

TRUST



Reading Material (Robert Griffiths)



Trust

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Trust

INTRODUCTION

Trust is a central part of all human relationships, and therefore a, if not *the* fundamental element of Leadership and Teamwork.

If you don't trust your leader, manager or « Boss », the likelihood that you will follow him or her are minimal.

But what is trust?

Here are some possibilities:

- Trust is a set of behaviours, such as acting in ways that depend on another.
- Trust is a belief in a probability that a person will behave in certain ways.
- Trust is an abstract mental attitude toward a proposition that someone is dependable.
- Trust is a feeling of confidence and security that a partner cares.
- Trust is a complex neural process that binds diverse representations into a semantic pointer that includes emotions.

Behaviours and verbal expressions are certainly evidence for trust—for example, when someone treats you well and says nice things to you—but these behaviours are merely evidence for the internal mental state of trust that causes them, not the trust itself. Trusting people may involve estimations of probabilities of how they will behave, but people usually trust others without any understanding of probability or any precise predictions about their behaviours.

Some philosophers would say that trust is a propositional attitude, an abstract relation between an abstract self and an abstract meaning of the sentence. But the nature of these selves, relations, and meanings is utterly mysterious.

Some psychologists propose that trust is a feeling of confidence and security.

However, none of these definitions or views clearly explain the nature of the feeling of trust.

What is perhaps more important and useful from a practical point of view is to think of **trustworthiness** rather than trust.

Trustworthiness is the quality of being deserving of trust or confidence, dependability, reliability, honesty and competence. Trust is the response or result of trustworthiness.

For the purposes of Leadership & Organisational Behaviour, we will explore:

1. **DEFINITIONS & ELEMENTS: Some different definitions and key elements of trust & trustworthiness (although all have similarities)**
2. **Explore THE CRITICAL IMPORTANCE OF TRUST FOR TEAMS, and**
3. **Review in more detail THE TYPES OF BEHAVIOURS & ATTITUDES WHICH PROMOTE TRUST: in other words, the behaviours & attitudes that generate trustworthiness.**

Trust

1. DEFINITIONS & KEY ELEMENTS OF TRUST AND TRUSTWORTHINESS

Dictionary Definitions:

Trust:

- assured reliance on the character, ability, strength, or truth of someone or something
- one in which confidence is placed
- to believe that someone is good and honest and will not harm you, or that something is safe and reliable
- dependence on something future or contingent : to hope and expect that something is true-

Trustworthiness / Trustworthy:

- Trustworthiness: the quality of being deserving of trust or confidence; dependability; reliability:
 - Oxford Dictionary: adjective: that you can rely on to be good, honest, sincere, etc. synonym reliable.
 - Others: Trustworthy. (adjective) in the sense of dependable. Definition. (of a person) honest, reliable, or dependable.
-

Below are some useful ways of exploring and understanding the topic of Trust and Trustworthiness:

An equation for Trustworthiness

$$\begin{array}{l} \text{Trustworthiness} \\ \text{(The ability you have to} \\ \text{make others trust you)} \end{array} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-orientation}}$$

Where..

Credibility =

- Logical and able to communicate clearly
- **Honest** and open
- Shows expertise
- Has strong credentials

Reliability =

- Feels familiar
- Is consistent
- Considers one's word as one's bond. ("INTEGRITY")
- No surprises

Intimacy =

- Takes risks regarding self
- Shows vulnerability

Trust

- Others confide in them
- Takes risks regarding others
- Empathetic
- Discrete

Low Self-Orientation =

- Easily moves on after a disappointment
- Leads with curiosity, focus on the other
- Comfortable changing agendas, objectives
- Focused more on longer-term relationships than transactional ones.
- Achieves goals through the achievements of others
- Humility

Trustworthiness rather than Trust

As per the TEDx Talk by Onora O'Neill, and English Philosopher - What we don't understand about trust.

https://www.ted.com/talks/onora_o_neill_what_we_don_t_understand_about_trust

Summary:

The standard views of trust, especially according to opinion polls, are listed below. These views are so commonplace that they have become clichés of our society:

The Claim:

- There has been a great decline in trust, very widely believed.

The Aim:

- We should have more trust.

The Task:

- We should rebuild trust.

Onora O'Neill's proposition:

Instead, we should focus on trustworthiness.

The Claim:

- We seek to place trust in a differentiated way. Trust the trustworthy and don't trust the untrustworthy.

The Aim:

- To have relationships in which people are trustworthy. And can judge when and how the other person is trustworthy. Intelligently placed and intelligently refused trust is the proper aim.
- So, what matters in the first place is not trust, but trustworthiness. Its judging how trustworthy people are in certain respects.
- That judgement requires us to look at 3 things:
 1. Are they competent?
 2. Are they honest?
 3. Are they reliable?

(e.g. if you are competent but unreliable, this does not make you trustworthy. Likewise, if you are reliable but not competent, this does not make you trustworthy for certain tasks.

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If you are dishonest, then irrespective of your competence or reliability, it will be very difficult to be trustworthy).

- What we are looking for is trustworthiness. Trust is the response. Trustworthiness is what we have to judge.

The Task:

- Ultimately, trust is distinctive because it's given by other people.
- You can't rebuild what other people give you, you have to give them the basis for giving you their trust.
- In other words, you have to be trustworthy, and provide usable evidence that you are trustworthy.

Conclusion:

We need to think much less about trust, let alone about attitudes of trust detected or mis-detected by opinion polls, much more about being trustworthy, and how you give people adequate, useful and simple evidence that you are trustworthy.

How to build (and rebuild) trust

As per the TED Talk by Frances Frei - How to build (and rebuild) trust:

https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust

The 3 key elements to be trusted are:

- i) **Authenticity** (being true to yourself)
 - ii) **Rigour / Logic** (including the capacity to communicate that logic effectively)
 - iii) **Empathy**
-

The 4 Cores of credibility

Stephen Covey (The Speed of Trust)

The Four Cores of Credibility

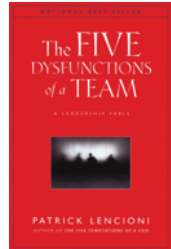
- A credible person reliably and regularly demonstrates all four of the following:
 1. Results
 2. Capabilities
 3. Intent
 4. Integrity.
- If you lack one or more of the above, you will not be seen as a credible person and, in turn, people will not easily trust you.

Stephen Covey came up with a list of 13 Trust-Promoting Behaviours which are particularly useful in an organisational and team context. We will explore this in more detail in Part 3 of this document.

Trust

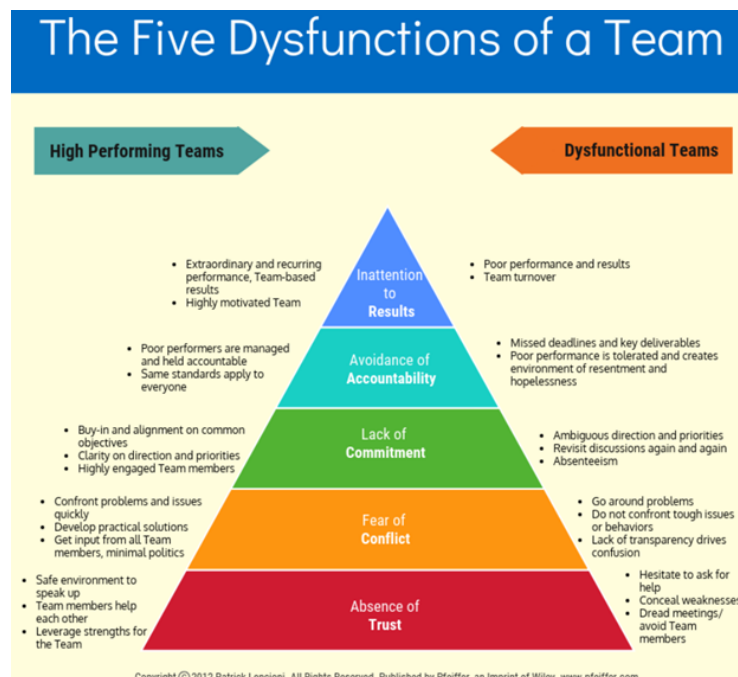
2. THE CRITICAL IMPORTANCE OF TRUST FOR TEAMS

The Five Dysfunctions of a Team



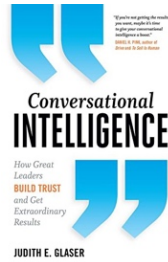
A simple way to demonstrate this is to consider Patrick Lencioni's book "The Five Dysfunctions of a Team", in which Trust is the foundation. According to his book 'The five dysfunctions of a Team' are:

1. **Absence of trust.** Team members don't dare to show vulnerability within the group, Which leads to...
2. **Fear of conflict.** The team prefers artificial harmony over constructive passionate debate, while the latter is required to create trust and openness, Which leads to...
3. **Lack of commitment.** Decisions are made, but sincere buy-in for group decisions is missing. This results in ambiguity throughout the organization, Which leads to...
4. **Avoidance of accountability.** Ducking the responsibility to hold each other accountable on agreed behaviour. This behaviour sets low standards, Which leads to...
5. **Inattention to results.** Team members focus more on personal success, status and ego before team success.



Trust

Conversational Intelligence



In her book *Conversational Intelligence*, Judith Glaser makes the point that **good quality conversations enhance relationships and environments**. In the workplace, these environments support innovation, cooperation, collaboration and trust.

When a conversation feels awkward our instinctive fear networks are activated.

This results in defensiveness, disconnect and distrust.

In order to boost your Conversational Intelligence and your Leadership, these are some of the keys:

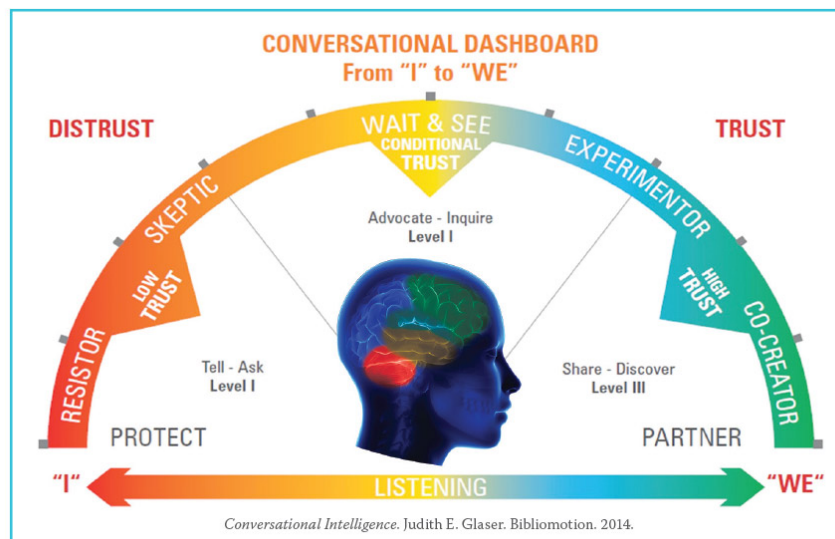
1. Include people. Share key information. ...
2. Express appreciation. Thank people. ...
3. Be curious. Ask questions for which you don't know the answers. ...
4. Listen to connect. Listening to gather info, problem-solve, understand or empathize is good.

Her proposition is to discern the types of conversations that are suited for different situations.

At one end of the conversational continuum are conversations that allow us to transact business and share information with another **(Level I). It is “Me” centric.**

As we move across the continuum we engage in “positional” conversations – those in which we have a strong voice and point of view, and work to influence others to understand or accept our view of the world **(Level II). It is still “Me” centric.**

As we reach the highest level (Level III), we are communicating with others to transform and shape reality together (“Co-creating Conversations”). **This is “We” centric, where Trust is high.**



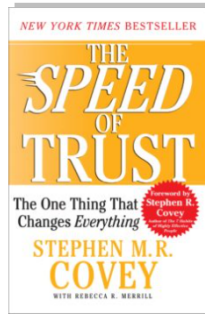
Trust

This shifting from “Me” to “We” allows for “co-creational conversations” and increased trust, as can be seen in the slide below:



Trust

3. TRUSTWORTHINESS: TRUST PROMOTING BEHAVIOURS



In his book “The Speed of Trust”, Stephen Covey explores **the importance of trust and how it can improve all aspects of our lives, from personal relationships to productivity in the office**. Trust improves communication, and in doing so, speeds up efficiency and lowers cost at the same time.

When trust goes up in a relationship, or on a team, in a company, in an industry, with a client, with a customer—speed goes up with it and cost comes down. Everything happens faster and everything costs less because trust has been established. That's a dividend, a high-trust dividend.

“If people can trust each other, it's like a multiplier effect for everything else that they're doing. Their ability to collaborate goes up, to partner goes up, to create great high-performing teams goes up when there's trust.”

The Four Cores of Credibility

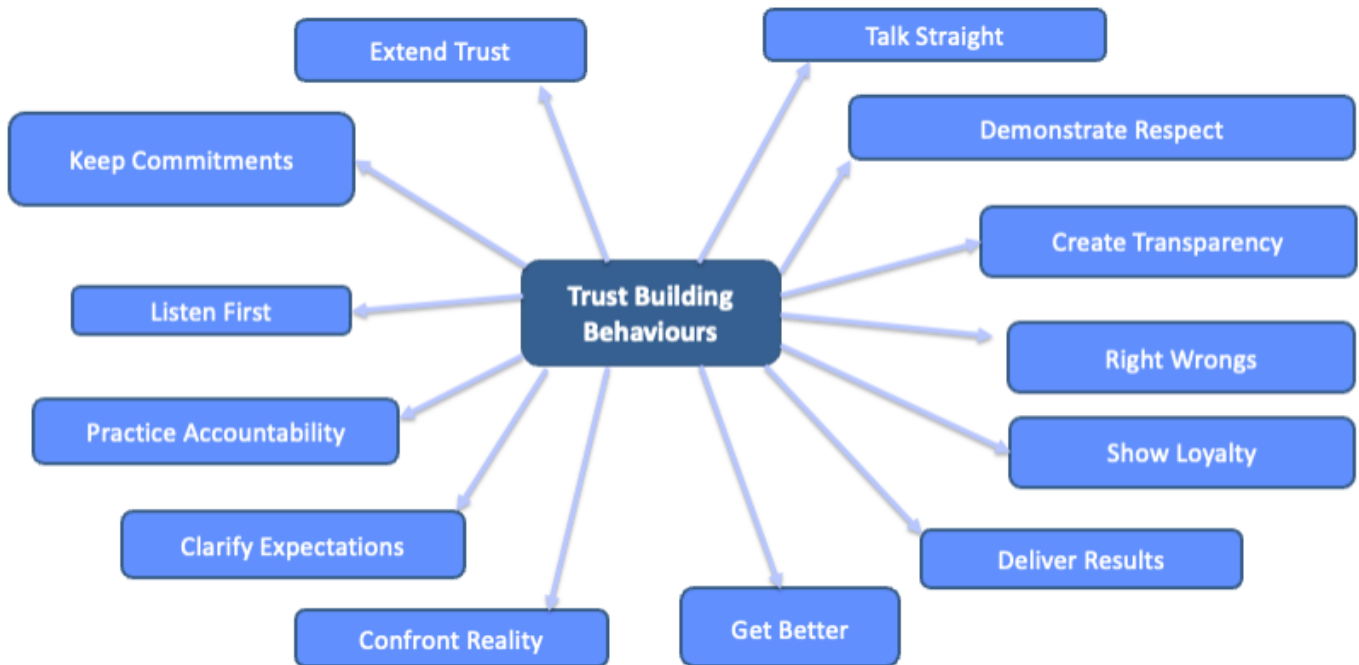
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The 5 Waves of Trust

- The First Wave: Self Trust. ...
- The Second Wave: Relationship Trust. ...
- The Third Wave: Organizational Trust. ...
- The Fourth Wave: Market Trust. ...
- The Fifth Wave: Societal Trust.

Trust

The 13 Trust-Building / Trust-Promoting Behaviours:



1. Talk Straight

Communicate clearly so that you cannot be misunderstood. Preface your discussions by declaring your intent, so you leave no doubt about what you are thinking. Counterfeit behaviours include withholding information, flattery, and spin. Be honest and call things what they are. Don't manipulate people distort facts or leave false impressions.

2. Demonstrate Respect

This behaviour is based on the principles of respect, fairness, kindness, love, and civility. The opposite is commonly experienced as showing disrespect, which is a huge issue, both at work and at home. The counterfeit is to fake respect or concern or, most insidious of all, to show respect and concern for only those who can do something for you.

3. Create Transparency

Be real and genuine and tell the truth in a way that people can verify. The opposite is to obscure, and the counterfeit is an illusion of pretending things are different than they are. You can establish trust quickly by being open and authentic, erring on the side of disclosure and not having hidden agendas.

4. Right Wrongs

Make restitution instead of just apologizing. The opposite is to deny or justify wrongs because of ego and pride, and the counterfeit is to cover up mistakes. Apologize quickly, take action to make restitution when possible, and demonstrate personal humility to achieve this behaviour.

Trust

5. Show Loyalty

Give credit to others and speak about people as though they are present. The opposite is to take credit or not represent people fairly. The counterfeit is to appear to share credit but then downplay others' contribution when they are away. To exhibit a trustworthy character, give credit freely, don't badmouth people behind their backs and don't disclose others' private information.

6. Deliver Results

This is a way to convert cynics and establish trust in a new relationship. Because it is often difficult to measure results, take time to define results upfront. By establishing a track record, making the right things happen, being on time and on budget, and not making excuses for not delivering, you quickly restore lost trust on the competence side.

7. Get Better

Continuously improve by learning, growing and renewing yourself. Others will develop confidence in your ability to succeed in a rapidly changing environment. The opposite is entropy and deterioration, while the counterfeit is the eternal student - always learning, but never producing. Don't be afraid to make mistakes but learn from them. Develop formal and informal feedback systems and respond to them.

8. Confront Reality

Take the tough issues head-on. This affects speed and cost by facilitating open interaction and fast achievement and also allowing you to engage the creativity, capability, and synergy of others in solving problems. When leaders use the opposite behaviour by ignoring problems, they pay a huge tax when people feel they are being dishonest. It is far better to address the real issues and lead courageously in discussions of uncomfortable topics.

9. Clarify Expectations

Create shared vision and agreement up front. The opposite is to leave undefined expectations and the counterfeit is to be vague about specifics. Consider that most circumstances encompass three variables - quality, speed, and cost - but you can only have two. Always discuss and reveal expectations, and never assume they are clear or shared. Renegotiate, if necessary, but don't violate expectations once they have been validated.

10. Practice Accountability

Hold yourself and others accountable. Leaders who generate trust do both. The opposite is not to take responsibility, and the counterfeit is to point fingers. Other people respond to accountability - particularly performers. They want to be held accountable. Don't avoid or shirk responsibility and be clear on how you'll communicate progress.

11. Keep Commitments

It is the quickest way to build trust in any relationship. The opposite is to break commitments and the counterfeit is to make vague, unreliable commitments, or never make them in the first place. Some cultures view commitments differently, and understanding the difference is key to getting dividends and avoiding trust taxes.

Trust

People tend to see family commitments as more flexible than work commitments, but they are just as important. Make keeping all commitments the symbol of your honour.

12. Listen First

Genuinely understand another person's thoughts and feelings, before trying to diagnose or advise. The opposite and counterfeit are to speak first and listen last, or not at all, and to pretend to listen while waiting for your own chance to speak. Listening teaches you which behaviours create dividends. Use your eyes and your gut to listen as well as your ears, and don't presume you know what matters to others.

13. Extend Trust

Shift trust from a noun to a verb. While the other Behaviours help you become a more trusted person or manager, this 13th Behaviour helps you become a more trusting leader. Extending trust leverages it to create reciprocity. The opposite is withholding trust. The counterfeit is extending false trust by giving people responsibility, but no authority or resources to complete a task. There is also fake trust that seems like trust until you follow-up behind people and micromanage. Based on the situation, extend conditionally to those who are earning your trust, but extend it abundantly to those who have earned it.

Reflection:

- Think about which 2-3 trust-promoting behaviours are those you most need to see in others before trusting them. In other words, what are the 2-3 key trust promoting behaviours, that were they absent (or the contrary) in a person, you would find it very difficult to trust or keep trusting them?
 - Perhaps you can share your 2-3 Trust keys with your teammates and ask them to share theirs. That way the team gets to know each other's "Trust Keys".
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