

TRUST IN THE WORKPLACE: AN EMOTIONAL INTELLIGENCE COMPETENCY



– Linking career passion and work performance with business goals –

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Trust is not just “nice” – it is a smart business competency!

According to Drs. Michelle and Dennis Reina, authors of *Trust and Betrayal in the Workplace*, “trust affects individual and team performance and productivity.” Building trust starts with developing leaders and a work environment that supports and nurtures trust.

How do you define TRUST?

At a recent conference of human resource professionals and business owners, suggested examples of trust included “Believing in the good intentions of others” and “a history of one’s behavioral experiences can determine one’s trust in another.” What became clear is *how* one trusts and *why* one trusts is personal; and a breach of trust is damaging to individual and organizational health.

Based on years of experience and research, the Reinas developed a *Trust & Betrayal Model*. The purpose is to increase awareness of what trust is, is not, and what to do when trust is breached. The model integrates the pillars of Emotional Intelligence – Self Awareness, Self Management, Social Awareness and Social Management.

WHAT ARE THE COMPONENTS OF THE TRUST AND BETRAYAL MODEL?

- **Develop** a shared understanding and common language
- **Discuss** trust-related issues
- **Take action** on trust-related issues
- **Create/maintain** healthy levels of trust
- **Increase awareness** of trust dynamics.

Our *Capacity for Trust* is the readiness to trust ourselves and trust others. This influences our beliefs and contributes to our behaviors. According to a survey by Watson Wyatt, employees trust top management 42% to take care of business and/or personal needs. Trust is an emotional intelligent leadership and employability skill that directly affects business, performance, career fulfillment and leadership outcomes.

WHAT DO YOU TRUST FIRST?

What and *how* we trust during interpersonal transactions will influence our capacity to trust. The Reinas present three kinds of Transactional Trust.

Contractual Trust (*Trust of Character*) occurs when a working relationship starts and develops by

- Managing expectations
- Establishing boundaries
- Delegating appropriately
- Encouraging mutually serving intentions
- Keeping agreements
- Being consistent

Communications Trust (*Trust of Disclosure*) is not being hesitant to share information by

- Telling the truth
- Admitting mistakes
- Giving/receiving feedback
- Maintaining confidentiality
- Speaking with good purpose

Competence Trust (*Trust of Capability*) is acknowledging people’s skills and abilities as well as

- Allowing people to make decisions
- Involving others and seeking input
- Helping people learn new skills

WHAT IS BETRAYAL? - A BREACH OF TRUST OR THE PERCEPTION OF A BREACH.

There are two types of betrayal – Intentional and Unintentional.

Intentional Betrayal is when one ‘intends’ to bring harm or hurt for one’s own self gain. Examples are disclosing corporate secrets, sabotaging corporate data, gossiping and accepting credit for another’s work.

Unintentional Betrayal is a self-serving action which has brought harm or hurt to an individual. Examples are restructuring resulting in layoffs, delegating without giving authority, repeatedly arriving late for work and not keeping agreements.

SEVEN STEPS FOR HEALING

from **Betrayal** can work on multiple levels – for individuals, teams and organizations. The Seven Steps are:

1. **Observe and acknowledge** what has happened – assess and listen.
2. **Allow** your feelings to surface
3. **Get support.**
4. **Reframe the experience.**
5. **Take responsibility** and explore possibilities.
6. **Forgive yourself** and others – shift from blame to problem solving.
7. **Let go and move on** - accept the truth and not the blame.

The research conducted by the Reinas found that the presence or absence of trust is a key factor in the success or failure of organizational performance and employee career fulfillment.

Trust is not just a nice thing to have; it is your Edge to creating and sustaining a culture of high performance and career fulfillment outcomes.

To learn more about how to build trusting relationships in your organization through emotional intelligence and the Trust and Betrayal model contact Cynthia Kivland at ckivland@careerperformancestrategies.com.

