

TRAINING LEADER'S GUIDE

For Group Workshops or Self Study with Reproducible Participant Worksheets



Leadership:

What's Trust Got To Do With It?

2ND EDITION

For Preview

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THE VIDEO'S MESSAGE

For it is mutual trust, even more than mutual interest, that holds human associations together.

- H.L. Mencken

Trust is the foundation of leadership. Yet trust in the contemporary workplace is a vanishing characteristic. Precisely when organizations need employee involvement, trust levels are low and people are disengaged. Team leaders and middle managers are caught in the middle of this trust crisis.

What can leaders do to develop trust? This video tells the story of a team leader who regains the active participation of his team using five essential trust building behaviors: openness, credibility, humility, competence, and generosity.

Rebuilding trust, as demonstrated in this video requires time and consistency. As Tom, the leader in the video says, "Trust is like money. It's tough to get and easy to lose." And without trust, leadership is not possible.

HOW TO USE THIS PROGRAM

This program is suitable for group training as well as self study. Before beginning any training, take time to read through the entire guide. If you are planning a workshop, take special note of the **Preparing for the Workshop** section. The **Planning Considerations** and **Suggested Group Workshop** sections will help you determine your workshop agenda. All worksheets contained within this guide are designed to work for groups or individual study. Instructions for both are given (as needed) at the beginning of each worksheet. Also, this program can be licensed for online training using video streaming. To obtain streaming or other digital video rights, contact your distributor.

You will also find a copy of this leader's guide in PDF format on the enclosed CD-ROM. The leader's guide contains all the participant worksheets. Also included on this CD-ROM is a separate PDF file with just the participant worksheets. Use this file to easily print out copies of the worksheets as needed.

The slides, located at the end of this guide may be presented in a number of ways:

- PowerPoint
- TV monitor
- Flip charts
- Handouts

For example, you can use the DVD to present the slides via your monitor by selecting the "Slides" button on the DVD's main menu. When using the slides on the DVD, you can navigate using the arrows at the bottom of each slide. Note that some slides are designed to build line-by-line as you select each new slide. (See slide 5 "Training Points" for an example.) Another option is to use the PowerPoint file on the enclosed CD-ROM and display the slides using your laptop attached to a video projector. The PowerPoint file may be edited as needed; for example, you could add your company's logo or other additional content specific to your organization.

Video Visions grants organizations that have purchased the "Leadership: What's Trust Got To do With It? 2nd Edition" training program the right to copy and edit the enclosed PowerPoint file and leader's guide worksheets for use with the video. It is illegal to duplicate the video portion of this program in any format without written authorization from Video Visions. Contact Video Visions for additional rights.

KEY TRAINING POINTS

- Trust is the foundation of leadership.
- The way we behave either builds trust or destroys it.
- The five most important trust-building behaviors are:
 1. **Be open and honest**
Let people know what's going on. Don't hide bad news.
 2. **Be credible**
Do what you say you're going to do. Be true to your word.
 3. **Be humble**
Ask for help when you need it. Admit you don't know everything.
 4. **Be competent**
Know your job. Do it in a way that sets the standard for everyone.
 5. **Be generous**
Give praise and credit to the people who deserve it.
- Trust-building behaviors must be consistent and ongoing.

TRAINING APPLICATIONS



This program is easily adapts to **LEADERSHIP TRAINING WORKSHOPS** for:

- **Managers**
- **Supervisors**
- **Team leaders**

This program can be used for either group and/or individual instruction.

PLANNING CONSIDERATIONS

- 1. Know Your Audience**
Understand the training needs of your audience and target your training accordingly.
- 2. Determine Objectives**
Determine the objectives of your training session, taking your audience and their needs into consideration.
- 3. View Video**
Watch the program. Note situations that relate directly to your audience.
- 4. Prepare Environment**
Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.
- 5. Prepare Materials**
Use the Training Leader's Checklist to prepare PowerPoint slides and/or overheads and flip charts. Print or photocopy all participant worksheets.
- 6. Check All Presentation Equipment**
Test all audio and visual equipment **well before** the training session begins. At the beginning of the session, make sure everyone can see and hear the presentation.
- 7. Send Out Invitations to Participants**
A sample invitation is provided for your use. (page 6)

TRAINING LEADER'S CHECKLIST

- 1. Reserve an appropriate location with:**
 Comfortable seating Easy viewing of visuals
 Good lighting Adequate writing surface for participants
 Good acoustics Accommodations for participants with disabilities
- 2. Make sure all equipment is working:**
 Play the video to make sure the player, monitor, and sound are functional
 Check overhead projector, laptop computer and any additional equipment
- 3. Organize and prepare all materials, including:**
 Training Leader's Guide PowerPoint slides, overheads or flip charts
 Pens and Paper Worksheets photocopied for participants
- 4. Any additional materials (list below):**

SUGGESTED GROUP WORKSHOP



FOR 3-HOUR GROUP TRAINING SESSION

Activity	Time	Page(s)
“Leadership: What’s Trust...” Welcome & Discussion Worksheet #1: “What Makes You Trust Someone?”	30 minutes	7 16
“A Crisis in Trust” Exercise & Discussion Worksheet #2: “A Crisis in Trust”	20 minutes	8 17
Video Presentation, Exercise & Discussion Worksheet #3: “Video Discussion Questions” Worksheet #4: “Self Study Review”	45 minutes	9-11 18-19 20
Break	10 minutes	—
“Building Trust” Exercise & Discussion Worksheet #5: “Key Training Points” Worksheet #6: “Building Trust”	30 minutes	12 21 22-23
“Action Plan” Exercise & Discussion Worksheet #7: “Action Plan”	30 minutes	13 24-25
Conclusion / Session Evaluation Worksheet # 8: “Session Evaluation Form”	15 minutes	14 26

(These times are approximate and may vary depending upon the size and responsiveness of your audience.)

SAMPLE INVITATION TO WORKSHOP



This invitation can be sent to your participants before the training session. You can customize it to fit your needs.

Date:
To: [Participant's Name]
From: [Trainer's Name]
Re: "Leadership: What's Trust Got To Do With It?" Workshop

As a leader [or future leader] within our organization, you need to sustain the active participation of your work group [or team or employees]. In order to do that - to lead - you must first establish trust. With today's organizational pressures, many well-meaning managers [team leaders] lose sight of the importance of building and maintaining trust.

On [insert date] at [insert time], we will hold a training session on leadership and trust. The session will be held at [insert location]. The purpose of the session and video is to help you gain a better understanding of the following:

- Trust is the foundation of leadership.
- The way we behave either builds trust or destroys it.
- The five most important trust building behaviors are:
 1. **Be open and honest.**
Let people know what's going on. Don't hide bad news.
 2. **Be credible.**
Do what you say you're going to do. Be true to your word.
 3. **Be humble.**
Ask for help when you need it. Admit you don't know everything.
 4. **Be competent.**
Know your job. Do it in a way that sets the standard for everyone.
 5. **Be generous.**
Give praise and credit to the people who deserve it.
- Trust-building behaviors must be consistent and ongoing.

Please mark your calendars so you can attend this important training session.

Thank you!

“LEADERSHIP: WHAT’S TRUST GOT TO DO WITH IT?” WELCOME & DISCUSSION



Time Required: ● 30 minutes

Materials Needed: ● Slide #1 (page 28)
● Slide #2 (page 29)
● Worksheet #1: “What Makes You Trust Someone?” (page 16)

Reveal Slide #1:

“Leadership: What’s Trust Got To Do With It?”

Welcome:

Introduce yourself and welcome participants. Ask participants to introduce themselves and describe their job responsibilities and work group.

Read or Paraphrase:

This is a workshop about the connection between leadership and trust. Most people agree that leadership depends on trust; we wouldn’t follow someone we didn’t trust. Throughout this workshop we will be exploring the ways to build and maintain trust in our workplace.

Hand Out Worksheet #1 and Explain:

Since trust is such an important issue in leadership, it is worth considering what makes you trust someone—or *not*. This worksheet will give you the opportunity to do that.

Reveal Slide #2 and Discuss:

Once participants have completed the worksheet, ask them to share their results. You may find common threads in the traits which make people trust someone, including those illustrated in the video:

- Openness: letting people know the truth
- Credibility: doing what you promise
- Humility: willing to ask for help
- Competence: knowing your job and doing it well
- Generosity: giving praise and credit to people who deserve it

"A CRISIS IN TRUST" EXERCISE & DISCUSSION



Time Required: ● 20 minutes

Materials Needed: ● Slide #3 (page 30)
● Worksheet #2: "A Crisis in Trust" (page 17)

Reveal Slide #3:

Trust in the American workplace is a vanishing characteristic.

-Total Quality Newsletter

Hand Out Worksheet #2 and Explain:

(You may have participants work individually or in small groups.) On the worksheet, you will be considering this quotation and its implications for your workplace. Once you have completed the worksheet, you may choose to share your answers with the whole group.

Large Group – Ask and Discuss:

Q: Do you agree or disagree with the quotation? Why?

A: *Answers will vary*

Q: What has happened in the workplace in recent years to cause a decline in trust?

A: *Possible answers: downsizing, layoffs, rapid change, increasing demands with fewer payoffs for workers...*

Q: How has your workplace been affected, if at all, by a lack of trust?

A: *Answers will vary.*

Q: What can you or your organization do to regain trust?

A: *Answers will vary.*

VIDEO PRESENTATION, EXERCISE & DISCUSSION



- Time Required:** ● 45 minutes: Video, Plus Discussion
- Materials Needed:**
- Video – “Leadership: What’s Trust Got To Do With It? 2nd Edition”
 - Worksheet #3: “Video Discussion Questions” (pages 18-19)
 - Worksheet #4 “Self Study Review” (page 20)

Read or Paraphrase Video Introduction:

“Leadership: What’s Trust Got To Do With It? 2nd Edition” contains some valuable lessons about trust and leadership. As you watch the video, please note those situations that relate to your own work experience.

Hand out Worksheet #3 “Video Discussion Questions” and Present the Video:

Explain to participants that the questions on the worksheet will be discussed after viewing the video. They may wish to take notes as they watch. Present the video. After viewing, have participants discuss the following questions in small groups or in the large group. The answers listed below are suggested; participants’ answers will vary.

Q: Throughout the video, what was Tom doing to contribute to his team’s mistrust of him?

A: *Withheld information, didn’t fulfill promises, didn’t ask for help, didn’t do his job competently....*

Q: What effect did this lack of trust have on people’s attitude toward Tom? Toward their work?

A: *Unresponsive or hostile toward Tom; disengaged and unenthusiastic toward work.*

Q: What specific action does Tom take to get Adam (accounting person) to trust him? Why does that same action not work with Benny?

A: *Tom is open with Adam and tells him that they need to cut the budget by 20%. That “openness” doesn’t work with Benny because Tom has not kept his word with him.*

(cont’d)

VIDEO PRESENTATION, EXERCISE & DISCUSSION – cont'd

Q: What does Tom do to gain Benny's trust?

A: *He responds to the proposal Benny had sent him, showing his "credibility" by doing what he had promised to do.*

Q: How does Tom begin to gain Cynthia's trust?

A: *First, he asks for her help. Then he displays his "competence" by focusing on the task of making budget cuts.*

Q: What was wrong with Tom just telling Murray that he had worked hard on the proposal? How does he correct himself?

A: *He was taking all the credit himself and not acknowledging his team. Once he realizes that, he becomes "generous" and gives credit to his team members for their contributions.*

Q: Near the end of the video, when Tom says "Trust is like money; it's hard to earn and easy to lose," what point is he making?

A: *It takes time and effort to gain people's trust and it could be lost in a minute. Trust building behaviors need to be consistent and ongoing.*

You may conclude the discussion by asking if there are any questions or comments about the training points or the video. (As an option, you may choose to give the following Video Review for self study.)

(cont'd)

Hand out Worksheet #4: “Self Study Review” (optional for groups)

This worksheet is designed for self study but may be adapted for use in group workshops. Below are questions and answers.

1. How would you describe the team’s reaction to Tom at the first staff meeting?
 - A. Inattentive
 - B. Skeptical
 - C. Hostile
 - D. All of the above**

2. In what situation is Tom’s “openness” successful?
 - A. He tells Adam about a 20% budget cut.**
 - B. He responds to Benny’s e-mail on the database rewrite.
 - C. He asks Cynthia for help with Benny’s proposal.
 - D. He gives credit to his team in conversation with Murray.

3. Why does “openness” not work with Benny?
 - A. Benny wasn’t paying attention.
 - B. Tom approached Benny in a hostile manner.
 - C. Tom has not kept his word with Benny.**
 - D. Adam already told Benny the news.

4. What trust-building action does Tom take with Cynthia?
 - A. Tom reminds Cynthia that he is the department leader.
 - B. Tom asks why Cynthia has e-mailed Murray.
 - C. Tom asks Cynthia for help with Benny’s proposal.**
 - D. Tom asks Benny to talk to Cynthia.

5. What trust-building behavior does Tom figure out for himself at the end, while talking to Murray?
 - A. Be competent – do your job in a way that sets a standard.
 - B. Be generous – give credit to your team for their contributions.**
 - C. Be humble – ask for help.
 - D. Be credible – do what you say you will do.

Label the following True or False (based on the video):

6. People will not follow a leader they do not trust. **True**


7. “Openness” involves telling people bad news. **True**

8. A vital element of trust is charisma. **False**

9. “Competence” involves both ability to do a job and actually doing it. **True**

10. A good leader doesn’t ask subordinates for help. **False**

“BUILDING TRUST” EXERCISE & DISCUSSION

	Time Required: ● 30 minutes
	Materials Needed: □ ● Slide #4 (page 31) ● Slide #5 (page 32) ● Worksheet #5: “Key Training Points” (page 21) ● Worksheet #6: “Building Trust” (pages 22-23)

Reveal Slide #4 and Read:

As leaders, we all need to be aware that the way we behave either builds trust—or destroys it.

- “Leadership: What’s Trust...” video

Reveal Slide #5: “Key Training Points”

Hand Out Worksheet #5: “Key Training Points”

You may wish to review the video’s training points on the slide and worksheet.

Hand Out Worksheet #6:

Explain that this is the participants’ opportunity to apply the video’s training points to their own work situations.

Large Group Discussion:

After everyone has completed the worksheet, review the questions by having participants share their answers with the group.

“ACTION PLAN” EXERCISE & DISCUSSION

<input type="checkbox"/> Leadership: <i>What's Trust Got To Do With It?</i> ● _____ ● _____	Time Required: ● 30 minutes
	Materials Needed: <input type="checkbox"/> ● Slide #6 (page 33) ● Worksheet #7: “Action Plan” (pages 24-25)

Reveal Slide #5 and Read:

Leadership: what's trust got to do with it? Everything!

- “Leadership: What’s Trust...” video

Hand Out Worksheet #5 and Explain:

Explain that this is the participants’ opportunity to consider actions they can take now to build and maintain trust in their workplace. This exercise should also help them remember the points they found most useful in the video and workshop session.

Large Group Discussion:

After everyone has completed the worksheet, ask which actions might be the most difficult for them to maintain. Why?

CONCLUSION / SESSION EVALUATION



Time Required: ● 15 minutes

Materials Needed: ● Slide #7 (page 34)
● Worksheet #8: "Session Evaluation Form" (page 26)

Reveal Slide #6 and Read:

Trust is kind of like money. It's hard to earn and easy to lose.

- "Leadership: What's Trust..." video

Hand Out Worksheet #6 and Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation Forms, and ask participants to complete them before leaving.

PARTICIPANT WORKSHEETS

(For use in group workshops or self study)

For Preview Only

WORKSHEET #1: "WHAT MAKES YOU TRUST SOMEONE?"

Instructions (for both Group Workshops and Self Study):

1. Think of two (2) people in leadership positions (now or in your past): one you trust and one you do not trust.
2. Under the + column, think about the person you trust and list the traits or behaviors that make you trust that person.
3. Under the - column, think about the person you do not trust and list the traits or behaviors that make you not trust that person.
4. Using the next set of columns, list the effect of the person's behavior on you and/or your work.

+

-

Traits:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**Effect on you
and/or your work:**

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

WORKSHEET #2: "A CRISIS IN TRUST"

For Group Workshops: Please answer the following questions – either individually or in small groups, as suggested by the workshop leader. You will be discussing your answers in the large group.

For Self Study: Please answer the following questions before you watch the video.

Trust in the American workplace is a vanishing characteristic.
-Total Quality Newsletter

1. Do you agree or disagree with the above quotation? Explain.

2. What has happened in the workplace in recent years to cause a decline in trust?

3. How has your workplace been affected, if at all, by a lack of trust?

4. What can you or your organization do to regain trust?

WORKSHEET #3: "VIDEO DISCUSSION QUESTIONS"

Instructions:

For Group Workshops: You may take notes on the following questions as you watch the video. You will be asked to share your answers in the large group discussion after viewing the video.

For Self Study: You may take notes on the following questions as you watch the video. After watching the video, complete your answers.

1. In the first part of the video, what was Tom doing to contribute to his team's mistrust of him?

2. What effect did this lack of trust have on people's attitude toward Tom? Toward their work?

3. What specific action does Tom take to get Adam (accounting person) to trust him? Why does that same action not work with Benny?

4. What does Tom do to gain Benny's trust?

(cont'd)

WORKSHEET #3: "VIDEO DISCUSSION QUESTIONS" (cont'd.)

5. How does Tom begin to gain Cynthia's trust?

6. What was wrong with Tom just telling Murray that **he** had worked hard on the proposal? How does he correct himself?

7. Near the end of the video, when Tom says, "Trust is like money; it's hard to earn and easy to lose," what point is he making?

For Preview Only

WORKSHEET #4: "SELF STUDY REVIEW"

For Group Workshops: Please answer the following questions, as requested by the group workshop leader.

For Self Study: Please answer the following questions:

1. How would you describe the team's reaction to Tom at the first staff meeting?
 - A. Inattentive
 - B. Skeptical
 - C. Hostile
 - D. All of the above

2. In what situation is Tom's "openness" successful?
 - A. He tells Adam about a 20% budget cut.
 - B. He responds to Benny's e-mail on the database rewrite.
 - C. He asks Cynthia for help with Benny's proposal.
 - D. He gives credit to his team in conversation with Murray.

3. Why does "openness" not work with Benny?
 - A. Benny wasn't paying attention.
 - B. Tom approached Benny in a hostile manner.
 - C. Tom has not kept his word with Benny.
 - D. Adam already told Benny the news.

4. What trust-building action does Tom take with Cynthia?
 - A. Tom reminds Cynthia that he is the department leader.
 - B. Tom asks why Cynthia has e-mailed Murray.
 - C. Tom asks Cynthia for help with Benny's proposal.
 - D. Tom asks Benny to talk to Cynthia.

5. What trust-building behavior does Tom figure out for himself at the end, while talking to Murray?
 - A. Be competent – do your job in a way that sets a standard.
 - B. Be generous – give credit to your team for their contributions.
 - C. Be humble – ask for help.
 - D. Be credible – do what you say you will do.

Label the following True or False (based on the video):

6. People will not follow a leader they do not trust. _____
7. "Openness" involves telling people bad news. _____
8. A vital element of trust is charisma. _____
9. "Competence" involves both ability to do a job and actually doing it. _____
10. A good leader doesn't ask subordinates for help. _____

WORKSHEET #5: “KEY TRAINING POINTS”

The following are for your review only, as a reminder of the video’s training points.

- **Trust is the foundation of leadership.**
- **The way we behave either builds trust or destroys it.**
- **The five most important trust-building behaviors are:**

Be open and honest

Let people know what’s going on. Don’t hide bad news.

Be credible

Do what you say you’re going to do. Be true to your word.

Be humble

Ask for help when you need it. Admit you don’t know everything.

Be competent

Know your job. Do it in a way that sets the standard for everyone.

Be generous

Give praise and credit to the people who deserve it.

- **Trust–building behaviors must be consistent and ongoing.**

WORKSHEET #6: "BUILDING TRUST"

For Group Workshops: Answer the following questions. You may be asked to share your answers in the large group discussion.

For Self Study: Answer the following questions:

OPENNESS

1. At the beginning of the video, Tom is not open with his team members. What are typical reasons managers and team leaders are not open with their work group?

2. Describe a specific situation in your work experience in which you (or others you've worked with) were not open with your work group. What was the effect?

CREDIBILITY

3. In the video, Benny's cynical attitude toward Tom is due mainly to Tom not keeping his word. Can you describe any similar experience in your workplace—and its result?

(cont'd.)

WORKSHEET #6: "BUILDING TRUST" (cont'd.)

HUMILITY

4. In the video, Tom's reluctant to go to Cynthia for help. Is there anyone in your work group you find difficult to go to for assistance, even if that person could help you? Why? What do you think would happen if you asked that person for help?

COMPETENCE

5. In the video, Cynthia implies that Tom is not doing his job; as a result, Tom becomes more competent. Can you describe a situation in which you or a leader in your organization did do his or her job with competence, in a way that set a standard for everyone else?

GENEROSITY

6. Near the end of the video, Tom realizes he can't take all the credit for a proposal, and he acknowledges the contributions of his team. Describe a situation in your workplace where you or someone you worked for went out of his/her way to give credit to an employee. What was the effect?

WORKSHEET #7: "ACTION PLAN"

I want to remember and use...

List 3 trust-building behaviors from the video and/or workshop that you would like to remember and implement in your work group:

1. _____

2. _____

3. _____

When will you have an opportunity to implement these actions?

What obstacles, if any, may prevent you from taking the above actions? How can you overcome those obstacles?

(cont'd)

WORKSHEET #7: "ACTION PLAN" – cont'd

What changes in your work group can you predict (if any) as a result of these actions?

One month later...

What trust building actions have you taken in your work group?

What has been the benefit of these changes?

What further actions can you take to build and maintain trust in your work group?

WORKSHEET #8: "SESSION EVALUATION FORM"

Instructions:

Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly demonstrated that leadership depends on trust.	5	4	3	2	1
This program clearly demonstrated the behaviors for building and maintaining trust in the workplace.	5	4	3	2	1
This program provided practical information I can use in my work situation.	5	4	3	2	1

The best part of the program was: _____

The program could be improved by: _____

Additional comments: _____

SLIDE LAYOUT SECTION



The following pages contain slides that can be accessed and displayed in the following ways:

- PowerPoint
- TV monitor
- Overheads
- Flip charts
- Handouts

Also, these slides can be found in the PowerPoint file on the enclosed CD-ROM. Another option is to call up similar versions of these slides using the DVD. Look for the "slides" button located on the main menu screen of the DVD. You will be able to display the slides directly to your monitor before or after playing the video.

Leadership:

What's Trust Got To Do With It?

2nd Edition

For Preview Only

What makes you trust someone?

+

-

Traits:

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
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**Effect on you
and/or your work:**

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For Preview Only

***Trust in the American workplace
is a vanishing characteristic.***

- Total Quality Newsletter

For Preview Only

As leaders, we all need to be aware that the way we behave either builds trust – or destroys it.

- “Leadership: What’s Trust...” video

KEY TRAINING POINTS

- **Trust is the foundation of leadership.**
- **The way we behave either builds trust or destroys it.**
- **The five most important trust-building behaviors are:**

Be open and honest

Let people know what's going on. Don't hide bad news.

Be credible

Do what you say you're going to do. Be true to your word.

Be humble

Ask for help when you need it. Admit you don't know everything.

Be competent

Know your job. Do it in a way that sets the standard for everyone.

Be generous

Give praise and credit to the people who deserve it.

- **Trust-building behaviors must be consistent and ongoing.**

Leadership: what's trust got to do with it?

Everything!

- "Leadership: What's Trust..." video

Trust is kind of like money. It's hard to earn and easy to lose.

- "Leadership: What's Trust..." video

For Preview Only