



# TRUSTWORKS!®

## Building Organizational Trust



### Product Spotlight



Great Teams Facilitator Kit

### Great Teams™

With the TrustWorks! Great Teams program, a team quickly discovers what it is doing that contributes to or hinders its effectiveness. The 2.5 hour workshop is designed to bring a team's behaviors into focus and define strategies for improvement. It is based on twelve components of team effectiveness that fall within the 4 Elements of Trust—Able, Believable, Connected and Dependable. A workbook, team assessment, charts and examples to help the team diagnose and address issues are included.

## Feature Story

### *Restoring Trust in the Workplace: Building a Common Language of Trust*

By Guest Columnist, Noreen Kelly,  
President, Noreen Kelly Communications, Inc.

**"Relationships and trust. This is the bedrock of life."  
~Mukesh Ambani**

A common scenario that we see all too often during layoffs:

- Employees don't receive any warning
- Managers do not share information ahead of time or involve others in decisions and people feel deceived
- Even the survivors are angry as they have to carry on after a downsizing. Survivor morale often takes low priority, as managers do not appreciate the efforts the survivors are making.

When leaders fail to consider the human cost of downsizing, people feel betrayed and trust is eroded. In *Trust and Betrayal in the Workplace: Building effective relationships in your organization*, the authors, Dennis S. Reina & Michelle L. Reina (1999), state: "The betrayal people experience is not necessarily a result of downsizing or major change but as a result of how it is managed. Employees need time and assistance to adjust to the changes. All employees, leaving and staying, deserve to be treated with trust, dignity and respect."

A climate of suspicion and skepticism leads to a loss of loyalty, lessened commitment and credibility, and, ultimately, reduced productivity and a demoralized workforce. The high costs of low morale are many: reduced quality of work, absenteeism, tardiness, lost business, lack of motivation, anxiety, and stress from feelings of fear from loss of work.

Building back trust involves more than making their case to regulators, investors and the mainstream media. "Today, you'd better talk to employees, NGOs and your most activist consumers," says Richard Edelman, whose PR firm publishes the Annual *Edelman Trust Barometer*. "There's a new set of influencers."

### A Common Language of Trust

---

## TrustWorks! Webinar Series

### Basic Strategies to Handle Tough Situations

Tuesday, September 15, 2009  
9:00 am PST

Don't miss this FREE webinar that addresses challenging issues organizations face on a day-to-day basis, all with a focus on trust.

Using the core TrustWorks! program and a real world case study, our trust experts provide a process for any leader and/or facilitator tasked to address tough situations. Attendees will:

- Analyze behaviors that impact trust within their workplace
- Use a simple, proven model to establish a common language and address problems
- Develop action steps that can be applied within their work environment
- Get answers to questions to help tackle challenges

**REGISTER NOW**

Tuesday, September 15, 2009  
9:00 am PST

---

TrustWorks is focused on helping managers to be better leaders and employees of all levels to communicate and collaborate by building trust, skills and strategies. Our e-newsletter is designed to help you approach trust-based discussions with colleagues, examine common issues that affect workplace trust and give helpful suggestions to resolve them. If you'd like to invite others to join our e-mailing list, please refer them to [www.TrustWorksGroup.com](http://www.TrustWorksGroup.com).

---



Winning back lost trust is not easy or quick. The good news is, in most cases, trust can be restored, even under the most extraordinary circumstances. The first step towards restoring trust is establishing a practical, common language for addressing issues. One proven approach used by Fortune 500 companies and small to mid-sized businesses is called the ABCDs of Trust. This simple, yet effective, model for discussing trust issues defines four core characteristics or behaviors of individuals and groups, such as:

- **Able** (Demonstrates competence): shows expertise, experience, and capability getting the desired results
- **Believable** (Acts with integrity): walks the talk of a core set of values, demonstrates honesty and use of fair practices
- **Connected** (Cares about others): interacts with staff, uses good people skills, communicates and shares information, provides praise and gives recognition
- **Dependable** (Maintains reliability): performs consistently, takes accountability for actions, and is organized and consistent with follow up

These basic guide points help managers and employees to identify where they are strong in trust building practices and where they need to improve. From there, work can begin on creating an action plan to develop trusting relationships that yield the highest performance.

### Discussing Trust

Opening the door for discussing trust issues may seem like a daunting task at first, but with practice, this common language approach can give struggling teams a much needed shot in the arm. By enabling people to address trust issues directly without attacking individuals, trust can be uncovered, restored and flourish within an organization.



### TrustWorks! Facilitator Certification Training

***Learn how you can reinforce TRUST in your organization.***

Become a Certified Facilitator of the  
**TrustWorks! Series of Trust Building Products**

Myself as a Trust Builder  
Leader as Trust Builder  
Great Teams!