# TEAMWORK:

## *What's Trust Got To Do With It?*

## CONTENTS

*Trust is absolutely fundamental to getting anything done....In organizations, it's one of the biggest issues that impedes progress.*

*-Fast Company* Magazine

Have you ever been on a team where you couldn't seem to get anything done? Or the team members just couldn't work together? It is quite possible that the team members did not trust one another; lack of trust is one of the main impediments to effective teamwork. This video training program demonstrates how to build and maintain trust among team members.

**HOW TO USE THIS GUIDE**

Before beginning your **"Teamwork: What's Trust Got To Do With It?"** workshop, read through this guide. Take special note of the Preparing for the Workshop section. The Planning Considerations and Suggested Group Workshop will help you determine your workshop agenda.

Please note that you may present the graphic layouts, located at the end of this guide, on flip charts, overheads or computer video projection. The worksheets, Session Evaluation Form, and graphic layouts may be duplicated for use only in training sessions with the program.

**THE VIDEO'S MESSAGE**

How do you get young high tech workers and old style managers, factory workers and accountants, to stop being suspicious of one another and work together? How do you get them to trust each other? These questions are crucial for all organizations which now, more than ever, rely on teams to solve problems and implement change.

The video, **"Teamwork: What's Trust Got To Do With It?"** follows a team which is stuck and unable to move forward on a crucial project. One team member, Walter, is especially frustrated, blaming the other team members for the lack of progress. His office mate, Sean, suggests that the underlying problem may be a lack of trust. He guides Walter through the building blocks of trust: openness, credibility and respect.

Walter tries each of these behaviors with his team members and begins to see success. But a word of caution from Sean makes Walter realize that he has been so driven by his own agenda that he has not been sincere with his team; all the trust he's building is not on solid ground. As Sean says, "Trust is like money in the bank…. It takes a long time to build up some solid savings – and next to nothing to blow it all." This leads to a surprising reversal where Walter proposes a new solution for the team's project, one driven by the concerns of his team and the customers. As a result, genuine trust begins to develop among the team members and their project is ultimately a success.

Viewers learn both the importance of team trust and the behaviors necessary for achieving it.

## KEY TRAINING POINTS

- Trust is the foundation of teamwork.

- The three most important trust-building behaviors are:

    1. Openness
        - Share ideas, questions and concerns
        - Do not hold back information

    2. Credibility
        - Demonstrate your competence
        - Do what you promise to do
        - If you can't deliver, own up to it and work out a solution

    3. Respect
        - Acknowledge the skill and expertise of your team
        - Respond to legitimate concerns of your team

- Trust-building behavior must be genuine and ongoing.

## TRAINING APPLICATIONS

This program is appropriate for **Teamwork Workshops** and would benefit:

- **Team Members and Leaders**

- **Human Resources Personnel**

**PLANNING CONSIDERATIONS**

**1.    Know Your Audience**

- Understand the training needs of your audience and target your work-shop accordingly.

**2.    Determine Objectives**

- Considering your audience and the materials you will be using, decide on the objectives of your workshop.

**3.    View Video**

- Watch the program.  Note situations which relate directly to your audience.

**4.    Prepare Environments**

- Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.

**5.    Prepare Materials**

- Use the Training Leader's Checklist to prepare flip charts and/or overheads and photocopy all participant handouts.

**6.    Check All Presentation Equipment**

- Test all audio and visual equipment **before** the training session begins.  At workshop's beginning, make sure everyone can see and hear the presentation.

**7.    Send out Invitations to Participants**

- A sample letter is provided for your use.  (page 6)

**For: 2½ -Hour Group Training Session**

| Activity | Time | Page(s) |
|---|---|---|
| **"TEAMWORK: What's Trust Got To Do With It?"** <br> **Welcome & Discussion** | **15 minutes** | **8** |
| **"What Makes You Trust Someone?** <br> **Discussion & Worksheet** | **25 minutes** | **9, 10** |
| **Video Presentation & Discussion** | **30 minutes** | **11, 12** |
| **Break** | **10 minutes** | |
| **"Team Trust Building" Discussion & Worksheet** | **40 minutes** | **13-15** |
| **"Action Plan" Discussion & Worksheet** | **20 minutes** | **16-18** |
| **Conclusion / Evaluation** | **10 minutes** | **19, 20** |

(These times are approximate and may vary depending on the size and responsiveness of your audience.)

This letter can be sent (or emailed) to your participants approximately two weeks before the training session. You can customize it to fit your needs.

(Date)

To:     (Participant's Name)
From:  (Trainer's Name)
Re:     "Teamwork:  What's Trust Got To Do With It?"

Have you ever been on a team where you couldn't seem to get anything done? Or the team members just couldn't work together efficiently?  It is quite possible that the team members did not trust one another; each may have had his or her agenda and was unwilling to share with others.  Lack of trust is one of the main impediments to effective teamwork.

On (insert date) at (insert time), we will hold a training session on teamwork and trust.  The workshop will focus on the importance of team trust and the behaviors necessary to achieve it:

- Openness
- Credibility
- Respect

The video, "Teamwork: What's Trust Got To Do With It?" along with the training session, will demonstrate how to build and maintain team trust, a fundamental ingredient for a successful organization.

Please mark your calendar so you can attend this important training session.

Thank you!

**1. Reserve an appropriate location with...**

☐ Comfortable seating

☐ Easy viewing of visuals

☐ Good lighting

☐ Adequate writing surface

☐ Good acoustics

☐ Accommodations for participants with disabilities

**2. Make sure all equipment is working by...**

☐ Checking the player, monitor, and sound

☐ Testing the video before showing

☐ Checking overhead projector and any additional equipment
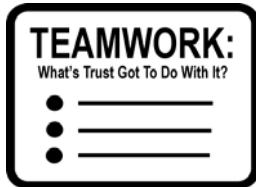
**3. Organize and prepare all materials, including...**

☐ Training Leader's Guide

☐ Overheads and/or flip charts

☐ Paper and pencils

☐ Worksheets photocopied for participants

**4. Any additional materials (list below)**

☐ _____

☐ _____

☐ _____

| TEAMWORK: What's Trust Got To Do With It? | **Time Required:** | ● 15 minutes |
| --- | --- | --- |
| | **Materials Needed:** | ● Graphic #1 (page 22) |
| | | ● Graphic #2 (page 23) |

## Reveal Graphic #1:

**"TEAMWORK:** *What's Trust Got To Do With It?***"**

## Welcome:

Introduce yourself and welcome participants.  Ask participants to introduce themselves, describe their job responsibilities and work group.

## Read or Paraphrase:

This is a workshop about teamwork and trust.  We will be considering why trust is fundamental to team effectiveness and how to build and maintain trust on your teams.  As we go through the session, please draw on your own experience as well as from those in the video.

## Reveal Graphic #2 & Read:

*Trust is absolutely fundamental to getting anything done....In organizations, it's one of the biggest issues that impedes progress.*

-Fast Company Magazine

## Large Group Discussion:

Ask participants if any of them has ever worked on a team in which they believe lack of trust was an impediment to progress.  Ask a few of those responding to share the circumstances and the resulting problems created for the work group and/or organization.  Lead a group discussion on what any individual team member could do under such circumstances to create a more trusting and effective team.

8

**TEAMWORK:**
What's Trust Got To Do With It?

**Time Required:**       ● 25 minutes

**Materials Needed:**   ●  "What Makes You Trust Someone?"
                                         Worksheet (page 10)
                                      ●  Graphic #3 (page 24)

## Hand out Worksheet and Explain:

You may wish to introduce the exercise by saying, "Since trust is so fundamental to teamwork, it is worth considering what makes you trust someone or *not*.  This worksheet will give you the opportunity to do that."   Allow approximately 10 minutes for completion.

## Reveal Graphic #3:

Using the flip chart or overhead, write down participants' answers from their worksheets. Discuss the results – the similarities or differences among their answers.  You may wish to guide the discussion towards the behaviors illustrated in the video they will be seeing:

> Openness (honesty and sharing)
> Credibility (competence and dependability)
> Respect (recognizing others' abilities and expertise)

**Instructions:**

1. Think of two (2) people you have worked with, one you trust and one you do not trust.
2. Under the + TRUST column, list the traits or behaviors that make you trust that person.
3. Under the – TRUST column, list the traits or behaviors that make you *not* trust that person.
4. List below each column the effects on you and your work.

| | **+**<br>**TRUST** | **-**<br>**TRUST** |
|---|---|---|
| **Traits:** | | |
| | | |
| | | |
| | | |
| | | |
| **Effect on you & your work:** | | |
| | | |
| | | |
| | | |

10

| | | |
|---|---|---|
| **TEAMWORK:** What's Trust Got To Do With It? | **Time Required:** | ● 30 minutes:  Video & Discussion<br>● 10 minutes:  Break |
| | **Materials Needed:** | ● Video – "TEAMWORK:  *What's Trust Got To Do With It?*" |

**Video Presentation:**

You may want to introduce the video by saying, "The video we will be watching,
***Teamwork:  What's Trust Got To Do With It?*** demonstrates the importance of trust in making a
team function effectively.  See if your own experience relates to the situations in the video and if
you can identify with their problems and the solutions they come up with."

**Ask & Discuss:**

**Q:**   What does Walter think is wrong with his team?

> *Walter thinks they are all impeding the progress of his work on the new web de-
> sign.  He thinks he is doing his job; they are not doing theirs.*

**Q:**   What does Sean think is the problem and what does he suggest as a solution?

> *Sean suggests the problem may be a lack of trust   Walter needs to gain the trust
> of his team by first demonstrating the behaviors that would make people trust
> him.*

**Q:**   What is Walter's specific complaint about Marlese and what is Sean's suggestion?

> *Walter thinks she is not being open about the budget and is withholding informa-
> tion.  Sean suggests Walter try being open with Marlese by telling her what he
> has told Sean.*

**Q:**   What is Walter's problem with Mario?  How does he resolve it?

> *Walter thinks he is not being credible – not doing what he promises to do.  First,
> he learns that Mario is skeptical about the whole web design project and thinks it
> may cause him more work.  Walter then tries to show Mario that he knows about
> the web and that Walter's design could save Mario time and help the company.*

(more)

**Q:** Sean points out to Walter that he and Susan do not respect one another. How does Walter try to gain her respect?

> *Walter apologizes to Susan and acknowledges that she is the expert on customers. He agrees to follow her suggestion and call customers for their reaction to his test page.*

**Q:** In what way is Walter insincere about building trust and what is the risk in doing that?

> *Walter is trying to make himself look good and ignoring people's legitimate concerns – Marlese's concern that there may be cost overruns, Mario's concern that he will have more work, and Susan's concern that the customers' reactions should be considered. The risk is that these concerns could come back to hurt him, and the trust he is building could be easily lost.*

**Q:** In the final team meeting, why does Walter, after all his efforts, give up his original design idea and propose an alternative? What has he learned about trust?

> *Walter realizes that in his attempt to accomplish his own agenda, he was not responding honestly to his team members' concerns or the needs of their customers. If he wants the team to move forward on a solid basis of trust and to succeed, he has to behave in a trustworthy way himself.*

**Q:** Which of the trust building behaviors – openness, credibility, and respect – is practiced consistently on your team or work group?

> *Answers will vary.*

**Q:** Which of these trust building behaviors do you need to work on in your work group or team and how could you do that?

> *Answers will vary.*

| | | |
|---|---|---|
| **TEAMWORK:** What's Trust Got To Do With It? | **Time Required:** | ● 40 minutes |
| | **Materials Needed:** | ● "Team Trust-Building" Worksheet (pages 14 & 15) |
| | | ● Graphic #4 (page 25) |

**Reveal Graphic #4 & Explain:**
This is a list of the **Key Points** in the video.

- Trust is the foundation of teamwork.

- The three most important trust-building behaviors are:
    1. Openness
        - Share ideas, questions and concerns
        - Do not hold back information
    2. Credibility
        - Demonstrate your competence
        - Do what you promise to do
        - If you can't deliver, own up to it and work out a solution
    3. Respect
        - Acknowledge the skill and expertise of your team
        - Respond to legitimate concerns of your team

- Trust-building behavior must be genuine and ongoing.

(These training points are the basis of the "Team Trust Building" Worksheet, which participants will be working on for this exercise.)

**Hand out "Team Trust-Building" Worksheet & Explain:**
Explain that this worksheet will allow participants to apply the trust building behaviors in the video to their own teams and work group. Instruct participants to first answer the questions themselves. Allow approximately 15 minutes.

**Organize Small Group Discussion and Explain:**
Organize in groups of 3 to 5 people to discuss their answers. Allow approximately 15 minutes.

**Large Group Discussion:**
After everyone has had an opportunity to discuss their answers, ask participants to share the situations from their groups which they found most interesting or exemplary.

**Instructions:**
Answer the following questions on your own.  Be prepared to discuss them in small groups.

### OPENNESS

1.  In the video, Marlese is not open with Walter about the budget.  What are typical reasons team members may not be open or willing to share information with one another?

_____

_____

_____

2.  Describe a specific situation in your experience with a team in which you or another member was not open or withheld information from the team.  What was the effect?  What could you have done to improve the situation?

_____

_____

_____

### CREDIBILITY

3.  Describe a specific situation in your experience with a team in which you or another member was not credible, i.e. appeared incompetent at his or her work or did not do what was required and/or promised (like Mario in the video).   What was the effect?  What could you have done to improve the situation?

_____

_____

_____

(more)

## RESPECT

*When you work alone, or in isolation within your discipline, you can get an overblown sense of your own importance to a project.*

–Chris White, Imagination, Ltd.

4. How does this statement apply to Walter's behavior in the video?   Can you think of a situation in which it applies to you or a team you have worked on?

_____

_____

_____

5. Describe a situation in which you did not respect a team member or a team member did not behave respectfully towards you.  What do you think was the reason?  What was the effect on the team's work?  What could you have done to improve the situation?

_____

_____

_____

**Time Required:**  ● 20 minutes

**Materials Needed:**  ● Graphic #5 (page 26)

● "Action Plan"
Worksheet (pages 17 & 18)

TEAMWORK:
What's Trust Got To Do With It?

## Reveal Graphic #5, Read & Discuss:

*Trust allows people in organizations to work together more effectively.*

*Your ability to trust others grows with your own ability to trust yourself...others' willingness to put their trust in you is influenced by their perception that you see yourself as trustworthy.*

- Harvard Management Update, September 2000

## Hand out "Action Plan" Worksheet & Explain:

Explain that this is the participants' opportunity to rate themselves on trust building behaviors and to develop a plan for improvement within their teams.

## Large Group Discussion:

After everyone has completed the worksheet, ask which behaviors might be the most difficult for them to maintain on their teams. Why? You may also wish to ask participants to discuss what they learned from this exercise.

## "ACTION PLAN" WORKSHEET

**Instructions:**

On a scale of 1 to 5 (5 being the highest), rate yourself on the following traits as a team member:

<u>**RATING**</u>

<u>**Openness:**</u>

- Share ideas, questions and concerns with your team _____
- Do not hold back information _____

<u>**Credibility**</u>

- Demonstrate competency at your work _____
- Do what you promise to do _____
- If you can't do what you promise, own up to it and work _____
  out a solution

<u>**Respect**</u>

- Acknowledge the skill and expertise of your team _____
- Respond to legitimate concerns of your teammates _____

What action(s) can you take to increase your trust within your team or work group?

_____

_____

_____

What changes in your team can you predict (if any) as a result of these actions?

_____

_____

_____

(more)

Think about a colleague who you or others say is untrustworthy. The next time you interact with him/her, stop and take notice of your attitude and the way you come across. Make a point of getting to know the person better -- his/her skills, strengths and concerns at work. What is your attitude toward this person now? Was your original impression accurate? How has your interaction changed? (Save this section to complete after you have tried this exercise.)

_____

_____

_____

_____

_____

| | | |
|---|---|---|
| **TEAMWORK:**<br>What's Trust Got To Do With It? | **Time Required:** | ● 10 minutes |
| | **Materials Needed:** | ● Graphic #6  (page 27))<br>● Session Evaluation Form<br>(page 20) |

### Reveal Graphic #6 & Read:

*Trust is like money in the bank….It takes a long time to build up some solid savings, and it takes next to nothing to blow it all.*

- "Teamwork:  What's Trust Go To Do With It" video

Read Graphic #6 and remind participants that trust building behaviors must be genuine and ongoing.

### Hand Out Session Evaluation Form & Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation Forms, and ask participants to complete them before leaving.

## SESSION EVALUATION FORM

**Instructions:**

Please circle the number that best describes your evaluation of the training session:

|  | Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| This program clearly demonstrated the importance team trust. | 5 | 4 | 3 | 2 | 1 |
| This program clearly demonstrated the behaviors necessary for team trust. | 5 | 4 | 3 | 2 | 1 |
| This program provided practical information I can use in my work situation. | 5 | 4 | 3 | 2 | 1 |
| The session was well organized. | 5 | 4 | 3 | 2 | 1 |

The best part of the program was: _____

_____

_____

The program could be improved by: _____

_____

_____

Additional comments: _____

_____

The following pages may be photocopied onto acetate for overhead projection, used as a guide in creating flip charts or for computer video projection.

**TEAMWORK:**
What's Trust Got To Do With It?

**TEAMWORK:**
What's Trust Got To Do With It?

**TEAMWORK:**
What's Trust Got To Do With It?

# TEAMWORK:

## *What's Trust Got To Do With It?*

*Trust is absolutely fundamental to getting anything done…. In organizations, it's one of the biggest issues that impedes progress.*

**- Fast Company *Magazine***

# <u>What Makes You Trust Someone?</u>

**+**
**TRUST**

**-**
**TRUST**

**Traits:**  _____        _____

_____        _____

_____        _____

_____        _____

_____        _____

**Effect on
you & your
work:**  _____        _____

_____        _____

_____        _____

_____        _____

# KEY POINTS

- Trust is the foundation of teamwork.

- The three most important trust-building behaviors are:

  1. Openness
     - Share ideas, questions and concerns
     - Do not hold back information

  2. Credibility
     - Demonstrate your competence
     - Do what you promise to do
     - If you can't deliver, own up to it and work out a solution

  3. Respect
     - Acknowledge the skill and expertise of your team
     - Respond to legitimate concerns of your team

- Trust-building behavior must be genuine and ongoing.

*Trust allows people in organizations to work together more effectively.*

*Your ability to trust others grows with your own ability to trust your-self…others' willingness to put their trust in you is influenced by their perception that you see yourself as trustworthy.*

- Harvard Management Update
September 2000

***Trust is like money in the bank….***
***It takes a long time to build up***
***some solid savings, and it takes***
***next to nothing to blow it all.***

- "TEAMWORK: *What's Trust Got To Do With It*" video