

LEADER AS TEACHER

FACILITATOR GUIDE: BUILDING TRUST

Session Purpose

Trust is a vital part component of high employee engagement, retention, and productivity. It is the foundation for organizational stability and success. In this session, leaders will discuss the behaviors needed to build trust and will develop a plan to increase trust in their business unit.

Utilizing Modules

This lesson contains:

- Pre-work: reading or activities to prepare participants for the session
- Leader facilitation guide (this document)
- Corresponding PowerPoint
- Action plan

Session Logistics

Session length: 45 - 60 minutes

Space needs:

- White board or easel pads, markers
- Projector for PowerPoint presentation
- Room for small group discussion

Copies needed (1 per participant):

- LAT - 13 Behaviors of High Trust Leaders Article
- [LAT - Building Trust Action Plan](#) template
- Post it notes (approximately 6 per person)

Session Preparation

- Spend time thinking about the strengths and challenges of your direct report team in building trust, leading with transparency and consistency, and engaging their employees.
- Review the [LAT Building Trust PowerPoint](#) and the content in this guide. Revise the content and discussion items as needed to address the specific skills and behaviors needed. Depending on your team members' roles and experience, you may make the questions more challenging or simplify them.
- Read the article, "[The Speed of Trust: 13 Behaviors of High Trust Leaders.](#)"
- Email your team the article, "The Speed of Trust: 13 Behaviors of High Trust Leaders."
 - Ask them to rate themselves on the 13 behaviors on page 4 as high, solid, or low in each behavior.
 - Tell them to bring the article to the session.


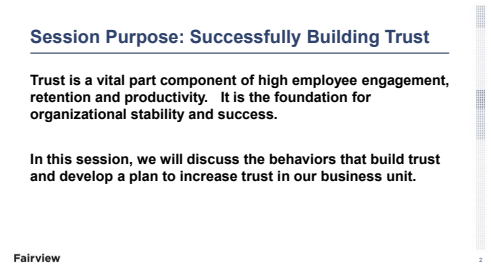
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Agenda

- Defining trust
- Identifying trust in our teams
- The qualities of trust
- Evaluating our trust supporting behaviors
- Developing our action steps

Topic Content and Discussion

Slide 1: Welcome		
SAY:	Welcome to our discussion today on building trust. [Describe your reason for choosing this topic]. I will present information and then we will discuss and make decisions on each of the covered topics. If issues come up that are not directly related to the topic, we will keep track of them on the “parking lot”. Whoever brings up the issue or question is responsible for writing it on the easel pad/white board.	
DO:	Point out Parking Lot [white board or easel pad].	
Slide 2: Session Purpose		
SAY:	The overall purpose of this session is to identify ways to improve trust in our business unit and create an action plan that we will use across our departments. [Paraphrase slide content].	
ASK:	Are there any questions?	

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Slide 3: Agenda

SAY: Here are the specific topics we will cover.

[Review slide content].

ASK: Are there other topics or specific needs you would like to discuss in this discussion on trust?

Agenda

- Defining trust
- Identifying trust in our teams
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- Developing our action steps

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Slide 4: Definition of Trust

SAY: Trust is [Read slide].
Trust is based on the consistent behaviors of others and of ourselves. Through these behaviors, I learn to trust others to do something positive or negative. For example, if an employee comes in late two Mondays in a row, I may trust that she will come in late next Monday.

ASK: What are your reactions to this definition?

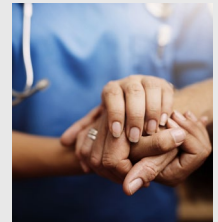
Do you have other definitions you use?

Definition of Trust

Noun

- Reliance on the integrity, strength, ability, surety, etc. of a person or thing; confidence.
- Confident expectation of something; hope.

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Slide 5: The Power of Trust

SAY: We know trust is powerful and don't always think about why we need it in our lives and at work.

[Paraphrase slide items].

[Provide an example of how trust or a lack of it has impacted you at work].

ASK: What examples to you have about the impact of trust?

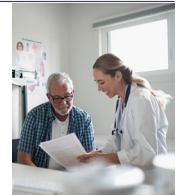
[Ensure you have at least two people provide examples].

The Power of Trust

Trust is a powerful tool

- Strengthens relationships
- Increases effectiveness
- Provides a sense of safety
- Promotes high-performing teams
- Raises confidence
- Boosts communication

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Slide 6: The Speed of Trust

SAY: Let's talk about the article we read, "The Speed of Trust."

ASK: What are our answers to these questions?

DO: Facilitate a conversation for about 5 minutes. Don't settle for the first few answers given. You are looking for honesty – a trust building behavior.

The Speed of Trust

- What behaviors help you trust someone?
- What behaviors lessen your trust in someone?
- What does it take for you to rebuild trust when it has been broken?

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Slide 7: Trust Within Our Teams

SAY: The first step in building trust is being honest about how we, as leaders, impact trust in our teams and to always remember how vulnerable we are when it comes to trust and having our trust broken.

Now let's talk about how much trust there is in our business units. This isn't about right and wrong. It is about being honest and vulnerable and doing what we can to ensure a trusting and successful organization.

[Read slide items].

ASK: Which of these items are we observing? And, of course, which of the reverse are we seeing?

Based on our answers, how would we rate trust in our teams?

Trust Within Our Teams

A Lack of Trust is Shown by:

- Turnover and low productivity
- Rumors/gossip
- People hide mistakes and don't ask for help
- Some team members avoid each other and/or avoid the leader
- People assume the worst
- People talk behind each other's back
- Lack of communication
- Conflict is not addressed

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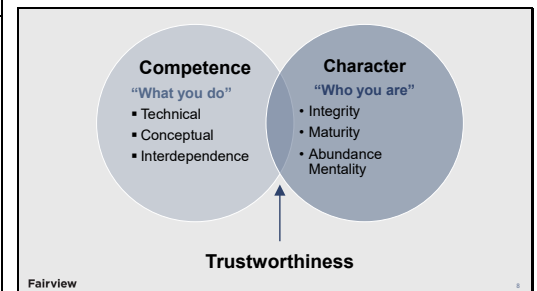
Slide 8: Character and Competence

SAY: Being trustworthy is about your character and your competence – who you are and what you do. [Read items for each].

Here is an example:

- Individual comes in for an interview. They have what you're looking for related to education, experience, and credentials. They are displaying- **high competence**.
- While you walk them out, you notice that they cut in front of 3 patients to get into the elevator first. This may show **low character** to you based on what your values are for yourself and the organization.

ASK: How are we demonstrating competence in our business unit?
How are we demonstrating character in our business unit?



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Slide 9: Evaluating Our Trustworthiness

SAY: Using your self-evaluation from The Speed of Trust, let's talk about our specific strengths and challenges.

ASK: Ask the team to individually write on post it notes the top 3 trust behaviors the team does very well and the 3 behaviors the team needs to work on.

DO: After about 5 minutes, gather the post it notes, read them, post them on the wall in Character, Commitment and Both columns.

13 Behaviors of High Trust Leaders

CHARACTER BEHAVIORS	COMPETENCE BEHAVIORS	CHARACTER & COMPETENCE BEHAVIORS
1. Talk Straight	6. Deliver Results	11. Listen First
2. Demonstrate Respect	7. Get Better	12. Keep Commitments
3. Create Transparency	8. Confront Reality	13. Extend Trust
4. Right Wrongs	9. Clarify Expectations	
5. Show Loyalty	10. Practice Accountability	

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Slide 10: Identifying Our Focus

SAY:	Let's talk about these results. Our greatest strengths are in [name category] and are [list the top 3 or 4]. Our greatest challenges are in [name category] and are [list the top 3 or 4].
ASK:	Do we agree with the feedback we provided? Are we missing something? Is this the feedback our team would provide?
DO:	Facilitate a conversation on the team's strengths and challenges for about 5 minutes. You are looking for honesty – a trust building behavior. Describe what you see in the team and in their team's reactions.

Identify Our Focus

- Identify the top 3 trust behaviors the team demonstrates.
- Identify 3 behaviors the team does not consistently demonstrate.
- What actions will we take as a leader team to help elevate trust?

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Slide 11: Develop Our Action Plan

DO:	Handout the action plan.
SAY:	So, let's talk about next steps and put what we discussed into action.
DO:	Complete the action items with the team, assigning timing and accountabilities.

Action Plan

- What actions will this team take to improve trust?
- How will we hold ourselves accountable?
- What is one thing you can do individually to improve your character or competence?

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Slide 12: Next Steps

SAY:	We will start implementing these changes now.
ASK:	How will we talk to our teams about this discussion and our action plan?
SAY:	I'll send out the action plan after the meeting and put the topic on our meeting agendas.

Next Steps

Putting our work into action

- Initiate action plan.
- Meet with your teams and discuss the actions you will take.
- Follow up on progress in our team meetings.



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Slide 13: Resources

SAY: And, here is a reminder about the resources available to support you in the work.

Thank you for your honesty, ideas and willingness to move into action.

Resources

OD&L

- [Team Development Sessions](#)
- [OD&L Consultation](#)

READINGS

- Covey, Stephen M.R. and Merrill, Rebecca R. (2006). *The Speed of Trust: The One Thing That Changes Everything*. Free Press: NY, NY
- Horsager, David (2009). *The Trust Edge*. Free Press: NY, NY

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Session Follow Up

- Send out the action plan to the team. Encourage them to consider holding the session with their teams.
- Add the topic to your 1:1's and team agendas quarterly.
- Follow up with each team member to ensure they identified an individual development goal.

Evaluation

After each lesson, we will send an evaluation to the participating team. Feedback will be used to improve the modules and will identify other development topics and needs.

Please contact odl@fairview.org with any questions.