TRUST-FRIENDLY
Make Trust First to Make It Last

A person is **Trust-friendly** when his behaviors consistently enable him to earn trust, extend trust, and personify trust is all that he does.

Effective change leaders know how to make trust first in order to make it last.

Many organizations have it all wrong. They don't need to motivate their people. They need to stop demotivating them.

TUTORIAL

The **CHANGE-friendly PRACTITIONER** knows that trust is much more than a nice-to-have social virtue. Trust is also a behavioral competency that can be improved. The extent to which we are regarded as trustworthy (we meet deadlines, keep commitments, produce consistently good results, etc.) has a huge impact on our success. And it's an absolute imperative in implementation initiatives.

"Speak the language of trust" not only in what you say but in everything you do.
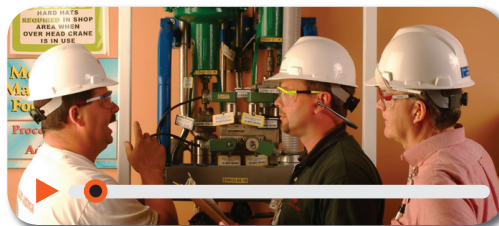
Stay alert for the following Trust **Busters** and their antidotes (Trust **Builders**):

TRUST BUSTER	TRUST BUILDER
Double Talk	Clear the Fog
Pulling Rank	Drop the Pretense
Playing Favorites	Level the Field
Flimsy Feedback	Coach with Clarity
Fake Work	Connect the Dots

NOTES

Jot down some of your key take-aways from the trainer's tutorial on **Trust-friendly** behaviors.

Buster: Double Talk **—** **Builder**: Clear the Fog

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Buster: Pulling Rank **—** **Builder**: Drop the Pretense

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Buster: Playing Favorites — **Builder**: Level the Field

Buster: Flimsy Feedback — **Builder**: Coach with Clarity

Buster: Fake Work — **Builder**: Connect the Dots

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TRUST SCENARIOS ACTIVITY

Carefully consider each of the follow scenarios and determine which Trust **Buster** behavior is exhibited and which Trust **Builder** could have been used to advantage. Compare your thoughts with those of any of your colleagues who are taking this course.

Scenario 1:

Phil really wants to impress his new boss. He's given an opportunity to design a new product with a person he supervises. His employee (Sam) is new and uncertain about the product design, but is creative and has many good ideas. Sam quickly comes up with several outstanding ideas, but Phil is slow to move on the ideas. After working together, Phil does most of the actual design of the product, based upon Sam's ideas. But because of Phil's slowness they miss a couple of deadlines.

When presenting the innovative new product to the board of directors, Phil is clear about how he designed the product, but uses strategically ambiguous language about the contributions of Sam. Likewise, when Phil is asked why the project is late, he gives vague excuses about how he and Sam worked slowly, but carefully together. Sam is also invited to the presentation, but he and Phil decide that Phil will be the only presenter.

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1. In this scenario, what Trust **Buster(s)** does Phil use that could damage his relationship with Sam?
2. In this scenario, what Trust **Builder(s)** should Phil have used?

Scenario 2:

Sara has been working for several years as a customer service representative (CSR). She was recently recognized for her excellence and received a promotion. Her promotion gives her direct accountability for the people who were once her coworkers.

Before her promotion, Sara noticed several things that her coworkers were doing incorrectly, but when she gave her coworkers advice on how to improve they never listened to her and even resented her.

Now that she is the supervisor, she is determined to compel her former coworkers to change as she had previously instructed them.

1. In this scenario, what Trust **Buster(s)** does Sara use that could damage the relationship with the people she leads?

2. What Trust **Builder(s)** should Sara use to avoid creating distrust with the people she leads?

Scenario 3:

Bob is Stan's supervisor. Stan is a hard worker and very skilled at his job, but he is loud and complains a lot, especially when he's asked to change something about his work.

At times, assignments are given to Bob by his supervisor that would be perfect for Stan to complete. But this would require Bob to work more closely with Stan. As a result, Bob gives the assignments to one of Stan's coworkers who is more pleasant to work with. Although Stan annoys others in the workplace as well, Stan and the other workers begin to wonder why these assignments are not given to Stan.

1. In this scenario, what Trust **Buster(s)** does Bob use that could damage the relationship with the people he leads?

2. What Trust **Builder(s)** should Bob use to avoid creating distrust with the people he leads?

Scenario 4:

It's performance review time in Stacy's organization. Stacy is required to provide each of her direct reports with a grade on their performance. Her reviews are very general and don't specifically describe how the person can change or improve. In each review, she talks collectively about what everyone can do better instead addressing the strengths and vulnerabilities of each employee. After the reviews, her employees don't seem to be changing according to the feedback she intended to give them.

1. In this scenario, what Trust **Buster(s)** does Stacy use that could damage the relationship with the people she leads?

2. What Trust **Builder(s)** should Stacy use to avoid creating distrust with the people she leads?

Scenario 5:

Every Thursday Willis holds a meeting about how to improve the organization. He never sends an agenda because he assumes that everyone knows what the meeting is about. At the meeting, few people talk, so Willis fills the time talking about what seem to be random thoughts about how to improve the organization. When other people in the meeting do speak up, they tend to complain about what is going on in the organization, without discussing how to improve.

Over the months that he has been holding the meeting, Willis notices that some of the people who should be attending the meeting have stopped coming.

1. In this scenario, what Trust **Buster(s)** does Willis use that could damage his relationship with the people he leads?

2. What Trust **Builder(s)** should Willis use to avoid creating distrust with the people he leads?