

Collaboration Begins with Trust

Participant Guide

July, 2015

Network Sustainability Workshop



This is a publication of Rural Health Innovations, LLC (RHI), a subsidiary of the National Rural Health Resource Center. The Technical Assistance for Network Grantees Project is supported by Contract Number HSH250201400024C from the U.S. Department of Health and Human Services, Health Resources and Services Administration, Federal Office of Rural Health Policy.

DESCRIPTION

Collaboration Begins with Trust will help network directors enhance and improve trust in all relationships-at the individual, team and network levels. When demonstrated and modeled by Network directors, leadership trustworthiness sets a behavioral precedent and helps to create a culture of collaboration.

Learning Objectives:

- Define degrees of collaboration
- Calculate trust “taxes” and trust “dividends”
- Identify behaviors to improve trust
- Create an action plan to improve trust

COLLABORATION BASICS: WE ARE BETTER TOGETHER

Activity: Introductions

Table Discussion: Form small group of 2-3 people.

- Introduce yourselves by sharing your name, Network and Network location.
- How has collaboration benefited your Network or your members in the past 6-2 months?
- What are the current needs of your Network that would benefit from collaboration?
- What collaboration opportunities can you use for practice application during this workshop?
- Who are your stakeholders?

COLLABORATION BASICS: DEGREE OF COLLABORATION

- **Cooperation:** Includes sharing information, sharing space, sharing transportation services, sharing equipment and lab resources, etc.
- **Coordination:** Requires more commitment, and includes sharing administrative services (i.e. payroll), staff, subcontracting, EHRs, joint programming, etc.
- **Partnering:** While all of the examples discussed in this session are collaborations at some level, full-scale collaboration includes mergers, acquisitions, management contracts and formal partnerships.

Activity: Consider the Degree of Collaboration Needed

Instructions: For the collaborative opportunities you have identified in the first lesson’s activity above, place them into the Degree of Collaboration grid below:

Type of Collaboration	Degree of Collaboration	Examples	Your Opportunity
Cooperation	Low effort Low complexity Little integration	Informal networking Resource sharing	
Coordination	Moderate effort Moderate complexity Moderate integration	Administrative coalition Joint programming Joint service offerings	
Partnering	High effort High complexity High integration	Mergers Partnerships Management Service Orgs	

TRUST: BUILDING TRUST IN YOUR RELATIONSHIPS

Thirteen Behaviors that Build Trust

Stephen M. R. Covey identified 13 behaviors individuals can exhibit to increase trust in their relationships:

1. **Talk Straight:** Be honest and tell the truth.
2. **Demonstrate Respect:** Respect the dignity of every person and every role.
3. **Create Transparency:** State your intent and admit your mistakes.
4. **Right Wrongs:** Apologize and seek restitution.
5. **Show Loyalty:** Share credit, and speak about others as if they were in the room.
6. **Deliver Results:** Establish a track record of doing what you are hired to do.
7. **Get Better:** Seek professional improvement and listen to feedback.
8. **Confront Reality:** Address tough issues directly and early.
9. **Clarify Expectations:** State and restate expectations; don't assume they are known.
10. **Practice Accountability:** Hold yourself, others and the team responsible.
11. **Listen First:** Demonstrate understanding of others before you speak.
12. **Keep Commitments:** Say what you will do and do what you will say.
13. **Extend Trust:** Share authority, and show people you trust them.

Activity: Trust Action Plan

Instructions: Think of an individual with whom you wish to increase mutual trust. Write your answers in the space provided.

Name of individual: _____

Current state of relationship:

Desired state of relationship:

Three behaviors (from previous page) you would like to demonstrate with confidence to create your desired future state:

Three behaviors you would like the other person to demonstrate to create your desired future state:

How will you open the conversation with this individual?

WORKSHOP INSIGHTS AND REFLECTIONS

Instructions: Take 5 minutes to recall some of the insights that you had today.

What did you learn about yourself that indicates possible strengths as a Network director?

What did you learn about yourself that indicates possible opportunities to improve as a Network director?

What will you do differently now to be a more effective Network director?

In what ways can you apply what you've learned today to be a more effective Network director?

What key insights did you have today?

What new goals will you set to help you apply what you've learned?