

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

POOR MARKS ON:

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

GET CHARACTERIZED AS:

- 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	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Fail to deliver; deliver on activities, not results.
		Get Better	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Deteriorate; don't invest in improvement; force every problem into your one solution.
		Confront Reality	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Bury your head in the sand; focus on busywork while skirting the real issues.
		Clarify Expectations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Assume expectations or don't disclose them; create vague and shifting expectations.
		Practice	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Lie, spin, tell half truths, double-talk, flatter.
		Demonstrate Respect	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Withhold information; keep secretes; create illusions; pretend.
		Right Wrongs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't admit or repair mistakes; cover up mistakes.
		Show Loyalty	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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		Don't listen; speak first; pretend to listen; listen without understanding
		Keep Commitments		Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
		Extend Trust		Withhold trust; fake trust and then snoop/overstep; 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:**