



The Anatomy of Trust – Starting with Values

Participant Guide

This guide belongs to:

Updated 2/14/2023



OBJECTIVES

- Learn how values operate in our professional lives and the role they play in integrity and daring leadership.
- Explain how trust is essential to building meaningful connection.
- Learn how to use the BRAVING inventory as a way of understanding and discussing the elements of trust: Boundaries, Reliability, Accountability, Vault, Integrity, Nonjudgment, and Generosity.
- Explain how authenticity is cultivated by Living BIG: establishing boundaries, practicing integrity, and extending generosity.

What are your personal objectives and goals for participating in this course?

Meet Your Learning & Development Consultant

Rose specializes in facilitating the Dare to Lead™ training program. She also teaches courses and workshops on topics centered around Trust, Values, Change, and Coaching as a Leader.



Rose is a Senior Learning and Development Consultant with 25+ years of experience in Human Resources in healthcare as well as higher education. Her background includes recruitment, compensation, employee relations, corporate training programs, curriculum design, and classroom facilitation. Rose also serves as a leadership coach and is an active professional speaker. Rose has earned several professional certifications and has a Master's degree in Management and Leadership from Liberty University and a Bachelor's degree in Health Care Administration from Ohio University.



Questions? Contact Rose at rem5x@virginia.edu

Learning & Development's Commitment to "Level Up Consciousness"

We believe that people have the power to create inclusive teams working for the betterment of the individual, team, and UVA. Each person brings their personal experience, as well as their ability to actively listen, engage in constructive dialogue, and empower growth.

Identifying & Operationalizing Your Core Values

Use the list of values (page 3) to identify your two values – the beliefs that you find most important to you and fill you with a sense of purpose.

When selecting your values, ask yourself:

- Does this define me?
- Is this who I am at my best?
- Is this a filter I use to make hard decisions?
- When did I learn this was a core value?

Value #1 _____

1. What is one behavior that shows I am operating in alignment with this value at work?
2. What is one behavior that shows I am operating out of alignment with this value at work?
3. What are the early warning indicators or signs that you are stepping away from your values?
4. Who is someone at work who knows your values and supports your efforts to live into them?

Value #2 _____

1. What is one behavior that shows I am operating in alignment with this value at work?
2. What is one behavior that shows I am operating out of alignment with this value at work?
3. What are the early warning indicators or signs that you are stepping away from your values?
4. Who is someone at work who knows your values and supports your efforts to live into them?

Keeping in mind both of your values, answer the following:

How do you see your values impacting how you give and receive feedback?

How do you see your values impacting how you make decisions?

How do you see your values showing up when you delegate work?

List of Values

Accountability
Achievement
Adaptability
Adventure
Altruism
Ambition
Authenticity
Balance
Beauty
Being the best
Belonging
Career
Caring
Collaboration
Commitment
Community
Compassion
Competence
Confidence
Connection
Contentment
Contribution
Cooperation
Courage
Creativity
Dignity
Diversity
Environment
Efficiency
Equality
Ethics
Excellence
Fairness
Faith
Family
Financial Stability
Forgiveness
Freedom
Friendship
Fun

Future Generations
Generosity
Giving Back
Grace
Gratitude
Growth
Harmony
Health
Home
Honesty
Hope
Humility
Humor
Inclusion
Independence
Integrity
Initiative
Intuition
Job security
Joy
Justice
Kindness
Knowledge
Leadership
Learning
Legacy
Leisure
Love
Loyalty
Making a difference
Openness
Optimism
Order
Nature
Parenting
Patriotism
Patience
Peace
Perseverance
Personal fulfillment

Power
Pride
Recognition
Reliability
Respect
Resourcefulness
Responsibility
Risk-taking
Safety
Security
Self-discipline
Self-expression
Self-respect
Serenity
Service
Simplicity
Spirituality
Sportsmanship
Stewardship
Success
Time
Teamwork
Thrift
Tradition
Travel
Trust
Truth
Understanding
Uniqueness
Usefulness
Vision
Vulnerability
Wealth
Well-being
Wholeheartedness
Wisdom

Write your own:

“Trust is choosing to make something that is important to you vulnerable to the actions of someone else.” – Charles Feltman, Author of *The Thin Book of Trust*

Trust is built in small moments, like adding marbles to a marble jar. And over time, those people who have added marbles to your jar have gained your trust.

Whom do you consider as your marble jar friends?

How do these people in your life earn marbles?

What does it mean to you to be a marble jar friend?

Dr. John Gottman’s research has found that trust is built in very small moments which he calls “sliding door” moments, after the movie *Sliding Doors*. In any interaction, there is a possibility of connecting or turning away. One such moment may not be all that important, but if you are always choosing to turn away, then trust erodes – very gradually, very slowly.

What “*sliding door*” moments come to mind for you?

The BRAVING Inventory

Boundaries: Setting boundaries is making clear what's okay and what's not okay, and why.

Reliability: You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

Accountability: You own your mistakes, apologize, and make amends.

Vault: You don't share information or experiences that are not yours to share. I need to know that my confidences are being kept, and that you're not sharing with me any information about other people that should be confidential.

Integrity: Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and you practicing your values, not just professing them.

Nonjudgment: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

Generosity: Extending the most generous interpretation to the intentions, words, and actions of others.

Self-Trust

Boundaries: Did I respect my own boundaries? Was I clear about what was okay and what was not okay, and why?

Reliability: Was I reliable? Could I count on myself to do what I committed to doing?

Accountability: Did I hold myself accountable? Did I blame others? Did I hold others accountable with honesty and respect?

Vault: Did I respect the vault and share appropriately?

Integrity: Did I act from a place of integrity? Did I choose courage over comfort? Did I choose what's right over what's fun, fast, and easy? Did I practice my values?

Nonjudgment: Did I ask for what I needed? Was I nonjudgmental about needing help?

Generosity: Was I generous toward myself?

Trust with Others

1. Think about someone at work with whom you have built a strong, trusting relationship. What are some of the small gestures that have helped you build trust? (E.g., Asking for help or offering to help; Openly discussing struggles; Doing what you say you're going to do.)

2. Now think of a colleague with whom you want to build greater trust.

Identify the colleague's strongest BRAVING element and a specific behavior that embodies it. (E.g., Element: Nonjudgment; Behavior: They ask for help when they need it.)

Strongest Element:
Behavior:

Identify the colleague's most challenging BRAVING element and a specific behavior you think would improve that element. (E.g., Element: Vault; Behavior: They share what isn't theirs to share.)

Most Challenging Element:
Behavior:

Realizing that you can't change another person's behavior, reflect on how you show up in your relationship with this colleague. What is your strongest BRAVING element and one behavior that embodies it? What is your most challenging BRAVING element? What is one new behavior you commit to practicing in order to improve trust with that colleague?

My Strongest Element:
Behavior:

Most Challenging Element:
Behavior:

Trust on Teams

Rate the frequency of behavior on your team for each of the BRAVING elements:

Never (1) / Rarely (2) / About 50/50 (3) / Often (4) / Always (5)

Element	Our Team Average	Our Team Range
Boundaries		
Reliability		
Accountability		
Vault		
Integrity		
Nonjudgment		
Generosity		

For your team's highest-scoring element, what are one or two behaviors that make it a strength that are important to sustain? (E.g., Boundaries: We ask each other for help.)

Element:

Behaviors:

For your team's lowest-scoring element, what are one or two behaviors that you commit to changing as a team so you can build trust? (E.g., Boundaries: We will talk to people, we will not talk about people.)

Element:

Behaviors:

Living BIG

Do you believe people are doing the best they can? Why or why not?

Think of a person you constantly find yourself judging – someone whose choices, values, and/or behaviors you find annoying or unacceptable.

What specifically drives your judgment?

What would it mean for you (not them) if they are doing the very best they could with what they have?

Boundaries: getting clear on what's okay and what's not okay

Integrity: choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and choosing to practice your values rather than professing them

Generosity: working from assumptions and intentions of compassion and grace

What boundaries do you need to put in place so you can work from a place of integrity and extend the most generous interpretations of the intentions, words, and actions of this person?

Keep in mind the barriers to BIG are perfectionism, grief, fear, and self-judgment.



ADDITIONAL RESOURCES

Books:

- Dare to Lead by Brené Brown
- The Thin Book of Trust by Charles Feltman

Video: The Anatomy of Trust

Ted Talks:

- The Power of Vulnerability
- Listening to Shame

Podcast:

- *Dare to Lead* podcast with Brené Brown and Barrett Guillen titled BRAVING Trust part 1 & 2

Program: Dare to Lead™ Training

To scale daring leadership and build courage in teams and organizations, we have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded. Dare to Lead™ is the ultimate playbook for developing brave leaders and courageous cultures. This program builds the skills we need to show up with other people, try new behaviors, experience falls and failures, get back up, learn, and try again.

Based on the research of Brené Brown, the Dare to Lead™ program is an empirically based, courage-building program based on four skills sets that are teachable, observable, and measurable. This training program, led by Certified Dare to Lead™ Facilitator Rose Markey, will equip participants with language, tools, and exercises to put these four skills into immediate practice.

- **Rumbling with Vulnerability:** face risk, uncertainty, and tough conversations with courage, clarity, and empathy.

- **Living into Our Values:** identify what you stand for and how to show up from a place of integrity every day.

- **BRAVING Trust:** build meaningful and authentic connections with your teams, colleagues and customers so you can work together from a foundation of trust.

- **Learning to Rise:** become aware of your emotions and stories and learn how to show up and lead with courage - even when faced with failure, disappointment, and setbacks.

This program is offered as an eight-part series of three hour workshops and includes the Dare To Lead™ workbook and trained badge for your LinkedIn profile. This program is most effective when offered to intact leadership teams who want to change and improve their culture. This program is also offered in an open-enrollment format to any UVA employee or team member. Further information can be obtained by contacting Rose Markey at rem5x@virginia.edu