Trust in Relationships, Teams, and Organizations

KCPDC Professional Development Conference

May 24, 2017

Dear KCPDC colleagues,

I invite you to reflect for a moment on the following questions...

- What is trust?
- How do we know when we have it – or when we don't – in our interpersonal relationships and organizations?
- What are the benefits when we do, and the consequences when we don't?
- If trust exists, what can we do to keep from losing it?
- If it doesn't exist, what – if anything – can we do about it?

In the following pages, you'll find a broad overview of material that merely scratches the surface in an attempt to address these questions. There are several models for conceptualizing various aspects of trust, as well as quotations and other tidbits sprinkled throughout as food for thought and further reflection.

My intent for the break-out session on the 24th is to invest our time in engaging, experiential activities that demonstrate the importance of making connections; building relationships, teams, and communities; and keeping trust at the center of interpersonal and group dynamics. The purpose of this handout, then, is to provide some context ahead of time for our activities and discussions. As you browse the materials, my hope is you'll identify ideas that resonate with you and are worthy of further examination in your ongoing quest as life-long learners and as change agents in your own organizations.

Look forward to seeing you next week!

Cheryl Zelle
Lead Faculty Facilitator, Leadership & Management Discipline
Baker University, School of Professional & Graduate Studies
cherylzelle@fac.bakeru.edu
913-449-1437 (cell)

Linked **in**

#BAKERBUILT

BA '92 and MSM '98

TABLE OF CONTENTS:

When a gifted team dedicates itself to unselfish trust and combines instinct with boldness and effort, it is ready to climb."

– Patanjali

What is trust?

Merriam-Webster defines trust as "assured reliance on the character, ability, strength, or truth of someone or something."

In *The Trust Edge,* David Horsager defines trust as "a confident belief in someone or something... to do what is right, to deliver what is promised, and to be the same every time, whatever the circumstances." (2012)

Trust is more than just a soft-skill or a social virtue. Stephen M.R. Covey (2008) asserts that trust is:
- An economic driver
- The currency of the new economy
- A competency

Trust is at the center of a complex web of concepts:

(Hawley, 2012)
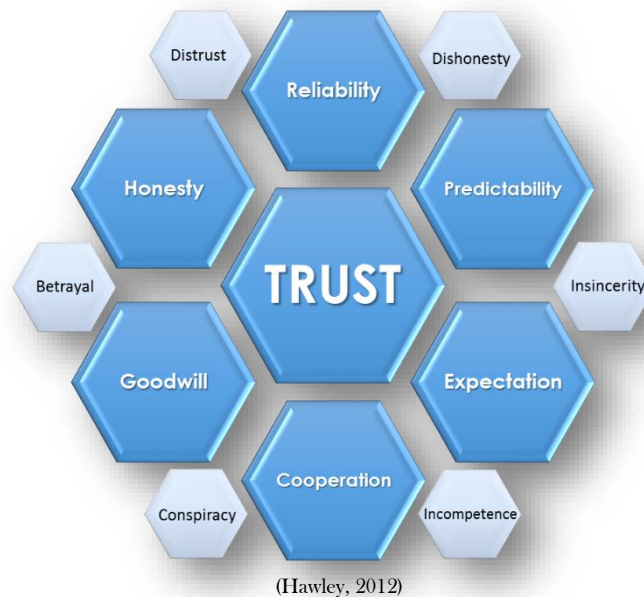
Trust is situational, and exists in different realms. For example, we may trust people differently – and to different degrees – in the workplace than we do in our personal lives. We can further differentiate between trust in people's skills and trust in their intentions, and between words and deeds. (Hawley, 2012)

"At its core, trust means willingly ceding a measure of control to another— be it a person, organization or institution— and without the apparent safety nets of a binding contract or other means of coercion in place. Although we trust with an expectation that others will respond in kind, vulnerability is the psychological hallmark of trust. We're taking a risk, sometimes based on limited evidence." (Peterson, 2016)

Imagine the trust it takes to perform as a member of the United States Air Force (USAF) Thunderbirds!

"Trust is the willingness to put yourself or your team at risk in the belief that another will follow through on a task, in a role, or with a mission. Expressions of trust that lack risk are merely expressions." (Venable, 2016)

Simon Sinek created a simple model, The Golden Circle, that codifies how starting with "Why" makes the most inspiring people and organizations so successful and influential. If you haven't seen his TedTalk on the Golden Circle, you can view it here. In this later Talk, Sinek Simon takes the next step: after why comes trust. (Sinek, 2011)

Covey and Merrill (2006) identify myths about trust and clarify the realities:

MYTH	REALITY
Trust is soft	Trust is hard, real, and quantifiable. It measurably affects both speed and cost
Trust is slow	Nothing is as fast as the speed of trust
Trust is built solely on integrity	Trust is a function of both character (which includes integrity) *and*competence
You either have trust or you don't	Trust can be both created and destroyed
Once lost, trust cannot be restored	Though difficult, in most cases, lost trust can be restored
You can't teach trust	Trust can be effectively taught and learned, and it can become a leverageable, strategic advantage
Trusting people is too risky	Not trusting people is a greater risk
You establish trust one person at a time	Establishing trust with the one establishes trust with the many

The toughest thing about the power of trust is that it's very difficult to build and very easy to destroy. The essence of trust building is to emphasize the similarities between you and the customer."

– Thomas J. Watson

How do we know when we have trust – or when we don't – in our interpersonal relationships and organizations?

A few statistics about trust... or a lack thereof:

- "The 2017 Edelman Trust Barometer reveals that trust is in crisis around the world. The general population's trust in all four key institutions — business, government, NGOs, and media — has declined broadly, a phenomenon not reported since Edelman began tracking trust among this segment in 2012." (Edelman, 2017)

- In a global survey of almost 10,000 full-time employees in eight countries, "only 46% place 'a great deal of trust' in their employers, and 15% report 'very little' or 'no trust at all.'" (Twaronite, 2016)

- "Only 18 percent of those surveyed trust business leaders to tell the truth—that's only marginally above government officials who come in at a whopping 13 percent." (Kiisel, 2013)
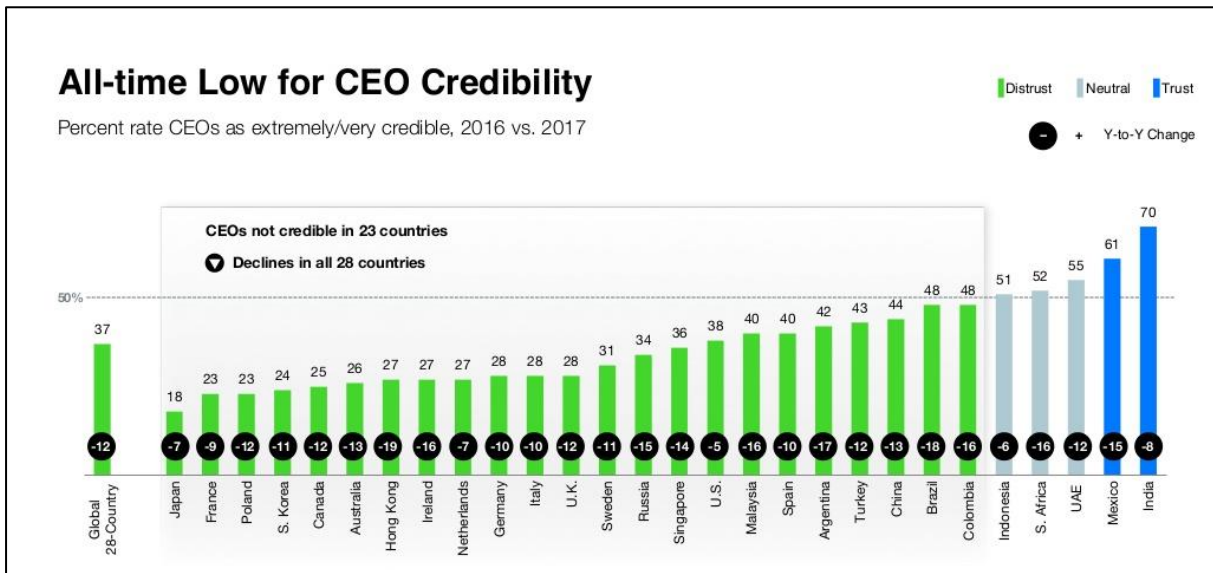
(Edelman, 2017)

It takes years to build up trust, and only seconds to destroy it.
–Unknown

(Ernst & Young, 2016)

STEPHEN M. R. COVEY
AUTHOR, *THE SPEED OF TRUST*

▶ ▶❘ ◀) 0:10 / 3:48   CC ⚙ ▢ ⟭
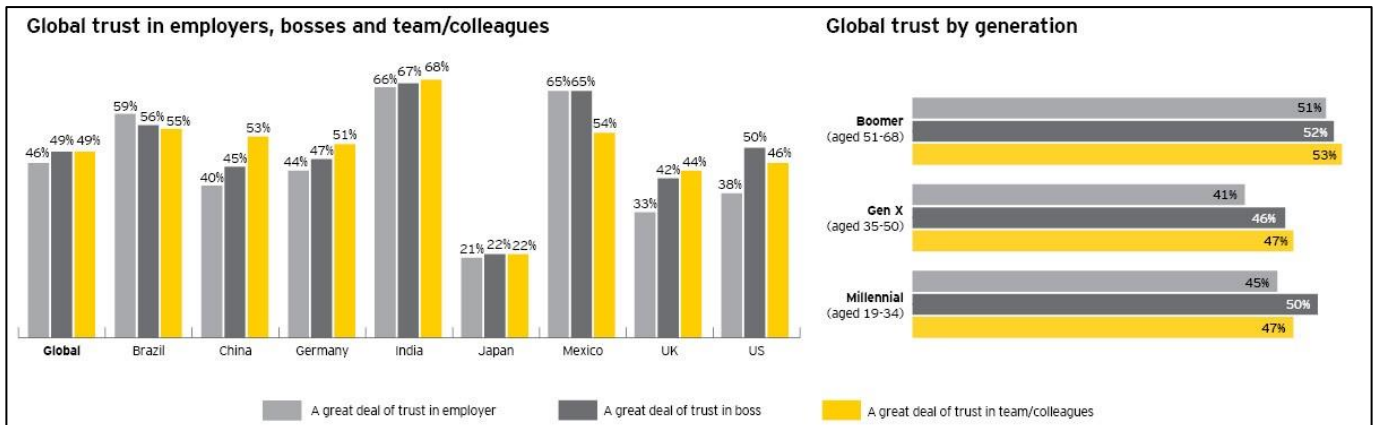
According to Stephen M.R. Covey, "Organizational performance issues are often 'trust issues' in disguise." In this video, he describes how trust impacts organizational performance issues like collaboration, innovation and engagement. (Covey, 2016)

Technique and technology are important,
but adding trust is the issue of the decade.

–Tom Peters

How is trust measured?

1. We can assess the *level* of trust within teams and organizations by asking general "trust" questions in employee surveys or through other data-collecting methods. However, it is often something we just intuitively know based on observations. "Usually, most people already know when the trust is low and we don't need an employee survey to tell us that." (Covey and Merrill, 2006)

2. We can measure *trust components*, observable behaviors that create or destroy trust. "Going beyond the general and focusing on which specific 'trust' behaviors are strengths and which are deficiencies is very valuable." (Covey and Merrill, 2006)

3. We can measure *trust effects* by examining the economic impact of the trust level in organizations. "Wouldn't it be great if 'trust' showed up on the financial statements as either a 'tax' or a 'dividend'? Organizations would then use resources to eliminate the tax or create a larger dividend! Although a high trust or low trust culture doesn't literally show up on financial statements, it does show up in ways, which are measurable, observable and economically relevant." (Covey and Merrill, 2006)

Consider using tools such as the Who Trusts You survey to evaluate your own credibility and trust quotient, and the Organizational Trust Index to measure trust in teams and organizations.

Trust Works! (Blanchard et al.) includes a self-assessment "How Trustworthy Do You Think You Are?"

When people honor each other, there is a trust established that leads to synergy, interdependence, and deep respect. Both parties make decisions and choices based on what is right, what is best, what is valued most highly.

–Blaine Lee

Leading authors and researches propose a variety of models and methods for conceptualizing trust, one of the most complex elements of interpersonal and group dynamics. Here are just a couple to consider:

The Speed of Trust (Covey and Merrill, 2006)

In maintaining or changing the level of trust in relationships and organizations, the key is in learning how to work "from the inside out." Stephen M. R. Covey describes how "the 5 Waves of Trust" model serves as a metaphor for how trust operates in our lives." There is a ripple effect that occurs when trust flows through the five waves, or contexts, in which trust exists, and a primary principle underlies each wave:

Self-Trust: *credibility* results from the confidence we have in our ability to set and achieve goals, to keep commitments, to walk our talk, and to inspire trust in others.

Relationship Trust: *consistent behavior* is the key to establishing and increasing the "trust accounts" we have with others, and the essential behaviors for relationship trust can be learned.

Organizational Trust: *alignment* helps leaders create structures, systems, and symbols of organizational trust that result in "trust dividends" instead of costly "trust taxes."

Market Trust: *reputation* reflects the trust customers, investors, and others in the marketplace have in you; brand reputation powerfully affects customer behavior and loyalty.

(Covey and Merrill, 2006)

Societal Trust: *contribution*, or giving back, creates value for others and for society at large by counteracting suspicion and cynicism, and inspiring others to create value through contribution as well.

Covey, among others, suggests that to maintain or build trust in our interpersonal relationship, teams, and organizations, we must first start with ourselves. The key principle of the first wave, **Self Trust**, is credibility; it is rooted in character (integrity and intent) and competence (capability and results).

THE COMPONENTS OF TRUST

CHARACTER		COMPETENCE	
Intent	Integrity	Capability	Results
Caring: To look out for the well-being of the organisation and all its employees.	**Honesty:** To be truthful, and frank in all interpersonal communications.	**Skills:** To accomplish professional tasks with ease, speed and proficiency.	**Reputation:** To be held in favourable esteem by bosses, peers and subordinates.
Transparency: To be clear about the motivations that lie behind all decision-making.	**Fairness:** To act without bias, discrimination or injustice towards	**Knowledge:** To be very familiar and conversant in a specific topic or	**Credibility:** To consistently articulate ideas in a convincing and believable
Openness: To be accepting and receptive to the ideas and opinions of all employees.	**Authenticity:** To be consistent and sincere in thought, word and action in all situations.	**Experience:** To accumulate practical knowledge through personal observation and	**Performance:** To discharge personal responsibilities with accomplishment

Source: Speed of Trust (book summary)

In the second wave, **Relationship Trust**, consistency of behaviors is the best way to grow the "trust accounts" we have with others. (Covey and Merrill, 2006) Key points include:

- Each trust account is unique.
- All deposits and withdrawals are not created equal.
- What constitutes a deposit to one person may be a withdrawal from another person's account.
- Withdrawals are typically larger than deposits.
- Sometimes the fastest way to build trust is to stop making withdrawals.
- Recognize that each relationship has two trust accounts – yours and theirs – and you must be aware of the balance in each account.

Based on the assertion that actions speak louder than words, Covey's research identifies "The 13 Behaviors of High Trust" in our interpersonal relationships, and contends that behaviors can be changed for the better if there is a "compelling sense of purpose" to do so. (Covey and Merrill, 2006)

1. **Talk Straight:** be honest; tell the truth and leave the right impression.
2. **Demonstrate Respect:** demonstrate fundamental respect; show genuine care and concern for others.
3. **Create Transparency:** be open and authentic; tell the truth in a way people can verify.
4. **Right Wrongs:** beyond simply apologizing, go the extra mile to correct a mistake and make restitution.
5. **Show Loyalty:** give credit, acknowledge contributions; speak about people as though they were present.
6. **Deliver Results:** make things happen; don't overpromise and underdeliver, and don't make excuses.
7. **Get Better:** learn from mistakes and strive for continuous improvement; seek feedback and act on it.
8. **Confront Reality:** tackle the tough issues head-on, with courage, confidence, and responsibility.
9. **Clarify Expectations:** create a shared vision; disclose expectations and avoid assumptions.
10. **Practice Accountability:** hold yourself and others accountable; take responsibility for results; avoid blame.
11. **Listen First:** genuinely seek to understand first; don't assume you know what matters most to someone.
12. **Keep Commitments:** say what you're going to do, do what you say you're going to do; commit carefully.
13. **Extend Trust:** create reciprocity, demonstrate propensity to trust; assess situations, risk, credibility of others.

The first five behaviors are based primarily on character, the next five are based on competence, and the remaining three are based on an equal blend of both character and competence. "the quickest way to decrease trust is to violate a behavior of character, while the quickest way to increase trust is to demonstrate a behavior of competence." (Covey and Merrill, 2006)

For each of the thirteen behaviors, there is an *opposite* behavior and a *counterfeit* behavior; these are often unrecognized, and yet create the biggest withdrawals from the balance of trust accounts with others.

Covey refers to the third, fourth, and fifth waves as stakeholder trust: namely **Organizational Trust** (internal stakeholders), **Market Trust** (external stakeholders), and **Societal Trust** (global citizenship). These are the contexts in which trust-building tools (the 4 Cores of Credibility and the 13 Behaviors) are applied.

Organizational trust relies on *alignment* between the structures and systems in an organization and the "underlying paradigms that [affect] cultural trust." The things that represent and communicate those underlying paradigms are known as symbols, and they can be either positive or negative. These symbols are the manifestation of alignment – or lack thereof – between the organizational culture and the perceptions of the organization's internal stakeholders. Market Trust is based on the principle of reputation, as perceived by an organization's external stakeholders. In the outer-most ripple of the five waves, Societal Trust is built on the principle of contribution, or the intent to create value instead of destroying it. (Covey and Merrill, 2006)

The measure of your life will not be in what you accumulate, but in what you give away.

–Dr. Wayne Dyer

The 10 Laws of Trust (Peterson and Kaplan, 2016)

According to Peterson and Kaplan, application of the 10 laws of trust depends on understanding some key concepts about the nature of trust.

First, well-grounded trust depends on three conditions: character, competence, and authority. "When all three conditions are present, trust develops naturally, almost reflexively. But when any of the three is absent, trust must take a holiday."

Second, there are three forms of trust: reciprocal (mutual advance of interests), representative (reliance on others), and pseudo-trust (counterfeit, temporary alignment of interests).

Third, the levels of trust (from low to high) in organizations are established by underlying motivations (force, fear, reward, duty, and love).

TRUST LEVEL BY ORGANIZATION

Love

Duty Families

Reward Churches
        Foundations
        Military

Fear Schools
      Businesses

Force Government
       Labor Unions
       Dictatorships

Asylums

Prisons

Motivators

LOW ──────────────────────────→ HIGH

Levels of Trust

Fourth, as trust declines, people grab power to achieve desired ends, resulting in negative effects on interpersonal and group dynamics. In high-trust organizations, power and authority are distributed more evenly and are based on a shared mission.

POWER	Low Trust	High Trust
NATURE	A personal asset (owed to self)	A stewardship (owed to interests of those granting power)
SOURCE	Politics ✓ Breaking Rules ✓ Making Credible Threats ✓ Self-Promotion ✓ Employing Series of Techniques	Trust ✓ Knowledge ✓ Competence ✓ Judgement ✓ Hard Work ✓ Fiduciary Behavior
PURPOSE	To Get Stuff: (money, health, intrinsic need) ...and the tautological "getting things done."	To achieve common goals (consistent w/ values)
MINDSET	"It's all about ME."	"It's all about the mission."
WHY?	Because the world is unjust – > I must look out for #1	Because the world is (sometimes) unjust – > I must care for those who've empowered me.

FIGURE 2. How Leaders View Power

Finally, trust risks betrayal, so it requires a certain degree of vulnerability. "To be sure, trust risks occasional betrayal. But the absence of trust *is* betrayal." The potential for betrayal can be minimized by understanding the three conditions and the three forms of trust, and by "building a culture rooted in the 10 Laws of Trust." (Peterson and Kaplan, 2016)

Key Points from *The 10 Laws of Trust:*

1.	Start with Personal Integrity	• sync words with actions • avoid hypocrisy • establish integrity as a habit
2.	Invest in Respect	• it is a high-yield investment • positive always beets negative • respect goes beyond being nice • tolerating disrespect allows it to spread
3.	Empower Others	• assume the best • be action oriented • forget the past • expect foul-ups • eschew the paraphernalia of paranoia • remember that accountability is the requisite companion to empowerment
4.	Measure What You Want to Achieve	• define what winning looks like • set clear expectations • expect accountability to enhance trust • accompany accountability with credit
5.	Create a Common Dream	• make your missing inclusive • remember that it means more than having a mission statement • collect and celebrate "hero stories" • replace an aging vision, • think simple but not small • expect great dreams to require sacrifice
6.	Keep Everyone Informed	• own the bad news • discipline yourself to stay positive • pay attention to body language and atmospherics • consider what budgets say about your priorities
7.	Embrace Respectful Conflict	• set the standard that the best ideas win • think like a mediator, not a judge • don't let tensions boil over
8.	Show Humility	• Remember the mantra: "It's about the mission, not about me." • Gather the history of the organization • Celebrate achievements openly – give recognition • When thanking people, be specific • Look for fun, meaningful ways people can interact outside work
9.	Strive for Win-Win Negotiations	• Assume this is but one conversation in an ongoing narrative • Consider the other side's interests • Aim to create value for all parties • Eschew psych-out tactics • Find power in inquiry • Choose carefully the people you negotiate with
10.	Proceed with Care	• In moments of calm before any crisis, imagine yourself as duty bound to lead. • Think of yourself as a fiduciary • Expect that you'll have to keep running toward fires • Be mindful of the long term • Fear not

(Peterson and Kaplan, 2016)

The smallest deed is better than the greatest promise.

–Taina Savolainen

**What are the benefits when trust is high in interpersonal relationships, teams, and organizations?**

- "Employees who felt that their leaders treated them with respect were 63% more satisfied with their jobs, 55% more engaged, 58% more focused, and 110% more likely to stay with their organization." (Twaronite, 2016)

- Compared with employees in self-described "low-trust workplaces," employees in more closely knit communities report that they enjoy:
  - Being 106% more energetic at work
  - Feeling 76% more engaged with their jobs
  - Experiencing 74% less stress
  - Taking 13% fewer days off for illness
  - Reporting 29% more satisfaction with life in general (Craig, 2017)

- "In a climate of trust, people are more creative, motivated, productive and willing to sacrifice for the team. What happens when the business gains the trust edge? Every aspect of business becomes more profitable." (Horsager, 2012)

- "An increasing number of CEOs are convinced that this so-called 'soft' trust factor is, in reality, a 'hard-edged economic driver.'" For example, one study of workers across all industries concluded that "high-trust organizations had a total return to shareholders[...] that was 286 percent higher than low-trust organizations." And an examination of Forbes Magazine's "100 Best Companies to Work For" indicated that companies on the list "earned over four times the returns of the broader market over the prior seven years." (Covey, 2007)

- The 7 High Trust Organizational Dividends (Covey and Merrill, 2006)
  1. Increased value
  2. Accelerated growth
  3. Enhanced innovation
  4. Improved collaboration
  5. Stronger partnering
  6. Better execution
  7. Heightened loyalty

- "Academic studies have revealed interesting correlations between trust and economic success. To speak plainly, people who trust each other make more money than people who don't." (Craig, 2017)

- According to economist and researcher John F. Helliwell, "trust is enormously highly correlated with life satisfaction. Just moving up one point on a ten-point scale of trust in your management has the life satisfaction equivalence of something like a one-third increase in income. (Gallup, 2008)

Few things can help an individual more than to place responsibility on him, and to let him know that you trust him.
–Booker T. Washington

What are the consequences when there is a lack of trust in interpersonal relationships, teams, and organizations?

(Edelman, 2017)
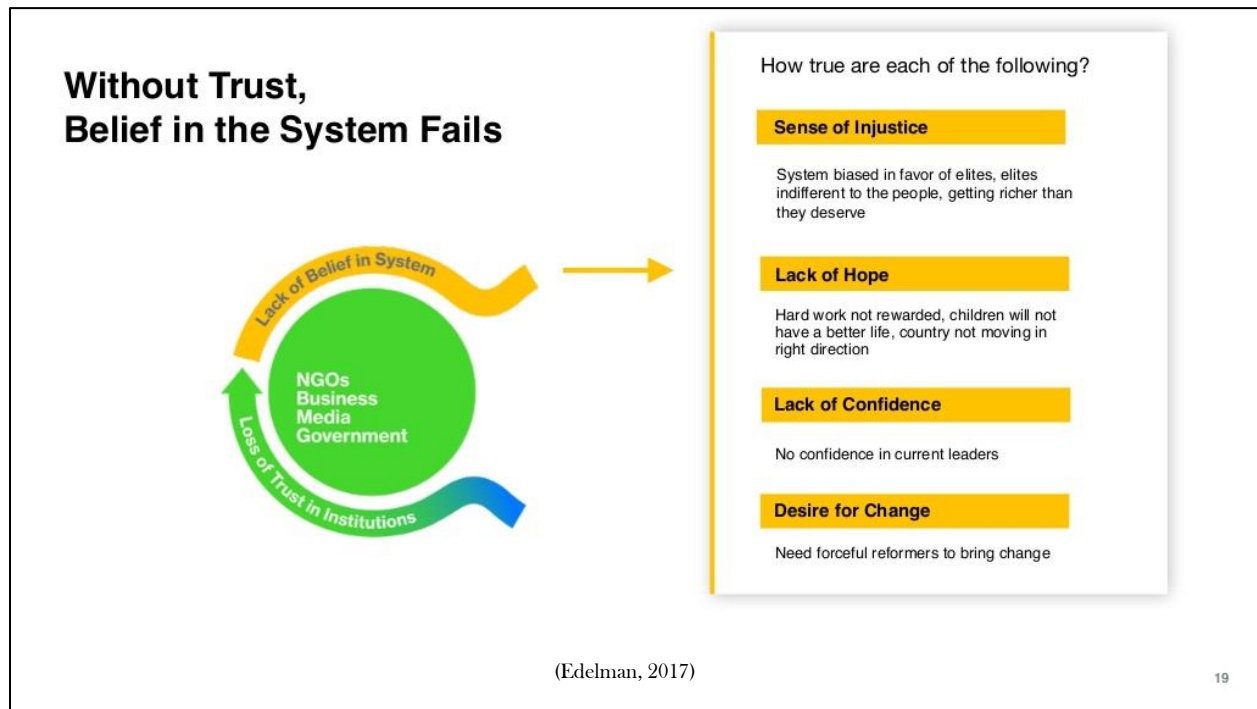
- When we lose trust in people or institutions, our belief in the system fails. When the system fails, we become more vulnerable to fears. When we become vulnerable to fears, we experience even further erosion of trust. And the vicious cycle continues.

(Edelman, 2017)

- According to Covey and Merrill (2006) "The economics of trust simply state that trust always affects two measurable outcomes: speed and trust. When trust goes down, speed will also go down while cost will go up." Consider this a "tax" on the organization.

- The 7 Low Trust Organizational Taxes (Covey and Merrill, 2006)
    1. Redundancy
    2. Bureaucracy
    3. Politics
    4. Disengagement
    5. Turnover
    6. Churn
    7. Fraud

Trust is like the air we breathe. When it's present, nobody notices. But when it's absent, everybody notices.

–Warren Buffett

How do we build trust in relationships, teams, and organizations, and how do we keep from losing it?

Covey encourages us to see trust in a different way, speak about trust in a different language, and behave in ways that establish and grow trust. (Covey and Merrill, 2006)

Horsager (2012) posits that trust is the foundation of genuine success and that it – not money – is the currency of business and life. He defines trust as doing what is right, delivering what is promised, and being the same every time, whatever the circumstances.
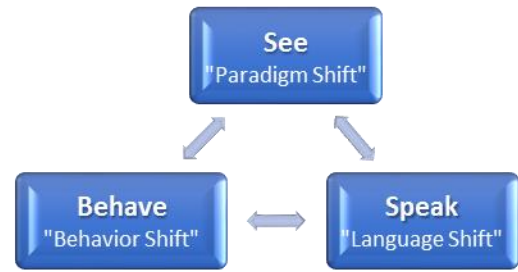
(Covey and Merrill, 2006)

The 8 Pillars of Trust:

1.	Clarity	• Identify vision and purpose, expectations and communications, and daily tasks.
2.	Compassion	• Listen, appreciate, wake up, and serve others.
3.	Character	• Maintain integrity (consistency in thoughts, words, and actions) and high moral standards.
4.	Competency	• Develop the ability to learn quickly, more so than learning a particular skill.
5.	Commitment	• Demonstrate devotion and loyalty, especially during tough times.
6.	Connection	• Build genuine relationships by asking questions.
7.	Contribution	• Give to others your attention, resources, time, opportunity, and help.
8.	Consistency	• Practice trust behaviors until they become consistent habits.

(Horsager, 2012)

In his usual fable-telling style, Blanchard (2013) spins a tale that exemplifies trust dynamics. "Once upon a time, a dog and a cat lived together with other animals and the humans who cared for them. But canine and feline did not trust each other—a situation that led to fighting, backbiting, and sabotaging that soon affected the whole household." He outlines the following model for building and maintaining trust in relationships, teams, and organizations.

ABCD Trust Model™

Able Demonstrate Competence	**Believable** Act with Integrity
• Get quality results	• Keep confidences
• Resolve problems	• Admit when you're wrong
• Develop skills	• Be honest
• Be good at what you do	• Don't talk behind backs
• Get experience	• Be sincere
• Use skills to assist others	• Be nonjudgmental
• Be the best at what you do	• Show respect
Connected Care about Others	**Dependable** Maintain Reliability
• Listen well	• Do what you say you'll do
• Praise others	• Be timely
• Show interest in others	• Be responsive
• Share about yourself	• Be organized
• Work well with others	• Be accountable
• Show empathy for others	• Follow up
• Ask for input	• Be consistent

ABCD Trust Model™ *Trust Works!* By Ken Blanchard

Trust is built in incremental steps. It begins with self-trust and flourishes when the leader listens to input from his team, creating shared values and goals that are accepted and adopted by all stakeholders.
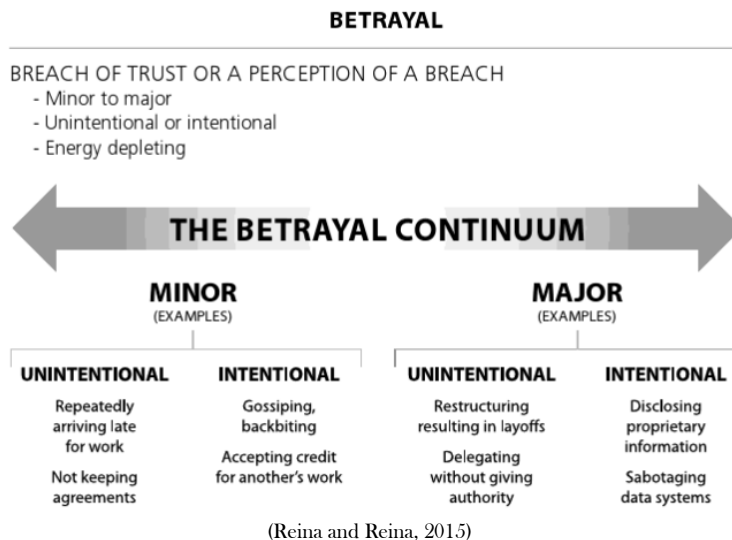
–Barbara Brooks Kimmel

If you want the high levels of performance that come with trust and collaboration, you have to be the first to demonstrate your trust in others before asking them to trust you.

–Jim Kouzes and Barry Posner

What causes trust to be diminished or destroyed?

- Opposite or counterfeit behaviors. (Covey and Merrill, 2006)

- Factors that lead to discord, including low morale, miscommunication, poor response to problems and issues, and dysfunctional leadership. (Blanchard, 2013)

- Gaps that are keeping a team from maximizing its performance; a gap is "a physical or emotional distance caused by a lack of competence, a lack of confidence, or an unmet social need." Gaps in integrity, principles, and empowerment are especially detrimental for trust and maximum team performance. (Venable, 2016)

- Biases, or "internal layers of protection that help us resist putting our physical, emotional, or financial well-being at risk." Our biases "directly or unconsciously shape how you view others— and how others view you. Biases form the barrier to trust we are up against as leaders." (Venable, 2016)

- Betrayal (Reina and Reina, 2015):

  The vulnerability of trust is always present, even in high-trust relationships. Since business is transacted through relationships, it follows that you will experience times at work when trust is broken—sometimes obviously, and sometimes not so obviously. Each and every day, small but hurtful situations accumulate over time into confidence-busting, commitment-breaking, energy-draining patterns consistent with broken trust. People feel hurt, disappointed, let down, and frustrated. The feelings can be as strong as resentment, bitterness, antipathy, and even betrayal.

BETRAYAL

BREACH OF TRUST OR A PERCEPTION OF A BREACH
- Minor to major
- Unintentional or intentional
- Energy depleting

THE BETRAYAL CONTINUUM

MINOR (EXAMPLES)

UNINTENTIONAL	INTENTIONAL
Repeatedly arriving late for work	Gossiping, backbiting
Not keeping agreements	Accepting credit for another's work

MAJOR (EXAMPLES)

UNINTENTIONAL	INTENTIONAL
Restructuring resulting in layoffs	Disclosing proprietary information
Delegating without giving authority	Sabotaging data systems

(Reina and Reina, 2015)

- An Ernst & Young global study highlights perceptions about lack of trust in employers, bosses, and teams:

Top 10 factors influencing lack of trust globally*		
Employer	**Boss**	**Team/colleagues**
Employee compensation is not fair	Is not open/transparent in communication	They do not do quality work
Does not provide employees with equal opportunity for pay and promotion	Is not appreciative/does not provide recognition and praise for a job well done	They are not collaborative/cooperative
Lack of strong senior leadership	Does not communicate with me enough	They do not communicate openly/transparently
Too much employee turnover (voluntary and/or involuntary)	Does not value my point of view	They do not assist me when I am overwhelmed/busy with other tasks
Does not foster a collaborative work environment	Does not make wise business decisions	They do not communicate with me enough
Does not provide opportunities for employees to learn and grow	Does not provide timely constructive feedback	They do not behave ethically
No opportunity for managing my work/life responsibilities	Does not treat me with respect	They do not value my opinions and contributions
Leadership pay (e.g., CEO) is disproportionate to the company's financial performance	Is not ethical	They do not value my opinions and contributions
Does not operate in an ethical manner	Is not open to exploring new ideas and approaches to help achieve results	They are not appreciative and/or do not provide recognition for a job well done
Lack of strong financial performance	Does not take time to help me develop and succeed	They do not make wise business decisions

* Those with "very little" or "no trust"
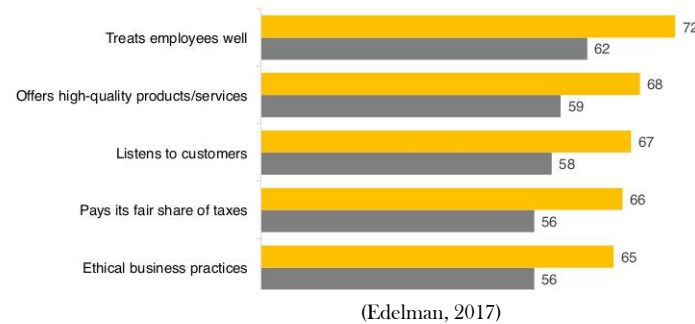
(Ernst & Young, 2016)

When trust has been damaged, diminished, or lost altogether, what – if anything – can be done to repair and rebuild?

"To rebuild trust and restore faith in the system, institutions must step outside of their traditional roles and work toward a new, more integrated operating model that puts people — and the addressing of their fears — at the center of everything they do." (Edelman, 2017)

"I think you build trust by doing things together that embody two of the other key elements of wellbeing: engagement and efficacy." (Gallup, 2008).

When the System is Failing, Companies Must Do More

System Failing | General Population

Percent who rate each attribute as important in **building trust in a company** (top 5 most important shown)

Attribute	System Failing	General Population
Treats employees well	72	62
Offers high-quality products/services	68	59
Listens to customers	67	58
Pays its fair share of taxes	66	56
Ethical business practices	65	56

On average
+9 pts
higher expectations

Among those who have lost faith in the system, expectations are higher across the board

(Edelman, 2017)

The Seven Steps for Healing (Reina and Reina, 2010)

1. Observe and acknowledge what happened	Observe the situation to become aware of what happened, and then fully acknowledge the impact on you, others, and your relationships. When you are betrayed, you often experience the impact as a loss: the loss of what was or the loss of what could have been. For healing to take place, you need to acknowledge that loss.
2. Allow feelings to surface	Express your feelings, whether they are anger, disappointment, hurt, sadness, fear, guilt, or confusion. Give yourself permission to feel upset. Find appropriate ways to release your emotions and give voice to your pain. Allowing your feelings to surface brings about a "release" that allows you to begin to work through your hurt and supports the healing process.
3. Get and give support	Identify support that will help you to recognize where you are stuck or struggling. Support helps you to move from blaming to problem solving. It helps you to move from being "the victim" to taking responsibility for yourself, your job, and your life so that you grow from the experience. You can find support within yourself or from other people.
4. Reframe the experience	Use your hurt and pain as stepping stones for healing. Consider the bigger picture, and what might have been going on for the other person involved and for you. Examine the choices and opportunities you now have. Find the purpose of this event in your life and tease out what you can learn about yourself, others, and relationships.
5. Take responsibility	Courageously look at what part you may have played in what happened. You are not responsible for what was done to you, but you are responsible for how you chose to respond. Consider what you could have done differently, what actions you can take now to change the situation, and the gains you make by taking responsibility.
6. Forgive yourself and others	Compassionately ask what needs to happen for forgiveness to take place. Reflect on how this betrayal occurred. Forgiveness does not mean excusing the offending behavior but rather observing how the betrayal has affected you and others. Consider again your feelings surrounding the betrayal, and decide to release yourself from the burden of carrying those feelings
7. Let go and move on	Ask what needs to be said or done to put this experience behind you. You do not forget the betrayal or fail to protect yourself from further betrayals. There is a difference between remembering and "hanging on," and remembering so as to help yourself and others by drawing on the lessons learned. Stronger and more self-aware than you were before the trust was broken, you look forward rather than backward. You choose to act differently as you integrate and celebrate your learning.

RESOURCES

Blakey, J. (2016). *The trusted executive: nine leadership habits that inspire results, relationships and reputation.* London Philadelphia: Kogan Page.

Blanchard, K. H. (n.d.). How to Build a High Trust Workplace. Retrieved May 6, 2017, from http://www.clomedia.com/2017/03/13/37673/

Blanchard, K. H., Olmstead, C., & Lawrence, M. C. (2013). *Trust works!: four keys to building lasting relationships* (First Edition). New York: William Morrow.

Carter, B. (n.d.). 2016 Employee Engagement & Loyalty Statistics. Retrieved May 6, 2017, from http://blog.accessperks.com/2016-employee-engagement-loyalty-statistics

Covey, S. M. R. (2007). The Business Case for Trust. Retrieved May 4, 2017, from http://www.chiefexecutive.net

Covey, S. M. R. (2016). What If You Could See Trust? - YouTube. Retrieved May 18, 2017, from https://www.youtube.com/watch?v=EId6BsvPwns&list=PLjfREtIgaa33T8CaIprvyWkTHc8YJnn8p&index=1

Covey, S. M. R., & Merrill, R. R. (2006). *The speed of trust: the one thing that changes everything.* New York: Free Press.

CoveyLink, LLC. (n.d.). Speed of Trust™ Book Summary | Speed of Trust - FranklinCovey. Retrieved May 6, 2017, from http://www.speedoftrust.com/How-The-Speed-of-Trust-works/book

Craig, W. (n.d.). Further Evidence That Trust Is The No. 1 Ingredient For A Strong Company Culture. Retrieved May 6, 2017, from http://www.forbes.com/sites/williamcraig/2017/01/10/further-evidence-that-trust-is-the-no-1-ingredient-for-a-strong-company-culture/

Daskal, L. (2015, February 5). 30 Quotes on Trust That Will Make You Think. Retrieved May 6, 2017, from https://www.inc.com/lolly-daskal/trust-me-these-30-quotes-about-trust-could-make-a-huge-difference.html

Edelman. (n.d.). 2017 Edelman TRUST BAROMETER. Retrieved May 17, 2017, from http://www.edelman.com/trust2017/

Ernst & Young. (2016). EY - Global study: trust in the workplace. Retrieved May 6, 2017, from http://www.ey.com/GL/en/About-us/Our-people-and-culture/ey-global-study-trust-in-the-workplace

Evans, C. (2015). *Leadership Trust: Build It, Keep It.* Retrieved from http://proxy2.hec.ca/login?url=http://library.books24x7.com/library.asp?B&bookid=104371

Fairholm, G. W. (1994). *Leadership and the Culture of Trust.* Westport, CN: Praeger.

Franklin Covey Co. (n.d.). Additional Resources | FranklinCovey - Speed of Trust. Retrieved May 4, 2017, from http://www.speedoftrust.com/How-The-Speed-of-Trust-works/Additional_Resources

Gallup. (n.d.-a). Do Your Employees Trust You? Retrieved May 6, 2017, from http://www.gallup.com/businessjournal/109399/Your-Employees-Trust-You.aspx

Gallup. (n.d.-b). State of the American Workplace. Retrieved May 6, 2017, from http://www.gallup.com/reports/199961/state-american-workplace-report-2017.aspx

Gill, S. (2010, May 3). Build Trust, Not Control. Retrieved May 6, 2017, from http://www.elearninglearning.com/trust/?open-article-id=438824&article-title=build-trust--not-control&blog-domain=typepad.com&blog-title=the-peformance-improvement

Gill, S. (2014, February 28). Control, Trust, and the Future of Workplaces. Retrieved May 6, 2017, from http://www.elearninglearning.com/trust/?open-article-id=2712954&article-title=control--trust--and-the-future-of-workplaces&blog-domain=typepad.com&blog-title=the-peformance-improvement

Golin, A. (2004). *Trust or consequences: build trust today or lose your market tomorrow.* New York: American Management Association. Retrieved from https://bookshelf.vitalsource.com/#/books/9780814427453/cfi/6/8[;vnd.vst.idref=copyright]

Hawley, K. (2012). *TRUST: A Very Short Introduction* (First edition). Oxford: OXFORD UNIVERSITY PRESS.

Horsager, D. (2012). *The trust edge: how top leaders gain faster results, deeper relationships, and a stronger bottom line* (1st Free Press Hardcover ed). New York: Free Press.

Hough, K. (2011). *The improvisation edge secrets to building trust and radical collaboration at work.* San Francisco, Calif.: Berrrett-Koehler Publishers. Retrieved from http://www.books24x7.com/marc.asp?bookid=41252

Humphrey, W. S., & Over, J. W. (2011). *Leadership, teamwork, and trust: building a competitive software capability.* Upper Saddle River, NJ: Addison-Wesley.

Kador, J. (2009). *Effective apology mending fences, building bridges, and restoring trust.* San Francisco, Calif.: Berrett-Koehler Publishers. Retrieved from http://www.books24x7.com/marc.asp?bookid=42588

Kim, W. C., & Mauborgne, R. (2014, May 1). Blue Ocean Leadership. Retrieved May 6, 2017, from https://hbr.org/2014/05/blue-ocean-leadership

Kimmel, B. B. (2014). *Trust Inc.: 52 weeks of activities and inspirations for building workplace trust.*

Kole, M. (n.d.). Building Trust in Leadership Development. Retrieved May 6, 2017, from http://www.elearninglearning.com/trust/?open-article-id=6218469&article-title=building-trust-in-leadership-development&blog-domain=contentraven.com&blog-title=content-raven

Link, G., Covey, S. M. R., & Merrill, R. R. (2014). *Smart trust: creating prosperity, energy, and joy in a low-trust world.* Place of publication not identified: Free Press. Retrieved from http://www.myilibrary.com?id=893753

Merriam-Webster. (n.d.). Definition of TRUST. Retrieved from https://www.merriam-webster.com/dictionary/trust

Moon, S. D. (2015). *The ultimate competitive advantage: why your people make all the difference and the 6 practices you need to engage them.* Dallas, TX: BenBella Books.

Morris, E. (1344474900). Hear, All Ye People; Hearken, O Earth (Part 1). Retrieved May 6, 2017, from https://opinionator.blogs.nytimes.com/2012/08/08/hear-all-ye-people-hearken-o-earth/

Multigenerational_Workforce_Report_081116.pdf. (n.d.). Retrieved from http://www.greatplacetowork.co.uk/storage/documents/Multigenerational_Workforce_Report_081116.pdf

Peterson, J. C., & Kaplan, D. A. (2016). *The 10 laws of trust: building the bonds that make a businesses great.* New York: American Management Association.

pgrosicki. (2016, July 6). There's A Workplace Trust Gap. How Can Leaders Close It? [Text]. Retrieved May 6, 2017, from http://www.ajoconnor.com/blog/close-leader-trust-gap

Reina, D., & Reina, M. L. (2010). *Rebuilding Trust in the Workplace: Seven Steps to Renew Confidence, Commitment, and Energy.* San Francisco: Berrett-Koehler Publishers. Retrieved from http://www.aspresolver.com/aspresolver.asp?BIZP;2359342

Reina, D. S., & Reina, M. L. (2015). *Trust and betrayal in the workplace: building effective relationships in your organization.* Retrieved from http://proquestcombo.safaribooksonline.com/?uiCode=MacEwan&xmlId=9781626562578

Reynolds, M. (2014, January 6). How Do You Know People Trust You? Retrieved May 6, 2017, from http://www.elearninglearning.com/trust/?open-article-id=2635642&article-title=how-do-you-know-people-trust-you-&blog-domain=trainingindustry.com&blog-title=training-industry

Shaw, R. B. (1997). *Trust in the Balance.* San Francisco: Jossey-Bass.

Sinek, S. (2011). "First why and then trust" - YouTube. Retrieved May 18, 2017, from https://www.youtube.com/

Stroh, L. K. (2015). *Trust rules: how to tell the good guys from the bad guys in work and life* (Second edition). Santa Barbara, California: Praeger, An Imprint of ABC-CLIO, LLC.

Tipton, S. (2016, August 30). Putting Trust First. Retrieved May 6, 2017, from https://learningrebels.com/2016/08/30/trust-first/

Trust. Business Catalyst or Achilles' Heel? - JustinMcCullough.com. (n.d.). Retrieved May 17, 2017, from http://justinmccullough.com/trust-business-catalyst-or-achilles-heel/

Twaronite, K. (2016, July 22). A Global Survey on the Ambiguous State of Employee Trust. Retrieved May 6, 2017, from https://hbr.org/2016/07/a-global-survey-on-the-ambiguous-state-of-employee-trust

Venable, J. (2016). *Breaking the trust barrier: how leaders close the gaps for high performance.* Retrieved from http://lib.myilibrary.com?id=917564

Zak, P. J. (2017a). *The trust factor: the science of creating high-performance companies.* Retrieved from http://search.ebscohost.com/login.aspx?direct=true&scope=site&db=nlebk&db=nlabk&AN=1280613

Zak, P. J. (2017b, January 1). The Neuroscience of Trust. Retrieved May 17, 2017, from https://hbr.org/2017/01/the-neuroscience-of-trust

Every kind of peaceful cooperation among men is primarily based on mutual trust.

– Albert Einstein