Building Trust in the Workplace
Getting at the Root of Low Trust Levels and its Impact on Organizational Success
Why Choose Queen’s IRC?
Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:
- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
Many organizations struggle with low levels of employee engagement and trust – with each other, with the company’s processes, and with leadership. Our Building Trust in the Workplace program will show you how to identify the reasons behind low trust levels, understand different types of behaviour in the workplace, and transform organizational culture to foster a more transparent and positive environment.

**Learning Outcomes**
Learn how to:
- Define, understand and measure different types of trust
- Understand why people misbehave and what to do about it
- Engage leadership in building trust
- Manage feedback and difficult conversations
- Build a strategy for a positive employee culture

**Organizational Benefits**
This program delivers:
- Tools to better measure trust in the workplace
- Greater knowledge of the impact of low trust levels on the bottom line
- Best practices for managing difficult conversations
- Planning tools to fix a ‘broken’ workplace

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**Essentials**

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<th>Essentials</th>
<th>Takeaway Tools</th>
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<tr>
<td><strong>1 Day / 1 Credit</strong></td>
<td>■ Assess organizational trust levels tool</td>
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<tr>
<td><strong>Date &amp; Location</strong></td>
<td>■ Leadership Behaviours Checklist</td>
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<td>Apr. 26, 2019: Toronto</td>
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<td>Nov. 7, 2019: Toronto</td>
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<td>Apr. 2, 2020: Toronto</td>
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<td><strong>Fee:</strong> $1,195</td>
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**Who Should Attend**
Organizational leaders who want to change their employee culture, emerging leaders and managers, organizational development and learning teams, and HR professionals

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Please refer to our website, irc.queensu.ca for the latest information on venues.
Learn. Design.
Our Building Trust in the Workplace program gets at the root of low trust levels and its impact on organizational success:

a) Identifying Your Company Culture
You’ll learn how to identify the different types of trust, the negative consequences of low trust, and how to measure trust levels across your organization. Through role-playing exercises, you’ll develop strategies for effective communications in a diverse employee environment, and practice managing difficult conversations for optimal results.

b) Fostering a Positive Culture
Use best practices and case studies to create your own custom strategy for improving your corporate culture. You’ll learn about self-managed teams and how to support positive behaviour and transparency, as well the vital role that communicating organizational vision, goals and expectations has in creating a trusting and motivating environment.

c) Making the Change
Honest communication is key to cultural change – but it must occur at all levels to be successful. You’ll learn how to help leadership teams acknowledge cultural issues and how to create effective communications strategies as a foundation for mutual trust and transparency.

Learning Beyond the Classroom
Our learning programs are focused on your growth:
- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and Guest Speakers

Paul Juniper (Lead Facilitator)
Paul Juniper (MA, Geography (York); Honourary Life Member, HRPA) was the sixth Director of the Queen’s University Industrial Relations Centre (Queen’s IRC), serving in that role from 2006 to 2018. Paul is a leading and respected figure in Canada’s HR community, with over 30 years of experience in human resources and association leadership.

Paul is particularly sought for his views on the future of the human resources profession. He speaks regularly at conferences on trends in human resources, and the ways in which individuals and their organizations can continue to raise the bar on HR. Paul developed and designed the Queen’s IRC Advanced HR Certificate to meet the increasingly complex professional development needs of HR practitioners. He teaches on Queen’s IRC’s Strategic Workforce Planning, Linking HR Strategy to Business Strategy, Building Trust in the Workplace and HR Metrics and Analytics programs. His research focuses on the state of the HR profession both in Canada and around the globe.

https://irc.queensu.ca/facilitators/paul-juniper

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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We offer four easy ways to register:
**Web:** Complete the online form at: irc.queensu.ca
**Telephone:** Reserve by calling toll-free: 1-888-858-7838
**Fax:** (613) 533-6812
**E-mail:** irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees
Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

**Note:** Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty **8 days or more from the program start date**.

Substitutions **7 days or less before the program start date** will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty **up to 15 days prior to the program start date**.

Transfers and cancellations **14 days or less from the program start date** will be subject to a **100% charge of the program fee**.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.