

# 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?

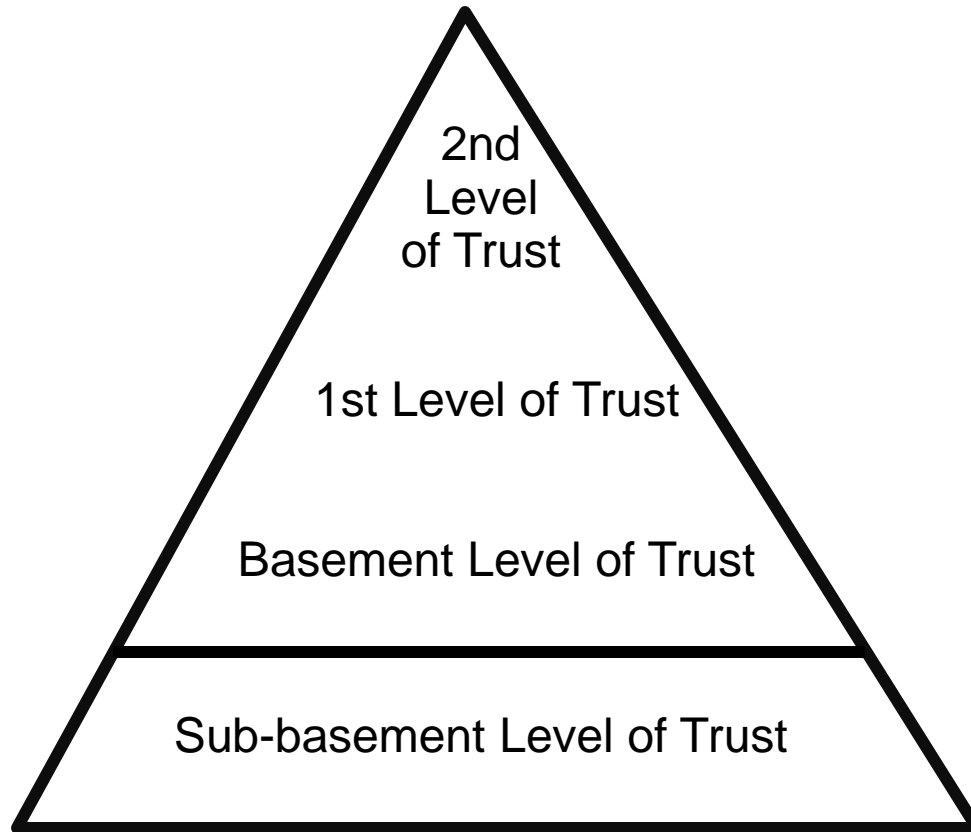
In effective organizations, top leaders are able to gain faster results, build deeper relationships, and create stronger bottom lines (or service excellence) when they have developed the **TRUST EDGE**.

*-David Horsager*



# Levels of Trust

Source: Dr. Linda M. Johnson



*You may speak for and represent me.*

*I only trust you when I can see you.*

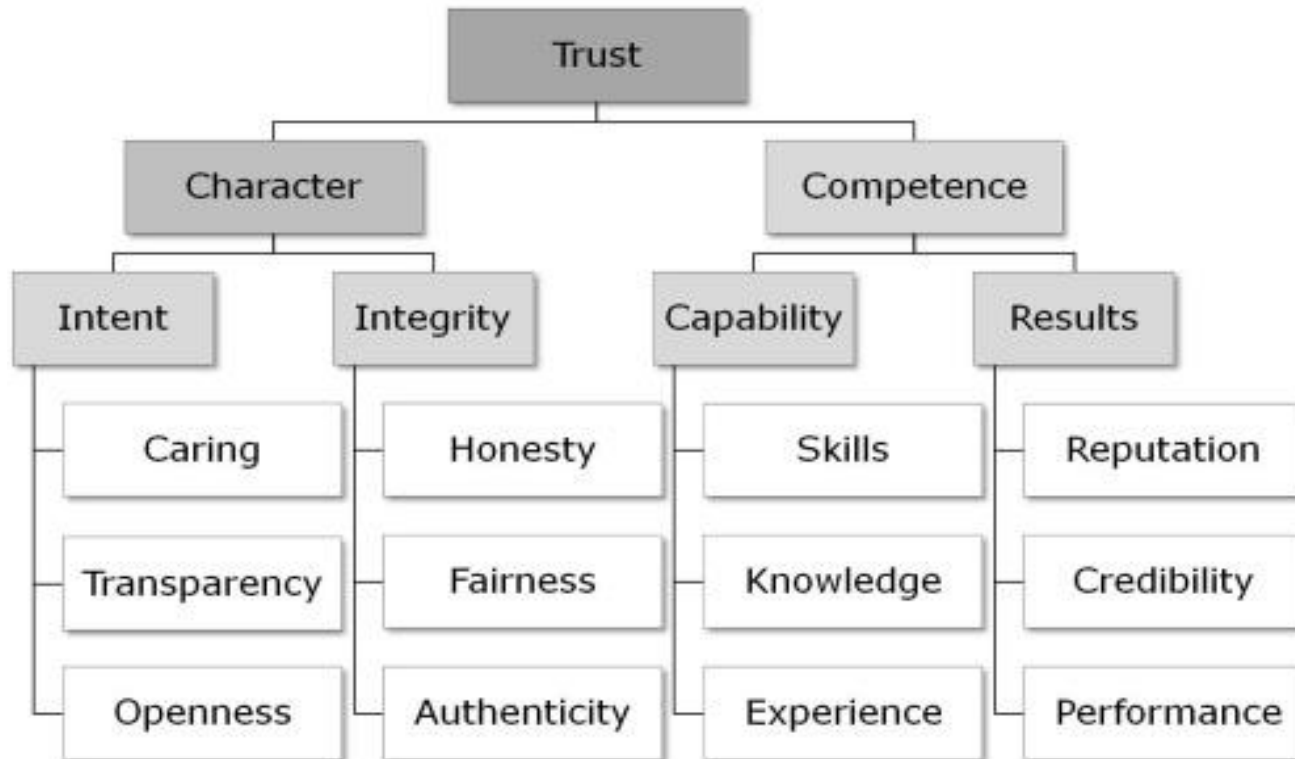
*Street light theory of trust.*

*Trust has been destroyed and rebuilding.*

# Trust, care, and help!



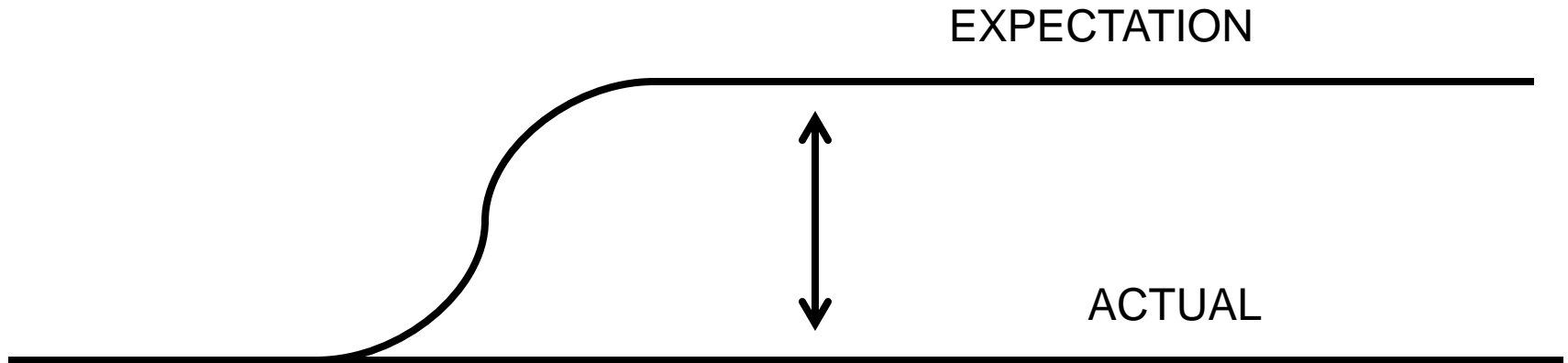
# Character and Competence



## THE COMPONENTS OF TRUST

CHARACTER		COMPETENCE	
Intent	Integrity	Capability	Results
<b>Caring:</b> To look out for the well-being of the organisation and all its employees.	<b>Honesty:</b> To be truthful, and frank in all interpersonal communications.	<b>Skills:</b> To accomplish professional tasks with ease, speed and proficiency.	<b>Reputation:</b> To be held in favourable esteem by bosses, peers and subordinates.
<b>Transparency:</b> To be clear about the motivations that lie behind all decision-making.	<b>Fairness:</b> To act without bias, discrimination or injustice towards	<b>Knowledge:</b> To be very familiar and conversant in a specific topic or	<b>Credibility:</b> To consistently articulate ideas in a convincing and believable
<b>Openness:</b> To be accepting and receptive to the ideas and opinions of all employees	<b>Authenticity:</b> To be consistent and sincere in thought, word and action in all situations	<b>Experience:</b> To accumulate practical knowledge through personal observation and	<b>Performance:</b> To discharge personal responsibilities with accomplishment

# Communication Expectations 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.

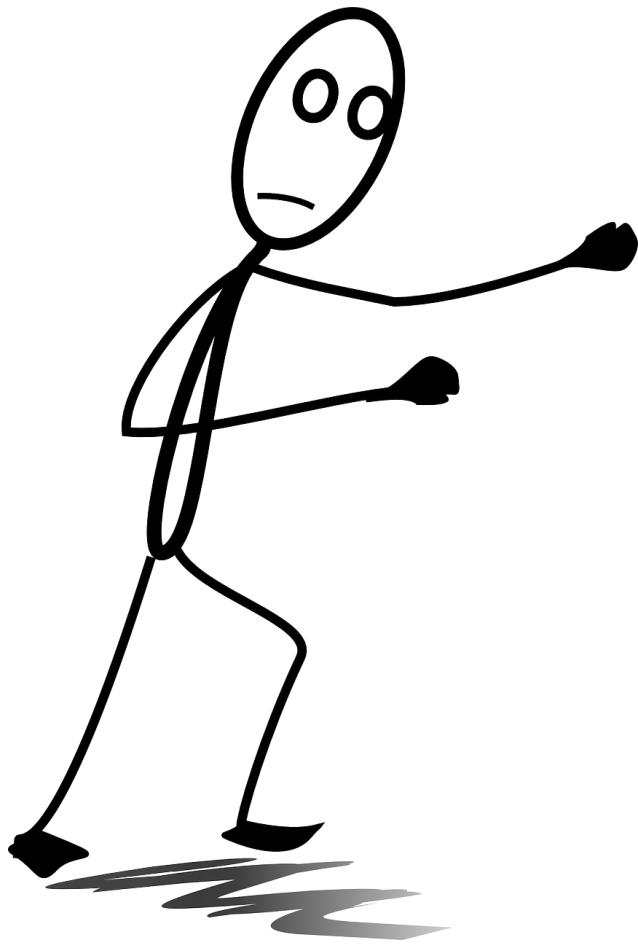
**Anxiety**-An intense emotion aroused by a *potential* threat which triggers a more intense response than is warranted.

# **ANXIETY $\approx$ FEAR**

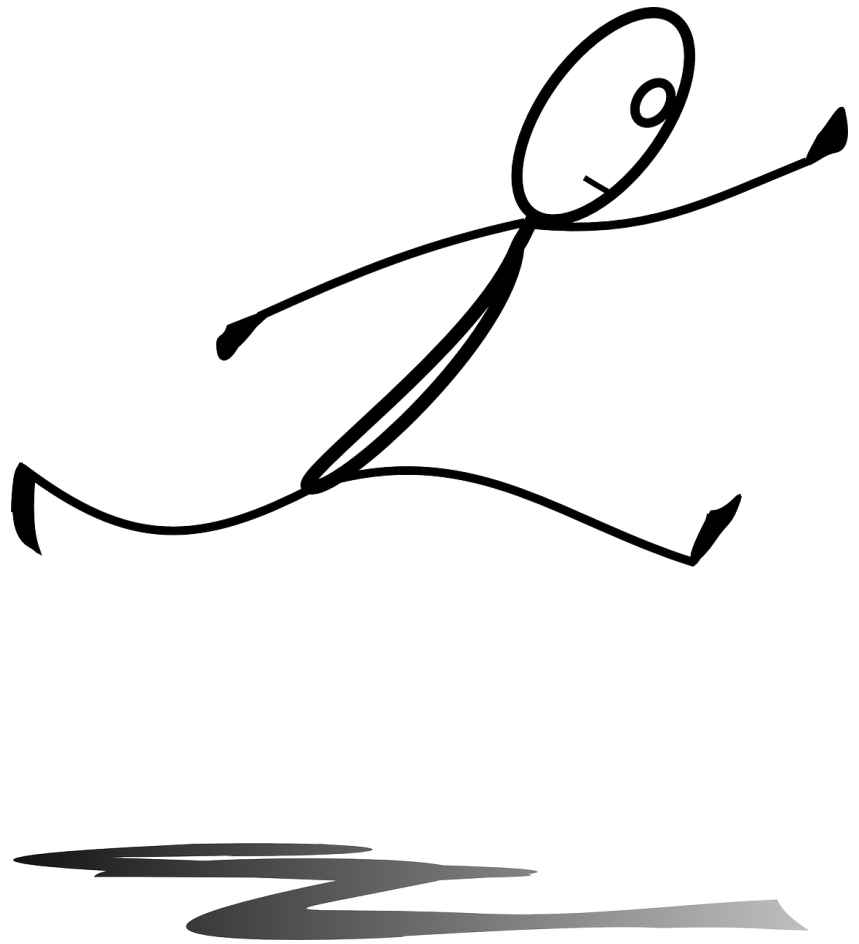
For the purposes of this presentation  
FEAR and ANXIETY are considered  
approximately equal.

They are two sides of the same coin.

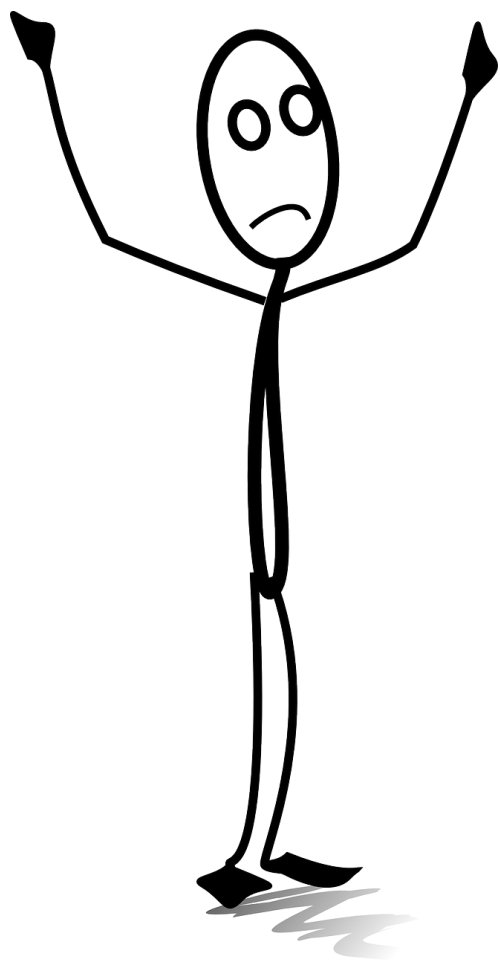
Both rev up the body and mind for...



**Fight**



**Flight**



**FREEZE!**

# Some typical stressors that create **ANXIETY and FEAR.**

Conflicts with Co-workers

Unprepared for the job

Negative work atmosphere

Family Issues

Chemical Dependencies

Unreliable transportation

Lay-off / job cuts rumors

Lack of recognition

Gossip

Favoritism

Inadequate Physical Surroundings

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



Horace W. Sturgis Library

# Stress and Fear are Cumulative





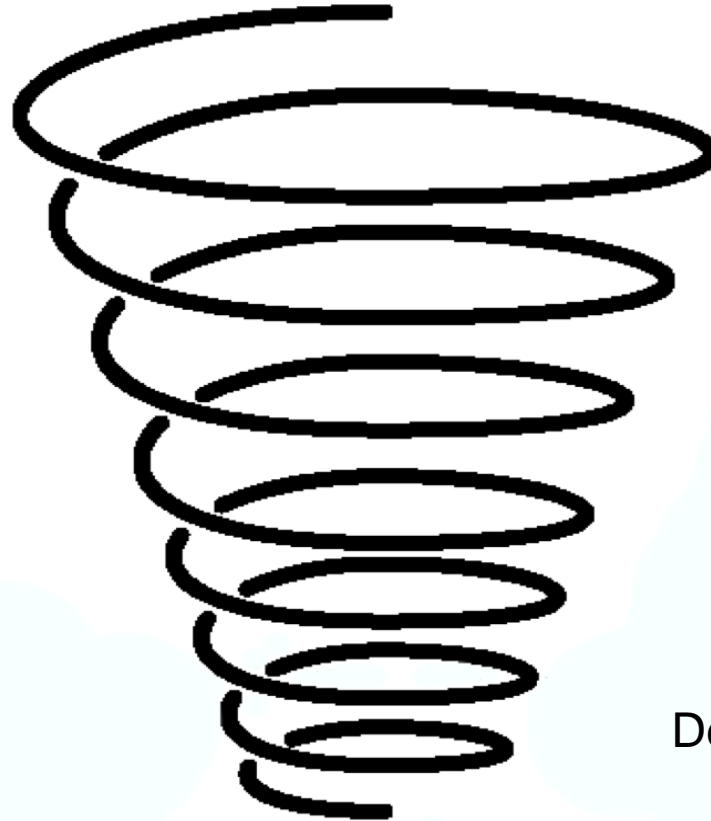
# The Downward Spiral

## FEAR & MISTRUST

Suspicion,  
rumination,  
paranoia

Perceived  
threat to  
self / family

Fatigue



Withdrawal

Anger

Depression

**"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.



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# Types of Low Trust Taxes

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

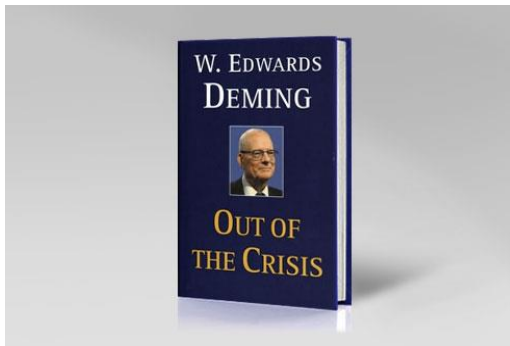


ClipartOf.com/437538

# 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.





# 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**



# Caring leads to trust!

## Four **LAWS** of Compassion

- **L**isten
- **A**ppreciate
- **W**ake up / get engaged
- **S**erve 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:**

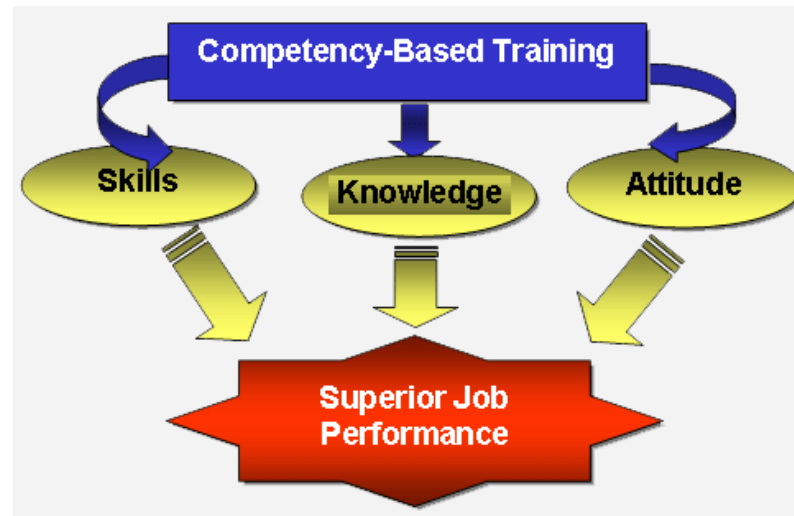
**A constant Opportunity**

**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.**



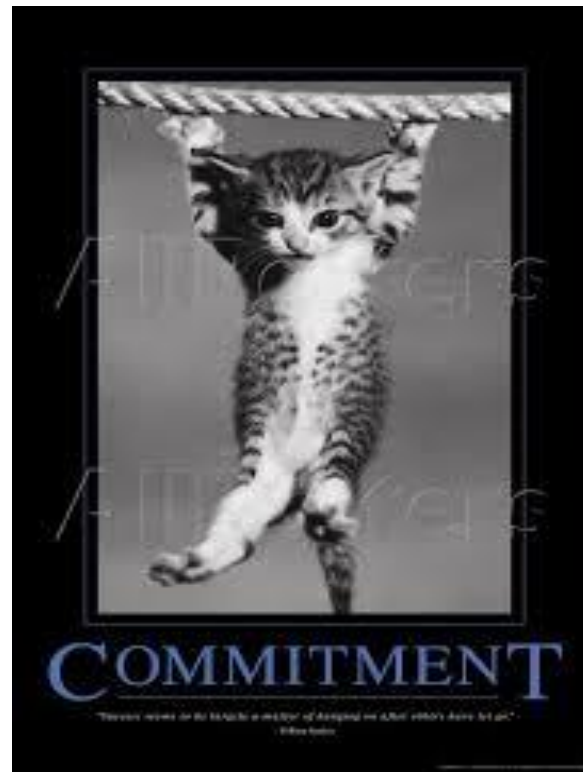


**The only thing more expensive than  
education is ignorance –**  
*Benjamin Franklin*



# **Pillar 5 - Commitment:**

## **People believe in those who stand through adversity**



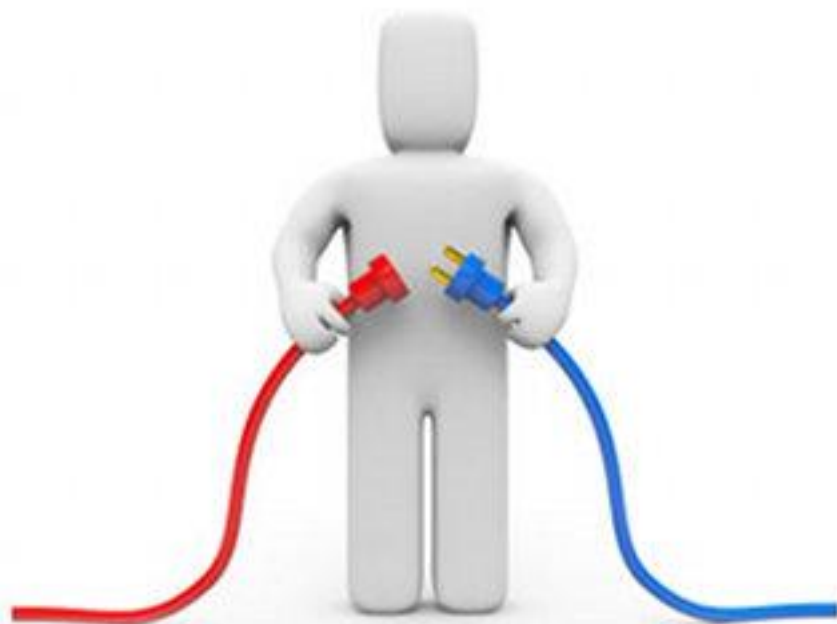
**Lots of People want to ride with  
you in the limo, but what you want  
is someone who will take the bus  
with you when the limo breaks  
down.**

***-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**



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# Contribution

- You must deliver to be trusted
- The more you give, the more your 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**

**Consistency**

**is**



**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

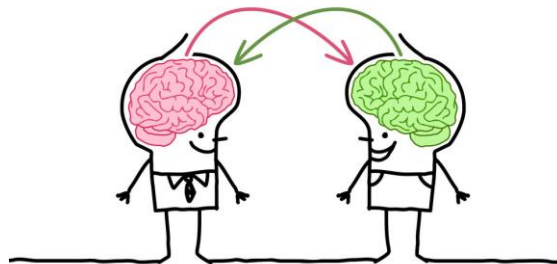
- Transformation requires moving people out of their organizational boxes and ruts
- Encourage job rotation to enrich knowledge



# 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*

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# Questions?

# Comments?

# *Thank You*



**URL: <http://libguides.kennesaw.edu/feartotrust>**