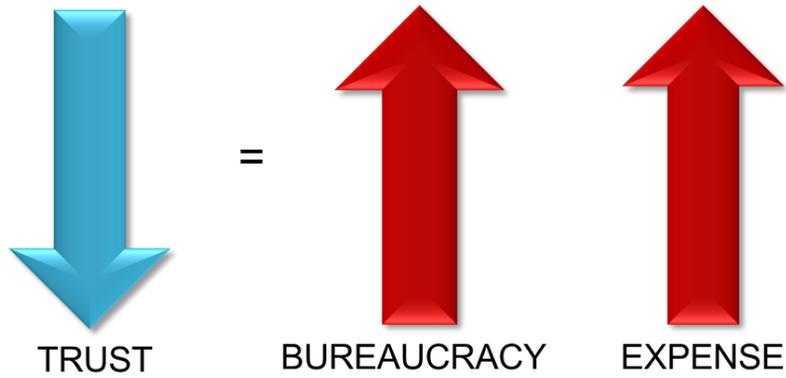
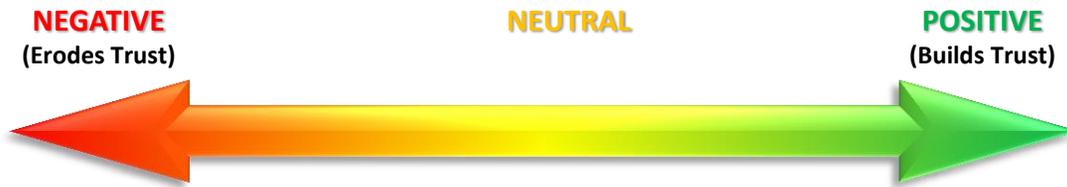


TRUST TAXES



List Examples of Trust Taxes from Your Own Experiences

TRUST CONTINUUM



1. Pick a work relationship. _____

2. Determine where you think you are in terms of trust. _____

3. Identify one positive action you can take to build trust in the relationship.

4. Identify one negative action you can eliminate to build trust in the relationship.

List the top 5 areas of pushback, or excuses, misperceptions or real concerns from your team members.

1. _____

2. _____

3. _____

4. _____

5. _____

Listen / Acknowledge / Clarify / Expand / Seek Agreement

The following L.A.C.E.S. model will help you successfully communicate and implement essential responding skills:

1. **Listen:** for what's being said and why it's being said – the words and the feeling. Listen for the need behind the statements or the resistance.
2. **Acknowledge:** to satisfy the person's fundamental need for recognition. It is not agreeing. You are communicating that you either understand or desire to understand.
3. **Clarify:** to confirm your understanding of the situation or resistance coming from the person. You will want to ask a variety of clarifying questions to ensure understanding by all involved before moving forward.
4. **Expand:** by suggesting alternatives, different approaches or suggestions that would assist in meeting the person's needs and helping to solve their problems or achieve their goals and objectives.
5. **Seek Agreement:** find common ground on all or a part of the issue to begin aligning your position with that of the person with which you seek agreement.

The first steps in the LACES model involve Listening and Acknowledging, which is 'indicating attentiveness' in order to meet the individual's need for recognition. You acknowledge, communicating that you have listened carefully and that you understand their perspective. That does not mean that you agree with them, only that you understand their perspective. If you fail to acknowledge and begin with your response, you risk being perceived as argumentative and combative.

The final steps in the LACES model involve probing for acceptance. Expanding and Seeking Agreement both involve listening and asking the person directly to confirm their acceptance.

Note that the use of this model is the science of responding. Use this science as a basis for developing your own responses, according to your own personal style and the specifics of individual candidate situations.

Guidelines for Respectful Conversations

Be as specific as possible in your example: who, what, when, where, and why. Ex: *Sarah, last Tuesday we all had a lot on our plates and were feeling a deadline pressure from our client regarding reference checks. You said you would absolutely get these references by Thursday before 5:00 pm and then missed the deadline...can we please have a conversation about that?*

Ask for their perspective: *Is there something I missed or should know?* Stay in listening mode

How has this impacted our Client/Candidate ? *My concern for the client is.....* Share your perspective and then ask theirs; stay in listening mode

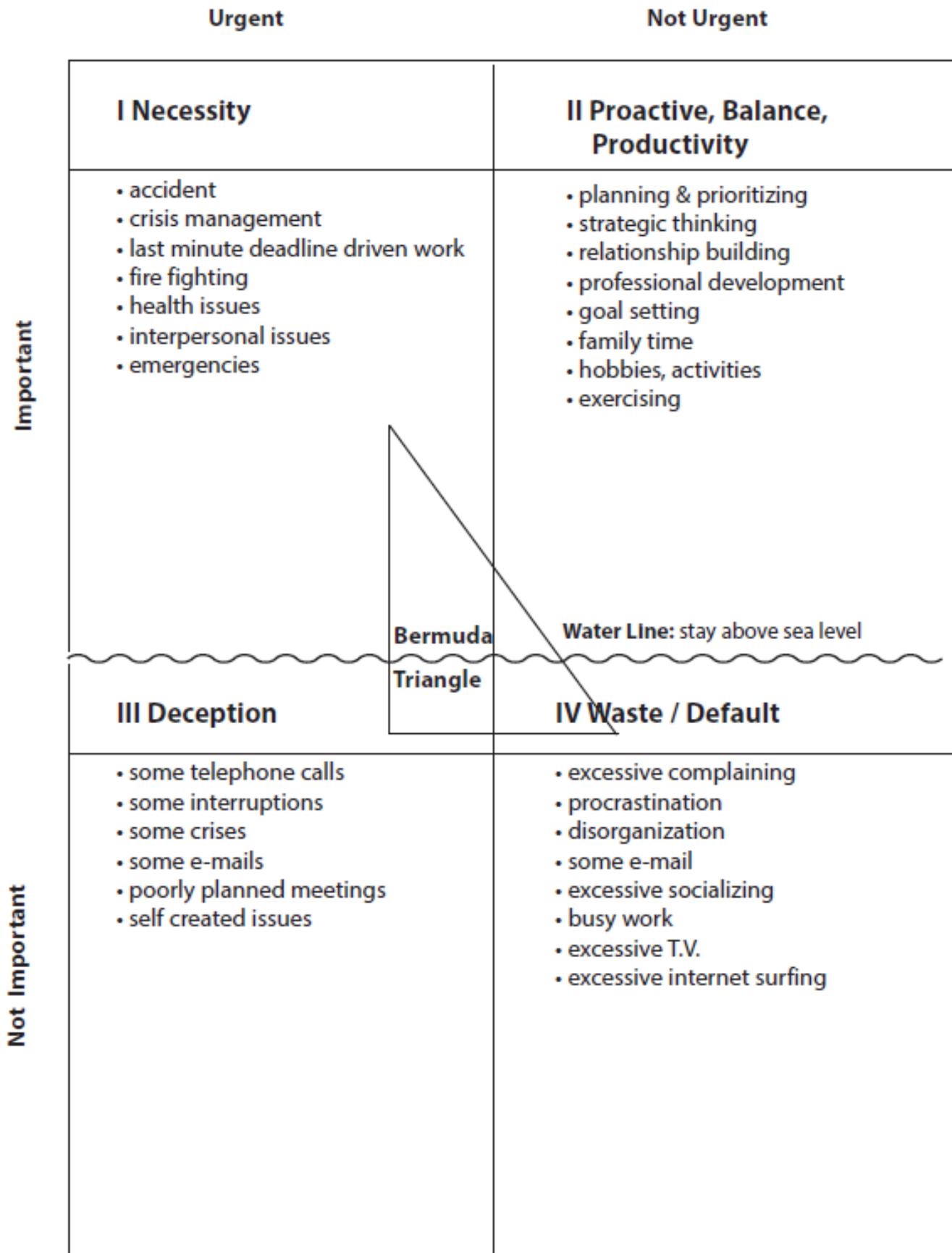
How has this impacted our Brand / Team? *I feel that this has the following effect on our team.....* Share your perspective and then ask theirs; stay in listening mode

How has this impacted our relationship? *At this point, I don't feel comfortable asking you to work with me on critical deadlines...* Share your perspective and then ask theirs; stay in listening mode

Solution Scenarios: *How do we fix this? What are your thoughts?* Share your perspective and then ask theirs; stay in listening mode

What if?: *And what do we do if this solution doesn't work?* Share your perspective and then ask theirs; stay in listening mode

THE TIME MATRIX





DEFICIENT

COMPETENT

PROFICIENT

“Incomplete”

“Adequate”

“Advanced”

“Inadequate”

“Sufficient”

“Accomplished”

“Unacceptable”

“Acceptable”

“Expert”

“CORRECT”

“BUILD”

“REINFORCE”

Responsibility: _____

Competent

Proficient