The concept of trust is a dynamic term that this book tackles. The authors Dennis and Michelle Reina tackle this concept of trust with the Reina Trust @ Betrayal Model. This model shows us the dynamics of trust and theories on how to handle trust and betrayal in the workplace. It also shows how it can improve one's own life by understanding the concept of trust and betrayal in one's own life.

In Part I, we examine the Reina Trust Model and Define Trust and Betrayal. In chapter two it examines the two main dimensions of trusting oneself and others as well. It goes along to detail the Reina Model. Also we look at the capacity for trust scales. The book also sets forth seven steps for overcoming betrayal.

In Part II, the focus is on the development of transactional trust and the three types of transactional trust. This is a detail of what they are and how people can use to develop them.

The last part of the book shows us the model and how we can use it as a developmental tool to understand trust and betrayal.
Chapter 1—The Need For Trust

Chapter 1-The need for trust

Many Leaders are losing the trust of their employees’ by how they handle trust. The scenario of people getting laid off from their place of employment is happening all over America. Feelings of betrayal are experienced in all types of organizations across America. Some betrayals are even guided by fear and mistrust.

Why Leaders Need to deal with betrayal.
Betrayal is systematic and affects the whole body. When an employee is betrayed and they have worked and put in a lot of time to the job they feel more betrayed.
When trust affects an organization people turn to destructive attitudes such as sabotaging themselves or undermining each other. If there is trust in ones leaders, coworkers, and themselves; it makes taking risks and trying new things.

The Payoff of Building Trust
Business is created out of the foundation of relationships. Therefore it is essential to business to nurture trust as it affects the foundation of relationships.

What do you do when you have been betrayed?
Julie works for a telecommunications firm. When her boss undermined her, she felt belittled. After working things out with her boss, they were able to restore trust and confidence in each other. Trust can mean different things for different people. It could mean keeping agreements or having open communication. For others it is a reliance on others capabilities or competence. The following are the four C’s of trust.

The four C's of trust

1. **Capacity for trust**
   is our readiness for trust.
2. **Contractual trust** is trust of character
3. **Communication Trust** is trust of capability.
4. **Competence Trust** is trust of capabilities.
Trusting Ourselves

To go through life without trust would be a disaster. Therefore it is vital that we trust ourselves and others in order to be happy and to get along with other people in this world.

The capacity to trust in ourselves and other people will determine if we are going to take risks and try out new things.

How Can we trust others?

“Trust that still, small voice that says, This might work and I’ll try it.”
DIANE MARIECHILD

Trusting Others

When we trust other people it is a sign that we view them as dependable and reliable. Our capacity to trust others is critical in a working relationship. This also influences performance. A higher capacity allows us to take risks. This means we can deal with ambiguity and uncertainty, and to take chances.

Impact on our Beliefs

Our capacity to trust others determines if we believe things are going to get better.

How do you develop your capacity for trust?

From the time we are born we are developing trust throughout our lives. From our first experience we develop our perceptions and our beliefs about people. As we mature to adolescence and right through to adulthood; our beliefs go from concrete ideas to abstract.

How can we exercise this idea?

You can do this by creating affirmations which are positive statements. Once you create them in the idea world, repeating them will create ideas to help align the needed actions.

To achieve the desired result.
Chapter 3 - The Capacity for Trust

Most betrayals are not intentional but the product of overworked employees trying to do more with less. Capacity for trust scales are attributes or criteria we use to evaluate whether to trust a person, group or situation. Attributes continue that benchmark the development of our capacity for trust.

Betrayal destroys working relationships whether it be teams, organizations. Knowing how to deal with it is essential.

Betrayal is the intentional or unintentional breach of trust or the perception of such a breach. Intentional betrayal is when it is intentional to harm or hurt. Most betrayals are not intentional but the product of overworked employees trying to do more with less. Betrayal destroys working relationships whether it be teams, organizations. Knowing how to deal with it is essential.

Chapter 4 - Understanding Betrayal

"Trust in yourself: Your perceptions are far more accurate than you are willing to believe.” CLAUDIA BLACK

Abstract or concrete trust is when a person needs proof before they can trust. Complexity is when a person trusts by yes or no decisions. There are two aspects to the differentiated scale. The are questions we ask ourselves.

1. How well do I differentiate others from myself?

The following is the Reina Trust and Betrayal Model

"The greater the loyalty and involvement, the greater the betrayal.” JAMES HILLMAN

The Reina Trust & Betrayal Model®

**Betrayal**
A breach of trust or the perception of a breach
- Major to minor
- Intentional or unintentional

**The Betrayal Continuum**

<table>
<thead>
<tr>
<th>Major (Examples)</th>
<th>Minor (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intentional Betrayal</td>
<td>Intentional Betrayal</td>
</tr>
<tr>
<td>Disclosing proprietary info.</td>
<td>Repeatingly arriving late for work</td>
</tr>
<tr>
<td>Sabotaging data systems.</td>
<td>Not keeping agreements</td>
</tr>
<tr>
<td>Restructuring resulting in layoffs</td>
<td>Accepting credit for another’s work</td>
</tr>
<tr>
<td>Delegating without giving authority</td>
<td>Giving up responsibility</td>
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"Trust in yourself: Your perceptions are far more accurate than you are willing to believe.” CLAUDIA BLACK

"The greater the loyalty and involvement, the greater the betrayal.” JAMES HILLMAN
How does one heal with betrayal?
The authors say that betrayal is not a result of what happened but rather how it happened. Whether we are betrayed or have betrayed, it is an experience to truly discover ourselves. Betrayal is like experiencing a death which requires some grieving. Elisabeth Kubler Ross defines the steps of the grieving process as: shock, anger, denial, rationalization, depression and acceptance. The Reinas build on this and have come up with their own steps of healing.

Part II - Transactional trust

What are the three types of transactional trust?
1) Contractual trust
2) Communication trust
3) Competence trust

Each of these has specific behaviors that build trust and maintain relationships in the workplace.

Transactional trust is reciprocal where you have to give it to get it so to speak.
It is also created in a step by step manner.
Chapter 6 - Contractual Trust

Contractual trust is to manage expectations and to establish boundaries. It is also an implication that we will do what we said we would do.

Behaviors that foster contractual trust:
1. Manage expectations
2. Explicit expectations
3. Implicit expectations
4. Establish Boundaries
5. Delegate Appropriately
6. Encourage mutually serving intentions
7. Honor Agreements
8. Be consistent

Some questions to ponder when looking at contractual trust:

A. Where in your personal and work life do you experience high levels of contractual trust?
B. What examples can you cite of you or others using the management of expectations as a means of fostering contractual trust?
C. In what ways have you already used established boundaries as a productive way to protect and improve contractual trust?
D. Are you conscientious in honoring your agreements?
E. When you take action, do you look

A story about George
George is a techie who has accepted a human resource position. He wants to do a good job but his perception of the job and his style are at odds with the position. When he interacts with people he is awkward and his natural behavior style does not show. His boss has not given him clear outcomes and does not get any feedback as how to do his job. The CEO shows his dissatisfaction nonverbally. At this point there is a breakdown on both sides and distrust occurs. George is not suited for the job and his natural behavioral style was not utilized which could have helped him.

“Trust is the expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual or group can be relied upon.”

Julian Rotter

www.lanl.gov.../images/Comm_tip_logo.jpg
What is Communication trust?
It is the willingness to share information. It is also to admit mistakes, to maintain confidentiality. This is also known as “trust of disclosure”.

Behaviors that foster communication trust
1. Share Information
2. Tell the truth
3. Admit mistakes
4. Give and receive constructive feedback
5. Maintain confidentiality
6. Speak with good purpose

How communication trust builds relationships
People have relationships for all kinds of purposes and they are a fundamental human need. When people are involved and take part in the decision making process they feel values and trusted which makes them more secure which makes an organization perform better.

A story about a president
The president of a large manufacturing operation asked his staff to assess the climate of his organization after a significant change process. The changes that the organization made were not producing the desired results. The president felt that there was not a connection with his employees and the decision regarding the change. In this scenario there was a lack of explanation from the organization as to what was going on. The lack of communication could make people feel insecure and lied to about the changes. If feedback is not clear then there could be chaos.

What would happen if we didn’t get feedback?
There was a president of a large manufacturing firm confided in some of his colleagues that their meetings were too cordial. When some of the staff checked out what was going on they found out that people were reluctant to share their grievances. The managers were not talking to their staff but only to the supervisor which was causing conflict. They had hoped the president would intervene. As the situation continued to deteriorate the trust among the senior executive team began to deteriorate.

“Trust is the property of no individual but the treasure of all.”
A.P. STANLEY

www.nevron.si/borderline/feedback.gif
What is competence trust? Competence trust is an involvement and respect of people's knowledge, skills, and abilities, and judgement, involving others seeking their input.

The nature of competence trust
This refers to the ability to do what is needed and the capacity to interact effectively with others. This means that you can rely on somebody to do a task properly. Competence should be and is everyone's business in an organization. It is a state of mind that everyone should have.

Why is it important to have competence trust?

One very important component of competence trust is the ability for individuals to effectively deal with the demands and expectations placed by their companies.

What are the behaviors that foster competence trust?

The behaviors that foster competence trust are:
A. Respect people’s knowledge, skills, and abilities
B. Respect people’s judgment
C. Involve others and seek their input
D. Help people learn skills

Competence trust is earned in a step by step process, but it is developed behaviourally.

A Chinese proverb says that “If you want one year of prosperity, grow grain. If you want ten years of prosperity, grow trees. If you want one hundred years of prosperity, grow people.”

“A story about Ray

Ray did not trust himself and he was afraid of taking risks. In sorts he was trusting his fear and not trusting in himself. His boss told him to ask for help from his team mates, which he did. In the long run he focused on his objectives as his boss had told him. Now he completes tasks and is successful in his work.

His boss had respected him and given him space to see his true potential. Someone had given him respect to do his job and taken the time to help him which made a difference.

“So trust people, they are capable of greatness.” STANISLAW LEM

Chapter 8-Competence Trust

www.oncsw.blogspot.com
Chapter 9 - Rebuilding Trust in Teams

The importance of trust in team effectiveness
People have been in teams or have not been in teams, some of these teams were a positive experience while some experiences were not that great with teams. Trust in relationships is something which we all yearn. In essence trust is the glue that binds teams together.

Communication trust in teams
Team members need to trust and communicate openly. In a trusting environment members can challenge assumptions, say what is on their minds, raise issues, or simply say what it is they don't understand.

The insensitive manager
Helen had a job of doing workshops for people who had been laid off. Her manager was being insensitive when he fired his workers and send them to a workshop to Helen. The betrayal people feel is not necessarily about downsizing or major change but of how the situation was approached.

Chapter 10 - Rebuilding Trust in Organizations

The impact of change on people
As we now know relationships need trust in order to succeed. When leaders lose sight of people's sensitivity they betray themselves and the people both. There is one story which illustrates this.

The insensitive manager
Helen had a job of doing workshops for people who had been laid off. Her manager was being insensitive when he fired his workers and send them to a workshop to Helen. The betrayal people feel is not necessarily about downsizing or major change but of how the situation was approached.

Helping people heal from betrayal
Leaders must deal with betrayal and acknowledge individuals and groups and help them recover. Here are the steps to the Reina Model.

Step 1: Observe and acknowledge what has happened
Step 2: Allow feelings
Step 3: Give Employees support
Step 4: Reframe the experience
Step 5: Take responsibility
Step 6: Forgive
Step 7: Let go and move on
Chapter 11 - Transformative Trust

The author states that Transformative trust is when the team has a trust that reaches a critical point and increases exponentially to become self generating and synergistic.

Trust when given grows and it has a life of its own. Where one person gives trust and gains more from it. Organizations can use the four characteristics of Transformative trust.

1. Conviction - self awareness
2. Courage - In our heart is the truth we can trust
3. Compassion - people feel safe to communicate
4. Community - people see they are part of a larger whole.

Leaders have a great opportunity to make positive change and to recognize betrayal and to participate in the renewal of trust.

Critical Evaluation

The book was an excellent read about trust and betrayal. Many people have experienced both in their lives and at work. This book outlines a model which is simple to read and very valuable to members of organizations as well as leaders of organizations. Also, there are short stories which are beneficial and help in understanding the models. They assist the reader to understand as well as to take steps in improving work related issues.

The Reina trust and betrayal model is a good model for organizations to use to tackle problems which could be construed as betrayal in the workplace and take steps to mediate the problem. A great read and will provide any individual some tools they can use in their workplace or their personal lives so that they too can have a better view of trust and improve their lives as well as their relationships at work.

“The examples are real. The path to resolution is clear and achievable. If you are in a work setting where trust is important you must read this book.”

Richard D. Hossack.