How full is your trust tank?
WIN AS MUCH AS YOU CAN

Exercise Instructions:
The objective of this exercise is to win as much as you can. For ten successive rounds, you are to choose an “X” or a “Y.” Your choices for each round depend upon the following subgroup combinations.

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<th>PAYOFF SCHEDULE</th>
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<tbody>
<tr>
<td>1X</td>
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<thead>
<tr>
<th>ROUND</th>
<th>GROUP 1</th>
<th>GROUP 2</th>
<th>GROUP 3</th>
<th>GROUP 4</th>
<th>WINNER?</th>
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* Multiply Winning/Losses by 3
** Multiply Winning/Losses by 5
*** Multiply Winning/Losses by 10
LEARNING FROM “WIN AS MUCH AS YOU CAN”

Answer these questions about “Win as Much as You Can” as the group discusses what happened during the exercise.

1. Who won the game?

2. How was competition and collaboration handled during the exercise?

3. What were the consequences?

4. What assumptions did you make about competing vs. collaborating at the very beginning of the game?

5. What happens if you compete with people on your same team?

6. What win-lose competitions were you in with people on your same team?

7. In what ways is this exercise more then a game?

8. What does this exercise say about the operating culture of your organization?
WHAT IS TRUST?

DEFINITION OF TRUST:

1. What builds trust?
   -
   -
   -
   -

2. How would you describe the current trust level in your organization?

3. To what extent do you believe it would support movement to High Performance?

   1  2  3  4  5  6  7  8  9  10
   To a very little extent       To some extent          To a very great extent

4. To what extent are you open and trusting in your work relationships?

   1  2  3  4  5  6  7  8  9  10
   To a very little extent       To some extent          To a very great extent
# EXPLORING TRUST

## LOW TRUST

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<th>CHARACTERISTICS</th>
<th>CONSEQUENCES</th>
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## HIGH TRUST

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What business challenges make trust more important today than in the past?
- 
- 
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- 

What factors make trust more elusive today than in the past?
- 
- 
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Trust is _______ over _______.

It takes a _____________ to earn it and a ____________ to lose it.

What can _______ do for _______?
THE TRUST IMPERATIVE

TRUST
Confidence in your relationship with others; a strong faith that they will meet your expectations in three areas:

INTEGRITY: *(How one is)*
Acts from a well-defined set of guiding principles or values.
Is consistent and predictable in behavior.
Keeps commitments or does what s/he says s/he will do.

COMPETENCE: *(How one performs)*
Understands and can perform the technical requirements of role.
Fulfills requirements of role on a consistent basis.
Able to produce agreed-upon results.

COMPASSION: *(How one relates to others)*
Understanding the point of view of others.
Seeks win/win outcomes in transactions with others.
Puts good of the whole above personal agendas.
# Trust Assessment

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BUILDING ORGANIZATIONAL TRUST

PUTTING THE TRUST MODEL TO WORK

1. Everyone needs a _____________

2. Assume _____________________

3. Be __________________________

4. Quit building __________________

5. ___________ with ______________

6. Treat people ___________________

7. Focus less on the _______________

8. Words are like _________________

9. Get ___________ not ______________

10. Lose ___________ gain ___________

FINAL THOUGHTS:

Trust may not be safe ________________
**WORK ON ME FIRST**

*Exercise:* Building trust by working on me first.

*Answer each of the questions below:*

1. Overall, how trustworthy do you view yourself?

2. How trustworthy are you viewed by others?

3. What have you done to diminish your trustworthiness? Be honest, what are your behaviors and actions that may cause people to have low confidence in you?

4. When you think back to the people you “don’t trust,” which of the three legs of the trust model affect your level of trust in them?

5. In what areas would they say you are lacking?

6. What are some concrete actions you can take to become a more trust-giving person?

   •
   •
   •
   •
   •
   •
Response To Change

Change can be like a rock thrown into a pond that causes disruption, sometimes excitement or sometimes distress. Change often brings uncertainty during transition. This disruption is not only in your mind, but can also affect you physically and even make you ill.

Four Stages of Change

1. Deny
2. Resist
3. Explore
4. Accept

Most changes don’t start with a beginning…
They start with an ending…

What’s your ending?

What’s your new beginning?

LEARN TO HATE:

H x V x F > R

“Make the most out of yourself, for that is all that there is of you.”

Ralph Waldo Emerson
What Is Conflict?

Definition of Unhealthy Conflict:

Symptoms of Unhealthy Conflict:

From managing differences to unhealthy conflict

<table>
<thead>
<tr>
<th>Differences (everyday occurrences)</th>
<th>Unhealthy Conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagreement</td>
<td>Winning is everything</td>
</tr>
<tr>
<td>Honest Difference of Opinion</td>
<td>Issues are Personal</td>
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<tr>
<td>Conflicting Priorities</td>
<td>Positions Solidified</td>
</tr>
<tr>
<td>Mismatched Goals</td>
<td>Logic has Departed</td>
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<tr>
<td>Positional Differences</td>
<td>Objectivity is Lost</td>
</tr>
<tr>
<td>Differing Perspectives</td>
<td>Original Difference Forgotten</td>
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<td>Ego Becomes Involved</td>
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</table>

The Response Chain
5 CONFLICT STYLES

Advocacy
Standing up for your own rights, looking out for your own needs, or defending your own position.

Empathy
Understanding and considering the needs of others, or helping others meet their goals.

Dominate
High on concern for self and low on concern for others. To dominate is to press for your own needs without consideration for the needs of others. “Dominator” go beyond advocating their own rights, seeking to win their position at all costs, or at the expense of others.

Avoid
Low on concern for self and low on concern for others. To avoid is to disregard your own needs and the needs of others. “Avoiders” try to stay out of trouble, defer confrontation, escape responsibility, or buy time.

Accommodate
Low on concern for self and high on concern for others. To accommodate is to disregard your own needs and put the needs of others first. “Accommodators” try to support others, harmonizing and avoiding confrontation or disruption, but they often harbor feelings of anger over not meeting their own needs.

Compromise
Moderate on concern for self and moderate on concern for others. To compromise is to press for part of your own needs and part of the needs of others, and to disregard part of your own needs and part of the needs of others. “Compromisers” try for incremental progress, seeking little wins and little concessions.

Dialogue
High on concern for self and high on concern for others. To dialogue is to talk with others, searching for solutions that will meet your own needs and their needs at the same time. “Dialoguers” collaborate and problem solve with others, and are tough about seeking mutually beneficial outcomes.
DEALING WITH CHOICE POINTS

When to use the 5 Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>When to use</th>
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</table>
| **Avoid** | - When an issue is trivial or unimportant  
- When it is out of your influence and control  
- When relationship damage will outweigh benefits of resolution |
| **Dominate** | - On the few very important issues  
- In emergencies, for quick, decisive action  
- To protect yourself from those who take advantage of nice guys |
| **Accommodate** | - When preserving the relationship is most important  
- When you are wrong, or others’ ideas are better  
- When you have already lost the battle |
| **Dialogue** | - When you need to learn and understand others  
- When you want to integrate the synergy of different viewpoints  
- When you need to find a win/win solution on important issues |
| **Compromise** | - When you need to temporarily settle complex issues  
- To find a workable solution under time pressure  
- To break power struggles and take positive small steps forward |

Making Conscious Choices

<table>
<thead>
<tr>
<th>The Situation</th>
<th>My Objective(s)</th>
<th>My Strategy (style choice)</th>
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<tbody>
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PERSONAL ACCOUNTABILITY

The three levels of ownership (CPA):

1. I **Cause** the result.
2. I **Participate** in causing it.
3. I **Allow** it.

Why do we create the results that we get, even those we do not like?

Payoffs:
- 
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Prices:
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Exercise: My Commitment

Take a few minutes and complete the sentence stems found below. Don’t take a lot of time, but write down the five or six responses that come to your mind.

- If I stopped making excuses for my behavior…

- If I stopped blaming others when things go wrong…

- If I took responsibility for my thoughts, feelings, and actions…

- If I accepted accountability for my results…

Now, write down any commitments you are ready and willing to make to exercise responsibility for your life.
POSITIVE BELIEFS

Strengthening vs. weakening beliefs:

- “Everything happens for a purpose” vs. “Bad always happens to me”
- “People are basically good” vs. “You can’t trust anyone”
- “There is no such thing as failure” vs. “I just can’t win”
- “We can do it” vs. “We’ll never make it”

Exercise

Empowering Beliefs

1. What beliefs which, if adopted, would guarantee your success?
   -
   -
   -
   -
   -

2. What keeps you and your team from living these beliefs on a daily basis?
   -
   -
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Notes

“For (true leaders), the glass is not half-full, it’s brimming. They believe—all of the exemplary leaders we have studied—that they can change the world or, at the very least, make a dent in the universe.”

Warren Bennis and Burt Nanus
Based on what you learned, what things do you need to...