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# The Speed of Trust

*The One Thing That Changes Everything*  
*Stephen Covey*

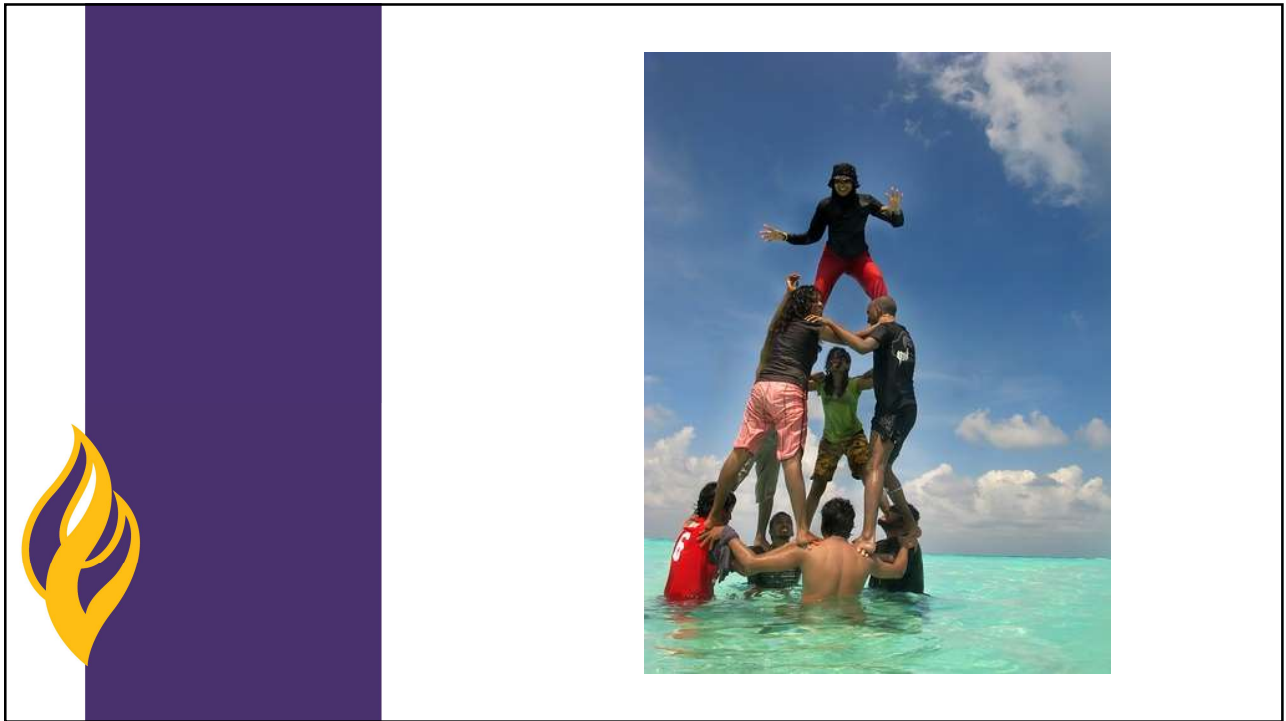
**Objectives:**

- Describe High Trust
- Describe Low Trust
- Crisis of Trust
- The Economics of Trust
- How Do You Build Trust
- Action Plans

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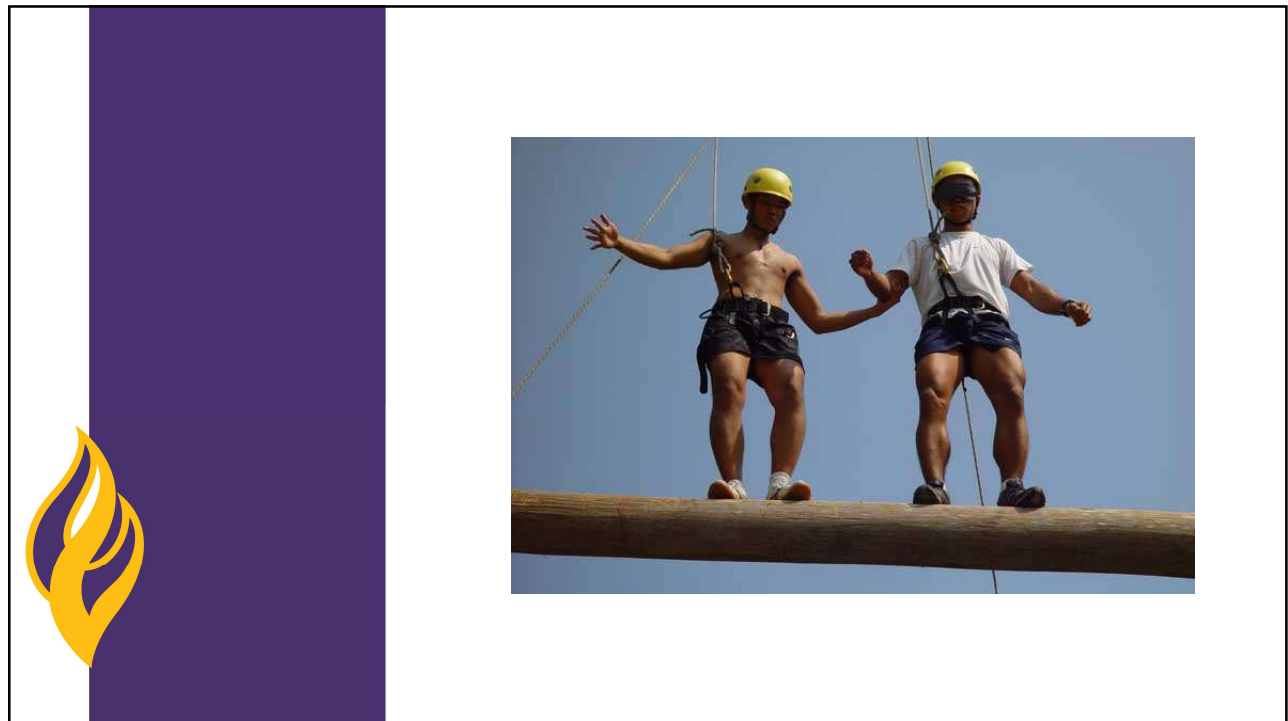
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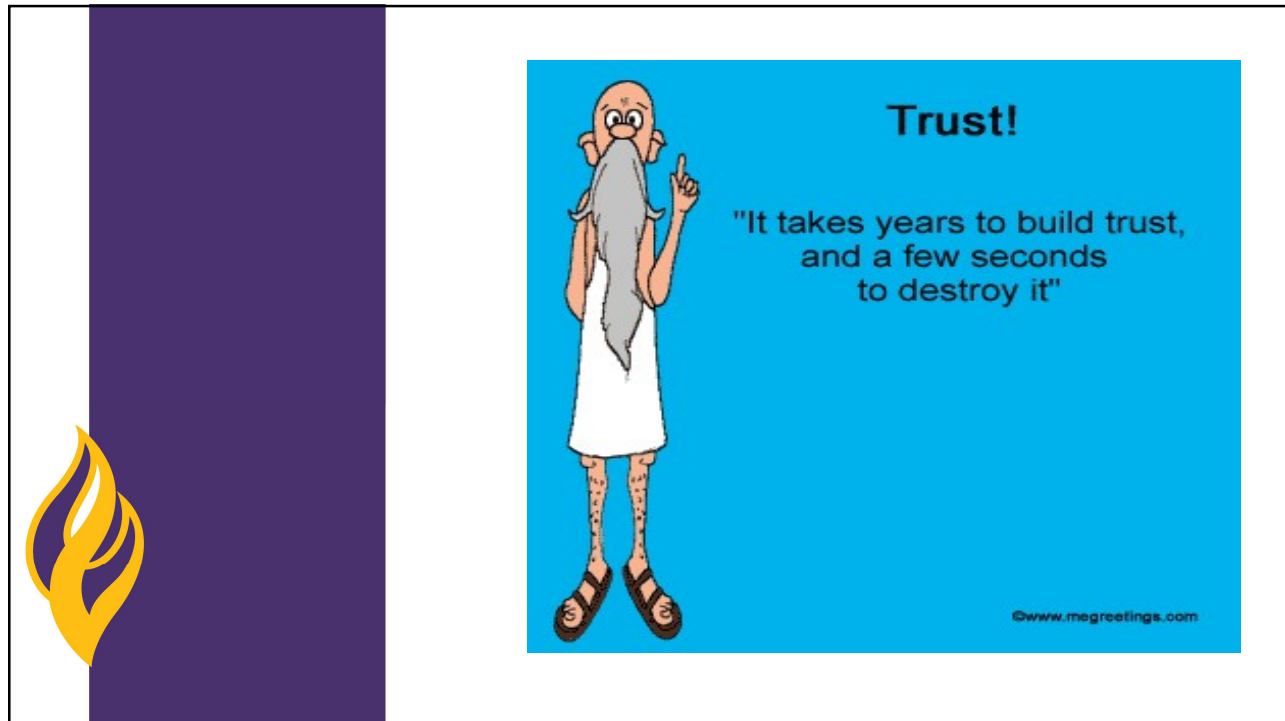
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## High Trust

Think of a person at work with whom you have a high trust relationship:

- What is it like to work with this person?
- How long does it take to get things done?
- What is communication like?
- What kinds of results are you able to achieve?
- How does it affect your work environment?

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## Low Trust

Think of a person at work with whom you have a low trust relationship:

- What is it like to work with this person?
- How long does it take to get things done?
- What is communication like?
- What kinds of results are you able to achieve?
- How does it affect your work environment?

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## Trust Issues Affect Everyone

- ♦ *I work in an organization that's bogged down with bureaucracy. It takes forever to get anything done. I have to get authorization to buy a pencil.*
- ♦ *The older my children get, the less they listen to me. What can I do?*
- ♦ *My boss micromanages me and everyone else at work. He treats us all like we can't be trusted.*

Covey, page 4

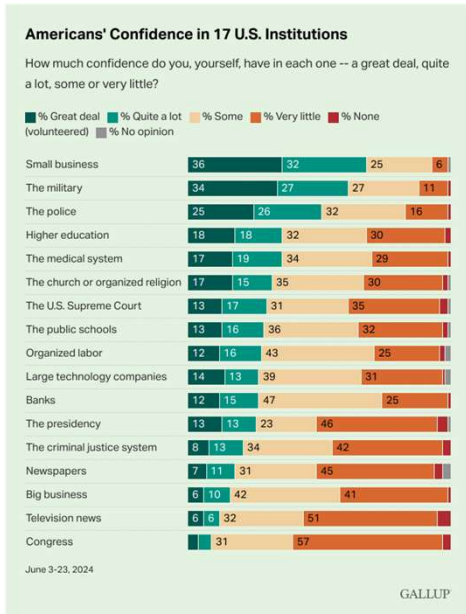
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# Trust Issues Affect Everyone

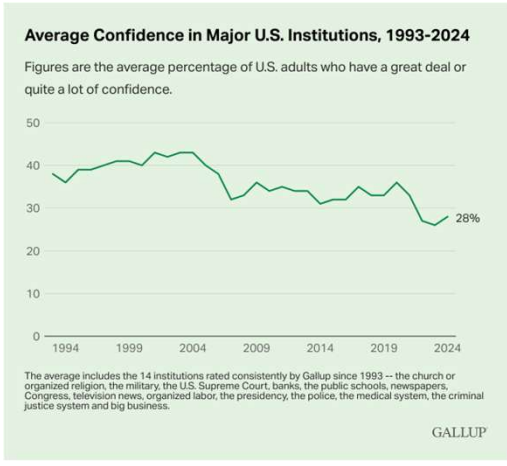
- ◆ *I have to walk on eggshells at work. If I say what I really think I'll get fired....or at least made irrelevant.*
- ◆ *With all the scandals, corruption, and ethical violations in our society today, I feel like someone has pulled the rug out from under me. I don't know what---or who---to trust anymore.*

Covey, page 4

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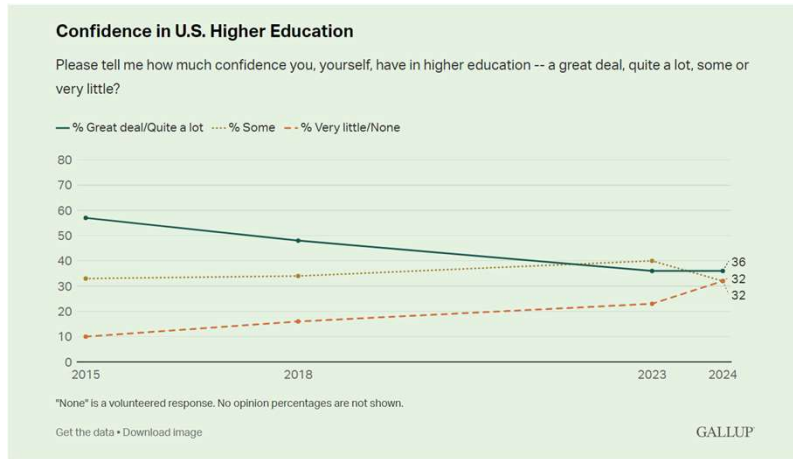


## Crisis of Trust



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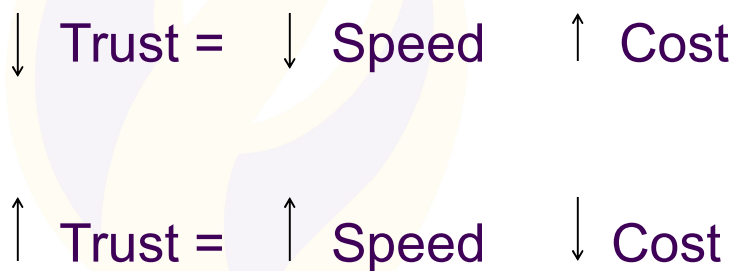
# Confidence (Trust) in Higher Education



<https://news.gallup.com/poll/646880/confidence-higher-education-closely-divided.aspx>

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## The Economics of Trust



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## Trust in the Workplace

- ◆ Employees who trust their leaders are **61%** more likely to stay.\*
- ◆ Colleagues working in a high-trust group experience **90%** more joy.†
- ◆ Organizations with the highest levels of trust have revenue growth that is **3.6** times more than organizations with the lowest levels of trust.‡



\* Khoury, Ghassan, and Steve Crabtree. "Are Businesses Worldwide Suffering From a Trust Crisis?" *The Real Future of Work: The Trust Issue 3*. (February 6, 2019) Gallup.

† Johannsen, Rebecca, and Paul J. Zak. "The Neuroscience of Organizational Trust and Business Performance: Findings from United States Working Adults and an Intervention at an Online Retailer." *Frontiers in Psychology* 11 (January 11, 2021).

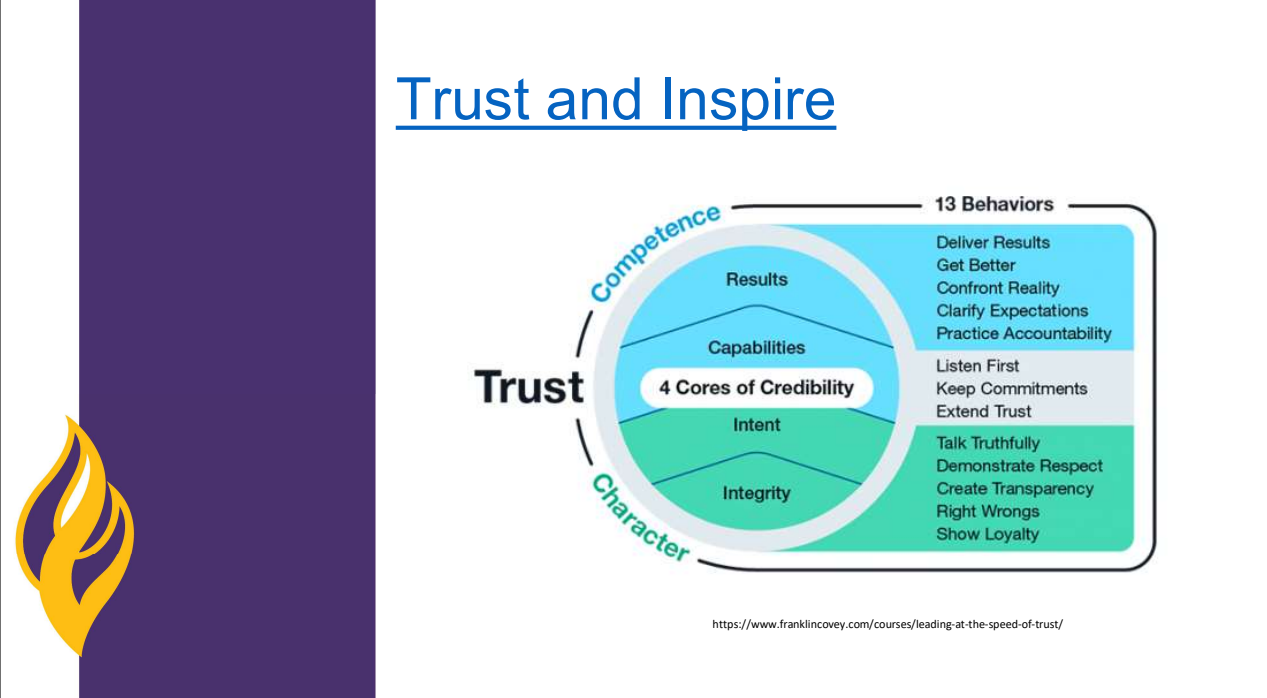
‡ Bush, Michael C. Essay. In *A Great Place to Work for All: Better for Business, Better for People, Better for the World*, 58–60. Oakland, CA: Berrett-Koehler Publishers, 2018.

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## How Do You Build Trust?

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## Trust and Inspire



**Trust**

**4 Cores of Credibility**

Results

Capabilities

Intent

Integrity

**13 Behaviors**

- Deliver Results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust
- Talk Truthfully
- Demonstrate Respect
- Create Transparency
- Right Wrongs
- Show Loyalty

<https://www.franklincovey.com/courses/leading-at-the-speed-of-trust/>

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## My Action Plan

- 1) Identify a professional relationship you would like to improve.
  - What tells you there's a need to increase trust?
  - Which 2-3 behaviors will help most in this relationship?
  
- 2) To build my capacity as a trustworthy leader, I will...
  - In the next day....
  - In the next week...
  - In the next month...

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**QUESTIONS??**

**THANK YOU!!**

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