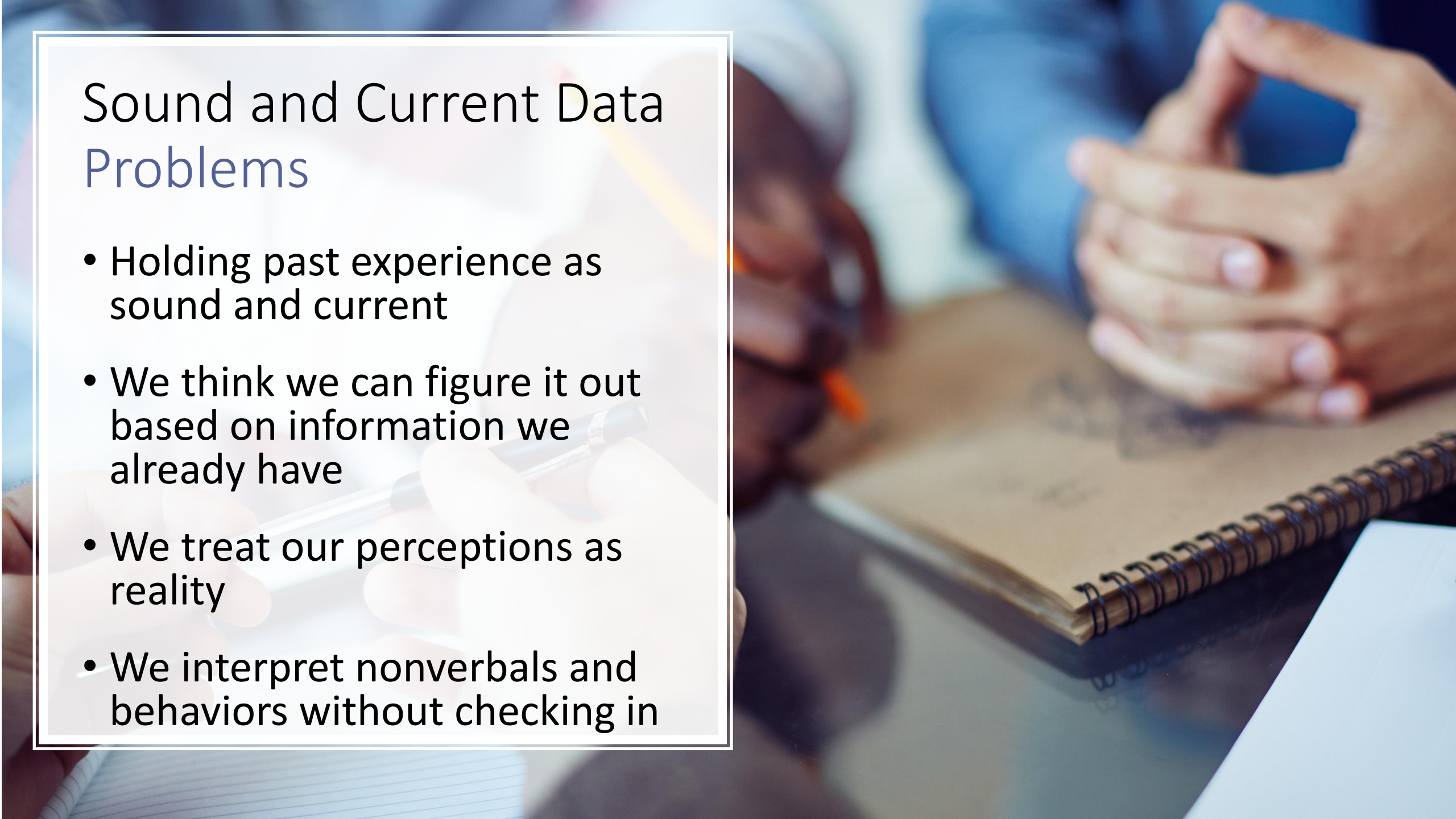
Robert Frost

Sound and Current Data Characteristics

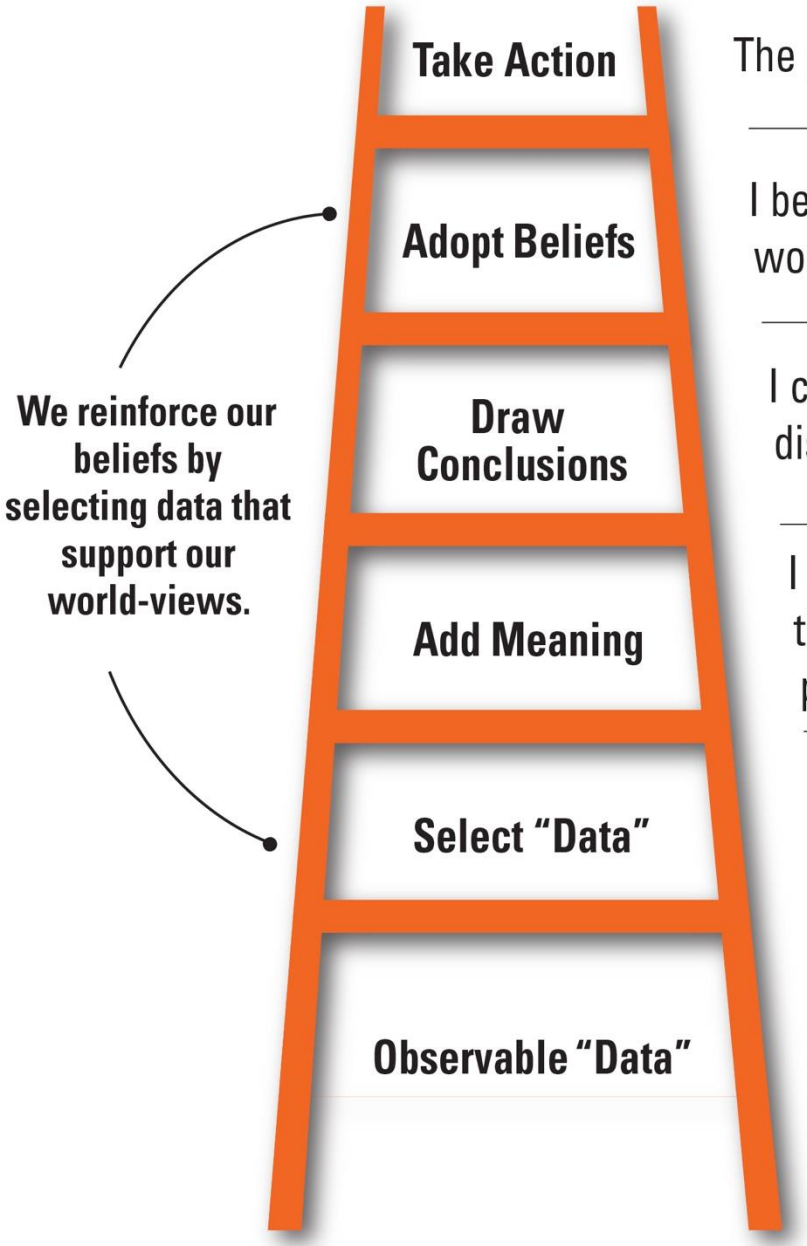
- Short life span
- Flows continuously, it is everywhere
- Complete sound and current data is not often available
- Easy to find, yet most abused

Sound and Current Data Problems

- Holding past experience as sound and current
- We think we can figure it out based on information we already have
- We treat our perceptions as reality
- We interpret nonverbals and behaviors without checking in



TOOL: Ladder of Inference



The group should remove the person from attending.

I believe that if people are so self-centered that they disrupt group work, that they should not be a part of the group to begin with.

I conclude that the person is frustrated with the meeting and is disengaging in an abrupt manner to make a point.

I add some meaning of my own: I remember this person doing this before when frustrated with the conversation and usually people who don't want to be in a conversation, leave the table.

I select some details about this behavior: the person looks down and then away from the group while standing up.

I begin with observable data that a video recording could capture. For example, a person stands up and moves away from the meeting table.

Personal Application

1. Use the Ladder of Inference to explore your group trust situation.

2. What are some strategies to use the Ladder of Inference to support trust repair?

Repair Phase

Repairing trust takes courage

And a mindset that human beings can evolve and change…

Be intentional… Make new agreements.

- ✓ How does it serve me to hold onto the past?
- ✓ What is the toll this is taking on me?
- ✓ What do I need to move forward?
- ✓ What support do I need?

"What Google Learned From Its Quest to Build the Perfect Team"

By CHARLES DUHIGG

***New York Times*, February 25, 2016**

Critical: Psychological Safety

Critical: Each person must understand and be able to influence team norms

Key Team Norms: Turn taking and social sensitivity

Critical: Share a bit about yourself with each other

Important: Clear goals and a culture of dependability

TOOL: Values Model

If you don't like the results…change the behaviors

Values	Behaviors/Actions	Results
Honesty Leverage: Honor the core value	"Brutally honest" "Tell it like it is" without any filter	✓ Hurt feelings ✓ Shock ✓ Don't want to work with that person anymore

TOOL: Values Model

Values	Behaviors/Actions	Results
Honesty	"Negotiate how to give and receive feedback" "Check-in"	✓ Improved communication and understanding ✓ Stronger relationships ✓ Happier people

Personal Application

1. Use the Values Model to explore your group trust situation.

2. What are some strategies to use the Values Model to support trust repair?

Evolve Phase

7
Move Forward

Forgive

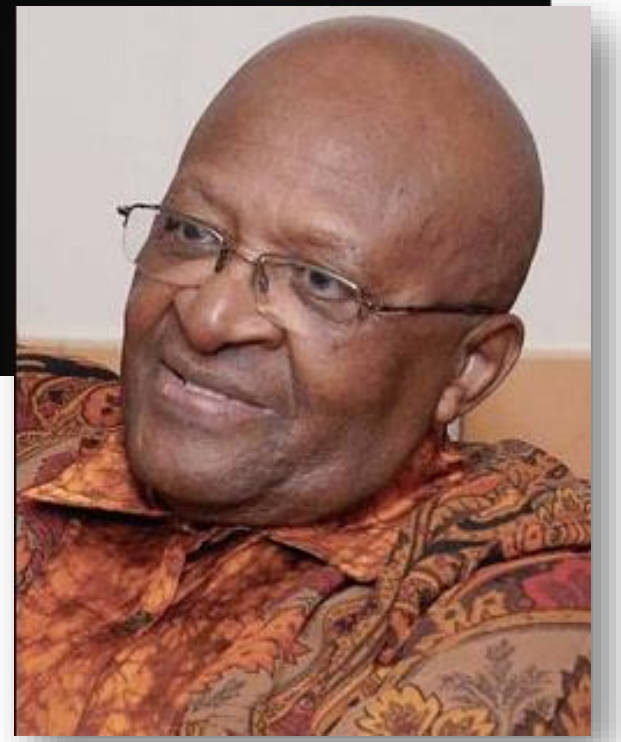
Learn, Grow and Evolve

Honor Agreements

Appreciate

Having looked the past in the eye, having asked for forgiveness and having made amends, let us shut the door on the past—not in order to forget it but in order not to allow it to imprison us.

(Desmond Tutu)



Questions?

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"*Trust Repair*" book – est. December 2018