

**BUILDING TRUST WITHIN WORKPLACES**



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**3 C'S FRAMEWORK**



**Confirmation:** Create enough safety and support for people to take emotional, social, psychological, and intellectual risks. Establish trust and build rapport.

Source: Diane Goodman

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**3 C'S FRAMEWORK**



**Contradiction:** Encourage growth by helping participants construct new and more complex understandings of themselves and society.

**Continuity:** Integration of knowledge and awareness. Participants should build sense of empowerment and possibility.

Source: Diane Goodman

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## OBJECTIVES



- Understand the fundamental principles of trust in the context of diversity, equity, and inclusion
- Explore strategies for participating in constructive dialogue that respects diverse perspectives of individuals while upholding organizational values
- Gain practical insights into fostering trust and rapport within teams and across organizational hierarchies and silos

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## GROUP NORMS



- Transparency
- Respect
- Understanding
- Support
- Trustworthiness

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## REFLECTION



- Introduce yourself. How do you personally define trust?
- Share an experience where you felt a high level of trust at work. What were the factors that contributed to that trust?
- Consider a situation where trust was broken or lacking in your workplace. How did it impact you and your team?
- What does trust mean to you in the context of a diverse, equitable, and inclusive workplace?

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# WHAT IS TRUST ACTUALLY?




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# DEFINITIONS OF TRUST




a. : firm belief in the character, ability, strength, or truth of someone or something. b. : a person or thing in which confidence is placed. – Merriam-Webster

Trust is confidence born of two dimensions: character and competence. Character includes one's integrity, motive and intent with people. Competence includes their capabilities, skills, results and track record. – Stephen M. R. Covey

Trust in the workplace refers to psychological safety, mutual respect, and open communication between employees and management. – Inc.com

expectation that colleagues, management, and the organization as a whole will act fairly, be honest, consider everyone's interests, and perform competently. – Chat GPT quotes Harvard Business Review



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# CRISIS OF TRUST



Robert Putnam argues that Americans are lonelier and more distrustful of their fellow citizens than ever.

**At the root of the problem is the erosion of “social capital,” or the networks of sociability, trust, and solidarity that hold communities together.**

Instead of joining clubs or civil organizations, Americans spend more of their waking hours working, commuting to and from their jobs and sitting in front of the TV.

Sources: Politico

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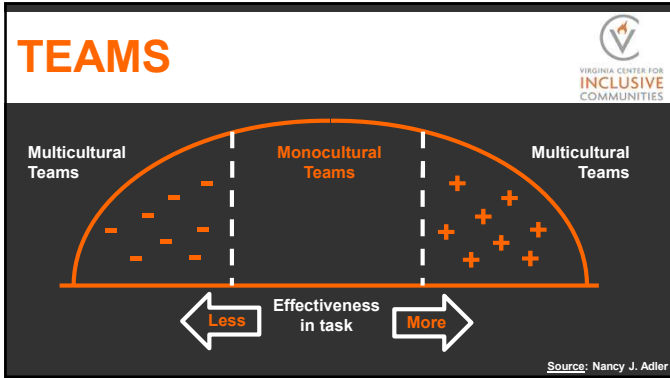
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- # BENEFITS OF TRUST
- Improved collaboration
  - **Better employee morale**
  - Increased productivity
  - **Improved employee performance**
  - Stronger team bonds
  - **Greater psychological safety for employees**
  - Increased respect
- Source: Indeed

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- # LOSING TRUST ON TEAMS
- Lie
  - **Give false hope**
  - Mention an opportunity with no intention to fulfill
  - **Unfair treatment**
- Source: MasterClass, Leading Winning Teams

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**TRUE/ FALSE TRIVIA!**



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**TRUE OR FALSE?**



**Oxytocin increases both the likelihood of workplace trust and collaboration.**

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**ANSWER**



**Answer: True**

**Trust in the workplace is built on social interactions that trigger the release of oxytocin, a neurotransmitter in the brain that enhances cooperative behaviors.**

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Companies with high levels of trust report 50% higher productivity rates than their counterparts.

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## ANSWER



Answer: True

High-trust companies experience a 50% increase in productivity, highlighting the significant impact of trust on operational efficiency

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Managers need to focus only on professional development to build trust within teams.

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## ANSWER



Answer: **False**

Trust building involves recognizing excellence, crafting challenging stress, and fostering personal growth beyond just professional skills.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Providing employees with autonomy in their work does not influence trust.

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## ANSWER



Answer: **False**

Giving employees discretion in how they do their work is crucial for stimulating oxytocin production, which in turn builds trust.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Sharing information broadly with employees can lead to higher levels of trust in an organization.

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## ANSWER



Answer: True

Transparency and open communication, including broad sharing of information, are key behaviors that foster a trustworthy environment.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Only 20% of employees report that their companies' management communicates effectively, a key component of building trust.

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## ANSWER



Answer: **True**

Effective communication, which is crucial for trust-building, is reportedly lacking in many organizations, with only 20% of employees feeling their management communicates effectively.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



Showing vulnerability as a leader has no impact on creating a culture of trust.

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## ANSWER



Answer: **False**

Showing vulnerability is a critical behavior for leaders to engage in, as it helps to build trust by humanizing the leadership.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



High trust companies typically exhibit lower levels of innovation.

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## ANSWER



Answer: **False**

High trust environments enhance innovation and team performance, contradicting the notion that trust might stifle innovation.

Source: Harvard Business Review, Neuroscience of Trust

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## TRUE OR FALSE?



In high-trust environments, the stress levels of employees are reported to be 40% lower than in low-trust environments.

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## ANSWER



Answer: **True**

High-trust environments significantly reduce stress levels among employees by up to 40%, improving overall workplace well-being and satisfaction

Source: Harvard Business Review, Neuroscience of Trust

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**BREAK**



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## WHAT CAN YOU DO?



- 1) Plan Trust Exercises
- 2) Use **Micro-affirmations**
- 3) Communications Recovery Model
- 4) **Continue Learning**

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## WHAT CAN YOU DO? PLAN TRUST EXERCISES

**Chela White**  
Senior Talent Strategy Advisor, Indeed

Source: Indeed.com

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## DISCUSSION PROMPTS

- **What are some trust exercises you have participated in at work?**
- **In what ways did the exercises impact the team?**

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## ADDITIONAL PRACTICES

- **Be consistent**
- **Practice transparency**
- **Extend trust**
- **Value your employees' opinions**
- **Recognize accomplishments**

Source: Indeed.com

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## WHAT CAN YOU DO? USE MICRO-AFFIRMATIONS



“Tiny acts of opening doors to opportunity, gestures of inclusion and caring, and graceful acts of listening.”

Source: Mary Rowe

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## WHAT CAN YOU DO? USE MICRO-AFFIRMATIONS



- Asking others for their opinion
- Recognizing the achievements of others
- Using friendly facial expressions and gestures
- Taking genuine, professional interest in someone's personal life

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## WHAT CAN YOU DO? COMMUNICATION RECOVERY MODEL



- Accept feedback
- Acknowledge your impact
- Apologize
- Ask questions for clarification
- Reflect and commit to change
- Move forward in communication

Source: Leslie Aguilar

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## WHAT CAN YOU DO? CONTINUE LEARNING



- “What IS Trust Actually?” by Simon Sinek
- “The Neuroscience of Trust” by Paul J. Zak
- The Speed of Trust by Stephen M.R. Covey
- Trust Rules: How to Tell the Good Guys from the Bad Guys in Work and Life by Linda Stroh
- Leading Winning Teams featuring Geno Auriemma by MasterClass

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## WHAT CAN YOU DO? CONTINUE LEARNING



- ‘The Interview’: Robert Putnam Know Why You’re Lonely episode on The Daily Podcast
- “10 Exercises to Strengthen Your Team” by Indeed
- “Microaggressions and micro-affirmations by The Harriet W. Sheridan Center for Teaching and Learning, Brown University
- Ouch? That Stereotype Hurts by Leslie Aguilar

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## CASE STUDIES



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## CASE STUDIES



- What is the issue and your immediate, gut-level reaction?
- How does your identity (e.g., social identity, job role, etc.) inform if or how you respond?
- What action(s) might you take in the moment? What long term action(s) might you take?
- What tools exist at your organization to address this issue?

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## T-R-U-S-T



- Transparency
- Respect
- Understanding
- Support
- Trustworthiness

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## CLOSURE



What short-term action(s) will you take to ***build trust*** in your organization?

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## SPREAD THE MESSAGE



#inclusiveplace

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## STAY IN TOUCH



**VIRGINIA CENTER FOR INCLUSIVE COMMUNITIES**

(804) 515-7950 | (757) 390-0720

[contact@inclusiveVA.org](mailto:contact@inclusiveVA.org)

[www.inclusiveVA.org](http://www.inclusiveVA.org)

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