

*“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 developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time. That one thing is **trust**.” ~Stephen M.R. Covey, *The Speed of Trust**

Trust is More Critical Today than Ever Before

Stephen M.R. Covey at a recent event stated several factors that make our capability to build trustworthiness, extending trust, organizational trust, and societal trust critical.

Case for Trust

- Work is more collaborative - people working from remote.
- Metrics of credibility - on trust through ratings online. What if you could see credibility by the number of trust bars above your head like a cell phone?
- Multiple generations at work. Millennials – say trust should be given – they want to be led, not managed. Previous generations - say trust is earned. They are both right.
- Attract & retain - Engagement comes from trust, productivity and job fulfillment. There are jobs to be done.
- Leadership - no more command and control. (It's like playing tennis with a golf club).
- Turn on the television and watch the impact of low trust.
- We are becoming more of a sharing economy with businesses like Airbnb, Lyft, and Uber. Trust is the basis of a sharing economy.

What is Trust

Question: What does trust look and feel like in your experience?

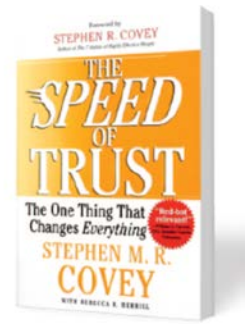
Trust = Credibility

Credibility = Character AND Competence

- Character = Integrity AND Intent
- Competence = Capabilities AND Results

Four Cores of Credibility

- Integrity: Are you congruent?
- Intent: What's your agenda?
- Capabilities: Are you relevant?
- Results: What's your track record?



Increase Your Credibility through Trust

13 Behaviors of Trusted Leaders

BEHAVIOR MATTERS:

Character

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty

Competence

6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability

Character and Competence

11. Listen first
12. Keep commitments
13. Extend trust

How to build and rebuild trust

Increase your Integrity (Character)

- Make and keep commitments to yourself
- Stand for something
- Be Open

Improve your intent (Character)

- Examine your motives
- Choose abundance
- Declare your intent

Building your capabilities (Competence)

- Run with your strengths
- Keep yourself relevant
- Know where you're going

Improving your results (Competence)

- Take responsibility for results
- Expect to win
- Finish strong

Action Plan for You?

What action can you take to inspire trust in a relationship?

1. Declare your intent
2. Describe the current situation honestly
3. Identify key actions you will take

Resources

- Franklin Covey Workshop: The Speed of Trust
- The Speed of Trust (Covey, Stephen M.R.)
- HBR: The Neuroscience of Trust (Paul J. Zak) Jan-Feb 2017 Issue
- Presentation by Stephen M.R. Covey (Sundance, UT-2017)

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