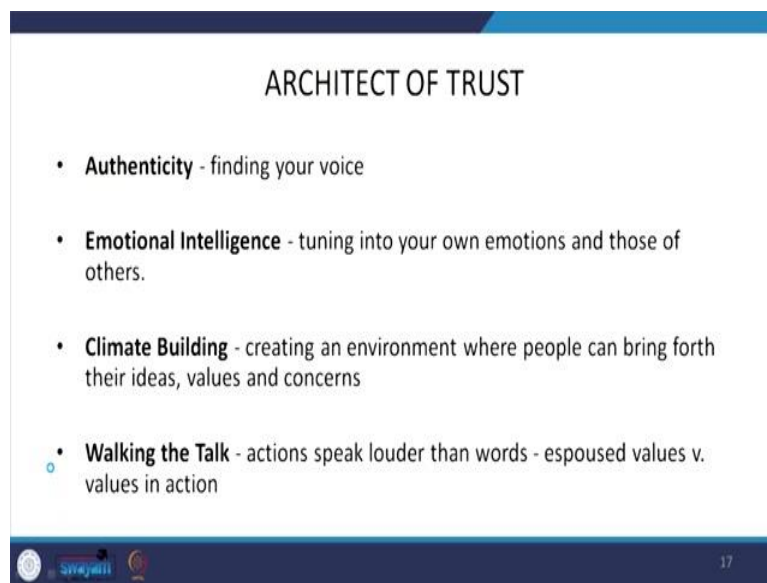


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture No 12
Trust 2

In my last session, I taught about the trust and how to build the trust among the others now in continuation of that. I would like to share with you that is how different parameters that can architect the trust amongst the individuals. The first is the authenticity that is finding your voice.

(Refer Slide Time: 00:52)



Now you see, that is whenever we are talking about this particular type of the trust building exercise then definitely what we want to say we should have the full authenticity. And it means that there is. Yes. We have the enough knowledge about that particular activity that particular event, that particular skill. And therefore I can do that. And that will be the authenticity in building the trust.

Second important aspect is emotional intelligence turning into your own emotions and those of others. Now, first I would like to talk about the turning our emotions of our self's for this purpose. There are the five dimensions. Which are very important, there is self-awareness, self-regulation, motivation, empathy and social skills or the socialization. So, first I will talk about that is the self-awareness. When whether we can do this particular task or not for that purpose, our self-awareness is very, very important. Then only we will be able to build that trust to know that self-awareness.

What we should know? The first and foremost is to know your strengths. Whether do I have the strengths for doing that particular task or not. Second is knowing the weaknesses, In self-awareness we should know what are my weaknesses? Because the trust is the delivering of task. If I know that is this is my weakness and I cannot deliver this particular task, then in that case we have to avoid to take that responsibility. And we should say that, no, it would not be possible for me to deliver this particular task. But if you have the strength because in self-awareness you know about your strengths also.

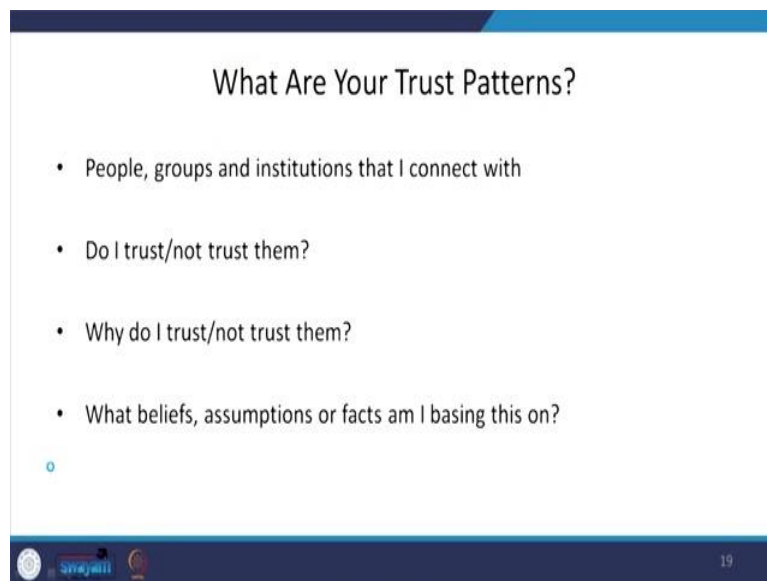
So, if you know your strengths, then definitely you can go for that particular self-awareness and for a particular task. Second is self-regulation and emotional intelligence. Whenever we talk about the self-regulation in this self-regulation it is the either I am able to control myself or not. And if I am able to regulate myself, I am able to monitor myself, then definitely I will have the higher emotional intelligence is there. Third factor that is about the motivation, willingness to do or not? So in any case, if we want to delivered a particular task. We should help the willingness for that. The high motivation, if high motivation is there we will be able to deliver. But if there is a low motivation and we know that there we are not having the very high motivation for this, then we should not take that to task for the completion accomplish.

Then empathy, concern for others. So, in that case, if we are having the empathy or concern for others, it becomes very, very important. That is the we take that particular task deliver the task and develop the trust. And last is socialization. As I mentioned earlier in my discussion in trust building that is the communication plays a very, very important role. In socialisation process, normally what we do, we involve people we include people we share with people our experiences, our problems, our worries and therefore that way in socialisation process, we are very, very strong. And if we are strong in socialisation process, self-awareness, self-regulation, motivation and empathy, it means that our emotional intelligence is very is reasonable and then we can develop the trust, because in the architect of the trust, it is very necessary. That is you are having the strong emotional intelligence.

Next factor in the architect of trust is the climate building. Creating an environment where people can bring forth their ideas, values and concerns. So therefore, in the trust climate building, it is becoming very, very important. That is we allow people to share their ideas simultaneously. We also share our ideas there in that particular platform. In that platform. Whenever the ideas, values and concern are shared, then we will find that is the it is a strong platform for the creation of trust.

Next very interesting dimension is walking the talk. In walking the talk actions speak louder than words espoused values versus the values in action. So therefore whenever we say that is, yes, I will do this right. That is good. But better is. That is the we do it efficiently. So therefore in not only that we talk about the our activities but we also deliver our activities we accomplish our activities in a given time.

(Refer Slide Time: 6.37)



What Are Your Trust Patterns?

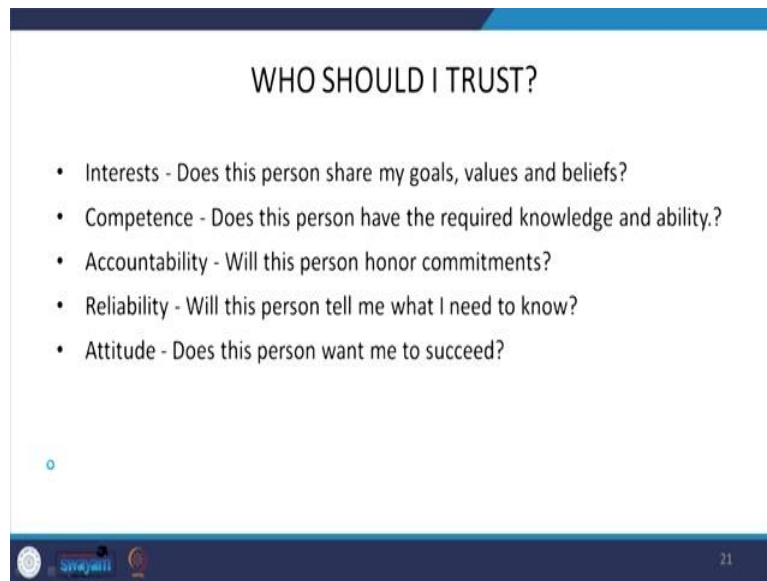
- People, groups and institutions that I connect with
- Do I trust/not trust them?
- Why do I trust/not trust them?
- What beliefs, assumptions or facts am I basing this on?

19

If we want to know that what are my trust patterns are there then it will be you can find out by the people, groups and institutions that I connect with. If I am connected with the people, those who are having a very good impression, I am having the connect with the groups. Those who are very well recognized and institutions, those who are highly reputed. If I am associated with this type of the bodies, then definitely in that case it will be observed. That is the there is a high trust pattern is there. Do I trust, not trust them. So therefore in that case the question arises whether do I trust or I do not trust. As I mentioned, that is there will be the feelings to trust. If there are the feelings to trust, then definitely person will trust. If there is no feeling to trust, then definite and you are going by effects then it is not the question of trust. Rather than it is it is the question of whether to trust or not to trust. Why do I trust and not trust them? It is becoming always you have to ask yourself. That is the weather. What are the reasons? What are the parameters on which I am trusting the another person or I do not trust another person.

So, we should be very clear in our parameters. What beliefs, assumptions am I basing this on. And then you have to also test your own parameters because those parameters may not be having the clear cut ideas to deliver that particular task.

(Refer Slide Time: 8:17)

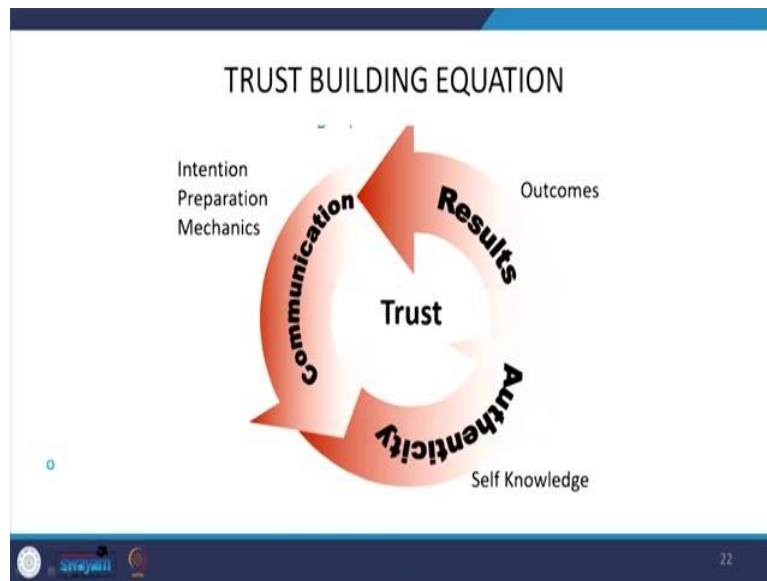


Now in continuation the question arises what who should I trust? Interest. Does this person share my goals, values and beliefs? Then definitely we will go by the who should I trust. And competency is there. Does this person help the required knowledge and ability? And if the person is having the required knowledge and ability it means that he is a competent person is there.

Accountability we this person honour commitments. And therefore he has that feeling of the accountability for that particular task. Then definitely we can trust for this. Reliability will this person tell me what I need to know and therefore in that case whether the person is reliable or not. And then in that case also we can check and then find out whether the person is that trustworthy or not. Next is the attitude. Does this person want me to succeed? Now what is the positive attitude of that particular person? If it is a positive attitude is there then definitely in that case he will support and wish you to get the success.

So, therefore to whom you should trust. You should trust the person who is having the common interest. High competence, high accountability, significant reliability and positive attitude. If this step of the statistic are there then definitely you can trust that particular person.

(Refer Slide Time: 9:50)



Now I would like to share with you the trust building equation. First is the intention preparation mechanics. In intention preparation mechanics it becomes a communication. Communication is very, very important. If proper communication is there and there is a flow of communication. Definitely you will find that is you are able to build the trust.

If you talk about the outcomes are there. So, in that trust building equation then naturally there are the results are there which prove that these results are out of the trust building exercises. Third is the authenticity and it is a self-knowledge is there and the person himself is having that competence and skill and knowledge level that high that it will giving you the trust building equation. So, therefore, in their case in trust building equations you must have observed that there are the intentions and preparations and mechanics in the communication. As a result of each you will find there is an authenticity and authenticity is giving the results. That is the outcome is there.

(Refer Slide Time: 11:04)

TRUST BUILDERS

- Understand the climate.
- Understand the level of resilience – future shock
- Are you stepping on values, norms and traditions?
- Practice the very best communication – frequently
- Resistance is normal and healthy – listen
- Don't ignore the signs – it won't go away

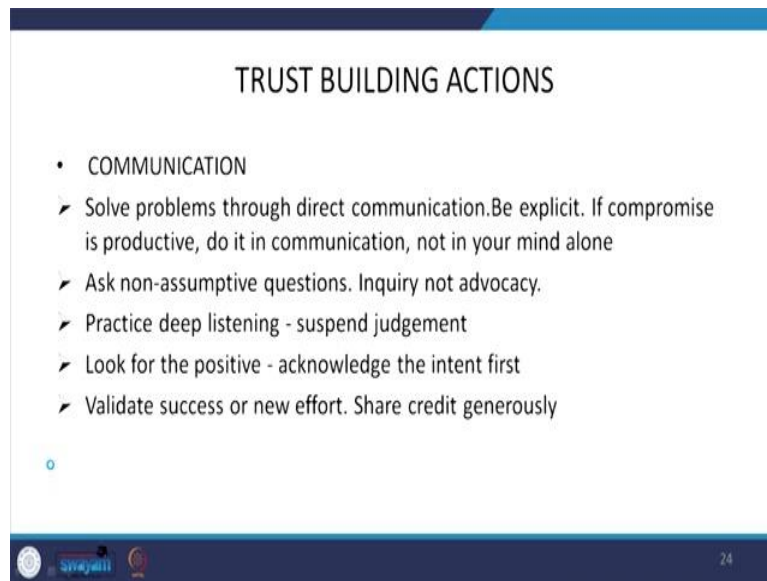
o

Swayam 23

Now, who are the trust builders? Trust builders are those persons who understand the climate that is in the given climate whether one should do the job or one should not do the jobs. Second is understand the level of resilience. That is a future shock the person who touch another person keeps in mind. That is if I fail in trusting others then what will be the repercussions. What will be the outcome? And then he understand the level of resilience is there. Are you stepping on values, norms and traditions then therefore it depends on that is the whatever trust is build is it supported by the values? Is this supported by the norms? And is this supported by the common traditions which have to be followed in an organization. And if it is so then you to build the trust. Practice the very best communication frequently.

So, therefore in that case it becomes very, very important. That is the weather we are having. The best communication practice or not if there is a best communication practices frequently naturally the person will understand each other and there will be no misunderstanding because by communication you clarify any misunderstanding. Resistance is normal and healthy. That is to in listen. So whatever you say the another person he listens to you. And if this is so then definitely in that case you can find that is you can build the trust. Do not ignore the signs. It would not go away. While in between. The interaction between the two persons or with the people or with the group or with the institution. If you get the signs, the signals that the things are not moving as per your expectation then you should not ignore that rather than you should give the attention and try to identify whether you are having the trust in the right body or not.

(Refer Slide Time: 13:14)



The slide is titled "TRUST BUILDING ACTIONS" and lists several communication strategies. It includes a sub-heading "COMMUNICATION" followed by five bullet points. The slide also features a small blue circle icon and a footer with logos and the number 24.

- COMMUNICATION
 - Solve problems through direct communication. Be explicit. If compromise is productive, do it in communication, not in your mind alone
 - Ask non-assumptive questions. Inquiry not advocacy.
 - Practice deep listening - suspend judgement
 - Look for the positive - acknowledge the intent first
 - Validate success or new effort. Share credit generously

In trust building action as I mentioned communication plays a very, very important role there. Normally whenever there is a problem the best way is to solve the problem through direct communication and therefore you have to be very explicit. If compromise is productive do it in communication not in your mind alone. So, many times we are making certain assumptions and thought processes in our mind which is not correct. What is required is that is the. We are able to express our thoughts if you are not explicit it will create more problems. So, it becomes very important.

That is we are making the proper communication. Second point is ask non-assumptive questions. Inquiry not advocacy, it is very, very interesting point is there. That is the many times the people when they interact with you and they ask. So it is not advocacy rather than it is the information. It is a communication and therefore in that case one should go for the advocacy. And only in the case when you do not have the trust in that case and non-assumptive questions are there. So, please be careful in this. And therefore, one should can have the inquiry and not the advocacy.

Practice deep listening suspend judgment and therefore it is better. That is you have the deep listening. Look for the positive acknowledge the intent first. Now you can find out that is the you are having their positive and very, very acknowledgment. And whenever any any any commitment has been fulfilled. So therefore, if then you are looking for a very positive responses is there then acknowledged that particular response and then say that is yes. This type of the support was expected. You have provided this support and naturally as a result in you will find. That is the more trust has been develop between the parties. Validate success a

new effort to share credit generously. Now it is very, very important to build a team and build trust among the group members.

That is the whatever the success a new effort is there. Then please share that credit to all the team members and not only to the leader. If you are a leader, you do not have the only your once you should not have the credit rather than you should share his credit to the group members.

(Refer Slide Time: 15:50)



HIDDEN TRUST BARRIERS

- **Distance Barriers** - telephone, email, fax - lacks the "high touch" - psychological separation
- **Physical Barriers** - the structure of the meeting place
- **Language Barriers** - language used may not be the first language of both parties.
- **Cultural Barriers** - trust may mean different things and be built in different ways e.g.
 - North America - Demonstrated performance over time
 - ➤ China, Latin America, Arab countries - relationships - social interaction over time

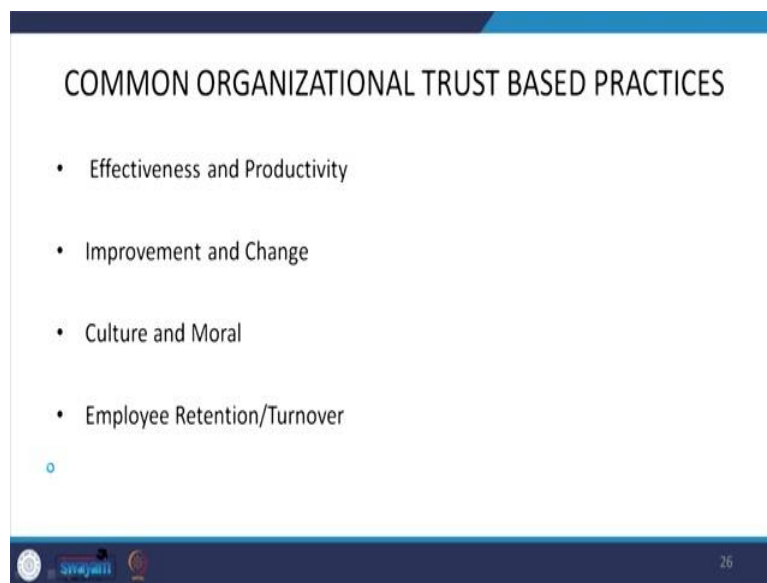
But for doing this there are the number of barriers. What are those barriers? First is the distance barrier. Distance barrier a very simple example are telephone. And therefore in the case there is no proper communication. E-mail, email is not properly written. Fax. So, this type of the if you are using the instruments, then they lack the high touch the psychological separation and therefore it becomes very, very ineffective.

Physical barriers, the physical barriers are the structure of the meeting place. And therefore, in that case you will find that is the where you are conducting this step of the meeting. In the communication process if the meeting there is the full of the noise and there maybe the no proper communication and that may create the trust barrier. Language barriers, language used may not be the first language of both the parties. And if it is so then definitely it will take time to build the trust because it will take time to understand from each other. Culture barriers trust may mean different things and built in different ways. And therefore in this case for example is given here in North America demonstrative performance over time, China,

Latin America, Arab countries relationships, social interactions over time and then then only the trust will be built.

So, there if you see that is a cultural wise it becomes very, very different because in North America, as we have seen that with is the performance is important over the period of time, while in the other countries you will find that is a relationship is given more importance as compared to the only the performance.

(Refer Slide Time: 17:43)



So, Common organizational trust based practices are that is effectiveness and productivity. So, if we are having the good trust then definitely you will be effective in your manager ship and also you will have the high productivity.

There will be the improvement and change positively. So if you are having the high level of trust you will have the more effective results and then you will have the improvement in your performance. If there are the culture and moral both practices are matching and as a result of which in the social cultural aspects you will find there is a strong support and if there is a strong support there will be the improvement in your performance. Employee retention and turnover. If there is a high trust in the organization then there will be high Employee retention and less employees turn over will be there. But if there is a less trust, then definitely the high turnover and low employee tension will be there.

(Refer Slide Time: 18:50)

IMPORTANCE OF TRUST WITHIN ORGANIZATIONS

“Although an organization obviously cannot succeed without high levels of trust between members, most aggressive companies do little to actively build trust. The typical corporation spends huge sums of money training its managers in interpersonal skills, but pays lip service to the critical issue of trust.”

- Marsha Sinetar, *Organizational Dynamics*, 2001

27

Here I would like to share a quote which talks about the importance of trust within organizations. Although an organization obviously cannot succeed without high levels of trust between members, most aggressive companies do little to actively build trust. The typical corporation spends huge sums of money training its managers in interpersonal skills, but pays lip service to the critical issues of trust and therefore the importance is to be given to the trust. And more and more training programs can be develop in how to build trust amongst the employees. This statement was given by the marshals and is the Senator organizational dynamics in the 2001.

(Refer Slide Time: 19:30)

CHALLENGES IN MAINTAINING AN ENVIRONMENT OF TRUST

- As society and institutions become more complex the attribution of blame and responsibility for failures becomes diffuse. (I see you, I blame you so I don't trust you)
- Complex organizations make it hard to deliver consistent service and conduct
- Need for "quick trust" - being in a hurry to complete the process - pace/workloads
- Trust in government is a scarce resource

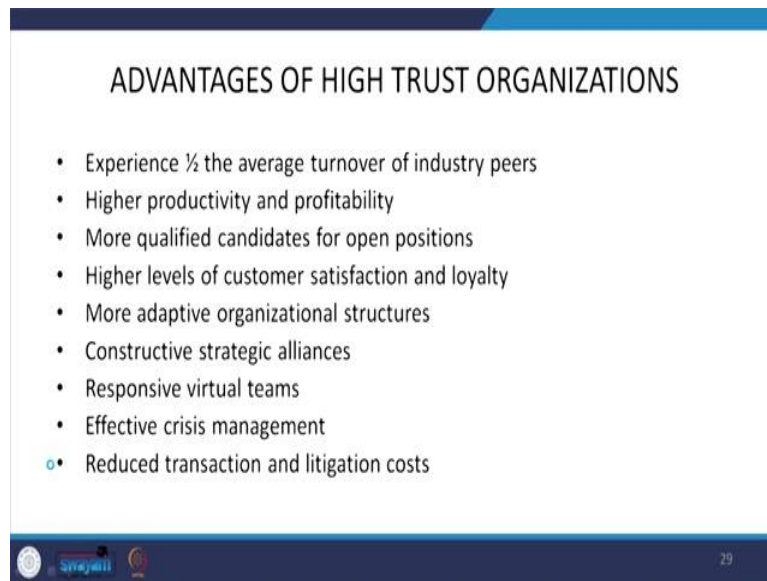
28

Now for an organisation there will be challenges in maintaining an environment of trust. For First foremost is society and institutions become more complex. The attribution of blame and responsibility for failures become diffuse and in current scenario you will find that is this type of statements. I see you. I blame you. So I do not trust you. This type of these statements at the workplace is becoming common. So, therefore it is an emphases is that is the how the more emphasis is to be given in the attribution of the taking the responsibility and not on the blame to the others.

Complex organizations make it hard to deliver consistent service and conduct. So, the complex organizations that those organizations where the organization structures and the jobs and responsibilities are far more than the one percent. And therefore in that case there is a cross communication. And if there is a cross communication that organization structure becomes the complex organization structure. If there is a conference organization structure, it becomes very hard to deliver consistent service because the one boss is one thing. There is no scalar chain of command and therefore it is crossing. The order of the one boss by the another boss therefore as it is a result of each there is not a match between the conduct and the order. And if there is a mismatch between the conduct and the order, then the task will not be completed within the time. There is a need for quick trust being in a hurry to complete the process pace workloads is there.

So, many times it is like that is a team is formed in a very short time and therefore they have been forced to trust each other and because of the shortage of time that is called the quick Trust. And it is enough in enough time is not given to develop to build a trust rather than in a short project. It is a team is formed and is expected that their team will have the trust for the each other. Trust in government is a scarce resource. Many times the people those who was afraid of that is whether the government will support these type of activities are not and as result of it. There is no trust for the government.

(Refer Slide Time: 22:03)



So, last slide which I would like to discuss on this particular trust building exercises is the advantages of high trust organizations. That is why we should develop the high trust organization. The first and foremost is experience have the average turnover of industry peers. More trust is there better is the work environment. Better is work environment more attention of the employees and less turnover will be there. If there is a proper trust there will be proper coordination which is a managerial function. A proper coordination is there.

There will be higher productivity and profitability will be there. If there is a high productivity and profitability definitely that will be lead to bring the high level of the customer satisfaction and loyalty. And this can be done through help of more qualified candidates for the open positions. They will like to join your organization because you are showing the trust in your employees. More adaptive organizational structures will be there. The more flexibility will be there. Then constructive and strategic alliances that will be developed.

So, when you develop that constructive and strategic alliances amongst the members. Definitely you will be able to perform in a better way. Your organization will be a leading organizations. They will be the responsive virtual teams because you are made the different teams and all teams are having enough time to interact and communicate understanding the roles and responsibilities, they do not blame each other, then definitely it will be becoming the responsive virtual team will be there. If the problems comes in the organization and there is a crisis management immediately because the people are having the trust amongst themselves employees will showing the high authenticity. They are having the ownership in the organization. And as a result of which they will have the improper effective crisis

management and finally reduce transaction and litigation costs because there will be less conflicts.

There will be more understanding better trust so there will be no complaints. And as a result of which you will find that is the litigation will be less and less. Litigations are there where the employee does not believe that employee will able to provide me the justice. And but here because it is a trust building exercise and the trust building climate is there. So, the people will be having the less litigations and that it will reduce the transactions and the litigation costs and better efficiency and productivity. This is all about the advantages of high trust organizations how to build the trust and trust building exercises. Thank you.