

Tool Box to Establish Trust

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Agenda

- Why is Trust important?
- What does Trust mean?
- How do you establish Trust?
- Actions to take to build Trust
- How is Trust broken?
- How is Trust re-established?
- Summary
- Conclusion
- Questions and Answers

Why is Trust Important?

- Employee satisfaction, commitment and profitability
- Trust enables true sharing and collaboration
- Trust allows a shared vision of what is in the best interest of the larger organization
- A lack of Trust creates fear which ensures suspicion, defensiveness, and standoff behavior

What does Trust Mean?

- “Belief that someone or something is reliable, good, honest, effective, etc.”
- Sharing something valued
- Revealing something to someone or a group that you had not done before
- Trust is freely communicating and reflecting on your own actions

How Do You Establish Trust?

- *“The Thin Book of Trust: An Essential Primer for Building Trust At Work”* by Charles Feltman
- Four Assessments
 - Sincerity
 - Reliability
 - Competence
 - Care
- ‘Given Trust’ versus ‘Earned Trust’

Actions to Build Trust -- Sincerity

- Think about your actions and your words
- Check out your facts
- Decisions and changed decisions – What and Why
- Ask yourself if your actions equal your words
- Validate what others' expectations are with what your intentions are

Actions to Build Trust -- Reliability

- Make clear requests, offers and commitments
- If crisis hits, renegotiate suspense!
- Don't accept tasks you cannot do
- Language is important – be direct!
- Follow up – did the product meet the intent?
- 'Drive Bys' -- don't do & don't accept

Actions to Build Trust -- Competence

- Do I possess the knowledge, skills and resources to complete the task?
- Is the person I am tasking capable of doing the task?
- What is the standard against which the product or task will be evaluated?
- Request feedback on performance

Actions to Build Trust -- Care

- Ensure both parties' interests are considered
- Align words and actions to demonstrate
- Share your interests & actively listen to theirs
- Think about your words, actions and body language
- Explain expectations
- Explain actions you are taking or decisions you have made

Recap of Actions to Build Trust

- Be Sincere in your words and actions
- Be Reliable
- Demonstrate Competence
- Show you Care about the other person's interests

How is Trust Broken?

- Failing to deliver on a commitment or promise
- Product falling short of expectations
- Product is not delivered on time
- Doing the opposite of what you said you would do
- Inconsistent guidance or opinion

How Is Trust Re-established?

- If you broke the Trust
 - Acknowledge what happened
 - Apologize
 - Identify future actions
 - Fix the situation if you can
- If someone else broke the Trust ...
 - Develop plan for engagement
 - State clearly what occurred
 - Ask how they saw the incident
 - Identify actions in the future

*“When you forgive,
you in no way change
the past – but you sure
do change the future.”*

Bernard Meltzer

Summary

- Why is Trust important
 - Organizations with Trust between leader and led out perform those that lack Trust
- How do you establish Trust
 - Charles Feldman's actions to build Trust
- What to do when Trust is broken and how to re-establish it
 - Trustor role and Trustee role

Trust is hard to gain, easy to lose and extremely difficult to regain

Conclusion

"People follow leaders by choice. Without trust, at best you get compliance."

--*Jesse Lyn Stoner*, author of *Full Steam Ahead*

Questions and Answers