



# Leading by Convening

*Coalescing Around Issues*

## Seeds of Trust

You have decided to work on an issue by bringing people together. Congratulations! You are on your way to better outcomes through relationships. However, making the decision is not enough. Many of the people who you want and need to work with may be reluctant to engage. You will need to plant the seeds of trust. These seeds may grow quickly with some and slowly with others, but you need to plant and tend them just the same.

Building a relationship takes effort, and your stakeholders will take in messages about your sincerity in both direct and indirect ways. Changing your habits of interaction means knowing what drives and constrains your choices.

We have included some lessons we have learned throughout the years. Read and react to each. Identify what might encourage you and what might keep you from taking this particular action.

**Seeds of Trust** (continued)

**Lesson Learned #1**

Create an invitation that goes beyond the basics of time, place and topic. Tell people why you want to do things differently. Ask them to join you.

**To what extent do you see yourself doing this?** [Highlight your response.]

*Very Likely*

*Likely*

*Possibly*

*Unlikely*

*No Way*

**What positives could result from use of this strategy?** [List below all possible positives that come to mind.]

**What negatives could result from use of this strategy?** [List below all possible negatives that come to mind.]

**Is it worth it to try?** [Highlight “No” or “Yes” and determine why you responded in that way.]

*No*

*Yes*

**Why? Deciding factors.**

*Continued*

**Seeds of Trust** (continued)

***Lesson Learned #2***

Not all the stakeholders will accept your invitation. What you do next matters a lot; you must keep reaching out. If you have identified someone or some group as a key stakeholder, they are no less important because they do not take your invitation. The work cannot stop, but neither can the outreach to this group and to others.

**To what extent do you see yourself doing this?** [Highlight your response.]

*Very likely*                      *Likely*                      *Possibly*                      *Unlikely*                      *No Way*

**What positives could result from use of this strategy?** [List below all possible positives that come to mind.]

**What negatives could result from use of this strategy?** [List below all possible negatives that come to mind.]

**Is it worth it to try?** [Highlight “No” or “Yes” and determine why you responded in that way.]

*No*                      *Yes*

**Why? Deciding factors.**

*Continued*

**Seeds of Trust** (continued)

***Lesson Learned #3***

Some stakeholders may bring their old perceptions into the new collaboration. Be honest with yourself: You probably do this too! Think about how people have enabled you to trust when trust is at risk. Your tone and your ability to show authentic appreciation for the participation of others build trust. This does not mean any one person or group can always have their way; it does mean that each person and/or group is consistently treated with respect for their role and their views. Be alert and by your behavior set a different tone!

**To what extent do you see yourself doing this?** [Highlight your response.]

*Very Likely*

*Likely*

*Possibly*

*Unlikely*

*No Way*

**What positives could result from use of this strategy?** [List below all possible positives that come to mind.]

**What negatives could result from use of this strategy?** [List below all possible negatives that come to mind.]

**Is it worth it to try?** [Highlight “No” or “Yes” and determine why you responded in that way.]

*No*

*Yes*

**Why? Deciding factors.**

*Continued*

**Seeds of Trust** (continued)

**Lesson Learned #4**

We sometimes think about people who do not agree as resisters. We often fail to look at the role resistance does or does not play in achieving our goals. Organizational development author Rick Maurer says that, “resistance causes a fog that permeates the message about what you are trying accomplish.” When people say, “I don’t get it,” they honestly don’t! Making participation safer for important stakeholders is essential to the initial effort and to sustainability of the change you envision. Think about what is at risk for your stakeholders and actively work on addressing it as part of your overall strategy.

**To what extent do you see yourself doing this?** [Highlight your response.]

*Very Likely*      *Likely*      *Possibly*      *Unlikely*      *No Way*

**What positives could result from use of this strategy?** [List below all possible positives that come to mind.]

**What negatives could result from use of this strategy?** [List below all possible negatives that come to mind.]

**Is it worth it to try?** [Highlight “No” or “Yes” and determine why you responded in that way.]

*No*                      *Yes*

**Why? Deciding factors.**

*Continued*

**Seeds of Trust** (continued)

***You Try It***

From your experience, leading or participating, write a lesson you have learned about building trust.

**To what extent do you see yourself doing this?** [Highlight your response.]

*Very Likely*

*Likely*

*Possibly*

*Unlikely*

*No Way*

**What positives could result from use of this strategy?** [List below all possible positives that come to mind.]

**What negatives could result from use of this strategy?** [List below all possible negatives that come to mind.]

**Is it worth it to try?** [Highlight “No” or “Yes” and determine why you responded in that way.]

*No*

*Yes*

**Why? Deciding factors.**