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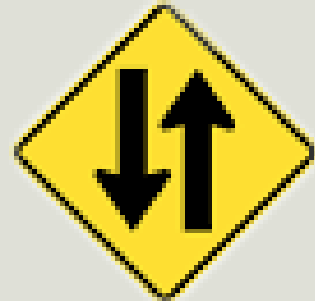


September 2015

Dear Matthew,

## Conflict & Trust: Get It, Keep It, and Repair It

**Trust is a critical two-way street of any successful relationship.** Most people think of trust as the glue that secures the relationship. If people trust each other they can work through conflict and more easily reach a satisfactory resolution. If people do not trust each other, managing or resolving differences is more difficult and more destructive. Non-resolved issues will linger and distrust will increase.



Bitter conflict generates animosity, pain that is not easily forgotten and the individuals (or groups) no longer believe what the other says, or commitments will not be followed through, and proposed actions will be suspect.

My research on conflict and communication and my experience as a coach and mediator has given some insight into trust and resolving difference that I want to share with you. **There are ways to build trust and there are ways to re-build trust.**

### Got Trust?

*Scroll down to link to our free assessment!*

### Let's Define Trust:

Trust is a person's belief in and willingness to accept and act on the words, actions and decisions of another person.

### What Happens When Trust is Violated?

Violated trust happens when we experience a person's actions not conforming to our expectations. If it is significant enough or frequent enough we are likely to alter the relationship we have



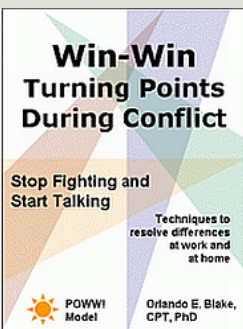
For Individuals



For Organizations



**POWW! Win-Win Turning Points During Conflict: Stop Fighting and Start Talking for Managers**



Click the book to order

**Conflict is a fact.**

**However, conflicts can be managed and resolutions are possible**, if you know how to start talking and stop fighting. This book gives you researched techniques proven to move intractable toward mutually acceptable resolutions.

### **POWW! Start Talking & Stop Fighting for Managers includes:**

1. The 3 ways to communicate to create turning points in conflict situations.
2. The SIMPLE approach to uncover needs and interests.
3. Cases studies that help apply what you learn.
4. The POWW! Model

by: Orlando Blake PhD

### **Testimonials**

"Dr. Blake has a wonderful sense of humor which he uses to create relationship, generate trust and suggest perspective. He has great skill at the consultative approach... Dr Blake is an outstanding accomplishment coach"

**Nancy Adamson,  
Right Management  
Consultants**

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with the other person. **The consequences of trust violations led to a reduction in subsequent cooperation.**



For example, employees' trust in their employer erodes when they perceive that their employer has dishonored their expectations about the nature of the employment relationship. Specifically, my experience administering surveys show that:

- Trust violations stifle mutual support and effective teams
- Impede information sharing
- Reduce the level of commitment and job performance
- Lead to low employee morale adversely affecting customer relationships
- When managers act with low integrity (words align with actions) negative impacts on the organization occur that include union organizational drives.

### **Repairing Trust:**

**Repairing damaged trust is critical** and tremendously practical. If we believe that another's values, perceptions and behaviors are damaging we will find it difficult to maintain any semblance of a working relationship. However if we have a long term relationship and expect it to continue there are strategies for managing conflict and trust.

You Can:

- Negotiate expected behaviors
- Openly acknowledge the areas of mutual distrust and establish safeguards.
- Design ways that specific differences and issues will not interfere with your ability to work together.



Emotions can also build trust; **happiness and gratitude can build trust** while anger decreases it.

If the costs and benefits of consistent action are clear to both of you, the groundwork may be established for trust. This will allow you to work together with some confidence that deep seated differences will not place one of you at a disadvantage or harmed.

### **Do Apologies Work?**

- Apologies and simple explanations can lead to restored trust. If the offender fully accepts culpability ("Being Forthright and Disclosing" in my POWW model) it will increase the willingness to reconcile if the apology is sincere and timely.

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### Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros and Guess? Inc. Orlando is a Founding Fellow of the Institute for Professional Coaching Association at Mclean Hospital a Harvard Medical School Affiliate and a Certified Performance Technologist from International Society of Performance Improvement. Dr. Blake has authored of more than 7 books covering TQM, Conflict Resolution, Career and Personal development, and Leadership.

- Apologies must appear as an
  - Expression of regret
  - Explanation of why the violation occurred
  - Intent to repent and not to do it again
  - Offer to repair
  - Ask for forgiveness



- **More complete apologies are more effective than less complete for integrity violations.**
- Voluntary reparation ("What will it take?" "What can I do?")- financial compensation for damages can be more effective to restore cooperation than apologies. The actual size matters less. Over compensation is worse.
- Change the structure of the relationship; accepting being monitored and agreeing on penalties if trust is dishonored again.
- The person violated must be willing to accept and forgive: "A verbal contract isn't worth the paper it's written on." - Yogi Berra

### Trust and Managing Conflict

- Trust makes it easier to resolve conflict. Of course this is obvious. The level of trust or distrust shapes the conflict dynamics and impacts the effectiveness of our ability to manage conflict.
- Trust is the first casualty in conflict. As conflict escalates trust decreases and distrust increases. The deeper the distrust, the more we defend against the other person. We attempt to win and focus on distrust and decrease actions that will rebuild trust.
- Creating trust. **Act consistently and reliably, meet deadlines and commitments, over time.**
- Self-fulfilling prophecies. If you find that the other person's behavior is unreliable and unpredictable, then the other's intentions might be viewed as malicious. Then negative expectations and hostile motives are created: "I expect the worse and his/her behaviors confirm it."
- Trust and distrust. Most relationships have elements of both trust and distrust which may produce ambivalence. Depending on the level this internal conflict can undermine clear expectations and force us to scrutinize every action to determine how to count it and into which column the action should be placed. This will affect how each of you handle conflict.



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It is easier to write about repairing trust than actually doing the repairing. Effective trust is key to managing conflict effectively. Repairing trust may take a long time because each person must establish reliability and dependability. My research and

experience clearly show that it takes twice as long to repair trust once violated than it does when the relationship is just being forged.

**Got trust?** Take the Team Trust Assessment by clicking here.

[Team Trust Assessment](#)

Sincerely,

*Orlando Blake, PhD, CPT*

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