



# Trust at Work

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How to Build, Maintain and Repair It

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INSIGHT COACHING

*Coaching and Consulting • People and Organizations*

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# The Value of Trust at Work

Think about the people you work with. Do you have high trust in those people? If so...

1. What does having that strong trust do for you?
2. What does it do for your company?

What is the value of having high trust at work?

# Trust is the Foundation

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# Five Fundamental Principles for Building Trust at Work

# Trust Doesn't Just Happen

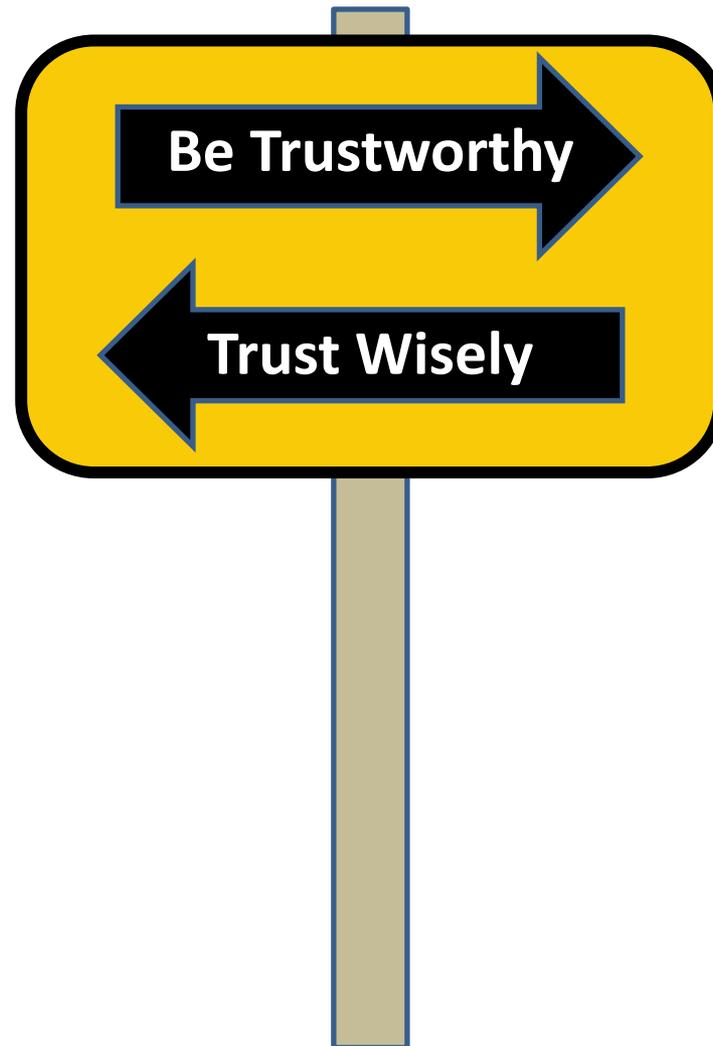
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Building and maintaining trust takes care, cultivation and nurturing.



# Building Trust Is a Two Way Street

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# Two Way Street: Be Trustworthy

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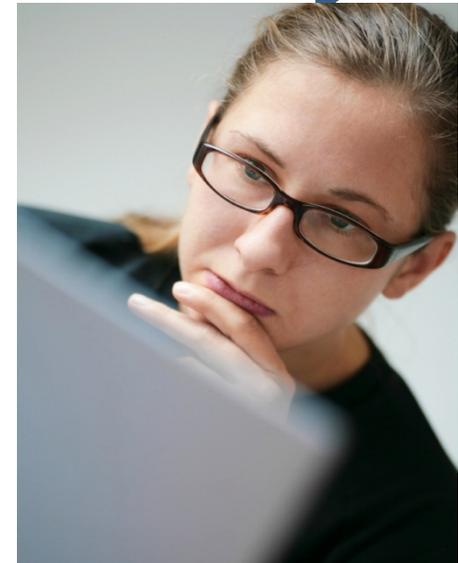
I think I'm a trustworthy person.



Being Trustworthy  
Requires *Intention*  
and  
*Attention*

It's what the  
**other person**  
thinks that  
counts.

Can I really  
trust him?



# Two Way Street: Trust Wisely

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Wise trust requires prudence and discernment.



Wise trust is not all or nothing.

# Trust Needs a Robust Language

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Trust

Sincerity? Honesty?  
Integrity? Reliability?  
Follow-through?  
Competence?  
Care?  
Something else?



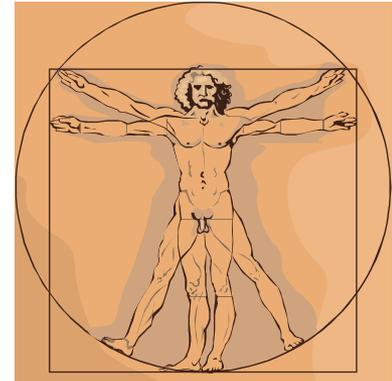
# We Are Wired for Trust and Distrust

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# Trust Is In the Mind, Emotions and Body

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# The Full Experience of Trust

- Bring to mind someone you trust.
- What do you think about him/her?
- What emotions/mood do you experience?
- How does your body react?
  
- Think of someone you do not trust.
- What do you think about him/her?
- What emotions/mood do you experience?
- How does your body react?

# Defining Trust

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***Trust is choosing to risk making something you value vulnerable to another person's actions.***

# Distrust

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*The decision to protect what I value based on the assessment it is **not safe** with this person.*

**Excessive distrust is toxic.**



# TRUST

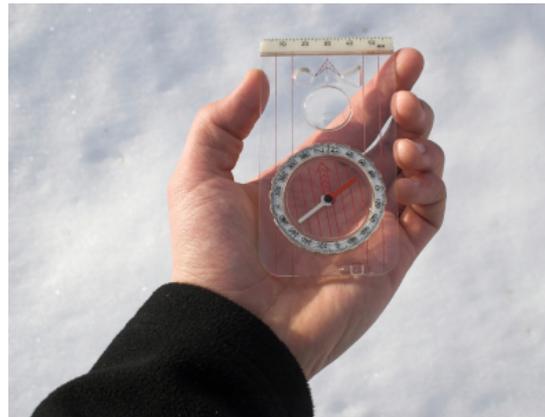
## Four Assessments of Trust

Sincerity  
Reliability  
Competence  
Care

# Sincerity

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“You mean what you say, say what you mean, and you act accordingly. You are honest and act with integrity.”



Are your mouth and your feet pointing in the same direction?

# Reliability

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“You deliver on commitments you make.  
You keep your promises.”



How strong is your commitment to your commitments?

# Competence

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“You have the capacity, skills, knowledge, and resources to do the job.”



How do you know you have the right stuff?

# Care

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“You have my interests — or our common interests — in mind as well as your own when you make decisions and take action.”



Can you see more than your own reflection?



**TRUST**

**SINCERITY**

**RELIABILITY**

**COMPETENCE**

**CARE**



# Trust Assessments and Action

Identify a relationship in which you would like to have stronger trust.

Using the Four Assessments of Trust...

1. Identify 1 thing *you* can start doing to build trust
2. Identify 1 thing *you* can stop doing to build trust
3. Identify 1 thing you can ask the other person to do
4. Identify 1 thing you can ask the other person to stop doing

# Confronting Distrust

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Six things to do before a conversation

1. Decide if you are willing
2. Identify the specific assessment(s)
3. Define your standard
4. Identify specific actions/behaviors
5. Determine what you need
6. Ask the person for a conversation

# Confronting Distrust

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## Five Steps to Starting the Conversation

1. Express your desire to fully trust
2. Describe specific behaviors/actions
3. Ask how they see it
4. Describe what they can do
5. Ask if they are willing to do what you've asked

# When You've Damaged Trust

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When you have done something to damage another's trust in you...

- **Acknowledge** the behavior/action you have done
- **Acknowledge** the damage it has done from their perspective
- **Apologize** for the damage they have experienced
- Let them know you intend to do what you can not to repeat the behavior/action (if possible)

**Do not try to justify or excuse your behavior/action.  
Keep it simple.**



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“We’re never so vulnerable than when we  
trust someone – but  
paradoxically,  
if we cannot trust,  
neither can we find love or joy.”

*- Walter Anderson*

# Additional Resources on Trust

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If you have questions about the material presented in this webinar please contact

**Charles Feltman**

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Call 805-784-9570

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