

Building Trust In The Workplace



CAPLA LEADERSHIP SERIES

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An Exercise...



Picture in your head a low trust relationship that you currently have. (eg. Could be a family member, a friend, a current service relationship – ie. cell phone provider, mechanic, cable company, anything).

Now list as many words as you can think of that describe that relationship.



Now, picture a high trust relationship you have and list as many words as you can that describe that relationship.

Compare the two list of words.

Which list would you like to have describe the place where you work?



“Trust is like the air we breathe – when it’s present, nobody really notices; when it’s absent, everyone notices.”

Warren Buffet

Why Trust Might Be An Issue



Think about what we teach our kids...

Think about what makes news and captures our attention – daily...

Is it any surprise then that there exists a fair amount of cynicism about trust in our culture?

My Assumptions To Build On Today



1. Trust can be built, and re-built if necessary.
2. A high level of trust is a key strategic advantage in today's workplace.

Two “Ya, I Know” Statements



1. Trust can only be built with someone who wants to truly be trustworthy which, unfortunately, is not always the case.
2. As a start, being trustworthy generally revolves around saying what you mean and doing what you say.

Trust Is Built In A Variety of Ways



1. Trust is built by extending trust.
 - “When we trust people, they tend to trust us back. When we withhold trust or project distrust, they tend to reciprocate with distrust.”
 - It starts with you.
 - Smart trust is about good judgment which includes taking the first step but also analysis.



“I believe the following: ‘It is better to trust and be disappointed occasionally than to mistrust and be miserable all the time.’”

John Wooden, UCLA Coach

Trust Is Built In A Variety of Ways...



1. Trust is built by extending trust.
2. Trust is built by getting to know the other person.

Exercise



“Two truths and a lie...”

Trust Is Built In A Variety of Ways...



1. Trust is built by extending trust.
2. Trust is built by getting to know the other person.
3. Trust is built through showing healthy respect.

The Difference A Respectful Workplace Makes



Percentage of employees who:

- Believe they get *no* respect at work: 80%
- Claim that they are treated uncivilly at work *at least once per week*: 48%
- Were *dissatisfied* with the way their companies handle incivility: 3 out of 4
- Say that they would have career problems if they reported incivility: more than half.

The Difference A Respectful Workplace Makes



- Have reported their uncivil treatment to HR or EAP:
9%
- Left their jobs because they were treated uncivilly:
12%
- Average price of replacing each of those employees:
\$50,000 (1.5 to 2.5 times their annual salaries).

The Difference A Respectful Workplace Makes



- Annual cost of job stress to U.S. corporations: \$300 billion.
- Amount of time Fortune 1000 executives spend resolving employee conflicts: *7 weeks* per year.
- Percentage of workers treated uncivilly who:
 - Get even with their offenders: 94%
 - Get even with their organizations: 88%

The Difference A Respectful Workplace Makes



- Team Dynamics are strongly affected by incivility.
- Cross-cultural issues (including gender & generational as well as racial) are impacted.
- Personal engagement or 'buy in' at the workplace becomes an issue.
- Physical health can be affected which can lead to greater absenteeism, sick days, etc.

The Difference A Respectful Workplace Makes



“I challenge us to measure the performance of a team whose work is underscored by trust, civility, and good manners against a team where mistrust, disrespect, and lack of consideration are the rule of the day. No contest. Spirit, motivation, respect, and appreciation win every time. Dispirited, unmotivated, unappreciated workers cannot compete in a highly competitive world.”

**Frances Hesselbein,
Past CEO of The Girl Scouts of America**

Trust Is Built In A Variety of Ways...



1. Trust is built by extending trust.
2. Trust is built by getting to know the other person.
3. Trust is built through healthy respect.
4. Trust is built when you practice constructive conflict.



- **Constructive conflict is about ideas and issues, not persons and personalities.**
- **One of the most important skills needed in today's world is how to function well with people who are wired differently than you are.**



There are some assumptions often in play here...

1. We often assume people are not different, they *are* wired just like we are.
2. If we get to the place where we accept that people are in fact wired differently, we believe they shouldn't be.



“Bottom line, when people trust each other, differences are strengths; when they don’t trust each other, differences are divisive.”

Stephen Covey Jr.



Having said all of this, conflict is always “personal”...

You cannot help but bring in to any situation who you are.

What you can do is build a level of self-awareness and team awareness that allows you to handle conflict as ‘impersonally’ as is beneficial.

One Last Story



Muhammad Yunus and the Grameen Bank.

Take Aways & Questions



What is one thing that you can personally do that will help build trust in your workplace?

Resources



The Speed of Trust – Stephen Covey Jr.

Smart Trust – Stephen Covey Jr.

The Five Dysfunctions Of A Team – Patrick Lencioni

The Three Signs of A Miserable Job – Patrick Lencioni

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