Bridging the Great Divide: Strengthening Trust Between Managers and Employees

Results Washington Lean Conference
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Discuss:

How do **YOU** define trust?

In pairs, discuss behaviors or examples of trust.
Trust is a belief in the character, ability, reliability, and intentions of others and the willingness to risk vulnerability with them.
Trust Behaviors

**Purpose**
Why the group exists

**Roles**
Who does what function

**Core Processes**
How work gets done

**Communication**
How people share information

**Interpersonal Dynamics**
How people interact

Behaviors that affect relationships in groups

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Most Common Trust Violations

Categories of trust problem areas

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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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Individual Complexity

- 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 About...

Everyone has a trust story.

What pivotal experiences have shaped how you trust others?
Trust is built or erodes through experiencing each other’s character and actions.

Photo Credit: Jet Lowe
Deception Pass, Washington
Sometimes, we do not see the other side

Photo Credit: Douglas Knighton
Deception Pass, Washington
MANAGER PERSPECTIVE

HIGH STANDARDS

AFFECT PEOPLE’S LIVES

24 x 7

AFFECT PERFORMANCE

ROLE DRAWBACKS

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EMPLOYEE PERSPECTIVE

APPRAISE CHARACTER

VULNERABILITY

TRUST VIOLATIONS LAST LONGER

TAKES COURAGE

HIGHER RISK

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Choice Matrix Tool

<table>
<thead>
<tr>
<th>Aware</th>
<th>Unaware</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Choice attributed to SELF</strong></td>
<td><strong>Choice attributed to OTHER</strong></td>
</tr>
<tr>
<td>Accountable</td>
<td>Blame or Praise</td>
</tr>
<tr>
<td>Automatic</td>
<td>Socialization</td>
</tr>
</tbody>
</table>

Source: Edith Whitfield Seashore
Describe a situation when another person made a choice that adversely affected you.

→ How did you handle it?
Describe your actions and the emotions that you experienced.

2-3 minutes per person
Choices

Photo Credit: Brannon Ronia
Vance Creek Bridge, Mason County, Washington
Questions?

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