



Build Bridges, Not Barriers

Learner Workbook



Trust

Confidence born of the _____ and the
_____ of a person or an organization.”

- Stephen Covey

Notes:

Consequences of High Trust

Culture

Speed increases
Costs decrease
Not afraid to make mistakes

People

Collaboration increases
Ability to attract, retain & engage increases
Sharing information

Outcome

More creativity
Higher _____
Greater energy & satisfaction

Notes:

Consequences of Low Trust

Culture

Low morale
Disengagement
Lack of commitment

People

Manipulating
Distorting facts
Withholding information

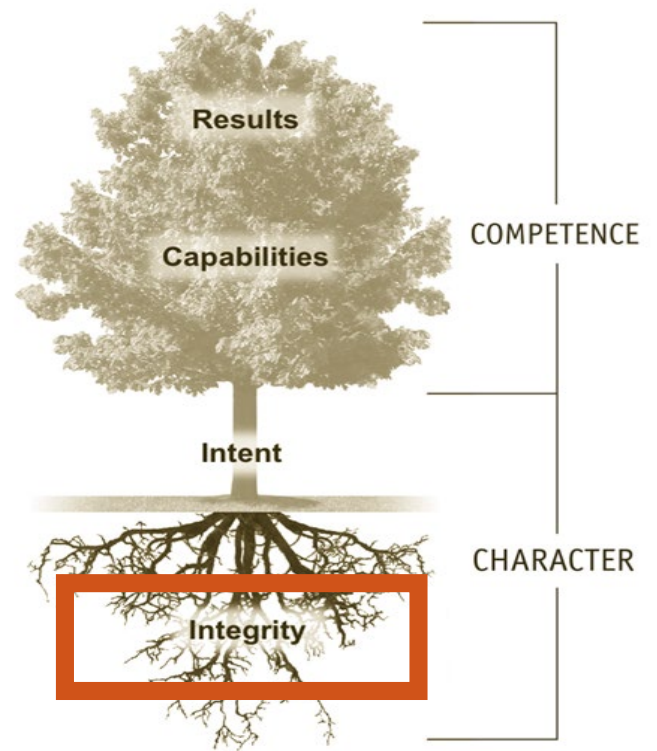
Outcome

_____ to new ideas
Bad-mouthing
Finger-pointing
Overpromising
Underdelivering
Tension & _____

Notes:

Integrity [Character]

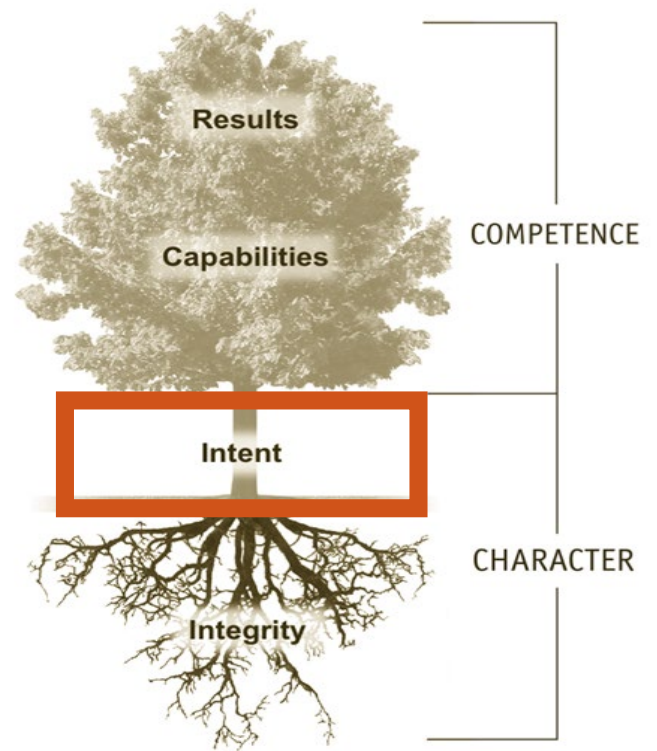
Deep honesty and truthfulness.
It includes congruence, humility,
and courage.



Notes:

Intent [Character]

Intent is your fundamental motive or agenda, and the behavior that follows



Notes:

Capabilities [Competence]

Our capacity and capability to accomplish
TASKS.

Talents

Unique and native strengths

Attitudes

Energy and determination?

Skills

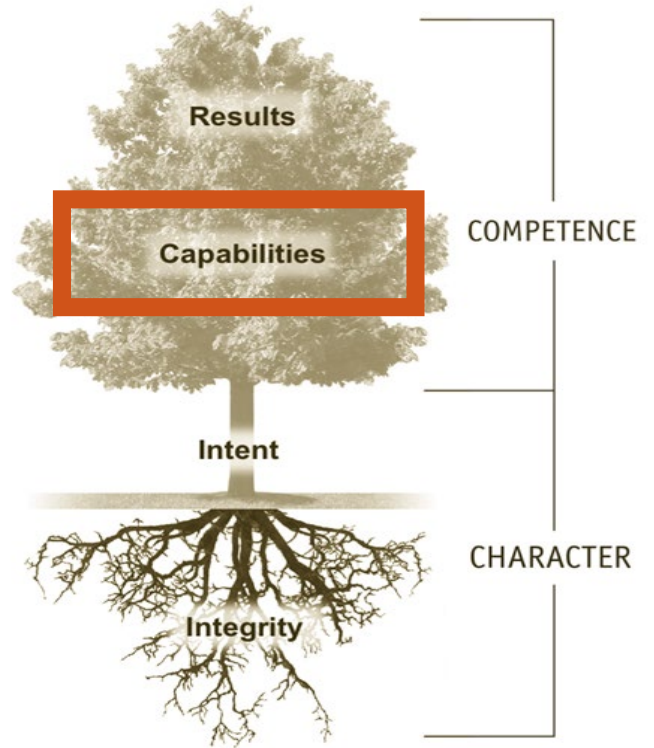
Continuously upgrading your skills?

Knowledge

Staying current in your field or
industry?

Style

Get in the way, or ease the path?



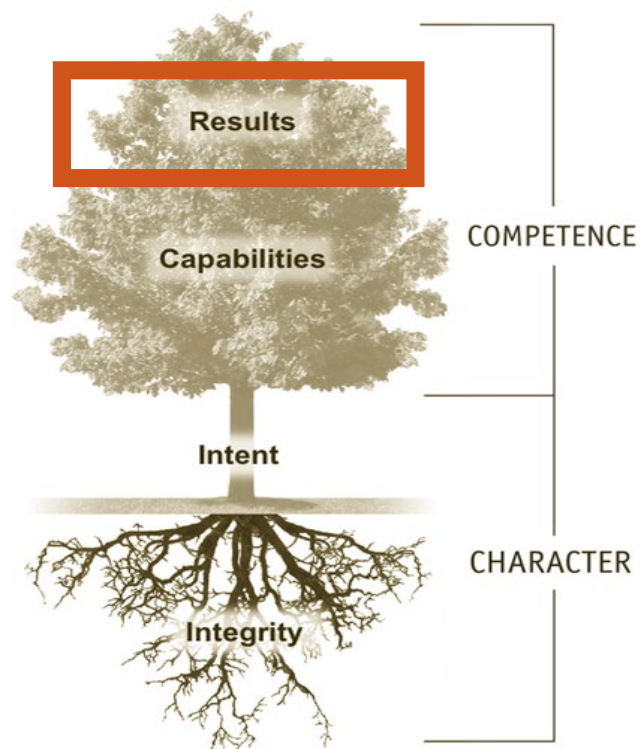
Notes:

Results [Competence]

Results are critical to your credibility!

Measured by:

- **Past Performance**
Your reputation and track record for delivering results, not just performing activities
- **Current Performance**
Producing results NOW, not resting on past performance
- **Anticipated Performance**
How others will expect you to perform in the future, based on past and current results



Notes:

Counterfeit Trust Behaviors

Character

Talk straight.
Demonstrate respect.
Create transparency.
Right wrongs.
Show loyalty.

Opposite

Lie. Deceive.
Show disrespect.
Hide. Cover up.
Deny. Justify wrong
behavior.
Betray others.

Counterfeit

“Spinning”.
_____.
Faking respect.
Respect for ‘some’,
not all.
Hidden agenda.

information.
Cover Up. Hide
Mistakes.
Gossip. Giving credit
when around,
downplaying/taking
credit behind closed
doors.

Notes:

Counterfeit Trust Behaviors

Competence

Deliver results.
Get better.
Confront reality.
Clarify expectations.
Practice
Accountability.

Opposite

Perform poorly/fail to deliver
Complacent. Become irrelevant.
Ignore or deny reality.
Unclear or undefined expectations.
Not "owning up".

Counterfeit

"Busy work".
Activities only.
Improvements that never happen.
Learning, not producing.
_____ the real issues.
_____.
Not pinning down specifics.
Pointing fingers/blame game.
Not holding others
_____.

Notes:

Trust Action Plan

Self-reflection:

- What did you notice during the session? What thoughts, feelings, and reactions did you have?

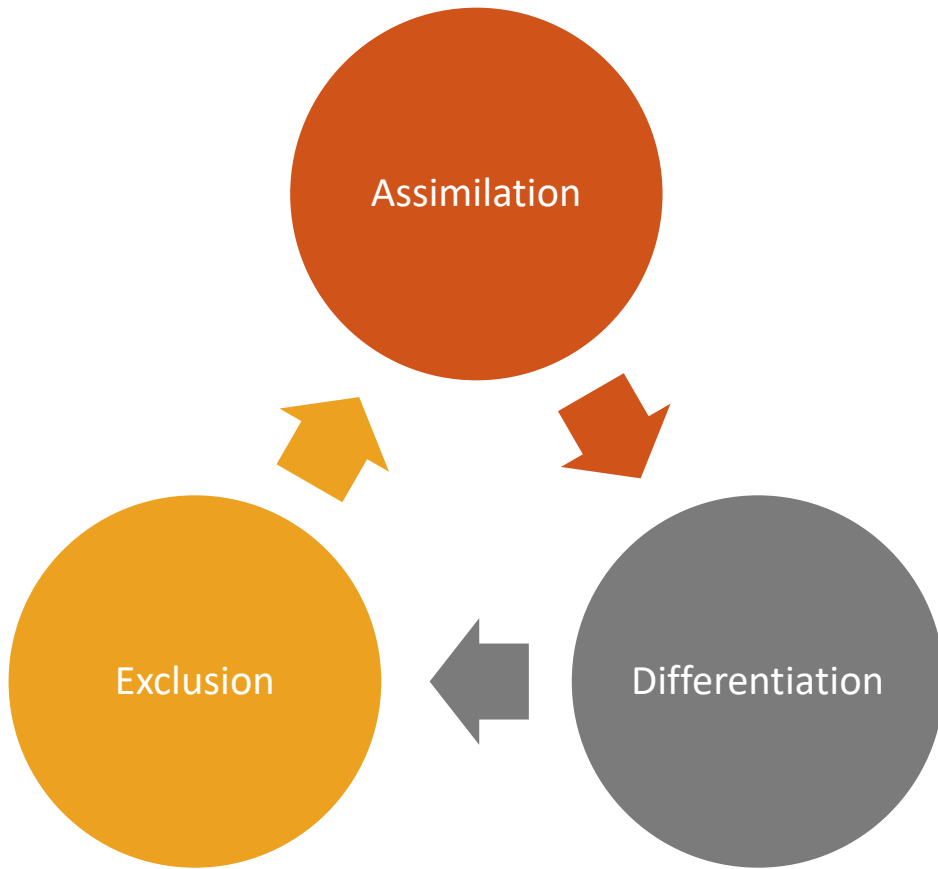
- What was new, challenging, or in contrast to your beliefs? How, if any, has this changed your perspective in any way?

- What do you want to learn more about?

Each person: share within your group **one to two** behaviors in both **character** and **competence** where you would like to improve.

Action: what will you start, stop, or continue to change behavior?

Exclusion



Leader Behaviors that

Notes:

In-Groups & Out-Groups

In-Groups:

- Formed through close interactions and mutual trust between leader and certain members.
- Enjoy more access to resources, information, and support from the leader.
- Receive preferential treatment, opportunities, and higher quality exchanges.
- Typically involved in decision-making processes and have greater influence.
- Exhibit higher levels of job satisfaction, commitment, and loyalty.

Out-Groups:

- Comprise members with limited interaction and lower trust with the leader.
- Experience fewer privileges, limited support, and minimal access to resources.
- Often excluded from important discussions and decision-making processes.
- May have strained relationships, leading to lower job satisfaction and commitment.
- Possibility of higher turnover rates and dissatisfaction with leadership.

Notes:

Inclusion Action Plan

Choose two roadblocks with your partner – 1 Personal, 1 Organizational.

Offer solutions for those two roadblocks.

Each person: Report out for their partner when we return.