





# The Speed of Trust



**THE ONE THING THAT CHANGES EVERYTHING**

**THE 4 CORES OF CREDIBILITY**

**THE PRINCIPLE OF BEHAVIOR**



# The One Thing That Changes Everything



## ECONOMICS OF TRUST

- Low Trust = Low Speed and High Cost
- High Trust = High Speed and Low Cost
- When trust is high, the dividend you receive is like a performance multiplier, elevating and improving every dimension of the organization and your life.
- Instead of compliance, focus on optimization through developing an ethical character, transparent motivation, and superb competent in producing sustained, superior results.
- Few things can help an individual more than to place responsibility on him, and to let him know that you trust him. - Booker T Washington

## TRUST CRISIS

- The #1 reason people leave their jobs is a bad relationship with their boss.
- 1/2 of all marriages end in divorce.
- There are no moral shortcuts in the game of business – or life. There are, basically, three kinds of people: the unsuccessful, the temporary successful and those who become and remain successful. The difference is character.
- I look for three things in hiring people. The first is personal integrity, the second is intelligence, and the third is a high level of energy. But if you don't have the first, the other two will kill you. - Warren Buffett
- Whoever is careless with the truth and small matters cannot be trusted with important matters. - Albert Einstein

# The One Thing That Changes Everything



## NOTHING IS AS FAST AS THE SPEED OF TRUST

- Nothing is as fulfilling as a relationship of trust.
- Nothing is as inspiring as an offering of trust.
- Nothing is as profitable as the economics of trust.
- Nothing has more influence than a reputation of trust.

## DO SOMETHING ABOUT THIS!

- The entire purpose of this book is to enable you to see, speak, and behave in ways that establish trust.
- Changing the way you see will automatically change what you do and the results you get.
- The best time to plant a tree is 20 years ago. The second best time is today. Chinese proverb
- I am still learning. That is an important mark of a good leader... To know you don't know it all and never will. - Anne Mulcahy
- If you think the problem is *out* there, that very thought *is* the problem.

## 5 WAVES OF TRUST

- Self Trust
- Relationship Trust
- Organizational Trust
- Market Trust
- Societal Trust





# The 4 Cores of Credibility



## INTEGRITY

- It's not hard to make decisions when you know what your values are. - Roy Disney
- Who you are, what your values are, what you stand for... They are your anchor, your north star. You won't find them in a book. You'll find them in your soul. - Anne Mulcahy

## INTENT

- The only thing worse than a CEO who doesn't care about his people is one who pretends to care. People can spot a phony every time. They know he doesn't care about them, and worse, is at insults their intelligence. - Jimmy Johnson
- The fastest way to restore trust is to make and keep commitments, even very small commitments, to ourselves and to others.

## CAPABILITIES

- If one simply relies on the skills that got him to where he is – if he isn't involved in constantly learning, growing, and developing new skills – he won't have what's necessary to succeed in his new situation.
- We judge ourselves by what we feel capable of doing, while others judge us by what we have done already. - Henry Wadsworth Longfellow

## RESULTS

- There is no use in saying, "we are doing our best." You have got to succeed in doing what is necessary. - Winston Churchill
- Do or do not; there is no try. - Yoda
- Beginners are many; finishers are few. - Stephen M.R. Covey



# The Principle of Behavior



## THE 13 BEHAVIORS

1. Talk Straight: Be honest. Let people know where you stand. Call things as they are. Use simple language. Demonstrate integrity. Don't manipulate. Don't spin the truth. Don't leave false impressions.
2. Demonstrate Respect: Genuinely care for others. Show you care. Treat everyone with respect and dignity, especially those who can't do anything for you. Show kindness. Don't fake caring. Don't attempt to be "efficient" with people.
3. Create Transparency: Tell the truth in a way people can verify. Be open and authentic. Error on the side of disclosure. "What you see is what you get." Don't have hidden agendas. Don't hide information.
4. Right Wrongs: Make things right when you are wrong. Apologize quickly. Make restitution. Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.
5. Show Loyalty: Give credit freely. Acknowledge the contribution of others. Speak about people as if they were present. Don't bad mouth others behind their back. Represent others who aren't there. Don't disclose others' private information.
6. Deliver Results: Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't over promise and under deliver. Don't make excuses for not delivering.
7. Get Better: Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems: act on it, thank people for it, and don't consider yourself above it. Don't assume today's knowledge/skills will be enough for tomorrow's challenges.



# The Principle of Behavior



## THE 13 BEHAVIORS

8. Confront Reality: Take issues head on, even the “undiscussables.” Address the tough stuff directly. Acknowledge the unsaid. Lead courageously in conversation. Don’t skirt the real issues. Don’t bury your head in the sand.
9. Clarify Expectations: Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed. Don’t violate expectations. Don’t assume expectations are clear or shared.
10. Practice Accountability: Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear how you communicate how you are doing and how others are doing. Don’t avoid responsibility. Don’t blame others or point fingers when things go wrong.
11. Listen First: Listen before you speak. Understand. Diagnose. Listen with your eyes and heart. Don’t assume you know what matters most to those you’re working with, find out. Don’t presume you have all the answers, or all the questions.
12. Keep Commitments: Say what you’re going to do, then do it. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Don’t break confidences. Don’t attempt to “PR” your way out of a commitment you’ve broken
13. Extend Trust: Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence). But have a propensity to trust. Don’t withhold trust because there is risk involve.

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## QUOTES

- You can accomplish anything in life provided you don't mind who gets the credit. - Harry Truman
- With the pace of change in today's world, if you're not making a conscious effort to get better, you're not just standing still; you're getting farther and farther behind. - Stephen M.R. Covey
- Anyone who stops learning is old, whether this happens at 20 or 80. Anyone who keeps on learning not only remains young, but becomes constantly more valuable regardless of physical capacity. - Harvey Ullman
- Success represents the 1% of your work that results from the 99% that is called failure. - Soichiro Honda
- The first responsibility of the leader is to define reality. - Max DePree
- Almost all conflict is a result of violated expectations. - Blaine Lee
- You can practice accountability far better when you've clarified expectations first. - Stephen M.R. Covey
- 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 to see things from his point of view – as well as your own. - Henry Ford
- I have found that the two best qualities a CEO can have are the ability to listen and to assume the best motives in others.
- Trust men and they will be true to you; treat them greatly and they will show themselves great. - Ralph Waldo Emerson
- It is better to have grade-B strategy and grade-A execution than the other way around. - Harvard professor
- Good government needs weapons, food, and trust. If the ruler cannot hold onto all three, he should give up weapons first and food next. Trust should be guarded to the end, because without trust we cannot stand. - Confucius
- 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. - Gandhi
- Trust, but verify. - Ronald Reagan