



Basic Strategies to Handle Tough Situations

Cynthia Olmstead
President
TrustWorks Group, Inc.


Rose Avila
Principal Consultant
RMA Consulting, Inc.

2247 San Diego Ave., Ste 134
San Diego, CA 92112
619-295-5668
866-801-5678

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Objectives


- Analyze behaviors that impact the workplace and cause lack of trust
- Establish a common language
- Develop action steps
- Answer questions to help tackle challenges



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Trust – Hard to Define

- Trust is IN THE EYES OF THE BEHOLDER
- HOW DO WE EVER come to a common interpretation or understanding of trust?



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Trust is...

Perception

Behaviors






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Behaviors

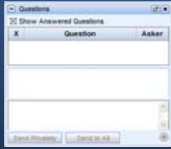




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Trust Busters

Behaviors that damage trust

*Type in a behavior that represents a **Trust Buster** in the question box on the control panel.*

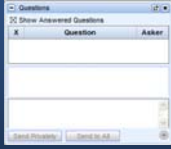




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Trust Boosters

Behaviors that help build trust

Type in a behavior that represents a Trust Booster in the question box on the control panel.

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Case Study

New Leadership

Confidential Interviews

Findings

- Interdepartmental conflicts
- Confusion on roles and responsibilities
- Withholding of information
- Personal agendas
- Finger pointing at everyone else
- Dysfunctional Management Team
- Walk out of meetings
- Public name calling
- Withholding of information
- Decisions made in secret
- Cliques and power plays
- Questionable Results
- No progress on goals
- Inaccurate financials
- Declining revenues
- New leadership
- No shared vision
- Little to no communication


TRUST is **THE** issue



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What to DO?

- **Focus** on the behaviors
- **Acknowledge** that Trust IS an issue
- **Recognize** that Trust is:
 - difficult to define
 - means different things to different people
- **Provide** a common *way/process/method of communication*



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TrustWorks!® Model

ELEMENTS	COMPONENTS
<i>a</i> Able	Demonstrate Competence
<i>b</i> Believable	Act with Integrity
<i>c</i> Connected	Care about Others
<i>d</i> Dependable	Maintain Reliability

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Trust Model Application

- Interdepartmental Conflict C
- Dysfunctional Management Team A
- Weak Results D



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Case Study Analysis

A – Able <i>Demonstrate Competence</i> Leadership has limited experience Confusion on roles and responsibilities Declining revenues No progress on goals	B – Believable <i>Act with Integrity</i> Manipulated financials Cliques and power plays Personal agendas Committed to mission
C – Connected <i>Care about Others</i> Withholding information Little to no communication Name calling Decisions made in secret	D – Dependable <i>Maintain Reliability</i> Walk out of meetings Finger pointing Had established organizational structure

Typically Tough Situations


- New Leadership** at the helm or in a department/division; making new changes A
- Mergers** of two cultures: different values, visions, etc B
- Lack of communication** about goals/vision C
- Differing competencies...** not holding up one's end of the job; no accountability D



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Strategy for Action


- Step 1:** Assess the Situation
 - Where is the problem?
 - List all issues from various perspectives
- Step 2:** Use the Model: categorize the issues into the **4 Elements of Trust**
- Step 3:** Check your perception
 - Get others' *read* on your assessment
- Step 4:** Have the "trust conversation" and discuss the situation using the **Trust Model**
- Step 5:** Agree on Next Steps that leads to a Solution



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Benefits of Model

- Provides a Common Language
- Assists understanding and handling of tough situations
- Allows for objectivity
- Avoids "character assassinations"
- Guides a course to healthy resolution and impacts results



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Questions and Answers



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programs for your workplace,
certified facilitator training and other
consulting services.

Thank you for joining us!



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<p>Cynthia Olmstead President TrustWorks Group, Inc.</p> <p>Barbara Dorris Director, Marketing and Production</p>	<p>Rose Avila Principal Consultant RMA Consulting, Inc.</p>
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