



TRUST: **PERSONAL & GROUP REFLECTION EXERCISES**

Trust

Confidence

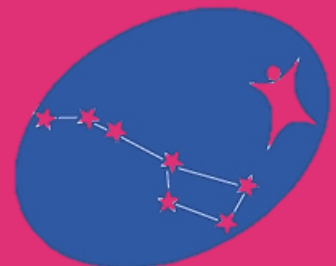
Hope

Expectation

Commit

Believe

**NORTH STAR
FACILITATORS**



Capacity for trust is a combination of *contractual-trust*, *communication-trust*, and *competence-trust*. Examples of each are given below. Source adapted from: Trust & Betrayal in the Workplace by Dennis S. Reina & Michelle L. Reina.

Contractual-trust or character-trust: *We do what we say we will do*

- Honor (keep) agreements
- Manage expectations
- Delegate appropriately
- Establish boundaries
- Encourage actions that serve all parties
- Be congruent in our behavior

Communication-trust or disclosure-trust: *We offer relevant information in a timely manner*

- Share information willingly
- Admit mistakes
- Tell the truth
- Maintain confidentiality
- Give and receive specific and constructive feedback
- Speak well of others

Competence-trust or capability-trust: *We trust the capabilities of ourselves and of others*

- Involve others and seek their input
- Respect people's knowledge, skills and abilities (competency) and demonstrate that with your actions
- Respect others' judgment and demonstrate that with your actions
- Help people learn new skills

Whether you are a leader of a team or organization, or you are facilitating a team or an organization it is a good thing to think about your own relationship with trust. Trust is especially challenging to maintain in times of frequent or profound change. We've offered a personal reflection exercise below to help you think about trust.

Personal Reflection Exercise

- Who is someone you trust a lot?
- Why do you trust them?
- What specific behaviors do they have that built your trust?
- How would you rate them on a scale of 1-10 in these areas of trust (10=very trustworthy)?
Contractual Trust _____
Communication Trust _____
Competence Trust _____
- Think of someone with whom you have **lost** trust. Why don't you trust them?
- What specific behaviors did they have that led to a loss of your trust?
- How would you rate them on a scale of 1-10 in these areas of trust (10=very trustworthy)?
Contractual Trust _____
Communication Trust _____
Competence Trust _____
- How would you rate *yourself* in these three areas?
Contractual Trust _____
Communication Trust _____
Competence Trust _____
- What does this suggest you might do differently either to rebuild trust with certain people, or become more trustworthy yourself?

Questions to Ask Your Group When Trust is Lost

The questions below could be used when you are bringing together a group of people that are experiencing mistrust or betrayal over recent or past incidents. Consider asking some of these questions to help the group have a very authentic dialogue with each other. For the last question, you might use a ToP Consensus Workshop technique or have the group brainstorm and prioritize their top 5 actions.

1. What are some examples of trust you have seen in any areas of your work or life?
2. What are some challenges or disappointments in trust you have seen elsewhere?
3. What are some things that are going well with trust in our group?
4. What has been hard for you related to trust with our group?
5. As you listen to each other talk about what has gone well and what has been hard, what are some possible themes you are hearing?
6. What's insightful about these themes?
7. How are what will be different if we say, "I trust people at my workplace implicitly"?
8. How will we know we trust the future of our organization and our leaders as we move forward?
9. What keeps trust going even when times are tough?
10. What are some specific actions we can take in the short term to create thriving, sustainable organizational and individual trust in the future?



Your Guide and Author of This Handout:

Barbara MacKay

Barbara MacKay, MS, CPF®, principal of North Star Facilitators, specializes in strategic planning, facilitation processes, training, and consulting.

Barbara is currently mentoring facilitators from all over the world and cares deeply about passing on the skills to others so the world becomes a just, peaceful and creative place.

Barbara's strong interpersonal communication skills and experience allow her to work skillfully with a wide variety of participant perspectives. Barbara specializes in helping groups participate, problem-solve, plan and make progress in challenging and complex situations. She has an energetic, respectful style and clear delivery. Barbara has worked with 100's of clients from all sectors with her own company since 1995. She provided social, economic and environmental consulting and facilitation services with many cultures throughout Canada from 1981 to 1995.

Barbara is a: Certified facilitator and USA trainer with the International Institute of Cultural Affairs (ICA and Canada); Certified Professional Facilitator (CPF) and assessor of other facilitators world-wide with the International Association of Facilitators (IAF); Professional Development Strategic Initiative Coordinator for the IAF for four years; has been an Adjunct professor with University of Oregon (Eugene) (teaching the only required facilitation skills (4 credits) class of all Oregon universities at graduate level in Conflict and Dispute Resolution Studies); an adjunct professor teaching facilitation skills at Portland State University (Not for Profit Management Institute); certified OneSmartWorld™ trainer; trained in Disaster Crisis Intervention for facilitators; certified accelerated learning trainer; trained extensively in: Constructivist Listening and Cross Cultural Communication and Alliance Building; visioning processes; Mind Mapping™; Behavior styles model "Why Are You Like That?™"; and Herrmann Brain Dominance Instrument (HBDI). She is also trained and teaches about Learning Organizations; Organizational Journey (ICA); conciliation; "shifting from positions to interests"; conflict resolution; negotiation skills; anger management; risk communication; training for trainers; and curriculum development.

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