

Harnessing TRUST







We Live In A Low Trust World

Research shows that only 51% of employees trust senior management, and only 28% believe CEOs are a credible source of information.

This compels us to ask two questions:

1. Is there a measurable cost to low trust?
2. Is there a tangible benefit to high trust or is it just 'nice to have'?

High-trust organizations had a total return to shareholders that was 286% higher than low trust organizations.

High trust companies earned over four times the returns of the broader market.

What does TRUST come from?

Common Values & Beliefs





TRUST is also a feeling

Have you ever said, *“Everything sounds and looks good, but something doesn’t **feel** right.”*

“Trust happens when leaders are transparent, candid, and keep their word. It’s that simple.”

– Jack Welch, former CEO, General Electric

Why Is TRUST Important?

It's the one common thing in any company that if removed will destroy EVERYTHING

- Least Understood
- Most Neglected
- Changes Everything

What's the Difference?

3 Big Ideas Around Trust

1. Trust is an economic driver, not merely a social virtue.

Trust always effects two measurable outcomes.

- 1.Speed
- 2.Cost

TRUST TAX

TRUST ↓ = SPEED ↓ COST ↑



TRUST DIVIDEND

TRUST  = SPEED  COST 

TSA Pre ™



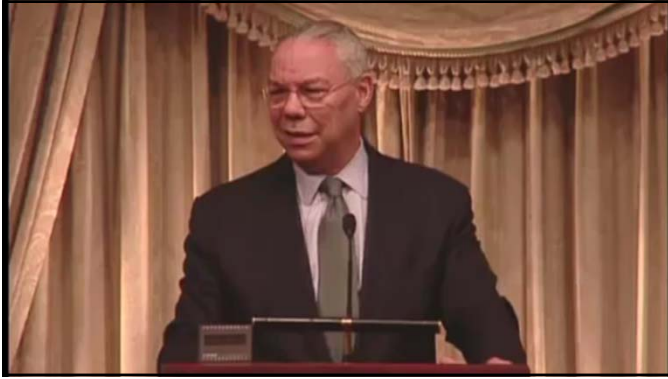
Trust is like the air we breathe-
when it's present, nobody really
notices; when it's absent,
everybody notices.
-Warren Buffett-





3 BIG IDEAS AROUND TRUST

2. TRUST is the #1
competency of leadership
needed today



3 BIG IDEAS AROUND TRUST

3. TRUST is a learnable competency.

TRUST is a function of 2 things

- 1. Credibility
- 2. Behavior

CREDIBILITY

Credibility is the foundation in which all trust is built.

Who's more credible?



4 Cores of Credibility (Character)

1. Integrity – Doing the right thing.

“Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not.”



4 Cores of Credibility(Character)

1. Integrity – Doing the right thing.
2. Intent – Determined to do something with a purpose in mind





4 Cores of Credibility (Competence)

3. Capabilities (Talents, Skills, Expertise, Knowledge)

Are you relevant? Are you getting better? Learning, growing, changing?

4 Cores of Credibility (Competence)

3. Capabilities – Are you relevant?

4. Results – Performance (Present and Past)

People project upon you future performance based upon what they've seen.

TRUST is a function of 2 things

What We Do +
How We Do It





"You cannot talk yourself out of something you behaved yourself into."
- Stephen M.R. Covey

HIGHEST LEVERAGED BEHAVIORS
THAT BUILD TRUST

1. TALK STRAIGHT

HIGHEST LEVERAGED BEHAVIORS
THAT BUILD TRUST

2. RIGHT WRONGS

HIGHEST LEVERAGED BEHAVIORS
THAT BUILD TRUST

3. DELIVER RESULTS

HIGHEST LEVERAGED BEHAVIORS
THAT BUILD TRUST

4. KEEP COMMITMENTS

HIGHEST LEVERAGED BEHAVIORS
THAT BUILD TRUST

5. EXTEND TRUST

How do I create an environment of TRUST?

Extend TRUST.

Being Trusted Does Four Things:

1. Rise To Occasion
2. Perform Better
3. Develop Skills
4. Reciprocates Trust

TWO Jobs of a LEADER

- 1. Inspire Trust
- 2. Extend Trust...Give it Back
(when you withhold trust, they withhold it)

#1 Reason Employees Don't Trust Management is because...

Management Doesn't Trust Employees

LEADERS GO FIRST...

THERE'S A RISK IN TRUSTING, BUT
THERE'S ALSO A RISK IN **NOT**
TRUSTING.

Recap

- Trust is a learnable trait
- It's learned through Credibility & Behavior
- Trust is Gained by Leading Out and Extending Trust

CAN TRUST BE RESTORED?

YES...

IS IT EASY?

NO.
