

Six Keys to Effective Leadership Trust

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SAMPLE



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A Management Learning Box Book

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Trust training and learning resources included in this E-book:

- ➔ *Trust-based management and leadership* – a 5-page synthesis exploring the what, why and how of trust as an essential and empowering quality in managers and leaders today.
- ➔ 2 self-assessments enabling you or your learners to pinpoint levels of trust and areas in which to focus on.
- ➔ 4 trust games and teasers making learning both challenging and fun.
- ➔ 6 hands-on trust activities for the individual and team
- ➔ 4 role plays and simulations – the opportunity to put practice into learning
- ➔ 9 high-impact coaching and self-coaching tools
- ➔ A trust case study including self-study questions, discussion topics, additional approaches and answers.
- ➔ Quotes, tips and suggestions



Six Keys to Effective Leadership

TRUST

Tom Gamble



The Management Learning Box

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E-published by: The Management Learning Box 2009

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Tom Gamble is British and has been living and working in France for twenty years. He has a MA in human resource management and is accredited in TMS, NLP and 360° appraisals. He has wide experience of teaching at all levels and has been a freelance trainer-coach for many companies including the Thales Group, Groupe Spie, Sagem, BP, Renault and Alexander Proudfoot Consulting. At Crossknowledge, he notably wrote and developed a twelve-module Vision and Leadership e-learning programme with Robert Dilts and an eight-module intercultural programme with experts Nigel Ewington and David Tricky. His passion for writing spans advertising, learning content, scripts, poetry and novels and he has published a short collection of poetry and two books. His innovative new business venture, The Management Learning Box, provides the training community with multi-format, ready-to-integrate, ready-to-adapt management and leadership learning content. He has three children and his pastimes include writing, desert trekking and mountain biking.

The publisher

The vision of The Management Learning Box is to provide a quality, time-saving and flexible source of raw learning content for all those connected to the management and leadership training fields. Centred around a series of qualities featuring in many corporate leadership frameworks, The Management Learning Box learning content can be copied, adapted, immediately deployed in the training room or integrated into any final training format including coaching sessions, e-learning modules, videocast add ons, e-books, books, training manuals, self-coaching media or training programmes. The Management Learning Box also provides bespoke learning content development services and has provided many leading companies and organisations with e-learning and film scripts, book content, training programmes and case studies. A second major aim is to act as a platform for training professionals and academics to market and sell their learning content on The Management Learning Box website. Part of Management Learning Box yearly profits are donated to learning projects throughout the world, specifically aimed at improving the knowledge of young people in developing countries.

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The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team."

They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you

to get the task done.

Peter Drucker

Introduction and acknowledgements

The topic

Trust provides the cornerstone of any attempt at managing and leading teams. Together with rapport, it fosters the basis for exchange making people willing and open to communication and ideas. Trust is a risk that we accept to take on and is shaped not only by our cultural values and beliefs but by a combination of logic and emotions filtering others' words and behaviours. When trust is present in an organisation, department, team or individual it makes it possible for the leader to empower people and for people to surpass themselves. But trust not only grows via surface or deep criteria, and which convince us to place trust in others. It is also about trusting ourselves first, our judgements and decisions. *Trust* in the *Six Keys for Effective Leadership* series provides many clear, practical and effective tools to ensure that both perspectives are understood and put into practice.

How to use this book

The *Six Keys* series of downloadable books in PDF and Word formats contain a condensed essential best of the four hundred or more available learning formats featured on The Management Learning Box website.

Six Keys has been tailored to both the individual manager and leader seeking soft skills development, the trainer-coach wanting to explore and include essential leadership framework themes in his/her training offer, and training providers developing training material in traditional, blended, mobile, distance or e-learning format.

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Acknowledgements

Thanks to David Trickey and Nigel Ewington of TCO/Worldwork, leading international experts in intercultural, diversity and trust issues, with whom I had the great pleasure in working with in the past in developing a dedicated e-learning programme and who provided much insight, material and understanding for this book. Thanks, too, to Rahul Patel and his team who from the outset have provided the backstage technical work involved in the website, e-books and learning platforms. Steve Flinders, managing associate, author and consultant at York Associates contributed enthusiasm, interest and encouragement and Daphne Chisholm-Elie of BCLS sparked off the original idea. Learning sources such as TED, Wikipaedia and others must also be thanked. And finally, Ashoka, the cat, who provided much companionship and a listening ear during the many hours (and many of them early!), that went into developing the *Six Keys to Effective Leadership* series.



1 A summary of trust

Training uses: Analysis, Discussion trigger, Example, Introduction to topic/theme, Marketing document, Stand-alone exercise, Summary/synthesis

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: Project managers, Managers, Directors, Leaders, Entrepreneurs, Masters+ students

Trust-based management and leadership



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The development of trust in teams and people is one of the main responsibilities of leaders today. Trust can create results much stronger and more binding than those of power, control and complex systems of rules and procedures. It gives an insight into the human side of the leader, fosters rapport and ultimately leads to positive drivers such as motivation, loyalty, empowerment, responsibility and openness. If mutual trust is obtained throughout an organisation, then the chances are that it will be capable of finding effective solutions much more quickly than if distrust, politics and personal ambitions represent the rules of the game.

What is trust?

Trust is an elusive word. We all know what it is until we have to describe it. Moreover, there is no shared definition of what trust actually is. It has been variously described as a calculation on the probability of future cooperation, a state, a belief, a degree of confidence and a consciously chosen policy. A more comprehensive definition, however, is:

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- The deciding factor in a social process that leads to a decision to accept a risk that another party will meet certain behavioural expectations (Zolin et al, 2000).

The benefits of placing trust in people and teams

Trust can be considered a wager that bets on the possible gains to be obtained despite the risk of loss. In making the bet, leaders make themselves vulnerable, not only through putting eventual results on the line, but also in terms of revealing their personality and management style.

The act of trusting, however, gives immediate pay off because it leads to commitment in those who are entrusted. In the case of trust through empowerment, it creates (self-) obligation in the team member to achieve and binds people to a common goal. Moreover, once trust is placed in people, they often surpass themselves to achieve incredible things. It gives rise to initiative, self-esteem and recognition and also serves to disarm people's feelings of reticence, resistance or eventual aggressiveness towards a task or change. Trust then can be compared to a vote of confidence. Paradoxically, by eliminating control over people by trusting and entrusting, it is trust itself that becomes the desired tool of control and leads to the commitment required to achieve results.

Trust and leadership

- Trust and the ability to build it between people and teams is a key leadership quality. It works both ways: a leader must show trust to receive it. However, it is not simply a question of asking your team members to trust you. Indeed, people are less likely to trust someone who tries to get them to trust.....

Set 1: Swift trust criteria

1. Competence	Trust based on a perception that team members are competent, and so will not let me down
2. Open with information	Trust based on the fact that other team members share information important to the team proactively and clearly

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Resources and additional learning

i) Roxanne Zolin:

<http://www.roxannezolin.com/>

ii) Geert Hofstede:

www.geert-hofstede.com

iii) Nigel Ewington and David Trickey:

<http://www.worldwork.org/> and <http://www.tco-international.com/default.aspx>

iv) *The Courage to Act...*, Osbourne, Klein and Napier:

http://www.amazon.co.uk/Courage-Act-Factors-Transform-Business/dp/0891061789/ref=sr_1_4?ie=UTF8&s=books&qid=1254408448&sr=8-4

v) *Trust and Distrust: Socio-cultural Perspective...*, Alex Gillespie:

http://www.amazon.co.uk/Trust-Distrust-Sociocultural-Perspectives-Constructing/dp/1593118422/ref=sr_1_1?ie=UTF8&qid=1254408893&sr=8-1-fkmr0



2 Trust assessments and self-assessments

Training uses: Activity, Analysis, Exercise, Profiler, Self-awareness exercise

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: Project managers, Managers, Directors, Leaders

1 Does your leadership Build trust?



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Read the questions and assess yourself by giving a score from 1 – 5 (1 is lowest, 5 highest). A high score indicates strength in a given area. A low score would indicate improvement to be made in a given area.

1. Are you aware of your own values? [1] [2] [3] [4] [5]
2. Do you work hard on cultivating trust at every opportunity? [1] [2] [3] [4] [5]
3. Do you share credit? [1] [2] [3] [4] [5]
4. Do you take responsibility for your non-successes? [1] [2] [3] [4] [5]
5. Are you clear and honest – without hidden agendas? [1] [2] [3] [4] [5]
6. Do you genuinely have the organisation's and team member's interests at heart? [1] [2] [3] [4] [5]
7. Are you consistent in your actions and fairness? [1] [2] [3] [4] [5]
8. Do you show trust in others by empowering them? [1] [2] [3] [4] [5]
9. Do you demonstrate your emotions for what you care about? [1] [2] [3] [4] [5]
10. Do you confront people without being confrontational? [1] [2] [3] [4] [5]

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11. Do you admit that sometimes you don't know the answer? [1] [2] [3] [4] [5]
12. Do you show integrity, keeping promises and confidences? [1] [2] [3] [4] [5]
13. Are you focussed on the positive use of power and ego-free? [1] [2] [3] [4] [5]
14. Do you actively make yourself vulnerable? [1] [2] [3] [4] [5]

From your assessment, how can you:

- If you are a leader, formulate these criteria into a set of "game rules" or behavioural framework for you, your team(s) and team members?
- If you are a team member, how can you demonstrate to your colleagues and L+1 that your intentions are positively oriented towards fostering trust in order to reach solutions.



Notes/Action

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3 Trust games and teasers

Training uses: Activity, Analysis, Discussion trigger, Exercise, Introduction to topic/theme, Personal profiler data sheet, Profiler, Self-awareness exercise, Team-building activity

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders

3 Anagrams and teasers based on the *trust* checklist



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1. A high voltage, wind, brains or brawn initiative? Giving a kind of satisfying DIY initiative?
.....
2. Not really distributing loans, but positive action with no interest rate.
.....
3. Ability to keep promises and confidences.
.....
4. Others are the object of an interested vital organ?
.....
5. Not one to constantly change one's mind, actions or sense of fairness.
.....
6. Growing such an abstract notion on every fantastic occasion. Fertilise it?

7. Clearly not a lie and certainly not a list that is hidden away.

.....

8. A lot of movement to show how unprotected you can be.

.....

9. "It was I and I alone who was in charge of this reversed victory".

.....

10. "Of course I know the response, from time to time I think not".

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Notes/Action:

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4 Trust activities

Training uses: Activity, Analysis, Assessment/self-assessment, Discussion trigger, Exercise, Introduction to topic, Personal profiler data sheet, Self-awareness exercise, Team-building activity, Warm-up exercise

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders

5 Setting team values and building trust

Instructions



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- With colleagues or team members, fix a session where each person will complete the trust criteria assessment below.
- Each person then presents and explains their priority, if possible backing this up with feedback on experiences.
- Enter the data into a collective/team assessment and establish which criteria prove most priority for the group/team.
- Propose to use these as values and guidelines for the group/team at work.
- Elicit how and in what circumstances these guidelines can be kept to.
- Elicit the action, if they are overstepped, that will take place in order to refocus behaviours within the guidelines.

Look at the following criteria people use to decide to trust in others. What is important for you in trusting others? Put the various elements into order of priority and explain your choice:

I tend to place trust in others when:

Continued

- People are professionally competent

Rating/10:

Reason:

.....
.....

- People share information openly and proactively

Rating/10:

Reason:

.....
.....

- People have the same background, values, identity and interests as I do

Rating/10:

Reason:

.....
.....



Notes/Action:

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5 Trust role plays and simulations

Training uses: Activity, Discussion trigger, Endorser, Ice-breaker, Introduction to topic/theme, Relaxer

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: All

1 Building trust by being voted out



The scenario

You are in charge of a team in your department/company. Assemble your team members to discuss either:

- The new product/services brochure
- A new website
- Team objectives for the coming year
- A location for the annual team lunch/dinner
- The introduction of an appraisal system

Instructions

- Each member of your "team" takes a personality: co-operator, blocker, motivator, critic, realist, individualist, competitor, federator, etc.
- Give a brief presentation of the point you have chosen, stating your views.
- Give your team members the opportunity to disagree, give their views on your standpoint and leadership and hold a vote to adopt, adapt or reject the idea.

Continued



Notes:

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4 Build trust by empowering people

Scenario

You have recently been placed in charge of a team in your department. The team was previously supplied with regular objectives, deadlines and quality checks. The former team leader met with each team member once a week to check progress and give feedback on the way ahead.

While results had been reasonable, several team members thought their capacities were undervalued by this system. You observe that the team lacks initiative and drive, expecting.....

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6 Trust coaching and self-coaching exercises

Training uses: Flashcard, flowchart, checklist, action card, tip, self-awareness exercise

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: See individual coaching exercises



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1 Building trust by identifying your values

Recommended public: Managers, directors, entrepreneurs, leaders

- What do you expect from your people?
.....
.....
- What wouldn't you appreciate from your people?
.....
.....
- What would be the opposite of these non-appreciated behaviours?
.....
.....
- Reviewing the first three questions, what would definitely reinforce your degree of trust?
.....
.....
- What are your weak points?
.....
.....

4 Focusing your interest on the team and organisation

Recommended public: Executives, Project managers, Managers, Directors, Entrepreneurs, Leaders

Avoid putting energy into personal ambition

- How can you channel your ambition into the interests of the company?
.....
.....
.....
- How can you channel your ambition into team members' interests?
.....
.....
.....

Build your legacy

- What would you like to hear people say of you when you leave?
.....
.....
- What positive actions can you undertake to achieve this?
.....
.....
.....

Contribute rather than seek gain

- How can you personally contribute to your company's gains?
.....
.....
- How can you contribute to your team's gains?
.....
.....
- How can you ensure that people recognise you are pursuing collective and not personal gain?
.....

Self-trust is the first secret of success.

Ralph Waldo Emerson

Full Trust coaching and self-coaching are included in

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7 Trust case study

Training uses: Analysis, Discussion trigger, Example, Exercise, Introduction to topic/theme, Script, Team-building activity, Test

Associated factors: Faith, Reliance, Integrity, Care, Confidence, Depend on, Entrust, Rely on, Credence, Mutual trust, Conviction, Genuine, Stock, Rapport, Empathy, Being on the same wavelength, Belief.

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders, Masters+ students

1 A vote of no confidence



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Business was good: so good that the department decided to recruit a new project manager to cope with demand. Joanne picked up the project description on the intranet and decided to apply for the job before it went external. After interviews with the department senior director, Greg Fox and the department teams' manager, Gwen Rostrum, she was taken on. Joanne immediately left her old department and joined the new team.

Joanne's mission was twofold: manage and coordinate a number of external suppliers who assembled their products and then ensure final quality control before announcing availability to sales and marketing. As part of her induction, she was given two nearly-completed projects to manage over the next three months. She felt comfortable with this and enjoyed the new environment and fresh challenges.

However, three weeks into her new job, Gwen announced a change of plan. The company had just won a new contract from a new and important client. The

existing product, however, would have to be substantially updated to suit customer needs. If they got it right, there were potentially huge orders awaiting them at the end. Gwen wanted Joanne to take the new project on. In an initial meeting, Joanne reminded Gwen that during the recruitment interview Greg had assured her there would be no more than two projects at a time to handle. Things were already complex as they were. Moreover, given the importance of the project, why hadn't it been allocated to other, more experienced team members? It was then that Joanne learned two colleagues had recently decided to leave the company. The other project managers were taken up at 150% and unfortunately Joanne was the only one whom Greg and Gwen could turn to. Despite initial doubts, Joanne accepted, seeing it as a way to increase her skills and value to the department.

Under normal circumstances, projects were 100% managed by their dedicated project managers all the way to final quality where either Greg or Gwen would step in and assist with last-minute advice or minor changes. Much to her dismay, Joanne soon learnt that this project was different.....

Questions

- After reading the case study, sum up the issue in a short paragraph.
- What elements contributed to the breakdown of relations between Joanne, Gwen and Greg?

Discussion/writing topics

- The harder you try to reduce risk through rules and procedures, the more mistakes and non-qualities will arise.
- Trust is secondary when product safety and quality are priority.
- Trust can only be measured in terms of proven skills and qualifications.

Alternative case study exercise

Read the trust case study (alone or in pairs). After you have finished, write up any questions concerning the case. Ask your partner these questions (and vice-versa), comment these answers and try to find common factors and reflections concerning Joanne and her situation.



Notes/Action:

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**The full Trust case study is included
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