

FREQUENTLY ASKED QUESTIONS

THE TRUSTWORTHY LEADER

A Training Program for Building and
Conveying Leadership Trust



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Trust is a precious resource that needs to be developed and strengthened—continuously. Trust is also fragile, and leaders' behavior can quickly and easily be scrutinized—making their efforts to build and sustain trust paramount. Organizations that seek to generate and maintain positive results must rely on leaders and managers at all levels to demonstrate trustworthy practices and behavior. When leaders and managers are trustworthy, they will inspire the confidence and discretionary effort of those around them, which contributes powerfully to business success.

What is the program designed to achieve?

This training package will help you prepare a comprehensive, flexible, and engaging learning experience for leaders and managers who want to develop or strengthen their ability to be trustworthy. The workshop will allow you to examine the behaviors that generate trust as well as positive business results. Interactive exercises, discussions, and reflection work together to create powerful insights and a commitment to change. Engaging leaders and managers at all levels to hone their ability to inspire trust in others is the intent of this training package.

What specific skills or knowledge does the program cover?

The material for this training package is based on the Great Place to Work® Institute's pioneering work into the characteristics and benefits of trust and co-founder Amy Lyman's ongoing work on trustworthy leadership. Insight is drawn from the group of companies the Institute selects each year and recognizes as a "Best Company to Work For," using the well-grounded and rigorously applied Great Place to Work® Model® as the selection screen. Deeper insight on the leadership qualities of executives and management comes from Lyman's interviews and analysis of the behaviors of the trustworthy leaders in these great organizations.

The overall intent of this training package is to engage, inspire, and develop leaders at all levels. The content and activities will engage participants in discovery of The Virtuous Circle of Trustworthy Leadership and provide frameworks for understanding the practices associated with trustworthy behavior. Case studies and activities allow participants to discover important concepts and connections, thus providing inspiration. The assessment and focused reflection throughout the workshop are meant to support participants in developing a plan for enhancing their use of the trustworthy practices embedded in The Virtuous Circle.

What individual elements does the program include?

The Trustworthy Leader training package combines a balance of presentation and group activity, theoretical perspective and practical knowledge, models and tools. Through a combination of presentation, individual reflections, and small group or pair interaction, participants will:

- Consider how past incidents have influenced them.
- Evaluate their current use of key behaviors that build trust.
- Describe the elements of The Virtuous Circle of a trustworthy leader.
- Demonstrate the behaviors associated with each element.
- Identify how the elements support moving through uncertainty in pursuit of opportunities.
- Plan actions to enhance their personal effectiveness at being trustworthy leaders.

What components do I need to purchase to get started?

The Facilitator's Guide package includes a Facilitator's Guide, a flash drive with PowerPoint presentations to accompany the workshops and a PDF of the entire Facilitator's Guide, a copy of the Participant Workbook, and a copy of The Trustworthy Leader Assessment. Trainers must purchase an assessment (online or paper version), Participant Workbook, and take-away card for each participant. Trainers will also need to purchase the book *The Trustworthy Leader* as background information.

Who is the program designed for?

The Trustworthy Leader training package is based on years of research and is designed to provide leaders and managers at all levels with a set of powerful practices that will help them to examine, enhance, and strengthen their trustworthy behavior.

How long does the program take to complete?

The Facilitator's Guide contains workshop plans in both full-day and half-day formats, including detailed directions for each of the learning modules. The one-day design covers The Virtuous Circle Model[®], based on author Amy Lyman's research, an assessment, and an in-depth exploration of practices of trustworthy leaders. The half-day design provides an overview of the model and assessment results, but does not include the in-depth exploration of practices.

How much preparation time will it take to facilitate?

Trainers should devote an initial three to five days of preparation to do the following:

- Read the entire Facilitator's Guide;
- Read *The Trustworthy Leader*;
- View, download, and read additional materials (free articles and white papers) from the book website: www.trustworthyleader.org;
- Become familiar with the assessment and the process for taking it;
- If using the online version of the assessment, inform your participants of online instructions with plenty of time in advance of the workshop, monitor assessment completion, and print out copies of all the results reports prior to the workshop;
- Study the workshop script and practice delivering the material, including taking the assessment yourself to check for timing and ensure understanding;
- Study and understand the PowerPoint slides and the overall flow of the workshop; and
- Make a script or outline on your own.



Do I need any special skills to facilitate the program?

This program is based on solid adult learning principles and involves a combination of engaging learning strategies. The documentation is detailed and provides a solid roadmap for all activities and discussions. Facilitators will need to bring standard skills and practice to the experience. These include:

- Content delivery
- Encouraging and focusing discussion toward outcomes
- Providing clear instructions
- Effective classroom management, including handling disruptors

Facilitators who have demonstrated success with other interactive leadership training will enjoy comparable success with *The Trustworthy Leader* program.

What's unique or different about this program or its approach?

This program is based on extensive research and builds upon the practices of Great Place to Work® Institute and the research and consulting work of Institute co-founder Amy Lyman. It examines the role of trust and trustworthy behavior in leadership success and concisely focuses attention on the essential behaviors that leaders can demonstrate to enhance their personal and professional effectiveness.

The program strikes a balance between sharing stories and best practices and allowing participants to grapple with how to apply key concepts to their own lives and challenges.

What is the assessment designed to measure?

The Trustworthy Leader assessment will help participants gauge how frequently they demonstrate the behaviors associated with trustworthy leadership.

How many and what type of questions are there in the assessment?

Thirty-six statements assess behaviors related to trustworthy leadership: honor, inclusion, valuing followership, sharing information, developing others, and uncertainty and opportunity.

How is the assessment scored?

The assessment is scored overall and in each of six separate dimensions of trustworthy leadership: Honor, Inclusion, Valuing Followership, Sharing Information, Developing Others, and Uncertainty and Opportunity. Scores are divided into three levels: *Area of Strength*, *Solid Tendency upon Which to Build*, and *Opportunity for Improvement*.

How are the reports presented and what do they reveal?

Each report contains an interpretation section for each of the six dimensions with suggestions on ways in which participants can optimize their trustworthy leadership, whether it is an area of strength, a solid tendency upon which to build, or an opportunity for improvement.

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