

Co-funded by the  
Erasmus+ Programme  
of the European Union



Co-funded by the  
Erasmus+ Programme  
of the European Union



The present training modules are aimed at fostering women's skills for leadership and entrepreneurship and result from the work carried out during the ESTEEM project phases 1 and 2. The main aim of this project is to enhance and stimulate trust for female entrepreneurship while exploring and developing innovative methodologies to support the creation of craft businesses.

The modules draw on two specific outputs: on the one hand, a study of biopsychosocial criteria influencing entrepreneurs' cognitive profile, its impact on organizational strategies and entrepreneurs' ability to activate creative keys for change within their situational context (IO1); on the other hand, a literature review on entrepreneurship, offering a wide set of perspectives on entrepreneurship, transversal to different societies, through which general trends could be related to project's previous results regarding entrepreneurs' cognitive profiles.

**Please note: ESTEEM – Strengthening and Stimulating Confidence in the Exploration of New Forms of Entrepreneurship Modules is a project funded with support from the European Commission (Project Number: 2020-1-FR01-KA202-080354). This publication reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein.**



## Guidelines for implementation of Module III – Building and Recovering Trust

Link presentation online:

[https://www.canva.com/design/DAE9yaPB\\_Bg/FBSr8wreZloangYtbqRcQ/edit?utm\\_content=DAE9yaPB\\_Bg&utm\\_campaign=designshare&utm\\_medium=link2&utm\\_source=sharebutton](https://www.canva.com/design/DAE9yaPB_Bg/FBSr8wreZloangYtbqRcQ/edit?utm_content=DAE9yaPB_Bg&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton)

Link to pdf: [https://cei.iscte-iul.pt/wp-content/uploads/2022/09/module-iii-building-trust\\_compressed.pdf](https://cei.iscte-iul.pt/wp-content/uploads/2022/09/module-iii-building-trust_compressed.pdf)

Slide 1



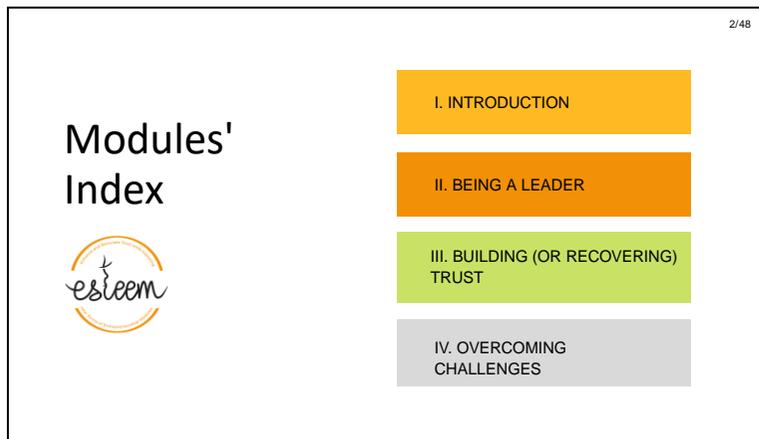
This module should have a minimum duration of 2h30 and a maximum of 3h00.

The duration per slide will depend on your group of trainees and the way the management of time suits better (eg. Smaller groups will need less time to interact and can watch the full videos. On the other hand, bigger groups will need more time allocated for interaction activity and maybe adjust the time allocated to the videos and reflection)

This module integrates a group of training modules.

Nonetheless, each module can be used separately and the order can be changed, according to the need of each training.

Slide 2





Slide 3

3/48

## Modules' Composition



- I. INTRODUCTION
- II. BEING A LEADER
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

A short overview of Module III – Building (Or Recovering) Trust

Slide 4

4/48

### III. MODULE

## BUILDING (OR RECOVERING) TRUST



**Objectives**

- To learn how to build and keep trust in business relationship
- To learn how to build trust within teams and with clients
- To understand the difference between working in group and working as a team.
- To explain the impact of trust in society, groups and business
- To define the drivers and components of trust
- To know how to maintain or recover trust within teams and clients

Objectives of Module III – Building (Or Recovering) Trust



Slide 5

5/48

### III. MODULE

## BUILDING (OR RECOVERING) TRUST

 Expected Results

- After completion of this module you will be able to:
  - identify the drivers of trust and to apply them to self and others;
  - work efficiently in a group: to recognize the importance and value of others; to develop cooperation strategies
  - evaluate yourself and the characteristics to improve

Expected results of Module III – Building (Or Recovering) Trust

Slide 6

6/48

### III. MODULE'S TOPICS

## BUILDING (OR RECOVERING) TRUST

- (1) THE CHALLENGES OF WORKING TOGETHER
- (2) WORKING TOGETHER EFFICIENTLY
- (3) BUILDING TEAMS
- (4) WHAT WE ARE TALKING ABOUT when we talk about trust
- (5) THE DRIVERS OF TRUST
- (6) PRACTICAL RECOMMENDATIONS & MODULE EVALUATION



Topics that will be addressed in Module III – Building (Or Recovering) Trust



Slide 7

7/48

### III. MODULE

## BUILDING (OR RECOVERING) TRUST

TYPES OF INTERACTIONS YOU WILL FIND DURING THE MODULE

Important	Write a comment
Reflect on the comments/question	Read
Discuss together	Role Play
Watch Video	Additional information / Further reading



Types of interactions you will find during the module – in each activity slide you will find an icon correspondent to the action to develop.

Slide 8





Slide 9

(1) The challenges of working together

9/48

What does it take to be an entrepreneur?

Thinking about a business and creating a plan to establish yourself as an entrepreneur is a task that requires:

Activity to do: 

The aim of this slide is to highlight the advantages of working together by proposing to the trainees to think about characteristics of an entrepreneur. They should have some time to think about it.

Slide 10

(1) The challenges of working together

10/48

What does it take to be an entrepreneur?

Thinking about a business and creating a plan to establish yourself as an entrepreneur is a task that requires:



Working together

Activity to do: 

Introduction of a moment of discussion driven for the relevance of working together (eg. Have any of the trainees thought about the importance of working together? Or to work in a group or team?)”



Slide 11

(1) The challenges of working together

Working together

11/48



There is no business without:

- commercial transactions;

There is no economic activity without:

- producers
- manufacturers
- distributors
- suppliers
- employees
- clients

The trainer should highlight the diversity of people which contribute to one's business and how relevant they are for the entrepreneur success.

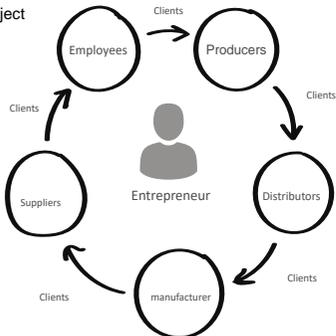
Slide 12

(1) The challenges of working together

Working together

12/48

! Even if your project is a single-owner entrepreneurship, its success will always be subject to the participation of other actors



```
graph TD; E((Entrepreneur)); Em((Employees)); P((Producers)); D((Distributors)); M((manufacturer)); S((Suppliers)); Em -- Clients --> P; P -- Clients --> D; D -- Clients --> M; M -- Clients --> S; S -- Clients --> Em;
```

To evidence that even single-owner entrepreneurship depends on the successful activities with others: suppliers, producers, distributors. If a supplier fails to deliver something to us, we also fail in delivering our service/product to our clients.



Slide 13

(1) The challenges of working together

13/48

! To work together: you need a team!

Working together

This slide is a conclusion about the importance of having a team working with us even if they are not our employees.

Slide 14

(1) The challenges of working together

14/48

What do you think that will be important when working with a team?

- What are the skills needed to contact clients?

Activity to do:

This slide introduces the issues around skilling for relationships with people that are relevant to our business. Usually it's easier to start this exercise by thinking about clients, but depending on the trainees or the situation we can apply this to suppliers or other stakeholders in the business. After, if you have time, you can compare if there are different skills for diverse relationships with stakeholders.

We suggest exploring skills such as:

- Empathy
- Ability to use positive language
- Adaptability
- Communication skills
- Self-control
- Being responsible
- Time management skills (in order to better work with others and don't delay their work)



Slide 15

(1) The challenges of working together

15/48

What do you think that will be important when working with a team?

2. List the skills for working together

Activity to do:

Now trainees should freely discuss with the presented skills, what they would add, in the way they feel more comfortable. As an alternative they can write the ones they consider more relevant in a paper and they share with the rest of the group.



Slide 16

16/48

(1) The challenges of working together

Other useful links



PROFIT.CO

The importance of Partnership in business

Activity to do: 

Optional slide that has further information on the topic.  
(Just to be used by the trainees/organisations that have  
interest in exploring further this theme)

Slide 17

(2) Working together  
efficiently



Slide 18

(2) Working together efficiently

18/48

What do you think about these images?



Activity to do:

Reflection about both images.

Slide 19

(2) Working together efficiently

19/48

What do you think about these images?



Group



Team

The first exemplifies working as a group (sum of individuals working together that interacts institutionally)  
The second exemplifies working as a team (as an organic group that interacts directly – in a personal way)



Slide 20

(2) Working together efficiently

20/48

Developing good personal relationships and consolidating cooperation strategies requires **understanding the differences between a group and a team.**

A good entrepreneur, and a good manager, **recognizes the importance and value of others.**

! You need a team, a group  
it's not enough!

The importance of having a team

Slide 21

(2) Working together efficiently

21/48

**Working as a Group**

A group of people can work in a location and achieve objectives without:

- establish interpersonal relationships
- sharing and communicating
- having in mind collective goals
- diversity

**Working as a Team**

A team works in an organic way:

- the relationship between people;
- the recognition of the differences between them;
- the assignment of different roles to each
- the recognition and sharing of values
- the trust in yourself and others

Presenting differences between working as a group and working as a team.



Slide 22

22/48

(2) Working together efficiently

Working as a Group implies:

- Persons;
- Can work alone;
- No need of communication;
- Commitment & Confidence may not be experienced

Working as a Team implies:

- Persons;
- Can work alone;
- Communication (listening and speaking modalities);
- Commitment (behaviour styles);
- Confidence.

A group becomes a team when:

- a good interpersonal relationship develops;
- one's recognize the value of others
- there is trust in yourself and others
- cooperation strategies are consolidated

How a group can become a team

Slide 23

23/48

(1) The challenges of working together

What do you think that will be important when working with a team?

2. Role Play options:  
2.1: Recruitment  
or  
2.2: Conflict resolution

Activity to do:

Example of an activity – Role Play.  
You can choose from two options:

- Recruitment
- Conflict resolution

The script for this Role Play follows as an attachment for this module.

Prepare previously the framework of the role play and print the necessary material.



Slide 24

(2) Working together efficiently

24/48

## Do you think trust makes a difference?

Do you think it is the condition to work as a team?

Teaser slide to reinforce the relevance of trust in a team.

Explore this issue:

Do you think trust makes a difference?

Do you think it is the condition to work as a team?

Slide 25

(2) Working together efficiently

25/48

Can you define trust?  
What makes you trust someone?

---

---

---

---

---

---

---

---

---

---

Activity to do:

Exercise slide. Print this slide previously and share with the trainees for them to think about these issues.

Can you define trust?

What makes you trust someone?

(Trainees can write keywords or topics/bullet points)



Slide 26

(2) Working together efficiently

26/48

Can you define trust?  
What does it take to trust someone?

After reflecting a about this question before, share your ideas in group.

Activity to do:

Trainees should share the results of the previous slide and debate within the group.

Then, you should propose an activity where the trainees are grouped in two. One is blinded and the other guides through a space with some obstacles (tables, chairs, steps, etc). After the first part of the activity, the trainees shift positions and do the activity again.

Finally, they debate about their feelings, what was most difficult and most easy to do.

Slide 27

(3) What we are talking about when we talk about trust



Slide 28

(3) What we are talking about when we talk about trust

Trust is very easy to understand and exemplify...but what does it mean in practice?

Practical Example:

Trust is when you accept a company Licence Agreement without reading it. An iTunes licence agreement, for example, is 229 pages, so few people read it before accepting it.

You don't know what you agree to, but you agree, because you trust the company.

28/48

Defining trust through a practical example.  
If you know other examples that are applicable to this topic, please share/include.

Slide 29

(3) What we are talking about when we talk about trust

Trust is very easy to understand and exemplify...but what does it mean in practice?

Definition:

It is possible to define Trust following James Davis conceptualization:

“ Trust is a willingness to be vulnerable. You choose to take the risk and to be vulnerable to the other entity ”

29/48

A short and possible definition of what is Trust (this definition is included in the video in the next slide).



Slide 30

30/48

### (3) What we are talking about when we talk about trust

If you want to further explore the definition of trust , watch this video

[Optional video]

Activity to do:

This is an optional video that you can share in room or recommend to trainees for further exploration of the topic. If you decide to watch the video it is important to promote discussion afterwards.

Slide 31





Slide 32

32/48

### (4) Building Teams... begin with yourself

The first step to building confidence and be able to work with other people is:



Having confidence in yourself!

To highlight the relevance of having confidence in yourself as a determinant skill to work with others.

Slide 33

33/48

### (4) Building Teams... begin with yourself

Having confidence in yourself is



- Be the "example"
- Be consistent with what you think, say and do
- Respect yourself and others
- Have the knowledge and skills
- To have confidence in my abilities
- Empathetic communication
- Work with passion, perseverance, honesty, sincerity

Examples of behaviour when you have confidence in yourself.



Slide 34

34/48

### (4) Building Teams... features



- A team cannot be proposed, it must be built.
- The Team is built through the recognition of differences.
- Everybody in a team adds something (through the interaction with others) and have a specific role. Roles and hierarchies are important, needed and useful.
- Members of a team are not equal, but are all important.
- The 3Cs of teamwork:
  - Commitment (behaviour styles);
  - Communication (listening and speaking modalities);
  - Confidence.

Topics to retain when addressing team working.

Slide 35

35/48

### (4) Building Teams... the importance of trust



- Without trust there is no team, cooperation, neither exchange of any kind.
- Relationships depend on trust. The essence of relations is trust.
- Trust is very difficult to achieve, and it is very fragile. It can break easily and repair it is a huge challenge.
- Despite its importance, theoretically it is very difficult to define it, and it is used and interpreted in several ways.

Connection between working in teams and trust and how trust can be the key for successful relationships between the team members.



Slide 36

36/48

### (4) From groups to teams... and then to trust

Is it possible to recognise trust?

Listen and then comment the video, and share your thoughts.  
[Optional video]

Activity to do:  

This is an optional video that you can share in room or recommend to trainees for further exploration of the topic of trust within teams.  
If you decide to watch the video it is important to promote discussion afterwards.

Slide 37

### (5) The drivers of Trust





Slide 38

38/48

### (5) The drivers of Trust

- Perceived Ability**  
Understanding each ones' abilities
- Perceived Benevolence and Empathy**  
Care about the others and understanding their problems
- Perceived Integrity and Authenticity**  
Have a set of values, defend it, be transparent. Concordance in those discourses and practices.

To highlight the three drivers of trust and their definition.

Slide 39

39/48

### (5) The drivers of Trust

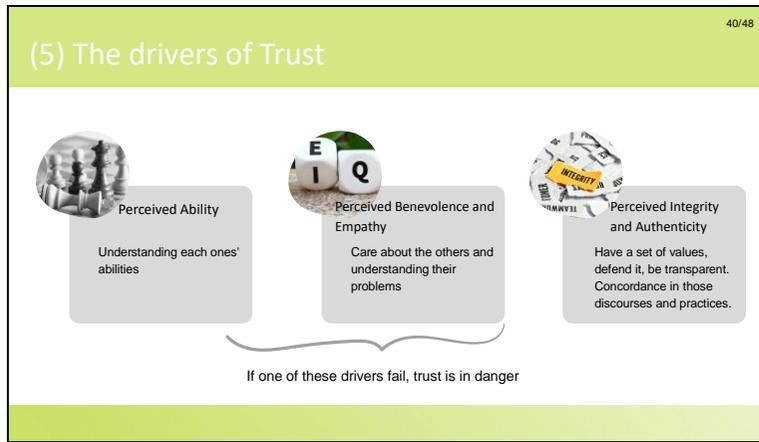
Suggested view time:  
Begin: minute 3  
Finish: minute 9  
[Optional video]

Activity to do:

This is an optional video that you can share in room or recommend to trainees for further exploration of the topic of the drivers of trust. If you decide to watch the video it is important to promote discussion afterwards.

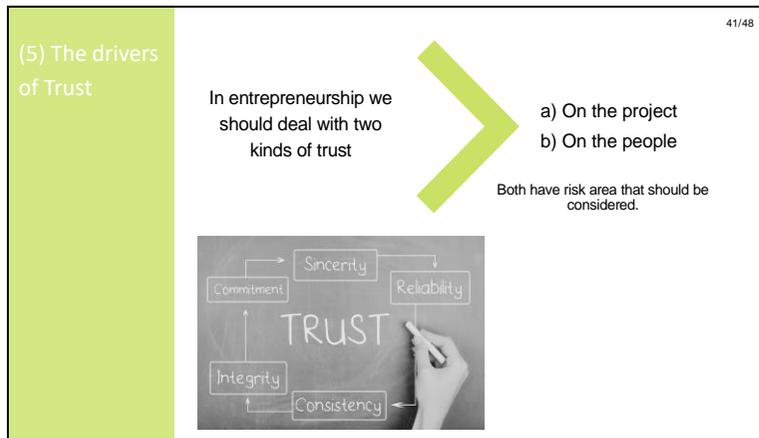


Slide 40



To highlight the need to have always the three drivers simultaneously.

Slide 41



Different kinds of trust in the business environment, remembering that both have risk areas. The trainer can explore examples of this different areas of trust accordingly to his/her experience. Also ask to the trainees if they ever felt this kind of lack of trust in their project or themselves or others.

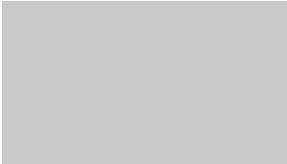


Slide 42

42/48

(5) The drivers of Trust

Other useful links

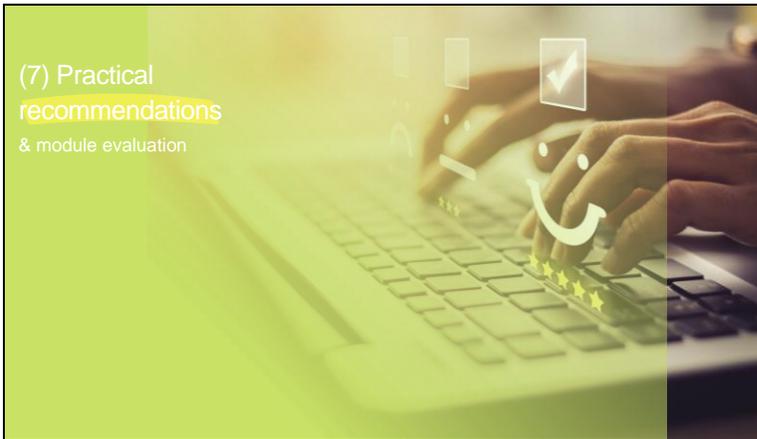


Activity to do: 

Optional slide that has further information on the topic.  
(Just to be used by the trainees/organisations that have  
interest in exploring further this theme)

Slide 43

(7) Practical  
recommendations  
& module evaluation





Slide 44

44/48

## (7) Practical recommendations & module evaluation

- Even if your project is single-owner entrepreneurship you need other actors to work, to share experiences and knowledge

The is a need to work together as a team:  
Producers, distributors, suppliers, employees or clients are part of your network

Recognize the importance and value of others/trust them/trust in your business project

Reminding practical recommendations explaining how team and trust are relevant

Slide 45

45/48

## (7) Practical recommendations & module evaluation

- Even if your project is single-owner entrepreneurship you need other actors to work, to share experiences and knowledge
- Building Teams... the importance of trust

The is a need to work together as a team:  
Producers, distributors, suppliers, employees or clients are part of your network

Recognize the importance and value of others/trust them/trust in your business project

Without trust there is no team, cooperation, neither exchange of any kind.

Relationships depend on trust. The essence of relations is trust.

Trust is very difficult to achieve, and it is very fragile. It can break easily and repair it is a huge challenge.

Despite its importance, theoretically it is very difficult to define it, and it is used and interpreted in several ways.

Reminding practical recommendations explaining how team and trust are relevant and how easily trust can be broken



Slide 46

46/48

## (7) Practical recommendations & module evaluation

- Start by reviewing how the module itself went and then go on to discuss what participants learn
  - Did you enjoy it? What did you like and what did you dislike about it?
  - Were there any surprises in the way the topics were approached? Which?
  - Do you want to add any ideas concerning the proposals?
  - Did you report any experiences related to building trust?

Quick feedback from the trainees about this module.  
To be completed with google form evaluation.

Slide 47

47/48

## (7) Practical recommendations & module evaluation

Reminder:

**Expected Results**

- After completion of this module you will be able to:
  - identify the drivers of trust and to apply them to self and others;
  - work efficiently in a team: to recognize the importance and value of others; to develop cooperation strategies
  - evaluate yourself and the characteristics to improve

After this module, do you feel able to **define / identify / recognise these topics?**

Checking if trainees feel that they achieved the expected results.



Slide 48

48/48



---

Thank you for your  
participation!

**Follow us !**  
 @ESTEEM project

Co-funded by the  
Erasmus+ Programme  
of the European Union 