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The Importance of Trust

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Dr. Sandra Lindsay

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What is trust? Why does it matter?

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Trust Building Activity

- Car-Car
- Listen carefully to the directions given by the presenter. Complete the activity.
- Analyze the importance of trust to the successful completion of this activity.

Car-Car

“Car-car,” was developed by David Earl Platts of the Findhorn Foundation. Trust and responsibility are two very important qualities in leaders and followers. This activity will help you experience how you feel about trust.

Choose two people from each group.
This is a silent exercise.

Car-Car, continued

One person, “**the car**,” stands in front with his or her eyes closed and hands held in front of the chest with palms outward as your bumpers. The second person, “**the driver**,” with eyes open, stands behind with hands on the shoulders of the car. Keeping his/her eyes open, the driver will steer the sightless car around the area, avoiding collisions with other pairs. Remember that the safety of the other person is your responsibility, so you must show compassion and care.

Any questions?

Examining Trust

- Look at the “Personalities” on the cards assigned to your group.
- How would trust factor into your working relationship with these individuals?
- In your group, discuss what elements of trust are exhibited or omitted by the characters.

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The Importance of Trust

- Anticipating the emotional effects that decisions and actions might have on others
- Responding tactfully and respectfully in emotional situations
- Eliciting the perceptions, feelings, and concerns of others
- Recognizing that conflict is inevitable and using it to strengthen relationships

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Trust

- Following through on commitments and keeping one's word
- Using the name of the other person when conversing with him or her
- Showing courtesy and respect
- Questioning, clarifying, and correcting others in a positive and professional manner

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Trust

- Suggesting compromises
- Paraphrasing the speaker's views, feelings, and concerns
- Helping others save face when taking a different position

(Muse, Sperry, Voelker, Harrington, & Harris, pp. 1-23)

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Trust in Schools

...a growing body of case studies and clinical narratives directs our attention to the engaging but elusive idea of social trust as essential for meaningful school improvement.

Anthony S. Bryk and Barbara Schneider

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Trust in Schools

...we conducted almost a decade of intensive case study research and longitudinal statistical analyses from more than 400 Chicago elementary schools. We spent approximately four years in 12 different school communities observing school meetings and events; conducting interviews and focus groups with principals, teachers, parents, and community leaders; observing classroom instruction; and talking to teachers about the progress and problems in their reform efforts.

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Trust

- High trust
- “Growing trust”
- Low trust
- Two out of three tell the story!

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The Speed of Trust

Stephen M. R. Covey

Dr. Sandra R. Lindsay

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The Economics of Trust

Trust =	Speed	Cost
↓	↓	↑
Trust =	Speed	Cost
↑	↑	↓

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The 4 Cores of Credibility

- Integrity →
- Intent →
- Capabilities →
- Results →

Character

Competence

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Activity

- Take the deck of cards at your table or share with a small group around you.
- Covey’s 13 behaviors are on one set of cards and the “opposite” of each behavior is found on a card in the other deck. Spend some time talking about the behaviors and their opposites as you match the behavior and its opposite together.

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Behavior 1: Talk Straight

- Be honest.
- Tell the truth.
- Let people know where you stand.
- Use simple language.
- Call things what they are.
- Demonstrate integrity.
- Don’t manipulate people or distort facts.
- Don’t spin the truth.
- Don’t leave false impressions.

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Behavior 2: Demonstrate Respect

- Genuinely care for others.
- Show you care.
- Respect the dignity of every person and every role.
- Treat everyone with respect, especially those who can’t do anything for you.
- Show kindness in the little things.
- Don’t fake caring.
- Don’t attempt to be “efficient” with people.

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Behavior 3: Create Transparency

- Tell the truth in a way people can verify.
- Get real and genuine.
- Be open and authentic.
- Err on the side of disclosure.
- Operate on the premise of “What you see is what you get.”
- Don’t have hidden agendas.
- Don’t hide information.

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Behavior 4: Right Wrongs

- Make things right when you are wrong.
- Apologize quickly.
- Make restitution where possible.
- Practice “service recoveries.”
- Demonstrate personal humility.
- Don’t cover things up.
- Don’t let pride get in the way of doing things right.

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Behavior 5: Show Loyalty

- Give credit freely.
- Acknowledge the contributions of others.
- Speak about people as if they were present.
- Represent others who aren’t there to speak for themselves.
- Don’t bad mouth others behind their backs.
- Don’t disclose others’ private information.

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Behavior 6: Deliver Results

- Establish a track record of results.
- Get the right things done.
- Make things happen.
- Accomplish what you're hired to do.
- Be on time and within budget.
- Don't overpromise and underdeliver.
- Don't make excuses for not delivering.

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Behavior 7: Get Better

- Continuously improve.
- Increase your capabilities.
- Be a constant learner.
- Develop feedback systems — both formal and informal.
- Act on the feedback you receive.
- Thank people for feedback.
- Don't consider yourself above feedback.
- Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges.

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Behavior 8: Confront Reality

- Address the tough stuff directly.
- Acknowledge the unsaid.
- Lead out courageously in conversation.
- Remove the "sword from their hands."
- Don't skirt the real issues.
- Don't bury your head in the sand.

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Behavior 9: Clarify Expectations

- Disclose and reveal expectations.
- Discuss them.
- Validate them.
- Renegotiate them if needed and possible.
- Don't violate expectations.
- Don't assume that expectations are clear or shared.

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Behavior 10: Practice Accountability

- Hold yourself accountable.
- Hold others accountable.
- Take responsibility for results.
- Be clear on how you'll communicate how you are doing—and how others are doing.
- Don't avoid or shirk responsibility.
- Don't blame others or point fingers when things go wrong.

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Behavior 11: Listen First

- Listen before you speak.
- Understand.
- Diagnose.
- Listen with your ears—and your eyes and heart.
- Find out what the most important behaviors are to the people with whom you're working.
- Don't assume you know what matters most to others.
- Don't presume you have all the answers—or all the questions.

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Behavior 12: Keep Commitments

- Say what you're going to do, then do what you say you're going to do.
- Make commitments carefully and keep them.
- Make keeping commitments the symbol of your honor.
- Don't break confidences.
- Don't attempt to PR your way out of a commitment you've broken.

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Behavior 13: Extend Trust

- Demonstrate a propensity to trust.
- Extend trust abundantly to those who have earned your trust.
- Extend conditionally to those who are earning your trust.
- Learn how to extend trust appropriately to others, based in the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust.
- Don't withhold trust because there is risk involved.

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Activity: Trust Behaviors

- Use the first grid in each block on the activity sheet provided to rate yourself in each of the trust behaviors.
- Use the second grid in each block to rate your organization in each of the trust behaviors.
- Decide what you can do next to make the biggest difference in your personal behavior and in your organization to make a difference.

Regaining Trust

Whether you lose the trust of others through a conscious act of betrayal, poor judgment, an honest mistake, a failure of competence, or a simple misunderstanding, the path to restoration is the same—to increase your personal credibility and behave in ways that inspire trust.
