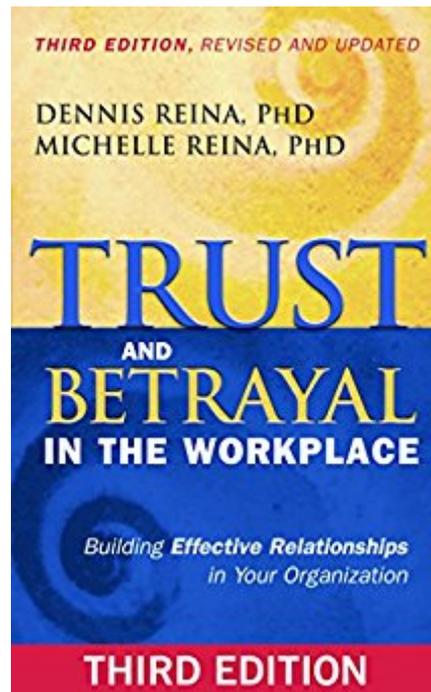


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# Trust And Betrayal In The Workplace: Building Effective Relationships In Your Organization



## Synopsis

Trust is a non-negotiable for high performing relationships and organizations. Yet trust is fragile, and ninety percent of the behaviors that break it are subtle, fleeting, and unintentional. Drs. Dennis and Michelle Reina have rewritten this third edition of their best-selling, award-winning book *Trust and Betrayal in the Workplace* to empower everyone at every level of responsibility – “not just leaders” – to build and sustain trust in their workplaces. Updated and completely rewritten with new case studies, tools, tips, and reflections, this third edition is the culmination of the authors’ more than 20 years of rigorous research and “in the trenches” trust building experience with hundreds of organizations and thousands of people around the world. As pioneers in the field of trust, Dennis and Michelle tell the truth about what it takes to build sustainable trust in the workplace – “trust that withstands the tests of time, geography, and an increasingly volatile and competitive marketplace. In this third edition, the authors provide the most detailed blueprint available for building highly effective, trust-based connections and organizations. Drs. Dennis and Michelle Reina have devoted their careers to trust because they believe that people don’t just want and need trustworthy relationships – “they have a fundamental right to them. In this rewritten third edition of *Trust and Betrayal in the Workplace*, the authors reveal their practical, proven approaches to accessing this right to trust - one thought, intention, and behavior at a time.

## Book Information

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## Customer Reviews

In their Preface, the Reinas explain: "This book is about trust: the power when it exists, the problems when it doesn't, and the pain when it is betrayed. Our purpose in writing this book is to help people at all levels of the organization to create, support, and rebuild trust in themselves and within their organizations." Here is how their book is organized: Part I Understanding Trust and Betrayal Part II Transactional Trust (Three Types) Part III Transformative Trust The material consists of sharply-focused analysis, mini-case studies anchored in real-world experiences, a series of checklists, and then at the conclusion of each chapter a summary of key points followed by "Ideas in Action." Together, this combination of analysis and information helps to explain HOW to establish and then sustain trust throughout any organization. The authors also offer some practical advice on how to recover from betrayal, once experienced: Observe and acknowledge what has happened, allow your feelings to surface, get support, reframe the experience, forgive yourself and others, and finally let go and move on. Most of us have experienced betrayal in personal relationships and many of us have also experienced organizational betrayal. It can indeed be painful. The authors assert that first you must trust yourself; if you don't, you probably cannot or will not trust another person. Next, give trust to others in order to obtain it. Trust another's character. Years ago, Stan Smith lost a major tennis title to Arthur Ashe after a call against Smith which enraged the crowd. Later, Smith agreed that losing the point was the turning point in the match. He then added, "But if Arthur said my shot was out, that's good enough for me." Trust another's competence.

When your computer starts to act up—performance is sluggish, programs crash, or worse—the cause is often the operating system. Cleaning up the operating system can usually get your world back on track. In every relationship of your life, trust is the operating system. When trust is fragile, the relationship just doesn't work. And when a relationship is not working, nothing else seems to go right. I could list the symptoms, but you likely know exactly what I'm talking about. *Trust and Betrayal in the Workplace* by Dr. Dennis Reina and Dr. Michelle Reina is a no-nonsense guide to keeping your trust operating system fine-tuned and working at full capacity. In forty plus years of consulting work, I've noticed that many people mistakenly regard trust as a given. Worse yet, they often regard trust as something that comes with a title or position.

They're wrong on both counts. Trust must be earned. Over and over and over. Trust and Betrayal in the Workplace shows the way. It begins with the hard reality that trust begins with you. Every single behavior contributes to an individual's personal brand his or her reputation for character, competence, capability, reliability and every other characteristic that has a trust component. The most trustworthy people are those who mindfully behave in authentic ways that build layer upon layer of trust. Unfortunately, it's not uncommon for even the most honest person to inadvertently behave in a way that damages trust, to do something that comes across as innocent or not as a betrayal. The Reinas book provides a step-by-step guide to building trust, maintaining trust, and restoring trust if it's damaged. Their case studies and examples breathe life into their counsel.

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