

TRUST in Action

Nurturing Trust in the Workplace

Cost: Lack of Trust

- Only 19% say “I strongly trust leadership of this organization”
 - Lowest level since 2012 ^[1]
- Just 34% of American trust one another
 - Decline of 15% points between 1972 and 2014 ^[2]
- Disengaged employees cost almost \$9 Trillion globally
 - 10% *higher* customer loyalty with *engaged* employees ^[3]
- Employee turnover costs up to \$1 Million per employee
 - Burned out employees 63% more likely to take sick days ^[4]

Definitions:

- **Trust** = willing to risk something of value to another
- **Trustor** = the one who extends trust, gives trust
- **Trustee** = a person or entity receiving trust
- **Psychological Safety** = an open culture where vulnerability is respected

What a Trustor Risks with Trustee in the Workplace:

- **Practical Risks:** financial, investment, schedule, quality
- **Social Risks:** promotion, recognition, reputation
- **Emotional Risks:** disappointment, fear of failure, repercussion (job loss)

The RACE for Trust

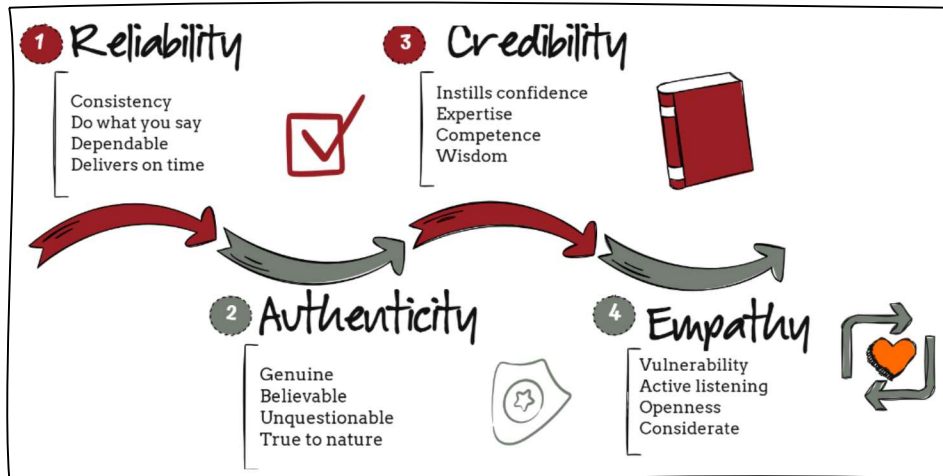
- **R (Reliability)** = always do what you say you'll do (like quality assurance)
- **A (Authenticity)** = unwavering, ethical behavior (like quality control)
- **C (Credibility)** = demonstrated experience, education, honesty
- **E (Empathy)** = humility, lack of selfishness, puts customers first

The RACE for Trust: Building and Maintaining Trust Isn't Easy

- **Hitting the Wall** → Broken trust occurs through small erosions in relationship
- **Getting a Second Wind** → Baby steps focused on the next visible step

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The RACE for Trust Toolkit



1. Set the Pace
2. Stay in Sync
3. Recover from Injury

References

- [1] Gallup, "Leadership & Management Indicators," August 2025. [Online]. Available: <https://www.gallup.com/404252/indicator-leadership-management.aspx>. [Accessed 2 February 2026].
- [2] L. Silver, S. Keeter, S. Kramer, J. Lippert, S. Hernandez Ramones, A. Cooperman, C. Baronavski, B. Webster, R. Nadeem and J. Chavda, "Americans Trust in One Another," Pew Research, 8 May 2025. [Online]. Available: <https://www.pewresearch.org/2025/05/08/americans-trust-in-one-another/>. [Accessed 2 August 2025].
- [3] R. Pendell, "Employee Engagement Strategies: Fixing the World's \$8.8 Trillion Problem," 14 June 2022. [Online]. Available: <https://www.gallup.com/workplace/393497/world-trillion-workplace-problem.aspx>. [Accessed 30 January 2026].
- [4] K. Ganz, "The Cost of Turnover: Understanding the True Impact," 12 February 2025. [Online]. Available: <https://talentohc.com/the-cost-of-turnover-understanding-the-true-impact/>. [Accessed 30 January 2026].

Recommended Reading (alphabetical by author)

Dare to Lead by Brené Brown

Trust & Inspire by Stephen MR Covey

The Fearless Organization by Amy Edmondson

The Thin Book of Trust by Charles Feltman

Think Again by Adam Grant

The Trusted Advisor by David Maister, Charles Green, Robert Galford