



Building Trust: The Importance of Trust

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

Trust is an essential component of all meaningful relationships. The trust between a leader and their colleagues is essential to success. This worksheet, based on the Spotlight 'The Importance of Trust,' will focus on why trust is important and how you can foster organisational trust through your leadership.

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

What is Trust?

Below is a weak definition of trust. Read through the spotlight to **find four additional elements** to improve this definition so it can be relevant to any organisation:

| | |
|--|--|
| | |
| "Trust is a positive relationship between two people who know each other well" | |
| | |

What Does a High Trust Organisation Look Like?

| What do you see, hear, feel working... | |
|--|-----------------------------|
| in a HIGH trust environment? | in a LOW trust environment? |
| What kind of behaviours will you see from staff? | |
| | |
| What will communication be like? | |
| | |
| How will leaders behave? | |
| | |



Worksheet

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What Impact Does High Trust Have on an Organisation?

What will be the impact of high trust on the following?

Productivity
and creativity

Health and
wellbeing

Social aspects
of organisations

Applying What You Know: Does Your Behaviour Encourage High Trust?

Thinking about how much you build a high trust environment, shade or cross the dot which corresponds to your view now on the Likert scale below:

I demonstrate trust
towards my colleagues

☐☐☐☐☐☐

I don't demonstrate trust
toward colleagues

I look for healthy relationships
with my colleagues

☐☐☐☐☐☐

I prefer a win- lose outcome in
my relationships

I tackle issues as
soon as they arise

☐☐☐☐☐☐

I sometimes procrastinate

I share information openly

☐☐☐☐☐☐

I tell people on a need to know
basis, especially if it is bad news

I make demands on my staff and
even stretch goals, but only as far
as I know they'll find achievable

☐☐☐☐☐☐

Testing people to the maximum is
a good way of "sorting" which are
the best people

I listen to people's views and
always take them on board

☐☐☐☐☐☐

I listen to people but rarely
change my original course

I respect people's work life balance

☐☐☐☐☐☐

My job is to make people so
committed they don't care
about work /life balance

Moving from Comfort

Write a defence of building trust:

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

Authenticity - Building Trust - The Importance of Trust

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

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