

Bridging the Great Divide: Strengthening Trust Between Managers and Employees

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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



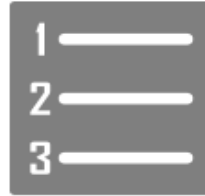
Purpose

Why the group exists



Roles

Who does what function



Core Processes

Processes

How work gets done



Communication

How people share information



Interpersonal Dynamics

How people interact

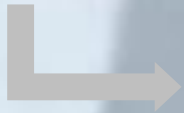
Behaviors that affect relationships in groups

Most Common Trust Violations

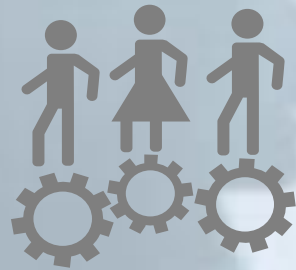


Purpose

Why the group exists

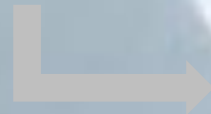


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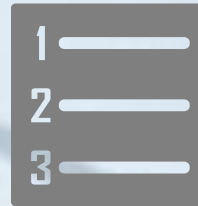


Roles

Who does what function

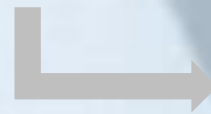


36%



Core Processes

How work gets done

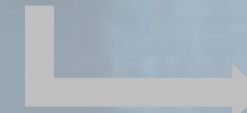


61%



Communication

How people share information



75%



Interpersonal Dynamics

How people interact

Categories of trust problem areas

Trust Behaviors: **Purpose**

Align people, systems, and resources for success

Determine purpose, direction, scope, priorities, and boundaries



Purpose

Why the group exists

Trust Behaviors: **Roles**



Roles

Who does
what function

Establish clear roles and responsibilities; mutual expectations; and accountability

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

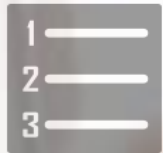
Honor agreements, commitments, and confidentiality

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



**Core
Processes**
How work gets
done

Trust Behaviors: **Communication**



Communication
How people share
information

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

Check-in on assumptions, intentions, and mutual understanding



Trust Behaviors: **Communication**



Communication
How people share
information

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

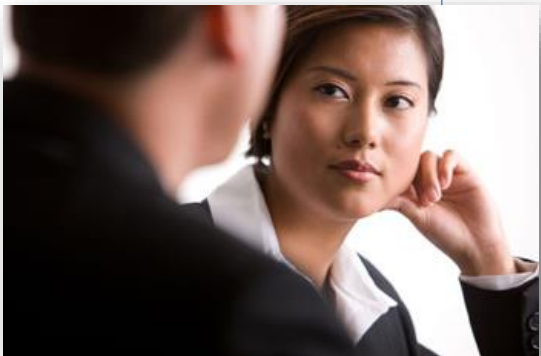
Trust Behaviors: **Interpersonal Dynamics**



**Interpersonal
Dynamics**
How people interact

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



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



**Interpersonal
Dynamics**

How people interact

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



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.

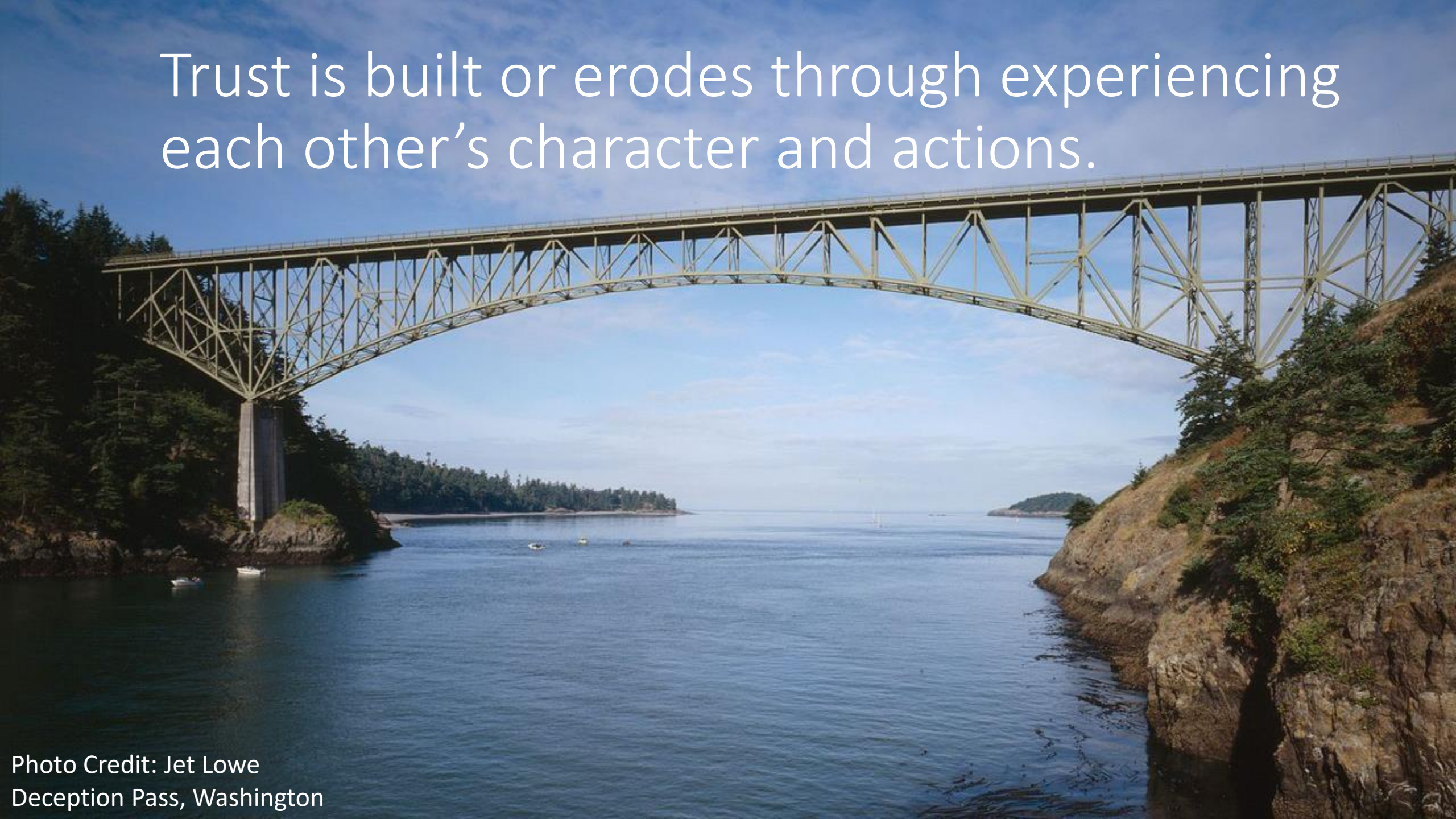


Photo Credit: Jet Lowe
Deception Pass, Washington

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



EMPLOYEE PERSPECTIVE



APPRAISE CHARACTER



VULNERABILITY



**TRUST VIOLATIONS
LAST LONGER**







TAKES COURAGE



HIGHER RISK

Choice Matrix Tool

	Choice attributed to SELF	Choice attributed to OTHER
AWARE	Accountable 	Blame or Praise 
UNAWARE	Automatic 	Socialization 




In pairs...

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

	Choice attributed to SELF	Choice attributed to OTHER
AWARE	Accountable ★	Blame or Praise 
UNAWARE	Automatic 	Socialization 

Choices

A long wooden trestle bridge with two tracks stretching into a dense forest of evergreen trees, with mountains in the background. The bridge is made of dark wood and has two parallel tracks. The forest is thick with tall, thin evergreen trees. In the background, there are mountains with some bare patches and some evergreen trees. The sky is clear and blue.

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

Questions?

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