

PARTICIPANT WORKSHEETS

Leadership:

What's Trust Got To Do With It?

2 N D E D I T I O N

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INSTRUCTIONS:

This document contains the worksheets and slides from the leader’s guide for easy printing.

- Worksheets only, print pages: 3 – 13
- Worksheets plus slides, print pages: 3 - 20

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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:

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

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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?

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: _____

Leadership:

What's Trust Got To Do With It?

2nd Edition

What makes you trust someone?

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Traits:

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

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

- Total Quality Newsletter

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.**
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- **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

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THAT WORK!***