The Anatomy of DISTRUST: Coping with Suspicion and Betrayal at Work

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Handouts:
1. PowerPoint Slides
2. Trust Building Exercises

The Anatomy of DISTRUST:
Coping with Suspicion and Betrayal At Work

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EXERCISE

Stories of distrust and its effects

Background: *Trust Is…*

- Trust is an essential building block of good relationships and organizational productivity

- Trust-building is a critical managerial skill in organizations

- Our "trust bias"

"Trust is confident reliance on someone when you are in a position of vulnerability."
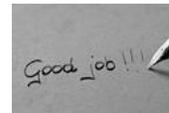*(Prof. Robert Hurley, Fordham University)*

Trust Is Also…

- An emotional skill that is learned & practiced

  – People vary in their ability to trust

  – Practice may vary for different people/situations

- A quality heavily dependent on p*erceptions* that differ from person to person

- Reciprocal (you give it to get it)

- Created incrementally and over time – *but you can speed growth by trust-building behaviors*

Personal Trust Building Behaviors

"Trust of Capability"

• Acknowledge people's skills & abilities

• Delegate appropriately

• Hold people accountable

• Help people learn skills

• Allow people to make decisions

• Involve others & seek their input

• Show gratitude & recognize good work

• Utilize a future, solution-oriented approach

• Enhance perceptions of your own competence!

Personal Trust Building Behaviors

"Trust in Character"

• Establish boundaries

• Take responsibility

• Display loyalty

• Enhance security for others

• Show interest in others

• Get to know people

• Listen to understand

• Make promises & keep them

• Clarify & manage *expectations*

• Encourage mutually serving intentions

• Be consistent, strive for "fairness"

• Be respectful & maintain their sense of self worth

• Be accessible (physically & emotionally)

• Respond appropriately & timely to concerns

Personal Trust Building Behaviors

"Trust of Disclosure"

•Be transparent

•Share information

•Tell the truth

•Admit mistakes

•Maintain confidentiality

•Give & receive timely & constructive feedback

•Speak with clarity & good purpose

•Let people get to know you

DISTRUST

• Distrust is more than the absence of trust

"Distrust is negative expectations about someone, signaling fear or dislike of them, a propensity to attribute sinister intentions to them, and a desire to buffer oneself from their conduct."

Prof. Roy Lewicki, Ohio State University

DISTRUST - "SMART TRUST" - BLIND TRUST

(Covey, "The Speed of Trust")

Distrustful Communication

- Misinterpretation, despite precision

- The effect of distrust in e-mail

- Self-protective behaviors

Changing Behaviors, Changing Perceptions

- Conduct "climate assessments" (interview, redact, report, discuss)
- Intervene with & coach the distrusted individual
  - Increase self-awareness & contribution to situation
  - Identify trust-building behaviors, design practice, & check-in

Changing Behaviors, Changing Perceptions (cont.)

- Intervene with the distrustful population (large group facilitation and/or team coaching)
  - Acknowledge what has happened
  - Allow feelings to surface constructively
  - Reframe experience in broad context
  - Help examine assumptions & choices
  - Turn mistakes into learning – build for the future, escape the past
  - Take responsibility for own role in situation
  - Shift from blaming to focusing on needs & agreed upon actions/behaviors

Changing Behaviors, Changing Perceptions (cont.)

- Top management's creation of context
- Dealing with distrust as byproduct of structure

Distrust Continuum - Examples:

Major		Minor	
Intentional Action Experience	**Unintentional Action** Experience	**Intentional Action** Experience	**Unintentional Action** Experience
•*Disclosing corporate secrets* •*Sabotaging corporate data*	•*Restructuring resulting in layoffs* •*Delegating w/o giving authority*	•*Gossiping, backbiting* •*Taking credit for another's work*	•*Repeatedly arriving late for work* •*Not keeping agreements*

Template 1

Trust within our Organization

Builds Trust	Breaks Trust
• Keep Agreements	• Miss deadlines
• Openly share information	• Cover-up Mistakes
• Acknowledge other's skills	• Micro-manage people
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

Template 3

Your Questions Please

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Trust Building Exercises
(Models derived from Dennis & Michelle Reina, 2006)

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Figure 1

Individual reflection:

List the kinds of betrayals that you see and experience in your organization, team, or individual relationship.   Don't over think the appropriate category in which to place the kind of betrayal; list it in the first place that comes to your mind. You may have a behavior listed in more than one place.

Team or organizational betrayal continuum: (draw above figure on a flip chart)
Have team members record their experiences under each type of betrayal as they relate to the team or organization. Review and discuss:

1.What story does this tell us about us? What key insights emerge?

2. Discuss with your team key observations and insights. Identify the team's critical issues and areas of vulnerability.

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• Acknowledge other's skills	• Micromanage people
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

Figure 2

Team Exercise - Identify behaviors that build or break trust:

1. Draw large "T" on the flip chart and label the top center "Trust Within Our Organization." Then label the left and right columns "Builds Trust" and "Breaks Trust," respectfully.

2. Have team identify the specific behaviors that build and break trust within the organization and list them in the appropriate column

3. Select the three behaviors that break trust the most.

4. Strategies ways to resolve these three troublesome behaviors.