

NAVIGATING TRUST

A ROADMAP FOR LEADERS



ALAIN HUNKINS
Building Strong Leaders

Trust

It's essential to life.

You can't have hope without it.

You can't make lasting connections without it.

You can't lead a business without it.

But you may not have realized that trust influences everything you do at work.

In business, every commercial transaction has an element of trust. Without trust, commerce would grind to a halt.

Creating more trust creates more business opportunities. Examples of this include:

- Repeat Business
- Referrals
- Word of Mouth Marketing
- Brand and Employee Loyalty
- Employer of Choice

All this translates into better future business results.

Now, think of your job, your career - How much of your life do you spend at work?

You probably spend more time on the job than you do with your own family.

You work hard. In all that time you spend at work, you're laboring to accomplish one or more of these goals:

1. Grow Revenue
2. Reduce Cost
3. Improve Customer Satisfaction
4. Increase Quality

In fact, you probably exert the majority of your efforts to produce one of these objectives.

However, if I were to ask you to go produce some trust, what would you *do*? That's a bit trickier, right?

Trust isn't something you do in and of itself. It comes as a result of *how* you do everything else.

In this book, you will learn:

- Why building trust is so essential for leaders
- The four dimensions of trust
- How to decide on which dimension of trust to focus on first

This content will help you:

- Improve the quality of your leadership brand
- Leverage your leadership strengths
- Build more effective working relationships
- Increase your business results

Leadership & Trust

If you're in a leadership role, understanding how trust works and how to build it is essential. As a leader, you're only successful if the people you lead succeed. A big part of your job is to design a work environment where people can thrive and perform at their best. If that environment has little trust, not only will people not thrive, they'll barely survive.

A workplace without trust is like air without oxygen. People suffer, and so do their results. Conversely, if trust is high, both people and results prosper. For example, a Watson Wyatt study found that high-trust organizations outperform low-trust organizations in total return to shareholders by 286 percent¹.

The need for trust probably strikes you as common sense. That's because it is. However, just because it's common sense doesn't make it common practice.

A 2016 survey by the Tax and Advisory services company [Ernst & Young](#)² found that less than half of full-time workers place a great deal of trust in their employers.

Are you building the trust you need to get the results you want?

In our 21st Century, the nature of work has changed. Leaders who don't know how to build trust will get left behind. Here are three things every leader needs to know about trust:

1. **Trust is the new currency of work.** In our high-tech, mobile age, it's easier than ever for employees to jump ship. Loyalty and engagement cannot be drilled from the top of an organization chart on down. Commitment is built from the ground up, one relationship at a time.

¹ Watson Wyatt 2002 Survey, cited in http://www.speedoftrust.com/how-the-speed-of-trust-works/business_case

² [http://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/\\$FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf](http://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/$FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf)

2. **Your position gives you authority, but not power.** Today, no leader is trusted blindly. Trust is created through your daily actions – what you say and what you do.
3. **Trust is the key to innovation.** Innovation is all about trying to make things better to create value. People won't make the effort to create or improve something if the culture is fear-based. Complacency is a byproduct of working in a place where the risk of making change outweighs the risk of sticking with the *status quo*. People only take risks if they trust they won't be punished for doing so.

Leading in today's workplace is more challenging than ever before. While it's hard work, the leader who creates a high-trust culture reaps these six benefits:

1. **Your influence grows.** Leaders who are trusted attract others to them. More people will follow your lead, regardless of your title or seniority.
2. **You'll gain better information.** When people trust you, they'll open up to you and share more details. This will enable you to gain greater insights and make better decisions.
3. **You'll get better results.** Based on #2, when you make better decisions, your choices lead to better outcomes.
4. **You'll build your brand reputation.** Word of mouth recommendations, referrals and top talent will come knocking on your door. People want to work with others who are known for creating valuable business relationships.
5. **You get early warning signals.** When you've built trust, people have your back. They want you to succeed. They'll forecast any warnings that could be harmful to you down the road.

- 6. You'll decrease your stress.** When others trust you, they cut you some slack. Your trust reputation creates a halo effect, where your mistakes are more easily forgiven.

Here's the bottom line: People don't give their vision, innovations, enthusiasm, respect, engagement, or best work to people they don't trust.

Investing your time and effort to create a climate where people trust you is an outlay that pays massive dividends.

The Four Dimensions of Trust

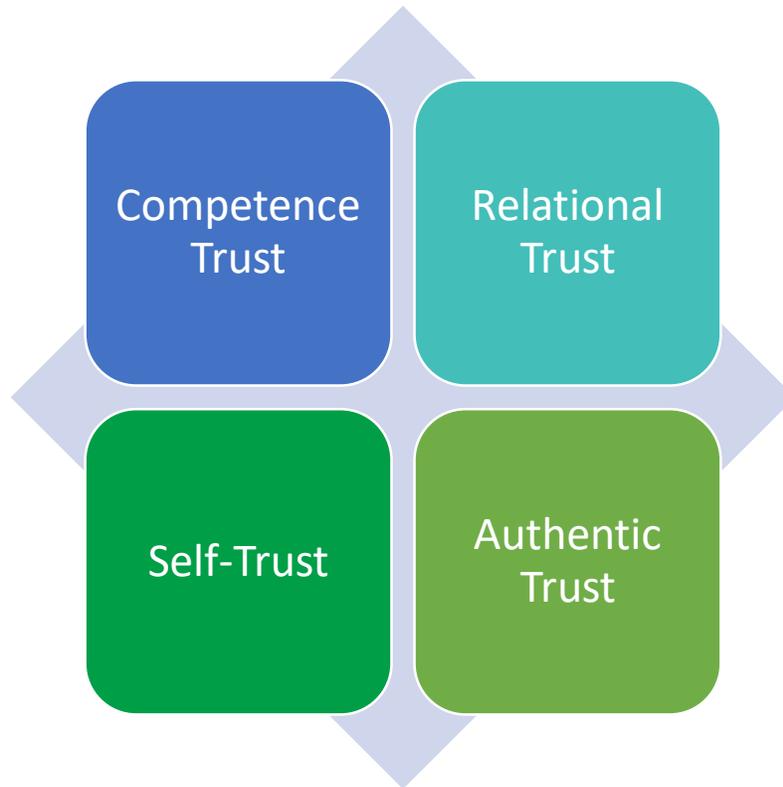
How many different words do you use to describe snow? Probably one: Snow. As in "It's snowing outside."

However, if you were an Inuit Eskimo, you might have close to fifty words. For example, one of those words is *piegnartoq* – meaning the *snow [that is] good for driving sled*. The reason the Inuits created all these different words for snow was that their success and survival depended on their ability to navigate their landscape. More specific words were more useful and effective.

Leading your workplace landscape is no different. To succeed as a leader, you have to have a keen understanding of how relationship dynamics operate. You need more specific language than "I trust them" or "I don't trust them". To be more effective, you need to sharpen your trust-building skills.

To help you better navigate the landscape of relationships and trust, you'll need a new map:

The Four Dimensions of Trust



There are four dimensions of trust. Each dimension focuses on a different piece of the trust-building process. All four pieces are important, and each piece affects the other dimensions around them.

As you review the topline definitions of the four dimensions, take note of the following:

- Which dimension(s) (if any) seems like my strength?
- Which dimension(s) (if any) seems to be my greatest area for development?
- Are there any actions that I already do that I know are strengths in this dimension?
- Are there actions that I already know I should be doing to strengthen this dimension?

Give yourself some time and space to be self-reflective. The starting point for all personal and professional development is self-awareness. Pay attention to where you are, and what you're already doing. You can't change what you don't notice.

1. [Competence Trust](#)

Your competence is your ability to do something well enough to meet a certain standard. That's simple enough. The tricky part is that as a leader, the standard isn't set by you; it's set by the people you lead.

As a leader, you are watched like a hawk, and not only do your actions get put under the microscope, so do your non-actions. That means that everything you do or don't do, say or don't say - is judged according to their standard. That standard is completely subjective, varies from person to person, and includes the countless fine points of your leadership role that are difficult to measure.

Competence Trust is other's trust in your ability to do your job well.

2. [Relational Trust](#)

Leadership is a relationship between two people. The strongest indicator of relationship health is how you feel around that other person. For example, are there some leaders who make you feel smart? Others who make you feel stupid? This is relational trust in action.

Relational Trust is the trust that is built in the interpersonal social exchanges that people have with each other. We can have dozen, even hundreds, of these exchanges every day.

3. Authentic Trust

Think about the people in your life you trust the most. What is it that makes you trust them so much? There's a pretty good chance that with these people, you're able to drop your defenses. You don't have to pretend and keep up appearances. You can be vulnerable with them.

Authentic Trust is trust built from honest emotional expression. It's the connection you feel when someone is real with you.

4. Self-Trust

How do you feel when you are performing at your best? Most people respond with words like:

- Joyful
- Focused
- Energized
- Absorbed
- Excited
- Enthusiastic

Self-Trust is the trust that comes when you feel confidence in yourself. It's what you feel when you tap into your internal resources (physical, emotional, mental) that help you to achieve.

You now have a roadmap to better navigate the landscape of trust.

I hope you have found the map and these leadership ideas useful. If this brings us to the end of our time together, I wish you best of luck on your leadership journey.

However, if you'd like to receive a **free additional toolkit to help you build trust**, please read below.

The 66 Ways to Build Trust: A Free Toolkit eBook

The 66 Ways to Build Trust is a leadership toolkit eBook. It contains 66 specific actions that you can take to increase your expertise in building trust. Categorized into the four dimensions of trust, **The 66 Ways to Build Trust** offers leaders time-tested tools on how to create and sustain high performance relationships.

To receive the free **66 Ways to Build Trust** eBook, please email Alain Hunkins at alain@alainhunkins.com. Please include "66 Ways" in your subject line.

About the Author

ALAIN HUNKINS has spent the last twenty years building stronger leaders and organizations.

Alain's clients include 42 of the Fortune 100 companies. He's designed and delivered programs on leadership development to over 1500 groups in 19 different countries.

Alain has a breadth of experience, working with every major industry. Leadership topics include teambuilding, conflict management, communication, peak performance, innovation, engagement, company culture and change.



As a sought-after workshop leader, Alain serves as faculty for future**think**, The Energy Project, Eagle's Flight, and Duke Corporate Education.

Alain is also a prolific writer, having published over 350 articles on leadership. His writing has been read by thousands of readers worldwide. Archives of his posts can be accessed at <http://www.alainhunkins.com/blog.html>. He can be reached at alain@alainhunkins.com

Some of Alain's most popular posts include:

[3 Ways to Nip Negativity Before It Spreads](#)

[Three Things to NEVER Do When Asking For Help](#)

[The Best Way to Handle Making a Mistake](#)

[Two Giant Problems with Being Nice](#)

[10 Things Great Leaders Do On the First Day with a New Team](#)

