

# Cultivating Trust

## A Key Resource for School Success

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## The Overzealous Reformer



- Passionate about the task
- Impatient to make change
- Forgot that teachers are at the heart of the work of schools

## Breech in Civic Order

- Lying
- Breaking promises
- Stealing ideas or credit
- Changing the rules  
“after the fact”
- Abusive exercise of authority
- Shirking job responsibilities
- Disclosing private confidences



## Breech in Identity

- Public criticism
- Wrong or unfair accusations
- Blaming others for personal mistakes
- Insults to oneself or to one's collective



## [ The Keep-the-Peace Principal ]

- Avoided conflict
- Failed to hold students and teachers accountable
- Avoided making hard decisions
- Teachers and staff felt vulnerable

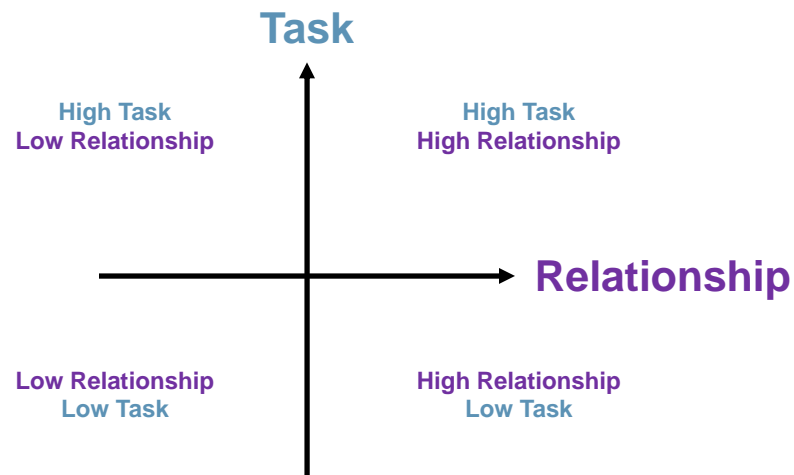


## [ Moment of Truth ]



- Great ideas to make things BETTER
- BETTER means different
- Different means change
- Change can lead to resistance

## [ Dimensions at Play ]



## [ High Engagement Leader ]

- Balanced commitment to the task with commitment to the people
- Expected a great deal
- Provided resources and support
- Inspired teachers to go beyond their contractual obligations



## [ Paired Interviews ]

Tell me about one of your best experiences of working or playing on a team where trust was high. Pick a time when you felt most engaged and supported by the trust of others.

- Who was involved?
- What goals were you working on?
- What challenges did you face?
- What contributed to the high level of trust?

Describe the event in detail.

## [ Trust Is ... ]

a willingness to be vulnerable based on the confidence that the other person is:



- **Benevolent**
- **Honest**
- **Open**
- **Reliable**
- **Competent**

## [ Benevolence ]



- Unfailing good will
- Empathy & caring
- Offering encouragement
- Expressing appreciation
- Being fair
- Being responsive

## [ Honesty ]

- Telling the truth
- Integrity
- Self-awareness
- Authenticity
- Accepting responsibility



## [ Openness ]

- Open communication
- Sharing important information
- Sharing power
- Delegation
- Shared decision making



## [ Reliability ]



- Keeping promises
- Honoring agreements
- Being consistent
- Predictability
- Diligence
- Dedication

## [ Competence ]

- Inspiring a shared vision
- Co-creating possibilities
- Striving for results
- Problem solving
- Conflict resolution
- Elevating energy



## [ Trust Is ... ]

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## Discovering Themes

- What did you hear in your partner's story about working or playing on a high-trust team that was particularly engaging?
- What common themes emerged across all of the stories shared in your group?
- How do those themes compare and contrast with the five facets of trust just described?
- How does this theory of trust fit with your own experiences?

## Benefits of Trust



- Infuses systems with positive energy
- Makes for more adaptive, agile organizations
- Utilizes resources to greatest advantage

## Correlates of Trust

- Organizational Citizenship Behavior
- School Climate
  - academic optimism
  - academic press
  - teacher professionalism
  - collegial leadership
  - community engagement
- Collective Efficacy
- Collaboration
- Conflict Management



## Faculty Trust in Teachers

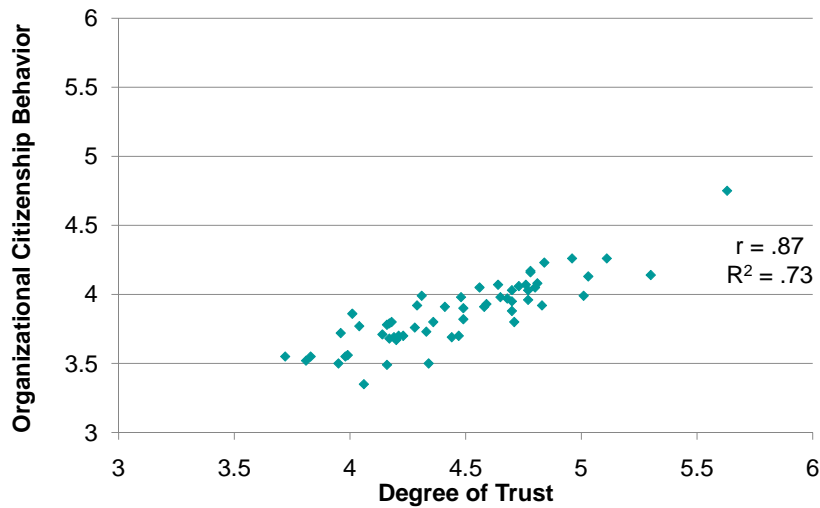
	2.	3.	4.	5.
1. Trust in Teachers	.94**	.87**	.53**	.77**
2. Teacher Professionalism		.93**	.54**	.78**
3. Organizational Citizenship Behaviors			.64**	.81**
4. Elementary Student Achievement				
5. Middle School Student Achievement				

\*\* = Statistically Significant at  $p < .01$

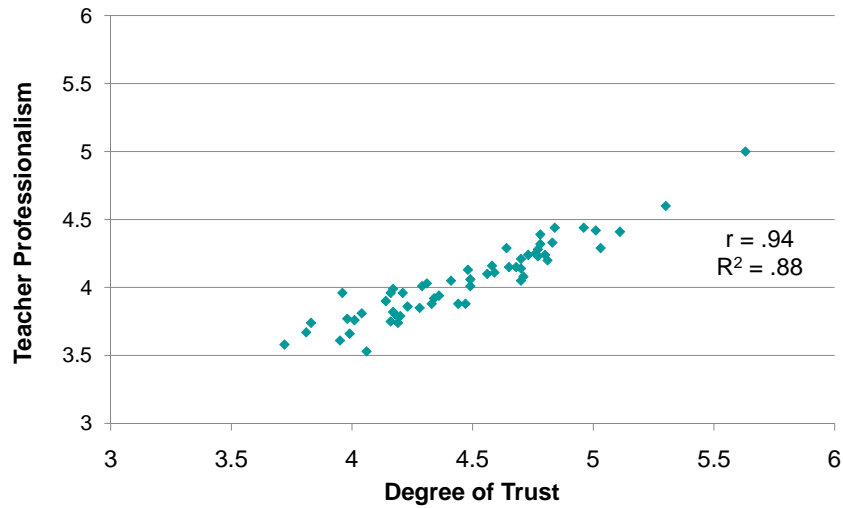
## Faculty Trust in Teachers



## Faculty Trust in Teachers



## Faculty Trust in Teachers



## Faculty Trust in Administrators

	2.	3.	4.	5.
1. Trust in Administrators	.28*	.95**	.29**	.55**
2. Teacher Professionalism		.35**	.94**	.32*
3. Morale and Satisfaction			.37**	.65**
4. Teacher Trust in Colleagues				.27**
5. Teacher Trust in Students				

\*\* = Statistically Significant at  $p < .01$

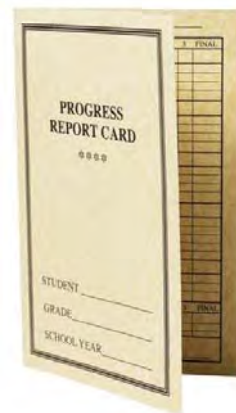
## Student Trust

	2.	3.	4.	5.
1. Student Trust in Teachers	.96**	.80**	.65**	.74**
2. Student Identification with School		.78**	.53**	.70**
3. Parent Trust			.63**	.81**
4. Elementary School Student Achievement (Reading & Math)				
5. Middle School Student Achievement (Reading & Math)				

\*\* = Statistically Significant at  $p < .01$

## Bottom Line

- Trust is related to student achievement
- In HLM analysis, an even more potent a predictor than SES



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## Betrayal is



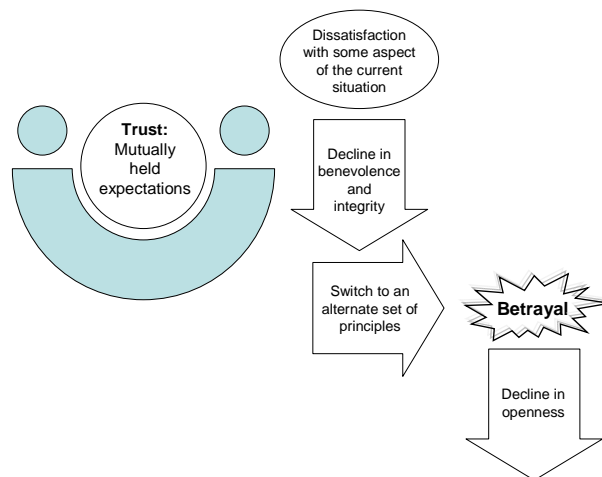
a voluntary violation of mutually understood expectations that has the potential to threaten the well-being of the trusting person

## Betrayal

- Betrayal involves an action or behavior
- The act has the potential to cause harm, even if other factors mitigate the actual harm caused
- Even if never detected, the violation still constitutes a betrayal



## The Anatomy of Betrayal



# [ The Dynamics of Revenge ]



- Social  
Withdrawal
- Revenge  
Fantasies
- Feuding
- Confrontation
- Forgiveness

# [ The Four A's of Absolution ]



- Admit it
- Apologize
- Ask for Forgiveness
  - What did you hear? (*Clarify*)
  - How do you feel now? (*Express Empathy*)
  - Would you be willing to forgive? (*Express Gratitude*)
- Amend Your Ways

## [ Restoring Trust ]

Even in the midst of tension and conflict, trust can be fostered

- through the conciliatory initiatives of one party acting unilaterally
- signaling the desire to establish trust
- without sacrificing the genuine need to protect his or her interests (Fisher & Brown, 1988).



## [ Trust Repair ]

Trust Repair is Facilitated By:

- constructive conflict resolution strategies.
- being meticulously reliable
- constructive attitudes
- communication of promises and credible threats
- maintaining clear boundaries
- using persuasion rather than coercion



## See Me Beautiful



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