Building Workplace Trust and Organisational Loyalty for Managers

30 November – 4 December 2026
Paris - Right Bank business hotel



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Introduction:

Building workplace trust is a management task, not a slogan. When staff doubt a manager's word, see decisions as unfair or hear news last, they withhold effort, guard information and quietly look for other employers. Loyalty then rests on the cost of leaving rather than on attachment. This Core Concept course gives managers and team leaders practical methods to earn credibility, share information openly, decide fairly, delegate with confidence and repair damaged relationships. Participants produce a Team Trust Diagnostic and Repair Plan for their own unit.

Course Objectives:

- Assess a team's trust level using the ability, benevolence and integrity model and cognition-based and affect-based trust indicators
- Demonstrate credibility behaviours such as keeping promises, consistent follow-up and candid information sharing in routine management situations
- Apply distributive, procedural and interactional justice checks to allocation, rota, reward and disciplinary decisions
- Use delegation and cross-unit agreements as deliberate trust signals between the team, peer departments and senior management
- Diagnose withdrawal signals such as disengagement, absenteeism and cynicism and hold structured trust repair conversations after a breach
- Build a Team Trust Diagnostic and Repair Plan with loyalty indicators tied to affective, continuance and normative attachment

Target Audience:

- Line managers who lead staff, allocate work and take people decisions for a unit
- Team leaders and supervisors who hold daily conversations with employees about workload, rotas and performance
- Department heads managing handoffs and shared resources with peer departments
- Managers who have inherited a team after restructuring, a merger or a leadership change
- HR business partners who coach managers on employee relations and retention

Course Outline:

Day 1: Trust at Work: Definitions, Costs and the Team Baseline

- Trust as Willingness to Accept Vulnerability: Positive Expectation of Another Party
- Ability, Benevolence and Integrity: The Three Trustworthiness Dimensions
- Cognition-Based Versus Affect-Based Trust in Manager-Employee Relationships
- Cost of Low Trust: Information Hoarding, Slow Approvals and Quiet Exits
- Team Trust Baseline Questionnaire and Manager Credibility Self-Rating

Day 2: Models of Credibility, Fairness and Organisational Loyalty

- Leader Credibility Behaviours Mapped to Ability, Benevolence and Integrity
- Organisational Justice: Distributive, Procedural and Interactional Dimensions
- Procedural Fairness Criteria: Consistency, Accuracy, Bias Suppression and Voice
- Meyer and Allen Three-Component Model: Affective, Continuance and Normative Attachment
- Antecedents of Loyalty: Empowerment, Role Clarity and Mission Communication

Day 3: Daily Trust-Building Practices for Managers

- Say-Do Ratio Log: Tracking Promises Made and Kept to the Team
- Open-Book Briefings: What to Share, When and How to Explain Decisions
- Decision Explanation Script Using Informational Justice Principles
- Delegation Ladder as a Trust Signal: From Instruct to Empower
- Cross-Department Service Agreement and Joint Issue Log for Peer Units

Day 4: Breaches, Withdrawal Signals and Loyalty Erosion

- Withdrawal Signal Map: Disengagement, Absenteeism, Presenteeism and Cynicism
- Trust Violation Types: Competence-Based Versus Integrity-Based Breaches
- Trust Repair Sequence: Acknowledgement, Explanation, Apology and Restitution
- Recognition and Employee Voice Channels That Rebuild Attachment
- Trust and Loyalty Indicators: Pulse Items, Regretted Leaver Rate and Exit Themes

Day 5: Role-Play Practice and the Team Trust Diagnostic and Repair Plan

- Role-Play: Explaining an Unpopular Allocation Decision to the Team
- Role-Play: Repairing Trust After a Broken Promise With a Team Member
- Role-Play: Resetting a Strained Relationship With a Peer Department Head
- Team Trust Diagnostic and Repair Plan Drafting With Loyalty Indicators
- Plan Presentation and Peer Critique Panel

Skills You Will Gain:

- Trustworthiness Assessment
- Credibility Behaviour Modelling
- Fair Decision Design
- Transparent Decision Briefing
- Trust-Signalling Delegation
- Withdrawal Signal Diagnosis
- Trust Breach Repair
- Loyalty Indicator Tracking

Why Attend This Course:

- Leave with a Team Trust Diagnostic and Repair Plan for your own unit, with a baseline and loyalty indicators to review
- Explain difficult allocation and reward decisions in a way staff accept as fair, even when they disagree
- Spot early warning signs that good employees are withdrawing before they resign
- Rehearse trust repair conversations with managers from other sectors and receive direct feedback

Conclusion:

Trust and loyalty grow from what managers do repeatedly: keep promises, explain decisions, share information, treat people fairly and hand over real responsibility. The course moves from defining trust and measuring the team baseline, through credibility, organisational justice and the three-component model of attachment, to daily practices, cross-unit relationships and the repair of breaches. The final day rehearses the hardest conversations and produces a Team Trust Diagnostic and Repair Plan that each participant takes back to their unit.