Outline for Presentation

1. What is Trust?
2. Consolidation and How this Idea Started
3. Fear
4. Trust
5. Suggestions for Building Trust in your Organization
Materials we will Give You Access to Later Today

- Bibliography of sources
- Copy of PowerPoint
Part 1: What is Trust
What is Trust?

**Reliance:** confidence in good qualities, especially fairness, truth, honor, or ability

**Position of obligation:** the position of somebody who is expected by others to behave responsibly or honorably

**Hope for future:** hopeful reliance on what will happen in the future
Trust is all about Relationships!
Trust is conditional and fragile.

-Dr. Roger Clarke
Trust, **NOT MONEY**, is the currency of any organization.
Why is Trust Important?

In effective organizations, top leaders are able to gain faster results, build deeper relationships, and create stronger bottom lines (or service excellence) when they have developed the TRUST EDGE.

-David Horsager
Levels of Trust

You may speak for and represent me.

1st Level of Trust

I only trust you when I can see you.

2nd Level of Trust

Street light theory of trust.

Basement Level of Trust

Trust has been destroyed and rebuilding.

Sub-basement Level of Trust

Source: Dr. Linda M. Johnson
Trust, care, and help!

1. Do you care about me?
   The compassion question

2. Do I trust you?
   The character question

3. Can you help me?
   The competence question
<table>
<thead>
<tr>
<th>Character</th>
<th>Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intent</td>
<td>Capability</td>
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<tr>
<td>Caring: To look out for the well-being of the organisation and all its employees.</td>
<td>Honesty: To be truthful, and frank in all interpersonal communications.</td>
</tr>
<tr>
<td>Transparency: To be clear about the motivations that lie behind all decision-making.</td>
<td>Fairness: To act without bias, discrimination or injustice towards</td>
</tr>
<tr>
<td>Openness: To be accepting and receptive to the ideas and opinions of all employees.</td>
<td>Authenticity: To be consistent and sincere in thought, word and action in all situations.</td>
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**THE COMPONENTS OF TRUST**
Trust is measured by how close the actual product and the expected product match.

*Ted Gurr ‘s Theory*
Part 2: Consolidation
Trust and Consolidation

• Trust impacts us 24/7, 365 days a year

• 83% of mergers / acquisitions / consolidations fail because of issues related to people and cultural differences

• 50% of mergers / acquisitions / consolidations actually destroy organizational value

• The first casualty in a merger / acquisition / consolidation is trust
Trust and Emotions

Acknowledge that work is stressful and emotions will be high at times.

Realize that if someone is communicating with high emotions they do not feel understood.
Part 3: Fear and Anxiety
DEFINITIONS

Fear - An intense emotion aroused by the detection of an imminent threat and which triggers a set of physiological changes.

Anxiety - An intense emotion aroused by a potential threat which triggers a more intense response than is warranted.
ANXIETY ≈ FEAR

For the purposes of this presentation FEAR and ANXIETY are considered approximately equal.

They are two sides of the same coin.

Both rev up the body and mind for...
Fight

Flight
FREEZE!
Some typical stressors that create ANXIETY and FEAR.

- Conflicts with Co-workers
- Negative work atmosphere
- Chemical Dependencies
- Lay-off / job cuts rumors
- Gossip
- Inadequate Physical Surroundings
- Unprepared for the job
- Family Issues
- Unreliable transportation
- Lack of recognition
- Favoritism
- Workload
And most of all...

FEAR OF THE UNKNOWN

“People do not simply resist or reject change—
they resist the UNKNOWN.”

~ Shifting Fears, Guiliano and Carillo
Stress and Fear are Cumulative
The Downward Spiral

FEAR & MISTRUST

Suspicion, rumination, paranoia

Perceived threat to self / family

Fatigue

“I quit, but forgot to tell you”
Trust Tax

When people or organizations step into a new role, they can also walk into a situation where there is a trust issue already in place and you now have to address that issue.
Types of Low Trust Taxes

- Redundancy
- Bureaucracy
- Politics
- Disengagement
- Churn (turnover of patrons or stakeholders)
- Fraud (dishonesty, sabotage, obstruction, deception, disruption)
W. Edwards Deming

14 Points of Management

**Point 8:** Leaders have an obligation to drive out fear out of the organization, so that everyone may work effectively for the company.
FEAR
Part 4: Trust
Low / Lack of Trust

• Low trust is the greatest cost in any organization.

• Regardless of reason (unethical behavior or fear) low trust creates:

  hidden agendas, politics, interpersonal conflict, interdepartmental rivalries, win-lose thinking, defensive and protective communication
The 8 Pillars of Trust
Pillar 1 – Clarity:
People trust the clear and mistrust the ambiguous
Clear Expectations and Communications

YOU HAVE TO REVEAL EXACTLY WHAT NEEDS TO BE DONE BEFORE YOU CAN EXPECT TO SEE IT HAPPEN!!
Pillar 2 – Compassion: People put faith in those who care beyond themselves

We care.
Caring leads to trust!
Four **LAWS** of Compassion

- **Listen**
- **Appreciate**
- **Wake up / get engaged**
- **Serve Others**
Pillar 3 - Character:
People notice those who do what is right over what is easy.
Without **CHARACTER**, there is no trust.

Without trust, there are no followers.

Without Followers, **LEADERSHIP** does not exist
TRUST:
A constant Opportunity
A constant Challenge

Maintaining credibility and giving people a person, a leader, or an organization they can trust is a constant challenge in today’s world.
Pillar 4 - Competency: People have confidence in those who stay fresh, relevant, and capable.
The only thing more expensive than education is ignorance –  
Benjamin Franklin
Pillar 5 - Commitment:
People believe in those who stand through adversity
Lots of People want to ride with you in the limo, but what you want is someone who will take the bus with you when the limo breaks down.

- Oprah Winfrey
Pillar 6 – Connection:
People want to follow, be around friends / good people
Doing, not saying, builds trust and connection.
Pillar 7 – Contribution:
People immediately respond to results
Contribution

• You must deliver to be trusted
• The more you give, the more you receive
• Give attention, resources, time, opportunity, and help
• Learn to say Yes!
What is reasonably expected of people is likely to be what they aspire to.
Pillar 8 - Consistency: People Love to see little things done consistently
It is the little things done consistently, that make the biggest difference.
Trust is confidence, 
distrust is suspicion!
Negative Intent

When people are asked to interface, both often start with the assumption of negative intent.

• What’s your hidden agenda?
• What’s your real motive for being here?
• What are you trying to position?
Part 5: Suggestions to improve Trust
Leadership

Today’s leaders need to lead with both their hearts as well as their heads.
Ban the Hierarchy

- Transformation requires moving people out of their organizational boxes and ruts
- Encourage job rotation to enrich knowledge
Generate Reciprocity

If you give trust to people and organizations, they tend to give trust back.

True leaders will go first with extending trust.
Constructive Dissent

• Encourage constructive dissent
• If quick consensus on an important issue, acclamation means nobody has done the homework
• There should be some controversy
Two Halves Declare Intent: What and Why

• Both parties should agree to create a declaration of intent
• Include WHAT we want to do
• Include Why we want to do it
Make Trust an Explicit Objective

• Top leaders and organizations have learned that one of the most effective things they can do in declaring intent is to make the creation of trust an explicit objective.

• Trust is NOT a byproduct, but a targeted outcome!
Other Suggestions

• Challenge the gospel (no sacred cows)
• Disperse leadership across the organization
• Do not overcommit (and underperform)
• Evaluate your behaviors, do they increase or destroy trust
• Own up if something has gone wrong
Even More Suggestions

• Do not be too quick to judge, but quick to forgive.
• Get a handle on organizational gossip.
• Show with your actions, not just saying.
• Delayed decision making increases confusion and stress.
• Extend trust gradually (builds efficiency and effectiveness).
• Offer opportunities for accountability.
• Keep your promises.
Leadership Behaviors That Support Trust

- **Humility** – leaders need to concentrate on doing what is right, not being right
- **Courage** – leaders need courage to stand up for focusing upon what is right
- **Choose Abundance** – there is enough for everyone
- **Honesty** – always tell the truth
- **Be Realistic** - tackle the tough issues head-on
- **Listen First** – don’t be thinking about what you want to say “Counterfeit Listening”
The first thing for any leader is to inspire trust.

-Doug Conant, CEO, Campbell Soup Company
Questions?
Comments?
Thank You

URL: http://libguides.kennesaw.edu/feartotrust