



Human Resources

UNIVERSITY OF COLORADO
DENVER | ANSCHUTZ MEDICAL CAMPUS

Learning and Development

Participant Guide

Speed of Trust Self-Trust



Speed of Trust – Self-Trust

Course Objectives

This interactive training course explores FranklinCovey’s First Wave of Trust – Self-Trust. During this course, you will explore the 4-Cores of Credibility and how they affect Self-Trust.

Upon completion, the learner will be able to:

- Understand the Cost of Trust (Trust Taxes and Dividends)
- Explain the 4-Cores of Credibility
- Identify your strengths as it relates to the 4-Cores of Credibility
- Develop a plan to include the 4-Cores of Credibility when building or enhancing relationships

Course Etiquette

- Listen actively and attentively.
- Ask for clarification if you are confused.
- Do not interrupt on another.
- Challenge one another but do so respectfully.
- Build on one another’s comments; work towards shared understanding.
- One person speaks at a time.
- Speak from you own experience, without generalizing.
- Consider anything that is said in class to be strictly confidential.

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Opening Discussion – Importance of Trust

How would you define trust?

Why is trust important in today's workplace?

Let's Discuss!

Based on your thoughts and notes above, we'll spend a couple of minutes sharing our ideas about the importance of trust.



Concept of Trust

- The Premise: The ability to **create trust** is the single most critical competency needed today - and creating it is a **learnable skill**.
- The Intent: To help you increase your ability to **develop, restore, and extend** trust in your key relationships at work and at home.

The Case for Trust

- Who do you trust in general?

- Who would you trust to do your job at work while you are on vacation?

- Who would you trust with your PIN—your Personal Identification Number to your bank account?

- Who would you trust with your pets or your children?

- Who do you think trusts **you**?

Let's Discuss!

We'll spend a few minutes discussing the case for trust.



What is Trust?

Trust is both a noun and a verb and can have several meanings. Our definition: “Trust is the confidence born of the character and the competence of a person or an organization.” The opposite of trust is *suspicion*.

Video: The Speed of Trust

Watch for how your view of the word changes when you understand the economics of trust.

How does trust affect **speed** and **cost**?

How does your view of the world change when you are aware of the economics of trust?

How does trust affect you, your team, and your organization?

Let's Discuss!

We'll spend a few minutes debriefing the video and discussing your answers to the above questions.

The Hidden Variable

$S \times E = R$

Strategy X Execution = Results

$(S \times E) \text{ ______ } = R$

*(Strategy X Execution) **Trust** = Results*

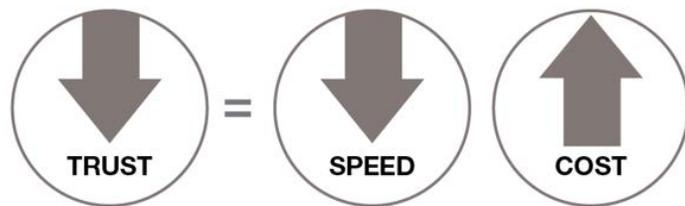
Notes:

Trust Taxes

These slow down your success.

7 Organizational Trust Taxes

- Redundancy
- Bureaucracy
- Politics
- Disengagement
- Turnover
- Customer Churn
- Fraud



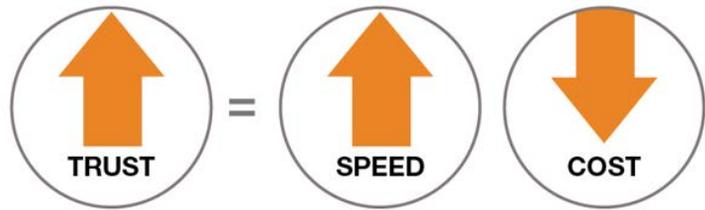
Notes:

Trust Dividends

These speeds up your success.

7 Organizational Trust Dividends

- Increased stakeholder value
- Accelerated growth
- Enhanced innovation
- Improved collaboration
- Stronger partnering
- Better execution
- Heightened loyalty



Notes:

Additional Trust Taxes

- Low employee engagement/commitment
- Lack of innovation
- Increased internal complaints
- Increased turnover – “losing your best people”
- Lack of teamwork
- Departments working in silos
- Duplication of processes
- Increase bureaucracy
- Increased custom churn
- Increased politics

What behaviors characterize low employee engagement/commitment?

➤ Arrive late, leave early	➤ Do just enough to get by
➤ Spend time surfing the web	➤ “Quit but stay” syndrome
➤ Constant questioning of direction	➤ Job searching
➤ Low morale	➤ Lack of pride
➤ “Water-cooler” talk	➤ Regular complaining
➤ Lack of energy within teams	➤ Increased politics



Group Exercise – Trust Taxes

In this exercise, you will work with a small group and discuss trust taxes. The Instructor will provide further guidance prior to organizing the groups. Depending on group size, a spokesperson may also be selected by the Instructor or could be self-selected by the group. Be sure to take good notes and actively listen during the discussions.

- Make a list of Trust Taxes you could be experiencing in your team or organization.

- Choose **one** Trust Tax and describe the behaviors you see in your day-to-day work that would indicate it is a tax.

- How do these behaviors affect the **speed** and **cost** of your daily work, your major initiatives, your projects, etc.?



5 Waves of Trust – Wave 1

“You may not be able to control everything, but you influence certain things.

Trust start with you.” - Stephen M.R. Covey



“Like a drop of water in a pond, your personal credibility has a ripple effect on your relationships, team, organization, and market—even on society”. – Stephen M.R. Covey

Self-Trust – The Principle of Credibility

Video: Self-Trust

What are the 4 elements of self-trust?

Why are both **competence** and **character** important?

What trust dividends did Andy Roddick earn?

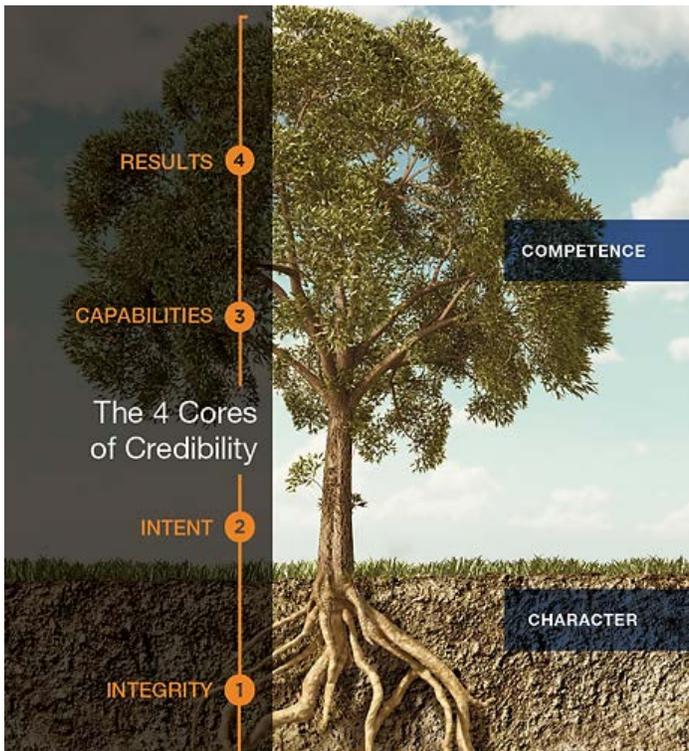


What made Fiona Wood the most trusted citizen?

Let's Discuss!

We'll spend a few minutes debriefing the video and your responses above.

4 Cores of Credibility



Notes:

Group Exercise – The 4 Cores

In this exercise, you will work with a small group and discuss one of the 4 Cores of Credibility. The Instructor will provide further guidance prior to organizing the groups. Depending on group size, a spokesperson may also be selected by the Instructor or could be self-selected by the group. Be sure to take good notes and actively listen during the discussions.

Each group will be assigned one of the 4 Cores to review, discuss, and to answer the below questions.

- Group 1 & 5: Integrity
- Group 3 & 7: Capabilities
- Group 2 & 6: Intent
- Group 4 & 8: Results

How would your group define your assigned Core of Credibility?

|

How does it impact your ability to behave in high-trust ways?

|

Video: Credibility

Watch for evidence of the 4 Cores of Credibility and the impact they have on others lives.

Which of the 4 Cores did you observe?

|

What is the long-term impact of your credibility on others?

|

Let's Discuss!

We'll spend a few minutes debriefing the video and your responses above.



Self-Reflection Questions – Who do you know?

Identify people you know who good examples of each of the 4 Cores of Credibility are. Describe the qualities of the people you identified.

Integrity - Congruency in values, beliefs, and behavior. Deep honesty. Humility and courage.

Who do you know, and how would you describe them?

|

Intent - Genuine concern and caring for others. Fundamental motive or agenda. Seeking mutual benefit. Acting in the best interests of everyone.

Who do you know, and how would you describe them?

|

Capabilities - The capacities we have to produce and accomplish tasks: talents, attitudes, skills, knowledge, and style.

Who do you know, and how would you describe them?

|

Results - Our track record—past, present, and anticipated. Getting the right things done while avoiding Trust Taxes and reaping Trust Dividends.

Who do you know, and how would you describe them?

|

Now ask yourself – did you put your name in any of the categories?

|



The 4 Cores of Credibility: Self – Assessment

As part of the pre-work for this professional development seminar, please plan to complete the below self-assessment.

Give yourself a 1 if you are most like the statement on the left. Give yourself a 5 if you are most like the statement on the right. Give yourself a 2, 3, or 4 depending on where you “lean.” Complete all four sections (pages 13 – 16). Enter your scores in the small white box next to each statement (*do not fill in the small gray/2nd boxes yet). Sum each section individually. Once you have completed each section, complete the white column of the chart on page 17 and total out of “100”. Then, answer the two self-reflection questions at the end of the assessment.

SECTION 1			Scores
I sometimes justify telling “white lies,” misrepresent people or situations, or “spin” the truth to get the results I want.	① ② ③ ④ ⑤	At every level, I am thoroughly honest in my interactions with others.	<input type="text"/> <input type="text"/>
At times there’s a mismatch between what I think and what I say, or between my actions and my values.	① ② ③ ④ ⑤	What I say and do is what I really think and feel; I consistently “walk my talk.”	<input type="text"/> <input type="text"/>
I am not fully clear on my values. It’s difficult for me to stand up for something when others disagree.	① ② ③ ④ ⑤	I am clear on my values and courageous in standing up for them.	<input type="text"/> <input type="text"/>
It’s hard for me to acknowledge that someone else may be right, or that there is additional information out there that may cause me to change my mind.	① ② ③ ④ ⑤	I am genuinely open to the possibility of learning new things that may cause me to rethink issues or even redefine values.	<input type="text"/> <input type="text"/>
I have a difficult time setting and achieving personal goals or commitments.	① ② ③ ④ ⑤	I am able to consistently make and keep commitments to myself and others.	<input type="text"/> <input type="text"/>
SECTION SCORE		<input type="text"/>	<input type="text"/>



SECTION 2

Scores

<p>I don't really care that much about people, except those closest to me. It's hard for me to think about concerns outside of my own challenges in life.</p>	<p>① ② ③ ④ ⑤</p>	<p>I genuinely care about other people and am deeply concerned about the well-being of others.</p>	<p><input type="text"/> <input type="text"/></p>
<p>I don't think a lot about why I do what I do. I've rarely, if ever, tried to do deep interior work to improve my motives.</p>	<p>① ② ③ ④ ⑤</p>	<p>I am consciously aware of my motives and I refine them to make sure I'm doing the right things for the right reasons.</p>	<p><input type="text"/> <input type="text"/></p>
<p>In my dealings with others, I usually focus on getting what I want.</p>	<p>① ② ③ ④ ⑤</p>	<p>I actively seek solutions that provide a "win" for everyone involved.</p>	<p><input type="text"/> <input type="text"/></p>
<p>Based on my behavior, most people wouldn't necessarily think I had their best interest in mind.</p>	<p>① ② ③ ④ ⑤</p>	<p>Other people can clearly tell by the things I do that I really do have their best interest in mind.</p>	<p><input type="text"/> <input type="text"/></p>
<p>Deep down, I believe that if someone else gets something—resources, opportunities, credit—it means I don't.</p>	<p>① ② ③ ④ ⑤</p>	<p>I sincerely believe that there is more than enough of everything to go around.</p>	<p><input type="text"/> <input type="text"/></p>
<p>SECTION SCORE</p>		<p><input type="text"/></p>	<p><input type="text"/></p>



SECTION 3			Scores
I feel like I'm not really utilizing my talents in my current job.	① ② ③ ④ ⑤	There is a high match between my talents and opportunities in the work I'm doing.	<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>
I have not gained the knowledge or fully developed the skills I need to be really effective at work.	① ② ③ ④ ⑤	I have acquired the knowledge and mastered the skills required for my job.	<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>
I seldom take time to improve my knowledge and skills at work or in any other area of my life.	① ② ③ ④ ⑤	I relentlessly update and increase my knowledge and skills in all the important areas of my life.	<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>
I'm not really sure what my strengths are; I'm more focused on trying to improve in my areas of weakness.	① ② ③ ④ ⑤	I've identified my strengths, and my greatest focus is on using them effectively.	<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>
At this point, I really don't know much about how to build trust.	① ② ③ ④ ⑤	I know how to effectively establish, grow, extend, and restore trust, and I consciously work to make it happen.	<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>
SECTION SCORE			<input style="width: 100%; height: 20px;" type="text"/> <input style="width: 100%; height: 20px;" type="text"/>



SECTION 4

Scores

I don't have a very good track record. My résumé certainly won't knock anyone's socks off.	① ② ③ ④ ⑤	My track record clearly gives others the confidence that I will achieve desired results.	<input type="text"/>	<input type="text"/>
I focus my efforts on doing what I've been told to do.	① ② ③ ④ ⑤	I focus my efforts on delivering results, not activities.	<input type="text"/>	<input type="text"/>
When it comes to communicating my track record, either I don't say anything (I don't want to brag), or I say too much and turn people off.	① ② ③ ④ ⑤	I appropriately communicate my track record to others in a way that inspires confidence.	<input type="text"/>	<input type="text"/>
I often fail to finish what I start.	① ② ③ ④ ⑤	With rare exception, if I start something, I finish it.	<input type="text"/>	<input type="text"/>
I don't worry as much about how I get results—just that I get them.	① ② ③ ④ ⑤	I consistently get results in ways that inspire trust.	<input type="text"/>	<input type="text"/>

SECTION SCORE	<input type="text"/>	<input type="text"/>
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Integrity Score (Section 1)	<input type="text"/>	<input type="text"/>
Intent Score (Section 2)	<input type="text"/>	<input type="text"/>
Capabilities (Section 3)	<input type="text"/>	<input type="text"/>
Results (Section 4)	<input type="text"/>	<input type="text"/>
TOTAL	/100	/100



Let's Discuss!

We'll spend a few minutes discussing the self-assessment and the associated questions.

- What are your insights from the self-assessment?
- What surprised you? If anything?

Self-Reflection Exercise – Compare Your Scores

Take the assessment again from *the perspective of your immediate supervisor*.

Fill in the small gray/2nd boxes next to each statement with the number he/she/they would use to describe you. Then sum the score in each section. Once you have completed each section, complete the gray column of the chart on page 17 and total out of "100". Then, answer the three self-reflection questions below.

How do you and your immediate supervisor view your 4 Cores of Credibility differently?

What might be the reasons for the differing points of view?

What one or two actions will you take to close the gap between how you and your supervisor view your 4 Cores of Credibility?



Group Exercise – My Credibility Manifesto

In this exercise, you will work with a small group. The Instructor will provide further guidance prior to organizing the groups. Depending on group size, a spokesperson may also be selected by the Instructor or could be self-selected by the group. Be sure to take good notes and actively listen during the discussions.

- Record 3 reasons why you can be trusted in the below credibility manifesto
- Share your reasons with your small group

I can be trusted because...

Notes



Signaling Our Intent

Declaring intent is like a signal on a car.

The purpose of this is to declare our intent –

declare it early and often.



Video: The Fly

What happens when we are unclear with someone's intent?

Self-Reflection Questions

What does "declare your intent" mean to you?

What is the value of declaring your intent?

When is it best to declare intent?



Self-Reflection Exercise – Trust Action Plan (TAP)

Below are two sample Trust Action Plans. You can use these examples as you create your own TAP on the next page. Once you have created your TAP, share it with someone you trust.

Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

DESIRED OUTCOME

Declare your intent by describing your outcomes as specifically as possible.

I want my fellow team members to know that I stand for honesty and that they can always count on me to be straight with them.

CURRENT SITUATION

Confront reality by describing the situation clearly and factually.

Based on input from my peers, I think my team is clear about my ability to do my job. What they are unsure of is my dedication to being completely honest and open with them when we are working together on projects.

ACTION PLAN

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards as a resource.

Improve Integrity: I want my word to define who I am, but my peers don't see me as direct or completely open with them. I need to listen to them carefully and integrate their feedback into the things I do each day. I commit to be very careful with giving my word in the future, and when I give it, I will honor it fully.

Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

DESIRED OUTCOME

Declare your intent by describing your outcomes as specifically as possible.

I want my siblings to know that I value each one of them and that I want to support them in all they do.

CURRENT SITUATION

Confront reality by describing the situation clearly and factually.

Based on several bits of feedback I have gotten from my siblings, it is important to them that I support them, even though they are very different from me. They want to know that I support them in the things they care deeply about and the things they put their energy and effort into. They have expressed that I am currently not providing this support.

ACTION PLAN

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards as a resource.

Improve Intent: I need to take a hard look at myself as a sibling. I thought that I was being supportive of them, but it seems they feel I support them only in things that align with my own values. I will take time to listen to what is important to them to be sure I've got it right. I will let them know clearly that I intend to support them.

SELF TRUST EXAMPLE (PROFESSIONAL)

SELF TRUST EXAMPLE (PERSONAL)



My Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

Desired Outcome

Declare your intent by describing your outcomes as specifically as possible.

Current Situation

Confront reality by describing the situation clearly and factually.

Action Plan

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome.



My Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

Desired Outcome

Declare your intent by describing your outcomes as specifically as possible.

Current Situation

Confront reality by describing the situation clearly and factually.

Action Plan

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome.



My Key Takeaways

Based on what we discussed today, what are one or two insights from today's session?

What one thing will you take back to your job and apply?

Summary

After today's session, you are encouraged to read back through your entire participant guide, answer the self-reflection questions, and create your Trust Action Plan(s). Continue to use this material as a tool for professional and personal growth.

Should you have questions, please contact your Instructor or HR.TrainingRegistration@ucdenver.edu.

Check out our Learning and Development [website](#) for additional course offerings, online training resources, custom workshop opportunities, and so much more!

Thank you for attending today's session.

