

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

Trust is not equally spread through organisations. Leaders may have to work hard to earn trust, especially where there has formerly been a command and control culture. This worksheet, based on the Spotlight 'Earning Trust,' will help you reflect on how to earn trust through your leadership.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Metaphors for Trust?

In our culture, metaphors/similes are strong ways of expressing what we feel. They can be positive or negative, but they convey a complete picture in a few words. We can tell that "trust" is important because of the number of metaphors we have for aspects of it. Below are some metaphors about trust – **can you find more two more?**

The glue that sticks
it all together

TRUST

Fulcrum

Strong foundation

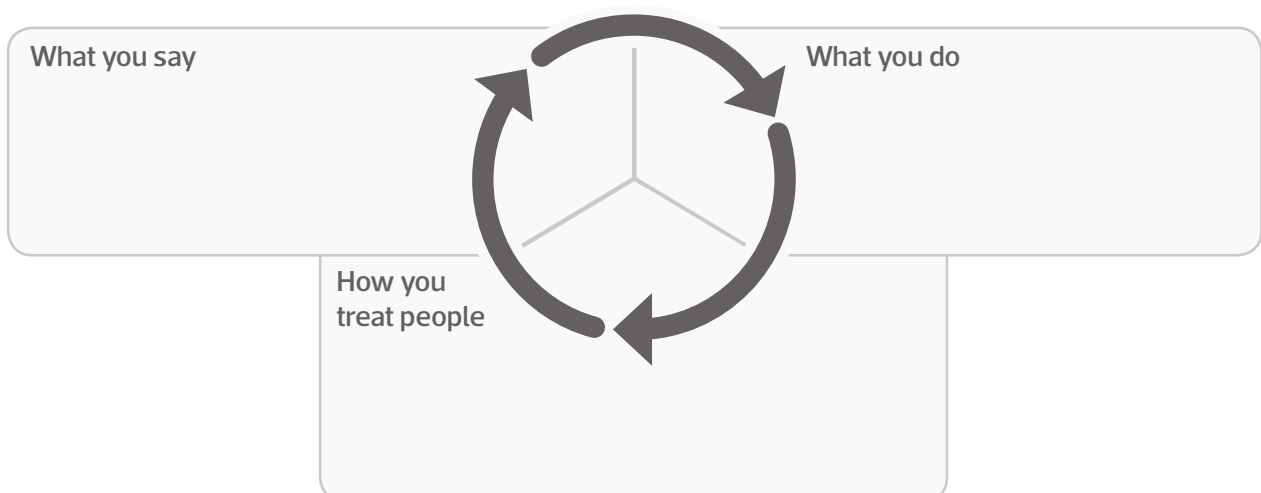
Steady hand

Safe harbour

What does this tell you about earning trust?

How Do Your Actions Create Trust?

Using information from the spotlight, think about how you can foster trust in your leadership:






Worksheet

Building Trust: Earning Trust

What Factors in Organisations Earn the Trust of Colleagues?

Organisational culture can be both a positive and negative influence on trust. List which factors within organisations are positive and which factors are negative:

 Builds trust

Diminishes trust 

Applying What You Know: Building Trust Within Your Team

Complete the following table:

Action	What I did:	When could I practice this skill again?
I shared information with colleagues where my instinct had been to withhold it		
I was kind and compassionate to a work colleague in need		
I tried to achieve a good outcome in the organisation which benefited others, not just me		
I put myself out to follow through on a promise I made to colleagues		
I encouraged and supported someone to be the best they could be		
I was happy about my colleague's success even though it didn't benefit me directly		
One action for you to complete:		

Review

Summarise what you have learned about earning trust in three hashtags:

#

#

#

All references are cited in The Institute of Leadership (2018) 'Spotlight on Earning Trust'

Authenticity - Building Trust - Earning Trust

Published by The Institute of Leadership 2018 © The Institute of Leadership

www.leadership.global • +44 (0) 1543 266886