

# SPEED OF TRUST<sup>®</sup>

## WHY TRUST?

There was a time in the not-so-distant past when trust was considered a “soft” skill within organizations. But today trust is a hard business reality; it is a requirement for organizations that wish to forge meaningful connections with their market, their constituents, and the communities in which they operate.

Trust is universal. Every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world needs it. And the absence of trust can destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, or the deepest love.

On the other hand, if developed and leveraged, trust has the potential to create unparalleled success and prosperity in every dimension of life.

Simply put, trust is *confidence*. The opposite of trust is *suspicion*.

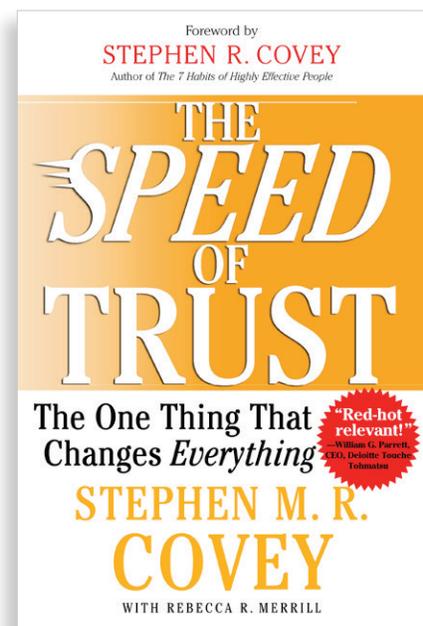
## THE ECONOMICS OF TRUST

In organizations, it is helpful to think of trust as always affecting two outcomes: **speed** and **cost**.

The formula is simple: When trust goes down, speed goes down and cost goes up.

And when trust goes up, speed goes up and cost goes down.

In terms of your efforts, any situation that is hampered by less-than-optimal trust is subject to a hidden “Trust Tax.” In other words, your efforts may be plagued by reduced speed and increased cost. (Turns out trust isn’t so “soft” after all!)



You've undoubtedly seen this tax in action many times. Have you ever had a conversation where you could tell that someone was automatically discounting everything you said by 20 percent, 30 percent, or even more? Similarly, in some situations, you may have paid an "inheritance tax" when you stepped into a role that was occupied by someone who created an atmosphere of distrust that persists in your work.

Just as the tax created by low trust is real, measurable, and extremely high, so the dividends of high trust are also real, quantifiable, and incredibly high.

## SELF-REFLECTION

Write your responses to these questions in the space provided:

- **Who** do you trust? (*Think in terms of both personal and business relationships.*)

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- **Why** do you trust each of these people? What is it that inspires confidence in these particular relationships?

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- **Now** ask yourself: Who trusts you?

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- **What** makes you *credible* in the perception of others?

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# The 5 Waves of Trust



Though fragile, trust has a contagious quality. The exercise of trust always has ripple effects, as demonstrated in the 5 Waves of Trust. The 5 Waves are:

- Self Trust
- Relationship Trust
- Organizational Trust
- Market Trust
- Societal Trust

## The First Wave: Self Trust

Self Trust is the confidence we have in our own ability to set and achieve goals, to keep commitments, to walk our talk, and to inspire trust in others. The whole idea is to become a person who is worthy of trust—both to ourselves and to others. The key principle underlying the wave is *credibility*, which simply means “to believe.”

So, what are the “4 Cores of Credibility”? They are *Integrity, Intent, Capabilities, and Results*. Together, integrity and intent make up *character*; capabilities and results make up *competence*.

### Character

- Integrity. Most people associate integrity with honesty. More important, integrity is acting in ways that are consistent with one’s values and beliefs.
- Intent. This is the internal driver of your decisions. It means disclosing your motives and agenda with fairness and honesty.

## Competence

- **Capabilities.** This is the degree to which you have the skills, knowledge, expertise, and discipline to get the job done.
- **Results.** Think of people you know who deliver results. You trust that they can deliver based on past experiences and their reputation.

## The Second Wave: Relationship Trust

The second wave is all about *behavior*. In the *Speed of Trust* work session, you will explore the 13 Behaviors that are common to high-trust leaders and people throughout the world. Let's briefly explore these now.

### Character-Based Behaviors

1. **Talk Straight.** Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't "spin" the truth. Don't leave false impressions.
2. **Demonstrate Respect.** Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.
3. **Create Transparency.** Tell the truth in a way people can verify for themselves. Declare your intent. Get real and be genuine. Be open and authentic. Err on the side of disclosure. Be transparent about not being able to be transparent (e.g., the law or ethics preclude it). Operate on the premise of "what you see is what you get." Don't have hidden agendas. Don't hide information.
4. **Right Wrongs.** Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate humility. Don't cover things up. Don't let pride get in the way of doing the right thing.
5. **Show Loyalty:** Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't "bad-mouth" others behind their back. When you must talk about others, check your intent. Don't disclose others' private information.

### Competence-Based Behaviors

6. **Deliver Results.** Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.
7. **Get Better.** Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems—both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

8. **Confront Reality.** Take issues head on, even the “undiscussables.” Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person. Don’t skirt the real issues. Don’t bury your head in the sand.
9. **Clarify Expectations.** Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don’t violate expectations. Don’t assume that expectations are clear or shared.
10. **Practice Accountability.** Hold yourself accountable first; hold others accountable second. Take responsibility for results, good or bad. Be clear on how you’ll communicate how you’re doing—and how others are doing. Don’t avoid or shirk responsibility. Don’t blame others or point fingers when things go wrong.

## Character- and Competence-Based Behaviors

11. **Listen First.** Listen before you speak. Understand. Diagnose. Listen with your ears—and your eyes and heart. Find out what the most important behaviors are to the people you’re working with. Don’t assume you know what matters most to others. Don’t presume you have all the answers—or all the questions.
12. **Keep Commitments.** Say what you’re going to do, then do what you say you’re going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honor. Don’t break confidences. Don’t attempt to “PR” your way out of a commitment you’ve broken.
13. **Extend Trust.** Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend “Smart Trust” to others based on the situation, risk, and credibility of the people involved. Don’t withhold trust because there is risk involved.

All 13 Behaviors require a combination of both *character* and *competence*. The first five flow initially from character, the second five from competence, and the last three from an almost equal mix of character and competence.

Keep in mind that taken to the extreme, these behaviors do not build trust, and the “opposite” or “counterfeit” of each behavior creates the biggest withdrawals.

Don’t worry about grasping all the definitions at this time. In the *Speed of Trust* work session, you’ll have an opportunity to explore—and apply—each one.

## The Third Wave: Organizational Trust

Many organizations display multiple symptoms of low trust—including people manipulating facts, withholding information, resisting new ideas, and covering up mistakes. If you are fortunate, you work in an organization where the opposite is true and colleagues and teams share information openly, tolerate and encourage mistakes, are innovative and creative, and share credit abundantly.

If you have ever worked with people you trusted, but in an organization you didn't or in a situation where the organization's systems and structures promoted distrust, you will easily recognize the critical nature of this third wave.

The key principle underlying this wave—*alignment*—helps leaders create structures, systems, and symbols of Organizational Trust that decrease or eliminate the most insidious and costly organizational Trust Taxes, and create significant organizational Trust Dividends.

## The Fourth Wave: Market Trust

Market trust is a level at which you may quite dramatically feel the impact of trust. The underlying principle behind this wave is *reputation*. Market Trust is reflected in the company brand (as well as your personal brand)—the collective perception of trust that key stakeholders, customers, investors, and others in the marketplace have in you. When there is a high-trust brand, customers buy more, refer more, give the benefit of a doubt, and stay with you longer. (As an illustration, think of the brands you trust... and the likelihood that you will continue your relationship with that brand into the future.)

You, too, have a brand or reputation that affects trust, speed, and cost. It is reflected in your résumé and in comments from your references, and it translates into how people interact with you in social situations.

## The Fifth Wave: Societal Trust

The key principle of high Societal Trust is *contribution*. It's the intent to create value instead of destroy it; to give back instead of take.

The principles of contribution and responsibility create trust at a societal level, and today are practiced most visibly in efforts of global citizenship or corporate social responsibility. But at the heart of global citizenship is individual global citizenship. It is about each one of us making the conscious decision to value and invest in the well-being of others. It's each of us carrying out that decision in every dimension of our lives.

## CLOSING

In the *Speed of Trust* work session, you will have many opportunities to dive more deeply into the 4 Cores of Credibility and the 13 Behaviors of Trust. The purpose of this pre-work is simply to frame your thinking about trust by introducing key concepts and terms. Soon all of these ideas will spring vividly to life!