

*Seven Steps to Renew Confidence,
Commitment, and Energy*

REBUILDING TRUST IN THE WORKPLACE

DENNIS REINA & MICHELLE REINA

More Praise for *Rebuilding Trust in the Workplace*

“*The* definitive book on sustaining trust in your organization. Dennis and Michelle Reina have created a practical manual for understanding, building, and rebuilding trust in working relationships.”

—**Paul Rosner, Chief Information Officer, Energy Coal, BHP Billiton, Sydney, Australia**

“The Reinas’ true-to-life stories inspired me to reframe broken trust and arrive in a place of renewed energy and understanding.”

—**Peggy Niemer, Corporate Vice President, Human Resources, Children’s Hospital and Health System**

“Dennis and Michelle demonstrate their profound understanding of the human spirit and human frailties—and their ability to step back and observe the strengths that can come from both. I believe this book is for everyone in relationships everywhere, not just those in the workplace.”

—**Stephen H. Rhinesmith, PhD, coauthor of *Head, Heart, and Guts***

“Michelle and Dennis Reina are at the forefront of helping leaders understand the importance of trust in building high performance organizations. *Rebuilding Trust in the Workplace* presents actionable concepts that leaders can put to immediate use in rebuilding trust in relationships in the workplace as well as at home.”

—**Deborah Garrett, Vice President, Human Resources, Intuit**

“The principles in this book have had an important and valuable influence on how members of our team talk to each other, how we treat each other, and how we expect to be treated by others. The Reinas’ work has given us a gift that allowed us to move forward. We found a path to becoming better individuals and teammates.”

—**David J. Whaley, Vice President, Development and Alumni Relations, Norwich University**

“As organizations become more diverse, trust emerges as a critical prerequisite for the conversations necessary to align different world views in support of a common mission and vision. *Rebuilding Trust in the Workplace* breaks this seemingly complex issue into kaizen-like steps that can help employees, supervisors, and leaders effectively manage and best leverage a multicultural workforce.”

—**Harry R. Gibbs, MD, Chief Diversity Officer, MD Anderson Cancer Center, Houston**

“Given that trust is fragile—it can be built and broken—knowing how to rebuild trust is essential. *Rebuilding Trust in the Workplace* offers practical advice and guidance for how to build and bolster trust. And effective leaders know that trust is the foundation for the kind of engagement that drives high quality, sustainable results.”

—**Sue Hoffman, Program Manager, Talent Acquisition, 3M**

“As a multidimensional nonprofit agency, we see the demand for our services at an all-time high. With pressure on staff and stress in relationships peaking, I will use this book daily in my work with managers and our teams. I know its advice will produce great results.”

—**Jill C. Dagilis Executive Director, Worcester Community Action Council**

“By applying the Reinas’ proven methods and tools for rebuilding trust, you will come to learn more about yourself and others. You will also learn how to create and sustain the strong relationships that are necessary to navigate today’s complex environment. Read this practical, easy-to-read book and turn the elusive trust we all seek into reality!”

—**Kate Beatty, Director, Global Portfolio Management, Center for Creative Leadership**

“This book speaks to managers as imperfect beings—the reality is that in our work organizations, we have the potential to inadvertently be on both sides of a complex trust issue, feeling betrayed and instigating betrayal. *Rebuilding Trust in the Workplace* not only explains this paradox but also shows how to reflect internally and then take action.”

—**Thom Johnston, President, New England School of Communications**

“Workplace trust is at an all-time low. Fortunately there is help within the pages of *Rebuilding Trust in the Workplace*. Dennis and Michelle Reina adeptly describe the issues underpinning the loss of trust while giving readers ways to reframe their thinking. The authors also provide pragmatic steps that can be put to use immediately to rebuild trust among coworkers.”

—**Jon Peters, President, The Institute for Management Studies**

“There has never been a greater sense of the loss of trust in the religious community than there is today. Every congregational member or clergy leader has found himself or herself at one or more of the vantage points of betrayal outlined in *Rebuilding Trust in the Workplace*, whether we realize it or not, for broken trust is all around us. Thank goodness we now have a road map in the form of this approachable, compassionate book.”

—**Rev. Phill Martin, CAE, CCA, Deputy CEO, National Association of Church Business Administration**

“Rebuilding Trust in the Workplace is equally powerful in both one-on-one relationships and group settings. A central theme in the book involves taking responsibility, whether you are the betrayer or the victim, in order to move forward in the healing process. The book offers practical yet thought-provoking advice and provides an excellent framework for rebuilding trust.”

—**Barbara Kimmel, Executive Director, Trust Across America**

“Rebuilding Trust in the Workplace is a very useful guide that provides an easy-to-understand process, a helpful framework, a variety of real-world examples, useful tips, and memorable quotations. I appreciated the well-rounded perspective that addresses both the betrayed and betrayer, invokes both compassion and courage, and details how to give to yourself and others.”

—**Simon Hayward, Managing Partner, Cirrus, Cheshire, UK**

“This book will help individuals heal their relationships with intention and courage. It provides a proven path to reclaim trust and restore the relationships that underpin satisfaction, performance, and achievement at work.”

—**Leslie Yerkes, President, Catalyst Consulting Group, Inc.; and adjunct faculty member, Case Western Reserve University; and author of *Fun Works* and *They Just Don't Get It!***

“As a leader, I’m always looking for tools that will help supervisors, whether at the executive level or on the front lines, be the best managers they can be. In this book, I found such a tool. Its practical model and real-life stories make it accessible and effective for anyone tackling the challenge of broken trust.”

—**Ted A. Mayer, Executive Director, Harvard University Hospitality and Dining Services**

“Rebuilding trust should be a competency required of all leaders and all individual contributors across all organizations. Dennis and Michelle Reina tell us how to hone the skills that will prepare us to repair damaged relationships. All who read *Rebuilding Trust in the Workplace* will come away with a deeper understanding of themselves and a greater appreciation of others.”

—**Beverly Kaye, Founder and CEO, Career Systems International, and coauthor of *Love 'Em or Lose 'Em***

“Do you have a hard time winning back the hearts of your employees? Has your team become paranoid? Do you wonder what to do and where to start? If so, your top priority should be reading *Rebuilding Trust in the Workplace*. You’ll find valuable insights to spot trust-breakers and practical tips to shepherd the healing process.”

—**Philippe Masson, Founding Partner and President, MyDevelopment.Pro, Paris, France**

“Trust is a fragile thing—easy to break and hard to repair—but rebuilding trust is a job you cannot ignore if you want a thriving workplace. Don’t miss this book. The trust you rebuild may be in yourself.”

—**John Kador, author of *Effective Apology***

“Dennis and Michelle Reina walk the reader through a process that can lead beyond personal feelings and reactions to effective resolution. This book addresses a very important missing link in most companies’ handling of human resource issues!”

—**Randy Spencer, Vice President for Residential Services, Presbyterian Children’s Homes & Services**

“We all know that people, performance, and profits suffer when trust is broken. Dennis and Michelle Reina provide step-by-step guidance for healing personally and organizationally. Follow their sage advice to re-establish leadership credibility and create a positive emotional environment in your organization.”

—**Diana Whitney, PhD, President, Corporation for Positive Change, and author of *Appreciative Leadership***

“Trust is at the core of the best schools I have worked in and visited, and it is evident in each school’s top educators and administrators. Yet it’s hard to imagine a group of organizations more in need of trust rebuilding than our public schools. I hope all schools tap into this book, for Dennis and Michelle Reina provide clear, proven steps on strengthening the trustful relationships that are essential among students, teachers, parents, and administrators.”

—**Heidi Berlyak, Owner, LearningReviews.com**

“*Rebuilding Trust in the Workplace* is likely to be one of the most important books on workplace relationships you will ever read. Full of compelling and moving real-life examples, it speaks directly to you, draws you in, and makes you feel part of the story. There were times, in fact, when I thought I was the person they were writing about. Dennis and Michelle Reina are exceptional coaches who walk you through a proven process. From the first page to the last, you will find useful things you can do immediately to heal a broken relationship and steer it back to one that’s renewing and productive. Do yourself a big favor and buy this book now, read it tonight, and put it to use tomorrow. You’ll thank yourself and so will those you work with.”

—**Jim Kouzes, Dean’s Executive Professor of Leadership, Leavey School of Business, Santa Clara University and coauthor of *The Leadership Challenge* and *The Truth About Leadership***

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**Seven Steps to
Renew Confidence,
Commitment, and Energy**

Dennis Reina and Michelle Reina



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Rebuilding Trust in the Workplace

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In loving memory of Michelle's father,

Jack R. Chagnon, 1930–2009

*Through his courage and compassion,
he taught us the gift of forgiveness, healing,
and renewal.*

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For ease of reading, the ® symbols have been removed from the text of this book.

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Preface

If you feel that trust within your workplace has been broken, you are not alone. It doesn't mean that you work with "bad" people or that you are naïve. Behaviors that break trust are experienced daily in workplaces around the world. Chances are you've breached someone else's trust at work without even realizing it.

Broken trust is simply the natural outcome of people interacting with one another. There are times when trust is built, and other times when trust is destroyed, or, more often, gradually eroded by a series of small, unintentional breaches. Yet trust can and will be rebuilt if you commit to taking courageous and compassionate steps.

How do you know if you're experiencing broken trust? You may:

- Be less engaged, less committed, and more skeptical
- Resist volunteering for assignments
- Find yourself feeling isolated at work
- Hear that people are talking about you behind your back
- Have a nagging feeling of discomfort about something you've said or done
- See that others are anxious at work and feel awkward in not knowing how to respond
- Feel caught in the middle of office politics or co-workers' interpersonal conflicts
- Notice that you are just going through the motions at work
- Miss work or often arrive late

These feelings and reactions are normal. We all experience the breach of trust in our relationships, both at work and at home. But not everyone is motivated to work through those feelings and find alternative ways to react. The very fact that you sit with this book in your hands shows that you value connected relationships that honor people for who they are and for what they bring to the workplace and to one another.

This book is for you, no matter where you are with trust at work. You may have experienced the loss of trust as a result of what others have done to you. You may be struggling with the realization that you have inadvertently broken trust, letting others down and causing them pain. You may be looking for direction to help others who are in pain due to patterns of distrust around them. Or, perhaps, you're relishing the positive energy and performance that comes from knowing that you trust your colleagues and they trust you, and you're inspired to learn how to maintain that flow. You may simply be interested in a general exploration of rebuilding trust so that you can help sustain effective relationships.

In the twenty years that we've been researching trust in the workplace, we have provided training programs and consulting services to hundreds of organizations large and small, public and private, for- and not-for profit, around the world. While many people have attempted to describe trust, we have gone further to develop thoroughly tested, statistically sound instruments to *measure* trust; these instruments give voice to that which people experience and feel, and provide actionable data. In 1999, we wrote a book called *Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization*; we revised and expanded it in 2006. In that book, we provided the following comprehensive overview of trust:

- The three specific types of trust and the sixteen concrete behaviors that build them
- People's readiness and willingness to trust themselves and others
- The behaviors that break trust

- The impact of betrayal
- The characteristics that cultivate transformation through trust building
- An introduction to the steps to *rebuild* trust

Time and time again since that book, people have asked us to go deeper into the area of rebuilding trust. *Rebuilding Trust in the Workplace* is an answer to those requests. We wrote this book because you asked us to. In it, we extend an invitation for you and your colleagues to learn how to renew relationships at work. We give you a place to go to understand your own feelings of hurt, disappointment, let-down and pain that come with broken trust, and to understand the pain of others. You will tap into the hope that is embedded in all relationships—hope that can be uncovered through healing. Through an approach that is both constructive and compassionate, you will learn practical, actionable steps for rebuilding trust. You will deepen your understanding of yourself and of your relationships, and you will discover the gifts pain can bring when you choose to heal.

We begin with an introduction about the nature of trust and how it can be destroyed or eroded, and the impact of broken trust. We explore the topic from three vantage points:

- When you've been hurt by others
- When you've hurt someone else
- When you want to help others rebuild trust

We describe the pathway to rebuild trust: The Seven Steps for Healing.¹ Chapters One through Seven walk you through each Step and provide practical advice for each vantage point so that you can apply the lessons to your specific situation. Information at the beginning of each chapter is relevant to each of the vantage points. You'll find a recap of the Steps and an overview of the benefits of rebuilding trust in Chapter Eight.

In the chapters, you will find trust tips, reflection questions, and practical how-to exercises to help you put your learning into action, individually and with others, immediately. Because we have

discovered that people gain insights from others' experiences, we tell stories—even a few of our own—throughout the book. In the process of helping organizations, we have listened to and coached thousands of people at all levels. Their voices are reflected in these pages. Additionally, we conducted over twenty-five in-depth interviews specifically for this book. We asked these individuals to share their experience moving through the Seven Steps. The resulting material, shared anonymously under fictitious names, provides real-life examples that we hope are useful to you. At the same time, these interviews proved important and healing for the people we spoke to. Many, especially those who came to terms with their role in hurting others, shed tears while they recounted their healing journeys. Through their tears, they discovered insights about relationships that they will carry with them forever.

Like each of these courageous people, by applying the Seven Steps, you'll rebuild trust and renew the confidence, commitment, and energy that were eroded by the loss of trust. You will come to know yourself more deeply. You will want to go to work and you will feel safe to be more fully "who" you are. In that place of safety, you'll give your organization your best thinking, highest intention, full spirit, risk-taking and creativity. And from a place of personal self-discovery, self-trust and authenticity, you will succeed not only professionally, but personally as well.

Dennis and Michelle Reina
April, 2010
Stowe, Vermont

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