



# **Building and Sustaining Trust:** *Strategies for Individuals, Leaders, and Organizations*

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Arizona Chapter

Spring Conference  
April 14, 2010  
Phoenix, AZ



## What is trust?

*“The state of readiness for unguarded interaction with someone or something”*

Tway, Duane , *A Construct of Trust*. 1993

## The 3 components of trust:

- **CHARACTER:** The capacity for trusting (willingness, values, integrity)
- **COMPETENCE:** The perception of competence (that someone will perform competently whatever task undertaken)
- **MOTIVE :** The perception of intent (e.g. mutually-serving versus self-serving )

## Who trusts you and why?



### We trust people who. . .

- Are self aware.
- Take responsibility for their role in the relationship.
- Demonstrate they consider the interests of others as well as their own.
- Do what they say they will do.
- Practice the values they say are important to them.
- Are willing to recognize and consider both sides of the story.
- Listen and respond to our needs and interests.
- Are willing to think about what they have to give as well as what they hope to receive.
- Demonstrate competence.

### We tend not to trust people who...

- We experience as selfish and self absorbed.
- Do not demonstrate an interest in the needs of others.
- Are not willing to accept responsibility for their actions.
- Gossip or talk behind peoples' backs.
- Blame others w/o looking at their own role in the experience.
- Make snap judgments and draw conclusions before having all the information.
- Are not open and receptive to the ideas and views of others.
- Consistently believe they know all the answers and their way is the only and right way.
- Constantly change the rules.
- Engage in inconsistent behavior so we don't know what to expect.
- Distort the truth by omitting information or twisting the meaning of the information.
- Are unskilled or demonstrate incompetence.



### **How trust builds:**

- Through actions
- Develops incrementally
- Is transactional
- Affected by degree of vulnerability

### **What does this mean for an organization?**

Begin by building competencies and positive motives.



## Individual

- Effective interpersonal skills.
- Follows rules/procedures and performs to expectations.
- Limits gossip.
- Listens with respect and displays empathy.
- Positive mind set: What is best for my organization?
- “Little white lies” are NOT okay.

## Managers/Leaders

- Actively discourage gossip.
- Tend relationships with employees, peers and superiors.
  - One-on-one meetings to include:
    - ✓ Professional /personal development
    - ✓ Identify and discuss expectations of performance and hold people accountable
    - ✓ Support employees’ work by giving/getting equipment and processes to do the work right
    - ✓ Answering the employee’s basic questions of self-worth by giving praise for good work
- Keep your word/commitments. /Admit errors.
- Confront hard issues in a timely way. /Do not sugar-coat the unpleasant.
- Lead people through crisis and uncertainty.
- Hire and promote people who are capable of trusting others.



## **Examples of Leader Behaviors**

*Trust is established through action. Behavior matters!*

### **Listen first**

Listen with your ears and your heart before speaking. Make sure you understand. Don't assume you know what matters most.

### **Talk Straight**

Let people know where you stand, don't spin or distort facts, do not allow false impressions to prevail. Candid but kind communication.

### **Create Transparency**

Be open and authentic and err of the side of disclosure.

### **Demonstrate respect and loyalty**

Care for and about others and show kindness. Give credit to others and speak well of others in their absence. Don't disclose private information.

### **Right a Wrong**

Apologize, make things right when you are wrong. Don't cover up. Provide restitution or some sort of service recovery.

### **Clarify expectations and practice accountability**

Discuss and renegotiate expectations. Don't assume people know. Hold yourself and others accountable for results. Don't point fingers when things go wrong.

### **Keep your commitments**

Make commitments carefully and keep them to yourself and others. Don't rationalize when you have broken a commitment, apologize.

### **Confront Reality**

Address the tough issues. In your conversations and discussions acknowledge the unsaid. Don't bury your head in the sand. Inspire courage.

### **Deliver Results**

Make things happen. Set goals and achieve them. Complete tasks to the best of your ability.

### **Extend Trust**

Extend trust to those who have earned it and conditionally to others based on the situation, risk and credibility.



## **Organization**—HR can be the gatekeeper of trust. . .

- Hire people that have the capacity to trust
- Provide protocol for grievances/concerns
- Identify and communicate: Ethics/Professional conduct /Social norms
- Supportive, honorable policies
- Orient new employees
- Remind/reorient current employees (fun)
- Hold your leaders accountable (performance evaluation)
- Informal assessments of your organization
- Identify a high profile champion
- No trust “programs”/Make trust a part of everyday business practices
- Help your leaders be better people through training and coaching



## **Organizational strategies that foster trust**



**Books**

- *Speed of Trust*. Stephen Covey. 2006
- *Facing Fear, Finding Courage: Your Path to Peace of Mind*. Sarah Quigley. 1996

**Websites**

- [reinatrustbuilding.com](http://reinatrustbuilding.com)  
A consultant website that offers good, free information.
- [businessballs.com](http://businessballs.com)  
Weird name, great website. All kinds of ideas on different management and leadership topics. The site requires some time to navigate and finding information make take some "clicks."

**Work Unit Assessment**

The survey below gives an employee the opportunity to rate his/her work unit based upon the behaviors that contribute to high trust and morale. Complete the sentence stem:

**People in my work unit.....**by indicating your level of agreement

1 = Almost never    2 = Occasionally    3 = Some of the time    4 = Frequently    5 = Almost all the time

	<i>People in my work unit.....</i>	1	2	3	4	5	Number here
1.	Are honest in communicating even when we disagree.						
2.	Understand the roles, goals and expectations of the job.						
3.	Talk on a regular basis and value that time together.						
4.	Admit mistakes and take responsibility for fixing the problem.						
5.	Are skilled at their jobs.						
6.	Are recognized regularly for good and outstanding performance.						
7.	Are given opportunities to grow and develop in their jobs.						
8.	Keep agreements and, if they can't, will discuss other options.						
9.	Are willing to listen to both sides of the story.						
10.	Like to learn and grow.						
11.	Share information.						
12.	Limit and discourage gossiping.						
13.	Are happy when one of their team members receives recognition, praise or a promotion.						
14.	Talk about difficult topics such as conflict between people and unjust actions.						
<b>Total Score</b>							
Score	Rating/Comments						
14 - 24	Low trust and morale. Team functions ineffectively. Rebuilding will take a long time.						
25 - 36	Damaged trust and morale. Rebuilding needed but will not take as long.						
37 - 48	Trust and morale is intact but not sustainable. Fragile, needs more strengthening.						
49 - 59	Trust and morale intact and relationships are effective. Maintain.						
60 - 70	High trust and morale, a highly effective work team. Maintain.						



## *Finding the courage to...*

*Maybe it shouldn't be called 'finding' courage because courage doesn't lie around waiting to be found. You don't reach down and pick it up from the side of the road (or anywhere else, for that matter). No one is born with courage, so you can't really reclaim it either.*

*Fortunately, courage makes itself accessible to all.*

*Courage grows from your CHOOSING (not anyone else choosing for you or your ignoring the choice). You make a choice; you get a little courage. Once you get a little courage; you then make slightly more powerful choices. Then you get even a little more courage. Then you can make more choices. And on it goes. That's the first part of gaining courage.*

*The second part: seeking truth. Again, it builds on itself. You start seeking; you get a little courage...*

*Facing the truth about yourself "takes" courage, and it "gives" courage.*

*The good news in all this: ANYONE can claim courage, and then greater courage. It has nothing to do with being fearless. It has a little to do with facing your fears. Mostly it involves making your own choices and seeking the truth.*

*Courage comes from walking a path. Not reaching some sort of destination. Courage comes from the living of life. Not the shrinking and the avoiding. And the form that courage takes expresses itself in relative ways. For one person, simply getting out of bed in the morning may take enormous courage. And no one else will ever know their act of courage.*

*You can start small. What little thing can I change that will make me more SELF-DETERMINED? If I take a tiny leap of faith that gives me a tiny bit more courage.*

*Here are two questions you can ask to gain more courage:*

- 1. How can I be just a little more in charge of my life?*
- 2. What difficult truth am I ignoring? OR What little white lie do I need to correct?*

*By seeking, searching and walking your path you will be en-couraged. It may seem like you are finding courage, but really you are creating it. You are generating courage. And the courage you generate helps you generate even more.*

*Courage builds on itself. It becomes easier to generate with each act of courage.*

*Start small. Find the tiniest ways to seek truth and live self-determined. Start small.*

## Your facilitator

**Laura Royal** takes a "best in class" approach to training, drawing from over 20 years of experience of designing and delivering dynamic, learner-based training within corporate, non-profit, educational and government environments. Her areas of expertise include leadership, performance management, and team dynamics.

Laura has held a variety of roles within the field of Organizational Learning and Development including many years as director of a large university training department. These experiences are reflected in her presentations that have practical application and simple ready-to-use tools and techniques.

Laura is an independent consultant in the Phoenix metro area. She has her bachelor's degree from the University of Missouri - Columbia and an M.S.Ed. from the University of Kansas.



# About AGTS

AGTS was created in 1980 by six Arizona cities. The cities were interested in pooling resources to obtain training that was both specific to their needs, high quality, and cost effective. Five years after its inception, AGTS opened its doors to all organizations—both public and private sector. In June of 2002, AGTS became a nonprofit corporation, AGTS, Inc.

AGTS is a self-supporting organization. We receive no direct funding or subsidy. Our revenue comes solely from fees for service.

Our success in meeting the needs of our customers is evidenced by the rapid growth in the number and types of organizations requesting AGTS services. We currently offer over 150 different topics and train over 7,000 people annually.

## *Our Mission*

- To provide high-quality, cost-effective training and consulting services to our clients.
- To serve as an extension of our customers' training departments.
- To provide new training solutions to meet our customers' changing needs.

## *Our Commitment to You*

**AGTS is committed to providing quality service at reasonable prices. As evidence of this commitment....**

- **We Offer You Top Instructors**  
AGTS trainers are the best in their fields. Each has a proven track record and only those passing stringent audition requirement are hired.
- **We Guarantee Small Groups**  
AGTS is committed to maximum individual learning, skills building, and return on investment. We limit enrollment in individual sessions to 35 participants. Our average class size is about 20.
- **We Listen to Your Feedback**  
We read each class evaluation personally and we make adjustments based upon what you tell us.

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