Building Trusting Relationships Through Skillful Facilitation

Sheri Wilkins, Ph.D
Innovative Educational Solutions, LLC

Overview

• What is trust?
• Building rapport
• Listening to understand
• Losing trust
• Strategies

What is Trust?

• Think of a trusting relationship in which you are currently involved.
• What behaviors have built that trust?
• What behaviors tend to undermine trust?

The System

Structure
Pattern
Process
Information
Identity
Relationship

5 Actions of Smart Trust

1. Choose to Believe in Trust
2. Start with Self
3. Declare Your Intent...and Assume Positive Intent in Others
4. Do What You Say You’re Going to Do
5. Lead Out in Extending Trust to Others
Gaining Permission as a Facilitator

- Connection around values and beliefs leads to rapport
- Rapport leads to relationship
- Relationships lead to Permission
- Permission allows you to pace and lead

Ways to Build Rapport with Others

- **NON VERBAL PATTERNS** (physiology)
- **VERBAL PATTERNS** (language & speech)
- **MENTAL/EMOTIONAL STATES**

Group Cues

1. Breathing pattern in group
2. Leaning in versus leaning out
3. Eyes in the group (point of focus)
4. Noise in the group
5. Pace of the group
6. Rapport in the group

Perceptual Positions

100% of your conscious attention is distributed around these 3 positions: 1st + 2nd + 3rd = 100%

1st Position: SELF focused
2nd Position: OTHER focused
3rd Position: SYSTEM focused

Strategies & Facilitation Techniques

- Ladder of Inference
- Appreciative Inquiry
- Handling Difficult Group Dynamics

Ladder of Inference – Argyris and Schon
Appreciative Inquiry

- Developed by Dr. David Cooperrider at Case Western University
- A process & philosophy that assumes in any system there are things that work, these should be appreciated & built upon
- The process is particularly effective with groups that are stuck in the negative

Assumptions of Appreciative Inquiry

- In every organization something works
- What we focus upon becomes our reality
- The act of asking questions influences the group & determines the focus
- People have more confidence & comfort to journey to the future (the unknown) when they carry forward parts of the past (the known)
- It is important to value differences
- The language we use creates our reality
- We create a preferred future through ongoing conversations

Sample Questions

- Thinking about your experience with this group, what have been the high points?
- What is it you appreciate/value most about the people you work with?
- Where’s the passion in the system?
- How can we create what we want in the future?
- How will we measure our progress and success?
Appreciative Inquiry Method

1. Think of a time when you facilitated a meeting with great success.
2. What seem to be the conditions that enabled you to be successful?
3. What patterns and conditions can you take from that positive experience to apply to future facilitation opportunities?

Appreciative Inquiry

- A key concept to remember is that we are not simply looking for the positive and celebrating that…
- What makes AI powerful is that we are analyzing the conditions that enabled success and actively seeking to build on those patterns.

Ladder of Inference – Argyris and Schon

Moving Down the Ladder of Inference Sequence:

- What is the issue or strategy you are passionate about?
- What are the various assumptions that your strategy is based upon?
- What experiences have you had that has led you to form these assumptions and opinions?
- What belief or value sits behind the meaning you make out of what you observe and the assumptions you reach?
- Is this a core belief or value that you hold across many contexts?
- Is it possible that this value might be filtering your experiences around this issue in some way? If so, how?

Handling Difficult Group Dynamics

With your discussion partner, please identify the most difficult "group dynamic" that you experience when working in groups.

Handling Difficult Group Dynamics

- What are the specific behaviors that you see/hear that are evidence of this dynamic?
Handling Difficult Group Dynamics

- What are the specific behaviors that you see/hear that’s evidence of this dynamic?
- Think of a time that you exhibited this behavior, what was going on for you or in the group that prompted it?
- Given what was just said, what insights do you NOW have about the meaning of this & other difficult behavior in groups?
- What specific strategies could we use to deal with this behavior & maintain respect for the individual?

Credit to Steve Zuieback

Handling Difficult Group Dynamics

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Credit to Steve Zuieback

You act

Your actions trigger consequences for me
You act
Your actions trigger consequences for me
These consequences trigger feelings in me
These feelings lead me to ascribe hidden motives to you
I formulate a response

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Reflection - AAR

- What happened in this session?
- What did you learn?
- What is something you are going to try immediately?

Closing