

# Team Development through Trust

## Building Management Skills for Prevention Professional Video Series



New England (HHS Region 1)

**PTTC**

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Prevention Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration

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The contents are those of the author and do not necessarily reflect the official views nor position of the SAMHSA/DHHS or the U.S. Government.



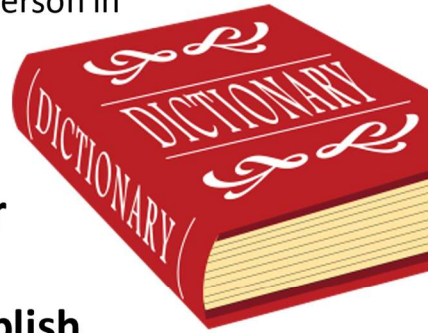
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## Trust: Defined

- “Reliance on the character, ability, strength, or truth of someone or something; to have confidence or hope”
- “The obligation or responsibility imposed on a person in whom confidence or authority is placed”
- *You rely on someone else to do the right thing*



- **What role does trust play inside your work teams?**
- **What does trust allow you to accomplish individually?**
- **What does trust allow you to accomplish as a team?**

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Trust is in the eyes of the beholder!!

- **Only you can determine whether you trust someone . . .**
- **Only the other person can determine whether s/he trusts you . . .**
- ***So, what does it take for you to see someone as “TRUSTWORTHY?”***

***. . . Let's see*** 

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## Thought “Experiments”

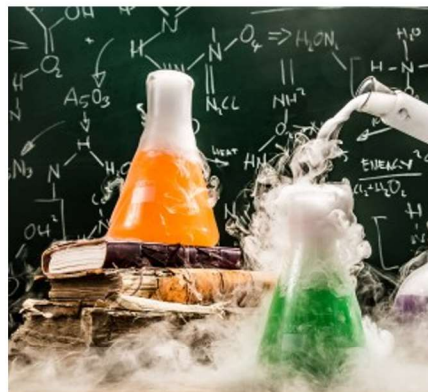
1. Individually, think of 3 people whom you trust very much:

*1 public figure + friend or family member  
+ 1 coworker (please, no names)*

2. For each of these people, identify what makes you trust them– what are your Trust Factors for each? Individually, think of 3 other people whom you DISTRUST:

*1 public figure + friend or family member  
+ 1 coworker (please, no names)*

4. For each of these people, identify what makes you distrust them– what are your Distrust Factors for each?



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**Please record your responses on the next two pages . . .**

# Building Trust Within Your Team

## Thought Experiment # 1

*What makes you trust these 3 people very much? What are the Trust Factors? Some Trust Factors can be common across two or all three people; some Trust Factors can be specific to just one person . . .*

### Public Figure

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### Friend or Family Member

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### Coworker

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## Thought Experiment # 2

*What makes you DIStrust these 3 other people very much? What are the Distrust Factors? Some Distrust Factors can be common across two or all three people; some Distrust Factors can be specific to just one person*

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### Public Figure

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### Friend or Family Member

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### Coworker

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## Do you have any trust “deal-makers” or “deal-breakers”

Which Trust  
Factor can  
produce the  
biggest increase in  
**your** trust level  
for someone else?



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# **Building Trust with People Inside & Outside Your Team: Definitions**

## ***Stephen M.R. Covey's 13 Behaviors for Relationship Trust***

Stephen M.R. Covey (2006). The Speed of Trust: The One Thing That Changes Everything. New York: Free Press.

### **1. Talk straight**

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

### **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 cannot do anything for you. Show kindness in the little things. Do not fake caring. Do not attempt to be "efficient" with people.

### **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 that "What you see is what you get." Do not have hidden agendas. Do not hide information.

### **4. Right wrongs**

Make things right when you are wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Do not cover things up. Do not let pride get in the way of doing the right thing.

### **5. Show loyalty**

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

### **6. Deliver results**

Establish a track record of results. Get the right things done. Make things happen. Accomplish what you are hired to do. Be on time and within budget. Do not over-promise or under-deliver. Do not make excuses for not delivering.



## **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. Do not consider yourself above feedback. Do not assume today's knowledge and skills will be sufficient for tomorrow's challenges.

## **8. Confront reality**

Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the "sword from the hands" – disempower those things that are difficult to talk about. Do not skirt the real issues. Do not bury your head in the sand.

## **9. Clarify expectations**

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Do not violate expectations. Do not assume that expectations are clear or shared.

## **10. Practice accountability**

Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you will communicate how you are doing – and how others are doing. Do not avoid or shirk responsibility. Do not blame others or point fingers when things go wrong.

## **11. Listen first**

Listen before you speak. Understand. Diagnose. Listen with your ears – and your eyes and your heart. Find out what the most important behaviors are to the people with whom you are working. Do not assume that you know what matters most to others. Do not presume that you have all the answers – or all the questions.

## **12. Keep commitments**

Say what you are going to do, then do what you say you are going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Do not break confidentiality. Do not attempt to "PR" your way out of a commitment that you have broken.

## **13. Extend trust**

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

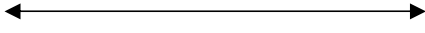




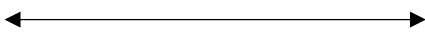
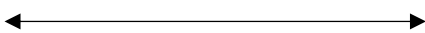
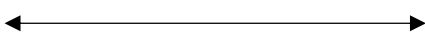
## Your Personal Trust Assessment






- Please identify someone whom you would like to target for increased trust – preferably someone at work, whose name you will not be asked to share
- With this person in mind, please complete the “Building Trust Inside Your Team” assessment
  - For each of Covey’s 13 trust-building behaviors, where is YOUR current performance with building trust with your Trust Target? (on the scale of 5 to 1)

**Please complete your assessment on the next two pages . . .**

## Building Trust Inside Your Team

### *Assessment of 13 Behaviors for Relationship Trust*

DESIRED BEHAVIOR	CURRENT PERFORMANCE	OPPOSITE
TALK STRAIGHT	 5    4    3    2    1	Lie, spin, tell half-truths, double-talk
DEMONSTRATE RESPECT	 5    4    3    2    1	Don't care or don't show that you care; show disrespect or show respect only to those who can do something for you
CREATE TRANSPARENCY	 5    4    3    2    1	Withhold information; keep secrets; create illusions; pretend
RIGHT WRONGS	 5    4    3    2    1	Don't admit or repair mistakes
SHOW LOYALTY	 5    4    3    2    1	Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs
DELIVER RESULTS	 5    4    3    2    1	Fail to deliver; deliver on activities (look like you're busy), not results
GET BETTER	 5    4    3    2    1	Deteriorate; don't invest in improvement; force every problem into one solution
CONFRONT REALITY	 5    4    3    2    1	Bury your head in the sand; focus on busywork while skirting the real issues

CLARIFY EXPECTATIONS	 5      4      3      2      1	Assume expectations or don't disclose them; create vague and shifting expectations
PRACTICE ACCOUNTABILITY	 5      4      3      2      1	Don't take responsibility; "It's not my fault!" don't hold others accountable
LISTEN FIRST	 5      4      3      2      1	Don't listen; speak first and listen last; pretend to listen; listen without understanding
KEEP COMMITMENTS	 5      4      3      2      1	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments
EXTEND TRUST	 5      4      3      2      1	Withhold trust; fake trust and then snoopervise or micro-manage; give responsibility without authority to make decisions

**Perfect Score = 65**

How do you feel about your score?

What are your strengths?

Where are your improvement opportunities?

## Covey's 13 Behaviors: Building Trust Accounts with Coworkers

### The Metaphor:

- By behaving in ways that build trust, you make deposits
- By behaving in ways that destroy trust, you make withdrawals
- The balance in your account reflects that amount of trust in the relationship at any given time



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## Covey's 13 Behaviors: Building Trust Accounts with Coworkers

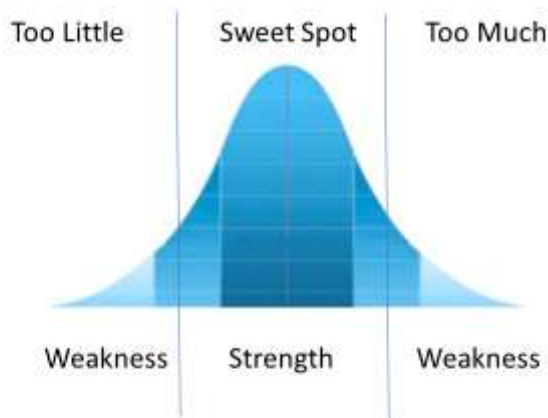
### The Realities:

- Each Trust Account is unique
- All deposits and withdrawals are not created equal
- What seems like a deposit to one person may not be a deposit to another person
- Withdrawals typically are larger than deposits
- You sometimes can build trust faster by no longer making withdrawals
- Each relationship has two Trust Accounts



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## Covey's 13 Behaviors: Where's the Sweet Spot? (Part 1)



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## Where's the Sweet Spot? (Part 2)

- Absence or too little of a Behavior = a weakness
- Too much of a Behavior/Behavior taken to the extreme can = a weakness
- The Goal: To hit the Sweet Spot on the curve with each Behavior
- The 13 Behaviors work together to create balance (e.g. "Talk straight" must be balanced by "Demonstrate respect")

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# Covey's 13 Trust-Building Behavior Suggestions

These suggestions may be helpful with your next action planning activity, starting on p. 19 . . .

## 1. Talk straight

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

Tips:

- Ask yourself: What keeps me from talking straight? Is it the fear of consequences? The fear of hurting others' feelings?
- What are the benefits of being honest and straightforward? What are the costs?
- In the middle of a conversation, stop and ask yourself if you are talking straight. If you are not, assess why not in that moment.
- Learn to get your message or point across quickly, using precise language, an economy of words, and less spin.

## 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 cannot do anything for you. Show kindness in the little things. Do not fake caring. Do not attempt to be "efficient" with people.

Tips:

- Demonstrate the basics: "Please," "Thank you," knowing someone's name, "Excuse me" when I bump into you or interrupt your speaking, "I'm sorry" when I make a mistake
- Think about specific things that you can do to demonstrate that you care about other people: call them, write them thank you notes, acknowledge their achievements or contributions, tell them how much you appreciate them, be sure that they know how much you value them
- Do not take existing relationships for granted – do not assume that they know that you care

## 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 that "What you see is what you get. Do not have hidden agendas. Do not hide information.

Tips:

- Periodically ask yourself whether you are withholding information from others that you should share. If so, figure out why you are doing that.
- Ask, "If I/we were more transparent, what difference would that make?"

#### **4. Right wrongs**

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

- When you make a mistake, examine your response – do you try to ignore it, justify it, cover it up? Do you quickly admit it and genuinely try to fix things?
- Consider forgiving someone when they wrong you – it may help them if you make it easier for them to right their wrong, and it might help you.

#### **5. Show loyalty**

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

Tips:

- When you are present while someone is badmouthing somebody who is not present, consider your options and do what would be the most principled thing for you to do.
- While working on a project with others, go out of your way to give others the credit that they deserve – create an atmosphere where everyone’s contributions are noticed and acknowledged.
- Catch people doing things right and share your excitement and appreciation.

#### **6. Deliver results**

Establish a track record of results. Get the right things done. Make things happen. Accomplish what you are hired to do. Be on time and within budget. Do not over-promise or under-deliver. Do not make excuses for not delivering.

Tips:

- Be sure that you completely understand others’ expectations – know what “great results” mean to the other person, rather than assuming that your definition of “great” is the same as their definition.
- Be sure that your commitments are realistic. Avoid over-promising.
- Try to anticipate others’ needs and deliver on them before they even ask.



## 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. Do not consider yourself above feedback. Do not assume today's knowledge and skills will be sufficient for tomorrow's challenges.

Tips:

- Learn from your and others' successes and mistakes. Ask yourself, "How can I do this better the next time?"
- Ask for feedback, rather than waiting for it to be offered.
- Encourage yourself and others to take appropriate risks, to grow and expand capabilities.
- Ask others for "Continue/Stop/Start" feedback about yourself or your team: What should I/we continue to do? What should I/we stop doing? What should I/we start doing?

## 8. Confront reality

Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Disempower those things that are difficult to talk about. Do not skirt the real issues. Do not bury your head in the sand.

Tips:

- When you feel reluctant to confront reality, ask yourself why. What are the consequences of not confronting reality? Make an informed choice whether to proceed.
- See customers and coworkers as resilient adults who can handle things as they are.
- If you are uncomfortable in a professional relationship, ask yourself why. Is there an issue that is getting in the way of having an open, trusting relationship? Consider confronting the issue head-on with respect.

## 9. Clarify expectations

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Do not violate expectations. Do not assume that expectations are clear or shared.

Tips:

- Remember that clarity is power.
- Ask a few simple questions of the other person to be sure that they understand your expectations.
- Create team charters, clear project agreements in advance.
- Consider looking at a frustrating relationship and identifying, "What expectation do I have here that's not being met?"
- Work together with others to achieve clarity.

## **10. Practice accountability**

Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear about how you will communicate how you are doing – and how others are doing. Do not avoid or shirk responsibility. Do not blame others or point fingers when things go wrong.

Tips:

- When things go wrong, try to practice a response that takes personal responsibility, rather than one of blaming and accusing.
- Be sure others know exactly what you expect and why.
- When you set goals, make them SMART (Specific, Measurable, Action-Oriented, Realistic/Relevant, Time-Bound).
- Evaluate yourself and others against what you agreed upon.
- Follow through on your agreements and related consequences.

## **11. Listen first**

Listen before you speak. Understand. Diagnose. Listen with your ears – and your eyes and your heart. Find out what the most important behaviors are to the people with whom you are working. Do not assume that you know what matters most to others. Do not presume that you have all the answers – or all the questions.

Tips:

- Seek to understand before you speak or respond to others.
- Realize that if someone is communicating with high emotion, they probably do not feel understood.
- If you want to give someone advice, first be sure that they know that you understand them, after having actively listened to them.
- Think about a few examples over the last week where you did not listen first. What were the results? How would the results have been different if you had listened first?
- While in a conversation with someone, ask yourself whether you really do fully understand them or if you have made assumptions in filled in your own thoughts or feelings where they left out their own during the interaction.
- Be proactive in understanding your customers and coworkers. You will be in a better position to meet their needs or even exceed their expectations.

## **12. Keep commitments**

Say what you are going to do, then do what you say you are going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Do not break confidentiality. Do not attempt to “PR” your way out of a commitment that you have broken.

Tips:

- Find a value-added reason to make a commitment to someone and then honor it.
- Do that again and again and again.
- Be sure that your commitments are realistic.
- Learn how to say “no” when that truly is the better answer.

## **13. Extend trust**

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

Tips:

- Identify someone whom you think does not trust you. Ask yourself whether their lack of trust in you could, in part, be because you do not trust them? Try to reverse that by extending trust to them.
- On a scale of 1-10, where are you in your extending trust to others, with 10 being the best. If you rate yourself a 5 or lower, what are two steps that you could take to extend more trust?
- Try extending trust to those who are easier for you to trust and then work your way up to those who may be more difficult for you to trust.
- Avoid unnecessary hovering, micromanaging.

# Can They Trust You?

## Covey's 13 Trust-Building Behavior Suggestions

Please select ONE person on your team at work (your Trust Target) whom you would like to trust you or to trust you more than they already trust you. If you have a challenging work history with someone on your team, that would be a great person to use as your Trust Target – no names will be shared during this exercise. Using Covey's 13 trust-building behaviors and suggestions, please note below what you need to start doing, stop doing, and continue to do in this relationship to build their trust in you.

### 1. Talk straight

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I need to START	I need to STOP	I need to CONTINUE

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