

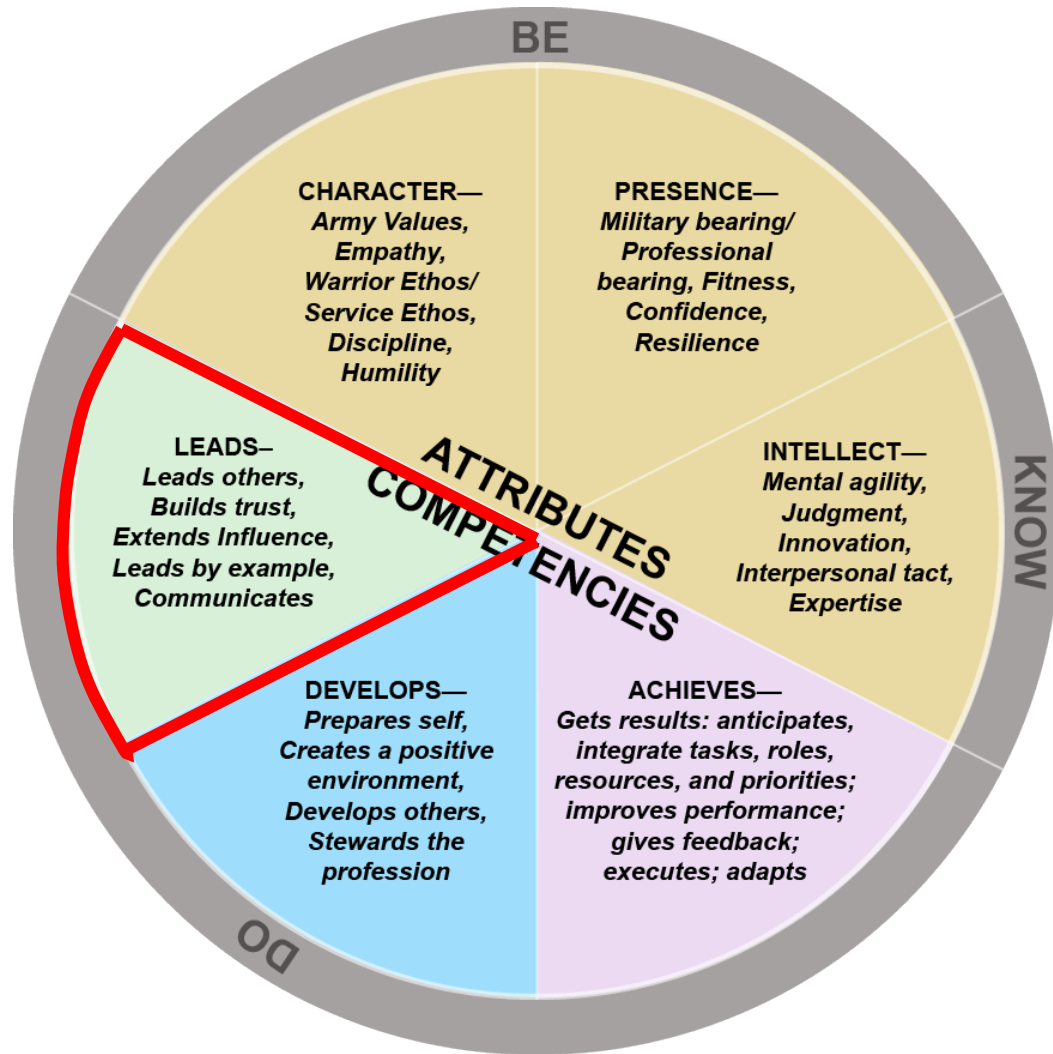
# Building Trust to Improve Working Relationships

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Leader Professional Development  
United States Army  
Center for Army Leadership



# Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
  - Builds trust
- Learn more about the LRM by reviewing:
  - ADP 6-22
    - Describes what right looks like for all leaders
  - FM 6-22
    - Teaches you how to develop as a leader

# Session Objectives

- Distinguish between different types of trust.
- Assess your trustworthiness.
- Discuss techniques to earn and build trust.





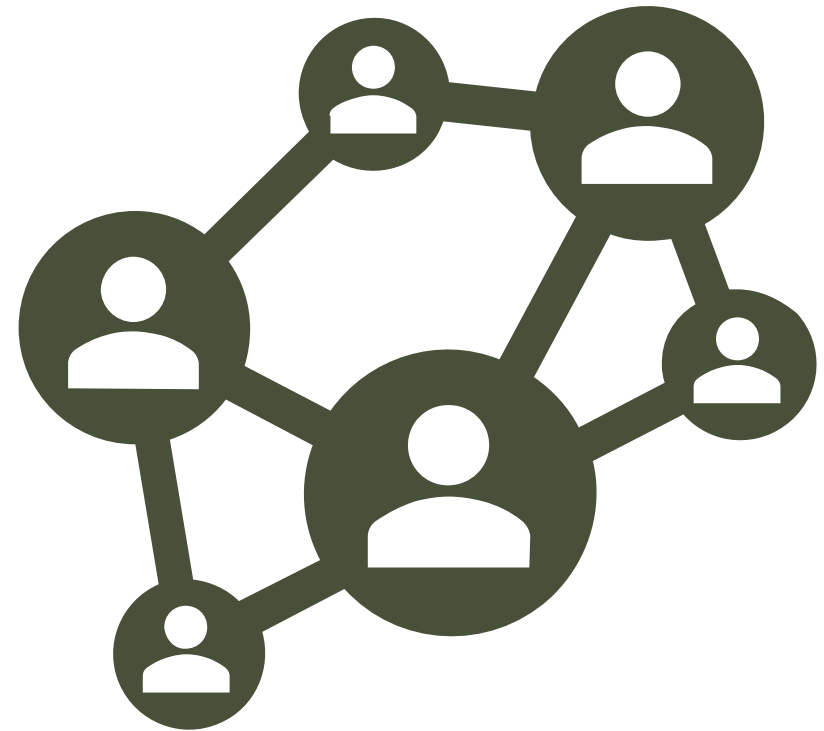
# Types of Trust

# Defining Trust

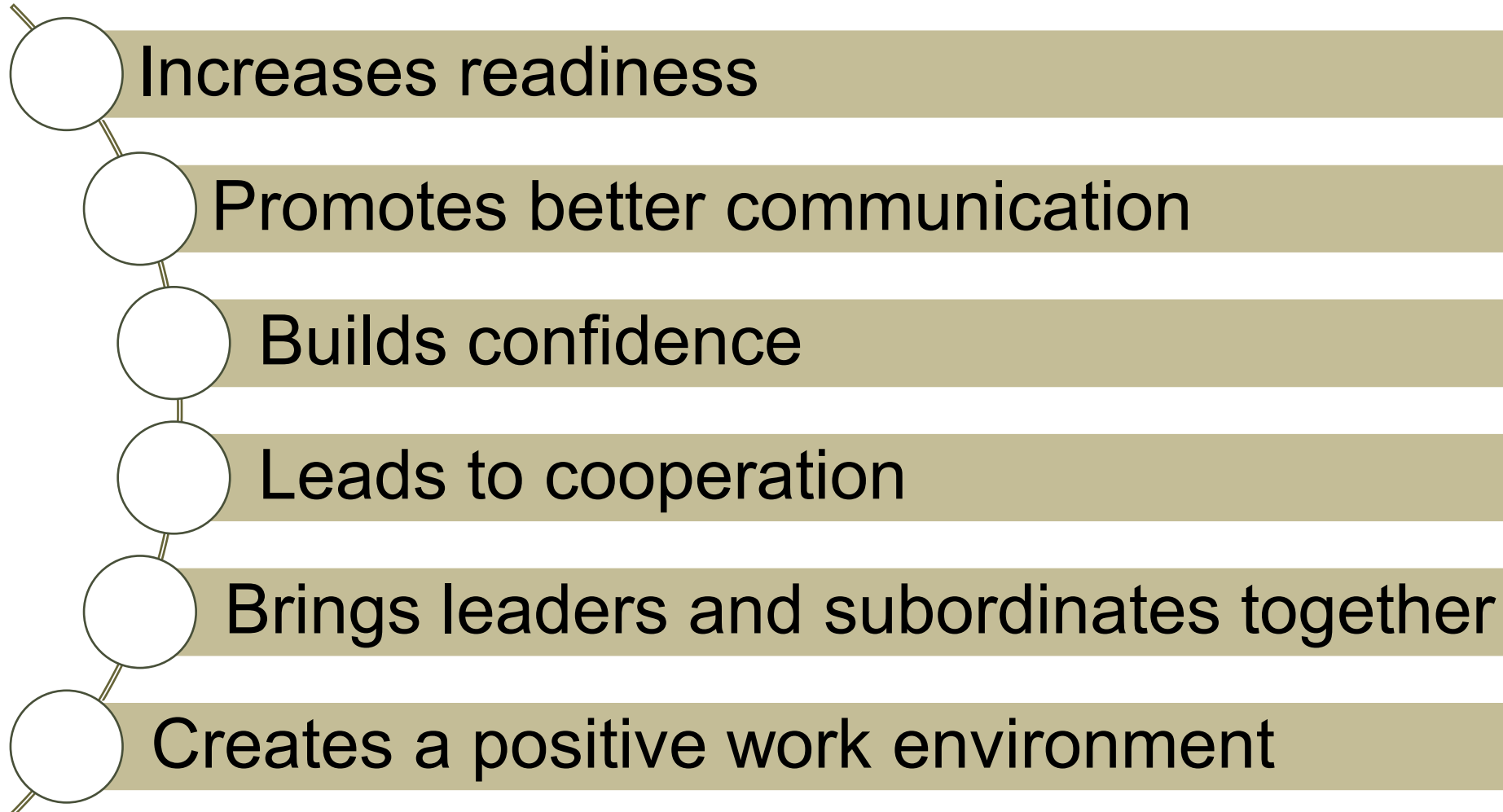
**Trust** is **shared confidence** among commanders, subordinates, and partners that **all can be relied on** and **all are competent** in performing their assigned tasks.

In any relationship, there is a **person giving trust** and a **person receiving trust**.

In a **positive** relationship, each person is **both** giving and receiving trust.



# The Importance of Building Trust

- 
- Increases readiness
  - Promotes better communication
  - Builds confidence
  - Leads to cooperation
  - Brings leaders and subordinates together
  - Creates a positive work environment

# Category-based Trust vs. Person-based Trust

## Category-based Trust

Based on their membership in a group or category viewed as trustworthy.

Examples:

- Sergeant First Class (SFC)
- Chaplains
- Senior staff

## Person-based Trust

Based on the steady collection of information about an individual's attributes.

Example:

- When a squad leader regularly asks one of his peers for advice and support on tactical issues and developmental goals.

# When to Rely on Each Type of Trust

## Category-based Trust

- Clear-cut, procedural situations
- Situations that require quick decision making

## Person-based Trust

- Situations in which someone must be influenced outside the chain of command
- Situations that require complex decision making and problem solving
- Situations involving personal issues



# Discussion



- What are some examples of category-based trust and person-based trust you've observed or experienced in your unit or organization?
- Which type of trust do you think is more important in your unit or organization and why?

A photograph of three soldiers in full combat gear, including helmets and tactical vests. They are standing outdoors in a field. The soldier on the left is holding a rifle. The soldier in the center is looking down, and the soldier on the right is also looking down. The background shows a clear blue sky and some trees.

# Assessing Your Trustworthiness

# Pattern of Trust



Building trust requires a pattern of behavior.

# Pattern of Trust Assessment Activity

- Complete the Pattern of Trust Assessment to help you reflect on whether:
  - You take steps to build trust with others.
  - Others perceive you as trustworthy.

Building Trust to Improve Working Relationships		Facilitator Guide		
<b>Pattern of Trust Assessment Activity</b>				
Building trust requires a pattern of behavior. Your responses to the following questions will help you determine whether you're taking steps to build that pattern of behavior.				
<b>PART 1: ARE YOU TAKING STEPS TO BUILD TRUST?</b>				
Reflect on how often you take the following actions.				
Question	Rarely	Sometimes	Usually	
Do you delegate work to subordinates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Have you met the goals that you and your superiors have set for yourself and your team in the past?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you ask for and seek out input from peers, subordinates, and senior leaders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
When you are absent from the unit, do things still get done?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you acknowledge mistakes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you follow through on the actions or ideas that you suggest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you seek out information about your subordinates' personal goals and basic details about their lives and act on that information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>PART 2: DO OTHERS RECOGNIZE YOU AS TRUSTWORTHY?</b>				
Reflect on how often the following actions occur.				
Question	Rarely	Sometimes	Usually	
Do subordinates and peers come to you with their personal issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do leaders assign you work that they need completed quickly and thoroughly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

# Discussion



- What results were you expecting when you started the activity? Were there any surprises?
- How well do you think we do as a unit/organization? Do we have any gaps?
- How can we improve?



# Techniques to Earn and Build Trust

# Techniques for Building Trust

Demonstrate proficiency

Demonstrate firmness and fairness

Be accessible and open

Balance inquiry and advocacy

Be dependable and consistent

Show respect to others

# Demonstrate Proficiency

Be professional

Share knowledge

Teach tactical and technical skills

Lead by example

Create a learning environment



# Demonstrate Firmness and Fairness

Promote clear roles, rules, and procedures

Right your wrongs

Give credit where credit is due

# Be Accessible and Open



# Balance Inquiry and Advocacy

## Inquiry

- Check your understanding.
- Ask for more context or an example.
- Use nonaggressive language.
- Explain your reason for inquiring.

## Advocacy

- Explain your assumptions.
- Encourage others to challenge your views.
- Give examples of your idea.
- Avoid defensiveness.

# Be Dependable and Consistent

Follow through on actions related to expectations.

Explain reasons for changing course.

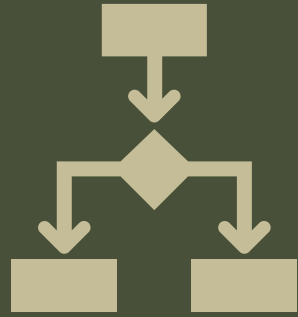
Underwrite honest mistakes.

Take responsibility for the results of your actions.

Demonstrate loyalty.

Avoid acting and speaking inconsistently.

# Show Respect for Others



Delegate  
decision-making  
authority



Recognize  
and reward  
successes



Encourage  
new ideas or  
opinions

# Discussion



- What are some ways you plan to build or enhance trust within your organization? What techniques will you use?

# Want to Learn More?

<https://cal.army.mil>



## Doctrine

*Provides leader expectations*

- ADP 6-22
  - Paragraphs 5-44 through 5-47
  - Paragraphs 6-31 through 6-34
  - Paragraphs 5-52 through 5-54
- FM 6-22
  - Paragraphs 4-61 through 4-65



## Self-paced Online Lessons

*Provide additional content and real-world examples/scenarios*

- Building Trust

# After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
  - The form allows you to provide feedback about this session.
  - Your feedback will be used to improve future deliveries of this session.



# Let's Connect

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