Trust IS the Issue:
Conflict Coaching
Trust/Distrust in Workplace and Family Conflict

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TRUST.

Our Time Together Today

- Clarify trust and distrust as concepts
- Practical Tools for Addressing Trust/Distrust in Conflict Coaching
- Trust/Distrust as Drivers of Conflict
- Useful Models of Trust and Distrust as Frames for Coaching Conversations
- Assessments and their Use

What are Your Experiences/Opinions?

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Trust

definition

Firm reliance on the integrity, ability, or character of a person or thing

Distrust is the confident expectation that another's motives, intentions, and behaviors are sinister and harmful to one's own interests. In interdependent relationships, this often entails a sense of fear and anticipation of discomfort or danger. Distrust naturally prompts us to take steps that reduce our vulnerability in an attempt to protect our interests. Accordingly, our distrust of others is likely to evoke a competitive (as opposed to cooperative) orientation that stimulates and exacerbates conflict.

~Lewicki and Tomlinson, 2003

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Trust:

Choosing to risk making something you value vulnerable to another person's actions.

Distrust:

What is important to me is not safe with this person in this situation (or any situation).

– CHARLES FELTMAN

The Thin Book of Trust: An Essential Primer for Building Trust at Work, Second Edition

dare to lead | Spotify

Tricia Jones, Conflict Coaching Matters, 2022.

Are These Understandings of Trust and Distrust Enough?

- *To what extent do global definitions of trust and distrust prove useful to helping someone understand the specifics of trust/distrust in their conflict?*

- *What are components of trust/distrust that you can add?*

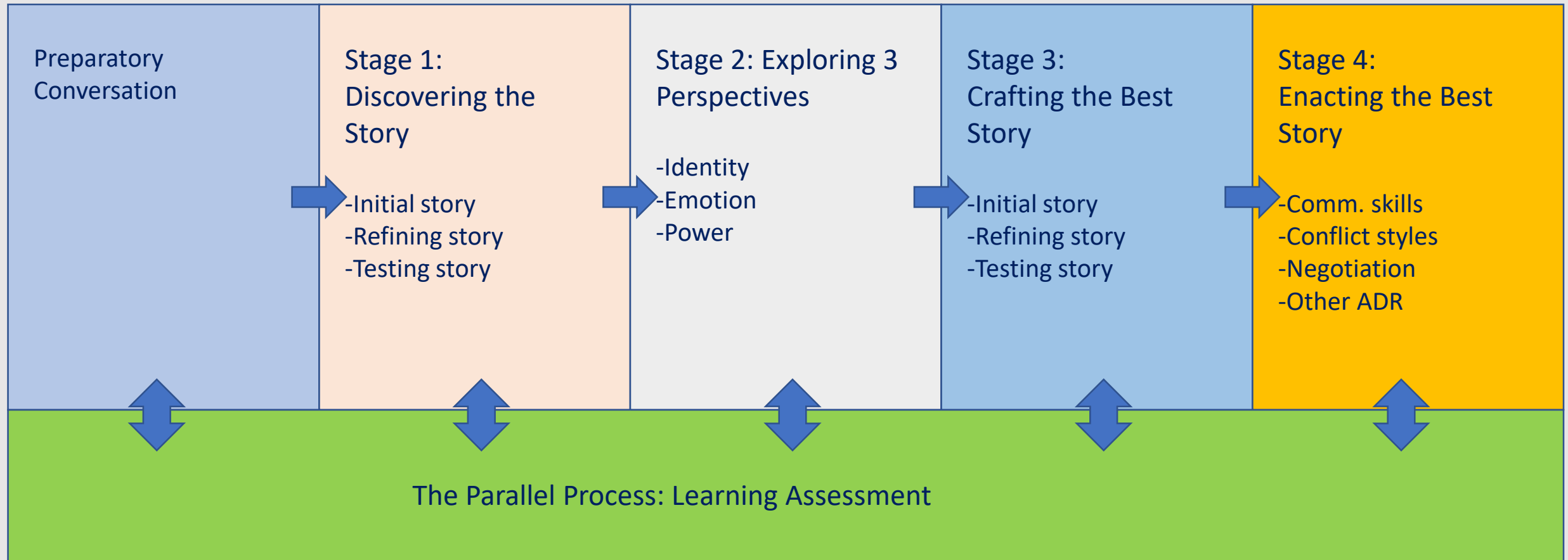# Practical Tools for Addressing Trust and Distrust in Conflict Coaching
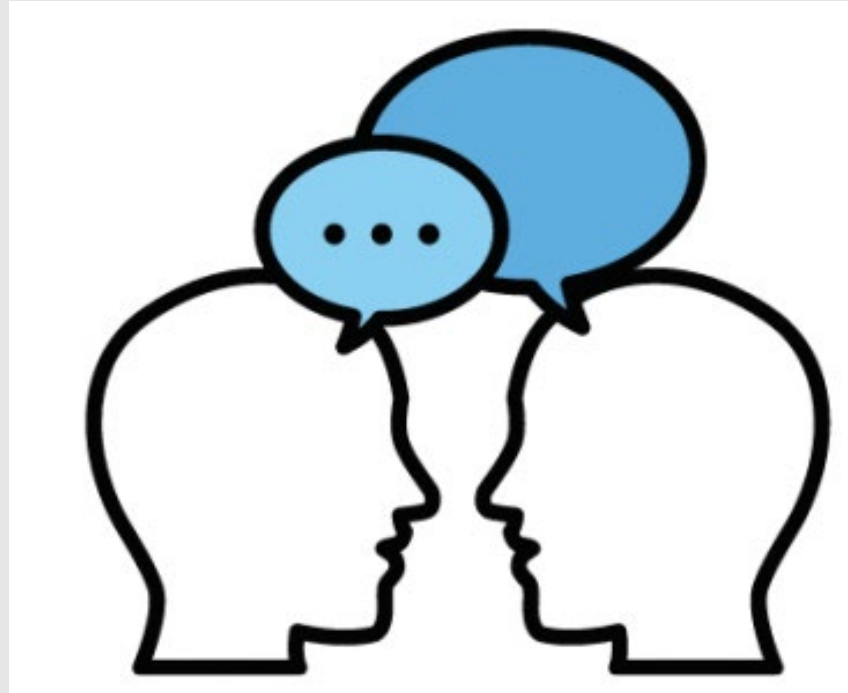
Conflict coaching is a one-on-one process. Three basic goals. Help them:

1. Understand and analyze their conflict from self and other perspective.

2. Identify preferred direction for relationship and conflict situation.

3. Develop specific skills to enact the preferred direction.

The Comprehensive Conflict Coaching Model

Preparatory Conversation	Stage 1: Discovering the Story	Stage 2: Exploring 3 Perspectives	Stage 3: Crafting the Best Story	Stage 4: Enacting the Best Story
	-Initial story -Refining story -Testing story	-Identity -Emotion -Power	-Initial story -Refining story -Testing story	-Comm. skills -Conflict styles -Negotiation -Other ADR

The Parallel Process: Learning Assessment

Connections – As Drivers of Conflict

Trust and Distrust are critical drivers of conflict linked to

- Identity
- Emotion
- Power

Connections – As Keys to Conflict Escalation and Patterns

Untrustworthiness is a common trigger to escalation.

Propensity to Trust creates strong patterns of relationship conflict.

Connections – As Core to Collaboration and Enactment

Trust is a necessary but not sufficient condition for collaboration and enactment of collaboration.

Distrust creates demands for external accountabilities to insure a safe situation for continuing to work together.

Tricia Jones, Conflict Coaching Matters, 2022.

Central Trust Conversations

- How Trusting Are You? (Propensity to Trust)
- How would you describe the trust relationship?
  - Who trusts whom?
  - To what degree?
  - Is the trust more or less than desired/expected?
  - How does that affect this conflict?
- What are your trust expectations of them?
  - What do they say or do to build trust? Damage trust?
- What are their trust expectations of you?
  - What do you say or do to build trust? Damage trust?

Central Trust Conversations

- What have been the turning points in your trust relationship?
  - From your perspective? From their perspective?
  - How have the turning points aligned with the development of this conflict?
- How well do you talk about trust together?
  - How well can you communicate trust needs? Trust disappointments? Trust repairs?
- How motivated are you to repair or build trust?
- How motivated are they to repair or build trust?
- How successful have you been in repairing or building trust together in the past?

Central Trust Conversations

- Ideally what will be the trust relationship if you move forward as desired?
  - What will remain the same?
  - What will be different (what when where and how of trust behaviors?)
  - What protections will be in place (in the case of distrust)?
  - What accountability will be in place?
- What will help make that a reality?

Models of Trust as Possible Frames for Coaching Trust/Distrust

Reina and Reina – Three Types of Trust

- <u>Contractual:</u> *Mutual Understanding of What to Do; Mutual Acceptance of Responsibility and Accountability to Accomplish the Task; Collaboration; Interdependency*

- <u>Communication:</u> *Free Flow of Communication Built on Trust and Vice Versa*

- <u>Competence:</u> *Acknowledgement, Use and Development of Skills, Ability and Knowledge*

Reina and Reina – Coaching to identify Trust Issues

- How much do relational/team members trust each other/you on:
  - Contractual trust
  - Communication trust
  - Competence trust
- How do you know that? What do you see or hear that leads you to that assumption?
- How have you addressed these trust issues?
- How have you helped others address these trust issues?
- How does the organization or others in the workplace/group family influence the levels of trust?

Reina and Reina – Coaching to Identify Trust Turning Points

- Using the Trust Turning Points Worksheet, identify what trust and distrust turning points you have noted in your workplace/relationship.
- What trust related behaviors made a positive difference in your relationship?
- What trust/distrust behaviors harmed your relationship??
  - What kind of conflict did it cause?
  - Was that good or bad for the relationship?

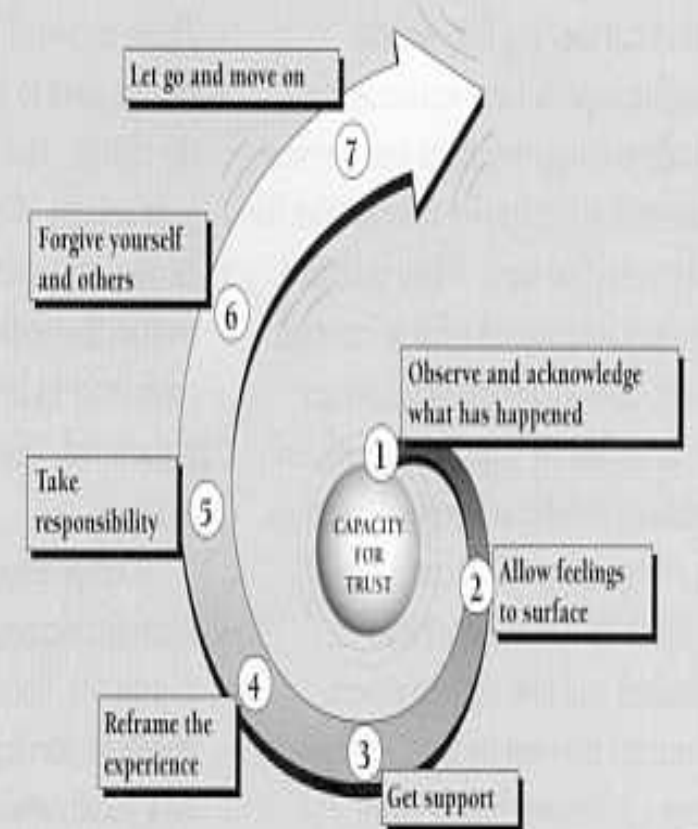# Reina and Reina – Coaching to Consider Trust Repair

Have you/they tried these repairs?

How well did they work?

Are you/they willing to try them again? (Why? Why Not?)

- Access, observe, acknowledge;
- Allow and support save expression of feelings;
- Support need for information & transparency;
- Speak truth.
- Take responsibility and encourage other to do so;
- Learn from mistakes and build on that learning;
- Forgive self and others;
- No excuses
- MOVE ON

FIGURE 3: The Reina Trust & Betrayal Model®

Seven Steps for Healing

Let go and move on

Forgive yourself and others

Observe and acknowledge what has happened

Take responsibility

7

6

5

1

CAPACITY FOR TRUST

2

Allow feelings to surface

Reframe the experience

4

3

Get support

Lewicki et al - Key assumptions

- Trust makes conflict resolution easier and more effective
- Trust is often the first casualty in conflict
- Building is initially done by calculus based trust
- Relationships can be further strengthened by identification based trust
- Relationships have elements of both trust and distrust
- It is possible to repair trust

Lewicki et al - Calculus and Identification Based-Trust

Recent research suggests that there are two different types of trust—calculus-based and identification-based trust.

- **Calculus-based trust** is based on consistency of behavior—that people will do what they say they are going to do.

- **Identification-based trust** is based on complete empathy with or identification with the other party's desires and intentions.

Lewicki et al
- Calculus and Identification Based-Distrust

Distrust can indeed be "confident negative expectations" regarding another's conduct.

- Calculus-based distrust consists of confident negative expectations of another's conduct. Like calculus-based trust, it is also grounded in consistency of behavior—**but consistency in that the other consistently fails to do as he or she says.**

- Identification-based distrust consists of confident negative expectations of another's conduct grounded **in perceived incompatibility of closely held values, dissimilar or competing goals, or a negative emotional attachment.**

Lewicki et al - Violations and Repair

Rebuilding trust may require actions such as:

- acknowledgment of responsibility for violating the trust,

- making an apology, or

- claiming responsibility for one's actions.

However, managing distrust may require actions that bind or constrain any future harmful consequences from violating trust again.

- Being clear about expectations for the other's conduct, setting deadlines

- explicitly specifying consequences for failing to comply

- detailing procedures for monitoring and verifying the other's actions

- cultivating alternative ways to have one's needs met

Lewicki et al -Coaching to Clarify Calculus Trust

- What kinds of positive expectations do you/they have for them?

- What are you sure they will do that they say they will do?

- How confident are you in your expectations?

- How do these positive expectations affect your/their behavior?

- What do you do or not do because you trust them to do what they say they will?

- How do these positive expectations make you feel?

- What do these positive expectations allow you to do?

Lewicki et al -Coaching to Clarify Identity-Based Trust

- In what ways are you like them?
  - What you believe/value/feel?
- How much alike are you?
- How does it make you feel to be that alike in those ways?
- How does being like them help you to trust them?
- What can you count on because you are similar?
- What do these positive expectations allow you to do?
- In what ways is this trust helping you in this conflict?
- Are there ways that you are becoming more different?
- How is this conflict related to that?
- How are these differences decreasing your trust in them?

Gottman's Trust Matrix -Attunement
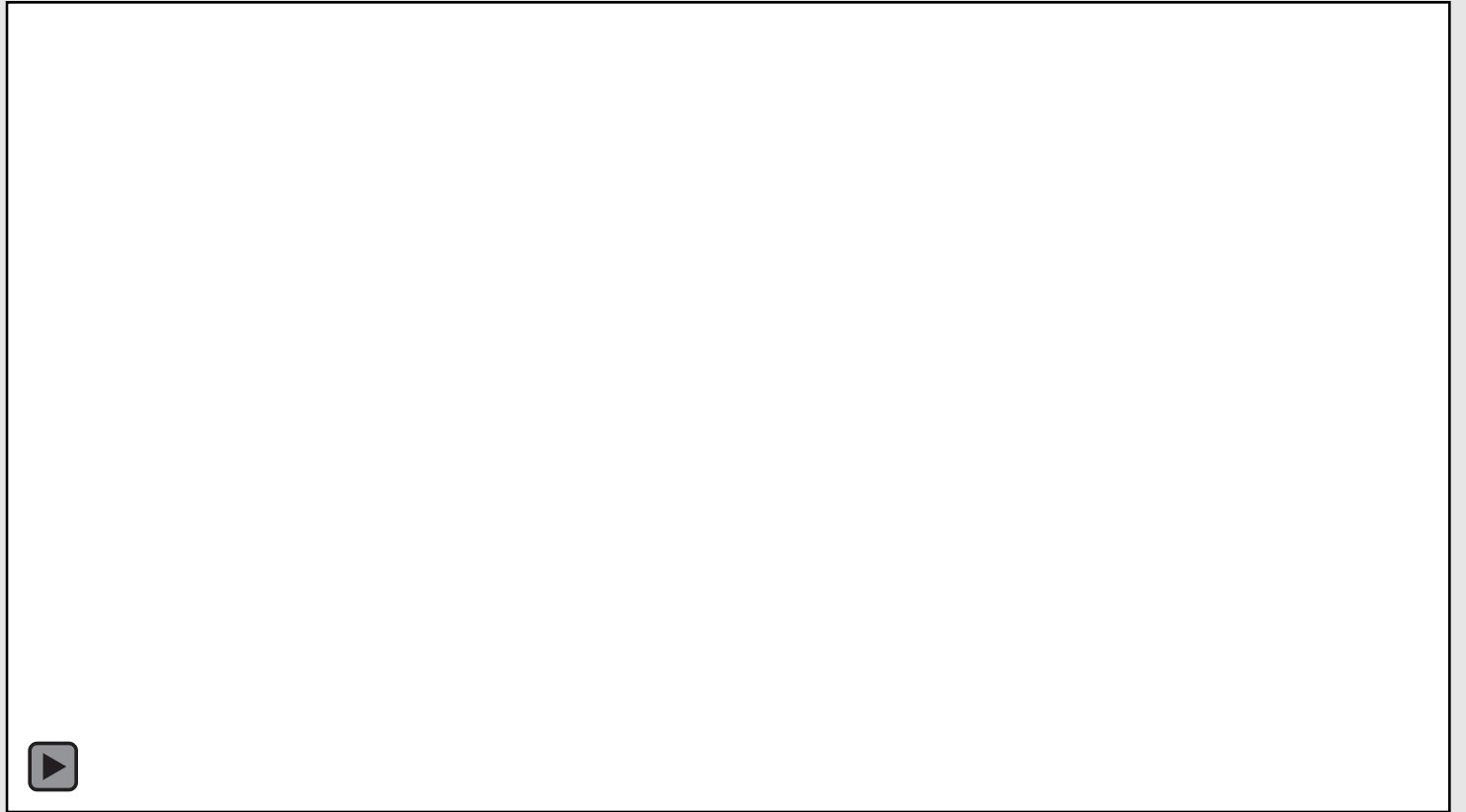
Gottman's Trust Matrix -Attunement

- **A**wareness
- **T**urning toward
- **T**olerance
- **U**nderstanding
- **N**on-defensive responding
- **E**mpathy

Gottman's Trust Matrix -Attunement Conversation

- How aware are you/they of their/your needs/feelings?
- What have you/they done to turn toward the other – be there for them?
- What have you/they done to be tolerant (rather than judgmental)?
- What have you/they done to let them know your understanding of their needs and feelings?
- How have you/they responded in a non-defensive manner?
- How has this increased your empathy for them?

Assessments/ Screening

- There are a number of trust assessments that can be used in coaching trust issues.

- Shorter versions can be used at intake or for screening to determine if the party is ready for certain ADR processes.

- Assessments used during coaching can provide useful feedback to the party and help guide the coaching conversation.

Questions?

Discussion?