	Activity 1—Welcome	Not Blanchard
NO PW PAGE	Materials:	BUILDING TRUST Welcome!
	Activity Time: 18 minutes	
	Slide Time: 1 minute	
PW Page:	Start/Stop Time:	Slide: 2

Welcome

Welcome participants to Building Trust.

Briefly introduce yourself.

Share your hopes for the session.

I hope you will find this workshop engaging and the content relevant. Being able to apply the Building Trust Model should help you increase your trust in others and their trust in you.

Transition to the next slide—Introductions.

Building Trust Self Survey	Activity 2—Building Trust Self Survey	1. Read each statement in relation to how you behave at work.
	Materials:	 Circle one response that best describes how often you engage in each behavior. Count how many responses you had for each column and put that number in the boxes marked Totals.
As a leader or peer, 1 Totthe turk 1 2 3 4 5 4 Anter outdate and attractions 1 2 3 4 5 4 Anter outdate and attractions 1 2 3 4 5 4	Activity Time: 7 minutes	•
Not offer an advanced of	Slide Time: 7 minutes	Building Trust Self Survey
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PW Pages : 5–6	Start/Stop Time:	Slide: 8

Building Trust Self Survey

Introduce the Building Trust Self Survey.

The first step in developing a high-trust relationship is to understand how trustworthy you are. On pages 5 and 6 of your workbook, you'll see the Building Trust Self Survey.

- 1. Read each statement in relation to how you behave at work.
- 2. Circle one response that best describes how often you engage in each behavior.
- 3. Count how many responses you had for each column in each of the four elements and put that number in the boxes marked Totals.

Answer truthfully. After all, this is a workshop on trust. Trust your first instinct and don't think too much about any one behavior or rating. You have about 5–6 minutes to respond to 48 statements.

We'll return to your survey results later in the workshop.

Transition to the next activity and slide—Trustworthy and Untrustworthy Behaviors.

What are the behaviors that build or erode trust? We'll talk about that next.

The Elements of Trust	Activity 5—Building Trust Model	
ABLE Mananatina Cargonicos Martín Baltan Báctaronas	Components	ABLE Experilis Results Effectiveness
CONNECTED Content of the first	Materials:	Fairness CONNECTED Convected Convect
Revolution Report	Activity Time: 20 minutes	Communication Rapport B B S S S S S S S S S S S S S S S S S
Accounted by Reportances as extraction to distribution of the second system of the second system (SSR - SSR - SS	Slide Time: 1 minute	
PW Page: 8	Start/Stop Time:	Slide: 19

Building Trust Model Components

Introduce the twelve components of the Building Trust Model.

You've seen the four elements of the Building Trust Model. To make the model even more graspable, we have identified three key components for each element.

Quickly share the components for ABLE.

The components for being ABLE and **demonstrating competence** are Expertise, Results, and Effectiveness. Someone who is ABLE knows how to do the job well, gets results, and is highly effective.

Quickly share the components for BELIEVABLE.

The components for being BELIEVABLE and **acting with integrity** are Honesty, Values, and Fairness. Someone who is BELIEVABLE is honest, values-driven, and fair.

Quickly share the components for CONNECTED.

The components for being CONNECTED and **caring about others** are Benevolence, Communication, and Rapport. Someone who is CONNECTED displays empathy, shares information freely, and is easy to work with.

Quickly share the components for DEPENDABLE.

The components for being DEPENDABLE and **honoring commitments** are Reliability, Accountability, and Responsiveness. Someone who is DEPENDABLE knows how to do the job well and is highly effective.

Transition to the next slide—ABLE Motion-graphic Video.

Next, let's take some time to look at each element in more detail, starting with ABLE.

ABLE Marcolle Crawdow Tegetten-kenderstander Banderge, Kift, auf marcolle and	Activity 5—Building Trust Model Components	
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The termination and a second planning problem solving and decision analysis process of the 	Activity Time: 20 minutes	3
	Slide Time: 2 minutes	
PW Page : 9	Start/Stop Time:	Slide: 20

ABLE Motion-graphic Video

Introduce the motion-graphic video for ABLE.

The video you are about to see explains a little more about what it takes to be seen as ABLE. Pay special attention to the types of behaviors that are included in this element.

Show the video. (1.5 minutes)

Transition to the next slide—ABLE Motion-graphic Video Debrief.

Leader Notes

REE <u>Permitting</u> Computers	Activity 5—Building Trust Model Components	ABLE—Demonstrates Competence
Constraints rate tables have been determined by the constraints of the constraints o	Materials:	Expartise Has demonstrated knowledge, skills, and experience Results Has a track record of accompliatment, acrivives goals consistent Effectiveness Has good planning, notein-soking, and decision-making skills
Constraints and the second secon	Activity Time: 20 minutes	9
434 GBL/r (a principality) cubic plane (along plane) and approximately cubic (200)	Slide Time: 2 minutes	
PW Page: 9	Start/Stop Time:	Slide: 21

ABLE Motion-graphic Video Debrief

Conduct debrief for ABLE.

How important is ABLE to being trustworthy?

- Listen to a few comments.
- Make this point.
 - People often don't think of this element when they talk about _ trustworthiness.

Review the components' definitions if there is uncertainty in the group.

Facilitation Tip

Participants who are familiar with SLII® may auestion how this element ties in to SLII. Be familiar with the Ask the Experts section of the Preparation *Guide* so you can make and reinforce the linkages to SLII.

We define **Expertise** as having demonstrated knowledge, skills, and experience.

A **Results**-oriented person has a track record of accomplishment and achieves goals consistently.

Effectiveness means that the person has good planning, problem-solving, and decision-making skills.

Transition to the next slide—BELIEVABLE Motion-graphic Video.

Let's look at the second element in the Building Trust Model—BELIEVABLE.

My Building Trust Action Plan	Activity 7—Building Trust Self Survey	Action Plan
IN INJUST GAMENT IT TOUS S ALLS CONNECTED INTERNEL INFORMATION CONNECTED INTERNEL	Scoring	Use the Actions to Build Trustworthiness in Building Trust At a Glance to identify steps you can take to build your lowest elements of trust.
N	Materials: Building Trust At a Glance	List the steps you will take to improve your trustworthiness on page 14 in your workbook. Identify actions to take in the next 7 to 10 days.
Transform will balance between prozessment bases for the element of base 1. 2. . . 3. . .	Activity Time: 25 minutes	
1971-1970-tu di kunistronaga, indiga kapada kapada kapada kunist di kunistranakan di daga 1950 da	Slide Time: 9 minutes	
PW Page: 14	Start/Stop Time:	Slide: 32

My Building Trust Action Plan

Introduce the action plan.

Page 14 in your workbook has an action plan for improving your trustworthiness.

Give directions for creating the action plan.

Pull out your Building Trust At a Glance. Pages 3, 5, 7, and 9 show concrete actions you can take to improve your trustworthiness for your lowest element.

Let's look at these pages together.

• Review A actions on page 3. Call out one action step as an example.

If you have your lowest element in A, look at page 3. You'll see three or four actions you can take for each of the three components.

• Review B actions on page 5. Call out one action step as an example.

If you have your lowest element in B, look at page 5. You'll see three or four actions you can take for each of the three components.

• Review C actions on page 7. Call out one action step as an example.

If you have your lowest element in C, look at page 7. You'll see three or four actions you can take for each of the three components.

• Review D actions on page 9. Call out one action step as an example.

If you have your lowest element in D, look at page 9. You'll see three or four actions you can take for each of the three components.

Now, complete the Building Trust Action Plan on page 14 in your workbook, listing the steps you will take. Try to identify actions you can take in the next 7 to 10 days.

Transition to the next slide—My Building Trust Action Plan Debrief.

If you make a commitment and say it out loud, there's a greater chance you'll do it. Let's talk about the plans you made.

Facilitation Tip

If you're going to point out an action that would build trust for each element (A, B, C, and D), highlight one behavior for each element in your copy of *Building Trust At a Glance*.

Building Trust

My Building Trust Action Plan	Activity 7—Building Trust Self Survey	
Ipy hydro: divine of fluid S. ALLA CONNECTED ALLA CONNECTED Divine clane of fluid S. CONNECTED ALLA CONNECTED DIVINIAL CONNECTED DIVINIAL CONNECTED DIVINIAL CONNECTED DIVINIAL DIVINIAL CONNECTED DIVINIAL CONNECTED DIVINIAL DIVINIAL CONNECTED DIVINIAL CONNECTED DIVINIAL DIVINIAL CONNECTED DIVINIAL CONNECTED DIVINIAL DIVINIAL CONNECTED DIVINIAL DIVINIAL DIVINIALI DIVINIALI DIVINIAL DIVINIALI DIVINIALI DIVINIA	Scoring	Share your action plan
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There a start and tables to reason any traductification for this object of their tables L J Mode to adding factorize allow for address you cleaned found from the	Activity Time: 25 minutes	Н.
	Slide Time: 6 minutes	
PW Page : 14	Start/Stop Time:	Slide : 33

My Building Trust Action Plan Debrief

Give direction for the debrief.

How does your action plan sound? Do you feel confident it will help? Having a sounding board usually helps.

Stand up and find a new learning partner at another table. Take 2 minutes each to share your action plan.

If there's time, ask participants to share a few examples of the action steps they identified to build their trustworthiness.

Transition to the next activity and slide—Diagnosing Low Trust.

As you've seen, you first need to know which elements of trust are low before you can take action to amend them. Coming up next are some examples of low trust in action to give you a chance to diagnose which elements are low.

Low Trust with Bella and Rick	Activity 8—Diagnosing Low Trust	Low Trust with Bella and Rick Scene 1
Production well follow derection of improduces, and with hingely, and and a dark the set of an extension. We have believe a dirith derection?	Materials:	
Mid ever Holms last darupt of the darupt of	Activity Time: 15 minutes	
	Slide Time: 2 minutes	
PW Page : 15	Start/Stop Time:	Slide: 34

Diagnosing Low Trust, Scene 1

Introduce the situation.

In this video, you will see Bella, vice president of operations with REAL WHEELS Bicycles, meeting with her direct report Rick, who is the production supervisor. Bella has been known by her coworkers to be someone who cares about people and always strives to do a good job. But like all of us, she's human and sometimes doesn't exhibit the most trustworthy behaviors.

As you watch, pay attention to how well or how poorly Bella demonstrates the four elements of trust.

Show the video.

As you watch the video, take notes on workbook page 15 about Bella's untrustworthy behaviors.

Transition to the next slide—Diagnosing Low Trust, Scene 1 Debrief, Part 1.

Let's talk about what you observed.

PW Page: 15

Slide: 35

Low Trust with Bella and Rick	Activity 8—Diagnosing Low Trust	
N		1. How did Bella erode trust with Rick? 2. What low-trust behavior(s) did she demonstrate?
The due have how we have block does most hard compositions, which with integrity, cared about 8 does not about how the out and meters. What low-track behaviors 8 of the descent hald	Materials:	3. How did Rick react? 4. What did she do that eroded the element ABLE with Rick?
Not exectively loss a denotes (froz. de depleon?	Activity Time: 15 minutes	5. What did she do that eroded the element DEPENDABLE with Rick?
What software poor, efficiency with the devices with the method of the fault	Slide Time: 5 minutes	

Diagnosing Low Trust, Scene 1 Debrief

Explore what Bella did that eroded trust with Rick.

Start/Stop Time:

What did Bella do that eroded trust?

- Record the group's answers on a flip chart. Expect answers such as
 - She hasn't made a timely decision. (A)
 - She doesn't demonstrate strong technical knowledge or skills. (A)
 - She hasn't built her expertise in her role. (A)
 - She is late to the meeting. (D)
 - She isn't focused on Rick's priorities. (D)
 - She's unreliable. (D)
 - She isn't responsive to Rick's concerns. (D)
 - She doesn't adjust plans as needed. (D)
 - She isn't willing to hold herself accountable for doing what Rick needs done. (D)

Which elements do those behaviors fall into?

• The group should identify A and D. If not, explore the evidence on the flip chart.

Mention that there are two low-C behaviors as well.

You may have noticed that Bella also displayed some low-C behaviors.

- She doesn't demonstrate kindness.
- She isn't receptive to Rick's input.

Facilitation Tip

If participants did not answer with mostly A and D behaviors, you may want to replay the video and have them watch and listen for those behaviors. Add 3 minutes to the time if so.

PW Pages: 17–20

Slide: 40

Diagnose Trustworthiness—Julie, Experienced Project/Manager	Activity 9—Diagnosing	
Julk is a highly respected project manager for a high-leach organization. She has been naming high-people discovery of the solution of by search her meetings are focused and emergized, and her team consistently deliver results. She is haven for helping others and for being which is no search is same and or the transpection or now in more the her team to help	Trustworthiness	Discuss each of the scenarios with your table team.
them create winning solutions. Drew works around the cluck. De doesn't get caught up in departmental draws and is that, open, ridicalisoutly bardwooking, and approximable. Because the is so busy, whe hequestly cancels her One on One in wedings with hire team and forgets.		 How well is each character demonstrating the four elements of trust?
Is port her wedg propertis sparts. He team methers occurringly that that they with the would get boards for them more quickly, but because her allong a so-walable, met program and willing to evolved that in weak or manager might that the throughout share has so that go standards for herself, the may not be as regionned as the team needs that to be.	Materials:	 Identify trustworthy and/or untrustworthy behaviors to support your view.
Is Adle Behaviors ABLE DVx DV0		
SELIEXABLE Vro. Pro CONNECTED Vro. Pro COPENDARLE Vro. Pro	Activity Time: 20 minutes	
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927-0554 W BANKOOPANA MINUT NAMA NAMAN NAMA NA WANANO NUMBER 1020 11	Slide Time: 16 minutes	

Diagnosing Trustworthiness

Introduce the diagnosing trustworthiness practice.

Start/Stop Time:

Your team will now have a chance to diagnose trustworthiness in several situations on workbook pages 17–20. You will have 15 minutes to read and analyze four scenarios.

Give directions for practicing diagnosing trustworthiness.

Read each scenario and decide how well each character is demonstrating the four elements of trust.

We've left extra space between the lines of text in the scenarios so that, as you read, you can circle examples and make notes for which high or low elements are displayed.

List some specific trustworthy or untrustworthy behaviors under the Behaviors column to support your view.

After 15 minutes, end the practice.

Transition to the next slide—Diagnosing Trustworthiness Debrief.

Facilitation Tip

If you are running late, assign two or three cases to each team, rather than four.

Disprose Trustworthiness—Julie, Experienced Project Nanaper	Activity 9—Diagnosing	Situation 1—Julie Situation 2—Eric	
Julie is a highly respected project manager for a high-back cognitudins. She has been numming high-profileprojects for about 39 years; her meetings are focused and energized, and her have consistently delivers results. She is known for helping others and for being	Trustworthiness	High Elements High Elements Able, Believable, Connected Able, Believable, Depend	dable
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would get back to them more quickly, but because her advice is so valuable, in ext people are willing to overlock this showers, their is reapening to toll her that because de har such high standards for hierard, the mary not be a responsive as her toam needs her to be.	Materials:	Situation 3—Stefan High Elements	a
Is Adle Behaviors ABLE 1992 199		Able, Connected, Dependable Believable, Connected, I	Dependable
SELIEXABLE Wo I No CONNECTED Wu Wo DEPENDABLE Wu I No	Activity Time: 20 minutes	Low Element Believable	
		17-20 EX 20 Tel: Market Corpora (Life): Series Average for (Second Average Coll.) (42 2016)	+
	Slide Time: 4 minutes		

PW Pages: 17–20 Start/Stop Time:

Slide: 41

Diagnosing Trustworthiness Debrief

Debrief the activity.

Let's see if you agree with our diagnoses.

Click on the slide build to show the results for Situation 1—Julie.

Julie, the experienced project manager, demonstrated high A, B, and C, but low D. How do you know?

First, what were her trustworthy A, B, and C behaviors?

- Expect answers such as
 - She was highly respected for running high-profile projects for 10 years. (A)
 - Her meetings are focused and energetic, and produce results. (A)
 - Her advice is invaluable. (A)
 - She is known for being ethical and fair. (B)
 - She is known for helping others. (C)
 - She is approachable. (C)

Next, what were her untrustworthy D behaviors?

- Expect answers such as
 - She forgets to post her weekly progress reports. (D)
 - She may not be as responsive as her team needs her to be. (D)
 - Her team members wish she'd get back to them more quickly. (D)

PW Pages: 17–20

Diagnose Trusteerthiness—Julie, Experienced Project Nanager	Activity 9—Diagnosing	Situation 1—Julie Situation 2—Eric
Julie in highly respected project manager for a ligh-beat-organization. She has been naming high-politionspection for about. 33 years, her revertings and focused and energized, and her team consistently delivers results. Cals is known for helping others and for being which. One context and she of the transcription of the high gradest and for being which. One context and she of the transcription of the high gradest and for being their. One context and she of the transcription of the high gradest and the high the high she was shown in the high she was shown in the high the high she was shown in the high she was shown in the high the high she was shown in the high she was shown in the high she was shown in the high the high she was shown in the high she was shown in the high she was shown in the high the high she was shown in the h	Trustworthiness	High Elements High Elements Able, Believable, Connected Able, Believable, Dependable
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Is Julie Behaviors ABLE DVx DHo		Able, Connected, Dependable Believable, Connected, Dependable
BOIL CV 0 Dep 0 664	Activity Time: 20 minutes	Low Element Believable
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	Slide Time: 4 minutes	
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Diagnosing Trustworthiness Debrief, continued

Start/Stop Time:

Slide: 41

Click on the slide build to show the results for Situation 2—Eric.

Eric, the conscientious vice president of finance, demonstrated high A, B, and D, but low C. How do you know?

First, what were his trustworthy A, B, and D behaviors?

- Expect answers such as
 - He is detailed in his work and produces clear and understandable financials. (A)
 - He is confident when speaking up about the financial viability of new ideas. (A)
 - He does his job well. (A)
 - He is known to be discreet and fair. (B)
 - He is comfortable holding himself and others to high standards. (B and D)
 - People are consistently grateful for his responsiveness and dependability. (D)

Next, what were his untrustworthy C behaviors?

- Expect answers such as
 - He keeps to himself instead of joining team dinners. (C)
 - He's uncomfortable when people praise him. (C)

Restoring Trust	Activity 10—Restoring Trust	Restoring Trust
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Applopte - Experimental - Add to saw wet - Add to saw wet - Saw (and the same and the same an		Apologize + Express remorse. Ack for a new start. • Share your hopes for restoring trust.
Art - Age addabato to rook framed - Star Addabato - Star Addabato Tips for an Effective Applegy - Age and effective Applegy - National Addabato - Ontrin Addabatos and Edites	Activity Time: 15 minutes	Act
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0.071-000/https://doi.org/10.000/pr14pasted Nacional Inguite Headman (2008-0200) []		
PW Page: 21	Start/Stop Time:	Slide:

Restoring Trust

Introduce the restoring-trust process of Acknowledge, Apologize, and Act.

There is a three-step process you can follow when you need to restore broken trust. It may not be easy, but if you follow these steps, you have a good chance of mending a low-trust relationship.

Click on the slide build to show the steps.

The three steps are Acknowledge, Apologize, and Act.

Review the substeps under Acknowledge.

Acknowledge is the first step in restoring trust. It is about understanding what went wrong and how you participated in creating low trust. Some of the steps you will want to follow are

- Assess which elements of trust were broken.
- Admit your mistakes.
- Invite reactions; listen with empathy.

Review the substeps under Apologize.

Apologizing can be the hardest step in the process, but without a heartfelt apology, trust can never be restored.

- Express remorse.
- Ask for a new start.
- Share your hopes for restoring trust

Transition to the next slide—Tips for an Effective Apology.

Before I share more about the third step in the process, let's talk about how to deliver an effective apology.

PW Page: 21	Start/Stop Time:	Slide : 43
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Accinent and a solution and accinent and accinent and accinent and accinent acc	Materials:	Don't task excuses or shift blame. Don't use conditional language (if, but, etc.) in your apology.
shive a beach of truct occurs, there is the time displays can below to help separities relation tigs. Advocating a Apologity, and Adv. Adv. Advocations and the advocation of the advocation o		Ask your colleague if it's the right time.
Restoring Trust	Activity 10—Restoring Trust	Tips for an Effective Apology

Tips for an Effective Apology

Review the tips.

- Share several tips and encourage participants to take notes in their workbooks on page 21.
 - Ask your colleague if it's the right time.
 - Don't make excuses or shift blame.
 - Use the word "sorry" instead of "apologize." **Apologize** simply denotes regret for your actions or that a mistake was made, whereas **sorry** expresses remorse and sorrow.
 - Don't use conditional language (if, but, etc.) in your apology because it can feel like it's shifting responsibility for the mistake to the other party.
 - Listen without judgment or rebuttal.

If there's time, ask participants why these tips are important.

What do these tips mean to you?

• Listen and respond.

How can an effective apology create a more trustful relationship?

• Listen and respond.

Transition to the next slide—Restoring Trust—Act.

Restoring Trust	Activity 10—Restoring Trust	Restoring Trust
where is bench of that sectors, there are the set across and hadre is to have proper the existence of the sector o	Materials:	Acknowledge Assess which elements of trust were broken. Admit your mistakes. Invite reactions; listen with empathy.
Apologie - Experiments - Barrison - Barrison	Activity Time: 15 minutes	Apologize • Express remores. • Ask for a new start. • Share your hopes for restoring trust.
A constraints A const		Hedenify actions to take. Agree about how to move forward. Set a check-in time.
	Slide Time: 1 minute	21 444 C C C C C C C C C C C C C C C C C C
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PW Page : 21	Start/Stop Time:	Slide: 44

Restoring Trust—Act

Review the substeps under Act.

Once you have acknowledged and apologized, you must decide how to move forward and then act on your promises. An empty apology with no follow-through or change will further erode trust. It's important to make and then honor commitments to behaving differently in the future.

- Identify actions to take.
- Agree about how to move forward.
- Set a check-in time.

Transition to the next slide—Restoring Trust with Bella and Rick.

Let's go back to Bella and Rick and watch Bella initiate this process of restoring trust.