

TRUST DEVELOPMENT IN ORGANIZATIONS

Trust development in organizations, groups and inter-personal relationships involves the creation of structures, processes and behavioral norms of reliability, responsiveness, reciprocity and congruence - that increases inclusion and acceptance, the open flow of information, a shared direction established from options, internal commitment, self management and collaborative relationships.

The Target	The Issues	Examples
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Internal Commitment, Self Management, Collaborative Relationships </div>	<ol style="list-style-type: none"> 1. Empowerment structures 2. Increase authority with increased competence, commitment and maturity 3. Mutual influence and accountability 	<ul style="list-style-type: none"> ▪ Create self-managing teams and a “collective voice” structure. ▪ Train in decision-making, action planning and negotiation ▪ Review leadership roles and decision making process.
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Shared Direction [Set From Choices] </div>	<ol style="list-style-type: none"> 1. Decisions based on options 2. Free Choice not coercion or habit 3. Renegotiable 	<ul style="list-style-type: none"> ▪ Develop alternative solutions and strategies ▪ Move in “owned” direction ▪ Openly explore pressures felt to move in various directions ▪ Willingness to revisit decisions.
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Open Information </div>	<ol style="list-style-type: none"> 1. Openness of climate 2. Useful and timely information 3. Listening stance 	<ul style="list-style-type: none"> ▪ Create structures/processes <ul style="list-style-type: none"> -- to gather & channel “pinches” -- hear “undiscussables” -- establish norms ▪ Use trained facilitators, newsprint, good space use, etc. ▪ Train in skills for feedback, communication
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Inclusion & Acceptance </div>	<ol style="list-style-type: none"> 1. Acknowledge people 2. Connected to Primary Task and Vision 3. Acceptance of the objectives of “this meeting” 4. Of each person’s role in relation to task 5. Of organizational culture re information flow, decision making, degree of self-management 	<ul style="list-style-type: none"> ▪ “Hello!” norm ▪ One-minute management ▪ Manager take groups to lunch each month ▪ Keep it in front of people ▪ Review objectives of meeting, test affirmations/concerns ▪ Each share what they bring to the task ▪ Provide clear information re culture; ask person about our sense of “fit”