Building Trust within the Team

Strategies and practices that increase team productivity and reduces cost

David A. Deming
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Abstract

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This tutorial investigates how trust impacts the organization at all levels. Trust is the foundation of every single relationship in our lives, from the corporate CEO to the individual team member and it even includes the relationship between the products or services that the organization provides and the customers that buy or use them. This tutorial will provide the participant with an opportunity to gain a fundamental understanding of trust and trustworthiness and how to cultivate a trust-based environment that will propel the organization and team to the next level.
Objectives

- Gain a clear understanding of why trust is important to you and your organization
- Understanding the impact of trust (distrust) on business and relationships
- Discuss how we typically treat trust and how authentic trust is the key to creating a trust-based organization
- Discuss foundational elements that can be used to build and maintain a trust-based team/organization
- Discuss strategies and practices that lead to building trust which will increase overall team productivity
Why is trust important?

- Trust is the foundation of every relationship

- Trust forms the foundation for
  - effective communication
  - employee retention and motivation
  - contribution of discretionary energy: the extra effort that people voluntarily invest in work

- When trust exists in an organization or in a relationship, everything else is easier and more comfortable to achieve

- Execution speed increases dramatically when there is trust
  - Stephen M. R. Covey – The Speed of Trust
Why is trust important?

- Trust is more than a virtue, it is an imperative
- Trust is more than a bonus, it is a tangible asset that must be created, sustained, and built upon
- Companies (and individuals) must build trust deep within their organizations, in the way they address the financial marketplace and treat employees, the environment, and other key stakeholders

  - According to Matthew Harrington, president of Edelman’s Eastern Region – authors of the Edelman 2006 Annual Trust Barometer
Impact of trust on business

Have you ever done this in relation to a company you do not trust?

![Bar Chart]

- Refused to buy or use their product
- Criticized them to people you know
- Refused to do business with them
- Refused to invest in them
- Refused to work for them
- Shared opinion on internet

Source: Edelman 2006 Annual Trust Barometer
Impact of trust on relationships

- All the work of the world is done through relationships with people and in organizations.

- But what is communication like when there is no trust? It’s impossible. It’s like walking through a minefield.

- What if your communication is clear and precise, yet there is no trust? You’ll always be looking for hidden meanings and the hidden agenda.

- A lack of trust is the very definition of a bad relationship.
  - Stephen Covey “The 8th Habit”
What is trust?

- Webster defines trust:
  - Trust as a noun: “firm reliance in the honesty, dependability, strength or character of someone”
  - Trust as a verb: “to place confidence in somebody’s good qualities, especially fairness, truth, honor or ability”

- Your definition of trust is based on your experiences, beliefs and values

- Trust is a “choice” and an option…
What is trust?

- Trust requires...
  - Telling the truth, even when it’s difficult
  - Being authentic and trustworthy in your dealings with customers, staff, management, peers, spouses and even our children
  - Transparency, responsibility, commitment, and integrity
- Trust is something we make, create, build, maintain, and sustain through our promises, commitments, emotions and our sense of our own integrity
  - Trust in not merely reliability or predictability
Trust is real tangible energy
  - You know it when you have it
  - You can feel it

If you remove the energy field of trust it is replaced by something, typically:
  - Fear
  - Control
  - Positional power

Trust and control are mutually exclusive
  - Core of trust involves freedom
Trusting Trust

- Trust is an open-ended set of practices and activities and the interaction of relationships
- Trust in not bound up with knowledge so much as it is with freedom
  - The openness to the unknown
  - Authentically risking
- This means trusting trust, which means in turn trusting oneself
How we generally think of trust...

Circle of Trust

Distrust

Distrust

Distrust

Distrust

Distrust

Greg

Distrust

Distrust

Distrust

Distrust
Beyond trust lies distrust…

- Trust almost always has its limits
- Distrust tends to be devious
  - Distrust demands suspicion
- Distrust creates a distance, and the expression of that distrust generates a further distance
  - an alienation of affection
  - which in turn provokes resentment
  - often precipitates the betrayal that was feared in the first place
- Spiraling effect, one betrayal inspires another
  - and the escalation of distrust, and of resentment and retaliation,
  - which will certainly lead to further distrust
As soon as we distrust people, we become less likely to establish the kind of relationship that might enable them to demonstrate their trustworthiness.

We will interpret their behavior and seek out evidence of their untrustworthiness in such a way as to confirm our refusal to trust is prudent.

Worse still, distrust provokes resentment, alienation, and suspicion on the part of the person mistrusted.

When we distrust someone, we will always find evidence to feed and confirm distrust.

Trust similarly feeds and confirms trust.
Self-confirming

- Both trust and distrust tend to be self-confirming
- If one person trusts another, the second person, knowing that he or she is trusted, will be more likely to be trustworthy, thus confirming the trust on the part of the first person
- Trust indicates respect and creates a bond
- Most people respond to trust by being trustworthy, making further trust all the more likely
Different Types of Trust

- Simple
- Basic
- Blind
- Authentic

Source: Building Trust in Business, Politics, Relationships, and Life
Robert Solomon & Fernando Flores

Storage Developer Conference 2009
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Simple Trust

- Simple trust is:
  - unthinking & unreflective
  - the utter absence of suspicion
  - taken for granted

- Is the kind of trust that most of us, most of the time, take as our paradigm
  - Like innocence, cannot be recovered if lost

- The analogy of simple trust is the trust that infants have for their primary caretakers
Basic Trust

- Basic trust is basic by virtue of its foundational nature.
- The trust people have walking down the street of their neighborhoods
  - That they will not be assaulted or insulted.
  - The street feels safe because it is familiar.
- The ability and willingness to meet people without inordinate suspicion.
  - The ability to comfortably talk and deal with strangers.
  - The willingness to enter into intimate relationships.
Blind Trust

- The refusal even to consider any evidence or argument that one should not be so trusting
  - Even when presented with evidence, it not only rejects such evidence, but denies it
- Blind trust is living in denial and is self-deceptive
  - One sees but refuses to see
  - One does not ask, or asking, does not listen
- The analogy of blind trust is similar to the trust that is given to some political or spiritual leaders
Authentic trust

- Is a judicious combination of trust and distrust
- Is trust with eyes wide open
- Is trust by choice or choosing to trust
- Carries with it the knowledge of the possibility of betrayal
- The primary virtue of authentic trust is that it is chosen – “accountable trust”
- It trusting in that no matter what happens you will be able to handle it
Authentic Trust

- Builds and creates relationships and new possibilities,
  - despite obstacles and the suspicion of distrust
  - and even the trauma of betrayal,
  - through caring and commitment
- Is ultimately about relationships and what it takes to create, maintain, and restore them
- Is a practice that takes time, energy and commitment to master
- Takes into consideration that the trust may be betrayed
  - Authentically trusting someone means you are committed to the relationship
  - “Do you want to be right or do you want to be in relationship?”
    - David Deming, Trustologist
How is trust built?

- Trust is built over time
- Trust is directly proportional to one's actions and the results experienced or achieved
- Can also be influenced by your perception of competence and intentions
Trust begins with trust...

- Trust must begin with trust
- If we insist that others prove their trustworthiness before we trust them,
  - our distrust no matter how tentative,
  - will most likely provoke the downward spiral of distrust than allow room for building trust
- I’ll trust you when you earn my trust
  - Means I don’t trust you
Foundations of trust…

- Transparency
- Commitment
- Trust
- Integrity
- Responsibility
I. Transparency

- Transparency (openness) is the gateway to building trust
- Being open and authentic
  - not defensive
- Being truthful and honest
  - Keeping everyone informed about why decisions were made
  - Is about telling the truth and not hiding facts or information
  - Don’t have hidden agendas

"Honesty (transparency) is the first chapter of the book of wisdom."

~ Thomas Jefferson
Transparency:

- is about being real and genuine and telling the truth in a way that it can be verified
- is based on the principles of honesty, openness, integrity, and authenticity
- gives a sense of comfort and confidence because there’s nothing being hidden
- is a key element to building and restoring trust
- requires common sense in that confidential matters may not be something to disclose
Transparency practices...

- Simply tell the truth
- Go into a meeting with no hidden agenda
- Share with a co-worker
  - How your weekend was, family happenings or a passion
- Hold a question/answer session with your team where they can ask anything and you will honestly answer their questions
- Be open about mistakes and encourage a culture of “failure leads to success”
- Sit/be with your children or spouse without expecting an outcome
2. Responsibility

- The ability to respond to what life serves me
  - Not react
  - Self-control is the essence of responsibility

"You can delegate authority, but you can never delegate responsibility for delegating a task to someone else. If you picked the right man, fine, but if you picked the wrong man, the responsibility is yours -- not his."

~ Richard E. Krafve
Responsibility…

- does not guarantee that we will always make great choices
  - 90% of the time the choices we make are unconsciously made
  - even the best of us are subject to going on auto pilot (reacting) and making choices based on our past – not the present circumstances – Amygdala hyjack

- is practicing responsible communication
  - being respectful towards others

- shows up in our actions and behaviors
- requires the essential element of time which determines whether we make conscious or unconscious choices
Responsibility practice...

- Between stimulus and response there is a space
- In that space (time) lays our freedom and power to choose our response
- In those choices lay our growth and our happiness
- When upset or in reaction – set a physical anchor that will give you time to respond and not react
Above the line or below the line

Responsibility
- Conscious
- Empowered
- At cause
- Choice
- Abundance
- Future
- Mistakes ok
- Self-control
- Freedom

Reaction
- Unconscious
- Powerless
- At effect
- No choice
- Scarcity
- Past
- No mistakes
- Auto pilot
- Confined
3. Integrity

- Integrity is the foundation of your being
- Integrity comes from the Latin word “intergritas”, the word has, at its root, "integer" or the concept of "whole"
- Keeping your word – being whole
  - There is no gap between intent and behavior

“If you have integrity, nothing else matters. If you don't have integrity, nothing else matters.”

~ Alan Simpson
Being in integrity...

- means acting in harmony with your deepest values and beliefs
- is having the courage to do the right thing
- is standing firmly for your principles, even in the face of fierce opposition
- is acting humbly and being more concerned about what is right, than being right
- means you won’t get caught up in arrogance, bravado, manipulation, or win-lose power plays
- means not breaking any confidences that have been shared with you
Integrity practices...

- Make clear agreements by defining when, where and how you will fulfill the agreement
  - When you make your next promise or agreement include what you intend to do, how you will fulfill it, and when they will know
    - I will send you an email with the meeting details by Friday close of business.
- Do not over commit your time and resources
  - Do not give into your acceptance and approval issues
Confusion creates resistance

- When there is a lack of clarity and or a sense of confusion
  - There will be resistance
  - Resistance leads to distrust

- Confusion is created when there are
  - Unclear agreements, promises or requests
  - When conditions and expectations are not clarified
  - When results are not declared

- Clarity requires making
  - Clear agreements/promises
  - Clear requests
Promise (agreement)

- The act of pledging oneself to do, bring about, assure, or provide to somebody that something will certainly happen or be done. A declaration to do or refrain from doing something specified.

- A complete promise includes:
  - a committed speaker
  - a committed listener
  - terms of fulfillment (exactly what will be produced)
  - a time agreement (by when)
Requests

- The act of asking for something. To ask formally or courteously for something to be given or done or to ask somebody to do something.

- A complete request includes:
  - a committed speaker
  - a committed listener
  - terms of fulfillment (exactly what will be produced)
  - a time agreement (by when)
  - the response (except, decline, counter offer)
4. Commitment

- Say what you’re going to do, then do what you say you’re going to do
- Takes a “do whatever it takes” mentality
  - there are no reasons, stories or excuses
- Having faith and believing in others
- Having clear values (principles) that you can commit to

“The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor.” ~ Vince Lombardi
Commitment…

- is delivering on your promises or agreements
- is not making reasons or excuses for not keeping your commitment
- means you will be careful with making commitments and keeping them
- means walking the walk
- is being very specific and clear about what you are committed to and the delivery terms
Commitment practices

- Commit to something small and do it
  - Mending a relationship
  - Call your mother
- Commit to something big and do it
  - Lose 20 pounds
  - Skydive
- Make a commitment to achieve a goal and then tell everyone about it
Summary

- Trust is the foundation of all relationships
- Trust directly impacts the organizations bottom line & stakeholder motivation
- Both trust and distrust are self-confirming
- Authentic trust is the key to building healthy relationships both within and outside the organization
- Trust must begin with trust
- Foundation of trust includes transparency, responsibility, integrity, and commitment
Both practitioners and scholars have proposed that a new paradigm of management and organization must be developed with trust as a core component, if organizations are to survive into the 21st century

- John Sculley

The primary reason people will choose not to buy from you is the lack of trust

- Zig Ziglar

The uncertainty of the environment can be swiftly dealt with only if the firm can fall back upon the certainty of relationships among people and among groups – in other words, upon trust and integrity

- Tom Peters
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Trust thoughts and affirmations...
Trust thoughts and affirmations...

- Trust is the foundation of all relationships
- Trust begins with trust...
- Trust involves Risk
- Trust requires Vulnerability (openness)
- Trust requires Responsibility
- Trust requires Compassion
- Trust requires Caring
- Trust requires Commitment
- Trust requires Self-control
- Trust indicates respect
Trust thoughts and affirmations...

- Trust tolerates mistakes
- Trust requires a leap of faith
- You cannot trust anyone if you do not trust yourself
- Trust involves action, not just thinking
- Building trust is accomplished through keeping commitments and promises
- Trust and control are incompatible
- The core of trust involves freedom
Trust thoughts and affirmations...

- Trust and distrust tend to be self-confirming
- Distrust provokes resentment, alienation, and suspicion on the part of the person mistrusted
- Distrust is fueled by control and fear
- Distrust dwells in the past
- Trusting is about the future
- Restoring trust requires hope and forgiveness