

TRUST WORKSHEET

Think of someone you don’t trust professionally:

Distrust is a choice to not make yourself vulnerable to another person’s actions. It is the general assessment that something I value is not safe with this person in this situation. When we distrust, we engage in strategies to protect ourselves. Those strategies inevitably impede the ability to get good work done and this is part of the cost of distrust in the workplace

TRUST CHECK

Think of a person you do NOT trust:

* Is it blanket distrust, or can you identify specific things you value that you don’t trust them with?
* Specifically, what do you value that you do not trust them with?
* What are you concerned they might do with what you value?
* What does this person say and/or do that causes you to distrust them?
* What do you do to avoid being harmed by this person’s actions? Distrust and fear go hand in hand.
* Which of the four elements of trust (care, sincerity, reliability, competence) is the biggest issue?
* If you were to have a conversation about trust with someone you distrust, what would you want to say?
* Reread chapter 7, Confronting Distrust and then construct a conversation script you could use with this person about the element of trust that they have violated.

Think of someone whose trust you have violated.

“Acknowledging and apologizing are essential to restoring lost trust. When people like Randy, whom we met in chapter 2, realize they have made mistakes or acted in ways that damaged trust, they acknowledge responsibility for their actions and apologize for whatever damage it has caused. Using these elements of the language of trust, they also initiate the conversation to reestablish it.”

TRUST CHECK

Think of a person whose trust you have violated.

* Can you identify specific ways that you violated their trust (care, sincerity, reliability, competence)?
* Has the person specifically said you’ve betrayed their trust? If not, how do you know? How do they behave? Polite hypocrisy?
* What questions would you like to ask them?
* Which of the four elements of trust (care, sincerity, reliability, competence) is the biggest issue?
* If you were to have a conversation about trust with someone you distrust, what would you want to say?

*Note:*

*“Making the effort to acknowledge and apologize is the first step to restoring trust and I want to make two notes of warning based on my experience as a coach. First, it is often a humbling experience to admit we have done something to break trust with another, even if it was unintentional. Sometimes we find it easier to blame the other person. We might say to ourselves “he shouldn’t be so sensitive” or “she should see it wasn’t my fault” or “he hasn’t been honest with me, either.” With such thoughts we absolve ourselves of any need to acknowledge that our actions have caused the other person to distrust us. But this only perpetuates a spiral of increasing distrust and breakdown in communication.*

*Second, as I noted in the last chapter, people are often hesitant to talk about broken trust. Sometimes the only way to recognize that you have done something that has damaged another’s trust is that they act differently. The person may be less communicative, more resistant, or less cooperative than usual. At the same time they may seem quite pleasant toward you (recall Solomon’s and Flores’ term “cordial hypocrisy”). In this case you may have to invest some effort to get this person to admit their distrust before you can acknowledge and apologize.*