

The Speed of Trust

The One Thing That Changes Everything

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THE ONE THING THAT CHANGES EVERYTHING

There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world- one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love. That one thing is trust. Trust impacts us 24/7, 365 days a year. It undergirds and affects the quality of every relationship, every communication, every work project, every business venture, and every effort in which we are engaged.

NOTHING IS AS FAST AS THE SPEED OF TRUST

Simply put, trust means *confidence*. The opposite of trust, distrust, is *suspicion*. When you trust people, you have confidence in them- in their integrity and in their abilities. When you distrust people, you are suspicious of them- of their integrity, their agenda, their capabilities, or their track record. The ability to establish, grow, extend, and restore trust is not only vital to our personal and interpersonal well-being; it is *the* key leadership competency of the new global economy.

THE ECONOMICS OF TRUST

Trust always affects two outcomes- speed and cost. When trust goes down, speed will also go down and costs will go up. When trust goes up, speed will also go up and costs will go down.

↓ **Trust** = ↓ **Speed** ↑ **Cost**

THE TRUST TAX

The serious practical impact of the economics of trust is that in many relationships, in many interactions, we are paying a hidden low-trust tax right off the top. Unfortunately, low-trust taxes don't conveniently show up on your income statement as a "cost of low trust." But just because they're hidden doesn't mean they're not there. Once you know where and what to look for, you can see these taxes show up everywhere- in organizations, and in relationships.

THE TRUST DIVIDEND

Just as the tax created by low trust is real, measureable, and extremely high, so the dividends of high trust are also real, quantifiable, and incredibly high. When trust is high, the dividend you receive is like a performance multiplier, elevating and improving every dimension of your organization and your life.

THE HIDDEN VARIABLE

Trust, whether it's high or low, is the "hidden variable" in the formula for organizational success. The traditional business formula says that strategy times execution equals results:

$$\mathbf{S \times E = R}$$

(Strategy times Execution equals Results)

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:

$$\mathbf{(S \times E)T = R}$$

([Strategy times Execution] multiplied by Trust equals Results)

You could have a 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.

TRUST MYTHS AND THEIR REALITIES

<u>MYTH</u>	<u>REALITY</u>
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 and competence.
Once lost, trust cannot be restored.	Though difficult, in most cases lost trust can be restored
You either have trust or you don't	Trust can be both created and destroyed.
You can't teach trust learned	Trust can be effectively taught and
Trusting people is too risky.	Not trusting people is a greater risk.
Trust is established one person at a time.	Establishing trust with one establishes trust with many.

HOW TRUST WORKS

Trust is one of the most powerful forms of motivation and inspiration. People want to be trusted. They respond to trust. They thrive on trust. Whatever our situation, we need to get good at establishing, extending, and restoring trust- not as a manipulative technique, but as the most effective way of relating to and working with others, and the most effective way of getting results. Keep in mind that whatever your role at work or at home, you are an

influence. You are a leader, even if only of yourself. A simple definition of leadership is getting results in a way that inspires trust.

Most of us tend to think about trust in terms of character- of being a good or sincere person or having ethics or integrity. However trust is a function of two things: character and *competence*. Character includes your integrity, your motive, and your intent with people. Competence includes your capabilities, your skills, your results, and your track record. Both are vital.

THE 5 WAVES OF TRUST

The 5 Waves of Trust model serves as a metaphor for how trust operates in our lives. It begins with each of us personally, continues into our relationships, expands into our organizations, extends into our marketplace relationships, and encompasses our global society at large. This reflects the strength of the “inside-out” approach: to build trust with others, we must first start with ourselves.

THE FIRST WAVE: 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 key principle underlying this wave is *credibility*. This is where we ask ourselves, Am I credible? Am I believable? Am I someone people (including myself) can trust? We can increase our credibility, and we can increase it fast, particularly if we understand the four key elements, or four “cores,” that are fundamental.

THE 4 CORES

These are the foundational elements that make you believable, both to yourself and others. The first two cores deal with character; the second two with competence. And all four are necessary to self-trust. One way to visualize the importance of 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 out into the open. *Capabilities* are the branches. They are capacities that enable us to produce. *Results* are the fruits- the visible, tangible, measurable outcomes that are most easily seen and evaluated by others.

CORE #1: INTEGRITY

ARE YOU CONGRUENT?

This is what most people think about when they think of trust. To many, “integrity” basically means “honesty.” While integrity includes honesty, it’s much more. It’s having the courage to act in accordance with your values and beliefs. Most massive violations of trust are violations of integrity.

DEFINING INTEGRITY

Congruence

People who are congruent act in harmony with their deepest values and beliefs. They walk their talk. When they feel they ought to do something, they do it. They’re not driven by extrinsic forces, including the opinions of others or the expediency of the moment. The voice they listen and respond to is the quiet voice of conscience.

When you consistently demonstrate inner congruence to your belief system and to principles, you inspire trust in both professional and personal relationships. People feel you are strong, solid, and dependable, and that you are committed to live in ways that are certain to bring positive results and validate their confidence in you.

Humility

A humble person is more concerned about *what* is right than about *being* right, about *acting* on good ideas than *having* the ideas, about *embracing* new truth than *defending* outdated position, about *building the team* than *exalting self*, about *recognizing contribution* than *being recognized* for making it.

Being humble does not mean being weak, reticent, or self-effacing. It means recognizing principle and putting it ahead of self. It means standing firmly for principle, even in the face of opposition.

Humble people also realize clearly that they do not stand alone, but rather on the shoulders of those who have gone before, and that they move upward only with the help of others.

Courage

Integrity also includes the courage to do the right thing- even when it’s hard. This is the kind of courage demonstrated by people like Andy Roddick at the Italia Masters, or by Sherron Watkins, Cynthia Cooper, and Coleen Rowley, three courageous whistle-blowers at Enron, WorldCom, and the FBI respectively, who were honored as *Time* magazine’s 2002 Persons of the Year.

HOW TO INCREASE YOUR INTEGRITY

So how do we go about increasing our integrity? First, we need to consider what degree of integrity we currently have.

Review the following questions:

Do I genuinely try to be honest in all my interactions with others?

Do I typically “walk my talk”?

Am I clear on my values?

Do I feel comfortable in standing up for them?

Am I open to the possibility of learning new truths that may cause me to rethink issues or even redefine my values?

Am I able to consistently make and keep commitments to myself?

1. Make and Keep Commitments to Yourself

There is absolutely nothing you can do that will increase integrity faster than learning how to make and keep commitments to yourself.

First, keep in mind that you shouldn't make too many commitments. If you do, you're setting yourself up for failure. Differentiate between a goal, a direction, a focus, and an actual commitment.

Second, treat a commitment you make yourself with as much respect as you do the commitments you make to others. Whether it's a commitment of time (an appointment with yourself to exercise or read or sleep) or a commitment to prioritize your energy and focus, treat it- and yourself- with respect.

Third, don't make commitments impulsively.

Finally, understand that when keeping your commitment becomes hard, you have two choices: You can change your behavior to match your commitment, or you can lower your values to match your behavior. One choice will strengthen your integrity; the other will diminish it and erode your confidence in your ability to make and keep commitments in the future. In addition, that shift in direction with regard to values will create a change in trajectory that will create a far more significant difference in destination down the road.

2. Stand for Something

If you're going to have integrity you have to have a core, something to which you must be true. You can't work from the inside out if you don't even know what's inside. So you need to have a center. You need to have identified values. You need to know what you stand for and you need to stand for it, so that others know, too.

An excellent way to identify the values you want to stand for is to go through some kind of purpose- or values-clarification process. One way to do this is by creating a mission statement or credo, whether it be personal, family, or organizational. Creating an expression of what you stand for- and living by it- will pay great dividends in helping you

become credible and trusted.

3. Be Open

Openness is vital to integrity. It takes both humility and courage- humility to acknowledge that there are principles out there that you may not currently be aware of, and courage to follow them once you discover them.

Evaluate your openness by asking yourself

Do I believe that the way I see the world is totally accurate and complete- or am I honestly willing to listen to and consider new viewpoints and ideas?

Do I seriously consider differing points of view (from a boss, direct report, team member, spouse, or child), and am I willing to be influenced by them?

Do I believe that there may be principles that I have not yet discovered?

Am I determined to live in harmony with them, even if it means developing new thinking patterns and habits?

Do I value, and am I involved in, continual learning?

CORE #2: INTENT

WHAT'S YOUR AGENDA?

This has to do with our motives, our agendas, and our resulting behavior. Trust grows when our motives are straightforward and based on mutual benefit- in other words, when we genuinely care not only for ourselves, but also for the people we interact with, lead, or serve.

THE IMPORTANCE OF INTENT

Here are some important issues we deal with when talking about intent: Intent matters. It grows out of character. While we tend to judge ourselves by our intent, we tend to judge others by their behavior. We also tend to judge others' intent based on our own paradigms and experience. Our perception of intent has a huge impact on trust. People often distrust us because of the conclusions they draw about what we do. It is important for us to actively influence the conclusions others draw by "declaring our intent."

THE IMPACT OF INTENT ON TRUST

Intent is vital to trust. A person with integrity, capability, and results, but poor intent, would be someone who is honest and has capabilities and results, but whose motive is suspect. On the other hand, a person of good intent without the other three cores (integrity, capability, and results) would be a caring person who is dishonest or cowardly with no developed talents or skills and no track record.

WHAT IS "INTENT"?

In the dictionary, intent is defined as "plan" or "purpose." Intent, however, would not be complete without discussing three things: motive, agenda, and behavior.

1. Motive

Motive is your reason for doing something. It's they "why" that motivates the "what." The motive that inspires the greatest trust is genuine caring- caring about people, caring about

purposes, caring about the quality of what you do, caring about society as a whole.

2. Agenda

Agenda grows out of motive. It's what you intend to do or promote because of your motive. The agenda that generally inspires the greatest trust is seeking mutual benefit- genuinely wanting what's best for everyone involved.

3. Behavior

Behavior is the manifestation of motive and agenda. The behavior that best creates credibility and inspires trust is acting in the best interest of others.

HOW TO IMPROVE INTENT

Fundamentally, intent is a matter of the heart. It's something you can't fake- at least not for long. But it is something you can definitely work on and improve. Three ways that can help you improve intent are:

- 1. Examine and Refine Your Motives**
- 2. Declare Your Intent**
- 3. Choose Abundance**

CORE #3: CAPABILITIES

ARE YOU RELEVANT?

These are the abilities we have that inspire confidence- our talents, attitudes, skills, knowledge, and style. They are the means we use to produce results. Capabilities also deal with our ability to establish, grow, extend, and restore trust. Capabilities are vital to creating credibility- both personally and organizationally. Our capabilities inspire the trust of others, particularly when they are specifically those needed for the task at hand. Our capabilities also give us the self-confidence that we can do what needs to be done.

TASKS

One way to think about the various dimensions of capabilities is to use the acronym "TASKS."

Talents
Attitudes
Skills
Knowledge
Style

Talents are our natural gifts and strengths. *Attitudes* represent our paradigms- our ways of seeing, as well as our ways of being. *Skills* are our proficiencies, the things we can do well. *Knowledge* represents our learning, insight, understanding, and awareness. *Style* represents our unique approach and personality.

HOW TO INCREASE YOUR CAPABILITES

Here are three specific ways to help enhance credibility by increasing capabilities.

1. Run with Your Strengths (and with Your Purpose)
2. Keep Yourself Relevant
3. Know Where You're Going

CORE #4: RESULTS

WHAT'S YOUR TRACK RECORD?

Results refer to our track record, our performance, our getting the right things done. If we don't accomplish what we are expected to do, it diminishes our credibility. On the other hand, when we achieve the results we promised, we establish a positive reputation of performing, and our reputation precedes us.

RESULTS MATTER

Results matter! They matter to your credibility. They matter to your ability to establish and maintain trust with others. They give you clout. They classify you as a producer, as a performer. Without the results, you simply don't have the same kind of clout.

RESULTS: PAST, PRESENT, AND FUTURE

There are three key indicators by which people evaluate results. One is past performance- your track record, your reputation, the things you've done, and the results you've already achieved. Another is current performance- how you are performing today. And the third is anticipated performance- how people think you will perform in the future.

HOW TO IMPROVE YOUR RESULTS

Given the importance of results in establishing credibility and trust both with ourselves and with others, the question is:

How can we improve our results?

- 1. Take Responsibility for Results**
- 2. Expect to Win**
- 3. Finish Strong**

THE SECOND WAVE: RELATIONSHIP TRUST

Relationship Trust is about how to establish and increase the "trust accounts" we have with others. The key principle underlying this wave is *consistent behavior*.

Relationship Trust is all about behavior- consistent behavior. It's about learning how to interact with others in ways that increase trust and avoid interacting in ways that destroy it. More specifically, it's about the 13 Behaviors that are common to high-trust leaders and people throughout the world. These behaviors are powerful because:

BEHAVIOR MATTERS

In every relationship, personal and professional, what you *do* has far greater impact than anything you say. You can say you love someone, but unless you demonstrate that love through your actions, your words become meaningless. You can say you want to engage in

win-win negotiation, but unless your behavior shows you really mean it, you will come across as insincere. You can say many things, but unless you actually *do* them, your words will not build trust; in fact, they will destroy it.

BUILDING TRUST ACCOUNTS

As you work on behaving in ways that build trust, one helpful way to visualize and quantify your efforts is by thinking in terms of “Trust Accounts.” By behaving in ways that build trust, you make deposits. By behaving in ways that destroy trust, you make withdrawals.

The “balance” in the account reflects the amount of trust in the relationship at any given time. One of the greatest benefits of the Trust Account metaphor is that it gives you a language to talk about trust. It’s also valuable because it helps you become aware of several important realities:

Each Trust Account is unique. All deposits and withdrawals are not created equal. What constitutes a “deposit” to one person may not to another. Withdrawals are typically larger than deposits. Sometimes the fastest way to build trust is to stop making withdrawals. Recognize that each relationship has two Trust Accounts.

THE 13 BEHAVIORS

All 13 Behaviors require a combination of both character and competence. The first five flow initially from character, the second five from competence, and the last three from an almost equal mix of character and competence. This is important to recognize because generally, the quickest way to decrease trust is to violate a behavior of character, while the quickest way to increase trust is to demonstrate a behavior of competence.

BEHAVIOR #1: TALK STRAIGHT

Talk Straight” is honest in action. It’s based on the principles of integrity, honesty, and straightforwardness. The opposite of Talk Straight is to lie or deceive. Such behavior creates a huge tax on interactions- either immediately or at some later time when the deception is discovered. Counterfeit behaviors of Talk Straight include: beating around the bush, withholding information, double-talk, flattery, positioning, posturing, and “spinning” communication in order to manipulate the thoughts, feeling, or actions of others.

BEHAVIOR #2: DEMONSTRATE RESPECT

There are two critical dimensions to this behavior: first, to behave in ways that show fundamental respect for people, and second, to behave in ways that demonstrate caring and concern. Demonstrate Respect is based on principles of respect, fairness, kindness, love, and civility. The overarching principle, however, is the intrinsic worth of individuals- the importance of each human being as a part of the human family. This behavior is the Golden Rule in action- a rule that is actually recognized by almost every culture and religion worldwide. The opposite of Demonstrate Respect is to not respect other people. The counterfeit of Demonstrate Respect is to fake respect or concern, or, most insidious of all,

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

BEHAVIOR #3: CREATE TRANSPARENCY

Create Transparency is about being open. It's about being real and genuine and telling the truth in a way people can verify. It's based in the principles of honesty, openness, integrity, and authenticity. The opposite of Create Transparency is to hide, over, obscure, or make dark. The counterfeit of transparency is illusion. It's pretending, "seeming" rather than "being," making things appear different than they really are.

BEHAVIOR #4: RIGHT WRONGS

Right Wrongs is more than simply apologizing; it's also making restitution. It's based on the principles of humility, integrity, and restitution. The opposite of Right Wrongs is to deny or justify wrongs, to rationalize wrongful behavior, or to fail to admit mistakes until you're forced to do so. The counterfeit of Right Wrongs is to cover up.

BEHAVIOR #5: SHOW LOYALTY

Show Loyalty is based on the principles of integrity, loyalty, gratitude, and recognition. There are many ways to show loyalty, but two main ways are: giving credit to others, and speaking about people as though they were present.

1. Giving credit to others

Show Loyalty is to give credit to others, to acknowledge them for their part in bringing about results. The opposite of giving credit is to take the credit yourself. The counterfeit of giving credit is to be two-faced: to appear to give credit to someone when they're with you, but then downplay their contribution and take all the credit yourself when they're not there.

2. Speak about others as if they were present

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 counterfeit of this behavior is sweet-talking people to their faces and bad-mouthing them behind their backs.

BEHAVIOR #6: DELIVER RESULTS

With Deliver Results, we move from those behaviors that are based primarily on character to those based primarily on competence. This behavior grows out of the principles of responsibility, accountability, and performance. The opposite of Deliver Results is performing poorly or failing to deliver. The counterfeit is delivering activities instead of results.

BEHAVIOR #7: GET BETTER

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

BEHAVIOR #8: CONFRONT REALITY

Confront Reality is about taking the tough issues head-on. It’s about sharing the bad news as well as the good, naming the “elephant in the room” addressing the “sacred cows,” and discussing the “undiscussables.” As you do these things appropriately, you build trust- fast. 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.

BEHAVIOR #9: CLARIFY EXPECTATIONS

Clarify Expectations is to create shared vision and agreement about what is to be done *up front*. It is based on the principles of clarity, responsibility, and accountability. The opposite of Clarify Expectations 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 (results, deadlines, or dollars and cents) that facilitate meaningful accountability.

BEHAVIOR #10: PRACTICE ACCOUNTABILITY

There are two key dimensions to this Practice Accountability. The first is to hold *yourself* accountable; the second is to hold *others* accountable. Leaders who generate trust do both. Practice Accountability is built on the principles of accountability, responsibility, stewardship, and ownership. The opposite of this behavior is to not take responsibility, to not own up, but rather to say, “It’s not my fault.” The counterfeit of Practice Accountability is to point fingers and blame others, to say, “It’s their fault.”

BEHAVIOR #11: LISTEN FIRST

To Listen First means not only to really *listen* (to genuinely seek to understand another person’s thoughts, feelings, experience, and point of view), but to do it *first* (before you try to diagnose, influence, or prescribe). The principles behind Listen First include understanding, respect, and mutual benefit. The opposite is to speak first and listen last, or not to listen at all. The counterfeit is pretend listening.

BEHAVIOR #12: KEEP COMMITMENTS

Keep Commitments is the quickest way to build trust in any relationship- be it with an employee, a boss, a team member, a customer, a supplier, a spouse, a child, or the public in general. Keep Commitments is based on the principles of integrity, performance, courage, and humility. The opposite of this behavior is to break commitments or violate

promises, which is the quickest way to destroy trust. The counterfeit of Keep Commitments 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.

BEHAVIOR #13: EXTEND TRUST

Extend Trust is about shifting from "trust" as a noun to "trust" as a verb. While the other behaviors help you become a more trusted person or manager, this behavior will help you become a more trusting leader. Not only does it build trust, it leverages trust. 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, especially in organizations. The counterfeit of Extend Trust takes two forms. The first is extending "false trust." It's giving people the responsibility, but not the authority or resources, to get a task done. The second is extending "face trust"- acting like you trust someone with a job, but at the end of the day, you "snooper vise," hover over or "big brother" the person, or perhaps even do his job for him.

THE THIRD WAVE: ORGANIZATIONAL TRUST

Organizational Trust deals with how leaders can generate trust in all kinds of organizations, including businesses, not-for-profit organizations, government entities, educational institutions, and families, as well as in teams and other micro units within organizations. The key principle underlying this wave is *alignment*.

THE 7 LOW-TRUST ORGANIZATIONAL TAXES

1. Redundancy

Redundancy is unnecessary duplication. A redundancy tax is paid in excessive organizational hierarchy, layers of management, and overlapping structures all designed to ensure control. For the most part, it grows out of the paradigm that unless people are tightly supervised, they can't be trusted. And it is very costly.

2. Bureaucracy

Bureaucracy includes complex and cumbersome rules, regulations, policies, procedures, and processes. It's reflected in excessive paperwork, red tape, controls, multiple approval layers, and government regulations. Rather than focusing on continuous improvement and getting better, bureaucracy merely adds complexity and inefficiency- and costs- to the status quo.

3. Politics

In an organization, "politics" is defined as the use of tactics and strategy to gain power. Office politics generate behaviors such as withholding information, infighting, trying to "read the tea leaves," operating with hidden agendas, interdepartmental rivalries, backbiting, and

meetings after meetings. These behaviors result in all kinds of wasted time, talent, energy, and money.

4. Disengagement

Disengagement is what happens when people continue to work at a company, but have effectively quit (commonly referred to as “quit and stay”). They put in what effort they must to get their paycheck and not get fired, but they’re not giving their talent, creativity, energy, or passion. Their bodies are there, but not their hearts or their minds. There are many reasons for disengagement, but one of the biggest reasons is that people simply don’t feel trusted.

5. Turnover

Employee turnover represents a huge cost for organizations, and in low-trust cultures, turnover is in excess of the industry or market standard. Low trust creates disengagement, which leads to turnover- particularly of the people you least want to lose. Performers like to be trusted and they like to work in high-trust environments. When they’re not trusted, it’s insulting to them, and a significant number will ultimately seek employment where they’re trusted.

6. Churn

Churn is the turnover of stakeholders other than employees. When trust inside an organization is low, it gets perpetuated in interaction in the marketplace, causing greater turnover among customers, suppliers, distributors, and investors.

7. Fraud

Fraud is flat-out dishonesty, sabotage, obstruction, deception, and disruption- and the cost is enormous. Fraud is almost exclusively an issue of character- a lack of Integrity coupled with self-centered Intent.

THE 7 HIGH-TRUST ORGANIZATIONAL DIVIDENDS

- 1. Increased Value**
- 2. Accelerated Growth**
- 3. Enhanced Innovation**
- 4. Improved Collaboration**
- 5. Stronger Partnering**
- 6. Better Execution**
- 7. Heightened Loyalty**

THE FOURTH WAVE: 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*. Market Trust is all about brand or reputation. It’s using the cores and behaviors to create the credibility and behavior 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. This is the level where most people clearly see the relationship between trust, speed, and cost.

THE FIFTH WAVE: SOCIETAL TRUST

Societal Trust is about creating value for others and for society at large. The key principle underlying this wave is *contribution*.

FISH DISCOVER WATER LAST

Perhaps you've heard the French proverb "Fish discover water last." But have you ever really thought about what it means? For fish, water simply *is*. It's their environment. It surrounds them. They are so immersed in its presence, that they're unaware of its existence- until it becomes polluted or nonexistent. Then, the immediate and dramatic consequence makes it quickly apparent that quality water is absolutely essential for their well-being. Without it, the fish will die. In a similar way, we as human beings discover trust last. Trust is an integral part of the fabric of our society. We depend on it. We take it for granted- unless it becomes polluted or destroyed. Then we come to the stark realization that trust may well be as vital to our own well-being as water is to a fish. Without trust, society closes.

THE PRINCIPLE OF CONTRIBUTION

The overriding principle of societal trust is contribution. It's the intent to create value instead of destroy it, to give back instead of take. And more and more, people are realizing how important contribution- and the causes it inspires- are to a healthy society.

INSPIRING TRUST

The first job of a leader is to inspire trust. The ability to do so, in fact, is a prime differentiator between a manager and a leader. To inspire trust is to create the foundation upon which all truly successful enterprises, and relationships, stand.

EXTENDING "SMART TRUST"

When you're dealing with trust, it seems there are two extremes. On one end of the spectrum, people don't trust enough. They're suspicious. They hold things close to the vest. Often the only people they really trust are themselves. On the other end, people are too trusting. They're totally gullible. They believe anyone, trust everyone. They have a simplistic, naïve view of the world, and they don't even really think (except superficially) about the need to protect their interests. Learning how to extend "Smart Trust" is a function of two factors- propensity to trust and analysis.

"Propensity to Trust" is primarily a matter of the heart. It's the tendency, inclination, or predisposition to believe that people are worthy of trust and a desire to extend it to them freely.

"Analysis" is primarily a matter of the mind. It's the ability to analyze, evaluate, theorize, consider implications and possibilities, and come up with logical decisions and solutions.

THE “SMART TRUST” MATRIX

Zone 1 (High Propensity to Trust; Low Analysis) is the “Blind Trust” zone of *gullibility*. It’s the Pollyanna approach where people blissfully trust everyone.

Zone 2 (High Propensity to Trust; High Analysis) is the “Smart Trust” zone of *judgment*. This is where you combine the propensity to trust with the analysis to manage risk wisely.

Zone 3 (Low Propensity to Trust; Low Analysis) is the “No Trust” zone of *indecision*. People here tend to not trust anyone.

Zone 4 (Low Propensity to Trust; High Analysis) is the “Distrust” zone of *suspicion*. This is where you find people who extend trust very cautiously or not at all. It is also the zone that causes the greatest risk in terms of extending trust.

DEFINING THE FACTORS

The Smart Trust Matrix can be extremely helpful as both a diagnostic and a prescriptive tool. With regard to analysis, it’s

helpful to consider three vital variables, which you can do by asking these questions:

1. What is the *opportunity* (the situation or task at hand)?
2. What is the *risk* involved?

What are the possible outcomes?

What is the likelihood of the outcomes?

What is the importance and visibility of the outcomes?

3. What is the *credibility* (character/competence) of the people involved?

INSPIRING TRUST

The number one job of any leader is to inspire trust. It’s to release the creativity and capacity of individuals to give their best and to create a high-trust environment in which they can effectively work with others. How do you inspire trust? Start with yourself and your own credibility (the 4 Cores). You inspire trust by consistently behaving in trust-building ways with other people (the 13 Behaviors), including purposefully and wisely extending trust to others (Smart Trust). In a larger leadership role you use the 4 Cores and 13 Behaviors to create the alignment in you “organization” (your business, department, team, or family), reputation in the marketplace, and contribution in the world.

RESTORING TRUST WHEN IT HAS BEEN LOST

Broken trust creates pain, disappointment, and loss. It wreaks havoc with relationships, partnerships, plans, dreams, and enterprises of all kinds. Trust is not something to be taken for granted; it is something to be built up, valued, cherished, protected, and carefully preserved. In most cases prioritizing trust- actively seeking to establish it, grow it, restore it, and wisely extend it- will bring personal and organizational dividends that far exceed any other path. While trying to restore trust may be difficult, it is definitely worth it. Even if trust is not restored in the particular relationship you’re working on, your efforts to restore it will increase your ability to build trust in other relationships.

RESTORING TRUST ON ALL LEVELS

Societal Trust

Restoring trust on the societal level means rebuilding trust in countries, institutions, industries, professions, and in other people generally. It includes counteracting suspicion and cynicism and replacing it with contribution, value creation, and ethical behavior.

Market Trust

With Market Trust, if you violate a customer's trust, you're not going to get a second chance. Ultimately that decision is up to the customer, who may simply choose to not play anymore and go his/her own way. This is especially true if the violation has been one of character- particularly of Integrity.

Organizational Trust

Restoring trust within an organization may seem difficult, particularly if the focus is almost exclusively on producing and is not balanced by the need to maintain the capacity to produce in the future. However, the fact that high-trust organizations outperform low-trust organizations by three times provides a strong incentive to make the effort. High trust not only creates a great working environment, it also provides a powerful competitive edge.

Relationship Trust

If you're a customer of a company that violated your trust, you may not give them a chance to restore it. That's a transactional thing, and you may not consider it a big deal. But if a family member violates your trust, it's not transactional. Because family relationships are significantly more important and have more far-reaching implications, you would hope that the willingness and openness to restore trust would be much greater.

Self-Trust

Restoring self-trust gives another dimension to the Cores and Behaviors. Just think how significantly the 13 Behaviors apply in your relationship with yourself:

1. Talk Straight means to tell it like it is- for good, as well as bad. Tell yourself the truth: Even if it takes divine help, you can make things better if you want to and if you really try.
2. Demonstrate Respect for yourself. Don't beat yourself up over what you perceive as weaknesses or mistakes. Treat yourself with as much love as you would anyone else. Don't expect more of yourself than you would expect of any other human being in your situation.
3. Create Transparency in your own life. Be open and honest with yourself about your motives and decisions. Don't try to rationalize or justify. Don't try to hide weaknesses or faults; face them and deal with them directly. Be exactly what you are today and work on being a little better tomorrow.
4. Right Wrongs you've done to yourself. Forgive yourself (which is often the most difficult forgiveness of all). Free yourself so that you can work on developing self-trust and confidence again.

5. Show Loyalty to yourself. Don't talk negatively about yourself or put yourself down.
6. Deliver Results in your life in the things that you feel are important, whether anyone else considers them important or not. Set goals and make them happen.
7. Get Better. Set aside time in your life to constantly improve your capabilities. Enjoy the increase in self-trust and confidence that comes from developing skills and using your unique talents and capacities, and also from rising to meet challenges that require you to develop new abilities or gain new knowledge.
8. Confront Reality. Don't live in denial or keep your head in the sand. Don't give in to pessimism and despair. Face what needs to be faced and move on with courage and hope.
9. Clarify Expectations. Be clear about what you expect of yourself. Don't let others talk you out of meeting your own expectations, and don't let the expectations of others govern your decisions and your life.
10. Practice Accountability. When you receive insight into something you feel you should do, write it down and hold yourself accountable to do it. Don't let the expectations of others take priority over your responsibility to follow your own inspiration.
11. Listen first to your own conscience, to your own inner voice. Don't let the opinions of others persuade you to violate the things you feel deep inside you should or should not do.
12. Keep Commitments to yourself. Make commitments to yourself carefully, and treat them with the same respect you feel you should treat commitments to others.
13. Extend Trust to yourself. Trust your instincts and your intuition. Trust your judgment. Trust your ability to receive guidance for your own life. Trust that when your own heart is right, the universe will provide and things will work together for your good.

As you do these things, you strengthen your 4 Cores. You increase Integrity, improve Intent, increase Capabilities, and improve Results. You become a person that you, as well as others, can trust.

WHEN OTHERS HAVE LOST YOUR TRUST

Just as you can't force anyone else to trust you when you've lost their trust, neither can anyone else force you to trust them when they have lost yours. For you to restore trust to someone who has broken it is a choice only you can make. But as you reflect on your options, consider two guidelines that typically prove to be of great help.

Don't be too quick to judge. Do be quick to forgive.

CHOOSING TO TRUST

Extending trust to others rekindles the inner spirit- both theirs and ours. It touches and enlightens the innate propensity we all have to trust, and to be trusted. It brings happiness to relationships, results to work, and confidence to lives. Above all, it produces an extraordinary dividend in every dimension of our lives: the speed of trust.