

The 5 Waves of Trust



“As trust is manifest in each successive wave, the effect of trust becomes cumulative and exponential.”

STEPHEN M. R. COVEY
The Speed of Trust

Trust Gaps

Self Trust. Focus on increasing credibility and inspiring confidence. Deficiencies here create a **Credibility Gap**.

Relationship Trust. Apply specific behaviors to improve trust with primary stakeholders. Deficiencies here create a **Behavior Gap**.

Organizational Trust. Design organizations on trust and choose symbols that promote trust. Deficiencies here create an **Alignment Gap**.

Market Trust. Strengthen brand equity and deliver on value proposition with customers and other stakeholders. Deficiencies here create a **Reputation Gap**.

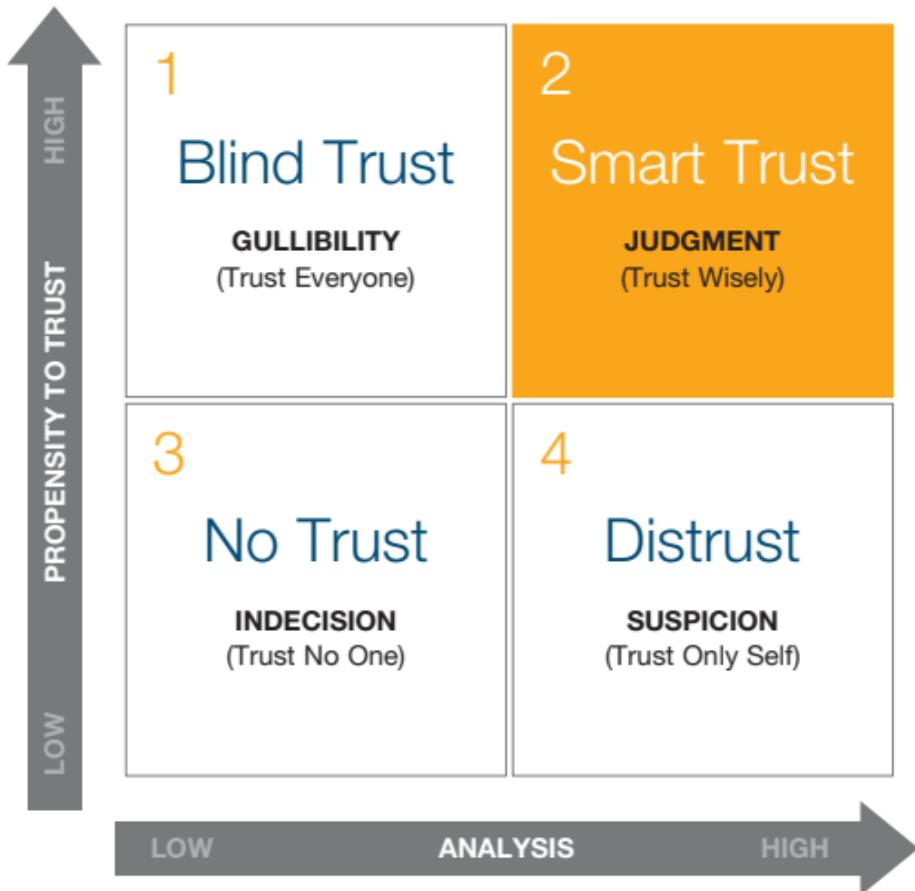
Societal Trust. Focus on creating value and meaningful contributions for all stakeholders. Deficiencies here create a **Contribution Gap**.

A gap in one wave will always lead to gaps in others. As the waves ripple out, trust gaps become cumulative and exponential.

See-Speak-Behave



“Smart Trust” Matrix™



Integrity

Are You Congruent?

Integrity is deep honesty and truthfulness. It is who we really are. It includes congruence, humility, and courage.

Congruence. To live in harmony with your deepest values and beliefs. You walk your talk.

Humility. To stand firmly for principles, especially in the face of opposition. You are more concerned with what is right than with being right.

Courage. To act according to principles. You do the right thing—especially when it's hard to do.



Integrity Accelerators

Increasing Your Integrity

1. **Make and Keep Commitments to Yourself.**

Treat commitments to yourself as you would treat commitments to other important people in your life. Make, keep, repeat.

2. **Stand for Something.**

Write a mission statement or personal credo—an expression of what you stand for. Then live by it.

3. **Be Open.**

Exercise humility. Challenge the way you see the world: Are your own viewpoints totally accurate and complete? Do you seriously consider other viewpoints?

Intent

What's Your Agenda?

Intent is your fundamental motive or agenda and the behavior that follows.

Motive. The motive that inspires the greatest trust is genuine **caring**—about people, your values, the quality of what you do.

Agenda. The agenda that inspires the greatest trust is **seeking mutual benefit**—genuinely wanting what's best for everyone involved.

Behavior. The behavior that best creates credibility is **acting in the best interests** of everyone.



Intent Accelerators

Improving Your Intent

1. Examine Your Motives.

Ask yourself the “five whys.” Once you get close to your real intent, ask yourself: “Am I motivated only by self-interest or by the interests of all?”

2. Choose Abundance.

Ask yourself: “Do I believe there are enough rewards, credit, recognition, and benefits for everyone’s interests to be served?”

3. Declare Your Intent.

Choose the intent that will serve everyone best, including yourself. State it, signal it, clarify it, and discuss it—especially when your intent is unclear. Share the “why” behind the “what” wherever possible.

Capabilities

Are You Relevant?

Capable people and organizations inspire confidence. Capability is our capacity to achieve results and includes our talents, attitudes, skills, knowledge, and style.

Talents. What are my unique, native strengths?

Attitudes. Do I approach work with energy and the determination to contribute?

Skills. Do I continuously upgrade my skills?

Knowledge. What am I doing to stay current and keep learning?

Style. Does my style of doing things get in the way or ease the path?



Capabilities Accelerators

Building Your Capabilities

1. Run With Your Strengths.

Feed your strengths. What are they?

Where are your natural talents?

What can you do best? Starve your weaknesses by teaming with others who are strong where you're weak.

2. Keep Yourself Relevant.

Match your strengths to opportunities.

Where can you make a unique, high-value contribution?

3. Know Where You're Going.

Specify your distinctive contribution and keep the vision of it before you from now on.

Results

What's Your Track Record?

Results matter! They matter enormously to your credibility. People evaluate your results/performance on three key indicators: past performance, current performance, and anticipated performance.

Past Performance. Your reputation and track record for delivering results, not just activities.

Current Performance. Producing results now, not resting on past performance.

Anticipated Performance. How people project you will perform in the future based on past and current results.



Results Accelerators

Improving Your Results

1. **Take Responsibility for Results.**

Adopt a “results” mindset rather than an “activity” mindset. Ask yourself: “Will what I’m doing now lead to the results I want, or am I just staying busy?”

2. **Expect to Win.**

Openly express confidence in yourself and others. Clearly define what winning consists of. Create an emotional climate of high expectations.

3. **Finish Strong.**

Drop out of the “culture of quitting” and the “victim mentality.” Stay strong at the end when everything’s on the line.

1 Talk Straight

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.

OPPOSITE

To lie or deceive.



Talk Straight

WHAT TO SAY

- Here's how I see the situation...
- This is what I feel strongly about...
- I suggest we do the following...
- These are the facts as I see them...
- From my perspective...
- I respect you, and I want to talk straight with you.
- My intent is to be candid with you.
- Let me tell you what I've observed...
- This is what I understand...

COUNTERFEIT

“Spinning,” positioning, posturing, and manipulating. Withholding information, “beating around the bush,” double-talking, and flattering. “Corporate speak.” Technically telling the truth, but leaving the wrong impression.

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.

OPPOSITE

To not respect or have concern for other people.



Demonstrate Respect

WHAT TO SAY

- I respect and appreciate you.
- I'm glad for the chance to work with you.
- Thanks for all you're doing.
- You are really good at...
- What I respect about you is...
- How do you see it?
- What do you think?
- We need your opinion.
- You see things differently—I need to listen to you.
- I respect your authority/position/strong feelings about this.

COUNTERFEIT

Faking respect or concern. Showing respect and concern for some (those who can do something for you), but not for all (those who can't).

Tell the truth in a way people can verify for themselves. Declare your intent. Get real and be genuine. Be open and authentic. Err on the side of disclosure. Be transparent about not being able to be transparent (e.g., the law or ethics preclude it). Operate on the premise of “what you see is what you get.” Don’t have hidden agendas. Don’t hide information.

OPPOSITE

To hide; to cover up; to obscure.



Create Transparency

WHAT TO SAY

- My intent is...
- My agenda is...
- I intend to be open and forthright about this.
- This is what our team is all about...
- The outcome I have in mind is...
- These are the hard facts...
- Let me show you the data...
- Disagree with me on this...
- Because of legal/compliance considerations, this is all I can say...
- Things aren't going well right now.

COUNTERFEIT

Having hidden agendas, hidden meanings, or hidden objectives. Creating illusions and making things appear different than they are. Pretending. “Seeming” rather than “being.” Withholding information.

4 Right Wrongs

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

OPPOSITE

To deny or justify wrongs; to rationalize wrongful behavior.



Right Wrongs

WHAT TO SAY

- I'm sorry.
- It's my fault.
- I apologize for...
- I was wrong about...
- What can I do to make this right?
- Tell me how we can help.
- What will it take to "close the loop"?
- What could I have done differently?
- How can we learn from this situation?
- This is what we commit to do...
- Is there anything I can do to follow up with you?

COUNTERFEIT

"Covering up," disguising, or trying to hide mistakes instead of repairing them. Failing to admit mistakes until forced to do so.
Being humbled by circumstances instead of conscience.

Give credit to 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 back. When you must talk about others, check your intent. Don't disclose others' private information.

OPPOSITE

To take credit yourself; to betray others.



Show Loyalty

WHAT TO SAY

- I want to acknowledge _____ for this accomplishment.
- You did a great job! I'm going to make sure _____ hears about this.
- Thank you for your tremendous contribution.
- We should talk about this when this person is here.
- I'd rather talk with her directly than talk about her.
- How do you think we should discuss this situation with this person?
- What is in the best interest of this person?
- Sounds like you need to speak to _____ directly. (Kills gossip.)

COUNTERFEIT

Being two-faced—appearing to give credit to people when they're present, but downplaying their contribution and taking the credit yourself when they're not. "Sweet-talking" people to their face, but then "bad-mouthing" them behind their back. Gossiping.

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.

OPPOSITE

To perform poorly or fail to deliver.



Deliver Results

WHAT TO SAY

- What specific results are we expected to deliver? By when?
- How will we measure success?
- What will be the impact of these results?
- By the deadline, I commit to deliver...
- This is what we promised, and it beats the budget.
- We've finished. Is this what you expected? Why or why not?
- We need to do whatever it takes to get these outcomes.
- Which of these objectives is most important?

COUNTERFEIT

Delivering activities instead of results. Doing busywork or “fake work” without accomplishing real work. Overpromising and underdelivering.

Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems—both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

OPPOSITE

To deteriorate; to “rest on your laurels”; to become irrelevant.



Get Better

WHAT TO SAY

TO YOURSELF:

- Where can I get better?
- How am I doing now?

TO THE TEAM:

- What specifically do we need to do better (systems, structures, processes)?
- How are we doing now?
- What is the Trust Dividend if we make this improvement? What is the Trust Tax of doing nothing?
- How will we get regular feedback?

TO ALL STAKEHOLDERS:

- On a scale of 1 to 10, how likely are you to recommend our product/service to a friend or co-worker? Why or why not?
- Thanks for the feedback. We'll act on it.

COUNTERFEIT

Making “flavor of the month” improvements that never take hold. Continually learning, but never producing. Talking a good game about improving, but never doing it. Trying to force-fit everything into what you’re good at doing.

Take issues head on, even the “undiscussables.” Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person. Don’t skirt the real issues. Don’t bury your head in the sand.

OPPOSITE

To ignore reality or act as though it doesn’t exist; to be “in denial.”



Confront Reality

WHAT TO SAY

- Let's get real.
- What are you not saying that needs to be said?
- I don't think we're talking about what needs to be talked about, which is...
- What are the most important threats or opportunities we face?
- What are the facts of the situation?
- What will happen if we don't face this issue head on?
- We're adults—we can handle this.
- Tell it to me straight.
- What is the “undiscussable” here?
- When you do this, the impact on me is...
- When you do this, the impact on the team/organization/stakeholders is...

COUNTERFEIT

Pretending to confront reality while actually evading it. Focusing attention on side issues while skirting the real issues.

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.

OPPOSITE

To leave expectations undefined or unclear.



Clarify Expectations

WHAT TO SAY

- What exactly do you want me to deliver? By when?
- What are the measures of success? (How will we know that we've delivered?)
- What do we care most about—quality, speed, or cost?
- What resources do you need to deliver these results?
- How and when will we follow up?
- What have you understood from this conversation?
- Who else needs to know about this?
- What do you see as your next steps?
- What do you see as my next steps?
- Things have changed. We need to review what we expect...

COUNTERFEIT

Guessing. Failing to pin down the specifics (results, deadlines, resources) that facilitate meaningful accountability. Going with the ebb and flow of situational expectations that shift based on experience, interpretation, or memory. Shooting first and then drawing the target after the fact.

Hold yourself accountable first; hold others accountable second. Take responsibility for results, good or bad. 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 others or point fingers when things go wrong.

OPPOSITE

To not take responsibility or “own up”: “It’s not my fault.”



Practice Accountability

WHAT TO SAY

- Here's what I've done...
- I'm responsible for...
- Please return and report your progress by...
- How will we hold ourselves accountable for this?
- What are the consequences for not delivering?
- How and when will we meet to track progress?
- Here are the expectations—how did we do?
- I understood you were going to do this by [this time]...
- I'll take responsibility for that.
- Fault me, not the team.
- Did we deliver the expected results?

COUNTERFEIT

Pointing fingers and blaming others: “It’s his fault. It’s her fault. It’s their fault.” Failing to enforce consequences when expectations are not met.

Listen before you speak. Understand. Diagnose. Listen with your ears—and your eyes and heart. Find out what the most important behaviors 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.

OPPOSITE

To speak first and listen last; to not listen at all.



Listen First

WHAT TO SAY

- What I hear you saying is...
- Let me make sure I understand what you're trying to say...
- Let's clarify what the group is saying...
- Is there anything you'd add to what you've said?
- You feel _____ about _____.

Unhappy, energized,
frustrated,
discouraged, baffled,
resentful, angry,
confused, surprised,
unsure, excited...

Content, topic,
or meaning of
what is being
said.

- My intent is to first understand your point of view, then explain my own.

COUNTERFEIT

Listening without understanding. “Listening” only to formulate your reply. Focusing only on your own agenda. Pretending to listen.

Say what you're going to do, then do what you say you're going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.

OPPOSITE

To break commitments or violate promises.



Keep Commitments

WHAT TO SAY

TO YOURSELF:

- Ten years from now, will I be glad I kept this commitment instead of that one?
- Is this a commitment I really want to make?
- Am I committed to follow through on this?

TO OTHERS:

- I promise to... OR I commit to...
- You can count on me to...
- This is my intent in making this commitment...
- I promise to deliver by...
- I'm willing to make this new commitment, but we already agreed on other priorities. Which of them should I postpone or cancel to take care of this?

COUNTERFEIT

Overpromising and underdelivering. Being casual with commitments. Making commitments that are so vague and elusive, you can't be pinned down. Being so afraid of breaking commitments that you don't make any in the first place.

Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend “Smart Trust” to others based on the situation, risk, and credibility of the people involved. Don’t withhold trust because there is risk involved.

OPPOSITE

To withhold trust.



Extend Trust

WHAT TO SAY

TO YOURSELF:

- What does this situation require?
- What are the risks?
- How do I feel about trusting this person?
- Does he or she have the character and competence for it?

TO OTHERS:

- I believe in you.
- I know you can do this.
- Your track record gives me confidence.
- You have my support.
- You can talk to me about this anytime.
- I'm concerned about...
- We're depending on you.

COUNTERFEIT

Extending “false trust”—giving people the responsibility, but not the authority or resources. Extending “fake trust”—acting like you trust someone, but then micromanaging and hovering over him or her.

“Develop Trust” Talk

WITH OTHERS

1 Start With Self.

Assess your credibility and behavior. How does the other person view your 4 Cores of Credibility? Are you behaving in ways that increase trust?

2 Declare Your Intent.

Let the person know you want high confidence in the relationship. Ask for permission to explore how to do it.

3 Listen First.

Ask the person to share three behaviors that are important to him or her that build trust and confidence. Which is most important? Reflect back what you hear.

4 Create Transparency.

Share three behaviors that are important to you that build trust and confidence.

5 Keep Commitments.

Commit to honor the requested behaviors.

6 Practice Accountability.

Arrange to follow up every few weeks.

“Develop Trust” Talk

WITH SOMEONE YOU DON’T TRUST

1 Start With Self.

Examine your intent. What do you really want? Is it worth it? Don’t give up too soon—on the other person or your ability to develop trust.

2 Separate the Person From the Behavior.

Explain the behavior that causes you to lose confidence, the result, and what it’s costing.

3 Make a Behavior-Specific Request.

Say, “Here’s what would help me...”

4 Ask What You Can Do. Listen Carefully to the Request.

5 Practice Accountability. Keep Commitments.

Give an accounting of your commitments and invite the other person to do the same.

“Restore Trust” Talk

WHEN YOU HAVE MADE A MISTAKE

1

Start With Self. Practice Accountability.

Accept responsibility for the mistake you've made. Don't blame, accuse, or excuse.

2

Declare Your Intent.

Let the other person know that you want to make things right.

3

Listen First. Demonstrate Respect.

Listen to the other person and demonstrate respect for what you've heard and his or her timetable.

4

Signal Your Behavior.

Tell the other person what you're going to do and what he or she should expect from your future behavior.

5

Keep Commitments.

Behave yourself out of the problem you behaved yourself into by making and keeping commitments.

“Restore Trust” Talk

WHEN OTHERS HAVE MADE A MISTAKE

1 Start With Self.

What's your intent? What do you want? How have you contributed to the situation? Is it worth restoring the trust?

2 Demonstrate Respect. Declare Your Intent.

Share your agenda with the person.

3 Confront Reality. Talk Straight.

Explain what happened and how trust was lost. Acknowledge your contribution to the situation.

4 Listen First.

Ensure you understand what the other person has to say.

5 Clarify Expectations.

Invite the other person to make and keep commitments to you.

6 Extend Smart Trust.

Trust and verify using good judgment. Allow the person to behave himself or herself out of the problem that was behaved into.

“Extend Smart Trust” Talk

TO OTHERS

WITH YOURSELF:

1 Start With Self.

How do you perceive your own propensity to trust? How do others perceive it?

2 Add Your Analysis. (3 Vital Variables)

1. What is the opportunity/situation?
2. What are the risks (possible outcomes, likelihood of outcomes, importance and visibility of outcomes)?
3. What is the credibility of the person(s) involved?

3 Use Your Judgment.

Determine when and how to extend Smart Trust.

WITH THE OTHER PERSON:

4 Declare Your Intent. Clarify Expectations.

Define desired results and accountability with the person(s) to whom you’re extending trust—typically a two-way process.

5 Practice Accountability.

Invite those involved to report how they’re doing with the expectations you’ve created.

“Extend Smart Trust” Talk

TO THOSE WHO DON’T TRUST YOU

1 Start With Self.

Focus on giving others someone to trust, not on their low propensity to trust. Ask: “What can I do to increase your confidence in me?” Affirm your intent: “I want to earn your trust.”

2 Listen First. Clarify Expectations.

Understand what they say. Report what you heard.

3 Keep Commitments. Deliver Results.

Make a commitment. Then do what you said you would do.

4 Practice Accountability.

Quickly return and report on performance.

5 Make, Keep, Repeat.

Keep it up. Continue this process. Persist. Be consistent. Making and keeping small commitments will expand the trust extended.

Trust Action Cards Index

Use the Trust Action Cards to meet the following typical trust issues at work. Remember, always start with yourself by checking the 4 Cores of Credibility Cards.

| What do I do when... | 13 Behaviors Trust Action Cards |
|--|------------------------------------|
| The boss doesn't trust me? | 11 / 9 / 10 / 6 / 7 |
| I don't trust the boss? | 8 / 2 / 9 / 10 |
| I make a mistake that affects other people? | 1 / 3 / 4 |
| A co-worker has let me down? | 1 / 11 / 2 / 9 / 13 |
| I'm not going to be able to meet a deadline? | 8 / 4 / 6 / 7 |
| My boss thinks I'm not delivering? | 11 / 9 / 1 / 4 / 6 |
| Customers are let down? | 4 / 12 / 7 |
| There's bad publicity? | 8 / 4 / 3 |
| I need to build trust with my co-workers? | 12 / 6 / 5 / 2 / 3 |

Trust Action Cards Index

| What do I do when... | 13 Behaviors Trust Action Cards |
|--|------------------------------------|
| I need to restore trust in a damaged relationship? | 2 / 4 / 12 / 10 |
| I want to gain the trust of someone older? | 2 / 11 / 6 / 7 |
| I want to gain the trust of someone younger? | 13 / 5 / 2 / 3 |
| I can't get needed resources? | 3 / 9 / 10 |
| Someone is undermining me at work? | 8 / 2 / 3 |
| People around me start talking about someone else? | 8 / 5 / 2 |
| I'm not sure what others expect from me? | 3 / 11 / 9 / 10 |
| People won't talk about important issues? | 8 / 2 / 1 / 3 |
| I feel misunderstood? | 1 / 3 / 11 |
| I'm having problems with a co-worker? | 1 / 2 / 11 / 5 |

Trust Action Cards Index

| What do I do when... | 13 Behaviors Trust Action Cards |
|--|------------------------------------|
| I'm feeling overwhelmed at work? | 8 / 3 / 9 |
| I become aware that illegal/dishonest things are going on? | 8 / 1 / 3 / 10 / 4 |
| I need to delegate a task to someone? | 13 / 9 / 10 |
| I need to hold others accountable? | 10 / 1 / 2 / 12 |
| I need to negotiate an agreement with someone? | 11 / 1 / 2 / 9 / 12 |
| I want to motivate others to do their best? | 13 / 9 / 10 / 5 |
| Someone isn't performing? | 8 / 11 / 1 / 9 / 13 |
| I have to let someone go? | 1 / 2 / 8 / 5 |
| Someone fails to keep an important commitment? | 8 / 11 / 2 / 1 |
| Someone takes credit for something I did? | 2 / 3 / 1 |

Trust Action Cards Index

| What do I do when... | 13 Behaviors Trust Action Cards |
|--|------------------------------------|
| We overpromise something to a customer? | 10 / 4 / 3 / 9 / 12 |
| I feel someone has been promoted or rewarded unfairly? | 5 / 2 / 1 / 9 |
| Cynicism is building up because of a lack of trust? | 8 / 3 / 5 / 12 / 13 |
| I'm tempted to cover up a mistake? | 10 / 3 / 1 / 4 / 12 |
| I get blamed for something that is not my fault? | 3 / 2 / 10 / 9 / 12 |
| I feel offended? | 11 / 2 / 1 / 5 |
| Our team suffers from a credibility problem? | 10 / 4 / 6 / 3 / 7 |
| A customer is being unreasonable? | 2 / 11 / 9 / 12 |
| I lack confidence in a co-worker? | 5 / 9 / 1 / 13 |

The 4 Cores of Credibility

1

Integrity

Congruency in values, beliefs, and behavior.
Deep honesty. Humility and courage.

2

Intent

Genuine concern and caring for others.
Fundamental motive or agenda. Seeking
mutual benefit. Acting in the best interests
of everyone.

3

Capabilities

The capacities we
have to produce and
accomplish tasks:
talents, attitudes, skills,
knowledge, and style.

4

Results

Our track record—
past, present, and
anticipated. Getting
the right things done
while avoiding Trust
Taxes and reaping Trust
Dividends.



The 13 Behaviors of High Trust

- 1 Talk Straight
- 2 Demonstrate Respect
- 3 Create Transparency
- 4 Right Wrongs
- 5 Show Loyalty
- 6 Deliver Results
- 7 Get Better
- 8 Confront Reality
- 9 Clarify Expectations
- 10 Practice Accountability
- 11 Listen First
- 12 Keep Commitments
- 13 Extend Trust