

• Analyze the importance of trust to the successful

completion of this activity.

SEDI ADVANCING RESEARCH, IMPROVING EDUCATION 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. SEDI ADVANCING RESEARCH, IMPROVING EDUCATION 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

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- 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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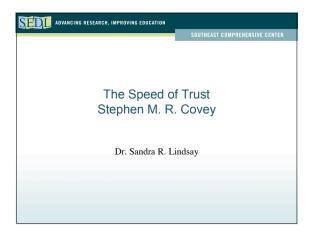
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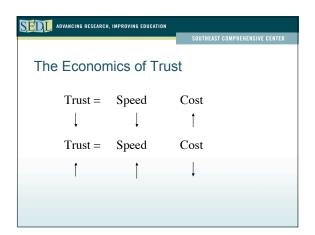
Trust

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

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









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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.

SEDI ADVANCING RESEARCH, IMPROVING EDUCATION 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. SEDI ADVANCING RESEARCH, IMPROVING EDUCATION 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. SEDI ADVANCING RESEARCH, IMPROVING EDUCATION 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

Don't bad mouth others behind their backs.Don't disclose others' private information.

themselves.

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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.
- $\bullet \ \ Develop \ feedback \ systems-both \ formal \ and \ informal.$
- 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 Con	nmitmer

nts

- 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
- 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
- · 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 t	rust behaviors.	
 Decide what you can do next to make the biggest 		

difference in your personal behavior and in your

organization to make a difference.

