



Trust: The One Thing that Changes Everything

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Notes for Exercises and Discussion #1:

Scenario #1 Personal Interaction	Scenario #2 Professional Interaction	Scenario #3 Difficult Conversation
R – 1	R – 0	R – 6
S – 14	S – 7	S – 21
W/S – 63	W/S – 51	W/S – 45
E – 34	E – 53	E – 17
CC – 11	CC – 9	CC – 18

R = Resistor

S = Skeptic

W/S = Wait & See

E = Experimentor

CC = Co-Creator

Low Trust:

- Judge and categorize right
- If they feel sketchy
- Form an opinion right away
- Skeptical – past history
- Previous experience
- Lack of relationship
- Personal more challenging
- Skeptic, naturally defensive
- Hasn't been built or broken
- Vulnerable situations
- Burned too many times
- Absorbed
- Better one-on-one
- No history
- Curiosity creates suspicion
- No context behind it
- They put up with resistance
- Stress, criticism, rejection, fear
- Not talking and not listening
- Nurturing so kept from being direct
- Fear paralysis – stay in W/S.
- Don't trust how people will react. Fear?
- If hurt the other – can't go back



Conditional Trust:

- Wait for more info; common ground
- More timid in person
- Don't want to judge right away
- Want to make sure your personality isn't overpowering
- Want to give benefit of the doubt, but still cautious
- Assess situation
- Upper management mistrust
- Being kept in dark
- Customer v. employee – different approach
- Builds mind-set up
- Preparing same goal
- Work relationships assume shared vision
- Try not to have a bias going into difficult conversation
- Takes time to see where people are coming from
- Be wise before getting burned – protecting vulnerability
- Don't judge – being unbiased takes time
- Same team and shared mission—how well do we know them?
- See them as a friend/don't know yet
- Different viewpoints
- Professional wall
- Male vs. Female “feelings”
- Cautious, careful
- More knowledge of person

High Trust:

- Easy to talk
- Generally trusting
- Benefiting doubt
- Shared experience and commitment and same risk
- Comfortable with difficult conversations
- Give folks benefit of doubt
- Hopeful for positive end
- Like to be in charge.
- Expect more progress
- No elephants in the room
- Expect level of professionalism
- Transparency
- Built relationship with mutual respect
- Established trust
- Safe environment
- Shared purpose, vision, and mission
- Work they do or the people they know



- Depth of relationship
- Time and history
- Being proactive and straight forward
- Eye contact
- Open
- Mutual success
- Curiosity
- Testing/poking to see who they are
- See if it's safe to start
- Show vulnerability
- Had to adapt to new people at a young age
- Feel good, win-win, praise, kudos, celebration
- Personal is less “threatening”
- Male trusted there was a solution
- More likely to bring again when compensated
- Rules and regs in place
- Act appropriately
- Screening process when apply job
- Expect truthful
- Respect them to be their best themselves

Questions:

- How does family impact?
- How do you initiate or receive difficult conversation?

1. Cortisol

- When others are not understanding; both become entrenched x2.
- Feeling dismissed because other person not engaged
- Not knowing all the facts; jump to conclusions (fear/judgment)
- Distressed over distrust; too much on convincing
- Pretend to listen

2. Neutral zone – not negative observe

Skeptical – no trust until you learn to trust

Experiment – put yourself out there – go out and build trust – meet people

#2 More trusting

New situation – need to get to know

Product of institution

More trust w/ co-worker – experiment

#3 W/S – see what happens/reaction

Depends on what role I am playing

Experiment w/ different types of people



3. When in a work environment allow more trust when know what their background is, occupation etc. Whereas in personal you have to work thru questions and small talk to get that info.
4. (**can't read word**) about people, optimism, who introduces them, where you are, body language, free flow of information, (**can't read word**), freedom to choose the relationships.
Find a way to solve the problem that's positive instead of negative.
5. Introvert – tends to wait and see what others do to make her judgement call on how to connect. Personal (**can't read word**) reserved, per hurt experience.
Andy- creature of comfort – comfy at work and in the know.
Ron- take it all in and then learn – wait and see then make actions happen. The way he educated due to insurance background.
Laura- owner – you make the call based on employee turnover. Invest in people and don't always stay. You need to be a skeptic. Likes to see people work in strengths and that takes time, but doesn't always pan out.
Adam – likes to push the button of being aggressive, pushing down those walls to create trust and openness.
6. “Personal” was less threatening (easier to trust). We like our friends/family so benefit of outlet that we trust you until proven otherwise.
Co-worker/professional

A little more difficult, but 3 EXP in higher arc knowin they need to solve issue to continue working together.
Difficult Conv –
Loud picture that females were more nurturing and low/mid trust to avoid hurting feelings.... Where male was CC – trusted (compartmentalize) thoughts that there was a solution. Get right to the point and fix it.
7.
 - Community partnership and outreach
 - Depends on location and comfort
 - Dealing with stereotypes and pre-conceived notions
 - Where you are in life and experiences
 - W+S is a starting point for cs – where do we want to go

Notes for Exercise and Discussion 2:

1. Oxytocin
 - Like being part of a team x2
 - Feeling of connection; stimulation, excitement, feeling heard
 - I give up; what happens happens!



- Open conversation with honesty and truthfulness; curiosity
 - Someone's reaction can affect you
 - Concern for others – helpful
2. Cortisol manifests more readily.
Hard conversation – how to have difficult conversation. Did oxytocin “feel good” after approaching?
Individual vs. Group Conversation – “we”
Misreading situation – regressing
Flip the switch/not fully addressing/panic attack
Start: Hobby, Write down, Awareness
Stop: Boundaries/Consciousness
 3. When focusing on an end-in-mind result increases stress.
Non-stop pressure – unable to take a moment to let go of cortisol producing interactions that are building up.
Day spent in cortisol producing interaction – unproductive day
Day spent in oxytocin producing interaction – best productive day, feel great
Be aware of where you are at – be mindful of triggers
Take time outs
Do more oxytocin producing interactions
Interactions intentional – driven to oxytocin side
Reduce adversarial
Praise mutual success
 4. Supports what else have learned
Encourage good listening – have patient reaction
Pretend to be listening – checking in – demonstrating concern
W/S (can't read word) – nonverbal behaviors
Start meetings with moment of praise
Painting a picture of mutual success
Announce to rest of gym
Create feeling of care
 5. Cortisol – uncertain not being present
Takes longer to relieve – can be toxic
Fight or flight
Relating to a situation
Oxytocin – being able to focus on changing from cortisol type if thinking to oxytocin
More present when needing to solve a problem
Accepting situations can change from cortisol to oxytocin
Achieving success – being able to share success



6. Cortisol side is place where we want to grow out of.
Personal oxytocin – spousal support
Creating trust by being on the same team
7. Creating self-awareness so you know where you are
When you notice you lost trust, how do you know?
Asking for input
Go down to one on one level vs in a group
Spending more time on acknowledgement
People don't self-promote
Talk about wins – take the time
Explains heart problems and health issues all Cortisol
Spending more time on high oxytocin producing items vs cortisol everyone will be more productive
Looking at concern for others to build trust and as a leader asking questions with the intention of concern for others. Could create so much more trust and moving forward.
If built from here then people are more receptive
Toxic employees
Anxiety and fear were always highest when you couldn't sell the solution.
8. Negative influence last 36 hours
Positive reaction (**can't read word**) short
Laughter – sense of humor positive
When we can find a solution to a problem we move from cortisol to oxytocin.
Listening – more
Train for trust
Better performance with trust in the business
9. Staff who is touch-feeling – emotional side of doing business, and she needs her to be on professional side – having a hard time connecting with her.
Adam – the turnaround on cortisol and oxytocin – how does that take control of the work place – how long is it hanging over staff's head? Lack of activity.
Elena – works solo, client interaction is positive trust building is based on when she offers value and referrals for services she offers or where to go if she doesn't serve those needs. She creates good/bad based on client's satisfaction.
Fear when we have situations and no plan to end in a positive solution (cortisol) toxic mode.
10. Critical parents led to be critical on self so need to be more trusting.
Understand in “sales” that clients might come to apt. w/ cortisol words. Customer doesn't feel heard.
They are distrusting because you are trying to sell them that we don't understand them.
Leap of faith steps that cause you to be more trusting in life in general.



11. New Dynamic – Build trust (chemical reactions).
Distrust –Cortisol Feel Good – Oxytocin

“Foundation for Trust”
 - Share ideas – won’t be shut down
 - Integrity
 - Curious
 - Vulnerable
 - Honesty – genuine interest
 - Calm
 - Patient
 - Body language

12. Scenario 2:
 - Balance between worker roles full time/part time/volunteer
 - Defining baselines, roles and place in the plan – vision + mission
 - Task, condition, and standard

13. Smile and laugh, create oxytocin
Listening and trusting others create oxytocin
Connecting others – oxytocin
Convincing, not trusting – cortisol
Start with cortisol out of report – build trust – create oxytocin
See a sheriff out in community
Managers Meeting Negative

14. Cortisol- Fight or flight – sick to stomach – takes forever to go away – anxiety
Toxic environment – stress/shuts down
Distracting – extremely inefficient
Body language affects how you think
Why does the bad stuff last/ good stuff doesn’t
Oxytocin makes you more creative and collaborative

15. Stop your cortisol feelings
Work on team growth
Leave more in the feel good zone
Look more for the positive – concern for others
Talk to someone about it
Learning how to leave a meeting at the meeting

* These notes are a recap of the table conversations and have not been reviewed for accuracy of content.
They are meant for discussion purposes only