WORKPLACE CIVILITY: BUILDING TRUST

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What is Trust?

Trust is assured reliance or confidence on the character, ability, strength, or truth of someone or something

Trust is Foundational

- Trust
- Conflict
- Commitment
- Accountability
- Results

P. Lencioni, The Five Dysfunctions of a Team
Trust vs Mistrust

- Absence of TRUST: Invulnerability
- Lack of COMMITMENT: Ambiguity
- Fear of CONFLICT: Artificial Harmony
- Avoid ACCOUNTABILITY: Low Standards
- Avoid RESULTS: Status and Ego

P Lencioni, The Five Dysfunctions of a Team
Trust and Civility

• Trust is a moral philosophy
• Civility is the etiquette of trust

*PM Forni, Choosing Civility: The Twenty Five Rules of Considerate Conduct*
Trust and Workplace Civility

• Importance of Trustworthy Behaviors
  – Fostering of positive rather than negative experiences
  – Enables personal growth of all individuals in the relationship (self and others)
  – Enhances alignment of goals and work (individual and institutional)
Elements of Trustworthy Behavior

• Pay attention—active listening
  – Acknowledgement of others: “You matter to me”
  – Mutual respect: personal dignity reciprocated
  – Ask the clarifying question: interest in and understanding of message

• “Disregard and proceed” (Forni)
  – Common in workplace
  – Devalues work and messaging of others
  – Promotes self
Elements of Trustworthy Behavior

• Speak kindly
  – Make sure that you need to speak
  – Speak at unhurried pace with moderate tone
  – Ask the clarifying question: avoids misunderstanding
  – Speak with honesty and transparency
  – It is OK to be angry but be respectful/civil at same time
Elements of Trustworthy Behavior

• Be willing to apologize
  – Consideration that you might not know all and/or that you might be wrong
  – Works to repair relational damage
  – Be thoughtful and clear
  – Be earnest
  – Be sincere
  – Avoid excuses
TRUST