

Managing change

Building trust—the alternative
to doing everything yourself



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Outcomes

To understand:

the importance of trust in any change effort

the relationship between trust, risk and possibilities

the elements of trust

the power of requests, offers and promises

the importance of managing promises effectively

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Our observations

People will not willingly follow
someone they do not trust.

People who are not trusted are often
the last to know.

Damaged trust festers.

Without trust, excellence is not
possible.

Trust is the “elephant in the room.”

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Trust

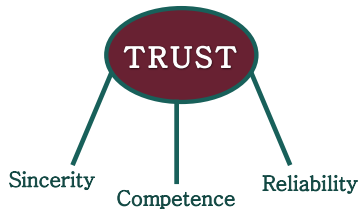
A proposed definition:

an assessment of risk that a person will act in a manner consistent with what they say

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Trust: an assessment of risk...

In three domains:



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Why is trust so important?

We can only achieve so much in life working independently.

Our possibilities multiply when we trust others and are trusted by others.

In the presence of trust, risk goes down and results go up.

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Trust begins with language

Request

when you assess that you need help and ask for it

Offer

when you assess that you can help someone else and offer it

Promise

when a request or offer has been accepted

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How we make requests

Direct

"I ask that you..."

"I request that..."

"Will you please..."

Indirect

"I want or need..."

"Why don't you..."

"...needs to be done"

Really indirect

"My coffee cup is empty..."

"The conference room is a real mess..."

"It's almost nine o'clock..."

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An effective promise

Five Elements:

Customer

Provider

Specific action

Timeline

Conditions of satisfaction

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Conditions of satisfaction

The particulars of the request that matter to the customer.

Do the laundry

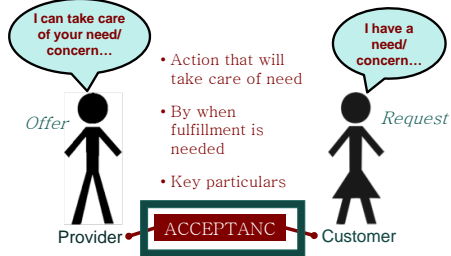
Clean your room

Help with back to school night

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Promise making

PROMISE



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What constitutes a promise?

Request + acceptance = promise

No acceptance, no promise

Offer + acceptance = promise

No acceptance, no promise

*Once a promise has been made,
trust is at stake.*

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Power of a promise

Promises change the future the moment that they are made.

The hay wagon ride
The new principal

Think of a pending promise...

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Responding to a request

Promise

Counteroffer/negotiation

Promise-to-Promise

Decline

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Declining a request or offer

How many ping pong balls?

“Every acceptance is many declines.”

The art of declining

Make it clear that you decline
The variable is your willingness

Remember

You are declining the request – not the customer

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How we decline

Direct

"I have another commitment"

"I am unwilling to do that"

Indirect

"I really don't think I'll be able to..."

"I'm not sure"

Really indirect

"There aren't enough hours in the day..."

"I really have to go this thing..."

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Options in managing a promise

Keep it

builds trust

Revise it

but how, when and how often

Revoke it

but how, when and how often

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Broken promises

People make mistakes.

They break promises.

What happens next is very important.

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