

# Purepost Knowledge Center

## Personal Development Series

### Module 11

## The Structure of Building Trust: “Trust Equation”

### Webinar Handouts

# Insights On Trust

## Trust Must Be Earned And Deserved

- Key Characteristics of Trust:
  - It grows, rather than just appears
  - It is both rational and emotional
  - It presumes a two-way relationship
  - It is intrinsically about perceived risk
  - It is different for the follower than it is for the leader
  - It is personal

# The Trust Equation

$$T = \frac{C + R + I}{S}$$

***Where:***

**T** = Trustworthiness

**C** = Credibility

**R** = Reliability

**I** = Intimacy

**S** = Self-orientation

# Four Factors of Trustworthiness

## WORDS

### Credibility

**Truthfulness  
Credentials**

*I can trust what  
she says about ...*

## ACTIONS

### Reliability

**Dependability  
Predictability**

*I can trust him  
to ...*

## EMOTION & SECURITY

### Intimacy

**Discretion  
Empathy**

*I can trust her  
with ...*

## MOTIVES & FOCUS

### Orientation

**Motives  
Attention**

*I can trust that  
he cares about ...*

# Individual Failings In Each Component

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## POOR MARKS ON:

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- **Credibility**
- **Reliability**
- **Intimacy**
- **Self-orientation**

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## GET CHARACTERIZED AS:

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**Windbags**

**Irresponsibility**

**Technicians**

**Devious**

# Credibility

## Comparison of Rational and Emotional Credibility

Realm	Rational	Emotional
▪ Characteristics	▪ Accuracy	▪ Completeness
▪ Response	▪ Believability: not telling lies	▪ Honesty: telling truths, completely
▪ Channel	▪ Testimonial: Direct Experience	▪ Direct Experience

# Reliability

## Comparison of Rational and Emotional Reliability

Realm	Rational	Emotional
▪ Characteristics	▪ Dependable and Consistent	▪ Things are done in a manner people prefer
▪ Response	▪ Repeated experience of links between promises & action	▪ The anticipation of our own habits, expectations, routines, and quirks
▪ Channel	▪ Due dates; Quality levels; Phone calls returned; Meetings cancelled or Kept; to-do lists completed	▪ Direct Experience

# Intimacy and Self-Orientation

- The most effective, as well as the most common, source of differentiation in trustworthiness come from intimacy and self-orientation.
- Both intimacy and self-orientation are relatively scarce, compared to credibility and reliability.
- People trust those with whom they are willing to talk to about difficult agendas (intimacy), and those who demonstrate that they care (low self-orientation).



# Intimacy

- By intimacy, we do not mean that private lives are shared via intimacy.
- We do mean that things personal, related to business issues at hand, are shared.
- When we define intimacy in this manner, it is possible to have a professional intimate relationship in the workplace.

# Intimacy

- Intimacy is more about who we are than any other aspect of trust.
- The most common failure in building trust is the lack of intimacy. Some professionals consider it a virtue to maintain an emotional distance from the people with whom they work.
- They work at being “aloof.” However, in doing so, they are not only at their own risk but also their co-workers’.
- Ultimately, intimacy is about being open and Transparent.

# Self-Orientation

- There is no greater source of distrust than people who appear to be more interested in themselves than in trying to be of service to those they lead and serve.
- We must work hard to show that our self-orientation is under control.

# Self-Orientation

- The most egregious form of self-orientation is, of course, simple selfishness, being “in it for the money.”
- However, self-orientation is about much more than greed.
- It covers anything that keeps us focused on ourselves rather than on those we serve.

# Trustworthiness Behaviors

The Trusted Advisor	The Speed of Trust	Behavior	Current Performance	Opposite/Counterfeit
R A T I O N A L	C O M P E T E N C E	Deliver Results	<div><div></div><div></div><div></div><div></div><div></div></div>	Fail to deliver; deliver on activities, not results.
		Get Better	<div><div></div><div></div><div></div><div></div><div></div></div>	Deteriorate; don't invest in improvement; force every problem into your one solution.
		Confront Reality	<div><div></div><div></div><div></div><div></div><div></div></div>	Bury your head in the sand; focus on busywork while skirting the real issues.
		Clarify Expectations	<div><div></div><div></div><div></div><div></div><div></div></div>	Assume expectations or don't disclose them; create vague and shifting expectations.
		Practice	<div><div></div><div></div><div></div><div></div><div></div></div>	Don't take responsibility: "Its not my fault!";don't hold others accountable.
E M O T I O N A L	C H A R A C T E R	Talk Straight	<div><div></div><div></div><div></div><div></div><div></div></div>	Lie, spin, tell half truths, double-talk, flatter.
		Demonstrate Respect	<div><div></div><div></div><div></div><div></div><div></div></div>	Don't care or don't show you care, show disrespect or show respect only to those who can do something for you.
		Create Transparency	<div><div></div><div></div><div></div><div></div><div></div></div>	Withhold information; keep secretes; create illusions; pretend.
		Right Wrongs	<div><div></div><div></div><div></div><div></div><div></div></div>	Don't admit or repair mistakes; cover up mistakes.
		Show Loyalty	<div><div></div><div></div><div></div><div></div><div></div></div>	Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs.

# Trustworthiness Behaviors

The Trusted Advisor	The Speed of Trust	Behavior	Current Performance	Opposite/Counterfeit
B O T H		Listen First	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Don't listen; speak first; pretend to listen; listen without understanding
		Keep Commitments	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
		Extend Trust	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Withhold trust; fake trust and then snoopervise; give responsibility without authority.

# Creating an Action Plan

Personal Behavior Trust Action Plan			
Goal	Goal Importance	Behavior Change	Make Your Goal SMART

# **Strengthening Your Trustworthiness**

**The best way to enhance your Trustworthiness is by exploring your inner self**

- Who are you?
- What do you believe in?
- What do you stand for?



# Clarifying Your Own Values

- To be a trustworthy person, you must first declare and clarify your own values, the standards by which you choose to live your life.
- Values guide how you feel, what you say, what you think, how you make choices and how you act.
- Once clear about your own values, you must translate them into a set of guiding principles, a credo, that you can communicate to the people you hope to work with, serve or lead.

# Trust Exercise

- **Things a person can do that will earn my trust:**
- **Things a person can do that will lose my trust:**
- **Things a person can do that will regain my trust:**