MODULE OVERVIEW

Building team trust: Small steps everyone can take

Adaptive module | ~20 min

Trust can't be mandated: it is built over time through concrete behaviors, and it is what makes cooperation smoother and eases tensions. This module refuses to treat it as the manager's job alone and shows how everyone nurtures it every day, then how to repair it when it is damaged. It also states the often-forgotten condition: without consistency from senior management, the team's efforts remain fragile.

LEARNING OBJECTIVES

01 Understand what inspires trust (warmth and competence) and what destroys it: self-orientation.

02 Nurture trust through three behaviors (speak honestly, keep your commitments, listen and give recognition) and know how to repair damaged trust.

03 Make trust last through team check-ins, transparency about decisions, and gradual delegation.

04 Engage senior management to secure the consistency, the right to experiment, and the resources without which trust remains fragile.

WHO IT'S FOR

Managers and team members who want to work together to build, maintain, or repair trust in their team.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- 3 key behaviors (speaking honestly, keeping your commitments, listening and recognition) – Afthonios method, built on the Trust Equation
- Trust Equation: (credibility + reliability + intimacy, or closeness) ÷ self-orientation – David Maister
- Warmth and competence – Amy Cuddy (Harvard)
- Psychological safety – inspired by Amy Edmondson

SOURCES & REFERENCES

- Paul Zak – "The Neuroscience of Trust," Harvard Business Review: +76% engagement and +50% productivity in high-trust companies
- Amy Cuddy (Harvard) – warmth and competence, "Connect, Then Lead," Harvard Business Review, 2013
- Maister, Green & Galford – "The Trusted Advisor" (2000), Trust Equation
- Amy Edmondson – psychological safety (1999)

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