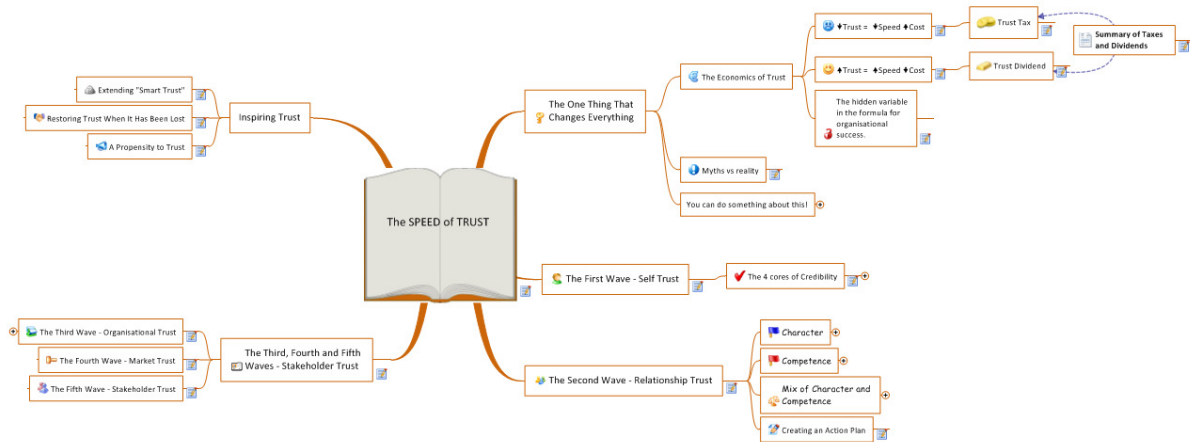


The SPEED of TRUST



the one thing that changes *everything*

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1 🗝️ The One Thing That Changes Everything

1.1 🗝️ The Economics of Trust

1.1.1 😞 ⚡Trust = ⚡Speed ⚡Cost

When trust goes down, speed will also go down and costs will go up.

1.1.1.1 Trust Tax

See also: [Trust Dividend](#)

Distrust imposes a kind of tax on all forms of activities - in every relationship, in every interaction, in every communication, in every decision, in every dimension of life. A tax that high-trust societies do not have to pay.

80% Tax	Nonexistent Trust
60% Tax	Very Low Trust
40% Tax	Low Trust
20% Tax	Trust Issues
No Tax / No Dividend	Trust is Not an Issue

1.1.2 😊 ⚡Trust = ⚡Speed ⚡Cost

When trust goes up, speed will also go up and costs will go down.

1.1.2.1 Trust Dividend

See also: [Trust Tax](#)

When trust is high, the dividend you receive is like a performance multiplier, elevating and improving every dimension of your organisation and your life.

No Tax / No Dividend	Trust is Not an Issue
20% Dividend	Trust is a Visible Asset
40% Dividend	World-Class Trust

1.1.3 🗝️ The hidden variable in the formula for organisational success.

Trust is for the "hidden" variable in the formula for organisational success. The traditional business formula says that strategy times execution equals results:

$$S * E = R$$

But there is a hidden variable to this formula: trust - either the low-trust tax, which discounts the output, or the high-trust dividend which multiplies it:

$$(S * E) T = R$$

You could have good strategy and good execution , but still get derailed by low trust. Or high trust could serve as a performance multiplier, creating synergy where the whole is more than the sum of its parts.

1.2 Myths vs 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 of 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
Trust is established one person at a time	Establishing trust with the one establishes trust with the many

1.3 You can do something about this!

1.3.1 How trust works

Trust is a function of two things: character and competence. Character includes your integrity, your motive, your intent with people. Competence includes your capabilities, your skills, your results, your track record. Both are vital.

1.3.2 The 5 waves of Trust

1.3.2.1 Self Trust

Self Trust deals with the confidence we have in ourselves - in our ability to set and achieve goals, to keep commitments, to walk our talk - and also with our ability to inspire trust in others. The whole idea is to become, both to ourselves and to others, a person who is worthy of trust.

The key principle underlying this wave is *credibility*.

1.3.2.2 Relationship Trust

Relationship Trust is about how to establish and increase the "trust accounts" we have with others.

The key principle underling this wave is *consistent behaviour*.

1.3.2.3 Organisational Trust

Organisation Trust deals with how leaders can generate trust in all kinds of organisations, and families, as well as in teams and other microunits within organisations.

The key principle underlying this wave is *alignment*.

1.3.2.4 🍊 Market Trust

Market Trust is the level at which almost everyone clearly understands the impact of trust.

The key principle underlying this wave is *reputation*.

1.3.2.5 🍊 Societal Trust

Social Trust is about creating value for others and for society at large.

The key principle underlying this wave is *contribution*.

1.3.3 🤝 Restoring Trust

It is possible not only to build trust, but also to restore it. Obviously, there are some circumstances in which trust has truly been damaged beyond repair or where others may not give us a chance to restore it.

2 🧑 The First Wave - Self Trust

The Principle of Credibility. Beyond "ethics": why personal credibility is the foundation of all trust and how to create it.

2.1 🍊 The 4 cores of Credibility

One way to look at all 4 cores of Credibility is through the metaphor of a tree. *Integrity* is essentially below the surface. It is the root system out of which everything else grows. *Intent* becomes somewhat more visible. It is the trunk that emerges from beneath the surface into the open. *Capabilities* are the branches. They are the capacities that enable us to produce. *Results* are the fruits - the visible, tangible, measurable outcomes that are most easily seen and evaluated by others.

2.1.1 🚩 Character

2.1.1.1 ① Integrity - Are you Congruent?

Walking your talk. Being congruent, inside and out. having the courage to act in accordance with your values and beliefs.

Most massive violations of trust are violations of integrity.

How to increase your integrity?

1. Make and Keep commitments
2. Stand for Something
3. Be open

2.1.1.2 ② Intent - What's your Agenda?

Your motives, your agendas and resulting behaviour.

How to improve Intent?

1. Examine and refine your Motives
2. Declare your Intent
3. Choose Abundance

2.1.1.2.1 Motive

Your reason for doing something. It's the "why" that motivates the "what"

2.1.1.2.2 Agenda

Agenda grows out of motive. It is what you intend to do or promote because of your motive.

2.1.2 🚩 Competence

2.1.2.1 ③ Capabilities - Are you Relevant?

These are the abilities you have that inspire confidence - your talents, attitudes, skill, knowledge and style. These are the means you use to produce results.

How to increase your capabilities:

1. Run with your Strengths (and with your Purpose)
2. keep yourself relevant
3. Know where you're going

2.1.2.1.1 Talents

Talents are our natural gifts and strengths.

2.1.2.1.2 Attitudes

Attitudes represent our paradigms - our ways of seeing, as well as our ways of being.

2.1.2.1.3 Skills

Skills are our proficiencies, the things we can do well.

2.1.2.1.4 Knowledge

Knowledge represents our learning, insight, understanding, and awareness.

2.1.2.1.5 Style

Style represents our unique approach and personality.

2.1.2.2 ④ Results - What's Your Track Record?

This refers to your track record, your performance, your getting the right things done. If you don't accomplish what you are expected to do, it diminishes your credibility. On the other hand, if you achieve the results you promised, you establish a positive reputation of performing, of being a producer... and your reputation precedes you.

How to improve your results?

1. Take responsibility for results
2. Expect to win
3. Finish strong

3 The Second Wave - Relationship Trust

The Principle of Behaviour. How to behave yourself out of problems you've behaved yourself into.

All 13 behaviours require a combination of both character and competence. This is important to recognize because generally, the quickest way to decrease trust is to violate a behaviour of character, while the quickest way to increase trust is to demonstrate a behaviour of competence.

It's possible to take any one of these behaviours to the extreme. And any strength pushed to the extreme becomes a weakness.

Behaviours work together to create balance.

3.1 🚩 Character

3.1.1 Behaviour #1: Talk Straight

Talk Straight is based on the *principles* of integrity, honesty and straightforwardness.

The *opposite* of Talk Straight is to lie or to deceive.

The *counterfeits* include behaviours such as beating around the bush, withholding information, double-talk (speaking with a "forked tongue"), flattery, positioning, posturing, and "spinning" communication in order to manipulate the thoughts, feelings, or actions of others.

In *summary*: Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

3.1.2 Behaviour #2: Demonstrate Respect

Demonstrate Respect is based on the *principles* of respect, fairness, kindness, love and civility.

The *opposite* of Demonstrate Respect is to not respect other people, *not* showing people you care - either because you really don't care, or because you don't know how or don't take the time to do it.

The *counterfeit* is to fake respect or concern, or most insidious of all (the "Waiter Rule"), to show respect and concern for some (those who can do something for you), but not for all (those who can't)

In *summary*: Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

3.1.3 Behaviour #3: Create Transparency

Create Transparency is based on the *principles* of honesty, openness, integrity, and authenticity.

The *opposite* is to hide, cover, obscure, or mark dark.

The *counterfeits* is illusion. It's pretending, "seeming" rather than "being", making things appear different than they really are.

In *summary*: Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "What you see is what you get." Don't have hidden agendas. Don't hide information.

3.1.4 Behaviour #4: Right Wrongs

Right Wrongs is based on the *principles* of humility, integrity, and restitution.

The *opposite* is to deny or justify wrongs, to rationalize wrongful behaviours, or to fail to admit mistakes until you are forced to do so.

The *counterfeit* of Right Wrongs is to cover up. It's trying to hide a mistake, as opposed to repairing it.

In *summary*: Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries". Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.

3.1.5 Behaviour #5: Show Loyalty

Show Loyalty is based on the *principles* of integrity, loyalty, gratitude, and recognition. Covey focus on two dimensions: giving credits to others and speaking about people as though they were present.

The *opposite* of "giving credits to others" is to take the credit yourself. The *counterfeit* is two-faced: to appear to give credit to someone when they're with you, but then downplay their contribution and take all the credits yourself when they're not there.

The *opposite* of speaking about others as if they were present is selling people out or not representing them fairly when they're not in a position to do so themselves. The *counterfeits* is sweet-talking people to their faces and bad-mouthing them behind their backs.

In *summary*: Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.

3.2 🚩 Competence

3.2.1 Behaviour #6 Deliver Results

Deliver Results is based on the *principles* of responsibility, accountability, and performance.

The *opposite* is performing poorly or failing to deliver.

The *counterfeit* is delivering activities instead of results.

In *summary*: Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.

3.2.2 Behaviour #7: Get Better

Get Better is based on the *principles* of continuous improvement, learning, and change.

The *opposite* of Get Better is to entropy, deterioration, resting on your laurels, or becoming irrelevant.

Get Better has two common *counterfeits*. The first is represented by the "eternal student", the person who is always learning but never producing. The second is trying to force-fit everything into whatever you're good at doing (*He that is good with a hammer tends to think everything is a nail*).

In *summary*: Continuous improve. Increase your Capabilities. Be a constant learner. Develop feedback systems - both formal and informal. Act on the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges.

3.2.3 Behaviour #8: Confront Reality

Confront Reality is based on the *principles* of courage, responsibility, awareness, and respect.

The *opposite* of Confront Reality is to ignore it, to act as though it doesn't exist.

The *counterfeit* is to act as though you're confronting reality when you're actually evading it. It is focusing on busywork while skirting the real issues.

In *summary*: Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the "sword from their hands". Don't skirt the real issues. Don't bury your head in the sand.

3.2.4 Behaviour #9: Clarify Expectations

Clarify Expectations is based on the *principles* of clarity, responsibilities, and accountability.

The *opposite* is to leave expectations undefined - to assume they're already known, or to fail to disclose them so there is no shared vision of the desired outcomes.

The *counterfeit* of Clarify Expectations is to create "smoke and mirrors" - to give lip service to clarifying expectations, but fail to pin down the specifics that facilitate meaningful accountability.

In *summary*: Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

3.2.5 Behaviour #10: Practice Accountability

Practice Accountability is based on the *principles* of accountability, responsibility, stewardship, and ownership.

The *opposite* of Practice Accountability is not to take responsibility, to not own up, but rather to say, "It is not my fault."

The *counterfeit* is to point fingers and blame others, to say, "It's their fault."

In *summary*: Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing - and how others are doing. Don't avoid or shirk responsibility. Don't blame other or point fingers when things go wrong.

3.3 🧠 Mix of Character and Competence

3.3.1 Behaviour #11: Listen First

Listen First is based on the *principles* of understanding, respect and mutual benefit.

The *opposite* is to speak first and listen last - or not listen at all.

The *counterfeit* is pretend listening. It's spending "listening" time thinking about your reply and just waiting for your turn to speak.

In *summary*: Listen before you speak. Understand. Diagnose. Listen with your ears - and your eyes and heart. Find out what the most important behaviours are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers - or all the questions.

3.3.2 Behaviour #12: Keep Commitments

Keep Commitments is based on the *principles* of integrity, performance, courage, and humility.

The *opposite* is to break commitments or violate promises.

The *counterfeit* is to make commitments that are so vague or elusive that nobody can pin you down, or, even worse, to be so afraid of breaking commitments that you don't even make any in the first place.

In *summary*: Say what you're going to do, then do what you say you're going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honour. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.

3.3.3 Behaviour #13: Extend Trust

This behaviour is different than the other behaviours. It's about shifting from "trust" as a noun to "trust" as a verb. Extending trust is one of the best ways to create trust when it's not there.

Extend Trust is based on the *principles* of empowerment, reciprocity, and a fundamental belief that most people are capable of being trusted, want to be trusted, and will run with trust when it is extended to them.

The *opposite* of Extend Trust is to withhold trust, which creates an enormous cost everywhere.

The *counterfeit* of Extend Trust take two forms. The first is extending "false trust". It's giving people the responsibility, but not the authority or resources to get the task done. The second is extending "fake trust" - acting like you trust someone when you really don't.

In *summary*: Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.

3.4 Creating an Action Plan

You may use the following chart: start with one relationship, go over the behaviours and mark on the continuum where you think you are now with regard to each one. Then go back and circle the two of three behaviours that you feel will make the greatest positive difference.

Create an action plan to create change and keep in mind that the quickest way to make withdrawal is to violate a behaviour of *character*, the quickest way to make a deposit is to demonstrate a behaviour of *competence*.

Also look at www.speedoftrust.com

	BEHAVIOUR	CURRENT PERFORMANCE	OPPOSITE / COUNTERFEIT
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"/> <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"/> <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"/> <input type="checkbox"/>	Withhold information; keep secrets; create illusions; pretend.
	Right Wrongs	<input type="checkbox"/> <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"/> <input type="checkbox"/>	Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs.
	Deliver Results	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Fail to deliver; deliver on activities, not results.

O M P E T E N C E	Get Better	<input type="checkbox"/> <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"/> <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"/> <input type="checkbox"/>	Assume expectations or don't disclose them; create vague and shifting expectations.
B O T H	Practice Accountability	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't take responsibility: "It's not my fault!"; don't hold other accountable.
	Listen First	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't Listen; speak first, listen last; pretend listening; listen without understanding.
	Keep Commitments	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
	Extend Trust	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Withhold trust; fake trust and then "snoopervise"; give responsibility without authority

4 The Third, Fourth and Fifth Waves - Stakeholder Trust

- The 4 Cores and the 13 Behaviours are the tools that establish or restore trust in very context - in organisations (including the family), in the marketplace and in society.
- The main principle of establishing Organisational Trust is *alignment* - ensuring that all structures and systems within the organisation are in harmony with the cores and behaviours. That is what build trust with *internal* stakeholders.
- The main principle of establishing Market Trust is *reputation* or brand. It's using the cores and behaviours to create the credibility and behaviour that inspires the trust of *external* stakeholders to the extent that they will buy, invest in, and/or recommend your products and services to others.
- The main principle of establishing Societal Trust is *contribution*. It's demonstrating the intent to give back, to be a responsible global citizen, and it is becoming both a social and an economic necessity in our knowledge worker age.

4.1 The Third Wave - Organisational Trust

The Principle of Alignment.

Cultural behaviours in a low-trust organisation:

- People manipulate or distort facts
- People withhold and hoard information
- Getting the credit is very important
- People spin the truth to their advantage
- New ideas are openly resisted and stifled

- Mistakes are covered up or covered over
- Most people are involved in a blame game, bad-mouthing others
- There is an abundance of watercooler talk
- There are numerous "meetings after the meetings"
- There are many "undiscussables"
- People tend to overpromise and underdeliver
- There are a lot of violated expectations, for which people try to make excuses
- People pretend bad things aren't happening or are in denial
- The energy level is low
- People often feel unproductive tension - sometimes even fear

Behaviours in a high-trust organisation:

- Information is shared openly
- Mistakes are tolerated and encouraged as a way of learning
- The culture is innovative and creative
- people are loyal to those who are absent
- People talk straight and confront real issues
- There is real communication and real collaboration
- People share credit abundantly
- There are few "meetings after the meetings"
- Transparency is practiced value
- People are candid and authentic
- There is a high degree of accountability
- There is a palpable vitality and energy - people can feel the positive momentum

4.1.1 How to effect Organisational Trust?

4.1.1.1 Integrity

Ask yourself: Do we know what we stand for? Do our structures and systems reflect a basic paradigm of respect and trust? Do we have a culture of honesty? Of humility? Do we listen to one another's ideas? Can we make and admit mistakes? Do we have the courage to engage the tough issues? Do our systems and structure encourage ethical behaviour?

To increase Organisational Integrity, e.g. create or improve your mission or values statement and create a culture of making and keeping commitments.

4.1.1.2 Intent

Ask yourself: Do we have a culture of caring - for one another? For our work? For our customers? Do we genuinely want everyone to win? Are the systems set up to reward competition or cooperation? Does the system encourage people to share ideas and information freely - or does it encourage people to withhold?

To increase Organisational Intent, e.g. ensure that your mission and values reflect motives and principles that build trust, set an example of caring and create systems that carry out a mutual benefit agenda - systems that

use stewardship accountability agreements, reward cooperation instead of competition, and demonstrate trust.

4.1.1.3 Capabilities

Ask yourself: Do we have the means to deliver value? Do we attract and retain the Talents, Attitudes, Skills, Knowledge and Style we need to compete in today's market? Do we have the right people in the right seats on the bus? Are we continuously improving and innovating? Do we reinvent ourselves, if needed?

To increase Organisational Capabilities e.g. ensure that the structures and systems are designed to attract and retain the talent you need in the competitive in today's market, provide ongoing training and mentoring to ensure relevancy and the satisfaction that comes from growth and make sure that information and decision-making systems are aligned with efforts to meet organisational and customer needs

4.1.1.4 Results

Ask yourself: Do we deliver what we promise? Can people rely on us to create value and fulfil commitments? Do we have a track record that promotes confidence? Do clients recommend us to others? Do we deliver results in a way that inspires trust?

To increase Organisational Results, e.g. help people create shared vision concerning desired results through a system that includes cascading goals and getting every on the same page, create a "balanced scorecard" in which results reflect meeting the needs of all stakeholders - not just owners. and create a culture in which people have the opportunity to account for results - not activities - on a regular basis.

4.1.2 🗨️ The 7 Low-Trust Organisational Taxes

4.1.2.1 Redundancy

Redundancy is unnecessary duplication: excessive organisational hierarchy, layers of management, and overlapping structures all designed to ensure control.

4.1.2.2 Bureaucracy

Bureaucracy includes complex and cumbersome rules, regulations, policies, procedures and processes. Bureaucracy adds complexity and inefficiency - and costs - to the status quo.

4.1.2.3 Politics

"Politics" is defined as the use of tactics and strategy to gain power. Office politics thrive in low-trust environments. In fact, in many ways, "politics" is an antonym for trust.

4.1.2.4 Disengagement

Disengagement is what happens when people continue to work at a company, but effectively quit.

4.1.2.5 Turnover

In low-trust cultures, unwanted turnover is in excess of the industry or market standard.

4.1.2.6 Churn

Churn is the turnover of stakeholders other than employees, e.g. customers, suppliers, distributors and investors.

4.1.2.7 Fraud

Fraud is flat-out dishonesty, sabotage, obstruction, deception and disruption. Most of the other 6 organisational taxes (particularly redundancy and bureaucracy) are a result of management's response to this "fraud tax"

4.1.3 👍 The 7 High-Trust Organisational Dividend

4.1.3.1 Increased Value

Shareholder and customer value,

4.1.3.2 Accelerated Growth

in sales and profits.

4.1.3.3 Enhanced Innovation

Innovative in the products and service they offer and they have a strong culture of innovation.

4.1.3.4 Improved Collaboration

High-trust organisation foster collaboration and teamwork.

4.1.3.5 Stronger Partnering

Partnering relationships (such as outsourcing deals) that are based on trust experienced a high-trust dividend of up to 40 percent of the value of the contract.

4.1.3.6 Better Execution

High-trust organisations are better able than low-trust organisations to execute their organisation's strategy.

4.1.3.7 Heightened Loyalty

High-trust organisations elicit far greater loyalty from their primary stakeholders - coworkers, customers, suppliers, and investors - than low-trust organisations.

4.2 🏰 The Fourth Wave - Market Trust

The Principle of Reputation.

A "brand" is trust with the customer, trust with the marketplace, or even more boldly, "trust monetised". The direct connection between brand, trust, speed and cost is evident.

Look through the lens of trust in terms of Market Trust and the perspective of your customers and ask yourself:

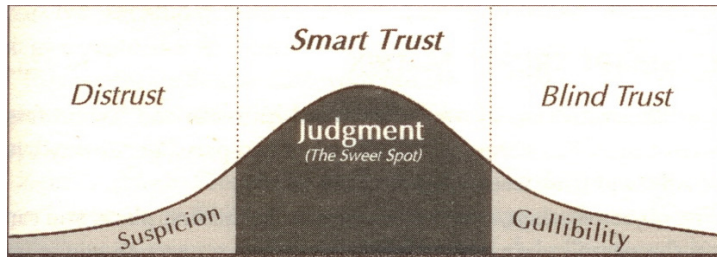
- Does my brand have Integrity? Do we have a reputation for honesty? Do we have values people believe in and can trust? Do we have a reputation in the market for courageously addressing tough issues quickly and for honestly admitting and repairing mistakes?
- Does my brand have good Intent? Are we perceived as simply "out to make a profit," or do people feel that we genuinely care, that we want to help others win?
- Does my brand demonstrate Capabilities? Do people associate our name with quality, excellence, continuous improvement, and the ability to change to maintain relevance in a global economy age? Are we recognised as having the ability to accomplish our objectives in ways that build trust?
- Is my brand associated with Results? Do people feel we deliver what we promise? Is a good track record associated with our name? Are people willing to answer "yes!" to the question "Would you recommend this business to a friend?"

4.3 🧑‍🤝‍🧑 The Fifth Wave - Stakeholder Trust

The Principle of Contribution. It's the intent to create value instead of destroy it, to give back instead of take.

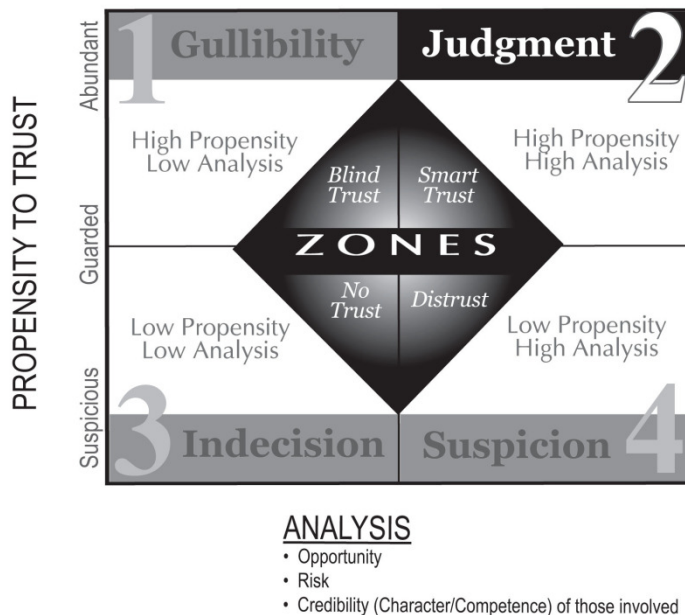
5 Inspiring Trust

5.1 🧠 Extending "Smart Trust"



When you are dealing with trust it seems there are two extremes. On one end of the spectrum, people don't trust enough, they are suspicious, they hold things close to the vest, they often only trust themselves. On the other end, people are too trusting, they're totally gullible, they believe anyone, trust everyone. Extending trust can bring great dividends, but also creates the possibility of significant risk. So how can you hit the "sweet spot"?

Smart Trust™ Matrix



Zone 1 is the "Blind Trust" zone of *gullibility*. This is where we find people who are a sure bet to fall for Internet, marketing, investment and other scams.

Zone 2 is the "Smart Trust" zone of *judgement*. This is where you combine the propensity to trust with the analysis to manage risk wisely. This is where you get both good business judgement and good people judgement. Smart Trust doesn't mean that you extend trust to everyone. Based on the circumstances, your judgement may be to not extend trust or to extend only a limited measure of trust.

Zone 3 is clearly a wipeout. With poor analysis and a low propensity to trust, you're going to get the worst of both worlds. It's low return for high risk.

Zone 4 is where you analyse and calculate and consider issues carefully. You're suspicious and guarded, so you don't readily extend trust to others. You hold things close, you try to keep everything within your direct control. This is actually the highest risk zone of all. When you're highly suspicious, you tend to try to validate everything, to analyse everything to death. You miss opportunities, you cut off collaboration and synergy.

5.2 🤝 Restoring Trust When It Has Been Lost

When you have lost the trust of others: increase your personal credibility and behave in ways that inspire trust.

When others have lost your trust: don't be too quick to judge and do be quick to forgive.

5.3 🤝 A Propensity to Trust

The key is our ability to forgive, and also in our ability to balance our propensity to trust with analysis, giving us the judgement to extend the Smart Trust that maximises the dividends and minimises the risk.