

Building Trust



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- ## Components of Trust:
- being trusting – the ability to believe in others.
 - being trustworthy – worthy of others' belief in you.

- ## Today we'll look at:
- factors that determine trust
 - attitudes and experiences that impact trust
 - how to become more trusting
 - tips for developing trust at a distance
 - trust and 21st century leadership

Who do you most trust?
Why?

Trustworthy people:

- are genuine
- have credibility
- are dependable
- are predictable
- are "good folks"
- are good listeners
- are empathetic
- are generous
- maintain confidences
- have special knowledge or expertise
- have your best interests at heart

Who don't you trust?
Why?

Untrustworthy people:

- break confidences
- use information against you
- say one thing and mean another
- lie, are duplicitous, or betray you
- are secretive, less than open

“...to be trusted, all you have to do is what you say you are going to do.”

Aubrey Daniels PhD
Bringing Out The Best In People

“Once trust is established, people will give you the benefit of the doubt if you make a mistake. If you are not trusted, they will not believe you, even when you tell the truth.”

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Trust Self-Assessment

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How did you rate?

- Are you open to new ideas, ways?
- Do you put people first?
- Can you maintain confidences?
- Will you share information, resources?
- Do you strive for excellence, not perfection?

How did you rate?

- Do you truly like and care about people?
- Do you enjoy group work?
- Can handle ambiguity?
- Have you been burned before?

What do you need to work on?

Rebuilding Trust

- How to create a trusting environment:
- establish guidelines; set parameters
 - allow for open communication
 - get buy-in from higher ups before you start
 - seek out champions and sponsors
 - have cut offs

- How to create a trusting environment:
- use conflict to foster teamwork
 - look at other successful models
 - align with successful people and teams
 - forget titles, degrees, distinctions

And if trust is lost,
what can you do to rebuild it?

- get counseling/training
- allow for a grieving process
- let go of the past; rebuild anew

“Leadership is the art of
creating a working climate
that inspires others to achieve
extraordinary goals and
levels of performance.”

General John Michael Loh
U.S. Air Force

Techniques for building trust
across a distance:

- remember special occasions
- keep communication succinct and on a single topic
- attend to their needs immediately
- compliment them often
- sandwich criticism in between comments; offer alternatives

Techniques for building trust
across a distance:

- defer to them when their expertise supersedes yours
- learn from the relationship
- never take them for granted
- ask what you can do to make things even better

“Everyone carries the seeds of greatness. ‘Great’ people don’t have something that everyone else doesn’t; they’ve simply removed a lot of the things that stand in the way of their best selves.”

Rob Lebow and Randy Spitzer, *Accountability: Freedom and Responsibility Without Control*

Trust Self-Assessment Quiz

For each of the following statements, give your self a score of 1-4:

4 - you always do this

3 - you do this most of the time

2 - you do this occasionally

1 - this "isn't you," you never do this

- ___ 1. I practice active listening by minimizing distractions, using a relaxed and open body language, and keeping my mouth shut when others are talking to me.
- ___ 2. I try really hard to concentrate on what others are saying and I don't mentally prepare a response or retort while I'm listening to someone talk.
- ___ 3. I eagerly welcome new insights. I listen with an open mind, even when what is being said goes against what I think, believe, or know from my past.
- ___ 4. I am very willing to change my mind or belief system if I am given new evidence, no matter how strongly I feel about something.
- ___ 5. I put people before tasks. I am willing to stop what I'm doing to listen to someone who needs to talk, no matter the imposition.
- ___ 6. I am known for keeping secrets or sensitive information to myself and never share what's been told to me in confidence – whether it was an explicit or implied confidence.
- ___ 7. I feel totally comfortable having people share my personal space, be it office, home, car, or the physical distance around me.
- ___ 8. When my family does chores, I never feel the need to redo them or criticize the quality of their work.
- ___ 9. I consider myself a perfectionist. I labor over assignments and never feel I'm totally "done," but that another tweak or two is called for.
- ___ 10. When given the choice, I always prefer to do something myself – that way I'll know that it is done right and I can control the outcome.
- ___ 11. I have a definite tendency to offer advice to others and always know how to make something better.
- ___ 12. I do a better job when I work alone.
- ___ 13. I like to be number one and recognized for my contributions.
- ___ 14. I greatly value experience and feel that because of my tenure, I have a lot to offer.
- ___ 15. I am a terrific critic. When I see a finished product, I can hone in on the defects and instinctively know how to improve them.
- ___ 16. I love the role of mentor and enjoy helping someone succeed by following my directions.
- ___ 17. I believe that there is always a "best way" if you just take the time to discover it.
- ___ 18. I like being surrounded by friendly faces that I can relate to and people who have a lot in common with me.
- ___ 19. I like being right and having things fall into place the first time.
- ___ 20. Once I have lost trust in someone, I would not feel comfortable entrusting them again with anything of great importance.

The Fine Art Of Delegation

According to Mary Galbreath Shurtleff, M.A., M.I.M., author of *Building Trust: A Manager's Guide For Business Success*, delegation has several important components.

Delegation is:

- Built on trust
- Transfers a degree of power and accountability
- Can mean “to authorize and send (a person) as one’s representative” – *The American Heritage Dictionary*

Delegation isn't:

- Micromanaging
- Totally giving up accountability
- Seagull management (“Fly in, make a lot of noise, dump on everyone, and fly out.”)

She suggests that you start small by sharing the load in daily tasks. Be specific when you explain a task and catch others doing things correctly so you can praise them as well as help them improve. Don't micromanage, but do be available for questions. Schedule regular “milestone meetings” to check progress and deadlines. Delegate the fun tasks, along with the routine. Be careful not to just pass off the things you don't enjoy doing.

How To Find Integrity And Develop Trust

Here's a great quote from Charles O'Reilly and Karlene Roberts, taken from the book, *Trust Me: Developing A Leadership Style People Will Follow*, by Wayne Hastings and Ron Potter.

Leaders who build trusting relationships within their team are willing to consider alternative viewpoints and make use of other people's experiences and abilities. They feel comfortable with the group and are willing to let others exercise influence over group decisions. In contrast, managers in a distrustful environment often take a self-protective posture. They're directive and hold tight reins of power. Those who work for such managers are likely to pass the distrust on by withholding and distorting information.

As outlined in the book, to have a great organization, integrity must be widespread. The authors note that integrity and trust are inseparable – you can't have one without the other. And when people don't trust one another, it is difficult for the organization to succeed and for the workers to feel fulfilled.

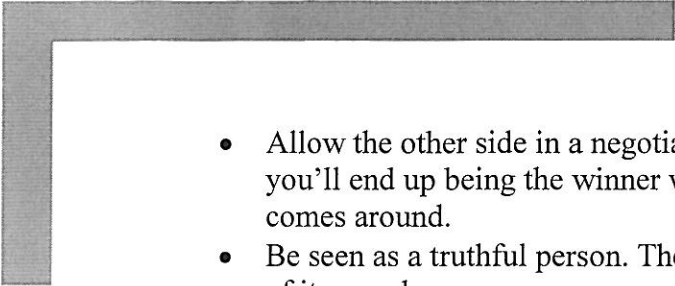
Here are some ways you can build integrity and trust within your organizations and chapters:

- Know who you are. Be aware of your strengths and your weaknesses. Confront your fears and prejudices. You may not like all that you see, but at least you will have the information you need to improve your skills and progress in your life and career.
- If you find a stumbling block, ask yourself where this thought, feeling, or action comes from. Look into yourself to understand why you behave the way you do – especially if it is counterproductive to getting the job done.
- Find a confidant that you can open up to. Don't feel that you always have to be in control and show your best side. Ask for advice, talk out problems and concerns, get feedback. The more competent the advisor, the better the results.
- Examine your reasons for not being more open and trusting. What are you afraid of? Being one-upped by a subordinate or peer? Losing control? Losing status? Being questioned?
- Look at what you have to gain. You can't be promoted unless you can be replaced. The person you help today will be the person who helps you tomorrow. The greatest gift is being a teacher and seeing your students surpass you. Look at all the pluses there are to developing others. Know that people development is one of the top-rated skills needed to move up in organizations today. Don't withhold. The more you give, the more you'll get.
- Start small and delegate at your comfort level – as well as that of your protégé. Increase the assignments as success grows.
- Find other things to occupy your mind. Let go of the delegation and discover new ways to expand your skills and abilities. Ask your exec to delegate new things to you so you can stretch and grow.
- Focus on the positives of freeing yourself to focus on higher-order things and the benefits of training others for leadership. It is truly a win/win endeavor.

The Powerful Leader

Power comes from a willingness to share credit, a desire to lend a hand as well as get a hand, and giving access to information, as well as getting access yourself. The following are steps taken from *The High-Value Manager: Developing The Core Competencies Your Organization Demands*, by Florence Stone and Randi Sachs.

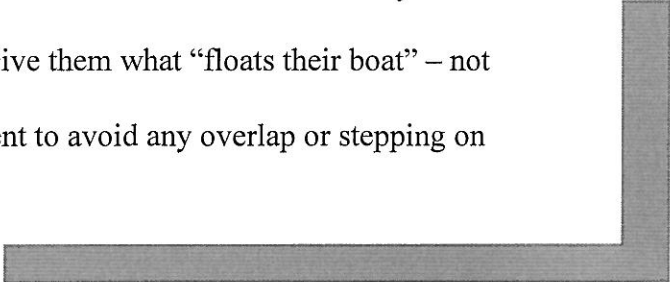
- Share the glory with the people who helped you attain your goals.
- Demonstrate you can be trusted to lend a hand when it is needed and maintain confidences with peers and managers.
- Give access to your outside network to help colleagues (and colleagues of your colleagues) without expecting credit. The assistance will most likely be accepted and later reciprocated.
- Establish a reputation for getting results.
- Don't take sides. No matter who wins, you lose in the long run.

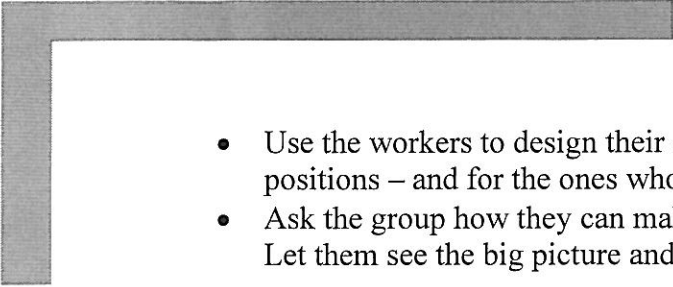
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- Allow the other side in a negotiation to walk away with something. Otherwise, you'll end up being the winner who eventually loses it all...what goes around comes around.
 - Be seen as a truthful person. The organization's memory is much longer than that of its members.

On Empowering Others

Managing Workforce 2000: Gaining The Diversity Advantage, by David Jamieson and Julie O'Meara offers a wealth of information on ways to get the best from every member of your team. They have a quote from Rosabeth Moss Kanter that reads, "Power is the ability to mobilize resources." When you think of power as influence, your path to getting and successfully using it takes a sharp turn from what you normally would envision.

Here is their advice on empowering others:

- Read current literature on power and empowerment. Learn from the best.
 - Encourage spontaneity. Create situations where your team feels "free to be."
 - Share the running of meetings and projects with others. Let them know you are a team player.
 - Work side-by-side with others and frequently use team decision-making.
 - Look for opportunities to recognize others. Give credit where it is due.
 - Ask for input – then use what you can. Explain why you didn't use some ideas that were offered.
 - Study examples of group decision making. Observe the process as much as the end product.
 - When you feel the need to step in and direct someone, hold back and ask yourself how you can approach the situation in a more collaborative fashion.
 - Ask people how they like to give and get information. Adapt to the preferred styles of others. Agree on the process.
 - Use a variety of techniques for receiving and sharing information. Consider memos, phone conversations, face-to-face meetings, e-mail, and other routes.
 - Ask for feedback from supportive observers. You can always decide not to apply their suggestions, but unbiased input can be golden.
 - Mention contributors' names in reports.
 - Use the word "we" when talking about your work.
 - Clarify responsibilities. Point out the goal before you talk about the game plan.
 - Create goals for individuals, as well as for the team. Don't overload any one person.
 - Ask the team what rewards it prefers. Give them what "floats their boat" – not what turns you on.
 - Have the group talk to the full component to avoid any overlap or stepping on toes before they begin work.
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- Use the workers to design their own job descriptions for their committees or positions – and for the ones who will come after them.
 - Ask the group how they can make more of an impact on the total organization. Let them see the big picture and feel empowered to be a part of it.

Seeing The Future First

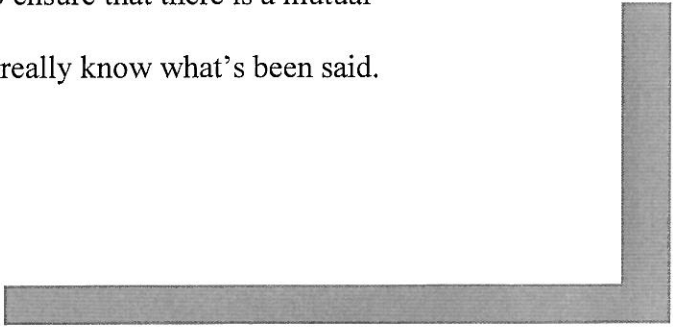
Carolyn Corbin, president of the Center for the 21st Century and author of *Great Leaders See The Future First: Taking Your Organization To The Top In Five Revolutionary Steps*, says it all. She asserts that to be a leader in the 21st century:

- You must move from boss to coach, mentor, and teacher.
- You must change from an authoritarian interactive style to a flexible, participative style.
- You must leave behind hierarchies and embrace work teams.
- You must stop informing and start listening.
- You must not depend on title for status, but rather gain respect from hard work and personal and professional abilities.
- You must focus on people, not just the process.
- You must trust others as much as they trust themselves.
- You must continue to learn about yourself and others who may be different.
- You must strive to take risks and travel to areas that are unfamiliar...as a means to developing your ultimate potential.

Ten Communication Tips

Here are ten communication tips for leaders to build trusting relationships and partnerships. They have been taken from *Partnering: The New Face Of Leadership*, by Editors Lorraine Segil, Marshall Goldsmith, and James Belasco.

Five Do's

1. Say things at the right time when others are ready to hear the message.
 2. Say what's really up – what you are feeling and thinking in a positive way.
 3. Build confidence by carefully sharing important information and taking others into your confidence.
 4. Make sure you are clear and check back to ensure that there is a mutual understanding.
 5. Probe and check into the message, so you really know what's been said.
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Five Don'ts

1. Don't tell someone what he/she should be feeling to make your point.
2. Don't hold back important information so that you can win.
3. Don't let others become your mouthpiece in a discussion.
4. Don't say things or write things that you don't really want to see in print when triggers go off.
5. Don't ever, ever, divulge a confidence to anyone.

Building Trust Resources

Recommended building trust resources include the following:

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- Blanchard, Ken, John P. Carlos and Alan Randolph. *The 3 Keys to Empowerment*. San Francisco CA: Berrett-Koehler Publishers, Inc., 1999.
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- Low-Kramen, Bonnie. *Be the Ultimate Assistant – A Celebrity Assistant's Secrets to Success*. Edison NJ: Bonnie Low-Kramen, 2004.
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- Mosley, Donald, Leon C. Megginson and Paul H. Pietri. *Supervisory Management*. Mason OH: South-Western College Publishing, 2001.
- O'Hara Meyer, Erin. *Administrative Excellence – Revolutionizing Our Value in the Workplace*. Edina MN: Beaver's Pond Press, Inc., 2005.
- O'Toole, James. *Leadership A to Z*. San Francisco CA: Jossey-Bass, Inc., 1999.
- Rosen, Robert H and Paul B. Brown. *Leading People*. Viking, 1995.
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- Tichy, Noel and Eli Cohen. *The Leadership Engine*. New York NY: HarperCollins Publishers Inc., 2002.
- Useem, Michael. *The Leadership Moment*. New York NY: Times Books, 1998.
- Weaver, Richard G. and John D. Farrell. *Managers as Facilitators*. San Francisco CA: Berrett-Koehler Publishers, Inc., 1997.