

Getting Unstuck: Strategies for Repairing Trust in Groups

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Trust matters because...

Our entire system of daily living – the social order depends on trust – buying groceries, educating children, going to the doctor, paying taxes – almost all decisions involve trusting someone else.



Photo credit: dor.wa.gov



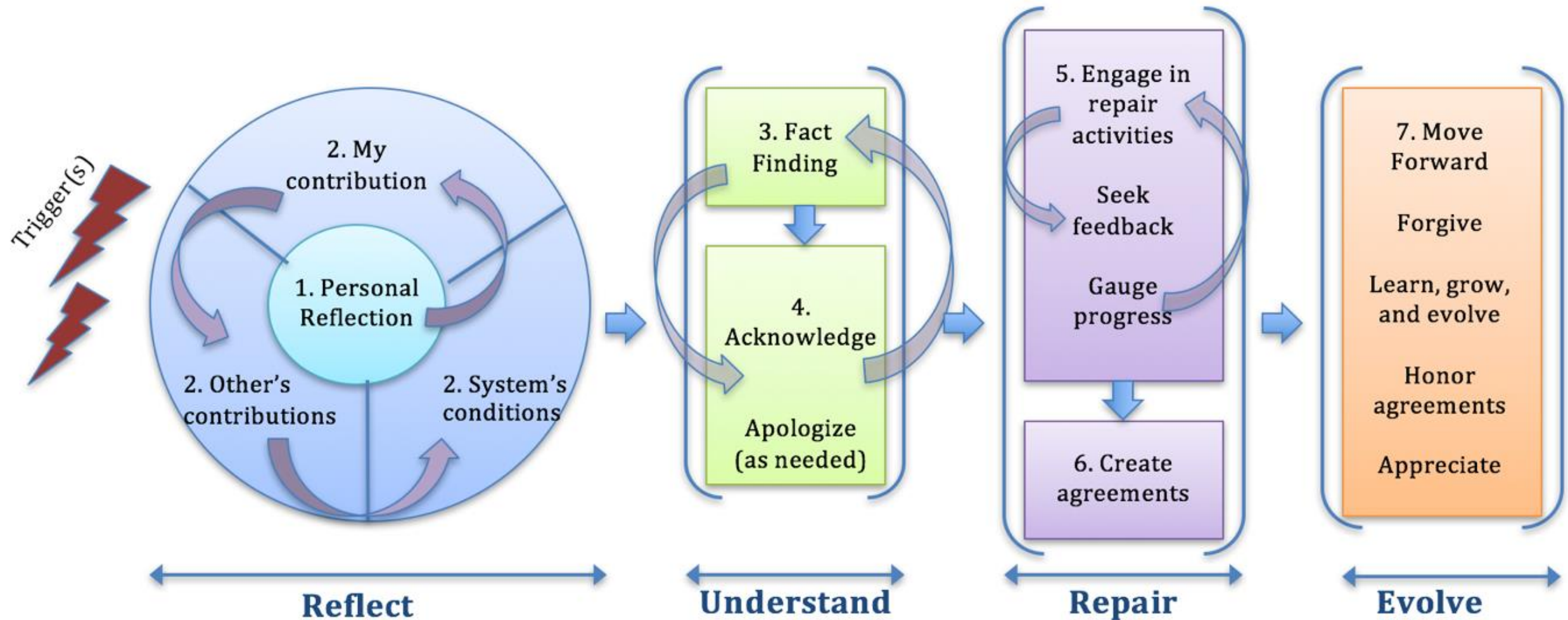
Photo credit: Shutterstock




Research: 8 Most Common Trust Violations

1. Disrespectful behaviors 89%
2. Communication issues 75%
3. Unmet expectations 61%
4. Ineffective leadership 61%
5. Did not acknowledge part 50%
6. Performance issues 36%
7. Incongruence 18%
8. Structural issues 18%

Trust Repair Process Model



Reflect



1. Personal Reflection

- 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?

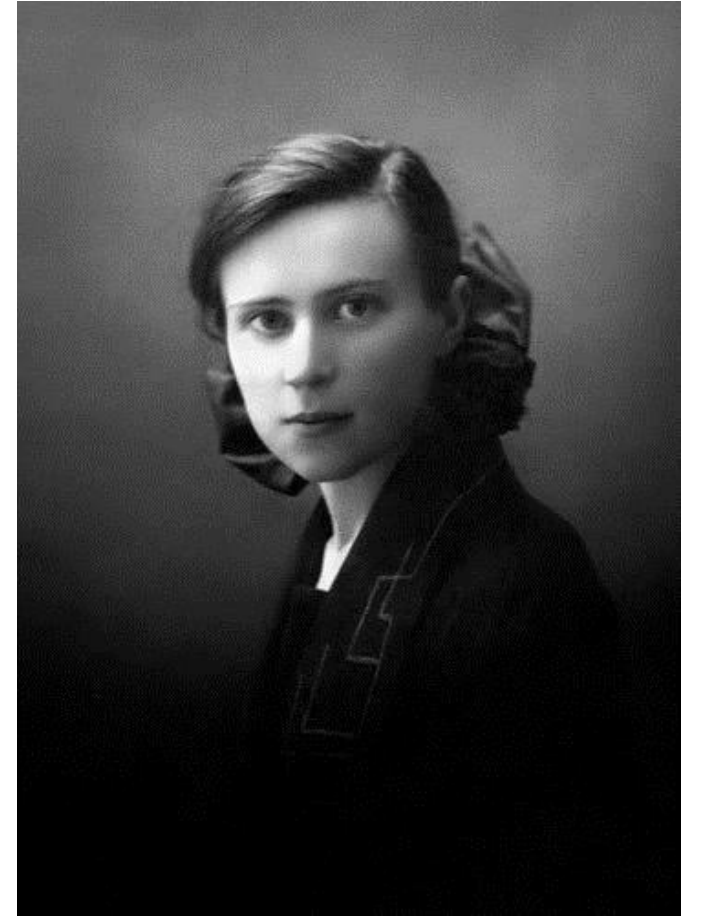
“ People have a tendency to talk about what other’s do.

But, we need to look at ourselves first.

”

If your stuck...

The Zeigarnik Effect states that people remember uncompleted or interrupted tasks better than completed tasks

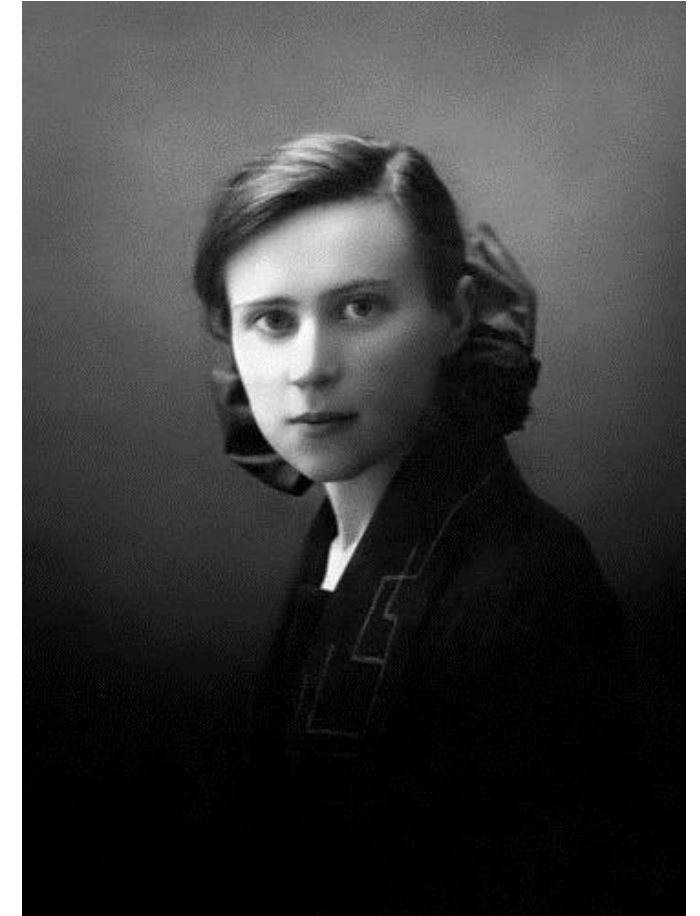


Bluma Zeigarnik, 1921

What does this mean for trust?

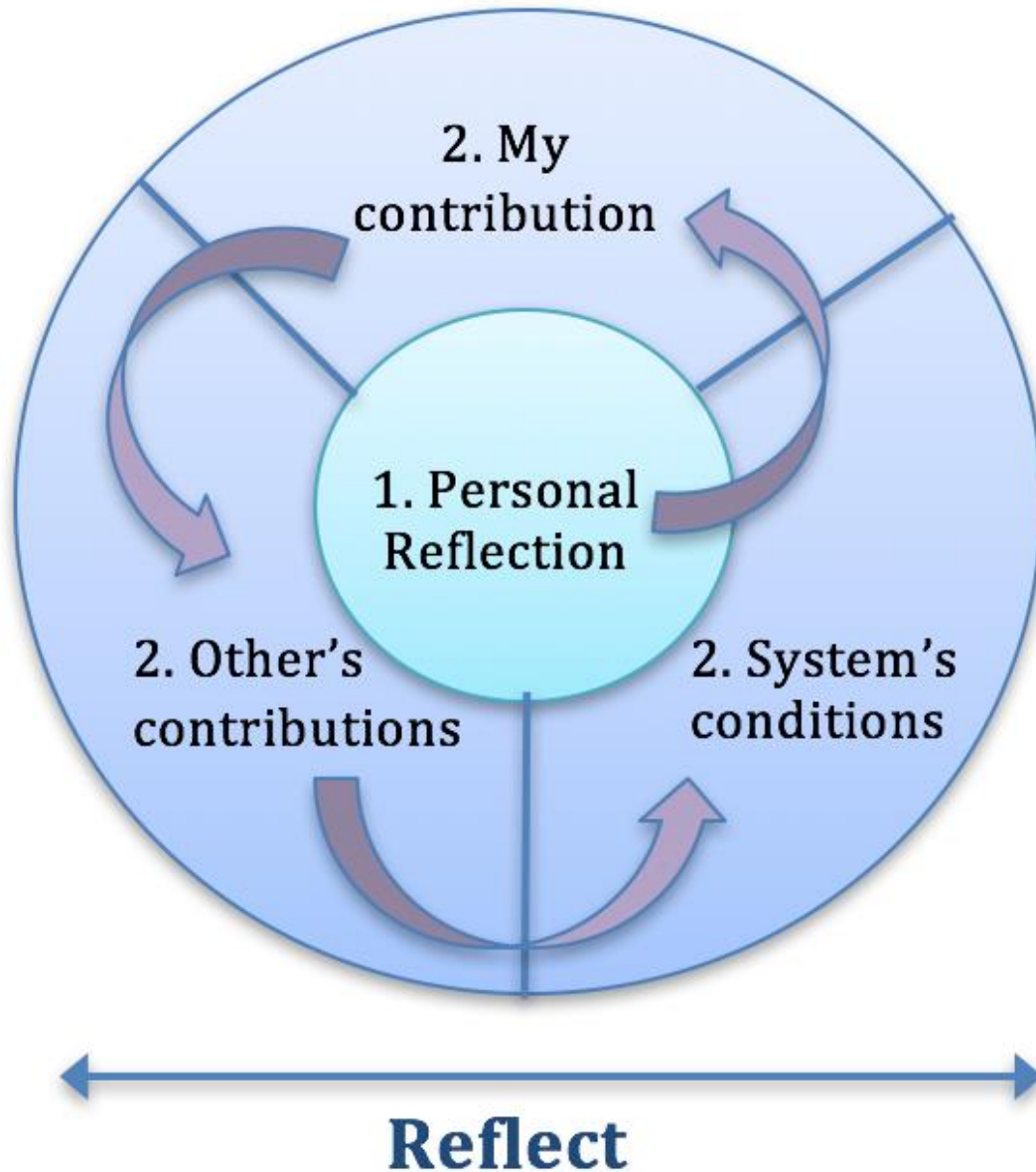
We replay in our minds moments when we experienced trust violations.

It takes energy, time, and erodes our ability to focus on other things.



Bluma Zeigarnik, 1921

Reflect



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



Kurt Lewin, 1936

$$B = f(p, e)$$

Behavior

Is a function of the
people in their
environment

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



“What Google Learned From Its Quest to Build the Perfect Team”

By [CHARLES DUHIGG](#)

New York Times, February 25, 2016

Critical: Psychological Safety

Critical: Understanding and being able to influence team norms
Two Behaviors surfaced: Turn taking and social sensitivity

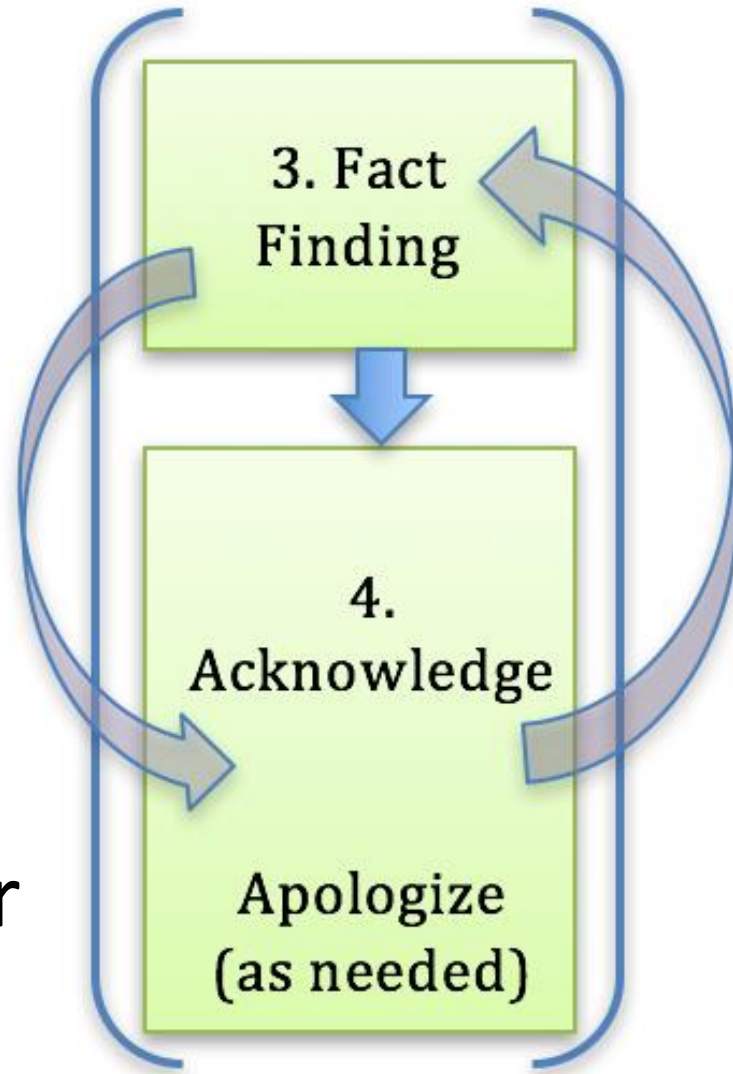
Critical: Sharing a bit about yourself with each other

Important: Clear goals and a culture of dependability

Understand

Work on getting clear about what happened.

Give each person a chance to share their perspective.



Acknowledge your part and apologize as needed.



Understand

“

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

Robert Frost

”

Celeste Headlee: 10 Ways to Have a Better Conversation



TED talk filmed
May 2015

Kathryn Schultz [“On Being Wrong”](#)



TED talk filmed
March 2011

“

Trusting too much in the feeling of being on the correct side of anything, can be very dangerous.

”

“ When we stop entertaining the possibility that we could be wrong, we wind up doing things like...torpedoing the global economy.”

Repair

Repairing trust takes courage

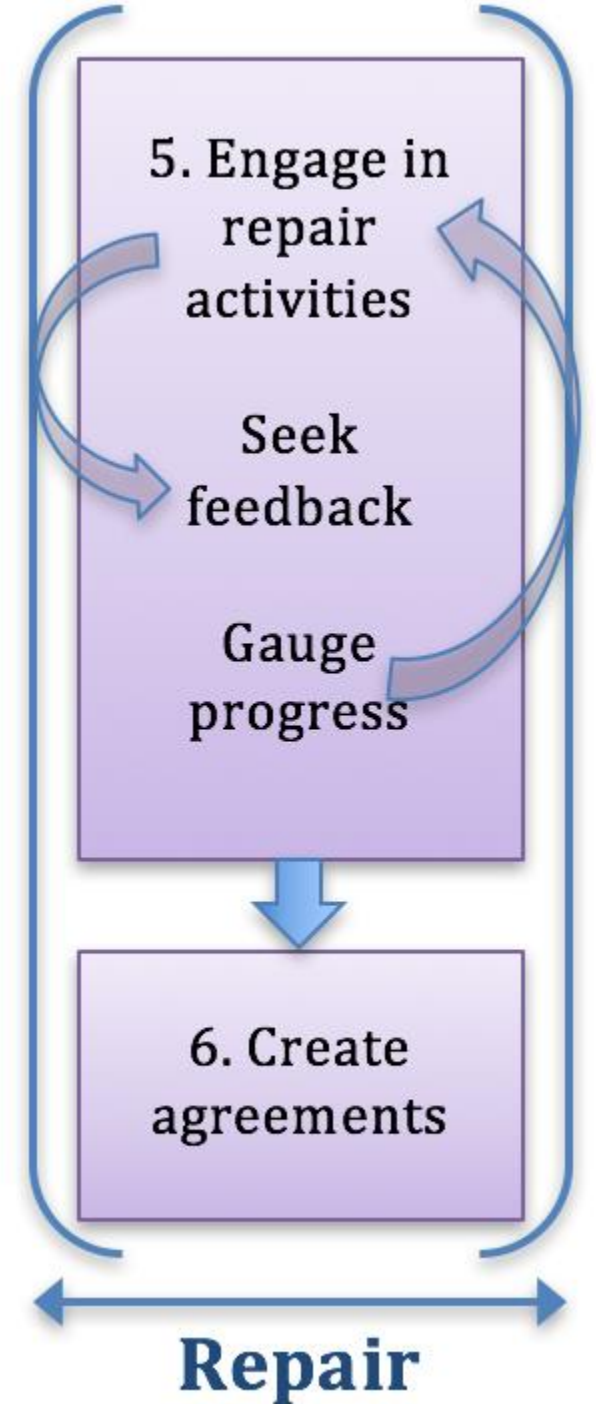
And a mindset that human beings can evolve and change...

The question becomes:

Who do I want to be today?

Be intentional... Make new agreements.

How does it serve me to hold onto the past? What do I need to move forward?



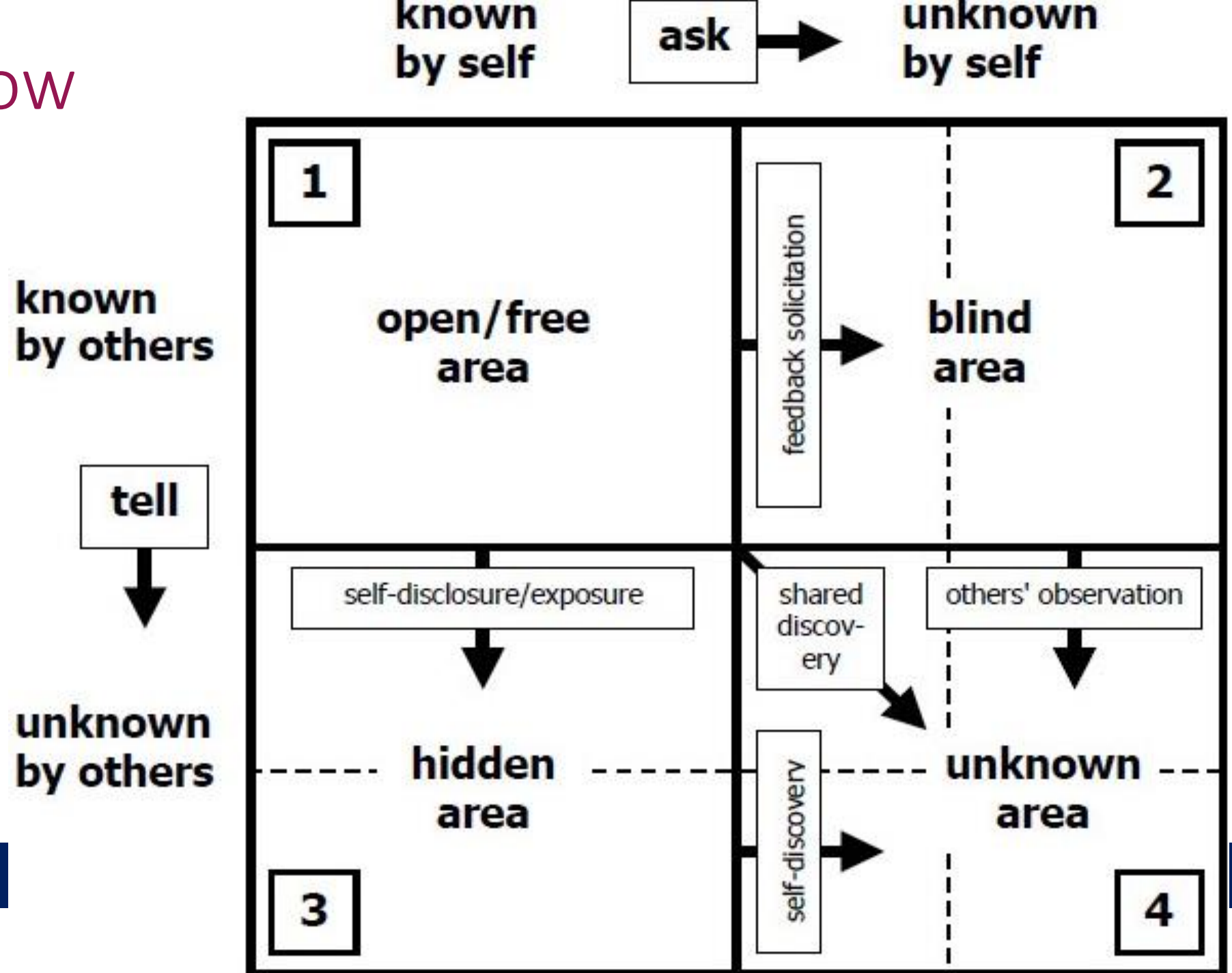
“

Train people for
understanding rather than
agreement.

”

Johari Window

Joseph Luft &
Harrington Ingham
(1955)



In pairs...

Describe an important experience in your life and explain how that experience affects your values and behavior today.

2-3 minutes per person

Research: Timing of the Violation(s) and Impact on Repair...

If the trust violation occurs later in the relationship

- ✓ The greater opportunity for repair.
- ✓ **Why?** Because trust gets stronger over time and it may be able to withstand challenges as it matures.

Research: Timing of the Violation(s) and Impact on Repair...

How long does it take to repair trust?

6-36 months

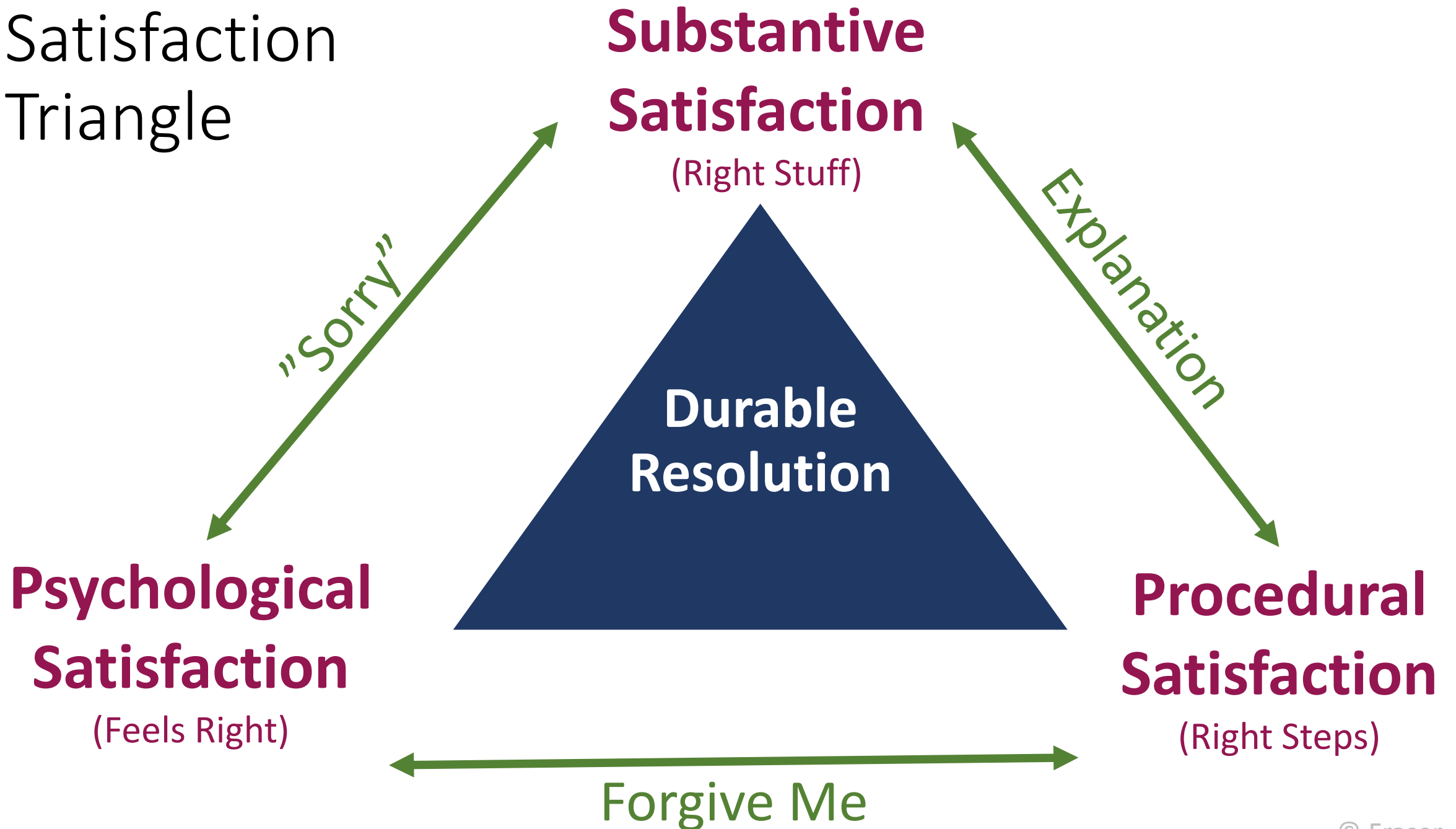
Average Based on 2010 Trust Repair Study

Research: The Art of the Apology

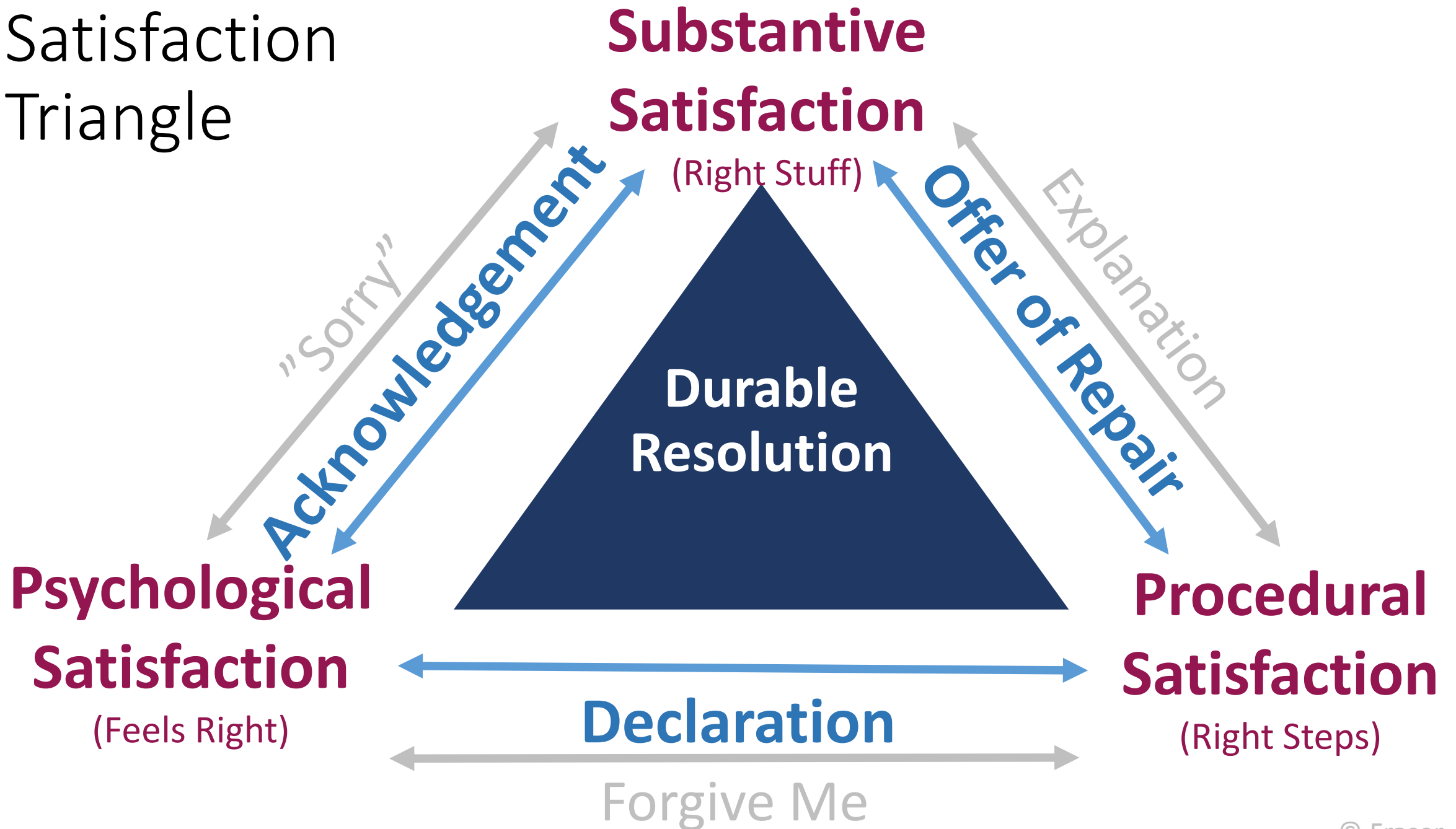
(Lewicki, Polin, & Lount, 2016)

1. An expression of regret for the offense... “I’m sorry”
2. An explanation of why the offense occurred
3. An acknowledgement of responsibility for causing the offense
4. A declaration of “repentance” that the violator will not repeat the offense
5. An offer to repair whatever damage may have been caused by the offense
6. A request for forgiveness for having committed the offense

Satisfaction Triangle



Satisfaction Triangle



Evolve

7. Move
Forward

Forgive

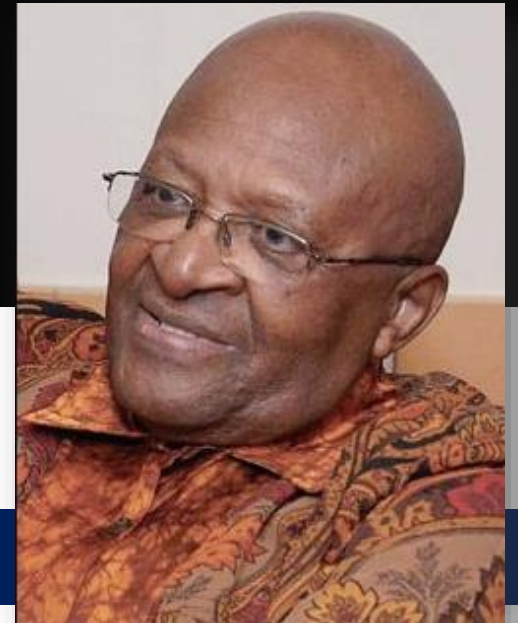
Learn, grow,
and evolve

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)



Thank You!

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