

Leadership Talent SOLUTIONS

LEADERSHIP COMPETENCY: ESTABLISHES TRUST

To be persuasive, we must be believable; to be believable, we must be credible; to be credible, we must be truthful.

--- Edward R. Murrow

Defining Characteristics

- Establishes trust with others through authenticity, reliability and follow-through on commitments.
- Continually demonstrates sound ethics, personal integrity, honesty and sincerity.
- Shows consistency in principles, values and behaviors.
- Creates a safe, supportive environment that produces ongoing mutual respect and trust.
- Shows genuine concern for the welfare and future of others.
- Demonstrates respect for others' perceptions, learning styles and perspectives
- Provides on-going support for and champions new behaviors and risk-taking actions.

Development Activities

- 1) Be realistic in promising deliverable dates. Make absolutely sure you can deliver your commitments on time. If for some unforeseen reason you are unable to meet the agreed upon deadline, be sure to let your customer/client know as soon as possible so there are no last-minute surprises.
- 2) Together with your team members, create an ethical code for your department. Discuss the "gray areas" and potential ethical dilemmas that may arise by the nature of the work or the organizational structure. Agree upon ethical behaviors and processes to follow.
- 3) Make it a practice to acknowledge your peers and direct reports when they show courage in being honest.

ESTABLISHES TRUST (Continued)

- 4) If you feel you have lost the trust of a customer or client, set up a meeting in person to try and regain their confidence. Listen to their concerns and commit to taking a new action to rectify the situation and regain their trust.
- 5) Use a tickler file to be sure to get back to people when you said you would.
- 6) Be ready to challenge people who break the rules or “grease the wheels” to earn an unfair advantage for themselves.
- 7) Always “walk your talk”, setting the tone for equality and trust.
- 8) Don’t claim credit when you don’t deserve it. Give proper recognition.

Training Resources

- “Outward Bound” <http://www.outwardboundpro.org/> helps teams build mutual trust and enhance their internal and external strategic alliances through physical challenges and interactive exercises.
- Team Building Retreats to work with work with teams or intergroup teams to enhance communication and build greater trust.
<http://leadershiptalentsolutions.com/developteams.html>
- Public webinars on building trust at work.
http://www.thinbook.com/pages/webinars/webinars_pub.htm
- Free Pod cast: Five critical tips for building trust at work.
http://www.thinbook.com/pages/webinars/podcast_5_critical_tips.html
- “People- First Management: Creating a Culture of Trust,” Stanford Graduate School of Business Executive Briefings Video Programs
<http://www.rctm.com/Products/stanfordexecutivebriefingsvideosProducts/stanfordexecutivebriefingsvideos/5330.htm>

ESTABLISHES TRUST (Continued)

Recommended Reading

- Badaracco, Joseph L., Jr. "*The Discipline of Building Character.*" Harvard Business Review, March - April 1998.
- Ciulla, JoAnne, B., *Ethics: The Heart of Leadership*, Greenwood Press, 1998. The author argues that power and authority in today's world stems not from position or coercion, but from trust, commitment and values shared by those who are led. How do people give and get trust? What moral hazards are inherent in transformational and charismatic leader/follower relationships?
- Kouzes, James M. and Barry Z. Posner, *Credibility: How Leaders Gain and Lose It, Why People Demand It*. San Francisco: Jossey-Bass, 1995.
- Lukaszewski, James E., *Why Should the Boss Listen to You: The Seven Disciplines of the Trusted Strategic Advisor*. Jossey Bass, Wiley 2008
- Morgan, Eileen, *Navigating Cross-Cultural Ethics: What Global Managers Do Right to Keep from Going Wrong*. Boston, MA: Butterworth, Heinemann, 1998.
- Morin, William J., *Trust Me*. New York: Drake Beam Morin, Inc., 1995. The CEO of this well-known outplacement firm explains how to create "non-dependent" trust based on open communication. Discusses how both employers and employees can address valid self-interests, without compromising each other's rights and legitimate expectations.
- Reina, Dennis S. & Michelle L., *Trust & Betrayal in the Workplace: Building Effective Relationships in Your Organization*, 1999.
- Zand, Dale E. *The Leadership Triad: Knowledge, Trust and Power*. New York: Oxford University Press, 1997.