

Trust at Work®

Building Trust for Good

The *Trust at Work*® Certification Program

Mastering Tools to Help People Build Strong Trust at Work

“Trust is a competency. It’s something you can get good at. It’s a strength you personally, and your team and your company can master. Being good at it will elevate every other strength you have.” – Stephen M.R. Covey



Helping your clients build strong and sustainable trust is key to their success and wellbeing at work, as well as all other domains of life. That’s why we have developed the **Trust at Work**® **Certification Program**. Based on a practical, proven framework for building trust outlined in *The Thin Book of Trust: An Essential Primer for Building Trust at Work* by Charles Feltman, this course will **give you the capacity** to be of profound service to your clients by helping them learn to consistently build and maintain trust at work.

TRUST is the “invisible” ingredient in success. Warren Buffett likened trust to the air around us – no one notices when it’s present but when it is absent everyone does. Unfortunately, when it comes to lack of trust people always notice the effects **but often fail to recognize the cause**. And even when they do, many lack the ability to dependably generate and sustain trust in crucial work relationships, let alone restore it when it’s been broken.

What this Program Will Do for You (and Your Clients)

The **Trust at Work**® **Certification Program** will give you a **powerful framework and proven tools** to help your clients identify and address issues of trust. It also helps you support clients in implementing these tools successfully.

Whether you support individuals or teams as a coach, provide OD or HR support, facilitate conversations or processes, or design and deliver developmental training, this certification program will add immensely to your toolkit and your credibility. You will be able to effectively support your clients in being **consistently trusted** by others, to **extend trust wisely** to others, and create or contribute to a **culture of trust** in their teams and companies. This program will prepare you to help your clients – and those they work with – realize the immense benefits of what Stephen Covey calls the “trust dividend”.

“Trust is what cements all relationships and allows people to work together. Assessing and growing trust as a collective competence is the best investment any team or organization can make. The Trust at Work Certification Program will give you the insight and tools to make a powerful offer to your clients in this essential area.”

Dan Newby, Founder, schoolofemotions.world

What you will learn

- **How to help your clients recognize when trust issues are causing breakdowns between individuals, teams and entire organization.** Too often trust is overlooked as a cause or prime contributor in problems such as poor performance, missed deadlines, low employee engagement, high turnover, and more. Whether the client is one individual who wants to build stronger trust with others, two people who don’t

trust each other but need to work together, a team bogged down by distrust, or an entire organization wanting to build a culture of trust, this program will help you help your clients identify when trust is a core issue that needs to be addressed.

- **How to help clients identify and strengthen behaviors that build trust and eliminate those that produce distrust.** One big obstacle to developing and sustaining trust in the workplace is that trust is built through many distinct behaviors, from speaking truthfully to displaying competence, from keeping promises to respectful listening, and more. **You will learn what to look and listen for** to help your clients understand which specific behaviors need to be addressed so they can make changes that will make a difference. The **Trust at Work®** framework will give you the ability to help your clients recognize the specific behaviors that build or damage trust in their particular situations. Knowing where to focus is the critical first step to increasing trust.
- **What you can do to support clients who need to rebuild broken trust.** Overcoming distrust when trust has been damaged or broken in a relationship is difficult. Many people don't believe it is even possible. Yet when your client has to work with someone he or she distrusts, it affects the performance and wellbeing of everyone touched by that relationship. The ability to successfully rebuild broken trust is critical to the success of the individuals involved, their teams, and in some cases, the entire organization. You will learn what you can do to help your clients restore damaged or broken trust.
- **How to help your clients recognize all the factors contributing to a trust breakdown.** Often organizational systems, processes, policies, and procedures can inhibit trust-building behaviors and lead to distrust. This course will **give you the tools** to help your clients diagnose contributing factors.
- **Best practices for building trust between individuals, on teams, and across organizations.** Once a client chooses to address trust issues you will be able to **support them in making the right changes** to ensure that greater trust is developed and sustained. The program's powerful trust-building tools help support individuals, teams, and organizations in building strong, lasting trust for their success and wellbeing.

Who Should Enroll in the Trust at Work® Certification Program?

The program is designed specifically for coaches, consultants, OD and HR professionals, facilitators and trainers working independently or as company employees. In short, it is intended for practitioners who serve and support the development, success and wellbeing of people who work in organizations.

Online Course Design

The **Trust at Work® Certification Program** is a virtual course delivered in real time via the Zoom platform. You and the other program participants will have opportunities to engage and interact with the course leaders and each other in a virtual conference room setting.

The program has two modules. **You can elect to take one or both as best meets your needs.**

Program Dates 2019

Module I: Nov. 5, 12, 19, and 26

Module II: Dec. 3 and 10

All course sessions are 1.5 hours and start at 9:00am PDT / 12:00pm EDT / 5:00pm CET

"Along with Trust at Work's individual and team coaching focus, I have benefited in my organization development work by having this framework to organize and make sense out of climate survey data, as well as to shape related recommendations."
Deb Humphreys, Ph.D., Organization Development Specialist

Module I: Building Trust at Work

This module consists of four 1.5-hour sessions delivered over four consecutive weeks. It is a deep dive into the art and practice of building strong, lasting trust relationships in the workplace as outlined in *The Thin Book of Trust* by Charles Feltman. In this module we cover self-trust, building trust between individuals, trust as the key to performance on teams, and creating a culture of trust in organizations.

By successfully completing this module you will be certified to use the Trust at Work® trust building process and framework with all your clients. You will be prepared to:

- Support individual clients in identifying trust issues that are limiting their ability to achieve a full measure of success and wellbeing at work
- Help your clients learn to sustain strong trust at work by trusting others wisely and consistently behaving in ways others judge as trustworthy
- Help your clients identify and eliminate both behavioral and structural causes for trust breakdowns
- Work with teams to build and sustain the high level of trust that supports achieving stellar results
- Work with organizations to create cultures of trust that will enable them to succeed in today's increasingly volatile, uncertain, complex, and often ambiguous business environment



What you will get with this module to support you as you work with your clients includes:

- A detailed course workbook
- Regularly updated trust resources, including books, articles, websites, and other sources of information on the topics of trust at work
- A slide deck template you can modify for use in trust workshops
- A library of exercises and practices that can be used with individuals and teams, one-on-one and in workshops to support trust
- An extensive list of actions/behaviors that build, maintain & restore trust
- An extensive list of actions/behaviors that can damage trust

"There is nothing more important than trust in relationships, and this program illustrates the components of trust, how to create it, and how to nourish it for the long-term growth of any organization."

Deb Habr, Leadership and Enneagram Coach

Module II: Triscendence Trust Assessment for Leadership Teams (TTALT)

This module focuses on administering, interpreting, debriefing, and working with results from the *Triscendence Trust Assessment for Leadership Teams*. This team assessment is based on the trust framework covered in the *Trust at Work* module. If you work with teams and you believe your clients can benefit from increasing trust, this module will certify you in using this powerful trust assessment tool.

By successfully completing this module you will be certified to administer and interpret the TTALT survey with all your team clients. You will be prepared to:

- Identify when the TTALT is useful for your clients
- Help your clients understand what the TTALT is and how it will help them resolve issues that affect their business
- Sell the TTALT when it is an appropriate solution for your clients
- Administer the survey
- Interpret results

- Use the results to work with your clients to design and deliver solutions to build, maintain and, if necessary, repair damaged trust on their teams

What you will get with this module to support you as you work with your clients includes:

- A detailed course workbook
- Regularly updated trust resources
- A slide deck template you can modify for use with teams
- A library of exercises and practices that can be used with teams
- An extensive list of actions/behaviors that build, maintain & restore trust on teams
- An extensive list of actions/behaviors that can damage trust on teams
- Discounted use of the TTALT survey
- Materials for marketing/selling the TTALT

The Trust at Work Team



William Benner

Bill's passion is serving as an advocate for organizational, leadership, and team trust. His coaching practice recognizes the close interdependencies between body, emotions, and language and the impact mood, emotions, and attitudes have on both individual and team performance, and overall quality of work life. His coaching is designed to help build resilient leaders and teams, cultivate strong, enduring relationships, achieve positive business results, and enhance long-term personal growth. Bill has over 30 years of leadership and organizational experience in the banking regulatory, consulting, and governmental sectors.



Charles Feltman

Charles has over 25 years' experience coaching people who lead others. Clients include executives, managers, high-potential individuals, and teams who want to develop or strengthen the key leadership competencies that produce exceptional results. He has worked with leaders and teams in a range of industries including healthcare, science and technology, and higher education. An overarching goal in all of Charles' work is that his clients find both success and wellbeing for themselves and the organizations they lead. Charles is the author of *The Thin Book of Trust*.



Richard Hews

As an Organizational Leadership and Change Coach with over 30 years leadership and management experience in the Pharmaceutical Industry, Richard's passion lies in helping leaders realize their organization's vision in ways that both inspire and develop employees. They understand that trust and teamwork are irrevocably intertwined with performance but are struggling with how to deliver that. As founder of Pathways of Growth, he develops the tools and practices your business needs to achieve a healthy self-sufficiency.