

COLLABORATION BEGINS WITH TRUST: PARTICIPANT GUIDE

Collaboration Begins with Trust will help network directors enhance and improve trust in all relationships—at the individual, team and network levels. When demonstrated and modeled by network directors, leadership trustworthiness sets a behavioral precedent and helps to create a culture of collaboration.

Learning Objectives:

- Define degrees of collaboration
- Calculate trust “taxes” and trust “dividends”
- Identify behaviors to improve trust
- Create an action plan to improve trust

Collaboration Basics: We are Better Together

Activity: Introductions

Table Discussion: form small groups of 2-3 people.

- Introduce your selves with your name and network and network location.
- How has collaboration benefited your network or your members in the past 6-12 months?
- What are the current needs of your network that would benefit from collaboration?
- What collaboration opportunities can you use for practice application during this workshop?
- Who are the stakeholders?

Collaboration Basics: Degree of Collaboration

- **Cooperation:** Includes sharing information, sharing space, sharing transportation services, sharing equipment, sharing lab resources, etc.
- **Coordination:** Require more commitment, and includes sharing administrative services (i. e. payroll), sharing staff, subcontracting, sharing training programs, EHRs, joint programming, etc.
- **Partnering:** While all of the examples discussed so fare in this session are collaborations at some level, full-scale collaboration includes mergers, acquisitions, management contracts and formal partnerships.

Activity: Consider the Degree of Collaboration Needed

Instructions: For the collaborative opportunities you have identified in the first lesson activity, above, place them in the Degree of Collaboration grid; Cooperation, Coordination, or Partnering.

Type of Collaboration	Degree of Collaboration	Examples	Your Opportunity
Cooperation	Low effort Low complexity Little integration	Informal networking Resource sharing	
Coordination	Moderate effort Moderate complexity Moderate integration	Administrative coalition Joint programming Joint service offerings	
Partnering	High effort High complexity High integration	Mergers Partnerships Mgmt Service Orgs	

Adapted from LaPiana, Stanford Social Innovation, 2010, and Arthur Himmelman. Creating Collaborative Advantage. London: Sage Publishers.

Activity: Focus on Trust

In their book, Trust and Betrayal in the Workplace, Dennis and Michele Reina identified five key characteristics that a leader should embody.

Instructions: Write the "Five Cs of Trust" on the lines below and take notes on the discussion.

C _____

C _____

C _____

C _____

C _____

Trust Lesson: High Trust or Low trust

Activity: Relationships with High Trust

Instructions: Think about a person among your network with whom you have a high trust relationship.

- What did the other person do to earn your trust?
- What did you do to earn the other person's trust?
- Describe what it is like to work with this person.
- Describe what your conversations are like.
- How long does it take you to get things done?
- What have been the results of your work together?

Activity: Relationships with Low Trust

Instructions: Now think about a person among your network with whom you have a low trust relationship.

- What did the other person do/not do that decreased your trust?
- What did you do/not do to decrease the other person's trust of you?
- Describe what it is like to work with this person.
- Describe what your conversations are like.
- How long does it take you to get things done?
- What have been the results of your work together?

Activity: Dividends and Taxes

Instructions: Considering your answers to high trust and low trust relationships, are the differences negligible or significant? Write your thoughts on the space provided below.

- What are some of the hard and soft savings, i.e. DIVIDENDS, associated with high trust? These can be considered as Dividends on your collaboration efforts.

- What are some of the hard and soft costs, i.e. TAXES, associated with low trust? These can be considered as Taxes on your collaboration efforts?

Activity: Behavioral Trust Brainstorm

Instructions: In the space below, write trust-strengthening behaviors you currently practice or know you could practice more of to build trust in your workplace or network relationships.

Trust: Building Trust in Your Relationships

13 Behaviors That Build Trust

Stephen M. R. Covey identified 13 behaviors individuals can exhibit to increase trust in their relationships:

1. **Talk Straight:** Be honest and tell the truth.
2. **Demonstrate Respect:** Respect the dignity of every person and every role.
3. **Create Transparency:** State your intent, and admit your mistakes.
4. **Right Wrongs:** Apologize and seek restitution.
5. **Show Loyalty:** Share credit, and speak about others as if they were in the room.
6. **Deliver Results:** Establish a track record of doing what you are hired to do.
7. **Get Better:** Seek professional improvement, and listen to feedback.
8. **Confront Reality:** Address tough issues directly and early.
9. **Clarify Expectations:** State and restate expectations; don't assume they are known.
10. **Practice Accountability:** Hold yourself, others, and the team responsible.
11. **Listen First:** Demonstrate understanding of others before you speak.
12. **Keep Commitments:** Say what you will do and do what you will say.
13. **Extend Trust:** Share authority, and show people you trust them.

Activity: Trust Action Plan

Instructions: Think of an individual with whom you wish to increase mutual trust. Write your answers in the space provided.

Name of Individual: _____

Current State of Relationship:

Desired State of Relationship:

Three behaviors (from the previous page) you would like to demonstrate with confidence to create your desired future state.

Three behaviors (from the previous page) you would like the other person to demonstrate to create your desired future state.

How will you open the conversation with this individual?

Workshop Insights and Reflections

Instructions: Take five minutes to recall some of the insights that you had today in the space provided below.

What did you learn about yourself that indicates possible strengths as a network director?

What did you learn about yourself that indicates possible opportunities to improve as a network director?

What will you do differently now to be a more effective network director?

In what ways can you apply what you've learned today to be a more effective network director?

What key insights did you have today?

What new goals will you set to help you apply what you've learned?

Appendix - Individual Trust Plan

Time: 10-15 minutes

Purpose: This is a worksheet to help you devise a trust building plan with another individual.

Instructions: Identify one individual in your network with whom you would like to have greater sense of trust. Then complete the following questions.

Assess the situation:

What is my credibility with this individual? Does this person see me the same way I see myself? Have I had an opportunity to show this person who I am?

What does this person know/think about what I do (and how I do it)? Is there knowledge or skill I possess of which this individual is not yet aware? Are there accomplishments of mine that this person does not yet know about? How can he or she learn of my knowledge, skill, and accomplishments?

Plan for action:

What is one thing I can do that would help this person understand me better?

What is one thing I can do to understand this person better?

What is one commitment I can make to this person that would showcase my knowledge and skill?

How will I honor that commitment with an accomplishment that matters to this individual?