

THE SPEED OF TRUST

The One Thing That Changes Everything

STEPHEN M. COVEY

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MAIN IDEA

Trust is not something which is merely “touchy-feely” or “nice-to-have”. Rather, trust is a hard-nosed business asset which can deliver quantifiable economic value. When trust is high, speed of execution goes up and costs go down. For that and other sound reasons, it makes good financial sense to consistently find ways to enhance trust levels both within and external to your business organization.

To build and enhance trust, you need a workable mental model. Visualize trust as being like the “ripple effect” which occurs when a drop falls into a pool of water. That drop will generate a number of concentric waves. Trust is like this because it always flows from the inside out. In the case of increasing trust, there are five waves, each of which represents a context in which trust is established.



To turn trust from an intangible into an economic driver of value for you personally and for your business organization, work to consistently build the trust which exists in each of these five waves.

“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, every effort in which we are engaged. Contrary to what most people believe, trust is not some soft, illusive quality that you either have or you don’t; rather, trust is a pragmatic, tangible, actionable asset that you can create – much faster than you think possible. I am also convinced in every situation nothing is as fast as the speed of trust. And, contrary to popular belief, trust is something you can do something about. In fact, you can get good at creating it.”

– Stephen M. Covey

Wave 1 – Self trust Pages 2 - 3

Self trust is derived from your abilities and your capacity to set and achieve goals and keep commitments. If you walk your talk, then you’ll feel good about your actions. That inner-sense of contentment and consistency then makes it possible for you to be worthy of the trust of others. Credibility is derived from four core sources which you should seek to build: (1) Integrity; (2) Intent; (3) Capabilities and (4) Results.

Wave 2 – Relationship trust Pages 4 - 6

Relationship trust essentially boils down to a matter of how you establish and subsequently increase the virtual trust accounts you have with other people. The key here is to act consistently at all times and in all circumstances. High-trust leaders consistently exhibit 13 behaviors, each of which can be learned and then applied by everyone in order to generate trust:

- (1) Talk straight; (2) Show respect; (3) Be transparent; (4) Right wrongs; (5) Show loyalty;
- (6) Deliver results; (7) Get better; (8) Confront reality; (9) State expectations;
- (10) Be accountable; (11) Listen first; (12) Meet commitments; (13) Extend trust.

Wave 3 – Organizational trust. Page 6

When you work with people you trust, more can get done. Organizational trust is derived from alignment – having the organization’s systems, structures and rewards aligned with one consistent objective. When everything is aligned correctly, trust grows. When these various elements are misaligned, trust is reduced or dissipated.

Wave 4 – Market trust Page 7

Market trust is easy to understand and measure. It is driven by your reputation. When customers, investors and others in the marketplace trust your brand, they act differently. They will buy more, refer more and give you the benefit of the doubt. They will also stay with you especially when they can see how your brand is evolving and improving over time.

Wave 5 – Societal trust Page 7

Societal trust increases when you create value for others and for society at large. The key here is to make a meaningful contribution. When you give something back to society, suspicion and cynicism can be offset or allayed. Frequently these actions also inspire others to create value and to contribute as well.

Summation – Inspiring Trust in Others. Page 8

Nothing in business is as fast or as profitable as trust. Accordingly, the first job of any leader is to inspire trust in others. This single competency and ability will create the foundation upon which all successful enterprises and personal careers stand. The ability to inspire trust in others is also the prime differentiator between managers and leaders.

The Five Waves of Trust



Self trust is derived from your abilities and your capacity to set and achieve goals and keep commitments. If you walk your talk, then you'll feel good about your actions. That inner-sense of contentment and consistency then makes it possible for you to be worthy of the trust of others. Credibility is derived from four core sources, each of which you should seek to build:

- Credibility
- 1 Integrity – Do you do what you say?
 - 2 Intent – Do you have a hidden agenda?
 - 3 Capabilities – Are you relevant?
 - 4 Results – What's your track record?

Before it becomes possible to build trust with others, you first have to trust yourself. This is an “inside-out” approach. To have credibility with others in society, you first need to have an internal foundation you feel good about. Credibility essentially boils down to two questions people everyone needs to be able to answer:

- Do I trust myself?
- Am I someone others can trust implicitly?



Enhancing and building your personal credibility is something you can do proactively rather than being forced to work with what currently exists. You can choose to enhance credibility through the decisions you make and the actions you take. Equally, personal credibility becomes diluted and dissipates when you make decisions you don't feel good about at a personal level.

There are four foundation elements or cores that will make you credible or believable, both to yourself and others:

4 Cores 1 Integrity – Do you do what you say?

Most people equate “honesty” with “integrity”, but it actually includes much more. To have integrity means to act in accordance with your personal values and belief system at all times and in all circumstances. Integrity is like the roots of a tree in that it lies under the surface and yet it is absolutely vital to the nourishment and stability of the entire tree.

Integrity certainly involves telling the truth but it also includes:

- **Congruence** – acting in ways which harmonize completely with your personal beliefs and values. People with congruence are the same inside and out, in private and in public.
- **Humility** – being more concerned about what is right than being right, about acting on good ideas rather than defending a position, about recognizing contribution instead of worrying about being recognized.
- **Courage** – the intestinal fortitude to do the right thing, even when it's hard and may have some kind of personal cost involved in one way or another.

To increase your integrity:

1. *Get into the habit of making and then keeping personal commitments to yourself* – which in practical terms means you probably should make less commitments, not more. Don't make commitments impulsively but treat each as an important undertaking.
2. *Stand for something bigger than yourself* – perhaps by creating a personal mission statement which articulates what you want to be known for. Then show by your actions you want to stand for the right things.
3. *Be candid and open* – never be afraid of looking at new and different ways to get the right things done. Have the humility and courage to admit you don't know everything and learn from others. This creates the kind of trust which underpins your personal integrity.

“I look for three things in hiring people. The first is personal integrity, the second is intelligence, and the third is a high energy level. But, if you don't have the first, the other two will kill you.”
 – Warren Buffett, CEO, Berkshire Hathaway

4 Cores 2 Intent – Do you have a hidden agenda?

Intent is vital to your credibility. Even if you have integrity, capability and results, if your intent is poor people will question your motives seriously. The key components of intent are:

- **Motives** – your reason for doing one thing and not another. The motive which will inspire the greatest amount of trust is when you genuinely care about the well being of others.
- **Your agenda** – what you intend to achieve. The agenda which inspires the greatest amount of trust is generally seeking for mutual benefit and win-win outcomes.
- **Behavior** – whether your actions show you don't care. The noteworthy behavior which always inspires trust is acting in the best interests of others. When you do that, you show definitively what your motives and agenda are.

Keeping in mind the fact intent is something you just can't fake, there are a few things you can do to improve your intent:

1. *Always pause and examine your motives* – and if necessary refine and improve them. Most rational people want to act with good intentions and make good things happen so pause regularly and check what you're doing actually aligns with those good intentions.
2. *Declare your intent out loud* – so others cannot misconstrue what you're attempting to do. Vocalize your goal so people know what to look for. Just make certain you're honest in doing this, because people can spot fakes a mile away.
3. *Always choose abundance over scarcity* – meaning there is enough for everyone so don't begrudge others their fair share. If you go out of your way to see that others do well from their dealings with you, your personal credibility will soar.

“I think every good company has got to have a partnership relationship, really, with their employees. You have got to work in their best interest and eventually it will come back to the company.”
 – Sam Walton, founder, Wal-Mart and Sam's Club

“The measure of your life will not be in what you accumulate, but in what you give away.”
 – Dr. Wayne Dyer, author, *The Power of Intention*

4 Cores

3

Capabilities – Are you relevant?

Your capabilities are your unique personal blend of talents, skills, knowledge, capacities and abilities which enable you to perform with excellence. Capabilities inspire trust and generate self-confidence. To remain credible over the long haul, you should anticipate your personal capabilities will need to be upgraded and enhanced on a regular basis.

A good way to think about the different dimensions of capabilities is to use the acronym “T-A-S-K-S”:

- T** *Talents* – your natural gifts and strengths. This will be those things that just come naturally without any great effort or input on your part.
- A** *Attitudes* – your ways of getting things done. The paradigms and mental models you habitually use will influence the way you see the world and yourself.
- S** *Skills* – your proficiencies or the things you do exceptionally well. Skills can and should be overhauled and upgraded periodically to remain relevant.
- K** *Knowledge* – your learning, insights, understanding and awareness levels. Obviously increasing knowledge is vital and profitable in today’s global knowledge economy.
- S** *Style* – the way you approach challenges combined with your personality traits. There is wide variance in the most effective styles in business, which is good.

The key to increasing your personal credibility is to develop your T-A-S-K-S and to match them to the tasks at hand. If you can create the best possible alignment between what you do and your natural gifts, passions, skills, knowledge and style, you will have the credibility you need to excel. This requires ongoing and continuous improvement to avoid becoming obsolete and ultimately irrelevant.

To increase your capabilities:

1. *Identify your strengths and work hard at leveraging those areas* – so you end up feeding your opportunities for excellence and starving your potential for mediocrity. It’s always better to build on your strengths rather than spending time and effort attempting to compensate for your weaknesses.
2. *Keep yourself relevant* – by engaging in lifetime learning. Think of your formal education as a crash course in how to keep learning for the rest of your life and then put that ethic into action. The more you know, the greater your career options and opportunities will be.
3. *Know exactly where you’re going* – so others will feel confident about following you. Credible leaders inspire others by demonstrating their competence coupled with character. People always want to be inspired rather than compelled. Find ways to make this happen.

“The complacent company is a dead company. Success today requires the agility and drive to constantly rethink, reinvigorate, react, and reinvent.”

– Bill Gates, chairman, Microsoft

“While character is constant, competence – at least most competence – is situational. It depends on what the circumstance requires. Your technical capabilities are taxed dramatically – sometimes even becoming irrelevant – in direct relation to your trust abilities.”

– Stephen M. Covey

4 Cores

4

Results – What’s your track record?

Results matter. They give you clout and classify you as a “producer” rather than a “good talker”. Unless and until you have a solid track record of reaching your milestones and tangible goals, you will have little or no credibility and almost certainly no meaningful trust.

The two critical questions to ask yourself are:

- What tangible results am I generating day-in and day-out?
- How am I getting those results?

If you’re hitting your numbers but in the process have fallen into the habit of cutting corners or acting against your values, then your success is likely to be short-term at best. To deliver great results over the course of a career, you need to be doing so within a spirit of abundance and collaboration. How you generate your results this time around can either create significant roadblocks for the future or it can figuratively grease the skids.

Great leaders get results in ways which will inspire and enhance trust. Outstanding companies build trust by being completely open, transparent and honest with everyone. They also create a culture where it is safe for people to grow and make mistakes as long as they learn.

To improve your results:

1. *Always take personal responsibility for your results rather than your activities* – and apply your own creativity in finding the best ways to achieve the desired results. If you don’t get the results you want one way, try something different. Never use the excuse: “Well, I did what you told me to do!” Taking personal responsibility for results builds your credibility even when things don’t go entirely to plan and is always well worth doing.
2. *Expect to win each and every time* – and prepare accordingly. People always tend to get what they expect. If you expect to win and everyone on your team believes the same, then you actually help bring that about.
3. *Learn how to be a strong finisher* – because results are always all about finishing. There will always be plenty of reasons to quit but the simple fact is all achievers finish what they start. They stay the course and find a way to get through, even in the face of unforeseen difficulties. This is what character, credibility and ultimately trust is all about.

“It’s no use saying, ‘We are doing our best’. You have got to succeed in doing what is necessary.”

– Winston Churchill

“You can’t create a high-trust culture unless people perform.”

– Craig Weatherup, former CEO, PepsiCo

“Clarity around values and behavior is not much good unless it is backed up. To make values really mean something, companies have to reward the people who exhibit them and ‘punish’ those who don’t. Believe me, it will make winning easier. I say that because every time we asked one of our high-performing managers to leave because he didn’t demonstrate the values – and we said as much publicly – the organization responded incredibly well. In annual surveys over a decade, employees would tell us that we were a company that increasingly lived its values. That made people even more committed to living them too. And as our employee satisfaction results improved, so did our financial results.”

– Jack Welch, former CEO, General Electric

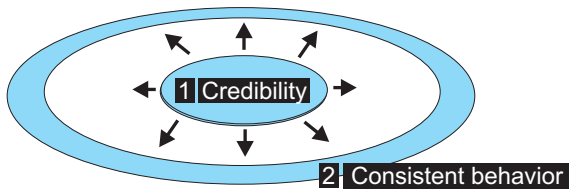
The Five Waves of Trust

2 Relationship trust ← Consistent behavior

Relationship trust essentially boils down to a matter of how you establish and subsequently increase the virtual trust accounts you have with other people. The key here is to act consistently at all times and in all circumstances. High-trust leaders consistently exhibit 13 Behaviors, each of which can be learned and then applied by everyone in order to generate trust.

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|--------------|-------------------|----------------------|
| 13 Behaviors | 1 Talk straight | 8 Confront reality |
| | 2 Show respect | 9 State expectations |
| | 3 Be transparent | 10 Be accountable |
| | 4 Right wrongs | 11 Listen first |
| | 5 Show loyalty | 12 Meet commitments |
| | 6 Deliver results | 13 Extend trust |
| | 7 Get better | |

Once you trust yourself, you then start learning how to interact with others in ways that will increase rather than destroy trust. What you actually do matters far more than what you say. Good behavior builds trust and validates your personal value system whereas saying one thing but doing another dilutes trust.



There are 13 Behaviors which high-trust leaders and other high performers throughout the world tend to use to behave consistently. If you can pick up on these behaviors, the same benefits can accrue to you as well as you increase trust. In talking about these behaviors, keep in mind two key points:

- For each of these behaviors, there is a “sweet spot”. Any strength can become a weakness when taken to an extreme. Too much of a good thing can be just as damaging as too little. Always look for that sweet spot.
- A good mental model to use for visualizing the impact of these 13 Behaviors is to think in terms of “Trust Accounts”. Every time you behave in a way which builds trust, you make a deposit into that trust account. Similarly, every time you behave in a way which destroys trust, you in effect make a withdrawal from that same trust account. The challenge is to do those things which will increase the balance in your accounts.

“It takes twenty years to build your reputation and five minutes to ruin it.”
 – Warren Buffett, CEO, Berkshire Hathaway

“Trust is established through action.”
 – Hank Paulson, chairman and CEO, Goldman Sachs

13 Behaviors 1 Talk straight

Always be honest and up-front about what you’re thinking. Tell the truth and let people know where you stand without putting any spin on it. If you make your agenda clear and call things as they are, you demonstrate personal integrity and build trust.

In business, it’s often easy to manipulate a situation by leaving out the parts of the story which are embarrassing. This distorts things and creates an environment where everything takes longer than it should. Avoid that by getting to the point quickly, by making your points simply in plain language and by letting everyone know where you stand.

“The people who I have trouble dealing with are people who tend to not give full information. They purposefully leave out certain parts of the story – they distort facts.”
 – Shelley Lazarus, chairman and CEO, Ogilvy & Mather

13 Behaviors 2 Show respect

Respect the dignity and feelings of everyone you come into contact with. The mark of a great person is he or she treats everyone even-handedly, especially those who will never be in a position to do something for them. Show kindness in your personal interactions.

Showing respect requires that you do the little things well. Simply saying “please” and “thank you” are factors. You have to be genuine and consistent. This is one area in particular where you can’t act one way at home and a completely different way at the office. There must be absolute consistency for trust to grow. Don’t fake caring for people, but be genuine.

“I try to treat people as human beings. If they know you care, it brings out the best in them.”
 – Richard Branson, founder and chairman, The Virgin Group

13 Behaviors 3 Be transparent

If you’re completely open about the facts, you can build trust fast. Always tell the truth in ways people can verify for themselves. If there is a question, err on the side of disclosing too much rather than too little. This is the only way you can demonstrate to everyone there are no hidden agendas at work here.

People naturally distrust what they can’t see. Offset that by opening the books and showing you have nothing to hide. Transparency makes great sense from a business perspective because you don’t have to waste time or energy maintaining appearances. Be known for: “What you see is what you get.”

“We adopted a philosophy that we wouldn’t hide anything, not any of our problems, from the employees.”
 – Rollin King, founder, Southwest Airlines

13 Behaviors 4 Right wrongs

When you end up being wrong, work very hard at making things right. Acknowledge your errors, apologize and make restitution where possible. If a customer is involved, provide them with exceptionally generous “service recovery” packages. People will respect your willingness to set things right almost as much as they will admire your confidence and candor in accepting responsibility for the problem.

When you're prepared to set things right, you demonstrate humility and courage in action. You also signal to others they don't need to cover up their mistakes. That can create a company culture which directly and beneficially has an impact on your organization's bottom line.

"To know what is right and not to do it is the worst cowardice."
– Confucius

13 Behaviors 5 Show loyalty

Always give credit where it is due and acknowledge the input and contributions of others. Speak about people as if they were present at all times and avoid criticizing. That helps everyone feel confident their own contributions will be respected irrespective of what the future holds.

If you ever feel a need to bad-mouth someone, have the courage to go to them and discuss your concerns openly and candidly. Above all, never disclose private information others have entrusted you with. Be loyal.

"You can accomplish anything in life provided you don't mind who gets the credit."
– Harry S. Truman

13 Behaviors 6 Deliver results

Establish a track record of getting the right things done. Be proactive in making things happen rather than letting everything move along with its own momentum. Do what you were hired to do. This will require clarifying your objectives up front and then coming in within budget and on time. The only practical way you'll do this consistently is if you avoid overpromising and under delivering. Be known as someone who gets things done.

"We judge ourselves by what we feel capable of doing, while others judge us by what we have already done."
– Henry Wadsworth Longfellow

"Future leaders will be less concerned with saying what they will deliver and more concerned with delivering what they have said they would."
– Dave Ulrich, professor and author

13 Behaviors 7 Get better

Keep upping your game by increasing your personal capabilities. The only way you'll do that is by continuing to learn more. Develop some formal and informal feedback systems which will let you know how you're going at this. Always act on the feedback you receive. Don't consider that your current levels of skill and knowledge will be sufficient for tomorrow's challenges. It's smart to always keep learning more.

"The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn, and relearn."
– Alvin Toffler, futurist

"You learn nothing from your successes except to think too much of yourself. It is from failure that all growth comes, provided you can recognize it, admit it, learn from it, rise above it, and then try again."

– Dee Hock, founder and former CEO, Visa International

13 Behaviors 8 Confront reality

If you're the person who addresses the tough issues and acknowledges what is unsaid, people will automatically trust you more. Be courageous in your conversations. Don't skirt the real issues but dive into them directly and openly. Doing this consistently builds confidence in your abilities because others will see you don't bury your head in the sand.

Never be afraid to deliver bad news. People will respect your willingness to confront the realities of uncomfortable facts.

"You must never confuse faith that you will prevail in the end – which you can never afford to lose – with the discipline to confront the most brutal facts of your current reality, whatever they may be."

– U.S. Admiral James Stockdale

"Leaders need to be more candid with those they purport to lead. Sharing good news is easy. When it comes to the more troublesome negative news, be candid and take responsibility. Don't withhold unpleasant possibilities and don't pass off bad news to subordinates to deliver. Level with employees about problems in a timely fashion."

– Jon Huntsman, chairman, Huntsman Chemical

13 Behaviors 9 State expectations

Always discuss your expectations so they are clearly defined. It's very easy for two people to be discussing the same outcome and to come away with entirely different versions of what is required. Avoid this by forming a clear agreement on what is realistic and then validating your intermediate results to ensure there is still common understanding and alignment.

If you need to renegotiate your outputs, do that earlier rather than later. Then move heaven and earth to meet expectations. The best time to disappoint someone is right at the outset of the arrangement when deadlines are discussed, not later on when loads of other follow-on events are waiting for the trigger event to get started.

"Almost all conflict is a result of violated expectations."
– Blaine Lee, author, *The Power Principle*

13 Behaviors 10 Be accountable

To be trusted, accept that the buck stops with you. Hold yourself just as accountable as you want to hold others. Take personal responsibility for everything that goes on – the good, the bad and the just plain ugly.

The only way to do this is by being clear on how you will communicate with others how things are going. Create agreements with others which have set reporting requirements and then follow through. Don't try and offset personal responsibilities, blame others or even point fingers when things go wrong. Square your shoulders, take a deep breath and then say, "I am responsible for that".

"A good leader takes more than their fair share of the blame and gives more than their share of credit."
– Arnold Glasnow

"All power is a trust; and we are accountable for its exercise."
– Benjamin Disraeli

13 Behaviors 11 Listen first

Trust grows by leaps and bounds when you get into the habit of listening before you speak. Try to understand what's being communicated and diagnose with empathy. Listen with your eyes and your heart to the people you work with. Never assume you have all the answers until you've had the opportunity to ask lots of questions and seek clarification.

"If there is any great secret of success in life, it lies in the ability to put yourself in the other person's place and see things from their point of view – as well as your own."

– Henry Ford

"Leadership has less to do with walking in front and leading the way than it does with listening to the needs of the people of the company and meeting them."

– Charles Cawley, chairman and CEO, MBNA America

13 Behaviors 12 Meet commitments

The quickest way to destroy trust is to say one thing and do another. And conversely, the most powerful way to enhance and build trust is to say what you're going to do and then follow through and do precisely that. The only way you can do that long-term is by being careful and deliberate about what you commit to do.

Make keeping commitments the symbol of your life, both personal and professional. Never fall into the trap of breaking a confidence or attempting to fudge your way out. Make your word your iron-clad commitment and trust will soar.

"It is a leader's responsibility to demonstrate what it means to keep your word and earn a reputation for trustworthiness."

– Hank Paulson, chairman and CEO, Goldman Sachs

13 Behaviors 13 Extend trust

To earn trust, demonstrate your ability to trust others. Extend trust abundantly to those who have earned it. Extend it conditionally to those who are still in the process of earning it. Err on the side of being too trusting rather than withholding your trust in others.

Over time, you'll learn how to appropriately extend trust to others based on the demands of the situation, the risk and the character and the competencies of the people involved. Make learning how to do this a priority because to be trusted yourself, you have to learn how to trust others.

"Trust men and they will be true to you; treat them greatly and they will show themselves great."

– Ralph Waldo Emerson

"People ask me how I've had the interest and zeal to hang in there and do what I've done. I say, 'Because my father treated me with very stern discipline: he trusted me'. I'm stuck, I've got to see the trust through. He trusted me. I trust other people. And they did the job."

– Robert Galvin Jr., Former CEO, Motorola

"Companies should trust people to work at home more. Commuting kills so much time and energy that could be spent creating."

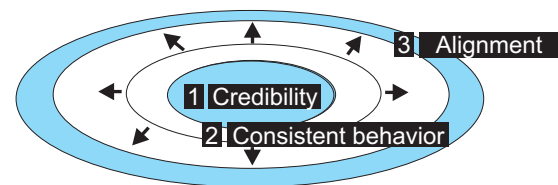
– Richard Branson, founder and chairman, The Virgin Group

The Five Waves of Trust

3 Organizational trust ← Alignment

When you work with people you trust, more can get done. Organizational trust is derived from alignment – having the organization's systems, structures and rewards aligned with one consistent objective. When everything is aligned correctly, trust grows. When these various elements are misaligned, trust is reduced or dissipated.

The first wave was to build self trust by increasing your integrity and credibility. The second wave dealt with building stronger relationships and greater relationship trust by behaving consistently. Once you have achieved those things, you then move on to the third wave which deals with creating and maintaining a high-trust organization.



People work best when they are placed in a high-trust environment rather than one where everything is locked down tight. To create just such a high-trust environment, all structures and systems need to be aligned with that objective.

If people inside your organization don't feel like they are trusted by the management, all kinds of problems can crop up. These problems in effect become taxes on the performance of the organization. Some typical low-trust taxes would include:

- High levels of redundancy and duplication of effort.
- An extensive bureaucracy with rules, regulations & procedures.
- Active internal office politics.
- People becoming disengaged and distant.
- High levels of employee turnover.
- Regular turnover of stakeholders other than employees.
- Fraud.

By contrast, when trust is high within an organization, there are significant dividends:

- Shareholder and customer value increases.
- Accelerated growth in sales and profits.
- Enhanced ability to innovate and be creative.
- Improved levels of collaboration and teamwork.
- Greater ability to form strong partnerships with others.
- Better execution of the company's strategy.
- Heightened loyalty and brand strength.

Whether you have the drag of a low-trust environment or the advantages of a high-trust organization is entirely up to you. It's all a matter of the systems, the structures, the processes, the policies and the various frameworks you put into place and require people to use each day. Trust is a hidden variable which can impact on everything your organization does.

"As a leader, you can be successful at the Self Trust and Relationship Trust levels so that people trust you as a person, but then fail at the Organizational Trust level by not designing and aligning systems that promote trust."

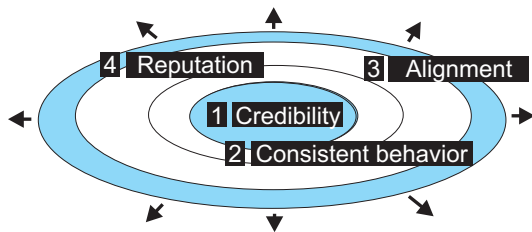
– Stephen M. Covey

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Market trust is easy to understand and measure. It is driven by your reputation. When customers, investors and others in the marketplace trust your brand, they act differently. They will buy more, refer more and give you the benefit of the doubt. They will also stay with you especially when they can see how your brand is evolving and improving over time.

The fourth wave of trust rests squarely and solidly on the foundation of reputation. Your brand's value will be based on the amount of trust it has in the marketplace. If your reputation is good, people will trust you and you will be able to get things done at greater speed and lower costs.



Building your brand is actually little more than applying the 4 Cores and the 13 Behaviors at the organizational and marketplace levels. If your organization strengthens its 4 Cores and demonstrates the 13 behaviors with all its stakeholders, there will be measurable increases in the value of your brand.

To look at how you're doing in this area, ask yourself:

- *Does our brand have integrity* – do we have a reputation for being honest and willing to face everything head on?
- *Does our brand demonstrate good intent* – are we perceived as being focused on serving our customers or simply as being out to make a profit?
- *Does our brand have positive connotations* – do people associate the brand with excellence or irrelevance?
- *Is our brand associated with results* – do our customers feel like we deliver what was promised and are they willing to recommend us to their friends?

If your answers to these questions pinpoint some problems, the 4 Cores provide a great diagnostic tool for understanding the reasons why and then doing something about it. It will either be a problem of character (integrity or intent) or competence (capabilities or results). Once you understand where the problem lies, you can then zero in on the area where improvement is needed. By then analyzing how your organization performs on the 13 Behaviors, you can maximize your efforts to enhance your reputation.

"Without customer's trust, the rest doesn't matter."
– Ram Charan, business author

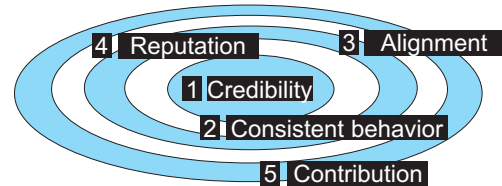
"Trust is a key building block in the creation of a company's reputation, and as a direct result, its shareholder value."
– Robert Eckert, CEO, Mattel

"Mistrust doubles the cost of doing business."
– Professor John Whitney, Columbia Business School

The Five Waves of Trust



Societal trust increases when you create value for others and for society at large. The key here is to make a meaningful contribution. When you give something back to society, suspicion and cynicism can be offset or allayed. Frequently these actions also inspire others to create value and to contribute as well.



The essence of the fifth wave of trust is to make a contribution. It is to create value by giving back instead of taking. Contribution leads to a healthy society and has become a social and economic necessity in the knowledge era.

While there have been numerous headlines about individuals who have made substantial contributions to society, the great bulk of the contributions are made by thousands of individuals and organizations who contribute in small ways in communities throughout the world. The aggregate of the donations of time and energy donated towards causes like literacy, health, education and social welfare far outweighs the high profile contributions which attract all the media coverage.

The pragmatic benefits which flow from these contributions are important and very noteworthy. Many organizations now see doing good as an integral part of their business model rather than as something which is done in addition to business. For example, an increasing number of companies have elevated the concept of global citizenship to a position of prominence. It's becoming more and more widespread for organizations to report on a "triple bottom line" basis which measures corporate success not only by financial measures but also in terms of societal and environmental impact.

"At the heart of organizational global citizenship is individual global citizenship. It's you and me making the conscious decision to value and invest in the well-being of others. It's you and me carrying out that decision in every dimension of our lives."
– Stephen M. Covey

"One man cannot do right in one department of life whilst he is occupied in doing wrong in another department. Life is one indivisible whole."
– Mahatma Gandhi

"Customers get impressions about products from hundreds of sources, but when they believe a company is a good citizen, they feel more positively about a brand."
– Shelley Lazarus, chairman and CEO, Ogilvy & Mather

"Commerce dies the moment, and is sick in the degree in which men cannot trust each other."
– Henry Ward Beecher, author

Summation

Inspiring trust in others

Nothing in business is as fast or as profitable as trust. Accordingly, the first job of any leader is to inspire trust in others. This single competency and ability will create the foundation upon which all successful enterprises and personal careers stand. The ability to inspire trust in others is also the prime differentiator between managers and leaders.

The ability to establish and then expand trust is the key professional competency of the current business era. In very simple terms, the individuals and organizations which can do this will move forward while those entities which cannot will not make any real progress at all.

Inspiring trust in others generally comes about as the combined result of three different competencies:

1. *You have to learn how to extend "smart trust"* – trust based on finding the sweet spot between trusting everyone blindly and being highly selective about who you trust. Smart trust means you extend people the degree of trust their previous interactions with you have earned, or which you might reasonably anticipate will be advantageous.

Thus, smart trust doesn't mean you trust anyone and everyone to do what they say. That would be folly and would suggest you were highly gullible. Instead, smart trust requires that you moderate and manage the amount of trust you extend to others based on your own analysis.

2. *You need to have the ability to restore trust which has been lost* – which is usually a matter of getting back to the 4 Cores and the 13 Behaviors. Restoring trust can be painful and time consuming but it can be done. To make this process a little easier:

- *Don't be too quick to judge.*
Always put the shoe on the other foot and try to see things from the other person's point-of-view. Go out of your way to give people the benefit of the doubt and every opportunity to restore and hopefully increase the degree of trust they once had in your eyes.
- *Forgive everyone at the drop of a hat.*
Anger and vindictiveness are abrasive. Let go of the things which are out of your direct control, especially events which are in the past or other people's attitudes or behaviors. It's always in your own best interests to forgive and move on rather than holding enduring grudges or animosity. Remind yourself forgiveness and trust are two entirely different matters and it's best that you move onwards and upwards rather than bearing a personal grudge.
- *Make restoring trust a priority.*
If you've lost the trust of someone close, work hard at making it possible for that person to trust you again in the future. Look at this as an opportunity to get your act together, to improve your character, to enhance your competency and to behave in ways which will inspire trust in the future. Do all you can to have a positive future and then let that future unfold.

3. *You need to act on your natural propensity to trust others in all situations* – because most people respond better to trust than they ever will to intense criticism. Choose to trust. Balance that inclination with analysis so you have the good judgement required to extend smart trust, but err on the side of trusting people more than they deserve. This is a much better way to build a happy life and a solid successful career than forever being suspicious of the people with whom you interact and do business. From time to time, people will disappoint but by far the vast majority will respond well to the level of trust they are extended.

"There's no getting around the fact than in today's 'flat', global economy, trust is essential to prosperity. In our personal and family relationships, trust is essential to satisfaction and joy. And the truth is we can establish it. We can grow it. We can extend it. We can restore it. We can become personally and organizationally credible. We can behave in ways that inspire trust. We can increase speed and lower cost in every dimension of our lives."

– Stephen M. Covey

"In everybody's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit."

– Albert Schweitzer

"You can have all the facts and figures, all the supporting evidence, all the endorsements that you want, but if you don't command trust, you won't get anywhere."

– Naill Fitzgerald, former chairman, Unilever

"Technique and technology are important, but adding trust is the issue of the decade."

– Tom Peters, business author and consultant

"You can't have success without trust. The word trust embodies almost everything you strive for that will help you to succeed. You tell me any human relationship that works without trust, whether it is a marriage or a friendship or a social interaction; in the long run, the same thing is true about business, especially businesses that deal with the public."

– Jim Burke, former chairman and CEO, Johnson & Johnson

"As you go to work, your top priority should be to build trust."

– Robert Eckert, CEO Mattel

"Speed happens when people really trust each other."

– Edward Marshall

"If you're not fast, you're dead."

– Jack Welch, former CEO, General Electric

"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. It's that simple, that real, that predictable. Once you really understand the hard, measurable economics of trust, it's like putting on a new pair of glasses. Everywhere you look, you can see the impact – at work, at home, in every relationship, in every effort. You can begin to see the incredible difference high-trust relationships can make in every dimension of life."

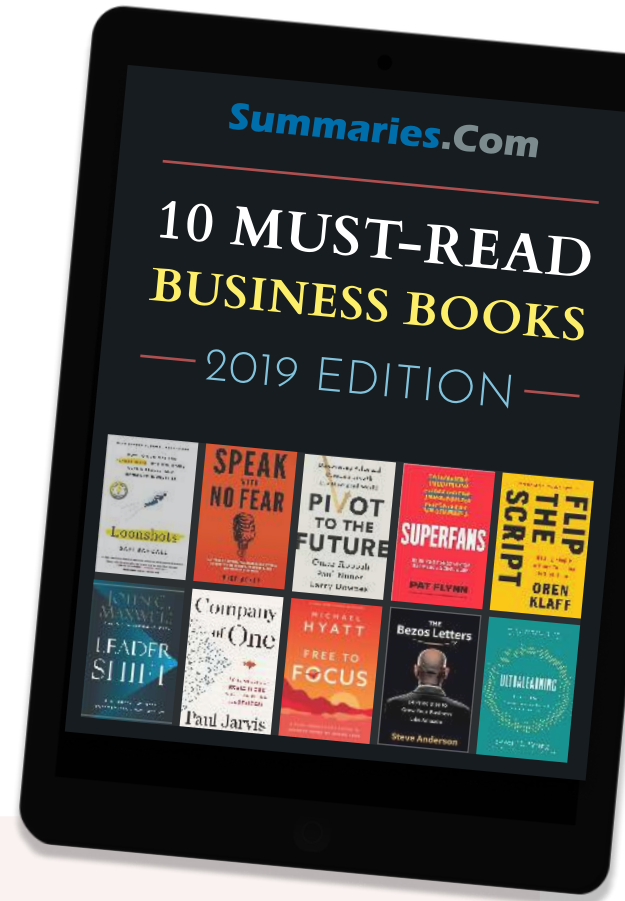
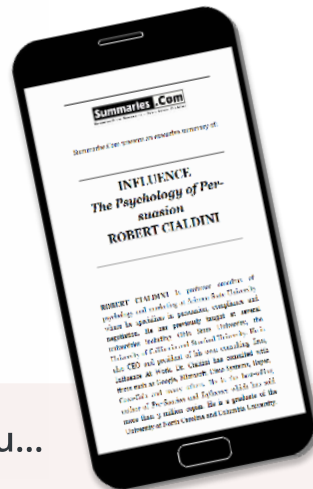
– Stephen M. Covey

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