2025
ANNUAL TRAINING CONFERENCE
SEPTEMBER 22 – 26 | CHICAGO, IL
Enhancing Trust through Communication
"Amplifying Our Impact"
NASCSP

Workshop Objectives

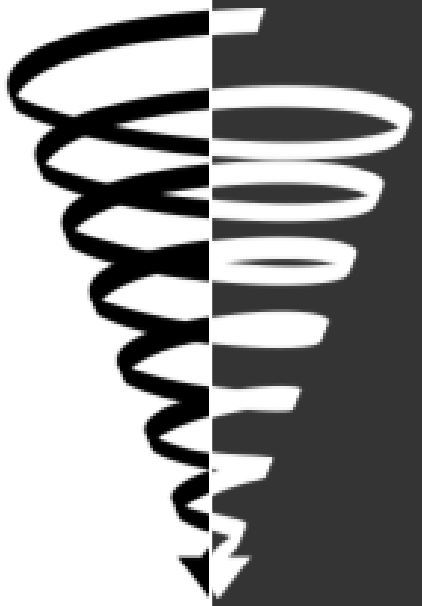
- Reframe challenges into opportunities that unlock forward movement
- Practice active listening that signals attention and care
- Lead with positive/generative questions that create shared ownership

Where do we struggle when it comes to

The problem with problem-solving

What happens when you focus on a problem?

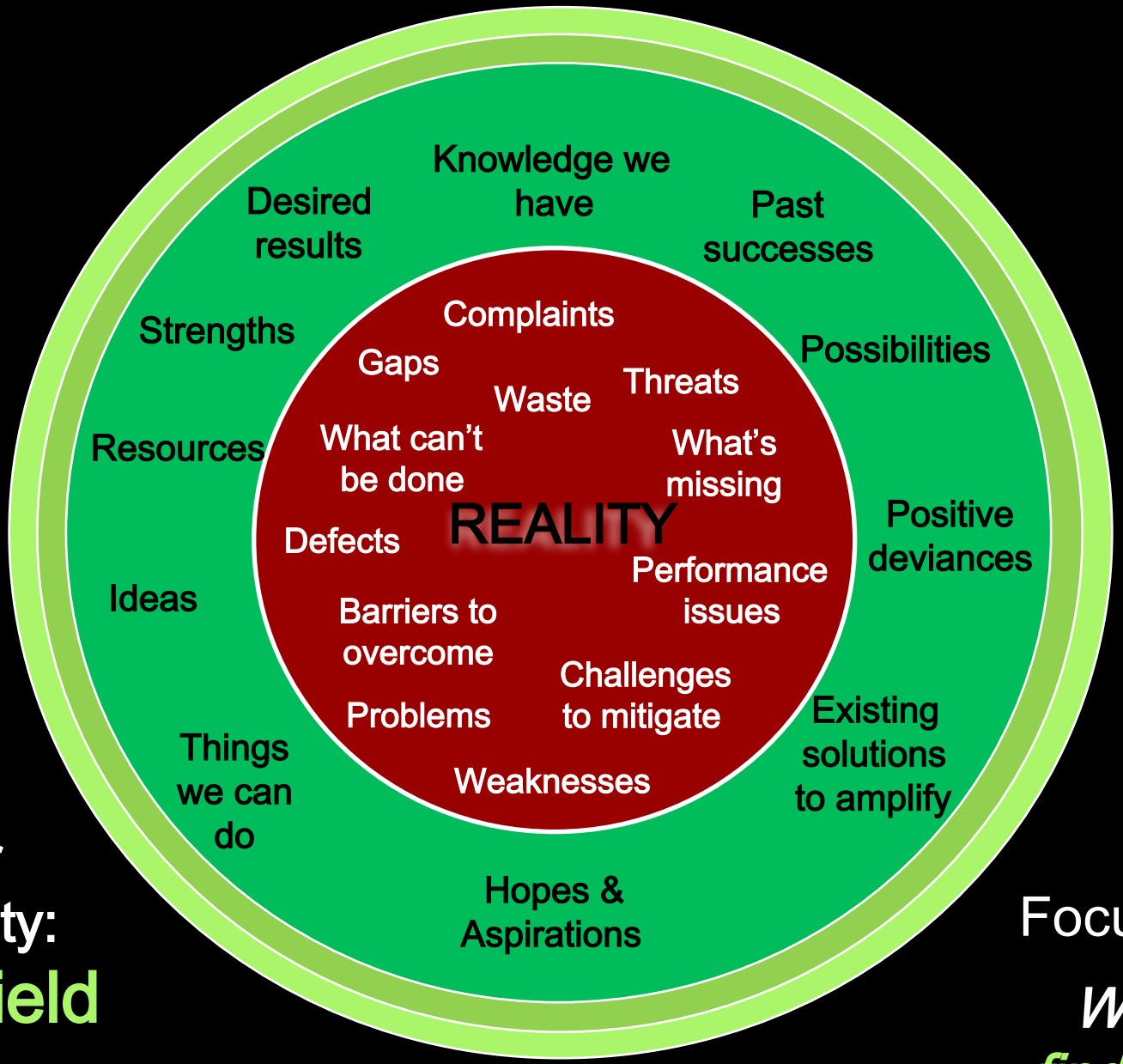
What are the unintended consequences?



Thought

Action

Behavior



Challenge your perception of reality:

increase your field of vision

Reality =

RED+GREEN

Focus on what you want.

What you seek, you find, and what you pay attention to grows.

DEFINITION
un
reachable
un
attainable
im
possible
un
achievable
REFRAME

RE FRAME

Turnover	➡	Magnetic Work Environment
Mundane Meeting	➡	Idea Jam
Bad Communication	➡	Two-way, Open and Honest Communication

ACTIVITY 1: REFRAME

R E F R A M E PROBLEM TO OPPORTUNITY

Outcomes / Impact of the Problem

Outcomes / Impact of Success

A. Problem Tree

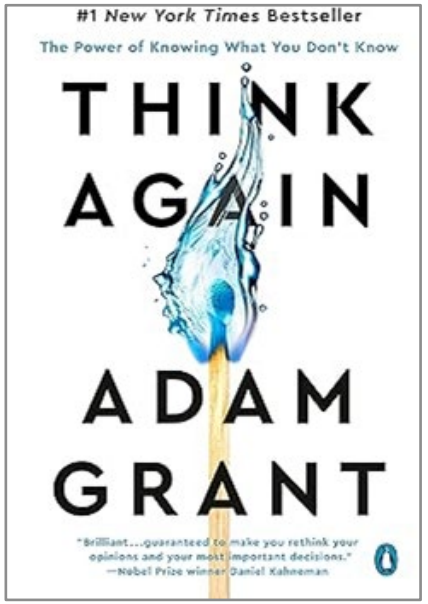
B. Opportunity Tree

Root Causes of the Problem

Root Causes of Success

Source: Mac O'Dell

When communicating we often slip into 3 different “professions”:



1

Preachers

- ❑ When our sacred beliefs might be in jeopardy
- ❑ Deliver sermons to protect and promote our ideals

2

Prosecutors

- ❑ Recognize the flaws in other people’s reasoning
- ❑ Marshall arguments to prove them wrong and win our case

3

Politicians

- ❑ Seeking to win over an audience
- ❑ Campaign and lobby for the approval of our constituents

Instead, think like a Scientist

Think like a Scientist

Stay curious

Open- ended, generative questions

Are you observing or inferring?

Active listening

Concede a good point, even if it runs contrary to our own.

Earn Others' TRUST

trust
/trəst/
noun
verb

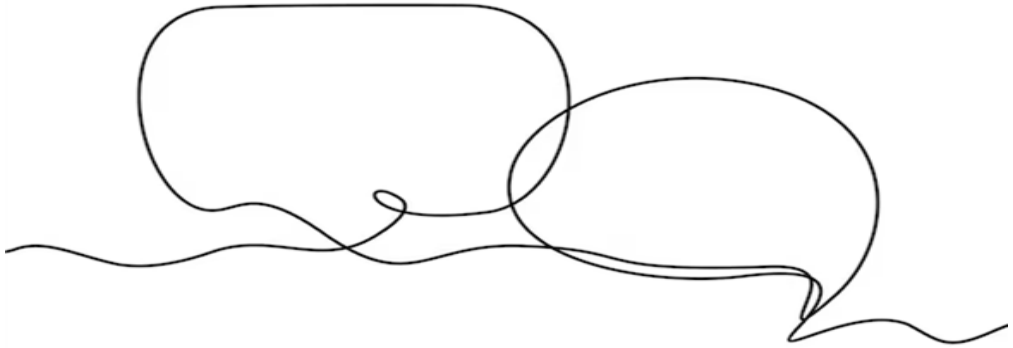
How others act toward us → How we respond (behavior, action) → Impact or Result (intended/unintended)

Adapted from: de Jong, Bart A., Kurt T. Dirks, and Nicole Gillespie. "Trust and Team Performance: A Meta-analysis of Main Effects, Moderators, and Covariates." Journal of Applied Psychology 101.8 (2016)

ACTIVITY 2: TRUST INTERVIEWS

⇒ *Activity in pairs*

1. Scanning your career, and the many people you've worked with and/or led, consider a time when trust soared. What story or experience comes to mind?
2. Dig deeper into this experience: What helped to build the trust? Consider ways of working, behaviors, systems, practices, conditions, etc. Please be specific.
3. Moving forward, what might you do more of or differently to boost trust around you? Consider small or significant changes to meetings, team member management, and projects you lead.



What we **ask** determines what we find.

What we **find** determines how we talk.

How we **talk** determines how we imagine together.

How we **imagine** determines what we **achieve** together.

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Ask Powerful Generative Questions

Ask questions that explore what you WANT

- Versus what you DON'T WANT

Adopt an attitude of "scientific" curiosity (not judgment)

- Ask open-ended questions, ideally ones you don't know the answer to
- Stimulate reflection

Get on the path toward what you want to accomplish

- Is your desire to "vent," or to inspire a positive change in behavior?

Surface learning: new information, knowledge, perspectives

- Challenge underlying assumptions- especially your own
- Remember: you don't know what you don't know

Stimulate creativity and innovative thinking while enrolling others

- People commit to what they help to create

O **Open-ended questions** that allow people to give more information, to feel heard in sharing their perspective, feelings, understanding

A **Affirmations** to encourage, help overcome negative thoughts; thank them for their honesty and willingness to share

R **Reflective listening** (repeating back) to confirm your understanding and to ensure they feel understood

S **Summarize** to clarify what you've learned and next steps

ACTIVITY 3: OARS

⇒ *Activity in trios*

O **Open-ended questions**

A **Affirmations**

R **Reflective listening**

S **Summarize**

Roles + Instructions:

1. Teller - shares a reframed challenge
2. Listener - practices OARS
3. Observer - provides feedback
   - What behaviors increased trust?
   - What to keep doing?

Key Learning

Appreciation

1st step for putting into practice

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