

# **The Best Course for Creating and Maintaining Organizational Trust**

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*THE CENTRE for  
Organization Effectiveness*

- Trust: *Confidence, reliance, or "resting of the mind" on the integrity, veracity, justice, friendship, or other sound principle of another person or thing.*
- Trust: *Reliance on the integrity, strength, ability, surety, etc., of a person or thing; confidence.*

## **Definitions of trust**

*Trust = Speed*

Trust is related to efficiency

Trust interacts with cost

- Low trust: all activities take longer to accomplish and end up costing more
- High trust: activities get done more quickly and cost less
- *What is the cost of low trust in our current public sector environments?*

## **Business Case for Trust**

- *Endaba* Trust Study (2009):
  - Trust in senior managers: 50%
  - Trust in government managers: 33%
  - Care if they are trusted: 60% (no)
  - Reasons:
    - They don't care
    - Don't say what they mean
    - Are not honest
    - Don't deliver on promises
  
- Edelman Trust Barometer (2009)
  - 4500 "informed" public across industries and countries
  - 2 age groups: 25-34 and 35-64
  - Results
    - Trust at an all time low in the US; largest single year drop
    - 77% report the trust all "businesses" less
    - 38% trust overall (that organization will do the right thing)
    - No difference for age groups
  - Trust in government at an all time low
    - 2008: 39%
    - 2009: 30%
  - Source of information
    - Traditional sources: 25%
    - Employees: 40%

# Current state

**Thoughts: Why so low?**

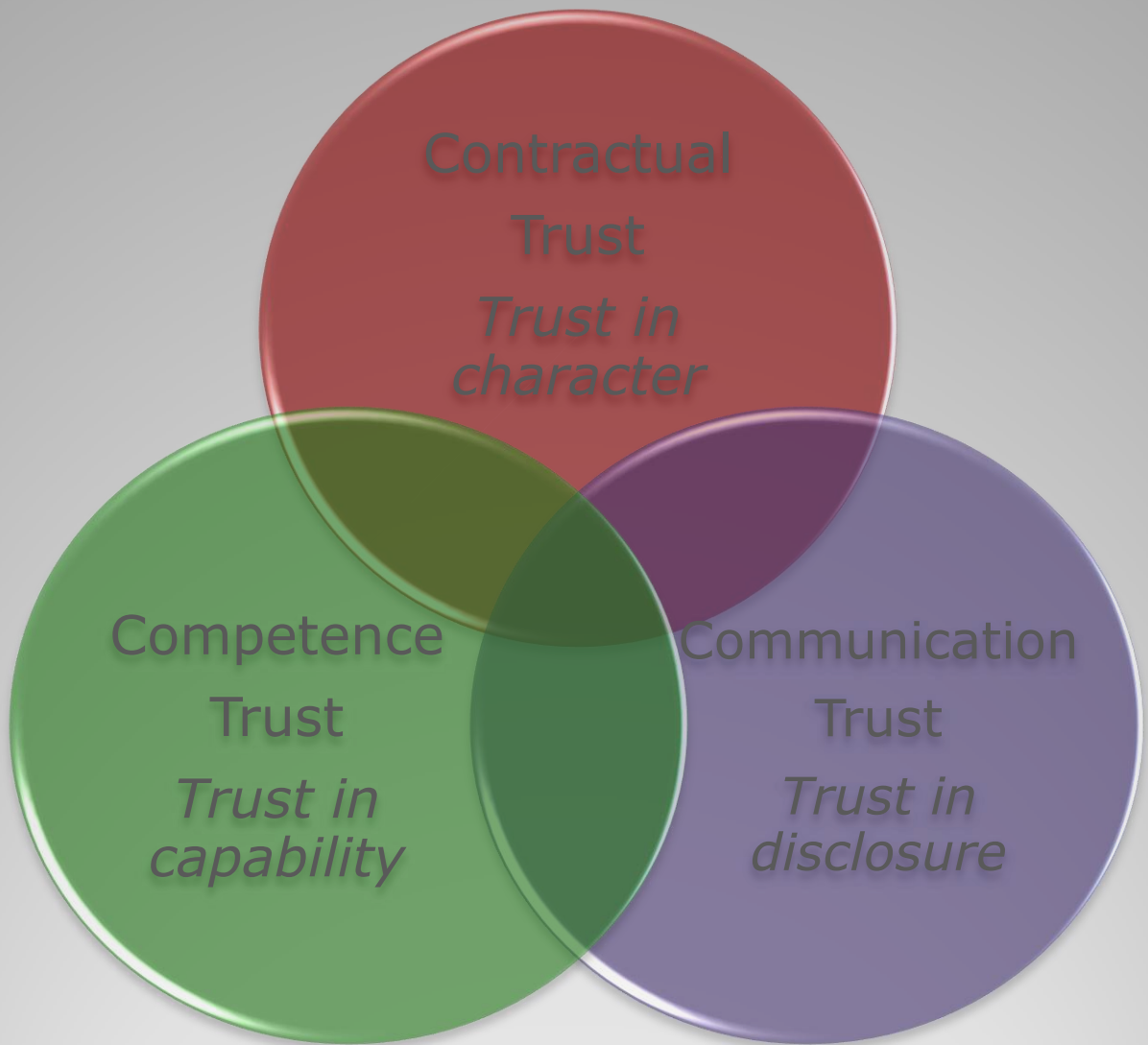
- Trust starts internally
- Culture of candor and transparency promotes internal trust
- Leads to greater understanding and retention
- Maintains belief in the future and in the team
- Undergirds action and communication in a crisis
- Built between managers and their teams
- Built between support departments and their customers

## **Culture and Trust**

- Review the deck of *Trust Cards*\*
- As a group, sort the cards into three piles
  - High need
  - Medium need
  - Low need/not a need
- Observe where you are the same, and where you are different
- Don't worry about agreement; This is for discussion!
- Notes:

*\* developed by The Bader Group*

# What earns your trust?



*Reina Trust Institute, 2007*

## **3 different kinds of trust**

- **Trust is reciprocal**
  - Give it to get it
- **Trust is built over time**
  - Know when there is a betrayal
  - Respond with appropriate attention and affect
- **Leaders set the stage for trust**
  - Leaders have primary responsibility for rebuilding trust
  - Reminder: Biggest impact on trust and performance is trust in leader
- **Trust is also individually defined**

**Overall: Behaviors  
that build trust**

- Gaining authority often means increase in self-absorption
- Managers tend to be less mindful of others needs, actions, etc.
- In general, leaders behaviors are more scrutinized by employees
- In difficult times and times of change, these dynamics are heightened

**Betrayal: Loss of trust**

- Betrayals happen along a two factors
- Minor → major
- Unintentional → intentional
- Examples:

	MAJOR	MINOR
WITH INTENT	Sabotage Withholding key information	Gossiping; backbiting Credit for another's work
WITHOUT INTENT	Layoffs Restructuring	Arriving late Not keeping agreements

# Betrayal continuum

- Don't ignore betrayals
- Don't use yourself as a barometer
- Reinforce good management practices: Review at meetings, in memos, etc.
- Allow people time and "space" to have and express negative feelings
- Model active listening
- Don't take it personally
- Use prior experience of loss and betrayal; reflect on it for others
- Speak realistically and optimistically
- Pace change
- Give it time; slow down before moving on

## **Healing from Betrayal**