

VIRGINIA SOCIETY OF CPAS



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HISTORY



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OUR MISSION



The Virginia Center for Inclusive Communities works with schools, businesses, and communities to **achieve success through inclusion**



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SETTING NORMS

- Transparency
- Respect
- Understanding
- Support
- Trustworthiness



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REFLECTION

- How do you personally define trust?
- Share an experience where you felt a high level of trust at work. What were the factors that contributed to that trust?
- Consider a situation where trust was broken or lacking in your workplace. How did it impact you and your team?



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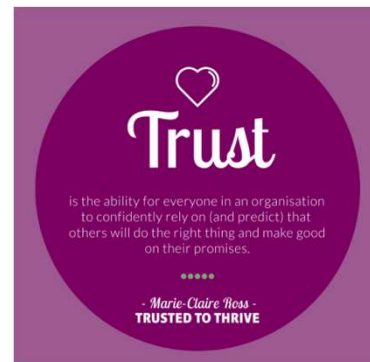
DEFINING TRUST

a. : firm belief in the character, ability, strength, or truth of someone or something. b. : a person or thing in which confidence is placed. – Merriam-Webster

Trust is confidence born of two dimensions: character and competence. Character includes one's integrity, motive and intent with people. Competence includes their capabilities, skills, results and track record. – Stephen M. R. Covey

Trust in the workplace refers to psychological safety, mutual respect, and open communication between employees and management. – Inc.com

**expectation that colleagues, management, and the organization as a whole will act fairly, be honest, consider everyone's interests, and perform competently.
– Chat GPT quotes Harvard Business Review**



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IMPORTANCE OF TRUST

- Robert Putnam argues that Americans are lonelier and more distrustful of their fellow citizens than ever.
- At the root of the problem is the erosion of “social capital,” or the networks of sociability, trust, and solidarity that hold communities together.
- Instead of joining clubs or civil organizations, Americans spend more of their waking hours working, commuting to and from their jobs and sitting in front of the TV.

Source: Politico



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TEAMS

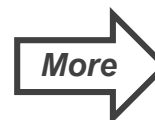
Multicultural Teams

Monocultural Teams

Multicultural Teams



*Effectiveness
in task*



Source: Dr. Nancy J. Adler



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BENEFITS OF TRUST

- Improved collaboration
- Better employee morale
- Increased productivity
- Improved employee performance
- Stronger team bonds
- Greater psychological safety for employees
- Increased respect

Source: Indeed



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LOSING TRUST ON TEAMS

- Lie
- Give false hope
- Mention an opportunity with no intention to fulfill
- Unfair treatment

Source: Masterclass, Leading Winning Teams



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WHAT CAN YOU DO?

1. **Plan Trust Exercises**
2. **Use Micro-affirmations**
3. **Communication Recovery Model**
4. **Continue Learning**



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DISCUSSION

- **What are some trust exercises you have participated in at work?**
- **In what ways did the exercises impact the team?**



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TRUST BUILDING ACTIVITIES

1. The Ledger of Trust
2. Trust Timeline
3. Affirmations



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ADDITIONAL PRACTICES

- Be consistent
- Practice transparency
- Value your employees' opinions
- Recognize accomplishments

Source: Indeed.com



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Source: Masterclass, Leading Winning Teams



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“Tiny acts of opening doors to opportunity, gestures of inclusion and caring, and graceful acts of listening.”

Source: Dr. Mary Rowe



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MICRO-AFFIRMATIONS

- Asking others for their opinion
- Recognizing the achievements of others
- Using friendly facial expressions and gestures
- Taking genuine, professional interest in someone's personal life

Source: Dr. Mary Rowe



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Source: Masterclass, Leading Winning Teams



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COMMUNICATION RECOVERY MODEL

- **Accept feedback**
- **Acknowledge your impact**
- **Apologize**
- **Ask questions for clarification**
- **Reflect and commit to change**
- **Move forward in communication**

Source: Leslie Aguilar



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Source: Masterclass, Leading Winning Teams



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CONTINUE LEARNING

- **“What IS Trust Actually?” by Simon Sinek**
- **“The Neuroscience of Trust” by Paul J. Zak**
- **The Speed of Trust by Stephen M.R. Covey**
- **Trust Rules: How to Tell the Good Guys from the Bad Guys in Work and Life by Linda Stroh**
- **Leading Winning Teams featuring Geno Auriemma by MasterClass**



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CONTINUE LEARNING

- **‘The Interview’: Robert Putnam Know Why You’re Lonely episode on The Daily Podcast**
- **“10 Exercises to Strengthen Your Team” by Indeed**
- **“Microaggressions and micro-affirmations by The Harriet W. Sheridan Center for Teaching and Learning, Brown University**
- **Ouch? That Stereotype Hurts by Leslie Aguilar**



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REGISTER TODAY!



Thursday, September 4, 2025
8:15am – 4:30pm
The Westin Richmond

www.inclusiveVA.org/VIS



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STAY IN TOUCH



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