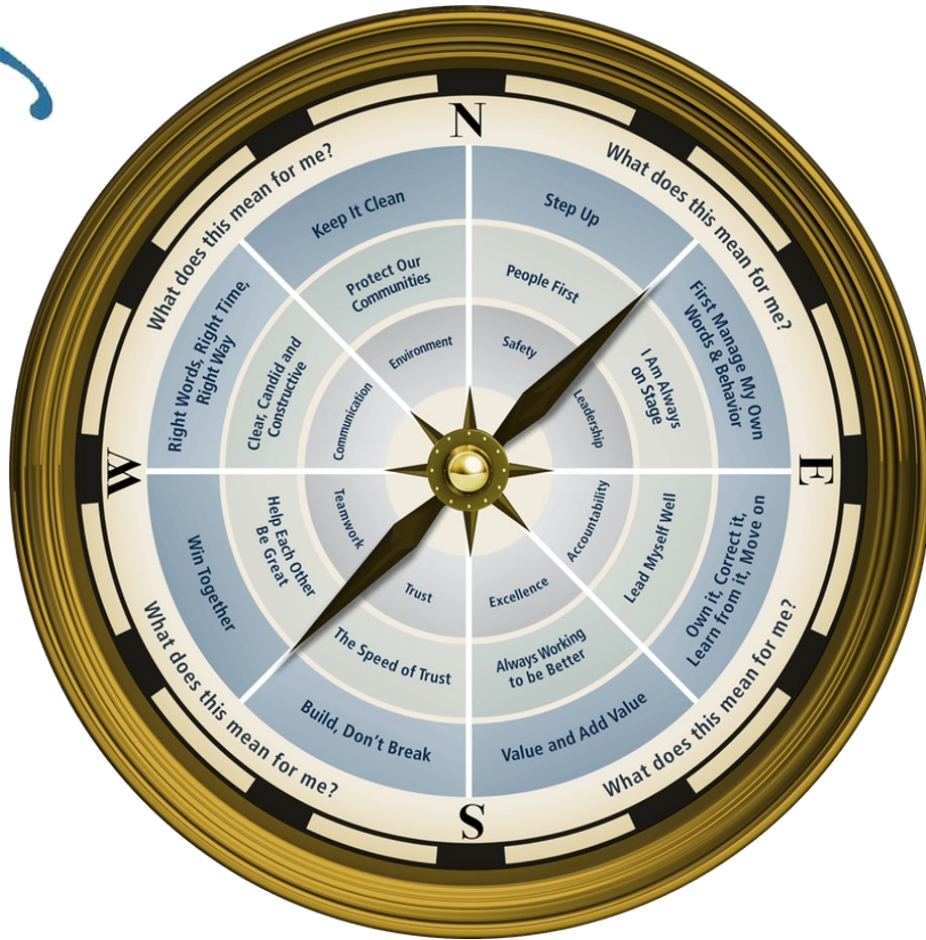




FACILITATOR HANDBOOK

Session Four: Trust



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Assemble the following materials and supplies (provided by the site) in preparation of the session.

SESSION FOUR MATERIALS

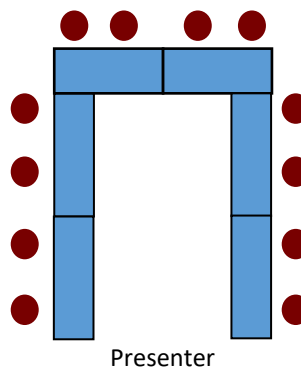
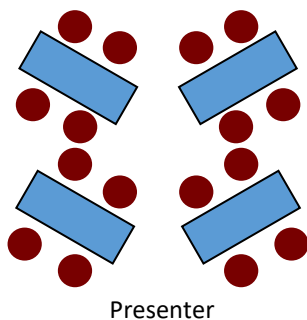
- ☐ Printed copies of Discussion Points from *The Leader's Code* Chapter 4 (6 different discussion points)
- ☐ Extra "Excellence" notecards from Session Three
- ☐ "Trust" notecards for Self-Assessment and Opportunity Assignment (provided by KC&A)
- ☐ Colored dots stickers for voting

SUPPLIES

- ☐ Copy of Facilitator Handbook
- ☐ Clicker (include extra batteries)
- ☐ Timer Tools
- ☐ Flipchart/easel and flipchart paper
- ☐ Link to presentation
- ☐ Blue Painter's tape
- ☐ Sticky nametags
- ☐ Chisel Tip Sharpies
- ☐ 11x17 paper
- ☐ Extra pens for participants
- ☐ Prizes (including candy) for trivia

ROOM SETUP

- ☐ Tables should be appropriately spaced with an unobstructed view of the facilitator and screen/TV monitor.
- ☐ Chairs and tables should be grouped in teams of **three to four members**. Example: 12 team members = four teams of three. Two recommended table arrangements are:



PRIOR TO THE SESSION

- ☐ Verify that a Lead Team member will be coming to present an LDP.
- ☐ Set up computer and check to make sure presentation is working (including sound on Timer Tools).
- ☐ Put on nametag.
- ☐ Place nametag at each seat.
- ☐ Place Sharpies at tables.
- ☐ Place 11x17 paper on tables.
- ☐ Position flipchart and marker at front of room.
- ☐ Have painter's tape ready for use.
- ☐ Have materials staged in back or side of room for distribution during session.
- ☐ Stock prize tray for trivia.
- ☐ Test Timer Tools.

AS PARTICIPANTS ENTER THE ROOM

- ☐ Plan how teams will be assigned based on seating arrangement and room space. (Three to 4 participants per team, no more than a total of 6 teams. See sample seating arrangements above).
- ☐ Greet each participant individually.
- ☐ Direct each participant to the session tables. Note: Make sure participants are seated evenly throughout the room.

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ANIMAL TRIVIA



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Facilitator: *I am going to begin the session with Animal Trivia. A question will appear on the screen with possible answers. If you think you know the answer, raise your hand. If you guess the right answer, you can choose a prize from the prize tray.*

P Begin the PowerPoint.

Facilitator asks the question and clicks through four possible answers (**Note: facilitator memorizes the answer**). If a participant guesses an incorrect answer, let them know it was a good guess, but not the one you're looking for. Repeat for each trivia question. At the conclusion, ask team members to give everyone some applause for their efforts with the trivia game.

Approximate Time for the Animal Trivia: 8 minutes

What is a female donkey called?

- A. a Mule
- B. a Jane
- C. a Mare
- D. a Jenny**



A male donkey is called a Jack.

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How do honey bees communicate with each other?

- A. flapping their wings
- B. buzzing
- C. dancing**
- D. reading each other's minds



A worker bee performs a "waggly dance" to communicate that she's found a good source of pollen. The longer she dances, the farther away from the nest the flower patch.

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Other than humans, what land mammal typically lives the longest?

- A. giraffe
- B. elephant**
- C. gorilla
- D. polar bear



The African elephant has an average lifespan of 70 years!

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Which of the following mammals is the fastest?

- A. hare**
- B. horse
- C. greyhound
- D. deer



The brown hare can reach speeds of up to 47 miles per hour.

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What mammals "hold hands" while sleeping?

- A. otters**
- B. tigers
- C. monkeys
- D. sloths



Otters sleep while floating in the water, so they hold hands to keep from getting separated.

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Which of the following land animals is the slowest?

- A. tortoise
- B. sloth**
- C. elephant
- D. panda



Three-toed sloths move at a rate of about 15 feet an hour.

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What is a group of frogs called?

- A. a herd
- B. a pod
- C. an army**
- D. a crowd



A group of toads is called a knot.

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Session Standards

Confirmed in Session One

- Silence cell phones.
- No "active" email & texting.
- If it's necessary to take a call or return a message, please leave the room. Step away so that your conversation does not interrupt the team discussion.
- Refrain from side conversations.
- Personal stories or examples shared by team members remain in this room.





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Review Session standards with the team.

Remind them that each Team Member agreed with the standards.

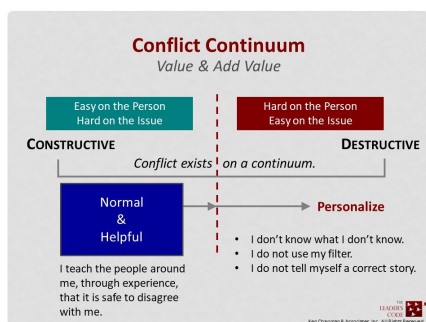
Note the Compass icon in the bottom left corner of the slide to the left. Whenever you see this icon in the PowerPoint, you will return to the video upon completion of the slide's discussion.



Begin the video of Conflict Continuum: Value and Add Value.

The following slides are included for your reference.

Video Run Time: 7 minutes



The High Ground

Value & Add Value

The High Ground can only be achieved when you respectfully disagree.

- I am a professional.
- I am an adult.
- I manage my words and behavior.
- I control my emotions.
- I tell myself a correct story.
- I focus on the issue not the person.

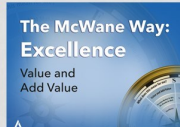
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Pause for Team Discussion

Leadership Development Plan:

Value and Add Value

- You were asked to set a goal from Session Three focused on "What can I do to respectfully disagree?"



- Please briefly share your goal and how it is going.

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Facilitator: *In session 3, we talked about Excellence. We discussed the importance of keeping conflict constructive when there is a difference of opinion.*

Facilitator: *Do all members have their gray cards?*

If someone does not have a card, one should be handed to that person. Remind them that they were asked to create a goal around "What can I do to respectfully disagree?"

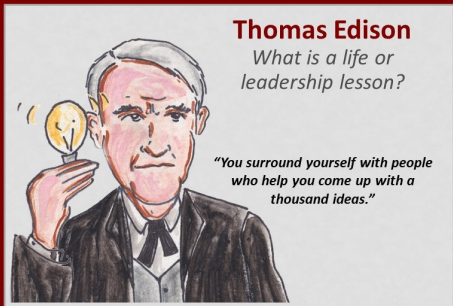
At least one lead team member (who is not the facilitator) will share their LDP from Session Three. Once they are finished sharing their goal, they leave the room.

Facilitator: *Can we have a volunteer to share your goal?* Remain at the table with the first volunteer until all have shared from that table. Then, continue to go around the room, one table at a time, and ask everyone to share their goal. Thank each participant after they share their goal. When the last person has shared, ask the team to applaud for everyone who shared their goal.

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Pause for Team Discussion



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Resume the Video: Thomas Edison (approximately 3 minutes). At the conclusion of the video (when the slide to the left appears), give each team a piece of paper.

Facilitator: *I want you to take three minutes and discuss a life or leadership lesson from the story.*

Each team chooses a representative to report for their team in the front of the room. Paper is hung with painter's tape in the front of the room while the team member reports on the lesson. Ask for examples or clarification, if necessary. Teams applaud after each team reports. Papers are moved and hung on the walls around the room, visible to everyone.

Set Timer Tools for 3 minutes.

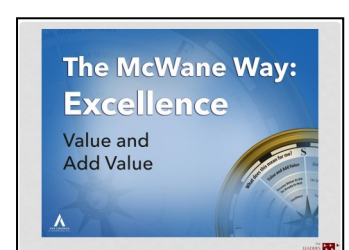
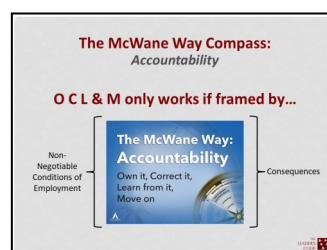
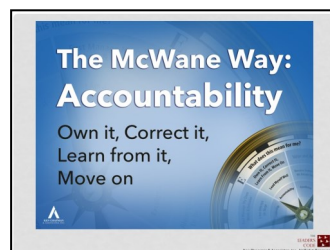


Begin the McWane Way Compass Review.

The following slides are included for your reference.

Video Run Time: 7 minutes

Note the Compass icon in the bottom left corner of the Compass slide. Whenever you see this icon in the PowerPoint, you will return to the video upon completion of the slide's discussion.



Pause for Team Discussion

Opportunity Assignment Roundtable:

The Leader's Code

- You were asked to read Chapter 4, *The Speed of Trust*.
- Working in your teams, discuss the quote your team has been assigned.
- What does this mean for you and your team?
- Record your thoughts on paper.
- Appoint a spokesperson for your team.

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Opportunity Assignment Roundtable: Facilitator reads each bullet point on slide. (PowerPoint)

Provide each team with a quote from the chapter; ask them to discuss what the quote means to their team. The Quotes should have been printed prior to the session.

Give each team a piece of 11x17 paper to record their thoughts.

Note: Optional suggested questions are provided for each quote to further the discussion process, but feel free to ask related follow up questions as the conversation progresses. Set Timer Tools for 4 minutes.

Approximate Time for Roundtable Discussion: 14 minutes



Resume PowerPoint

The Leader's Code ***The Speed of Trust***

Quote #1

When people do not trust each other, they do not get involved. They comply. They keep their heads down. They do what they have to do. It takes all their energy to make their way around the potholes (*the gotchas*) of the culture. People focus on surviving, not thriving.

[Chapter 4, Page 33]

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After four minutes, ask a representative from the team who has Quote #1 to come to the front of the room (with their paper). Ask another member of their team to read the quote aloud.

Ask the team member to share their team's ideas with the group.

Suggested Questions: *What kind of "gotchas" have you had to work around? What happens if everyone on the team is trying to keep their heads down?*

The Leader's Code ***The Speed of Trust***

Quote #2

People trust accountability. This means I must assume full responsibility for being trustworthy. My first responsibility is to manage my own words and behavior. It only works if I am fully responsible for me – no complaints, no hedging, no excuses.

[Chapter 4, Page 34]

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Repeat the process for Quote #2.

Suggested Question: *Why do people trust someone who is willing to accept responsibility for themselves?*

The Leader's Code
The Speed of Trust

Quote #3

People trust candor and clarity.
They may not always like it, but they trust it.

[Chapter 4, Page 35]

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Repeat the process for Quote #3.

Suggested Question: *Would you rather have someone tell you the truth even though you may not want to hear it or have someone tell you a lie just because it sounds good? (ugly truth vs. pretty lie?)*

The Leader's Code
The Speed of Trust

Quote #4

People trust those who make the effort to care and connect. People do not care what you know until they know you care. We do not, and often cannot, trust what we do not know. The people around us need to know who we are, where we are from, and what is important to us. We must listen long enough and well enough to learn the same about them.

[Chapter 4, Pages 36-37]

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Repeat the process for Quote #4.

Suggested Question: *Do you trust a stranger you've just met in the grocery store or at the airport? Why not? Why do we need to know a little bit about someone before we trust them? Can we expect someone to trust us if they don't know anything about us?*

The Leader's Code
The Speed of Trust

Quote #5

People trust clear-eyed optimism. Optimism inspires trust. People want to believe things will work out. No matter how gloomy the present circumstance, people are drawn to hope. They know a can-do attitude makes a big difference.

[Chapter 4, Page 39]

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Repeat the process for Quote #5.

Suggested Question: *Are you more likely to trust an optimist or a pessimist? Why? What do we mean by "clear-eyed optimist? (Being realistic in your optimism.) Why is that important?*

The Leader's Code
The Speed of Trust

Quote #6

People are drawn to the confident but humble leader. They find it easy to trust humility and easy to trust the humbly confident leader. They trust the leader who, while confident, avoids arrogance. Arrogance is a trust buster. Perfection is not believable. No one knows everything. No one is 100 percent right 100 percent of the time. Even at their best, people remain imperfect.

[Chapter 4, Page 41]

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Repeat the process for Quote #6.

Suggested Question: *Do you think arrogance is a trust buster? Why? What makes it hard to trust someone who claims to know everything? (They're lying—no one can know everything.)*

The Leader's Code
The Speed of Trust

Quote #7

They love that Ralph trusts them and the customers are quick to return the compliment. I once observed a man place an order, receive his order, and then attempt to walk away. Four of Ralph's customers blocked the man. They did not get physical with him. They simply stood in his exit path and pointed to the cash box. And, as if reciting a chant they had practiced said, "You need to pay before you leave."

[Chapter 4, Pages 42-43]

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Repeat the process for Quote #7.

Suggested Question: *Why were Ralph's customers enforcing his honor code? Can you think of an example in your own experience where someone has trusted you to pay or has trusted you to do the right thing?*

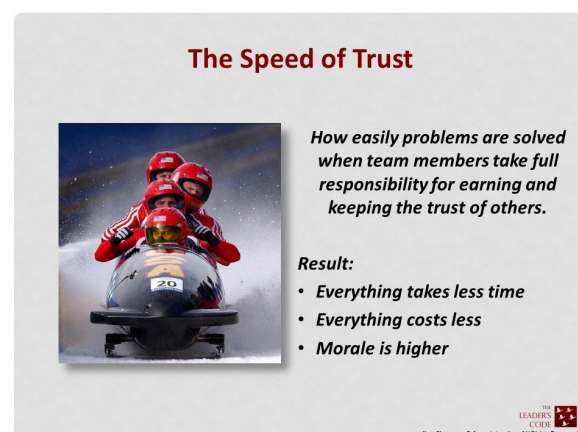
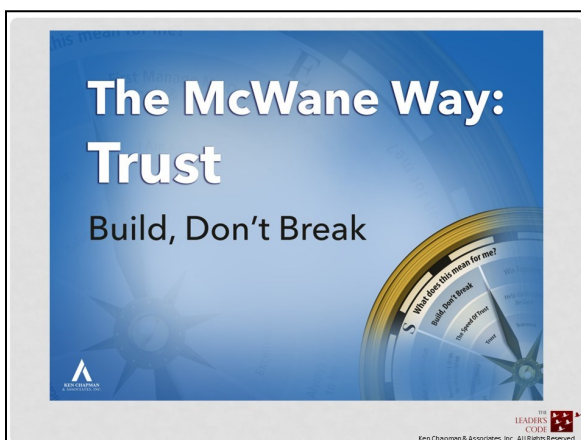
(End PowerPoint)



Begin the video, Trust: Build, Don't Break and Take Full Responsibility for Yourself.

The following slides are included for your reference.

Approximate Time for Content. 9 minutes



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Pause for Team Discussion

The Speed of Trust

Working in your teams, develop a T-Chart of Trust Builders and Trust Busters.

Assign a team member to report for your team.

Trust Builders	Trust Busters

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After this slide appears, the video is paused for the teams to complete the **Trust Builders/Trust Busters Exercise**. It's recommended that facilitators draw the T-chart for teams so they can focus on developing their lists.

Facilitator: *Working in your teams, develop a T-Chart of Trust Builders and Trust Busters. When you hear the chimes, have somebody from your team ready to report.*

Set Time Tools for 4 minutes.

Each team chooses a representative to report for their team in the front of the room. Paper is hung with painter's tape in the front of the room while the team member presents their team's list. Use time with spokesperson to ask at least one question and set up an easy voting process. Focus on Trust Builders not Trust Busters. For example, what does your team mean by attitude? Or, What does dependable look like?

If two words are put together, they usually fall into the following categories:

- Same/similar meaning – encourage them to select the “best” characteristic of the two (Example: reliable/dependable); or ensure they see the words as having the same meaning – if not, separate them.
- Unrelated meanings – when there is no connection between words, help the team realize it through questions. For example, if a team writes “timely/trustworthy” as a characteristic, they should be separated.

Vote on one list for the entire team. This will be similar to the voting process for the Ideal Team Member Characteristics from Session One.

- Hand out 3 dots to all teams. Tell them the following:
- You can't vote on your team's chart.
- One whole dot counts as a vote (no halving, quartering, etc.).
- All team members must agree on where the dots go.

Have them move near the charts for a clear view, if needed. One facilitator works with the teams, while the other writes the top 5-6 characteristics on the flipchart paper. Mark through characteristics that have the most votes; circle those that have at least one vote. If needed, offer a single dot to each team for a second vote (only vote on circled ones, team may vote on their own list in the second round of voting).

Hand out LDP cards and ask team members to write the list as it appears on their paper. Next, ask them to rate their performance based on the Top Trust Builders.

Facilitator: *If you feel really good about one of them, give yourself a 4-5. However, you may think you have some work to do on another, and you may feel you're a 2-3.* Tell them their rankings form a baseline they can compare themselves against in 6, 9, 12 months. They do not have to turn them in or share them with those around them.

NOTE: Record and/or take a picture of the Team's List of top Trust Builders for Use in Future Sessions.

Resume PowerPoint

Top Trust Builders

Rate your own performance, by category, as of today.

1. _____	1 Poor	2	3	4	5 Excellent
2. _____	1 Poor	2	3	4	5 Excellent
3. _____	1 Poor	2	3	4	5 Excellent
4. _____	1 Poor	2	3	4	5 Excellent
5. _____	1 Poor	2	3	4	5 Excellent
6. _____	1 Poor	2	3	4	5 Excellent

The Speed of Trust

- **Take full responsibility for yourself**
- Be candid and clear
- Care and connect
- Commit to continuous improvement
- Be positive
- Demonstrate humility

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Resume the Video, “Take Full Responsibility for Yourself.”

Pause for Team Discussion

The Speed of Trust

Take Full Responsibility for Yourself

Roundtable

What happens to the team when team members don't take full responsibility for themselves?

Select a spokesperson for your team.

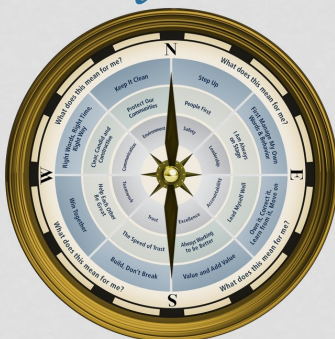
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After the “Pause for Team Discussion” slide appears, the video is **paused**.

Facilitator: *“What happens when teams members don’t take full responsibility for themselves?” I want you to take two minutes and discuss the question. When you hear the chimes, have some one ready to report from your team.*

Set Timer Tools to 2 minutes. Ask each team the question and listen as each replies. Applaud each team after they respond.

the **McWANE** way



When the Compass Slide appears, use the Timer Tools to give team members a seven-minute break. (recommended)



Instruct the Team Members that we will now be listening to **The Case Study of Jim and the Four Cokes**. **Begin the video.** The following slides are included for your reference.
Video Run Time: 9 minutes

Introduction to the Case Study Process

- Practice thinking things through.
- Practice asking good questions.
- Practice making good decisions.

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The Case of Jim and The Four Cokes

- Jim is a multi-service representative.
- Jim has been with the company nine years.
- The employee lounge provides a hot breakfast and choice of four beverages.



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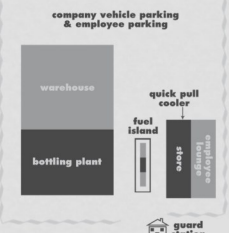
The Case of Jim and The Four Cokes
Inventory Control Policy

**NO PRODUCT MAY LEAVE
COMPANY PROPERTY
WITHOUT A MANIFEST,
A PAY TICKET,
OR A GIFT TICKET.**

Team members sign the policy every year
on the anniversary of their employment.

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The Case of Jim and The Four Cokes



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The Case of Jim and The Four Cokes
Inventory Control Policy

**NO PRODUCT MAY LEAVE
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WITHOUT A MANIFEST,
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OR A GIFT TICKET.**

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Pause for Team Discussion

The Case of Jim and The Four Cokes
Team Resolution

- You are Jim's manager, Jeff.
- How would you talk this through with Jim?
- Did Jim meet your standard for building trust?

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When the "Pause for Team Discussion" slide appears, the video is paused.

Facilitator: "You are Jim's manager, Jeff. How would you talk through this with Jim? Did Jim meet your standard for building trust?"

Remind team members that their standard is the list of Trust Builders they created.

Set Timer Tools to 2 minutes. Ask each team the question and listen as each replies. Applaud each team after they respond.

The Case of Jim and The Four Cokes
Company Resolution

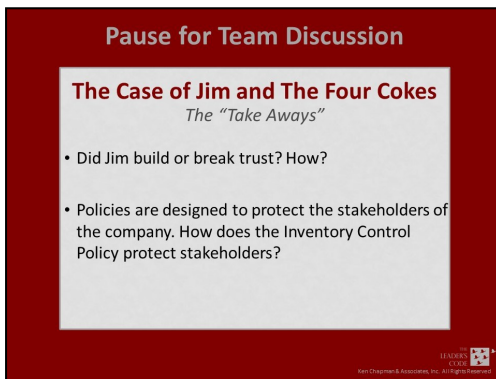
- The company decided that Jim disqualified himself.
- The company told Jim that if he had followed the guard's instructions they could have worked it out.
- An additional consideration in Jim's disqualification was his poor decision in an unsupervised role.

Note: *The Cascade Effect* was an important, but lesser, concern.

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Resume the video to its conclusion.

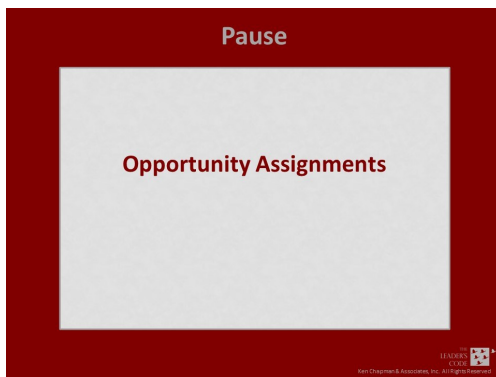
Video run time: 2 minutes.



When the “Pause for Team Discussion” slide appears, the video is paused.

Facilitator: *“Did Jim build or break trust? How” Policies are designed to protect the stakeholders of the company. How does the Inventory Control Policy protect its stakeholders?”*

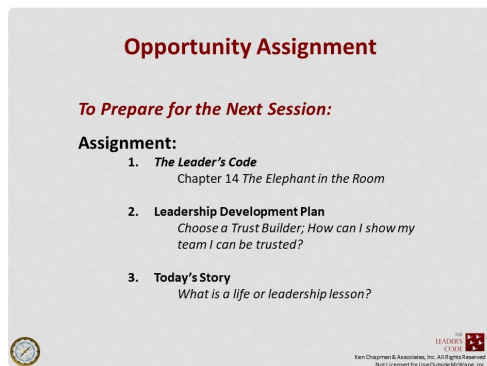
Set Timer Tools to 2 minutes. Ask each team the question and listen as each replies. Applaud each team after they respond.



After the video comes to an end, return to the PowerPoint slide and present the Opportunity Assignment for the next session.



Resume PowerPoint

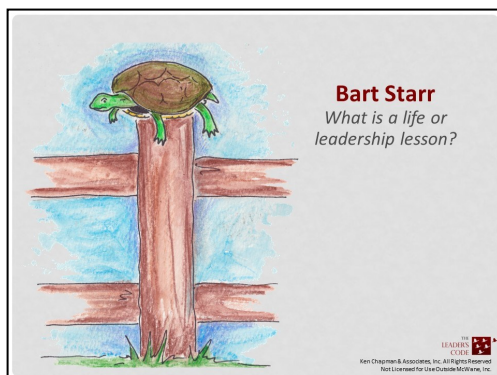


Distribute gray notecards.

Thank everyone for their time and ask if they have any remaining questions regarding today’s session. Remind them of the date for their next session.

Approximate Time for Opportunity Assignment: 3 minutes.

Facilitator: *You may remember, we end every session with a story. After you hear the story, think about a life or leadership lesson from the story, and we will discuss them next time we get together.*



Begin the closing story video.

Bart Starr

Run Time: 3 minutes.