



COMMUNICATION IN MANAGEMENT AND TECHNOLOGY

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The Department of Management Science and Technology of The
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and The European Regional Framework for Cooperation (ERFC)*

BUILDING TRUST IN THE WORKPLACE

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<https://www.workplacetrustleaders.com>

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Presenters

- Dr Paul Quantock (Project Promoter) heads up EU15, a training and software development company that specialises in eLearning solutions. Dr Quantock has a keen interest in enhancing and developing the skills required for a new generation of SMEs considering the increasing importance and challenges facing training for “New Age Technologies”
- Dr John-Robert Curtin Ph.D the creator of training modules for over 120 colleges and universities worldwide for over 25 years. John-Robert is a Senior Fellow and Executive Director of the 4Civility Institute, Louisville, USA, a faculty member at the University of Louisville and at Indiana University and teaches graduate and undergraduate courses in mediation, restorative justice, and alternative dispute resolution.



Project Background

- In today's economy, SMEs are faced with the challenge of continuously improving efficiency to remain competitive. This means strict oversight and tight controls on those elements that effect an organization's cost structure.
- It is now essential that SMEs Managers be trained in collaborative advocacy skills for the recognition and early intervention of conflict resolution within SMEs.
- The preservation of workplace relationships, resolution of disputes, advocacy in conciliation and early intervention, and interest based approaches to conflict are attainable through training, education and coaching.

'.....When trust is low, in a company or in a relationship, it places a hidden "tax" on every transaction: every communication, every interaction, every strategy, every decision is taxed, bringing speed down and sending costs up. My experience is that significant distrust doubles the cost of doing business and triples the time it takes to get things done....'

How the Best Leaders Build Trust - Stephen M R Covey (Leadership Now (2019))'



Project Aims

- The project offers SME Managers the skills to promote a more harmonious work environment that, hopefully, will result in increased productivity, improved returns on investments, less stress, reduced illness, and increased worker trust.
- Managers should treat conflict as a positive message and utilize their newly acquired skills to guide the conflict message to a productive outcome.
- SMEs will then be able to move towards a more harmonious workplace climate that will result in increased efficiency and competitiveness.
- The project's concept, is multi-dimensional, based on the following parameters:
 - **Competence**; the belief that an organization has the ability to deliver on what it says it will do. That it has the ability to sustain and compete in the marketplace.
 - **Integrity**; the belief that an organization is fair and just.
 - **Dependability**; the belief that an organization will do what it says it will and act consistently.





Project Partners

EU15 Ltd (UK) is a training and software development company. EU15 Ltd offers a full range of advisory services for SMEs and has, over 25 years, been developing training programmes (both online and off-line).

The 4Civility Institute (4CI) (Ireland). 4CI core belief is that conflict is normal and can be positive if dealt with correctly and that bullying, harassment and violence are learned behaviours that can be prevented, corrected and reversed with proper training and tools.

Consorzio Friuli Formazione (CFF) (Italy) - a not-for-profit training institute, founded by the University of Udine in partnership. CFF offers training intended to develop competences and skills for businesses in the public and private sector, as well as job training for professionals.

SEVE (Greek Exporters Association) (Greece) SEVE represents 725 companies and business groups throughout the Greek territory.

Cáceres Business Circle (Spain). CEC is a business association created in 2018 that brings together almost 3,000 companies in this Spanish province.

European Regional Framework for Cooperation (ERFC). ERFC aims at serving as a best example of bottom-up Institution Building effort towards EU Integration and regional competitiveness.



<https://www.workplacetrustleaders.com>

Join the Community

Connect with members on our site. Leave comments, follow people, exchange files and more. Your nickname, profile image, and public activity will be visible on our site.



Analyse your Competencies

Use the self assessment tools to analyse your competencies as a Trust Leader



Training Programme

We have developed a training programme that instils the Manager with the confidence to make informed decisions as well as the permission to use third party intervention resources such as conflict coaching, conciliation services, conflict resolution, and facilitation sessions and brings with it some emotional intelligence training.



Manager Handbook

As a compliment to the training programme the Partners developed a comprehensive HANDBOOK that will provide a 'blueprint' for the introduction of a conflict free workplace by explaining ways to build trust at work.



Resources

News, articles, reports and general items of interest relating to leadership.



Mentoring

Mentoring is a very effective way for Managers to get the help and support they need to succeed. It enables them to harness the knowledge and expertise of those who have been there and done it before.



Building trust starts with leaders.....

This Platform contains a set of training and support materials for SMEs Managers that will educate and train them in collaborative arts and advocacy skills for recognition and early intervention of conflict resolution within their organisation. The preservation of workplace relationships, resolution of disputes, advocacy in conciliation and early intervention, and interest based approaches to conflict are attainable through training, education, and coaching.

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Project Components



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SELF ASSESSMENT TOOLS

Interpersonal Needs in the Workplace

This self-assessment has been designed for the Trust Leader to identify how you view your workplace, interpersonal relationships, and how leadership addresses those workplace relationships. Conflict is often the messenger, not the problem, and how we deal with conflict becomes what people see and react to.

This assessment is a cultural snapshot for the Trust Leader to design a strategy of training and implementation to change the culture. Data gathered from this assessment can be useful to inform and educate decision makers on the value and need for appropriate training.

Conflicts and misunderstanding happen every day and successful organizations use that energy in a positive way to improve respect, increase understanding, and harness inevitable differences in a healthy manner. This assessment provides insight to design, develop, and implement training programs for a healthy workplace.

Answer the following questions to receive an assessment of your experience. Your results, along with your colleagues will be also passed to the Trust Leader for analysis, review and action.




Get Access

Please, fill out your details and you'll receive access link for the tool.

First Name

Last Name

Email

Enter Secure Code

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Self-Assessments

We currently offer 4 self-assessments.

Interpersonal Needs in the Workplace

This self-assessment is designed for the Trust Leader to identify how they view their workplace, interpersonal relationships, and how leadership addresses those workplace relationships. Conflict is often the messenger, not the problem, and how we deal with conflict becomes what people see and react to.

Trust Leaders: Effective Listening Assessment

This assessment is intended to offer the Trust Leader a quick assessment, with supporting discussion material, for training and reflection of their listening skills.

Trust Leaders: How effective are you?

This self-assessment has been designed for Trust Leaders as a self-reflection tool to determine their effectiveness.

Workplace Culture Assessment

This self-assessment has been designed to measure your views on the culture of your workplace and whether it is a good place to work.



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Training Programme

This training programme includes materials designed to:

- Empower staff to "own" their day-to-day responsibilities.
- Allow teams to make decisions and put together their own proposals that they believe benefit the business.
- Being open and transparent on key decisions/ changes to business process or procedure.
- Refrain from treating anyone or any team more favourably than another.
- Call out success when it is warranted by don't anyway focus the attention on one particular person or team.

The training provides the Manager with confidence to make informed decisions as well as the permission to use third party intervention resources such as conflict coaching, conciliation services, conflict resolution, and facilitation sessions and brings with it some emotional intelligence training.

The output includes competency modules to improve workplace relationships:

- Develop A Positive Attitude
- Do Not Jump to Conclusions
- Improve Your Communication Skills
- Resolve Conflicts Early
- Set Boundaries
- Treat All Co-workers with Respect
- Understand and Accept Personal or Cultural Differences

The Trust Leader training is presented in a series of self-contained online modules that can be taken individually, until the training is completed. Each module will address a specific topic. Collectively, when the modules have been completed, they will have enabled participants to have a solid understanding of the techniques and values of becoming a Trust Leader.

By having the training distributed through a series of self-contained modules participants will be able to access the information in a time-sensitive manner that fits their individual time constraints.

The online programme allows the participants to spread the learning over a number of sessions.

Upon completion of the entire series a participant will be able to access and print a certificate showing that they have successfully completed the training as a Trust Leader.

This process will allow the participants to have a better understanding of themselves and their relationship styles.

If, after taking the [Self-Assessments](#) and the [Training Programme](#) you feel you wish further in-depth training we are compiling a list of [Training Providers](#) that can offer you further appropriate training ... just contact us ...



Training Providers

You can register your institution for [FREE](#) and be included in our [List of Training Providers](#) ... just register with us indicating the [Activity Areas](#) you can offer.

You will need to conclude the training provision directly with each Provider.

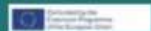


To access the Training Programme follow this link and register to receive your User Name/Password.

Register

Component parts of the training

- Build Emotional, Spiritual, and Cultural Intelligence
 - Improve Ethics, Civility, and Leadership
 - Understand Personal and Unintentional Bias
 - Practice Neutrality and Withholding Judgment
 - Learn the Restorative Process
 - Understand the Behavioral Transition Process
 - Understand Workplace Bullying, Harassment, and other Negative Behaviours
 - Perception Awareness - of yourself and others
 - Responding to Challenges
 - Motivations and Forgiveness
 - Expressive Body Language
 - Becoming a Trust Leader
 - Incidents and The Drama Triangle
 - Facilitating Productive Group Discussions



The European Commission supports the development of this publication. The Commission does not guarantee the accuracy of the information which includes the views only of the authors, and the Commission cannot be held responsible for any use that may be made of the information contained therein.

Training Programme

Course: Workplace Trust Leaders

About This Course

- ✓ Course Navigation
- ✓ Course Objective

Lesson 1 - Introduction

- ✓ Introduction
- ✓ Develop Active (Deep) Listening Skills
- ✓ Checkpoint - Develop Active (Deep) Listening Skills
- ✓ Build Emotional, Spiritual, and Cultural Intelligence
- ✓ Improve Ethics, Civility, and Leadership
- ✓ Checkpoint - How Leaders Say "I Don't Trust You"

Lesson 2 - Conflict is Not the Problem, Conflict is the Messenger

- ✓ Conflict is Not the Problem, Conflict is the Messenger

Lesson 3 - Becoming a Workplace Trust Leader

- ✓ Becoming a Workplace Trust Leader
- ✓ Practical Example

Lesson 4 - What People Say They Appreciate in Others

- ✓ What People Say They Appreciate in Others
- ✓ Practical Example

Lesson 5 - How to Be Assertive Without Being Rude

- ✓ How to Be Assertive Without Being Rude

Lesson 6 - Improving Workplace Relationships

- ✓ Improving Workplace Relationships
- ✓ Practical Example

Lesson 7 - Negotiation Tactics for Getting Past "No"

- ✓ Negotiation Tactics for Getting Past "No"

Lesson 8 - Dealing with Difficult People

- ✓ How to Handle Difficult Behavior in the Workplace
- ✓ Practical Example

Lesson 9 - Creating a Workplace Conflict Management System

- ✓ Creating a Workplace Conflict Management System
- ✓ Checkpoint - Understand Personal and Unintentional Bias
- ✓ Checkpoint - Resolving Conflict Between Co-Workers
- ✓ Checkpoint - Retaining and Motivating Your Workforce
- ✓ Checkpoint - The Ring Shift of Workplace Engagement

Course Evaluation & Certificate

- ✓ Course Evaluation & Certificate





WORKPLACE TRUST LEADER HANDBOOK

December 2021
Email: info@eu15.co.uk
Website: www.workplacetrustleaders.com



Handbook

As a compliment to the training programme the Partners have produced a 57 page HANDBOOK that provides a 'blueprint' for the introduction of a conflict free workplace by explaining ways to build trust at work.

The Handbook explains ways to build trust at work and examines issues such as:

- Hiring and promoting people to management positions.
- Building employee skills.
- Developing the skills of all employees in effective interpersonal relationship building.
- Keeping staff members informed, which will add to an environment of trust.
- Acting with integrity and keeping commitments.
- Protecting the interests of all employees.
- Adopting an open-door policy.
- Displaying competence in supervisory and other work tasks.
- Listening with respect and full attention.
- Exhibiting empathy and sensitivity to the needs of staff members.
- Take thoughtful risks to improve services and products for the customer.



<https://www.workplacetrustleaders.com>

Resources

"While IQ is unquestionably the better predictor of job performance and career success across all jobs and careers emotional intelligence was the stronger predictor of success. Those with high emotional intelligence tended to be more successful as business leaders and enjoy success than in more typical jobs and careers."

Ernest O'Boyle, Associate Professor of Management and Entrepreneurship and the Dale M. Colman Chair in Management, Kelley School of Business, Indiana University (January 2021)

Article

Why are LGBT+ employees still more likely to be involved in workplace conflict?

New CIPD research suggests that more than four in 10 LGBT+ employees have experienced workplace conflict in the past year. This compares with a figure of 29% for heterosexual employees also taking part in the CIPD's UK Working Lives survey. (February 2021)

Article

Emotional Intelligence & Leadership

If You Use These 4 Phrases Regularly, You'll Have the Emotional Intelligence of a World-Class Leader Emotional intelligence can be actively improved -- and a big part of that begins with our language.

Article

Workplace Trust: Why Trust Is Important In The Workplace

When it comes to the issue of employee performance in an organisation creating a sense of trust is one of the key factors to be considered. Trust forms the basis of all relationships and interactions. It is just as important in professional relationships as it is in personal ones. (by Paul Towers)

Article

How to spot a workplace bully

Workplace bullying is not a new concept but thanks to remote work, experts have warned it's only going to become more prevalent. Research by the University of South Australia found



Over 80% of organisations keen to replace traditional disciplinary and grievance procedures

In a recent survey conducted by the TCM Group, the UK's leading provider of resolution in the workplace, 60% of respondents stated that COVID-19 had made it harder to resolve issues of conflict at work. Overall 83% of respondents expressed interest in replacing their traditional grievance and disciplinary procedures with a new overarching framework. (February 2021)

Article

"While IQ is unquestionably the better predictor of job performance and career success across all jobs and careers emotional intelligence was the stronger predictor of success. Those with high emotional intelligence tended to be more successful as business leaders and enjoy success than in more typical jobs and careers."

Ernest O'Boyle, Associate Professor of Management and Entrepreneurship and the Dale M. Colman Chair in Management, Kelley School of Business, Indiana University (January 2021)

Article

Why moral leadership matters now more than ever

The new State of Moral Leadership Report, which includes data from 1,500 individuals working in business and highlights the critical role moral leadership can play within organizations. The report provides further evidence of the imperative for moral leadership. Leaders can no longer hope to scale shareholder value without scaling shared values. Mission and margin, profit and principle, success and significance are now inextricably linked.

Article

How to develop emotional intelligence in the workplace

As a leader, the key to solving conflicts is to embrace them. Developing these four EI skills can help leaders unlock the potential for swift conflict management, connectivity and trust among teams and overall understanding in the workplace.

We continue to collect and upload to the Training & Support Platform News items, articles and general reports about trust leaders that may be of interest to SME Managers.



<https://www.workplacetrustleaders.com>



Mentoring is a very effective way for Managers to get the help and support they need to succeed. It enables them to harness the knowledge and expertise of those who have been there and done it before.

If you wish to informally support those Managers with less experience you can log onto the 'Community Pages' on our Platform and use it as a clearinghouse for exchange of ideas and introductions between professionals.



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In Conclusion

- If a workplace can foster a strong sense of trust within the organisation a number of benefits can follow including:
 - Increased productivity.
 - Improved morale amongst employees and staff.
 - The ability to work more effectively as a team.
 - Reduce the time to make and discuss key issues as each individual trusts in the judgement and expertise of their colleagues.
- Many Managers feel they should be able to handle every dispute on their own.
- However, an effective Manager knows when to ask for assistance for the purpose of determining the best course of action in problem solving.



Thank you for
listening

<https://www.workplacetrustleaders.com>

