



BUILDING TRUST

Facilitation Instructions

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**BUILDING TRUST
FACILITATION INSTRUCTIONS**

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Ken Blanchard first developed Situational Leadership® with Paul Hersey in the late 1960s. In 1985, Blanchard and the Founding Associates of The Ken Blanchard Companies®—Marjorie Blanchard, Don Carew, Eunice Parisi-Carew, Fred Finch, Laurence Hawkins, Drea Zigarmi, and Patricia Zigarmi—created a new generation of the theory called Situational Leadership® II. The leadership model used in this product is based on the Founding Associates' second generation thinking and research, and is used with their permission.

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Building Trust—Training Design

Building Trust 3.5-hour design

ACTIVITIES	TITLE	MINUTES	SCHEDULE
1	Introduce Program	2	
2	Complete the Leader as Trust Builder™ Self-Survey	8	
3	Set the Context	20	
4	Discuss the Cost of Low Trust	10	
5	Introduce the Elements of the ABCD Trust Model™	10	
6	Illustrate the Elements of the ABCD Trust Model	5	
7	Conduct Trustworthy and Untrustworthy Behaviors Activity	10	
8	Teach the Descriptors of the ABCD Trust Model	15	
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9	Conduct the Trust Behavior Card Sort Activity	15	
10	Conduct A Day in the Life Activity	20	
11	Present Positive and Negative Examples of ABCD Trust Model Elements	20	
12	Debrief the Activity	10	
13	Score the Leader as Trust Builder™ Self-Survey	10	
14	Develop an Action Plan to Enhance Your Trust Building Skills	20	
15	Conduct an Honorable Closing	10	
16	*Optional: Linking Trust to Situational Leadership® II	(10)	
17	Wrap Up	10	

**Total Training Time
(without optional activity) 3 hours, 30 minutes**



Building Trust

210 MINUTES

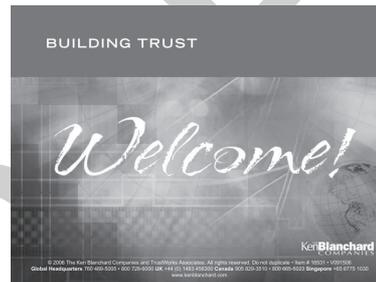
PURPOSE • • •

Participants acquire the knowledge and skills necessary to create and maintain trust when leading individuals, teams, and organizations.

1. Introduce Program

LARGE GROUP 2 MIN.

- Display visual aid 1—Welcome!



- Welcome participants to Building Trust.
- Introduce yourself.
- Make this remark ...

This session explores the importance of trust for working effectively with individuals, with teams, and with the whole organization. It touches on how trust impacts effectiveness, on how easily trust can be destroyed, and on what it takes to develop trust.

The focus of this session is on building trust with the people you lead.

2. Complete the Leader as Trust Builder™ Self-Survey

LARGE GROUP 8 MIN.

- Ask participants to take out their self-surveys.
- Make this remark ...

If you have not completed the survey as prework, please complete it now.

- ☐ Refer to participant workbook page 4—Leader as Trust Builder™

If you have already completed the survey, take the next few minutes to answer the first question on page 4. Think about leaders who have built trust with you. Write down the specific actions or behaviors these leaders displayed that made you trust them.

3. Set the Context

LARGE GROUP 20 MIN.

- Make this remark ...

Today you will discover what you as a leader can do to build trust and why it is important to be concerned with trust when leading individuals and teams.

- Ask this question ...

How many of you did something during the last week and thought, “This is really important for building a trusting relationship!”?

- Very few participants will respond that they thought about the impact of their actions on building or eroding trust.

- Make this remark ...

Interestingly, research shows that we usually do not pay attention to trust until it is broken—which can be costly.

- ☐ Refer to participant workbook page 3—Learning Objectives

- Display visual aid 2—Building Trust Learning Objectives.

Building Trust—Learning Objectives

- Explore the concept of trust in leading teams and individuals
- Identify the elements of trust
- Identify your strengths and challenges in building trust
- Create an action plan for becoming a more trustworthy leader

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- Review the learning objectives.
- Display visual aid 3—Trustworthy and Untrustworthy Behaviors Activity

Trustworthy and Untrustworthy Behaviors Activity

- In table teams, discuss either what a trustworthy leader does or what an untrustworthy leader does.
- Make a list of the behaviors on a flip chart.
- Be prepared to share your list with the whole group in 15 minutes.

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- Refer to participant workbook page 4—Leader as Trust Builder™
- Divide the group into two teams (A and B) and provide each team with a flip chart and markers. Note: You may have two groups working on each set of behaviors.
- Give these instructions ...

I'd like Team A to discuss the question, "What do trustworthy leaders do to earn people's trust?" I'd like Team B to discuss, "What do untrustworthy leaders do to lose or break people's trust?" Take notes on page 2 of your participant workbook and write the specific behaviors on your flip chart. You have 15 minutes.



- Post the trustworthy and untrustworthy flip charts but do not comment on them now. Note: If there were two groups for each set of behaviors, consolidate the two lists onto one flip chart for trustworthy behaviors and one flip chart for untrustworthy behaviors.
 - Make this remark ...
- We will come back to the flip charts after we explore the ABCD Trust Model.*

4. Discuss the Cost of Low Trust

LARGE GROUP 10 MIN.

REFERENCE . . .

Examples of the Cost of Low Trust

- *Decisions are questioned*
- *Morale goes down*
- *Employees aren't engaged; they don't participate fully*
- *More duplication of effort*
- *Unnecessary work gets done or work has to be redone because mistakes are made*
- *Employees stop working*
- *They file complaints—there are more HR and legal issues*
- *They don't achieve goals*
- *They stop taking initiative; they don't contribute creativity or good ideas*
- *Conflict increases; teamwork declines*
- *Employees don't work to their full potential*
- *Employees leave the company, which requires hiring and training new people*



The Cost of Low Trust

How do employees react to low trust?
 What is the cost of low trust?

- Record the group's ideas on a flip chart.
- Ask ...
How do you think employees react to low trust?
- Write the participants' answers on the flip chart.
- Ask ...
What is the cost of low trust? Why is this a concern to an organization?
- Write the participants' answers on the flip chart. Supplement their responses with the examples listed in the sidebar. Be sure this response is on the list ...
 - *They leave the company, which requires hiring and training new people*
- Acknowledge the responses.
- Display visual aid 4—Why Employees Leave

Why Employees Leave

Interviews with 2 million workers at 700 firms determined that employee longevity is directly related to the employee's trusting relationship with his or her immediate supervisor.

—Gallup Research, 2006

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- Make this point ...
Employees often leave their bosses, not their jobs or companies.
- Ask ...
What are some of the financial consequences to a company when an employee leaves?
- Record the group’s ideas on a flip chart. Supplement their responses with the examples listed in the sidebar.

REFERENCE . . .

Examples of the Financial Consequences of Attrition

- Company has to hire a headhunter
- Takes time to set up and conduct interviews
- Takes time to train; new person is less productive while learning
- Increases workload of other employees
- Customer relationships may be negatively impacted due to reduced quality of services and/or products
- Requires one-and-a-half times the salary to replace



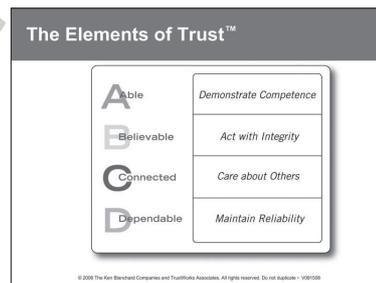
Financial Consequences of Attrition

- Make this point ...
Productivity and morale—the two dimensions of a team’s effectiveness—are also influenced by high trust or a lack of trust.

5. Introduce the Elements of the ABCD Trust Model

LARGE GROUP 10 MIN.

- Refer to participant workbook page 5—The Elements of Trust.
- Display visual aid 5—The Elements of Trust.



REFERENCE

Do not focus on the components for each element yet!

REFERENCE

Examples of Descriptors

Able

- Skilled
- Knowledgeable
- Technically competent

Believable

- Credible
- Honest
- Ethical

Connected

- Compassionate
- People and relationship focused
- Caring

Dependable

- Reliable
- Responsive
- Keeps promises

- Make this remark ...

The ABCD Trust Model came from analyzing the behaviors of leaders that created or eroded trust. The model has four elements.

- Highlight each element by naming it, sharing a description of what that element entails, and giving an example of the corresponding behavior in action.

- Make these remarks ...

✓ **The A stands for Able—Demonstrate Competence.**

- Example: A project manager who is very knowledgeable about how to run a complex project successfully

✓ **The B stands for Believable—Act with Integrity.**

- Example: A manager who makes a tough decision to terminate a long-time employee who has been dishonest

✓ **The C stands for Connected—Care about Others.**

- Example: A manager who takes time to acknowledge and praise an individual who has succeeded with a new task

✓ **The D stands for Dependable—Maintain Reliability.**

- Example: A manager who consistently starts and ends meetings on time

- Give these instructions ...

With the team at your table, write descriptors (synonyms) for each element in the descriptors column on workbook page 3.

- The sidebar contains examples of what participants may come up with.

- Give these instructions ...

Now spend two minutes with a learning partner discussing the question: Do these four elements describe a trustful relationship? Why?

- Pull out a few comments from the large group.
- Make this remark ...

Now I am going to tell you a story so you can see what each of the ABCD elements looks like in action.

6. Illustrate the Elements of the ABCD Trust Model

LARGE GROUP; PAIRS OR TRIADS 5 MIN.

- Continue to illustrate each of the elements by telling the following story about river rafting. Stop to discuss answers after each part of the story.
- Create a flip chart ...



Questions

- Which element is this?
- Why?
- Does this behavior create or erode trust?

- Give these instructions ...

Form pairs or triads at your tables. As I tell the four parts of the story, identify each element with your learning partners. Decide whether the behavior described builds or erodes trust.

- Set the scene ...

You have planned a river-rafting trip with several friends and have been assigned to the raft manned by Joe.

The company that Joe works for markets itself as an ecological partner in maintaining a pristine environment. Before you board your raft, you see Joe emptying snack food wrappers out of his pockets into the water.

- Ask ...

Which element is this? Why? Does the behavior create or erode trust?

- Answer ...

Believable. It does not build trust in Joe or the company since there's inconsistency between the company's values and Joe's actions.

- Continue the story ...

The company you hired offers custom trips with different routes and stopping points. When you talk to the people you are going with, Joe takes over the conversation and says to forget all the suggestions in the brochures because he knows the best way to give everyone a fun adventure.

- Ask ...

Which element is this? Why? Does the behavior create or erode trust?

- Acknowledge responses and say ...

The answer is Connected. The behavior erodes trust since the group is not likely to trust Joe to listen to them if they have concerns along the way.

- Continue the story ...

Not long after you have been on the raft, Joe rams into some rocks, flipping the raft over. You and your friends refuse to get back into the raft.

- Ask ...

Which element is this? Why? Does the behavior create or erode trust?

- Acknowledge responses and say ...

The answer is Able. None of you trusts Joe's ability to safely navigate the river.

- Continue the story ...

You have paid for a five-hour trip including transportation back to your cars. Joe stops after four hours and explains that by stopping you'll have time to find transportation back. He insists that the trip just went faster than usual today so that return transportation won't be available.

- Ask ...

Which element is this? Why? Does the behavior create or erode trust?

- Acknowledge responses and say ...

The answer is Dependable. These behaviors lead you to believe that the company can't be trusted to do what it says it will do.

Now that you have heard an example of each of the elements, let's look back at the lists of trustworthy and untrustworthy behaviors on the flip charts and code them A, B, C, or D.

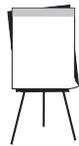
REFERENCE . . .

Examples of Trustworthy Behaviors

- *Is knowledgeable and helps others become more competent—A (Able)*
 - *Sets achievable goals—A (Able)*
 - *Gets results—A (Able)*
 - *Is truthful—B (Believable)*
 - *Is honest about abilities—B (Believable)*
 - *Is ethical—B (Believable)*
 - *Gives credit to the person who does the work—B (Believable)*
 - *Provides recognition—C (Connected)*
 - *Listens—C (Connected)*
 - *Shows respect for others—C (Connected)*
 - *Does what they say they will do—D (Dependable)*
 - *Holds people accountable—D (Dependable)*
 - *Walks the talk—B (Believable)*
 - *Shares relevant information—C (Connected)*
- ... Continued in sidebar on next page*

7. Categorize Trustworthy and Untrustworthy Behaviors Activity

LARGE GROUP 10 MIN.



- Refer to the trustworthy and untrustworthy behaviors flip charts.
- Give these instructions ...

Now, on our trustworthy behaviors flip chart, let's determine which element each behavior is an example of: A (Able), B (Believable), C (Connected), or D (Dependable).

On the untrustworthy behaviors flip chart, we will determine whether each behavior is an example of the A (Unable), B (Unbelievable), C (Unconnected), or D (Undependable) element.

- As participants identify the elements, write the matching letter—A, B, C, or D—next to the leadership behavior on the flip chart. Refer to the examples in the sidebars.
- Make this remark ...

Record examples of trustworthy and untrustworthy behaviors in your participant workbook.

8. Teach the Descriptors of the ABCD Trust Model

LARGE GROUP 15 MIN.

- Refer to participant workbook page 6—The ABCD Trust Model.
- Display visual aid 6—The ABCD Trust Model.

The ABCD Trust Model™	
Elements	Descriptors
A Able Demonstrate Competence	1 Expertise
	2 Performance Results
	3 Facilitation Skills
B Believable Act with Integrity	4 Honesty
	5 Values
	6 Fair Process
C Connected Get along Others	7 People Focus
	8 Communication
	9 Recognition
D Dependable Execute Reliably	10 Responsiveness
	11 Accountability
	12 Organization

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REFERENCE . . .

Examples of Untrustworthy Behaviors

- Destroys confidence by taking over someone's job—A (Unable)
- Answers before giving others a chance to respond—A (Unable)
- Is unfair—B (Unbelievable)
- Lies—B (Unbelievable)
- Breaks confidentiality—B (Unbelievable)
- Gives private praise and public scorn—C (Unconnected)
- Withholds information—C (Unconnected)
- Says one thing and does another—D (Undependable)
- Is never on time—D (Undependable)
- Makes commitments they cannot keep—D (Undependable)
- Is inconsistent—D (Undependable)
- Shows favoritism—B (Unbelievable)

■ Make these points ...

Trust is a perception based on our behaviors. We may not realize that we are building or eroding trust, because that happens in others' reactions to our behavior.

- Provide a quick overview of the descriptors of each element and share several behavioral examples of each descriptor. Use these examples or create your own.

✓ **A descriptor of Able is expertise.**

- *I trust you when I know you are experienced and can teach me.*

✓ **Another descriptor of Able is performance results.**

- *I trust you when I know you've got a track record for getting results. I trust you when I know that you can develop a credible project plan and team, when you can design and implement work processes and procedures that help us accomplish the work we need to get done. I trust you when I know you can create the right infrastructure, when you have execution and facilitation skills.*
- *I don't trust you when I know you don't know what you're doing, when you don't have the right credentials, experience, or knowledge to be in the position you're in.*

✓ **A descriptor of Believable is honesty.**

- *I trust you when you don't lie or manipulate.*

- ✓ **Another descriptor of Believable is when** our values are in alignment.
 - *I trust you when I understand your values and they match mine and the organization's.*
- ✓ **Another descriptor of Believable is** fair process.
 - *I trust you when you treat people fairly and don't play favorites. In other words, I trust you when the process is fair.*
 - *I don't trust you if you lie, withhold information, play favorites, or gossip.*
- ✓ **A descriptor of Connected is** people focus.
 - *I trust you when you care about me and take an interest in me.*
- ✓ **Another descriptor of Connected is** communication.
 - *I trust you when you share information, treat me like I'm smart, and keep lines of communication open.*
- ✓ **Another descriptor of Connected is** recognition.
 - *I trust you when you give me credit for my work and when you recognize my efforts.*
 - *I don't trust you when you hide or hoard information, take credit for my ideas, and aren't interested in me as a person.*
- ✓ **A descriptor of Dependable is** responsiveness.
 - *I trust you when you do what you say you're going to do. You get back to me. You keep your promises and don't commit to doing things you aren't going to do.*

- ✓ **Another descriptor of Dependable is accountability.**
 - *I trust you when you hold yourself and me accountable for taking action and for getting results.*
- ✓ **Another descriptor of Dependable is organization.**
 - *I trust you when you're organized enough to be able to be responsive. You manage email and voice mail communications and other forms of technology well.*
 - *I don't trust you when you overpromise and under deliver, or when you blame everyone else but don't take any responsibility when things go wrong. I distrust you when you're disorganized.*

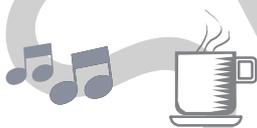
☐ Refer to participant workbook pages 7–10—Leader as Trust Builder Behavioral Examples.

■ Give these instructions ...

Write down one or two personal examples of each of the 12 descriptors on the blank lines under the name of each.

■ Make this remark ...

I encourage you to help each other come up with examples if anyone is struggling.



Break

10 MIN.

9. Conduct the Trust Behavior Card Sort Activity

SMALL GROUPS OR PAIRS 15 MIN.

REFERENCE • • •

You may receive questions about why certain cards go in certain elements. For instance, the card that says, "Give employees meaningful feedback on their performance," may seem to go with the Connected element. The correct answer is Able, because a trustworthy leader needs to know how to give feedback and have the expertise to do so. Familiarize yourself with the cards prior to the training so you are prepared to answer this type of question.

REFERENCE • • •

Optional: You may wish to tally the scores and award prizes for the team with the highest score.

- Divide the participants into table teams or pairs. You should also have one deck of 36 Building Trust Behavior Cards available for every table team or pair.

- Give these instructions ...

I will give you four pieces of paper. With a marker, write a large letter A on one page, a large letter B on the next, a large letter C on the next, and a large letter D on the last. When I give you your deck of Behavior Cards, shuffle them thoroughly. Then sort the 36 behaviors (9 per element) into the 4 elements of trust—A, B, C, and D. Put the A's on the A paper, the B's on the B paper, and so on. You have 15 minutes.

- Solicit questions.
- After answering questions, distribute one deck of 36 Building Trust Behavior Cards to each team.
- When time is up, give these instructions ...

Now, turn the cards over to find the right answers.

10. Conduct A Day in the Life of a Trustworthy or Untrustworthy Leader Activity

SMALL GROUPS OR PAIRS 20 MIN.

- Refer to participant workbook pages 11–12—A Day in the Life of a Trustworthy or Untrustworthy Leader.
- Keep the class in their table teams or pairs. Have flip chart paper and markers ready for each team. You should also have one set of eight Building Trust A Day in the Life Cards available for every 24–30 participants.