

Building Trust to Lead Implementation

Allison Metz

Leah Bartley

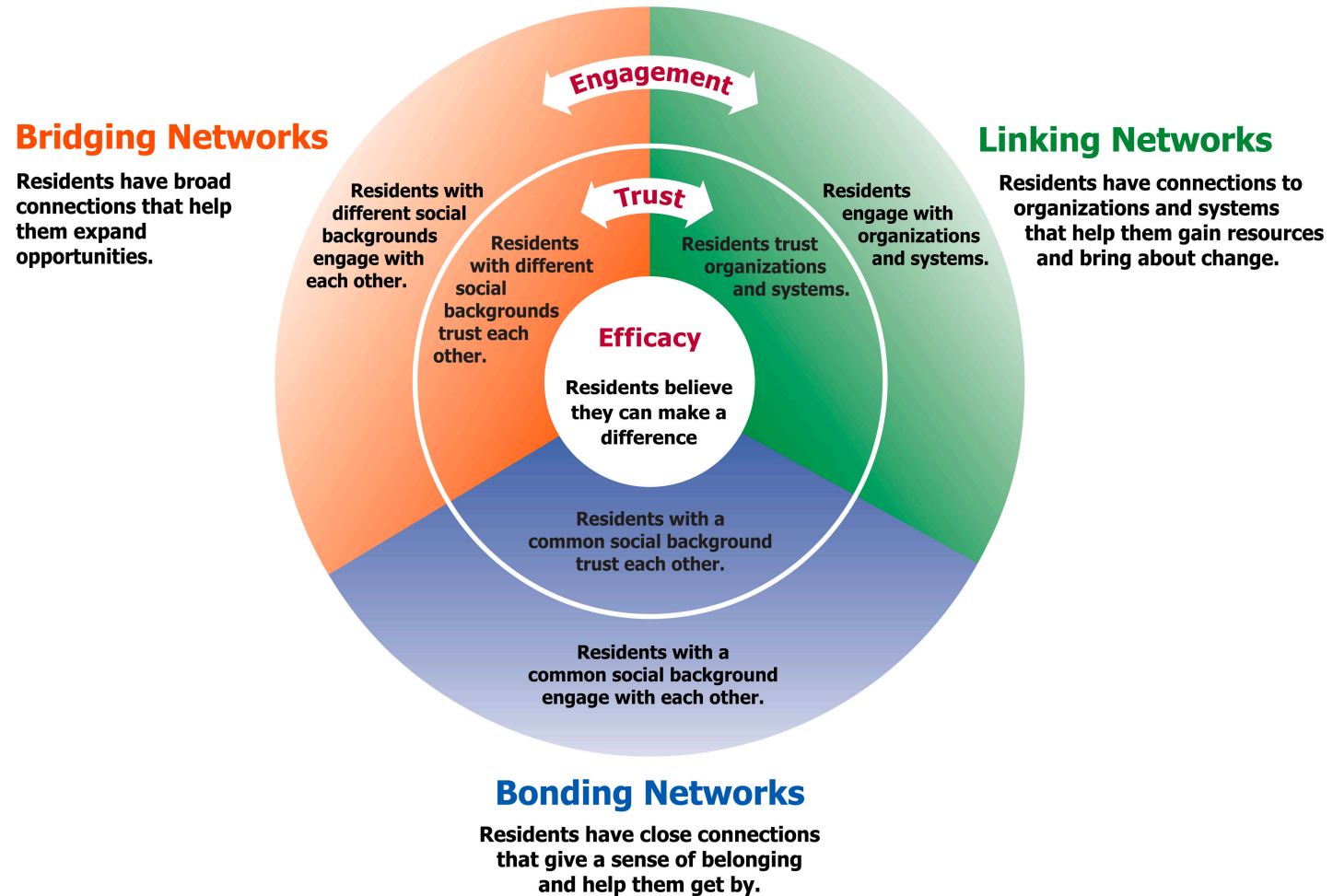
Learning Outcomes

1. Understand trust and why building trust is important for successfully leading implementation
2. Explore individual perspectives on trust
3. Consider strategies to promote trust
4. Share potential application of trust building strategies in your own work

What Do We Mean By Trust?

What do we mean by trust?

- Trust “implies a certain vulnerability and the belief or expectation that actions or social relationships will cause no harm and/or will provide a benefit”
(Maiorana et al., 2012)
- Trust is an aspect of social capital
- Trust is systemic – it impacts our work with agencies, leaders, communities and consumers



(University of Minnesota Extension, 2019)

Intrapersonal and Interpersonal Trust



Intrapersonal Trust: “Allison is a trustworthy professional”



Interpersonal Trust: “We have a trusting partnership with our implementation support team”

(Palinkas & Soydan, 2012)

Why is trust important?

- ✓ **Implementation relies on collaborative learning, taking risks, and failures. At the center of this is vulnerability and trust** (Dovey, 2009)
- ✓ Trust plays a critical role in how policymakers, agency leaders and practitioners vet, interpret and appraise research evidence
- ✓ When trusting relationships exist, information is more readily exchanged and both members exert influence
(Bogenscheider & Corbett, 2010)
- ✓ Trust is the cornerstone for effective partnerships. Trust engenders faith that partners can rely on each other to come through on agreements and to understand – and even anticipate – each other's needs and interests.

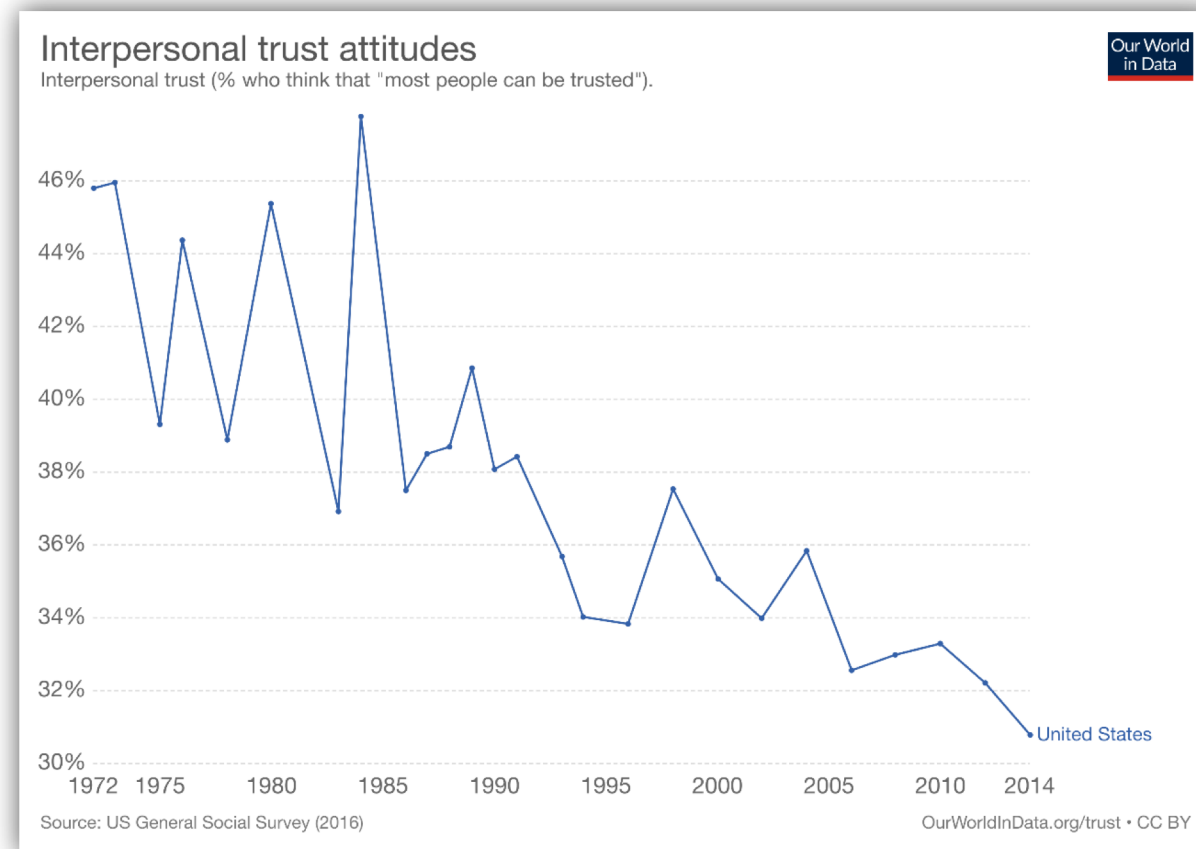
(Tseng, Easton, & Supplee, 2017)

What Do We Know About Trust?

Trust and Leading Implementation

Trust in Implementation is Critical and Fragile

- Trust between researchers and practitioners is often lacking
- Trust for intermediaries is also challenging
- Trust in public institutions and overall has been declining in the U.S.



(General Social Survey, 2016)

Activity



Mental Models for Building Trust

What do you think are key contributors to trust?

What are the outcomes of trust?

1. Draw or describe on paper your trust mental model (7 minutes).
2. Share with a partner (7 minutes).

How Do We Build Trusting Partnerships?

Building Trust to Lead Implementation

So, how do we build trusting partnerships?

There seems to be some clues, including:

- 1) Explicit, clear, and comprehensive communication
- 2) Long-term commitment
- 3) Making the time for frank conversations



Trust is built through micro interactions

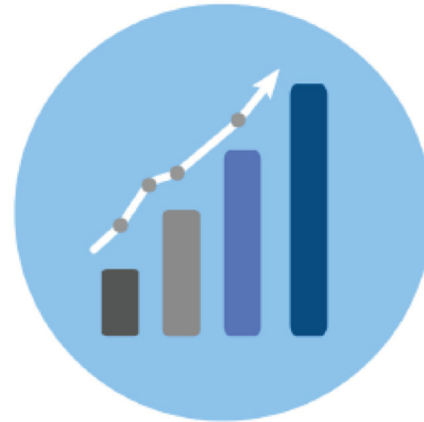
Philosophical Principles

The specific values and principles that guide Implementation Specialists' day to day work

- ✓ Empathy
- ✓ Curiosity
- ✓ Commitment
- ✓ Methodical
- ✓ Transdisciplinary

Implementation Specialist Competencies

Implementation Specialist Practice Profile: Constructs, Core Components and Core Activities



Co-Creation	Ongoing Improvement	Sustaining Change
<ul style="list-style-type: none">• Co-learning• Brokering• Address Power Differentials• Co-Design• Tailored Support	<ul style="list-style-type: none">• Assess Need & Context• Apply and Integrate Implementation Science Approaches• Conduct Improvement Cycles	<ul style="list-style-type: none">• Grow and Sustain Relationships• Build Capacity• Cultivate Leadership• Facilitation

How Do We Ensure Explicit, Clear, and Comprehensive Communication?

Communication

1. Boundaries

- Respecting boundaries shared
- When you're unclear, you ask
- You're willing to say no and yes

2. Vault

- You don't share information or experiences that aren't yours to share

3. Nonjudgement

- I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgement

(Brown, 2012)



Co-Creation:

Implementation specialists support the active involvement of stakeholders in all stages of the production and implementation process resulting in service models, approaches, and practices that are contextualized and tailored to settings (Metz & Bartley, 2015; Vargo & Lusch, 2004).

The goal of contextualization is to ensure there is a match between the program or practice and the values, needs, skills, and resources of those delivering interventions, systems stakeholders, and service beneficiaries (Homer, Blitz, & Ross, 2014).

Core components that support co-creation include co-learning, brokering, addressing power differentials, co-design, and tailored support.

How Do We Promote Long-Term Commitment?

Demonstrating Commitment

1. Reliability

- Keep promises
- Respect deadlines
- Go the extra mile!

2. Accountability

- Own your mistakes and make amends

3. Integrity

- Choose courage over comfort
- Choose what is right over what is fun, fast, or easy
- Practice your values

Philosophical Principles

Implementation specialists are guided by specific values and principles in their day to day work, including:

- Empathy – approach the change facilitation process with regard for others as legitimate, respected, and valuable contributors to the development and growth of the model and associated processes and outcomes (Jordan, 2016)
- Curiosity – ask questions, engage with evidence and ways of knowing across content areas and disciplines, tolerate uncertainty
- Commitment – bring patience, resilience, and willingness to challenge the status quo to the process; create readiness, and invest in building effective teams (Fam, Smith, & Cordell, 2016)
- Methodical – access and integrate scientific findings to make informed decisions for stakeholders and service beneficiaries (Shapiro, 2002)
- Transdisciplinary – embrace and use different ways of knowing, different ways of being, and diversity of discipline (content) expertise to bring about mutual and transformative learning

How Do We Make Time For Frank
Conversations?

Making Time for Frank Conversations

1. Create safe space

- Ask how partners experience empathy

2. Be Generous, Employ Empathy

- Extend the most generous interpretation possible of intentions, words and actions

3. Non Judgment

- Restrict assumptions and blaming



Ongoing Improvement:

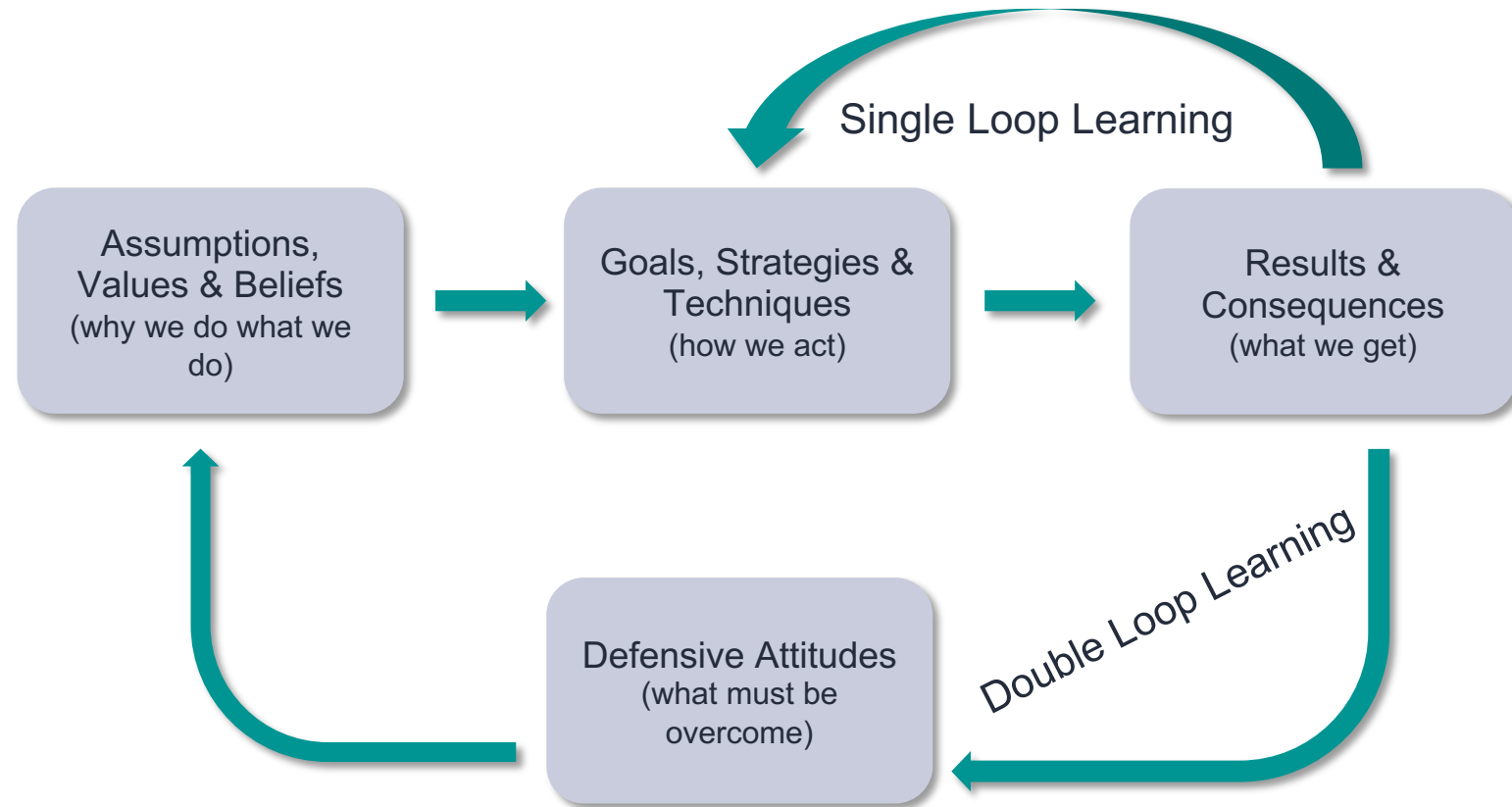
Implementation specialists support the use of quantitative and qualitative feedback at each stage of implementation accompanied with regular personal, team, and stakeholder debriefings to support improvement (Damschroder, et al., 2009). Ongoing improvement includes dedicating time for reflecting or debriefing to promote shared learning and improvements along the way. Ongoing feedback on interventions and approaches should use practical, relevant measures of progress, and organizational learning should be a core value of the implementation setting.

Core components that support ongoing improvement include assessing need and context, applying and integrating implementation science approaches, and conducting improvement cycles.

“Leaders must either invest a reasonable amount of time attending to fears and feelings, or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.” - Brené Brown

Continuous Learning and Questioning Assumptions

Double loop learning where cycles of inquiry lead to a transformation of underlying mental models (i.e., assumptions, values, beliefs) to facilitate meaningful and sustainable systems change

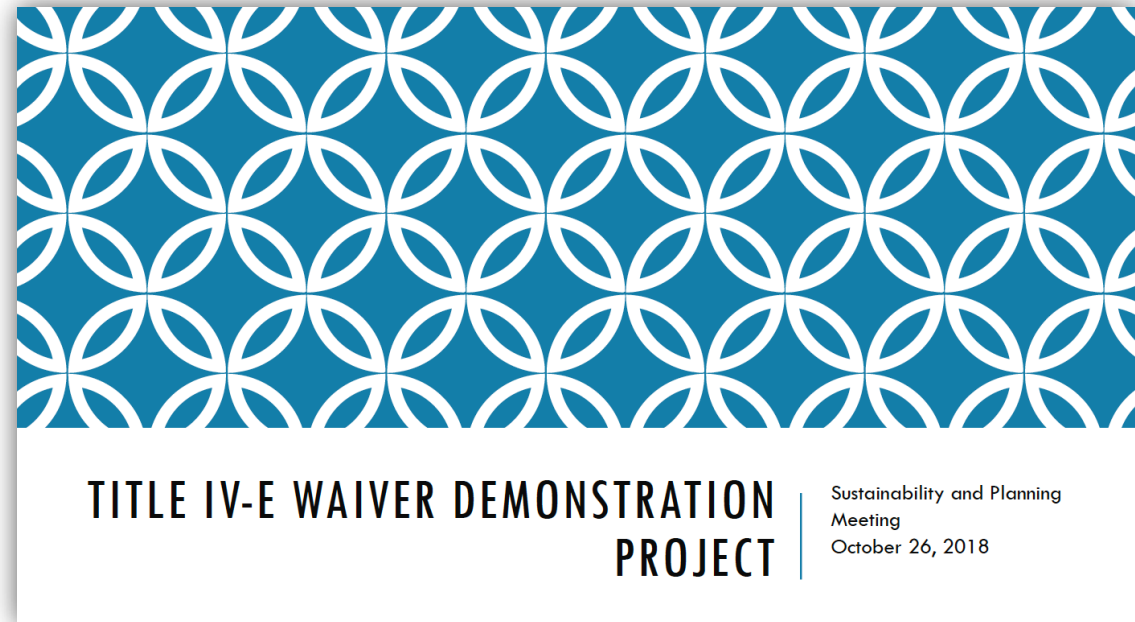


Case Study on Trust Building

Example: Sustainability Planning in NYC

Why was trust important?

- Different perspectives on what was worthy of sustaining
- Limited resources for sustainability
- High-stakes decisions that impact vulnerable children and families
- Critical to understand all aspects and voices
- Investments had been made



Example: Sustainability Planning in NYC

How did we engender trust?

Prior to Planning Meetings

- Demonstrated long term commitment
 - Showed we were reliable and dependable
 - Dealt with adaptive issues openly and with integrity
 - Gathered more information when needed to answer critical questions
- Fostered bi-directional communication – regular intervals

During the Planning Meetings

- Used structured facilitation: nominal group processes to ensure communication
- Used a structured agenda that allowed participants to ask clarifying questions and promoted boundaries in contributions



- **Facilitation:** Enable a process of participatory problem solving and support that occurs in a context of a recognized need for improvement and supportive interpersonal relationships. Successful facilitation promotes cycles of “mutual consultations” among stakeholders to ensure that different forms of knowledge and ways of knowing are integrated into planning and solutions (Powell et al., 2015). Implementation

specialists are guided by four core values for participant engagement (Kaner, 2014):

Example: Sustainability Planning in NYC

What did we achieve?

- Created a safe space for open dialogue
- Generated empathy for different perspectives
- Developed a shared understanding of sustainability issues and possible scenarios
- Made it possible for final decisions to be made



- **Facilitation:** Enable a process of participatory problem solving and support that occurs in a context of a recognized need for improvement and supportive interpersonal relationships. Successful facilitation promotes cycles of “mutual consultations” among stakeholders to ensure that different forms of knowledge and ways of knowing are integrated into planning and solutions (Powell et al., 2015). Implementation

specialists are guided by four core values for participant engagement (Kaner, 2014):

Activity



15% Activity

What is your 15%? Where do you have discretion and freedom to act in building trust to lead implementation? What can you do without more resource or authority?

1. Think individually (3 minutes)
2. Small group discussion (7 minutes)
3. Report out (10 minutes)