Building Trust

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VANRY
ASSOCIATES
HIGH PERFORMANCE EXECUTIVE COUNSEL

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Building Trust

- Trust is a large complex area that is often viewed as simple and binary, either we have it or we don't.

- We see that trust is something that can be built deliberately within relationships and used to strengthen existing relationships.

- We will discuss some useful distinctions about trust and pragmatic ways to examine and assess trust as well as approaches to building or strengthening trust.

Building Trust Intro

1. Trust as a grounded assessment

2. What is your historical relationship to trust — given or earned?

3. Trust as a bridge — can be leveraged to accelerate alignment amongst teams

4. Power and control — fear, control and power may save time in the short run but inevitably they produce distrust

5. Barriers to trust — cordial hypocrisy, cynicism, denial, lying, selfishness, naivety

Types of Trust

1. **Basic Trust** — the belief in the overall moral order of things

2. **Simple Trust** — the basic trust of youth remains unthinking and unreflective in mature adults

3. **Blind Trust** — denial is the primary strategy of blind trust

4. **Self Trust** — the ability to trust oneself wisely and authentically, including our motives and cognitive integrity. It is the foundation from which Authentic trust is built

5. **Authentic Trust** — is always conditional, focused, qualified and therefore limited, knowing and accepting the associated risks and liabilities of the situation

Three Elements of Trust

1. **Sincerity** — can be defined as our assessment of the alignment of what that person intends, thinks, says and explains about what they did

2. **Competence** — can be defined as our assessment about the likelihood of that person actually being able carry out the commitment they are making to us – how well they 'walk their talk'

3. **Involvement** — can be defined as our assessment of the extent to which a person is aware of what really matters to us and to what extent they will take it into account

Standards and Expectations

When assessing the **sincerity**, **competence**, or **involvement** of others we:

- Need to be clear on our personal standards for sincerity, competence and involvement

- Need to interpret what is important to others as well as reveal what is important to us

- Examine whether we are setting the bar too high or too low? Could we be setting the other person up to fail? Or to succeed too easily?

Re-building Trust

In authentic trust you should expect that there will be let-downs, disappointments, rejections or betrayals and that such breaches of trust might change your relationship with another

1. Bringing a mood of hope
2. Forgiveness
3. Compensation
4. Genuine empathy

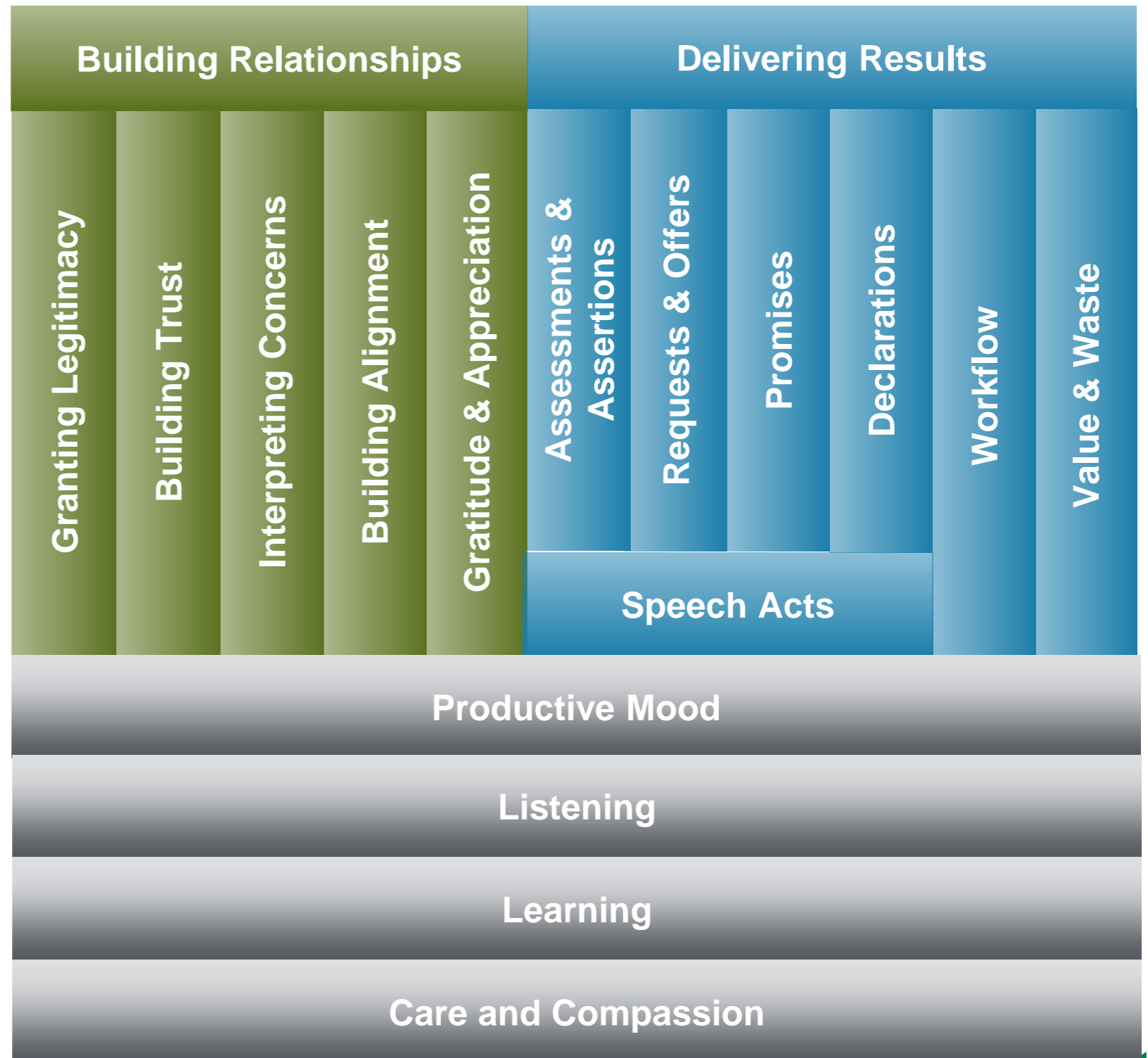Revenge or resentment are not consistent with authentic trust

Background

The distinctions and frameworks used in the body of work we call Foundational Competence have been built over the last 40 years by a number of innovators in many areas of study, including language, biology and philosophy. The most significant innovation and integration is the life work of Fernando Flores. Key contributors include Francisco Varela and Humberto Maturana (biology), J.L. Austin and John Searle (language), and Hans-Georg Gadamer and Martin Heidegger (philosophy).

Foundational Competence reflects a holistic and integrated approach for people interacting effectively, which continues to evolve and develop based on what people in organizations find to be of value. Vanry Associates is one organization among others that has built consulting and coaching practices on this background.

Overview of Foundational Competence

Foundational Competencies

Bedrock Competencies

Building Relationships
- Granting Legitimacy
- Building Trust
- Interpreting Concerns
- Building Alignment
- Gratitude & Appreciation

Delivering Results
- Assessments & Assertions
- Requests & Offers
- Promises
- Declarations
- Workflow
- Value & Waste

Speech Acts

Productive Mood

Listening

Learning

Care and Compassion

Thank You