Building Trust

Knowing When to Get Involved	Managing Emotions	Building Trust	Seeking Solutions
Provide Feedback & Coaching	Practice Delayed Response	Practice Reflective Listening	Unpack the Conflict
Manage Performance	Use Non-reactive Statements	Build Rapport	Find Common Ground
SKILL	SKILL	SKILL	SKILL

Even if you are starting with little trust or even some hostility, the foundation for effectively managing a conflict is to build whatever trust you can with the others involved. This may not be easy, especially when you are dealing with difficult behavior from another person, but it is your best path to success.

Reflective listening and building rapport allow you to focus on understanding the needs, issues, and priorities of the others involved, it will establish a line of communication that may allow you to identify possible solutions, or at least a path forward, and it will allow any strong emotions to subside.

How do I start?

The following techniques are key to building trust: reflective listening and building rapport.

Reflective Listening

Reflective listening is one of the key techniques in building trust as it helps:

- Provide an accurate understanding of what someone is thinking and how they are feeling.
- Reduce interpersonal conflict and addresses the underlying problem or source of the conflict.
- The other person build more self-awareness, possibly gain a new perspective, and feel heard.

Reflective listening goes beyond simply listening and involves these steps:

- Focusing on hearing what the person is saying and giving them your full attention.
- Demonstrating to the other person that you understand what they are trying to say.

Build Trust (Cont.)

Reflective Listening (Cont.)

WHAT DOES THIS LOOK LIKE?

1. What is the person saying?

- Relay your understanding back to the person in your own words.
- Make sure they agree that you accurately understand what they are trying to communicate.

2. How are they feeling?

- Pay attention to both verbal and nonverbal communication. E.g., if the person is sitting with his arms crossed and not making eye contact, this could indicate he is still not being heard.

MASTERING REFLECTIVE LISTENING

Do Ask questions and make statements that encourage the person to clarify what they are thinking and how they are feeling.

> **Clarifying:**
>
> *"It sounds like you're not sure why your colleague disagreed with you in the meeting. Is that right?"*
>
> *"Could you give me an example of that?"*
>
> **Understanding:**
>
> *"It must be really frustrating when she says she agrees with you, but then goes to other people after the meeting and complains about you."*
>
> **Summarizing and Paraphrasing:**
>
> *"So, you want his input on the project, but you find his way of asking questions irritating. Am I right about that?*
>
> *"It sounds like the expectations for how the two of you are to work together are unclear. How can I clarify this for you?"*

Do Ask open-ended questions and avoid closed questions. Open-ended questions allow for a more in-depth conversation. Closed questions have brief responses, often just one word, and don't give the other person much opportunity to explain their thoughts and feelings.

Open-ended	Closed
"What happened when you asked her for the information?	*"Did you get the information you needed?"*
"How did you handle it when she made those comments to you?	*"How many times has she made that comment to you?"*

Build Trust (Cont.)

Reflective Listening (Cont.)

Don't   Interrupt the other person.

Give advice, change the subject, or judge what the person is saying.

Share your own views or opinions until you have demonstrated to the other person that you accurately understand them.

Build Rapport

Let others know that your relationships with them are a priority to you, which will signal that you respect and value them. As a result, they're willing to work with you in finding a resolution. This lays the foundation for finding common ground, which is a necessary step for resolving the conflict.

WHAT DOES THIS LOOK LIKE?

Statements mentioning trust, fairness, cooperativeness in other side

" I really appreciate how cooperative and fair you are to work with. We clearly have different perspectives but it's easy to discuss them with you."

Statements mentioning greater good

"I know we don't agree on everything, but we both know this work is really important for our lab."

Statements involving relationship building

"I really want to work on this with you."

"I hear your concern."

"You clearly put a lot of work into this."

"This would be hard for anyone."

"I'd like to help you."

"I want to see you succeed."

Other tips:

Separate the person from the behavior, instead focus on the behaviors and the impact of those behaviors. Avoid name-calling, labelling, or judging others.

Don't - Labeling/Judging Person	*Do - Focus on Behavior*
"Susan, you have such a big mouth! You talk too much! You don't give anyone else a chance to say anything."	*"Susan, it's great that you have so many ideas and that you share them with the team. However, it would be helpful if you could let others finish their thoughts before jumping in."*