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World of Organizational Change

BUILDING TRUST IN THE WORKPLACE

Title of the Workshop: Trust & Betrayal in the Workplace

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Abstract

Trust & Betrayal in the Workplace is about trust: the power when it exists, the problems when it doesn't and the pain when it is betrayed. Our intention is to provide an in-depth, practical overview to help professional facilitators support leaders at all levels in building trust and healing their organizations from the pain of betrayal. Based on four years of research in 67 organizations, we have developed the *Reina Trust & Betrayal Model*.. Utilizing this model as the framework, facilitators will develop an understanding the dynamics of trust and betrayal in



workplace relationships, and be introduced to a common language that assists people in discussing and responding to trust-related issues in a way that honors relationships.

The need for trust in organizations and in communications is understood by most professionals as a foundational building block to employee performance and retention, team development, organizational cultural change. The *Reina Trust & Betrayal Model*TM provides a conceptual framework of trust that contributes to effective work relationships, and healthy, productive work environments. The *Trust & Betrayal Model*TM assists facilitators and leaders by identifying the specific types of trust and the behaviors that develop trust, as well as defining specific types of betrayal and the behaviors that contribute to betrayal.

We examine, through the lens of the Reina ModelTM, how moments of truth, when honored, cultivate trust and how, when not honored, cultivate betrayal. We also investigate the consequences of betrayal to ourselves and the consequences of betrayal to others. We further explore the steps professional facilitators may take to facilitate the healing process from betrayal for ourselves and the organizations they serve.

The *Reina Trust & Betrayal Model*TM is the product of four years of research in sixty-seven organizations across a broad spectrum of industries. The model provides the framework for the Reina's book, *Trust & Betrayal in the Workplace: Building and Maintaining Effective Relationships*, (Berrett-Koehler, October, 1999). Dennis and Michelle Reina have also developed instruments that measure the level of trust in organizations (the Organizational Trust ScaleTM) and teams

(the Team Trust ScaleTM). In addition, they have created an instrument that allows leaders to measure the level of trust in their relationships with others: their manager, employees, and peers (the Leadership Trust ScaleTM).

We have had the privilege to bring our work regarding “trust and betrayal in the workplace” to organizations of all types, large ones such as Walt Disney World Co., medium ones such as Harvard University and small ones such as EHV-Weidmann Industries (a Swiss subsidiary). We have learned that regardless of the size or the industry, organizations are comprised of people who very much want the same thing, today and tomorrow - trust in the people with whom they work.

Please contact Dennis or Michelle to learn more about the *Reina Trust & Betrayal Model™*, the trust measuring instruments, their certification program and the Reina’s work in trust related areas.

The Workshop

Purpose of the Workshop:

The purpose of this workshop is:

- ❖ To increase participant’s understanding of the complex dynamics of trust and betrayal in workplace relationships; develop a common language to deal with trust-related issues.
- ❖ To help participants become knowledgeable of a research-based trust & betrayal model they may utilize as a tool in assisting their employees to understand the dynamics of trust and trust-related issues in their respective organizations.
- ❖ To look at the different types of betrayal and how people respond to betrayal; ways we betray ourselves and ways we betray others. We will explore steps that guide the healing process.
- ❖ To help participants understand how one’s capacity for trust impacts their behavior, their perceptions and their beliefs.



- ❖ To investigate critical issues in organizations that are related to trust, today and in the future.

We will examine how to apply the *Reina Trust & Betrayal Model*™ to assist organizations in dealing with these challenges.

Rationale for the Workshop:

More than ever, there is a need for trust in organizations. Organizational structures are shifting, managerial practices are changing. The policies and traditions that employees have relied on have disappeared. The disappearance of the old employment contract, the downsizings and even the expansions, mergers and acquisitions, have been at a high cost - employees' loyalty and trust. Unfortunately, these costs are not short term, but continue to covertly undermine organizations. The lack of trust in our work environments is pervasive.

Victims *and* survivors of organizational change often feel betrayed. The last two decades of restructuring, mergers and acquisitions have produced uncertainty and opportunity, as well as fear and anxiety in the workplace. People are not as trusting of their future, their organizations, or themselves, as they were in the past. The indicators are that organizational environments will only become more complex; change and global pressures will remain a constant. Thus, we, as professionals, are challenged to assist our organizations in managing change and global pressures, as well as respond to people's needs in a way that honors relationships. How do we do this? What is our role?

To thrive in the new global economy, organizational leaders recognize the need to create open and flexible organizations that are able to adapt to rapidly changing conditions in the marketplace. Flexible organizations require a workforce that is willing to take risks. To take

risks requires that people are trusting of themselves, their leaders, one another and their organizations.

Experience tells us broken trust and feelings of betrayal are not just the byproducts of layoffs and downsizing, mergers and acquisitions. *They happen everyday on the job.* When people do not keep agreements, do not share information and do not trust in another's judgment or competence, it breaches trust and often contributes to feelings of betrayal- unresolved pain that adds up- little by little, day after day.

At this IAF 2000 forum, we will gather to explore the diverse scenarios we may experience in the future. While we don't know precisely where the future will take us, one thing we can be sure of, it will take people working together in a variety of ways to get us there. It will take relationships based on a foundation of trust. Without trust, we don't have much of a relationship.

"Trust" is an emotionally charged topic. It means different things to different people. With the *Reina Trust & Betrayal Model*,TM we provide a framework that will allow participants to explore trust and betrayal with objectivity and openness. Our approach to exploring the dynamics surrounding trust and betrayal honors people's "lived experiences" and opens their hearts to understanding, growth and healing. The dialogue with our colleagues will highlight the need to "tell the truth" and to live the values of our profession.

Detailed Description of the Workshop

In this workshop, we introduce the *Reina Trust & Betrayal Model*.TM This model provides a comprehensive and practical framework to help people understand the dynamics of trust and betrayal in the workplace. It is built layer by layer, with each figure illustrating the



important components that contribute to trust between people, within teams and throughout organizations at each step.

We introduce a common language to define trust and arrive at deeper insights regarding trust-related issues. Conversely, we will explore betrayal, what it is, how it occurs, behaviors that contribute to betrayal and the consequences of betrayal to individuals, teams and organizations and the benefits. We will introduce the *Seven Steps to Heal from Betrayal*, an element of the *Trust & Betrayal Model*, designed to help people recognize betrayal, honor it, benefit from it, let it go and move toward renewal.

Through discussion, we will identify and define an emerging aspect of understanding “trust,” – that is, one’s *capacity for trust*. We examine how this foundation of trust is developed and how it influences our relationships with others, as well as our worldview. We will further explore the role we, as professional facilitators, may play in expanding an individual’s, a team’s, and an organization’s capacity for trust.

To better understand trust, we will define three specific types of trust and the specific behaviors that contribute to the development of each of those types. We further define the four spiritual core characteristics of renewal. We explore what they are, how they contribute to the development of trust and why they are essential in grounding the facilitation work of the future. Central to our discussion and joint exploration will be our role as professional facilitators in developing trust in the workplace, while honoring our profession.

During the workshop, we will explore with participants the variety of ways in which we, as professional facilitators, may draw upon the *Reina Trust & Betrayal Model*™ to help the organizations we support become collectively conscious of the practices that develop trust and break trust. Through discussion and sharing our experiences, participants will gain a broader

perspective and deeper understanding of how to facilitate the development of trust and the healing from betrayal.

Workshop Design

In the first part of the session, working with participants, we examine:

- What trust is and why it is important in working relationships;
- What betrayal is and the impact of betrayal on those relationships;
- The three types of trust and behaviors that support and maintain trust and rebuild trust when betrayal has occurred.

In the second part of our session, we investigate the key organizational issues that are related to the three types of trust and the application of the trust-building behaviors of each. In the third part, we explore ways in which we all may bring this knowledge back to the workplace to inform the people with whom we support and make a contribution to the development of trust in our respective organizations.

We will take a multi-level approach in facilitating the workshop: some presentation of material, mostly interactive dialogue (small group and large group), experiential exercises and application with the participants to explore new ways of dealing with organizational trust-related issues.

Program Outcomes & Summary

Participants will:

- ❖ Develop an increased understanding of the complex dynamics of trust and betrayal in workplace relationships.



- ❖ Become knowledgeable of a research-based trust and betrayal model and common language that may be brought to organizations to aid in the discussion, exploration and understanding of trust-related issues.
- ❖ Learn steps to help ourselves and our employees understand betrayal, honor it, grow from it and let it go and move on.
- ❖ Discover how one's capacity for trust impacts their behavior, their perceptions and their beliefs.
- ❖ Learn from one another the role our profession may play in developing trusting work environments of the future.

The *Reina Trust & Betrayal Model*TM makes it clear that trust is the foundation of all relationships and is the key to the success of many, if not all change initiatives. Betrayal tears at the fabric of trust in organizations. Betrayals don't just happen in the big events like restructuring and downsizing. *They happen everyday on the job.* Fortunately, leaders are beginning to realize that people's trust and commitment to the organization affects performance.

Trust takes a long time to develop, is very easy to lose and so hard to regain. It is fragile yet, critical element to any relationship. By first trusting in themselves and others, it is possible for leaders to develop caring, genuine relationships and rebuild trust with their people.

Understanding the complexity of trust and betrayal is challenging work. Yet, as professional facilitators, we all have a shared responsibility to work with our respective organizational leaders to help them become aware and conscious of their role in rebuilding trust. The pain and price of low trust or betrayal is too great to be ignored.

The Presenters

Dennis and Michelle work with organizations and leaders who want to build trust in the workplace. They are scholars and practitioners and principles of the organization development research and consulting firm, Chagnon & Reina Associates, Inc.

The Reinas are the developers of the *Reina Trust & Betrayal Model*,TM trust building instruments, and are authors of the book, *Trust & Betrayal in the Workplace: Building effective relationships in your organization*, published by Berrett-Koehler publishers. A training video based on the Reina's book will be released in February, 2000.

The Reinas have presented their work at conferences throughout the country and have been guest lecturers at colleges and universities. Additionally, they have written for a variety of publications and appeared on numerous radio and television programs. They are considered leading authorities on trust-related issues in the workplace.

Experienced in system-wide change efforts, team development and one-on-one coaching, Dennis and Michelle provide organizations with a variety of practical tools, resources, and instruments that help people at all levels develop a shared understanding of what trust means. They help leaders increase the level of trust within themselves and among their people to produce healthy work relationships and high performance.

Dennis and Michelle's interest in trust began through their work facilitating change and developing teams in organizations. They saw that trust was *the* critical factor in the success or failure of these change efforts. Furthermore, they have observed the strong desire people have to understand and experience trust in workplace relationships.

Dennis earned a Ph.D. in Human and Organizational Systems from the Fielding Institute in Santa Barbara, California, and holds masters degrees in Organizational Development and



Holistic Health Education. Michelle earned a Ph.D. in Human and Organizational Systems, and a master's degree in Organizational Development from the Fielding Institute. Through their years of pioneering research, Dennis and Michelle have worked with such organizations as AT&T, BF Goodrich Aerospace, Harvard University, Ben & Jerry's Homemade Inc., Bankers Trust, Fletcher Allen Health Care, American Home Products, Kolmar Laboratories and Walt Disney World.