



Investing in Trust Now

WHY?

- ▶ Employees increasingly expect high-trust work environments.
- ▶ Consumers make purchases based on their trust in the brand.
- ▶ High-trust companies execute more quickly, are more profitable, and experience more energy and joy.
- ▶ High-trust companies experience less stress, less burnout and take fewer sick days.

What is trust, really?

“A confident relationship with the unknown.”

The force that emboldens us to take a step toward uncertainty

How do I gain the trust of others?

- ▶ Trust is built on historical behavior.
- ▶ One must behave their way into being trusted.
- ▶ There are three DRIVERS of trust;
 - AUTHENTICITY
 - LOGIC / JUDGEMENT
 - EMPATHY
- ▶ Determine which of the three drivers is your ‘Trust Wobble’.
- ▶ Identify and adopt behaviors to stabilize your wobble.

How do I cultivate a culture of trust within my company?

1. **Recognize excellence.** Recognition has the largest effect when it occurs immediately after a goal has been met, when it comes from peers, and when it's tangible, unexpected, personal and public.
2. **Induce 'challenge stress'.** When a manager assigns a team a difficult but achievable job, the moderate stress of the task releases neurochemicals that intensify focus and strengthen social connections.
3. **Give people discretion in how they do their work.** Once employees have been oriented and trained, allow them, whenever possible to manage people and execute projects in their own way. Being trusted is a significant motivator.
4. **Enable job crafting.** When companies trust employees to choose which projects they'll work on, people focus their energies on what they care about most.
5. **Share information broadly.** Openness is the antidote to rampant stress and disengagement.
6. **Intentionally build relationships.** When social networks improve at work, performance improves.
7. **Facilitate whole-person growth.** High-trust workplaces help people develop personally as well as professionally. This includes assessing discussions around work-life integration.
8. **Show vulnerability.** Leaders in high-trust workplaces ask for help from colleagues instead of just telling them to do things, which builds trust and cooperation and is a sign of a secure leader.

How do I repair trust with others?

- ▶ Together, make a genuine commitment to repair trust.
- ▶ Together, identify and map the aspired trustworthy behaviors.
- ▶ Together, behave according to the mapped trustworthy behaviors, repeatedly.
- ▶ Ask each other to serve as accountability partners and compassionately steer each other toward the trustworthy behaviors.