



INTERNATIONAL TEAM TRUST INDICATOR

Briefing Workshop

Frankfurt 16th January 2012



Research shows that trust within an international team is a key predictor of effectiveness, creativity, & readiness to accept change. Especially now, trust within teams and in leaders of teams in global organisations is being put under pressure in today's recessionary climate. However, there are remarkably few tools or training courses that explicitly focus on this issue. With this in mind, WorldWork has developed a unique process to enable teams and their leaders to explore this critical factor.

What is the International Team Trust indicator (ITTI)

Through an analysis of available research we have identified 10 key dimensions that people from many different cultures use to decide whether to trust others (see blue boxes).

Using these ten dimensions, we have developed a process to identify levels of trust and the trust 'deficit' within any given team or workgroup or between the leader and their team members.

For the *International Team Trust Indicator* each team member completes a questionnaire which identifies the behaviours and attitudes they need from their colleagues if they are to trust them, and also what they are actually experiencing in this respect. These individual results are then pooled to provide an overall report for the team as a whole. The report contains a range of graphical analysis options that will enable the team leader and team members to identify the nature of any trust deficits within the team.

The *International Team Trust Indicator* (ITTI) diagnoses the levels and types of trust needed within international teams so that you can structure an open discussion about this acutely sensitive but powerful issue - leading to concrete actions and productivity improvements.

An *International Leadership Trust Indicator* (ILTI) version focuses on the opportunities for team leaders to build higher levels of trust within their own international teams.

Competence

- Trust based on a perception that team members are competent, and so will not let me down.

Compatibility

- Trust based on background, values, approaches, interests and objectives held in common.

Goodwill

- Trust based on the belief that other team members are concerned about my overall welfare.

Integrity

- Trust based on the fact that other team members maintain promises and behave towards me in accordance with a moral code.

Predictability

- Trust based on the observation that the behaviour of team members is consistent over time and in different contexts.

Well-being

- Trust arising from the feeling that I have nothing to fear from the other members of my team.

Inclusion

- Trust based on the observation that other group members are team orientated and include me in their social and work activities.

Openness with Information

- Trust based on the fact that other team members share information that is important to the team proactively and clearly.

Accessibility

- Trust based on the fact that other team members share their true feelings and I can relate to them at a personal level.

Reciprocity

- Trust based on the observation that other group members are trusting and co-operative towards me.

HOW CAN I USE THIS TOOL WITH MY CLIENT WORK?

The International Trust in Teams Indicator (ITTI) is suitable for multi-cultural teams that have experience of working together for at least a short time. It can be used as part of a team development project, allowing the team to address difficult and sensitive aspects of team effectiveness in a constructive way. WorldWork provides workshops such as this one to learn how to exploit the instrument to the maximum in your training and consulting work.

THE KEY FEATURES OF THE INTERNATIONAL TEAM TRUST INDICATOR ARE:

- a 50-item web-based questionnaire.
- It takes about 30 minutes to complete and is completed anonymously.
- A wide range of graphical output and statistics to show the trust 'profile' of the team.
- The questionnaire is truly international resulting from researching 10 trust criteria which people from many different cultures use to decide whether to trust others
- An interpretive report on the results can be prepared by the consultant or by WorldWork Ltd.
- The questionnaires are currently used in leading organisations in the following sectors: Consulting, Banking, Mobile Telecoms, White Goods, Engineering, Car Manufacturing and Electronics

Case study from WorldWork member who used this tool in the US in 2010. This story provides you with some insights about how to apply this tool into the real training context and what's the learning of delivering the feedback.

Charis Intercultural Training Corp, USA

Trust in Teams used for Diversity Affinity Groups (vs. Teams)

*By Marian Stetson-Rodriguez and Jacqueline Oliveira,
Charis Intercultural Training Corp., USA*

We used the ITTI with 28 people in two affinity groups (whose members are volunteers) with our client, an auto manufacturer, that wanted to increase trust to reach higher employee engagement. Here are a few of our lessons learned.

The client requested that we include two groups at once, the African-American and the LBG. WorldWork's producing both the total and sub-group reports made it possible to show commonalities and differences between the two groups. An 8-hour workshop was designed to identify trust gaps and strengths, and build agreement for new trust-building behaviors targeted toward each group's goal. We followed up with the group leaders six weeks later. The client plans to have each group re-take the ITTI in 6 to 9 months to measure change.

Lessons learned:

Clear methodology to create buy-in. The program was delivered in 4 phases: Alignment, Baseline (ITTI), Construct Trust Workshop, Delivery. We found that breaking the program into manageable phases made the process understandable and created buy-in from leaders.

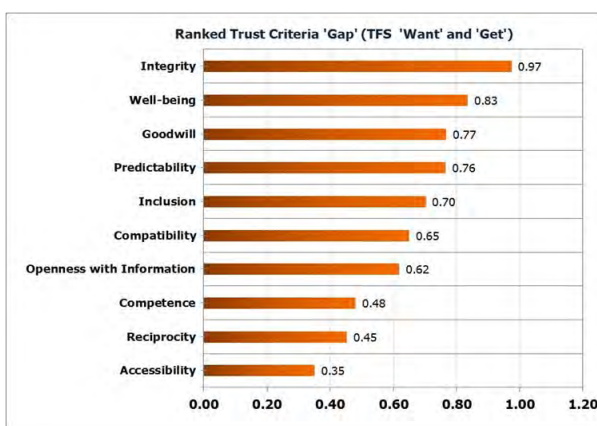
Start with icebreaker. We designed an icebreaker that required each participant to write a one-word trust quality, e.g., *reliable*, on their name badge. Later we were able to tie in these words when we introduced the 10 Trust Criteria, linking their personal qualities to our Trust Criteria model.

Leaders agree on a goal. In the Alignment Phase leaders identified a group goal to which trust-building behaviors would be applied. This ties the trust-building to existing commitments and does not increase their work but rather modifies how they can achieve their goal.

Time to read data. Give the participants time to read and discuss their ITTI report prior to a Q&A session about the material. Participants were curious about their data and wanted to discuss it with their team members, then ask questions of the facilitators about the report.

Time to digest data. Give the participants a half-day break to digest the data, as there is a lot of rich information that needs to be understood before asking participants to commit to change. Having a longer time (we gave them 48 hours) increased concerns and emotional reactions to the data by some participants. Holding the workshop in two consecutive half-days is ideal.

One group at a time. While each team got separate data reports, and we had two skilled facilitators to work together and separately with the teams, still some members were comparing with the other team, rather than focusing on themselves.



Charis Intercultural Training Corporation provides customized intercultural communication training and organization development consulting services..

Charis partners with multicultural and global organizations to successfully lead and manage a global workforce. Clients learn to interface effectively with virtual teams, customers and suppliers at international sites through Charis' global business programs for over 25 countries. Charis prepares expatriate employees and their families for integration in overseas assignments. For U.S. multicultural organizations, Charis builds culturally-strategic customer service skills that convey respect and build trust with ethnic markets.

The authors can be reached at Charis Intercultural Training in Pleasanton, California, USA by Email at info@chariscorp.com or telephone +01 925.931.0555.



The Workshop will take place at kolpinghotel, Frankfurt on Monday 16/01/2012. The day will start at 10.00 and formally close at 6.00, with an opportunity for informal discussions between 16.30 and 18.00 for those who can stay on.

The Workshop will ensure you can:

- Clarify your understanding of trust as a lever for international (virtual) team effectiveness
- Explain the benefits of using the instruments in a variety of contexts
- Use our cross-culturally sensitive set of trust dimensions in your training and consulting work
- Understand the methodology behind the instruments (both ITTI and ILTI)
- Maximise the use of reports, data and graphics generated by the ITTI and ILTI questionnaires
- Design a trust-focused session for a team
- Identify opportunities to use the instruments with your clients, including clarifying concrete benefits

Contents of the workshop:

- The links between trust, teamwork, culture and productivity
- Rationale for the instrument: when to use it and with whom
- Dimensions of trust
- In-depth look at how to interpret the output from the instruments
- Dealing with trust gaps: potential causes and possible solutions
- In-depth team case studies
- Embedding feedback on the instruments in a wider training, team-building, coaching or consulting context
- Applying ITTI/ILTI to your own consulting practice
- Administering, costing and marketing the instrument



SUMMARY

WHAT?

the International Team Trust Indicator workshop

DELIVERED BY?

David Trickey, original researcher & designer of the instrument, WorldWork

WHO'S IT FOR?

consultants, intercultural trainers and coaches

WHERE?

Kolping Hotel
Frankfurt, Germany
www.kolpinghotel-frankfurt.de

WHEN?

Monday, 16th January 2012

WHAT TIME?

10.00-18.00

HOW MUCH?

- €750 (€500 for SIETAR members)

WHAT DOES IT INCLUDE?

- Workshop from 10-18.00
- Full Documentation including ITTI Facilitator's Guide

To enroll just CONTACT...

ERIC WANG

WorldWork Ltd.

6 Porter Street
Baker Street
London
W1U 6DD
United Kingdom

Tel +44 (0)2074869844

Email

eric.wang@worldwork.biz

Website

www.worldwork.biz