



ALIGNING SYSTEMS FOR HEALTH

Health Care + Public Health + Social Services

Bridging Trust & Community

Welcome

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Georgia Health Policy Center

Keynote Speaker

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Aligning Systems for Health Webinar Series

Bridging Trust and Community
December 17, 2020 – 1:00 – 2:00 pm ET

Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

#TurfTrust



In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.

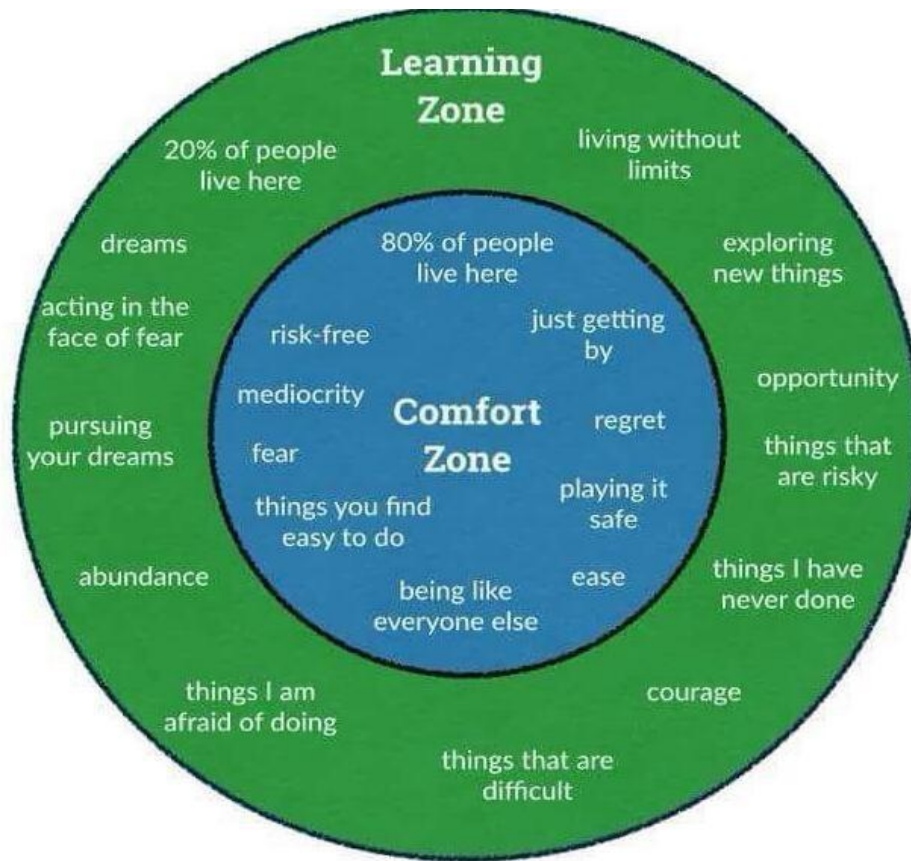


In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

Goals for the Webinar

- **Understand the importance of building trust to cultivate collaboration and community**
- **Discuss the connection between building trust and engaging community**
- **Determine how to navigate situations where trust has been broken**

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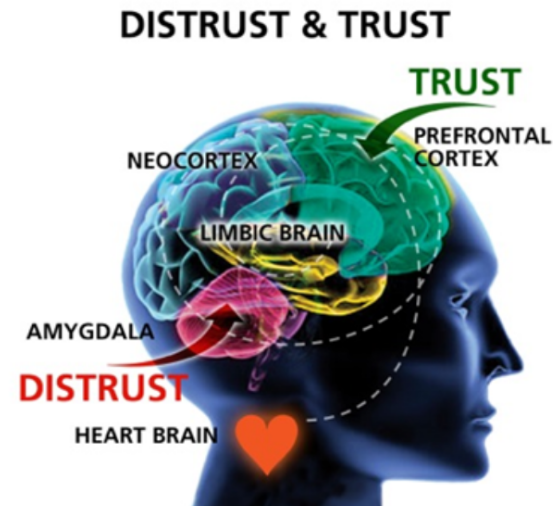
Building Trust means moving collectively from the Comfort Zone to the Learning Zone



Bridging Trust and Community
The Context

The Neuroscience of Trust

1. **Status:** relative importance to others
2. **Certainty:** being able to predict the future
3. **Autonomy:** a sense of control over events
4. **Relatedness:** a sense of safety with others, of friend rather than foe
5. **Fairness:** a perception of fair exchanges between people



Source: Judith E. Glaser

via Psychology Today

The 5 Waves of Trust – starting with self trust



Source: Stephen Covey, The Speed of Trust

The 5 Waves of Trust

- **Self-Trust:** deals with the confidence we have in ourselves – in our ability to set and achieve goals, to keep commitments, to walk our talk – and also with our ability to trust others
- **Relationship Trust:** is about how to establish and increase trust with others
- **Organizational Trust:** deals with how leaders can generate trust in different organizations
- **Market Trust:** reflects the trust customers, investors and others in the marketplace have in our organization
- **Societal Trust:** is about creating value for others and for society at large



via Stephen Covey, the Speed of Trust

13 Ways to Build Trust

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Do you have other ideas on how to build trust? Please share any thoughts or comments in the chat box.

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Building Relational Trust

Sincerity: Assessing that you are honest, that you say what you mean and mean what you say, and that you can be believed and taken seriously. Your actions will align with your words

Reliability: Assessing that you meet the commitments you make, that you keep your promises

Competence: Assessing that you have the ability to do what you are doing or propose to do - the other person believes you have the requisite capacity, skill, knowledge, and resources

Care: Assessing that you have the other person's interests in mind as well as your own

Organizational Trust

Compared with people at low-trust companies, **people at high-trust companies report:** 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.

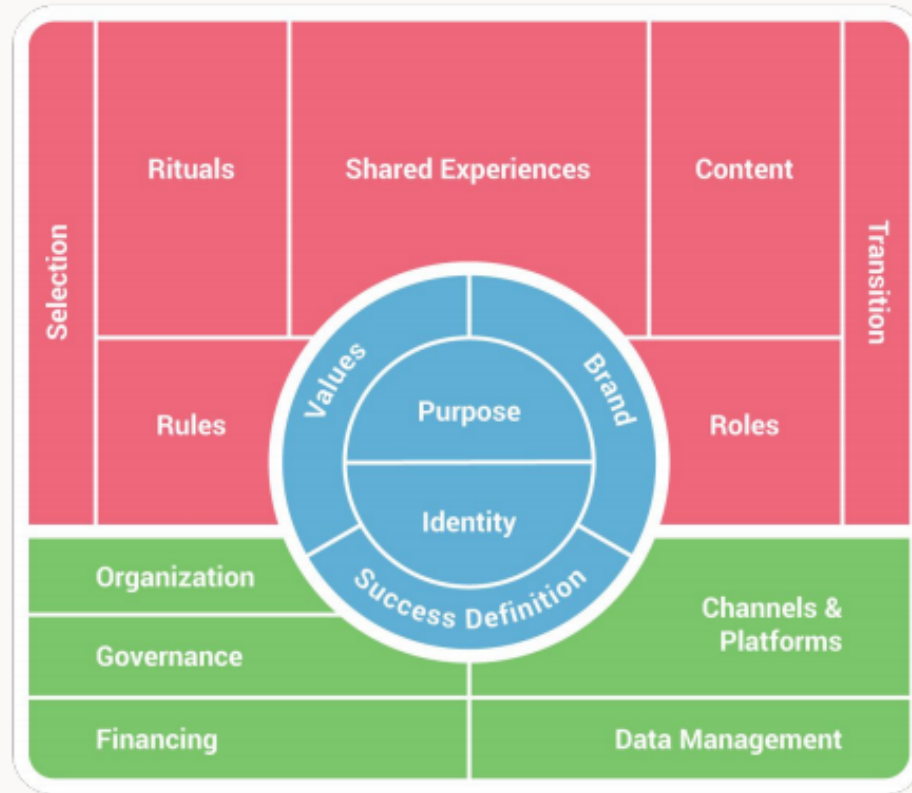
Source: <https://hbr.org/2017/01/the-neuroscience-of-trust>

Societal (Community) Trust

While many organizations and platforms provide opportunities for people to collaborate and connect, **only communities can scale trust and unlock the support of what otherwise would be strangers.** While in most organizations your trust extends as far as your relationships go, in a community your trust reaches across a whole ecosystem of relationships.

The Community Canvas

Source: <https://community-canvas.org/>





**Bridging Trust and Community
Tools and Approaches**

Tools for Building Trust

- **Trust in Teams**
- **The Four Agendas**
- **Connection Questions**

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Why Trust is Important on Collaborative Teams



DEEPENING
COMMITMENT



FOSTERING
COLLABORATION



ADJUSTING FOR
GROWTH



DRIVING
CHANGE

Increasing Trust in Teams

- The feeling of **connection** among you that comes from understanding of each other's moods, habits, and quirks.
- The perception of **credibility** that comes from knowing that they have the skills and are taking the right approach to be successful.
- The sense of **reliability** that comes from knowing that you have a strong work ethic and a shared set of priorities.
- The confidence in each other's **integrity** that comes from evidence that you are honest, transparent, and trustworthy.

4 Agendas in Collaborative Innovation



THE ALIGNING AGENDA
is about aligning around a clear and deeply shared intent for our work together.



THE CONNECTING AGENDA
is about building trusting connections across the many boundaries between us.



THE LEARNING AGENDA
is about deeply understanding the system and the human experience within it.



THE MAKING AGENDA
is about building and testing tangible solutions and bringing them to scale.

via CoCreative Consulting



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Tools for Building Trust: Connection Questions

Conversations and Questions:

- Checking in and checking out of conversations
- Why is it important that I am here today?
- What will it take to get to the change we want?
- What can I give? What do I need to get? What are my constraints?
- Engagement Strategies that you use...



**Bridging Trust and Community
Dealing with Turf**

The Challenge of Turf

Turf Defined:

- The space between working together and working in isolation.
- Mechanisms to protect ourselves and our organizations from perceived threats.

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FIGHT, FLIGHT, WORK

Fight - Using energy against others and group leaders	Flight – draining energy out and diverting attention	Work - providing a catalyst for group members to address an issue
Giving Information, Opinions or Suggestions		
<ol style="list-style-type: none"> 1. Using emotion laden words 2. Repeating points 3. Making speeches 4. Accusing, blaming 5. Name-calling 6. Taking a fixed position 	<ol style="list-style-type: none"> 1. Taking side trips 2. Telling irrelevant stories 3. Playing down differences to avoid conflicts 4. Intellectualizing 	<ol style="list-style-type: none"> 1. Suggesting group norms 2. Providing relevant data 3. Identifying underlying interests 4. Suggesting workable options by linking different ideas together 5. Suggesting experiments

FIGHT, FLIGHT, WORK

Fight - Using energy against others and group leaders

Flight – draining energy out and diverting attention

Work - providing a catalyst for group members to address an issue

Responding to Differences in Perspectives and Values

1. Focusing only on differences
2. Enlarging number or size of differences
3. Using differences as a basis for stimulating conflict
4. Labeling and stereotyping others ideas
5. Using outside experts to bolster one's position
6. Using power plays and coercive tactics to force one's opinion or values on the group

1. Smoothing over differences
2. Avoiding discussion or differences hoping they will go away
3. Using secrecy to avoid confrontation
4. Complying with, or submitting to, the strongest position of others

1. Identifying and clarifying differences
2. Clarifying underlying interests
3. Clarifying semantic confusion and misunderstanding
4. Using differences as a basis for inventing new approaches and strategies

FIGHT, FLIGHT, WORK

Fight: Using energy against others and group leaders	Flight: Draining energy out and diverting attention	Work: providing a catalyst for group members to address an issue
Dealing with Turf Issues		



**Bridging Trust and Community
Conflict and Repairing Trust**

12 Common Sources of Conflict

1. Unclear jurisdiction
2. Buried conflict
3. Poor communication
4. Dependent relationships
5. Differences in objectives or assumptions
6. Internal crisis at the organization
7. Competition for limited resources
8. Personality clashes
9. Differences in methods
10. Differences in values
11. Using outmoded or ineffective solutions
12. Organizational culture

When Turf Is Destructive

- Diverts energy from important activities and issues
- Destroys the morale of people or promotes poor self concepts
- Polarizes groups
- Deepens differences in values
- Produces irresponsible and regrettable behaviours

When Turf Is Constructive

- Opens up issues of importance resulting in their clarification
- Results in a solution
- Increases the involvement of individuals in issues important to them
- Causes authentic communication
- Serves as a release to pent-up emotions
- Helps build cohesiveness among people by sharing the conflict, celebrating its resolution and learning
- Helps individuals grow personally and apply what they have learned

Repairing Trust When it Breaks Down



Discuss the betrayal



Clarify the facts



Make / accept sincere apologies



Explain the reason for the betrayal



Create a plan



Stick to your plan



Assess your progress



Be patient

via BrokenTrust.com

Additional Resources

- Tamarack Institute: Turf, Trust, Co-Creation and Collective Impact – <https://www.tamarackcommunity.ca/library/turf-trust-co-creation-collective-impact>
- Harvard Business Review: How to build trust in a virtual workplace - <https://hbr.org/2012/10/how-to-build-trust-in-virtual>
- Co-Creative Consulting – The Four Agendas - <https://www.wearecocreative.com/tools>



Bridging Trust and Community
Thank You

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www.AlignForHealth.org