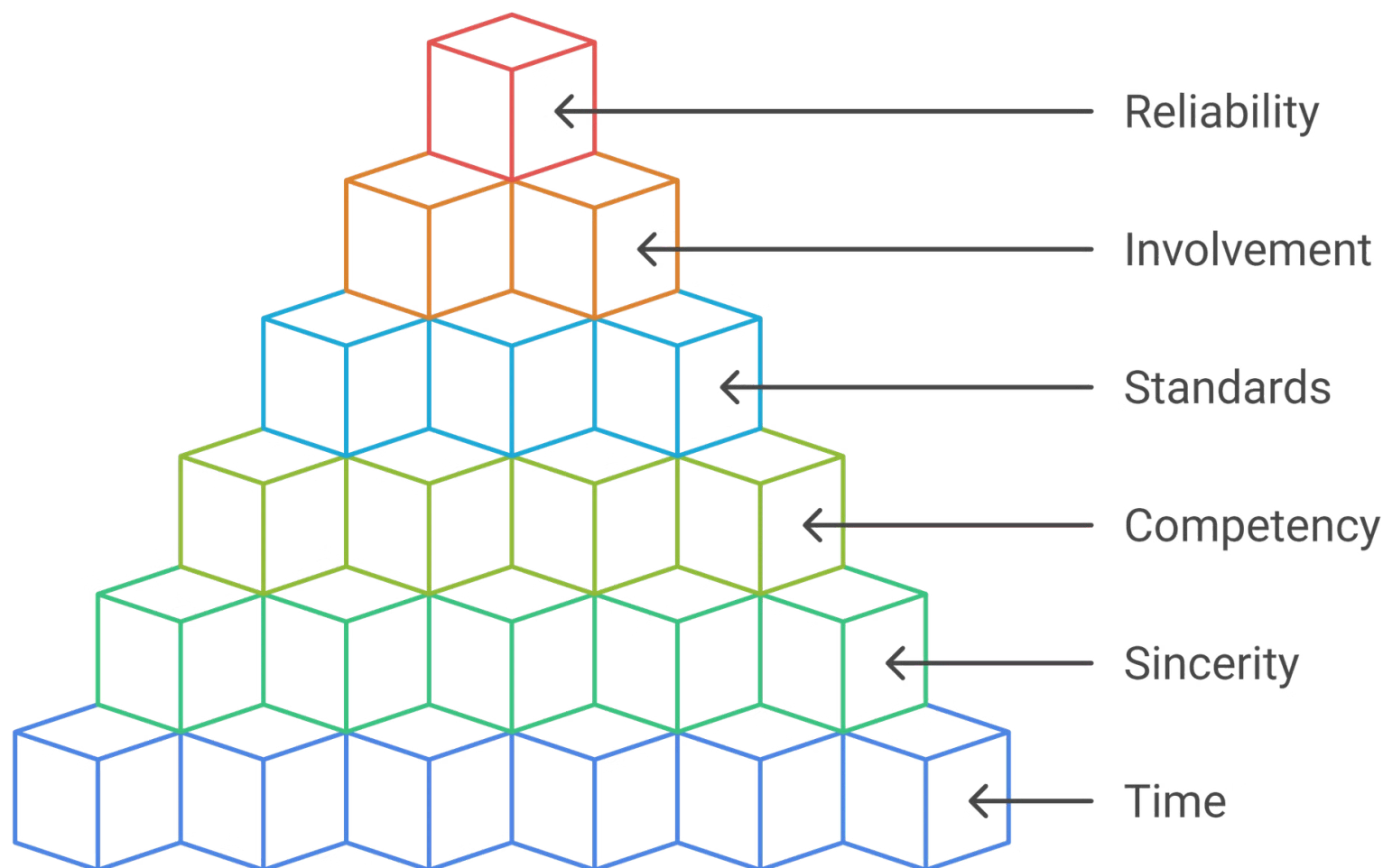
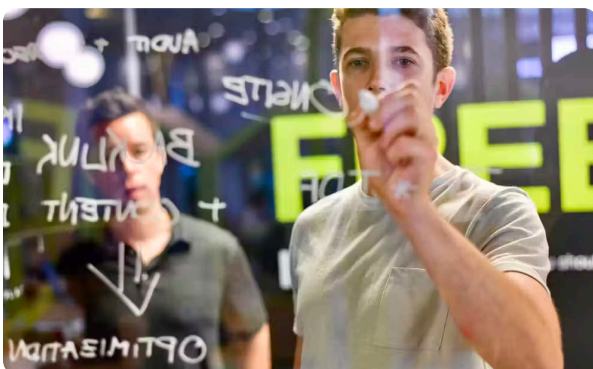


## Building Trust Pyramid



# Building Trust: A Conversational Intelligence Approach

This report was created by Lynda McNutt Foster for the EPIC, Phase 5 session, on building and maintaining trust with others. **The themes and questions were derived from participants of this EPIC cohort and posed to Lynda Foster.**



## Conversational Intelligence Framework

CIQ provides a structured approach for moving beyond transactional communication to foster meaningful collaboration and co-creation through intentional trust-building practices.



## The Six Elements of Trust

Trust is built on three subjective factors (sincerity, reliability, involvement) and three objective factors (standards, competency, time) that must align for strong relationships.



## Building Meaningful Relationships

When trust elements align properly, teams can move beyond Level 1 transactional conversations to create more productive and collaborative partnerships.

# Building and Repairing Trust

Building trust requires intentional actions that demonstrate both sincerity and competency. When trust has been broken, it's important to first acknowledge the breach, then commit to new behaviors that align with the six elements of trust.

1

## Understanding Trust Violations

Repeated trust violations require a longer, more deliberate process to restore confidence. Multiple positive experiences may be needed to regain trust once freely given.

2

## Establishing Two-Way Communication

Trust cannot be built or repaired unilaterally. Both parties must believe that their best interests are genuinely considered for trust to be reestablished.

3

## Demonstrating Sincerity and Reliability

Show consistent honesty and transparency. Deliver on promises, and when you can't, communicate openly about the reasons why.

4

## Building Active Involvement

Demonstrate genuine care and engagement through consistent participation and attention to relationships.

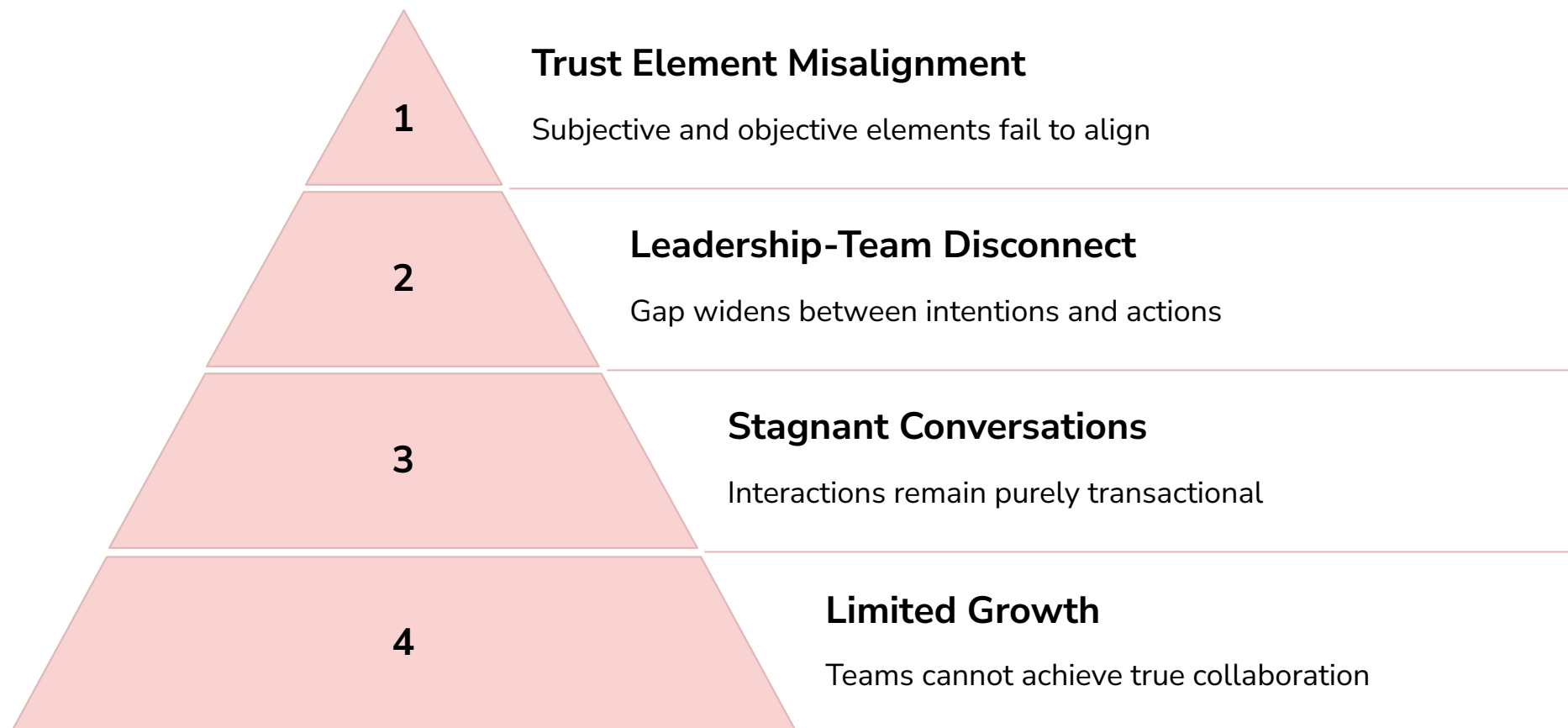
5

## Meeting Professional Standards

Meet agreed-upon standards, perform competently, and allow enough time for trust to naturally rebuild through consistent positive actions.

# Misalignment of Trust Elements and Its Impact on Conversations

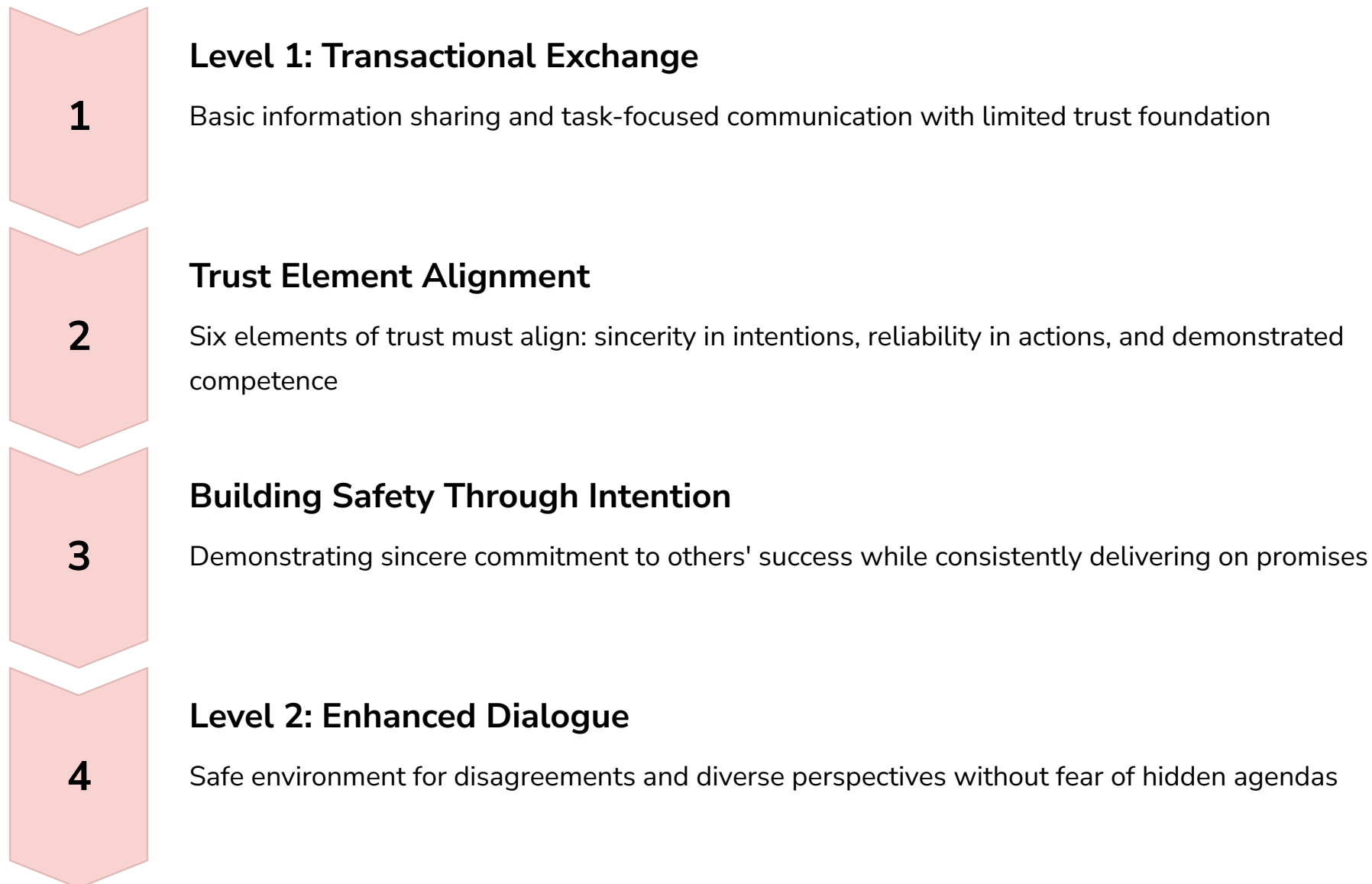
When trust elements are out of alignment, it creates gaps between expectations and delivery, significantly affecting workplace interactions.



When trust elements become misaligned, it triggers a cascade of effects from foundational trust issues through to limited team growth potential. This progression shows how initial misalignment of trust elements can ultimately prevent teams from engaging in the higher-level conversations necessary for true collaboration and innovation.

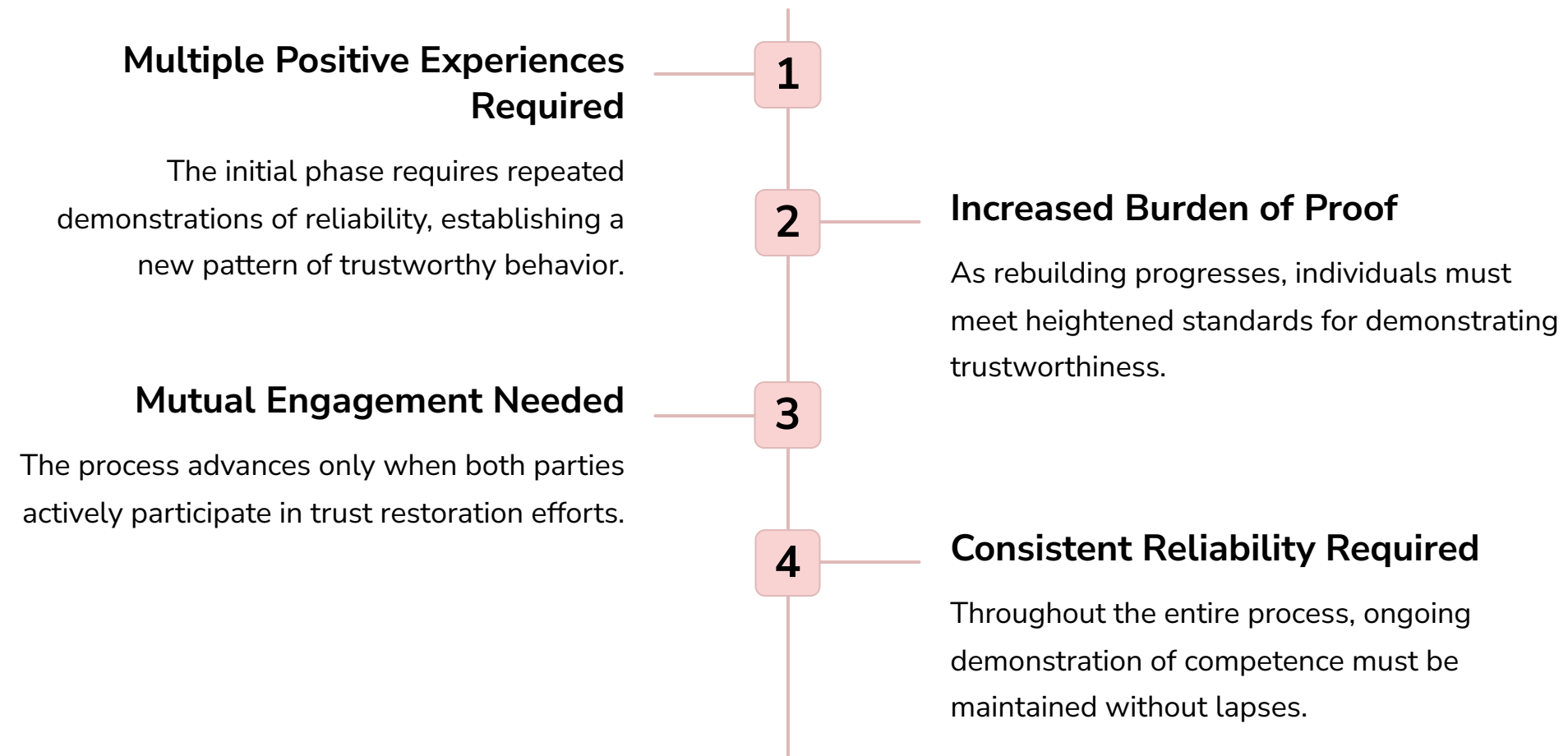
# The Role of CIQ in Moving Beyond Transactional Conversations

Understanding how to progress from basic exchanges to deeper conversations requires alignment of trust elements and clear intentions.



# Why Rebuilding Trust is Difficult

The process of rebuilding trust presents unique challenges that make it more complex than initial trust building.



The complexity of rebuilding trust stems from the cumulative effects of past violations and the necessity for both parties to actively engage in the restoration process. Each breach increases the need for more positive experiences and measurable improvements in standards, competency, and time management.

# Handling Workplace Communication Challenges

1

## Managing Interruptions

Start by approaching the interrupter privately and acknowledging their enthusiasm.

- First, establish clear ground rules for group discussion
- Then, redirect interruptions gently when they occur
- Finally, maintain group trust through consistent follow-through

2

## Addressing Time Management Issues

Begin by focusing on impact rather than blame when discussing with managers.

- First, highlight specific effects on team progress
- Then, establish clearer deadlines and milestones
- Finally, implement task breakdown and tracking as collaborative improvement

# Encouraging Innovation and Shifting Mindsets

## Breaking the "That's How We've Always Done It" Pattern

Start by showcasing examples of successful innovations in similar contexts. Encourage small experiments with new approaches that don't feel overwhelming. By creating a safe environment where team members can test new methods without fear of failure, you help them see the value of innovation, gradually replacing outdated thinking.

## Engaging Non-Direct Reports

Build rapport by taking a genuine interest in their goals and challenges. Offer support, resources, or recognition whenever possible. When team members see you as an ally rather than an authority figure, they're more likely to trust your intentions and engage actively.

# Practical Level 3 CIQ Tactics

1

## Creating Transformative Conversations

Transformative conversations involve deep listening and co-creation. For instance, rather than simply delegating a task, invite the team to brainstorm ways to approach it. Ask open-ended questions like, "What possibilities haven't we considered yet?" or "How can we collectively ensure the best outcome?" This shifts the dynamic from giving directives to creating solutions together.

2

## Supporting Team Growth

Start with small steps. Encourage them to reflect on their ideas before sharing, and coach them on how to ask thoughtful questions. Reinforce the importance of listening and acknowledging others' input. Over time, these practices build confidence and open the door to more advanced conversational levels.

3

## Achieving Sustainable Results

As these practices become habits, teams naturally evolve toward more collaborative and innovative discussions. The investment in conversational intelligence creates lasting improvements in team communication and effectiveness.