TRUST & BETRAYAL
IN THE WORKPLACE

Building Effective Relationships in Your Organization

In This Issue:

Dennis & Michelle Reina

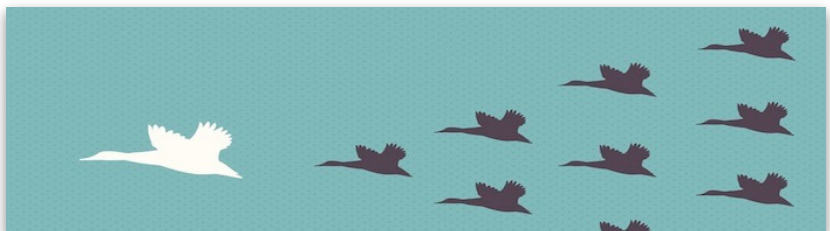### About the Authors

Dennis & Michelle Reina work with leaders and organizations who want to build trust in the workplace. They are change…

Second Edition, Revised and Expanded

DENNIS S. REINA, PH.D.
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AND
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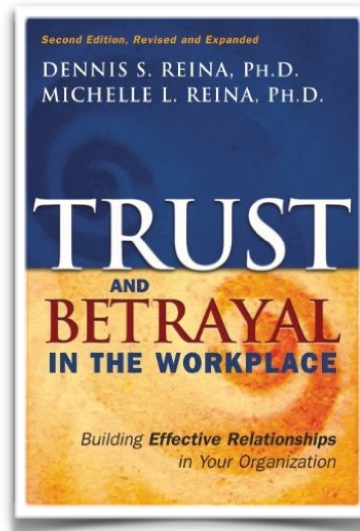
What People are Saying...

So how does 'Trust & Betrayal in the Workplace' by Dennis and Michelle Reina apply to education? This is the question I asked myself as I picked up yet another 'business' book and crossed my fingers that I might find a gem or two that I could take back to my school and my school division. As luck would have it, Dennis and Michelle Reina have produced a work that is not only applicable to education, it is applicable to any organization, team (or marriage) that consists of more than one person. Just like in the business world, if we are to have successful schools, we must have high levels of trust between students, parents, teachers and administrators.

About the Authors
(continued)

…management consultants, executive coaches, and speakers who each have their Ph.D. in Human and Organizational Systems. they have worked with and conducted research in over 65 organizations in private industry, state government, higher education, and the non-profit sector.

In This Section
(Part I)

What People are Saying   *(continued from page 1)*

First and foremost this book firmly establishes trust as the foundation for ALL good working relationships. Any organization with a goal to achieve can benefit from this book because a trusting environment fosters three important types of trust that will help to make it successful. These three, communication trust, competence trust and contractual trust are all fit neatly under the banner of 'transformational trust'. The Reina's begin the book by defining terms and creating a common language that can be used. They go on to explain why we need trust, what happens when trust is missing and how we can begin to rebuild trust when it is betrayed.

Using the wisdom, terms and tools presented in 'Trust & Betrayal in Workplace' will be a benefit to my classroom, my school and my school division in building an maintaining positive relationships.

-Brett Berry BSc., Bed., MEAdm. (pending) and VP at Hague High School in Prairie Spirit School Division.

Part I : Understanding
Trust and Betrayal

"The agony of betrayal involves the sudden tearing of the delicate fabric of trust that has united us." - John Amodeo

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(continued)

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1) The Need for Trust

• The Pain of Betrayal

• Why Leaders Need to Deal with Betrayal

• The Payoff of Building Trust

• Understanding Trust and Betrayal
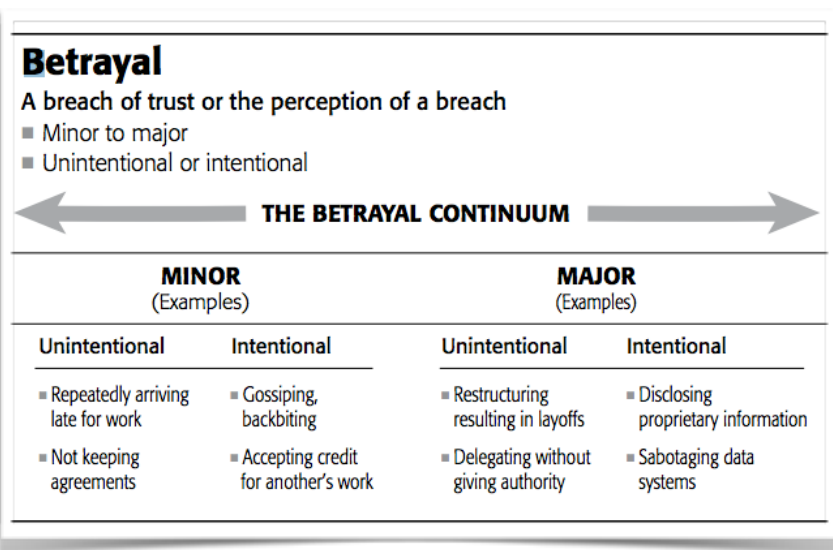
What is your definition of trust?

What is your definition of betrayal?

What is your experience of betrayal?

There is little worse than the pain of betrayal

1) The Need for Trust

Trust is the foundational building block for all relationships. When trust is breached, the pain of betrayal is very real and can be extremely damaging both personally and collectively. Even the perception of a breach of trust can show the effects of betrayal. Examples of workplace betrayal are dishonesty, breaking ones word, talking behind someone's back, not sharing pertinent information or resources, not respecting other's skills, talents or judgements.

Betrayal
A breach of trust or the perception of a breach
- Minor to major
- Unintentional or intentional

THE BETRAYAL CONTINUUM

MINOR (Examples)		MAJOR (Examples)	
Unintentional	Intentional	Unintentional	Intentional
▪ Repeatedly arriving late for work	▪ Gossiping, backbiting	▪ Restructuring resulting in layoffs	▪ Disclosing proprietary information
▪ Not keeping agreements	▪ Accepting credit for another's work	▪ Delegating without giving authority	▪ Sabotaging data systems

Leaders need to deal with betrayal in the workplace because it directly effects the health of individuals as well as the organization. When feelings of betrayal are not addressed people will tend to undermine one another and the goals of the organization. Feelings of betrayal cause people to have a low commitment level to their work and co-workers and often leads to seeking other employment options. Left unchecked, the collateral damage from betrayal and the resulting strain on relationships can do irreparable harm that becomes difficult or impossible to repair.

On the flip side, organizations that are able to build a culture of trust, cultivate committed employees who are creative, willing to take risks and are interested in the betterment of themselves, their fellow employees and their organization. A trust-inspiring workplace creates an environment for organizations to be successful and able to compete in a global economy.
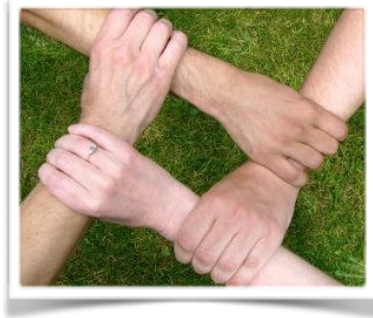
2) Understanding Our Capacity for Trust

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- The Nature of Our Capacity for trust

- Trusting Ourselves

- Trusting Others

- Impact on Our Perceptions

- Impact on Our Beliefs

- How Our Capacity for Trust Develops

    Trust that still, small voice that says, "This might work and I'll try it."
    -Diane Mariechild

Trust in the workplace is complex because people see and understand trust differently. For a common vocabulary and understanding of a definition of trust we will consider the 'Four C's of Trust' (p. 10).

The Four C's of Trust

1. Capacity for Trust - Our readiness to trust.

2. Contractual Trust - Trust of character.

3. Communication Trust - Trust of disclosure.

4. Competence Trust - Trust of capability.

2) Understanding Our Capacity for Trust

Our capacity for trust depends on our readiness to trust ourselves and to trust others (p. 13).

Whether we trust ourselves depends on how we answer the questions of our inner voice: "Can I do this?", "Do I believe I have what it takes?", "Am I capable?", "Can I get this done?" (p. 15) We answer these questions through our actions and they effect our self-worth and self-esteem. If we do not trust and believe in ourselves, we become unable to perform.

When we trust others, we view them as dependable and reliable. This trust is critical to our working relationships and allows us to take risks and give others the space and confidence they need to get the job done right. Trust is directly tied to performance. The saying "perception equals reality" is especially true when it comes to trusting relationships at work. A person who is judged not to be trustworthy, will be treated with suspicion, micromanaged and their performance will suffer.

For leaders interested in the the best performance from their people, trust, is the foundation for getting results. Strong leaders put their employees at ease, making it easy for them to feel they are valued contributors to the organization. They make them coachable and ready to work with others for a common goal or good.
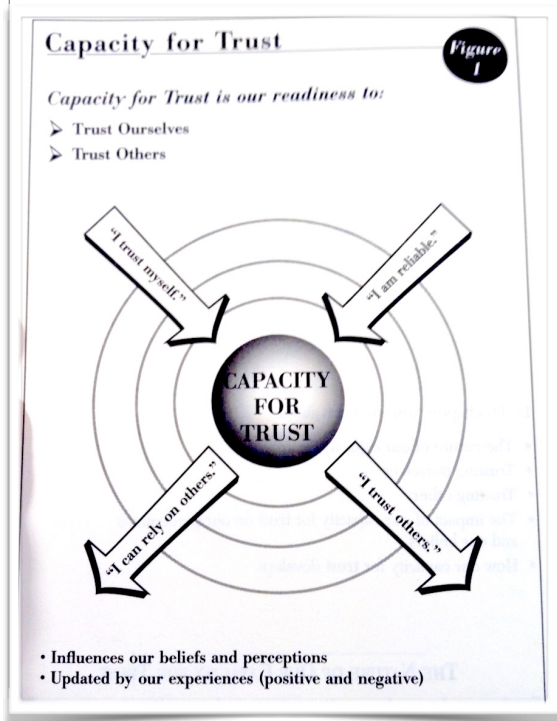
3) The Four Capacity for Trust Scales

- The Nature of the Four Capacity for Trust Scales

- What You can do to Develop Your Capacity for Trust on Each of the Four Scales

Trust in yourself. Your perceptions are far more accurate than you are willing to believe.
-Claudia Black

Where do you fit in on the spectrum to the right?

How is your position affecting how you trust yourself and others?

3) The Four Capacity for Trust Scales

There are four spectrum of criteria that affect the capacity to trust: 1) idealistic to pragmatic, 2) concrete to abstract, 3) simple to complex and 4) undifferentiated to differentiated (p. 21).

At any given time a person will fall somewhere within the spectrum of each of the trust scales. In order to build trust in each of these areas you can: 1) from idealistic to pragmatic - examine your core beliefs. Assess how you core beliefs align with your practice. 2) from concrete to abstract - trust your intuition. You should learn to trust yourself, and use your intuition as a guide to trust others. 3) from simple to complex - think 'outside of the box'. This allows a person to take risks and find creative solutions without judging ones ideas as right or wrong. 4) from undifferentiated to differentiated - 'when in doubt, check it out'. Leaders cannot afford to make generalizations about anyone.
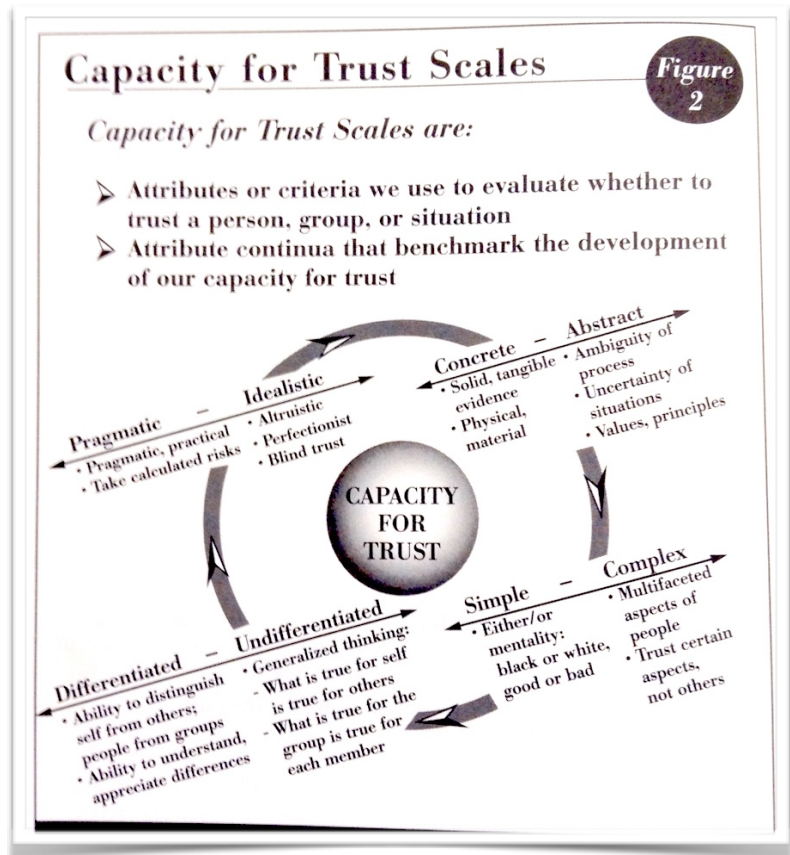
4) Understanding Betrayal

- A definition of Betrayal

- The Nature of Betrayal

- The High Cost of Betrayal in the Workplace

- The Effect of Betrayal on our Capacity for Trust

- Major and Minor Betrayals

- How We Betray Ourselves and Others

THE SADDEST THING ABOUT BETRAYAL IS THAT IT NEVER COMES FROM YOUR ENEMIES.

The greater the loyalty and involvement, the greater the betrayal.
-James Hillman

Think about a betrayal you have experienced at work. Was it a major or minor betrayal?

How did you feel emotionally when it happened?

What did you think about the situation?

How did you respond to this betrayal?

4) Understanding Betrayal

Betrayal refers to an intentional or unintentional breach of trust or the perception of such a breach (p. 33). Betrayals are complex and if not dealt with even minor betrayals can escalate into major betrayals.
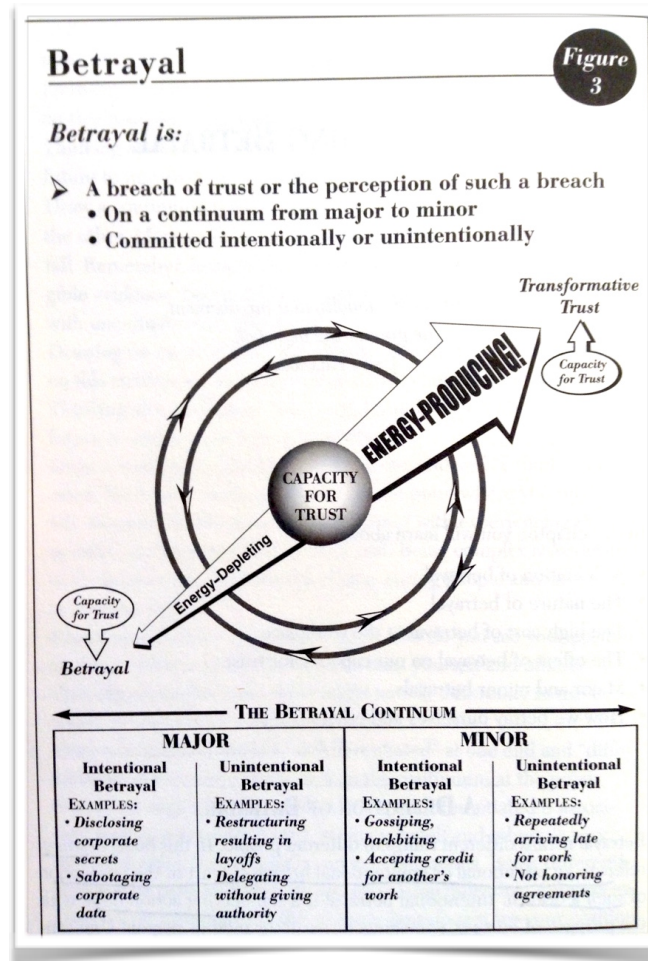
“Betrayal destroys the fabric of relationships that keep our organizations operating.” (p. 37)

It is difficult for a person to work for or with someone they don’t trust.

Whether experiencing major or minor betrayal, there are five common responses that cause further damage to the initial betrayal.

Five Emotional Ordeals of Betrayal:

1. Righteous Resentment - obsession about the betrayer and the desire for vengeance.

2. Bitter Resignation - "I should have seen this coming."

3. Suspicion and Cynicism - applying the negative traits of the betrayer to others.

4. Abandonment - feeling defeated and not wanting to go on. Leads to self-betrayal.

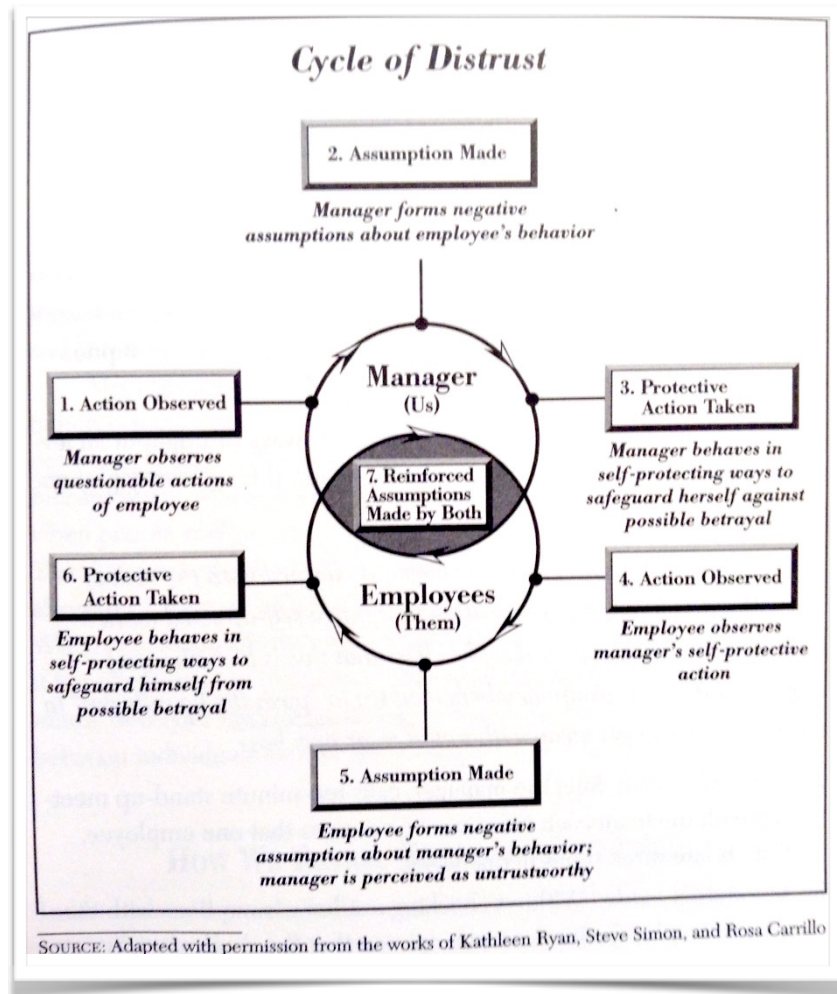5. Denial - creating walls to 'protect' yourself. Fear of living 'normally'.

5) Dealing with Betrayal

- How We Deal with Betrayal

- The Seven Steps for Healing from Betrayal / What We Can do to Heal from Betrayal

Life's most liberating discoveries are often reserved for times when we feel most wounded or broken.
-John Amodeo

The Cycle of Distrust:

Cycle of Distrust

SOURCE: Adapted with permission from the works of Kathleen Ryan, Steve Simon, and Rosa Carrillo

A damaged capacity for trust leads to betrayal of ourselves and others by tending toward: expecting rejection, contributing to conflict, preoccupation with problems, creating enemies and discounting people.

5) Dealing with Betrayal

Betrayal is often not a result of what happened but how it happened. A natural response to betrayal is to close oneself off and to avoid the pain and suffering caused. Whether we are the betrayer or the betrayed there is an opportunity to learn about ourselves. We can only heal and learn when we participate in the process.

The Seven Steps for Healing from Betrayal

Step 1: Observe and acknowledge what has happened - Take note of your thoughts and feelings.

Step 2: Allow your feelings to surface - Give yourself permission to feel.

Step 3: Get support - We do not need to do this alone.

Step 4: Reframe the experience - What can I learn?

Step 5: Take responsibility - Do not play the 'blame game'.

Step 6: Forgive yourself and others - This is the gift needed for true healing.

Step 7: Let go and move on - Use this experience for positive change.

6) Contractual Trust

- A Definition of Contractual Trust

- The Nature of Contractual Trust

- Behaviours that Foster Contractual Trust

Where in your personal and work life do you experience high levels of contractual trust?

In what ways do you promote contractual trust?

Are you conscientious of honouring your agreements?

Part II: Transactional Trust

"Trust is the expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual or group can be relied on." -Julian Rotter

6) Contractual Trust

Contractual trust is managing expectations, establishing boundaries, delegating appropriately, encouraging mutually serving intentions, keeping agreements, and being congruent in out behaviour (p. 65) It is also known as the "trust of character".

There is an understanding that we or others will do what we say we will do.

In order to promote contractual trust, leaders should manage their expectations of others. Often what we expect is exactly what we get. Be clear in our expectations so that others know what they need to do in order to achieve them. Be aware of implicit expectations that come from organizational culture. Establish and maintain clear boundaries. These help define various roles and relationships so that working together is easier. Delegate appropriately and include employees in the process. Encourage collaboration by specifying clear goals. Honour any agreements made along the way. Always be consistent, this builds trust and predictability.
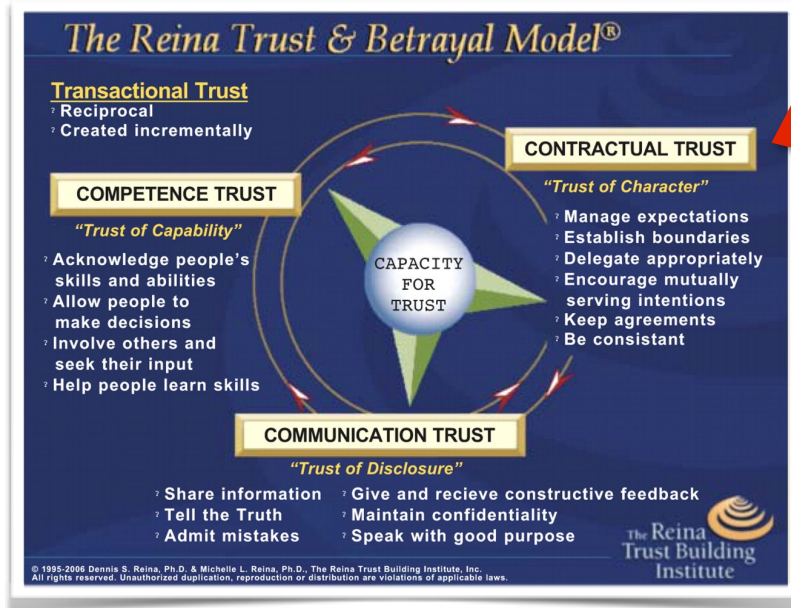
7) Communication Trust

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- A Definition of Communication Trust

- The Nature of Communication Trust

- Behaviours that Foster Communication Trust

- How Communication Trust Builds Relationships

Communication and Trust are two main ingredients for a successful relationship!!!

How do people speak to each other in your organization?

How willingly do you share information with others?

What can you do to encourage more truth telling in yourself and others?

Are you willing to admit your mistakes?

How do giving and receiving constructive feedback contribute to communication in your organization?

How do you decide what to share and what to hold back?

7) Communication Trust

Communication trust is the willingness to share information (p. 81).

Trust influences communication and communication influences trust. The relationship is reciprocal.

Leaders should consistently share information and involve employees in decision making. Trying to protect staff by not communicating will often backfire and be seen as a breach of trust. Telling the truth at the right time may not spare feelings but will build trust. Leaders should own their mistakes and take responsibility even for the decisions of others under them. Good leaders want to give and receive constructive feedback for individual to continue learning and the good of the organization. Keeping confidentiality breads trust and keeps communication open. When a leader sees unfair criticism, they need to address it head on and not let it go.

An atmosphere if inclusion and involvement fosters good working relationships and increases engagement which is vital to the success of the organization.
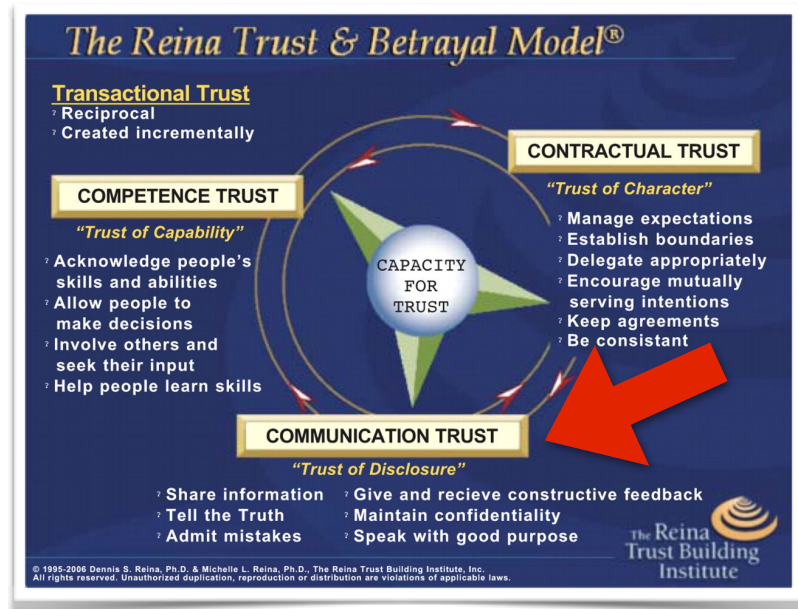
8) Competence Trust

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- A Definition of Communication Trust

- The Nature of Communication Trust

- Behaviours that Foster Communication Trust

- How Communication Trust Builds Relationships
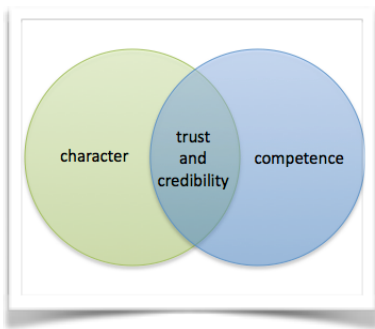
So trust people, they are capable of greatness.
-Stanislaw Lem

Do you have an appreciation for your own knowledge, skills and abilities?

Are you reluctant to give others a chance to perform because you fear their failure?

Do you respect other people's judgment?

Do you let others make decisions… Or assume that no one can make decisions as good as you?

8) Competence Trust

Competence trust involves respecting people's knowledge, skills and abilities, and judgement, involving others and seeking their input, and helping people learn skills (p. 99) Often characterized as the "trust of capability".

Competence trust is found where leaders and employees learn from one another (p. 101). Leaders that want to foster competence trust invest their employees development. High levels of competence trust result in high performing systems. Energies are not wasted on micromanagement.

Leaders must ask probing questions seeking out competencies and identifying areas of growth or areas that may need support. Assuming competence is a mistake that can be costly and should be avoided.

Disappointment comes when people honestly try and fail. These are learning experiences that can be valuable to the long term growth of the person(s) and the organizations. Betrayal comes when a person who does not possess competencies tries to cover them up. It comes from a lack of honesty.
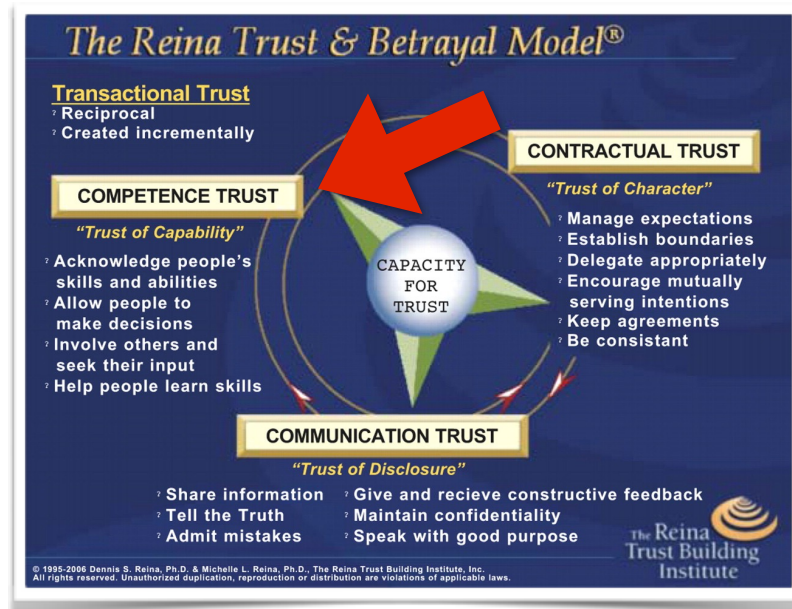
9) Rebuilding Trust in Teams

- The Importance of Trust to Team Effectiveness

- Applying the Reina Trust & Betrayal Model to Build Trust in Teams.

Trust building is a team's foundation; it is critical to all other task issues.
-Allan Drexler, David Sibbett and Russell Forrester

Think of a team in which the trust among team members was high. How did that high level of trust affect the effectiveness of the team?

Think of a team where the level of trust was low. How did that effect the team?

What are the effects of trust on team cooperation?

A team that does not trust one another will not be an effective team.

In order to encourage **contractual trust** in teams, leaders should:

- Manage expectations and establish boundaries.

- Honour agreements.

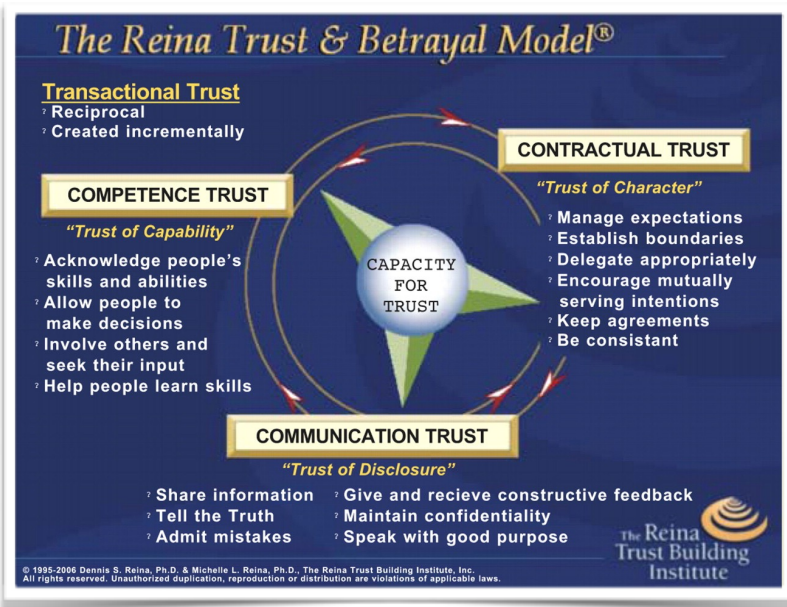- Encourage mutually serving intentions.

In order to encourage **communication trust** in teams, leaders should:

- Share information.

- Tell the truth.

- Admit mistakes.

- Maintain confidentiality.

- Speak with good purpose.

In order to encourage **competence trust** in teams, leaders should:

- Respect people's knowledge, skills and abilities.

- Involve others and seek their input.

- Help people learn skills.

*Remember, we are all leaders!

Trust is the lubricant for individual and organizational change.
-James M. Kouzes and Barry Z. Posner

10) Rebuilding Trust in Organizations

Relationships need trust in order to succeed. People need to be included in any important change process and need assistance to adjust to changes. Trust, dignity and respect are the needed elements for a leader to manage change in their organization.

It is not change that people have a problem with, it is the sense of loss. A leader helps address the sense of loss.

Leaders need to encourage and support the process of healing by addressing the feelings of betrayal and loss, not avoiding them.

Good leaders honour relationships in times of change. They acknowledge people individually and collectively with their feelings of betrayal and help them move on using the Seven Step Process for Healing from Betrayal.

Part III: Transformational Trust

Trust is the final stage in humankind's evolutionary process toward wholeness. -Paul Brenner

11) Transformative Trust

Transformative trust occurs when the amount of trust within a team or organization reaches a critical point and increases exponentially, becoming self-generating and synergistic. The four core characteristics that are usually present are: conviction, courage, compassion and community (p.153).

Closing Thoughts from the Editor:

Trust and Betrayal in the Workplace is a book that acknowledges what most cultures and peoples have acknowledged throughout human history...

1) That people are not perfect.

2) That people and their relationships are of utmost importance.

3) That in order to be collectively successful we must acknowledge 1) and 2) and make a plan accordingly.

In 'Trust and Betrayal in the Workplace' Dennis & Michelle Reina have made such a plan accordingly. They do an admirable job and great service giving us a common language and framework for promoting positive relationships and tools to help mend them when they go wrong. It is interesting to note that if we were all better at living out our shared values, there would be few reasons to produce and distribute this book. Thankfully, none of us are perfect.

Reference:

Dennis S. Reina & Michelle L. Reina (1999). *Trust & Betrayal in the Workplace.* Barrett-Koehler
        Publishers, Inc. San Francisco.