



The Trust Advantage

Sean R. Pettersen

“One of the most important lessons a
~~leader~~ can learn is how trust works.”
anyone

- John C. Maxwell -

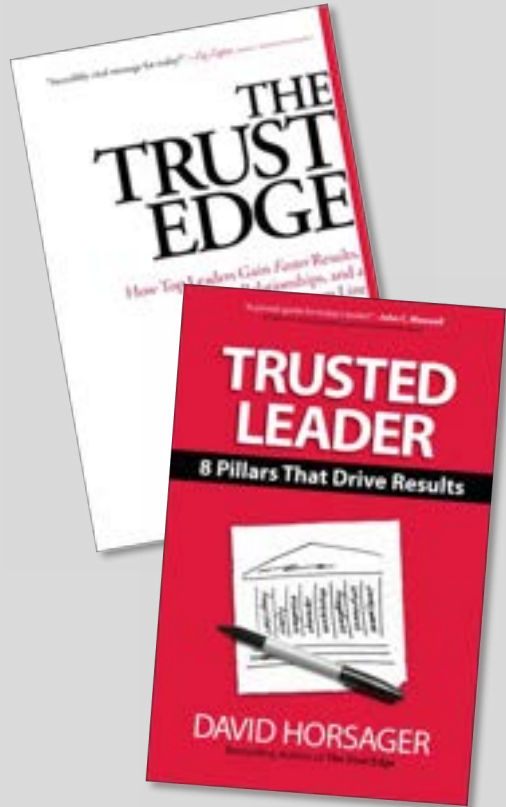
The Results Equation

$$\text{Task} + \text{People} = \text{Quality of Result}$$

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:

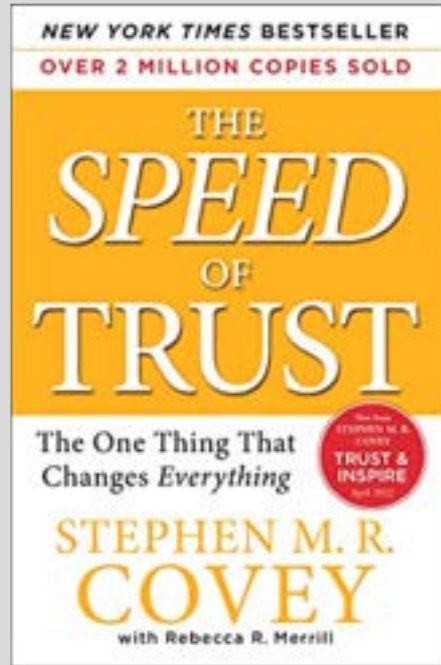
- What is trust? Who cares?
- How people build (or erode) trust
- The neuroscience of trust
- “Trustonomics”
- Team and organizational culture
- Team Trust Survey
- Restoring trust (difficult conversations)
- Parting thoughts



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



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.

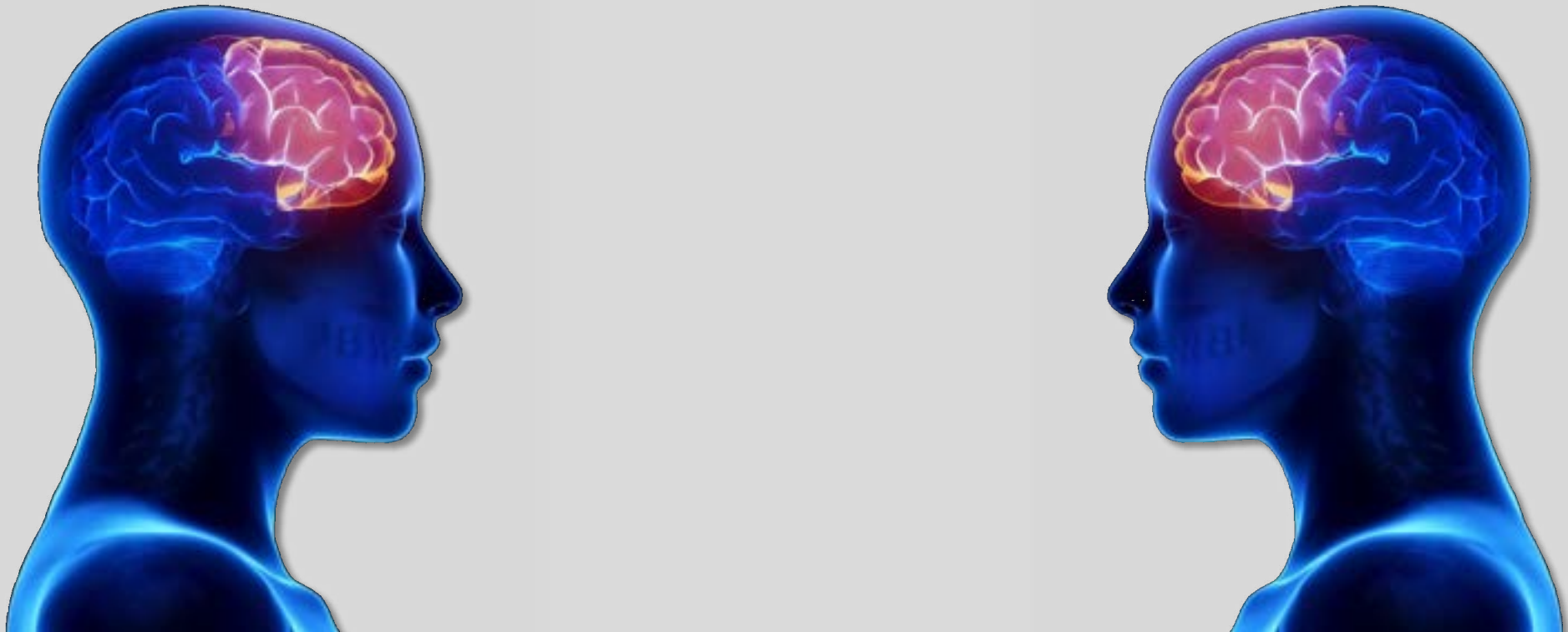
The Neuroscience of Trust

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

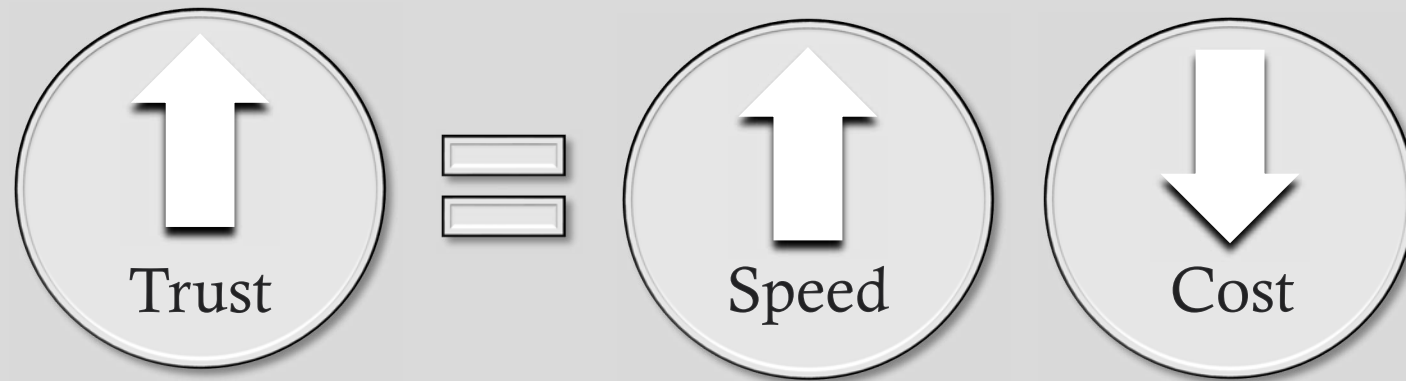
Yes people – to void confronting the truth

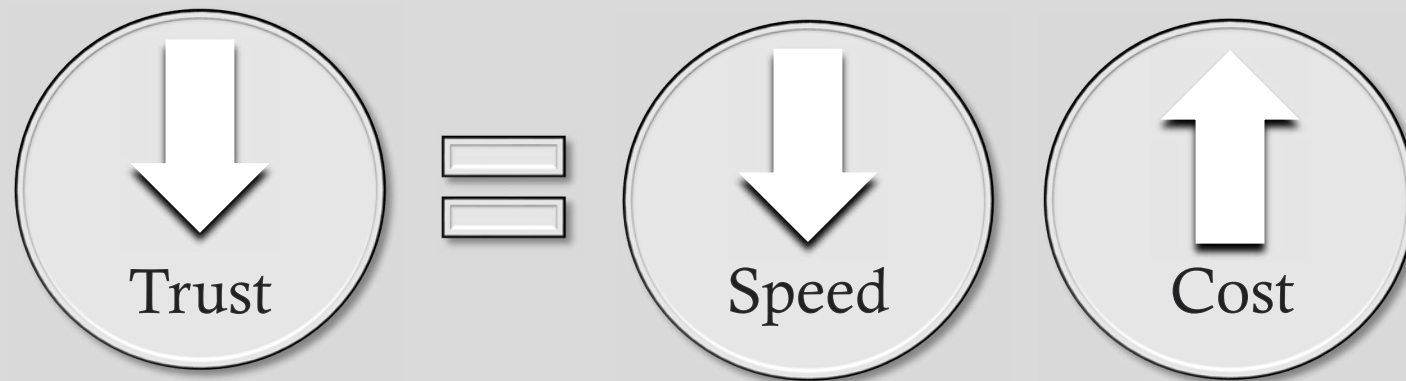


“Trustonomics”

“Mistrust doubles your cost of doing business.”

- John O. Whitney -





September 11, 2001



New York, NY



Washington, D.C.



Shanksville, PA

\$8,000,000,000,000

September 11, 2001



New York, NY



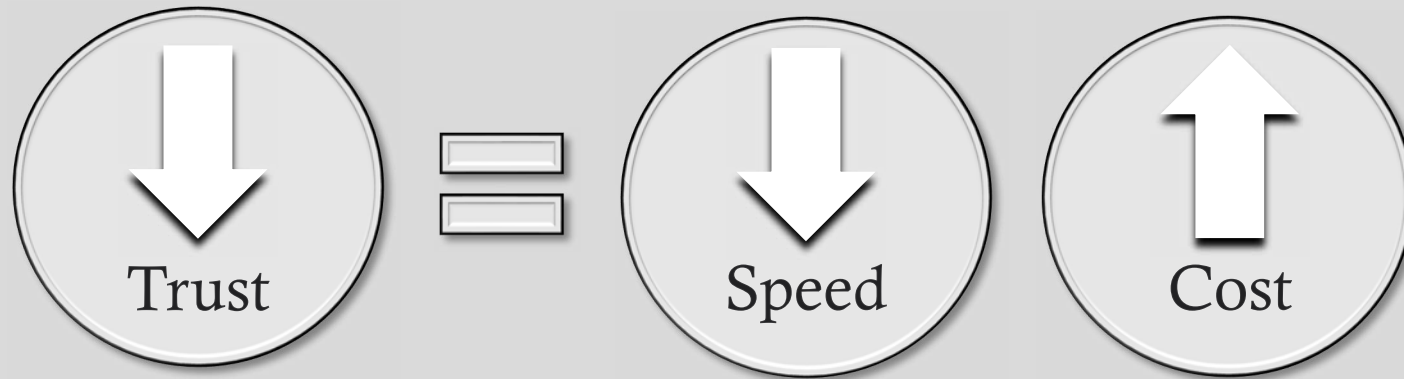
Washington, D.C.



Shanksville, PA

929,000 people killed

Low-Trust Limits Results



Communication

Confusion

Delegation

Micromanaging

Collaboration

Blame/Excuses

Engagement

Disengagement

Productivity

Policy/Procedure

Timeliness/Value

Politics

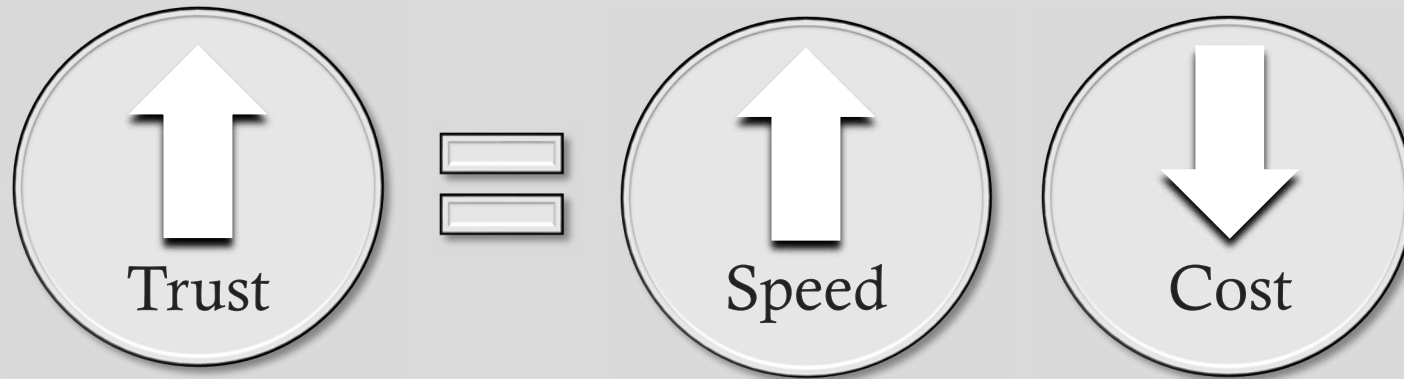
Credibility/Reputation

Frustration

Diversity of Thought

Resistance

High-Trust Feeds Results



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Confusion

Delegation

Micromanaging

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Credibility/Reputation

Frustration

Diversity of Thought

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

Area	Score
Able	
Believable	
Connected	
Dependable	

3-8 = Tremendous Opportunity

9-12 = Opportunity

13-14 = Good level of trust

15-18 = High level of trust



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“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.



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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.



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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.

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-

Sean Pettersen



“Whatever you are, be a good one.” - Abraham Lincoln -