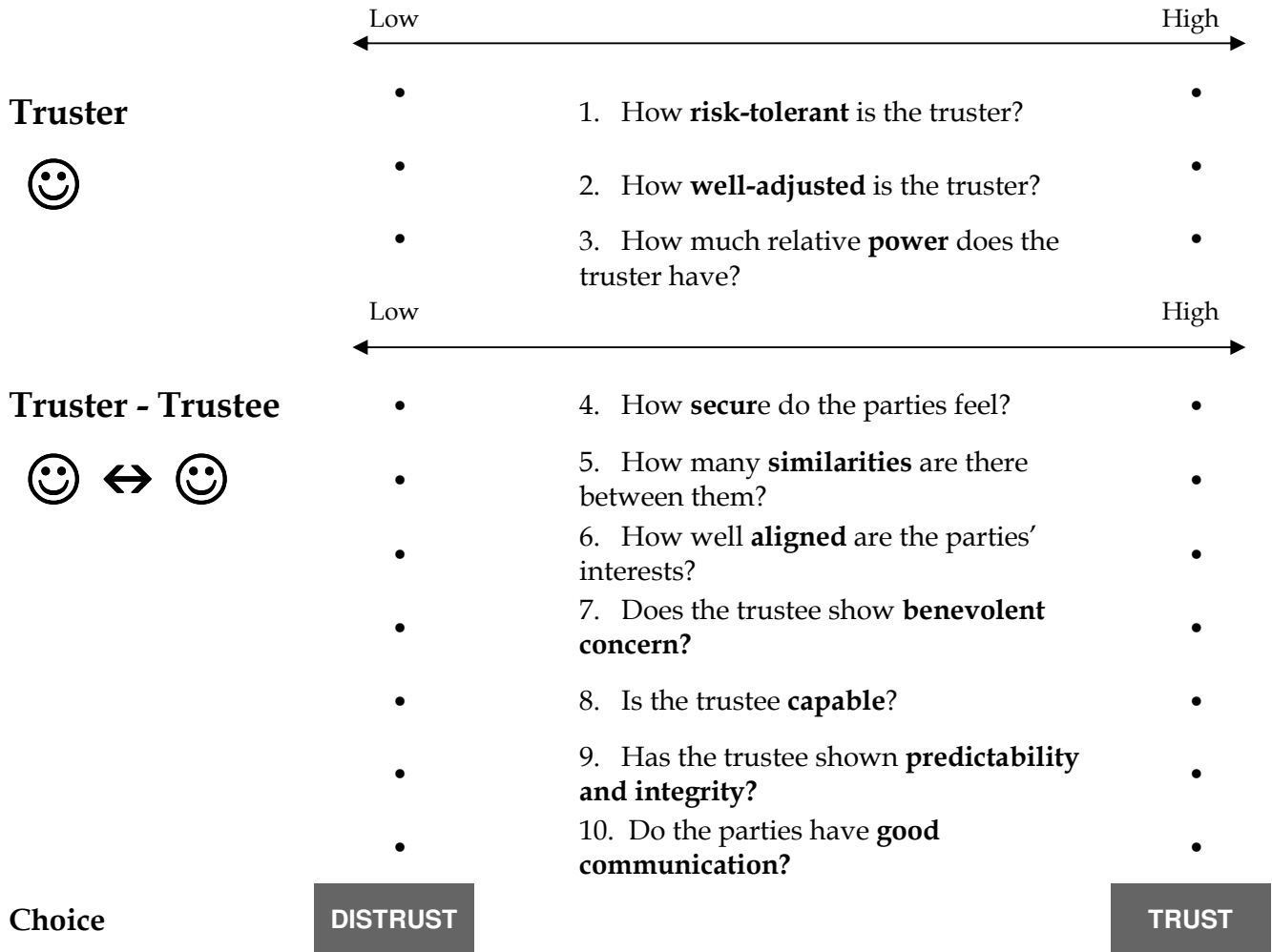


TO TRUST OR NOT TO TRUST?

Trust: The confident reliance on someone when you are in a position of vulnerability.

Key: Trustee = the one earning the trust. Truster = the one who trusts another



When deciding whether to trust someone, people weigh ten basic factors. The more factors that score on the high end of the scale, the more likely the decision maker is to choose trust. – Model from Robert F. Hurley, Professor of management at Fordham University in New York.

PRACTICAL WAYS OF MANAGING TRUST

| If this factor is low | Then you should ... |
|--|---|
| 1. Risk Tolerance | <p>Spend more time explaining options and risks.</p> <p>Evaluate processes and results separately; recognize excellent work regardless of the outcome.</p> <p>Offer some source of safety net.</p> |
| 2. Level of Adjustment | <p>Be patient; it simply takes longer to build trust with some individuals.</p> <p>Try to enhance confidence by recognizing achievements and by correcting failures through coaching rather than harsh discipline.</p> |
| 3. Relative Power | <p>Provide choices when possible; avoid being coercive.</p> <p>Communicate that leadership decisions aren't made arbitrarily by explaining how they serve organizational interests.</p> |
| 4. Security | <p>Find ways to temper the risk inherent in the situation.</p> <p>Expect to invest time in raising comfort levels.</p> |
| 5. Number of Similarities | <p>Use the word "we" more and the word "I" less.</p> <p>Emphasize what you have in common (values, membership, etc.)</p> |
| 6. Alignment of Interests | <p>Be clear yourself about whose interests you are serving. Take others' interests into account and find a way to accommodate them where possible.</p> <p>Focus on the overarching strategy, vision, and goals.</p> <p>Shape a culture that reinforces doing the right thing.</p> |
| 7. Benevolent Concern | <p>Take actions that demonstrate a genuine concern for others.</p> <p>Serve others' interests even it, on occasion, you bear some loss.</p> <p>Engage in fair process.</p> |
| 8. Capability | <p>Find ways to demonstrate competence in carrying out the task at hand.</p> <p>Acknowledge areas of incompetence and compensate by sharing or delegating responsibility.</p> |
| 9. Predictability & Integrity | <p>Under promise and over deliver.</p> <p>If you can't fulfill your promises, explain why honestly.</p> <p>Describe the values that drive your behavior so that others see consistency rather than randomness.</p> |
| 10. Level of Communication | <p>Increase the frequency and candor of your communications. Build a relationship beyond the constraints of your respective roles – ex: go out to lunch,</p> |

PERFORMANCE AND RETENTION

Managers obtain greater employee performance and retention through both directly managing employee performance *and* the employee's relationship with the broader organization. (From recent *Corporate Leadership Council Research*)

| | | Impact |
|---|--|--|
| <p>Role #1</p> <p>Managing Employees Work and Performance</p> <p>Managers must first center on their day-to-day employee interactions on activities with the highest impacts on performance and engagement.</p> | <ol style="list-style-type: none"> 1. Provide fair and accurate informal feedback. 2. Emphasize employee strengths in performance reviews. 3. Clarify performance expectations. 4. Leverage employee "fit". 5. Provide solutions to day-to-day challenges. | <p>39.1%</p> <p>36.4%</p> <p>36.1%</p> <p>28.8%</p> <p>23.7%</p> |
| <p>Role #2</p> <p>Managing the Employee's Relationship with the Organization</p> <p>Managers must build employee engagement with the broader organization, thereby increasing employee discretionary effort and intent to stay.</p> | <ol style="list-style-type: none"> 6. Amplify the good, filter the bad. 7. Connect employees with the organization and its success. 8. Instill a performance culture: Communication, flexibility, innovation and risk taking. 9. Connect employees with talented coworkers. 10. Demonstrate a 'credible commitment' to employee development | <p>38%</p> <p>32.8%</p> <p>37%</p> <p>57%</p> <p>50%</p> |