The Trust Advantage

Sean R. Pettersen
Director – Law Enforcement and Terrorism
Department of Homeland Security
Office of Inspector General
“One of the most important lessons a leader can learn is how trust works.”

- John C. Maxwell -
The Results Equation

Task + People = Quality of Result

Competent people working on tasks who engage, collaborate, and do their best work = optimal performance/results
The Results Equation

- Trust feeds results;
- Distrust eats away at them.
“A lack of trust is your biggest expense.”

- David Horsager -
Is trust an important factor in building effective working relationships, teams, and organizations?
Agenda:

- What is trust? Who cares?
- How people build (or erode) trust
- The neuroscience of trust
- “Trustonomics”
- Team and organizational culture
- Team Trust Survey
- Restoring trust (difficult conversations)
- Parting thoughts
Trust
“What is trust? I could give you a dictionary definition, but you know it when you feel it.”

- Jack Welch -
“This book can change lives.”

- Larry King -
Trust

Character    Competence

Integrity    Intent    Capabilities    Results
What doesn’t establish credibility and earn trust…
Talk Straight
Show Respect
Create Transparency
Get Better
Clarify Expectations
Practice Accountability
Extend Trust
Deliver Results

*How* we go about delivering results is as important as the results themselves.
The Neuroscience of Trust

Trust – Prefrontal Cortex

- Reasoning
- Problem solving
- Decision making
- Planning
- Abstract thinking
- Empathy
The Neuroscience of Trust
The Neuroscience of Trust

Distrust – Amygdala

- Fear
- Threats
- Self-preservation
- Fight, flight, or freeze
- Defensiveness
- Uncontrolled responses
The Neuroscience of Trust
Noah
Trust Changes R.E.A.L.I.T.Y.

Reveal more
Expect less
Assume the best
Look with open heart
Interpret with facts
Tell the truth
Yes to confronting the truth

Reveal less
Expect more
Assume the worst
Look with caution
Interpret with fear
Tell secrets
Yes people – to void confronting the truth
“Trustonomics”
“Mistrust doubles your cost of doing business.”

- John O. Whitney -
Trust = Speed

Cost
September 11, 2001

New York, NY
Washington, D.C.
Shanksville, PA

$8,000,000,000,000,000
September 11, 2001

New York, NY
Washington, D.C.
Shanksville, PA

929,000 people killed
Low-Trust Limits Results

Trust = Speed = Cost

- Communication
- Delegation
- Collaboration
- Engagement
- Productivity
- Timeliness/Value
- Credibility/Reputation
- Diversity of Thought

- Confusion
- Micromanaging
- Blame/Excuses
- Disengagement
- Policy/Procedure
- Politics
- Frustration
- Resistance
High-Trust Feeds Results

Trust \( \Rightarrow \) Speed \( \Rightarrow \) Cost

- Communication
  - Delegation
  - Collaboration
  - Engagement
  - Productivity
  - Timeliness/Value
  - Credibility/Reputation
  - Diversity of Thought

- Confusion
  - Micromanaging
  - Blame/Excuses
  - Disengagement
  - Policy/Procedure
  - Politics
  - Frustration
  - Resistance
Culture

“What makes us, *US.*”

**Integrity**  **Intent**  **Competencies**  **Results**

Heroes, rituals, stories and lore  Structure  Formal and Informal Expectations  Innovation
Professional Development  Focus  Risk Taking  Outcome Orientation
Mission  Vision  Values  Equity  Leadership  Team Orientation
Decision Making Processes  Inclusion  Diversity  People Orientation  Transparency
Conflict Resolution  Communication  Collaboration  Feedback  Reward Programs
High-Trust Team/Organization  Vs.  Low-Trust Team/Organization
High-Trust Team/Organization
A team is not a group of people who work together.

A team is a group of people who trust each other.

- Simon Sinek -
Team Trust Survey

A. Able – Demonstrates Competence
B. Believable – Acts with Integrity
C. Connected – Cares About Others
D. Dependable – Honors Commitments
Team Trust Survey Results

<table>
<thead>
<tr>
<th>Area</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able</td>
<td></td>
</tr>
<tr>
<td>Believable</td>
<td></td>
</tr>
<tr>
<td>Connected</td>
<td></td>
</tr>
<tr>
<td>Dependable</td>
<td></td>
</tr>
</tbody>
</table>

3-8 = Tremendous Opportunity
9-12 = Opportunity
13-14 = Good level of trust
15-18 = High level of trust
THE BEST PLACES TO WORK
IN THE FEDERAL GOVERNMENT

www.bestplacessetowork.org
“We believe that achieving outstanding performance requires building and maintaining strong, trusting relationships with TVA and with each other.”

**Integrity:**

- We are honest and truthful and do not embellish the truth or leave out pertinent information.
- We honor and protect the confidentiality of information.
- We perform our best work and act in the best interest of our teammates, OIG, and TVA.
Effective Communication:
- We engage in clear, regular and timely communications.
- We clarify expectations up front and clearly communicate "why".
- We seek and value differing opinions, ideas and approaches.
- We actively listen to improve mutual understanding of others' points of view and intentions.

Trusting Relationships:
- We extend trust and focus on maintaining trust and, where needed, restoring trust.
- We acknowledge the role and value each person brings to the team.
- When a conflict arises, we speak directly with the individual to resolve the conflict and do not speak negatively about others.

http://oig.tva.gov/culture
Accountability:

- We accept responsibility for our behaviors, actions, and results.
- We keep our commitments.
- We inform people early if we encounter barriers to meet commitments.
- We hold each other responsible to model the OIG Behaviors.

Continuous Improvement:

- Share with our team our mistakes, frustrations, and failures, as well as our insights and best practices, so we all learn and continually improve.
- We ask for, give, and apply feedback (both praise and constructive) to continually get better.
- We seek opportunities to increase skills and knowledge and identify better ways to perform our work.

http://oig.tva.gov/culture
First Steps to Restore Trust:

1. The Law of Holes… stop digging!
2. Acknowledge and assess the breakdown.
3. Get out of the “blame game.”

“We argue for our view, we often fail to question one crucial assumption upon which our whole stance in the conversation is built: I’m right, and you’re wrong.

This simple assumption causes endless grief.”

4. What was your role?
5. Apologize.
Parting thoughts:

Is *trust* an important factor in building effective working relationships, teams, and organizations?

Do you have a plan in place to build, maintain, and restore trust?
Parting thoughts:

Water sustains all life on this planet. When it’s there, everything flourishes and grows. When it’s not there, everything withers and dies.

The same is true for trust.

- Stephen M. R. Covey-
“Whatever you are, be a good one.” - Abraham Lincoln -