

## Trust Drives Business

*Trust is hard to touch and describe. Where it exists, trust makes everything work better, quicker, and easier. These tools will help you assess, repair and build trust with customers and among employees.*

### The Problem

Big talkers who never deliver are one kind of problem. But the usual problem with building trust is a disconnect between your intentions and another's beliefs about you. You keep doing the same thing in the same way (maybe for the right reasons) and they continue to suspect your motives or ability to deliver. Good people are trying to do good things but never quite reach that productive state of trust.



#### BUILDING TRUST

Our entire leadership team just attended a workshop by Stephen M. R. Covey based on his book, *The Speed of Trust*. It was powerful because it gave us a common language to take action. Trust, in a business sense, is more than "knowing what someone will do". I might trust you with a cash drawer, but have no confidence in your ability to lead a team.

The key elements of trust in the workplace are:

- **Integrity:** consistent values and honesty in execution
- **Intent:** mutual benefit and acting in everyone's best interests
- **Capabilities:** lining up your skills, attitudes, knowledge and style
- **Results:** actually producing results!

Never confuse trust with friendliness, likeability, or avoidance of conflict. Trust is the grease that makes the people machinery work smoothly while consuming as little fuel as possible. Think about the difference between meeting a difficult challenge with a team that trusts you and each other, versus one filled with suspicions, allegiances, and doubts. Time and money go down a frustrating rat hole with the latter, while the former embraces the leader (integrity), the purpose (intent), each others' skills (capabilities) and drives to the goal (results!).



#### THE BEHAVIORS

Covey's toolkit is embarrassingly common-sense. It is also powerful in its ability to give you, your team and workplace a common language to describe symptoms and improve behaviors. In short, there are thirteen important behaviors that match the actual intent of Person A to the trust granted by Person B:

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| <ol style="list-style-type: none"> <li>1. <b>Talk Straight:</b> minimize spin and maximize honest, simple language.</li> <li>2. <b>Demonstrate Respect:</b> show genuine kindness and interest.</li> <li>3. <b>Create Transparency:</b> tell them why and what you know.</li> <li>4. <b>Right Wrongs:</b> recovery, humility and restitution.</li> <li>5. <b>Show Loyalty:</b> speak of people as if they were present in the room.</li> <li>6. <b>Deliver Results:</b> make things happen and do not overpromise.</li> </ol> | <ol style="list-style-type: none"> <li>7. <b>Get better:</b> get feedback and keep learning.</li> <li>8. <b>Confront Reality:</b> take issues head on, not the person.</li> <li>9. <b>Clarify Expectations:</b> disclose them and summarize understandings.</li> <li>10. <b>Practice Accountability:</b> you first; them second.</li> <li>11. <b>Listen First:</b> understand what matters.</li> <li>12. <b>Keep Commitments:</b> at all costs.</li> <li>13. <b>Extend Trust:</b> be smart but take risks.</li> </ol> |
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Covey's book provides very specific ways to build upon a key behavior, and ways to tell if you are off track. For example, the opposite of Confronting Reality is to act as if it does not exist. Counterfeit confrontation is pretending to deal with it but focusing instead on side issues. Things to say to start a new habit include "what will happen if we don't face this issue head on?" or "when you do this, the impact on the team is ...".

We are using Covey's tools as we enhance service offerings for members and form new teams. Learn more and see if trust deserves some attention in your business.

Contact me directly if I can help you or your team.

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**This is your June 2013 EXECUTIVE SCAN**

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