

TRUST

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In today's world of a Royal Commission into the financial sector; glib double-talk and broken election promises from politicians; greedy and fraudulent behaviour by corporate leaders ... and the list goes on ... we are rapidly becoming a nation of cynics who are crying out for strong leadership and a return to old-school thinking, such as **TRUST**, **VALUES** and **ETHICS**.

It is a fundamental responsibility of all leaders to set an example and ensure that they review ... and modify where necessary ... corporate directives, leadership behaviour, communication style and team interactions (internally, with suppliers/contractors and externally with the community and regulators).

This article highlights three areas to start that renewal process:

- **TRUST WORTHINESS** ... based on a modified Green/Maister's Trust Equation®.
- **PRIMING FOR TRUST** ... through Judith Glaser's Conversational Essentials®.
- **COACHING** ... understanding its value and effectively applying those skills.

Finally, by way of supporting some self-reflection, I've concluded by highlighting the key take-aways from previous articles on the Intelligences:

- Conversational
- Emotional
- Management

• **Trustworthiness**

When thinking of trust and what it means, one quickly realise that it encompasses many things. The word "**trust**" is used to:

- Interpret what people say
- Describe behaviours
- Decide if one feels comfortable sharing information
- Indicate whether one feels other people have our interests at heart

Trust relationships are vital to the way one does business today. In fact, the level of trust in business relationships is the greatest determinant of success, whether internally with employees/colleagues or externally with clients, contractors and regulatory authorities.

The challenge is having a conceptual framework and analytical way of evaluating and understanding trust. Without the proper framework for evaluating trust, there is no actionable way to improve our trustworthiness.

Charles H Green and David Maister (2000) co-wrote a book entitled the Trusted Advisor in which there is a remarkable evaluation tool that they refer to as the **TRUST EQUATION** <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>

When coaching and training during the past few years, I've used this model, together with a simple story to gain my clients' understanding of how and when to apply it. However, following feedback from clients, yet fully appreciating the value of the Maister/Green's Trust Equation ... and after much soul-searching ... I've modified their model to make it more relevant to Australians (rather than using their terminology).

This modified **Trust Equation** is a deconstructive, analytical model of trustworthiness that can be easily understood and used to help both yourself and your organisation. It uses four objective variables to measure trustworthiness.

These four variables are best described as: **Believability**, **Dependability**, **Relatability** and **Self-Interest** ... which are then combined to create the following equation:

$$TQ = \frac{B + D + R}{S-I}$$

Let's dig into each variable a bit more:

TQ = Trust Quotient – It is a measure of an individual's **TRUSTWORTHINESS** that can be easily assessed using four variables.

❖ **BELIEVABILITY**

Relates to your having confidence in the truth, the existence, or the reliability of something, although without absolute proof that you are right in so doing.

❖ **DEPENDABILITY**

Has to do with the other person's actions and relates to their displaying honesty, economy, faithfulness and a capacity for finishing what has been started.

❖ **RELATABILITY**

Refers to your feeling connected to the other person; appreciating their ease of communication; identifying with their ability to understand and to be understood; and to recognise/appreciate when they display empathy towards you and others.

❖ **SELF-INTEREST**

Relates to the other person's focus. In particular, whether they are primarily focused on him or herself, or on you when making decisions and advising on what is best for you.

It's all about people

The original Trusted Advisor's Trust Equation [*The Trust Quotient and The Science Behind It*](#) provided a scientific, analytical and actionable framework for how you can help yourself improve your life or your organisation/business and it covered the most common meanings of trust (encountered in everyday business interactions). What is important to remember is that the meanings are almost entirely personal, not organisational.

People rarely give over their trust to a company or business; however, they tend to assess the situation when, right or wrong, they decide to either trust or not trust other people.

Whilst it is the people within a company that make it what it is, a company (or its marketing image) may be described as **Believable** and **Dependable** (the first two components of my revised model),. However, **Relatability** and **Self-Interest** are solely people-based.

Many of us make a quick judgement, based on our 'gut feeling'; whereas, the assessment of **Trustworthiness** requires objective and non-emotive rating for each of the four variables in the equation, since you are seeking **high believability, dependability and relatability**, and **low self-interest** scores to establish a **credible** Trust Quotient.

The Rating Process

Self-Interest, which sits alone, is the **most important variable** in the Trust Equation because *by **increasing** the **number** that you apply (1 to 5 ... with 5 being for a person most focused on **themselves**) it will **decrease** the **value of trust**. In other words, the **more** you trust that person the **lower** the rating you will give **Self Interest** (with 1 being for a person most focused on **you**).*

However, **increasing** the rating that you give to **any** of the **three variables** in the top line of the equation (*1 to 5 ... with 5 representing your highest level of confidence*) **increases** the **value of trust**. *In other words, the **more comfortable** you feel about each of these variables the **higher the score** you will give to each of them.*

For example:

In a recent TV advert about a couple looking for a home mortgage, the financial advisor initially would have probably been rated **5** (excellent) + **4** (good) + **3** (fair) = **12** (out of a maximum of 15) on the top line, divided by **2**, from the bottom line, (showing low self-interest and a keen focus on the couple), giving an overall **Trust Quotient** of **6** ... meaning that the customers felt reasonably comfortable with this individual, given that it was a commercial transaction.

However, when suddenly he is shown counting a fist full of dollars (his commission) how would they rate his **Self-Interest** now?

Let's assume the couple assessed the financial advisor as a **5** (showing little or no

concern/interest for his clients' well-being) a revised **Trust Quotient** of **2.4** would be the result (12 divided by 5 = 2.4).

Note: With the highest TQ rating being **15**, then any score at **5** or less means questionable to **LOW** Trustworthiness. The TV couple certainly didn't want to take up his offer to provide them with additional services having lost their previous feeling of Trust for this man!

Obviously, this model can be used to 'rate' your first impression of the 'trustworthiness' of individuals during (and) after a meeting/negotiation.

● **Conversational Essentials®**

Being Open to Influence

Connecting without judgement; engaging and listening to what others are saying and even thinking, rather than preparing for what we want to say next.

Priming for Trust

Creating a healthy mental, emotional and conversational environment that activates higher levels of partnering.

Think of this **Essential** as the **foundation of Conversational Intelligence®**. Trust is when we believe others will deliver on their promises. Distrust is when we doubt others are telling the truth and assume, they will not deliver on their promises. Priming for Trust enables us to work as partners and opens us up to achieve higher levels of success with others. **TRUST** involves actively bringing the following behaviours into your interactions with others:

TRANSPARENCY .. **R**ELATIONSHIP .. **U**NDERSTANDING .. **S**HARED SUCCESS .. **T**RUTH TELLING

Ask Questions for Which You/We Have No Answers

Being in a mindset of discovery, and co-creating a space of sharing and discovering.

Listening to Connect, Not Judge, Confirm or Reject

Focusing attention on the other person: opening yourself up to connect to the other person's aspiration and 'view of the world' in a non-judgmental way.

Sustaining Conversational Agility

Moving in and out of conversations with ease and agility; create new 'conversational space' that elevates trust and invites wisdom and insight to emerge.

Double-clicking

Uncover and explore what is in the other person's mind, gaining clarity and deeper understanding of others' perspectives, their deeply held beliefs, and their unique points of view.

Courtesy: Judith E Glaser

I believe that understanding the importance of communication ... as a key management competency ... is crucial; but mastering and applying the essential fundamentals of Conversational Intelligence® is the key to success in the leadership role. Mike Cameron

- **Coaching ... Understanding the value of coaching and applying those skills**

Task Master or Coach: which one are you?

Gallup says 86% of employees think that their bosses are uninspiring; however, according to McKinsey, when employees find greater intrinsic motivation they are 32% more committed to their work and 46% more satisfied with their jobs.

So, is your plan to inspire, instruct or coach team members?

Great leaders coach their people and, according to a recent survey in *Chief Learning Officer Magazine*, coaching is the top desired skill for front-line managers. It is the most critical skill that every leader needs to acquire in order to ensure their team's empowerment and advance their own career in the process.

Coaching guides team members towards their own resourcefulness, knowledge and insights. Unlike training, where the course facilitator sets the agenda, coaching focuses on supporting the person through their own discovery of blind spots and opportunities for empowerment.

Instead of providing knowledge on processes, procedures and necessary competencies, the coach asks the employee to self-identify and self-direct towards what is missing.

Directing employees is a necessary part of management; however, breaking that chain of command does not create anarchy or disaster ... it creates freedom. When coaching is done correctly, the outcome is greater freedom for the leader and greater empowerment for the team member.

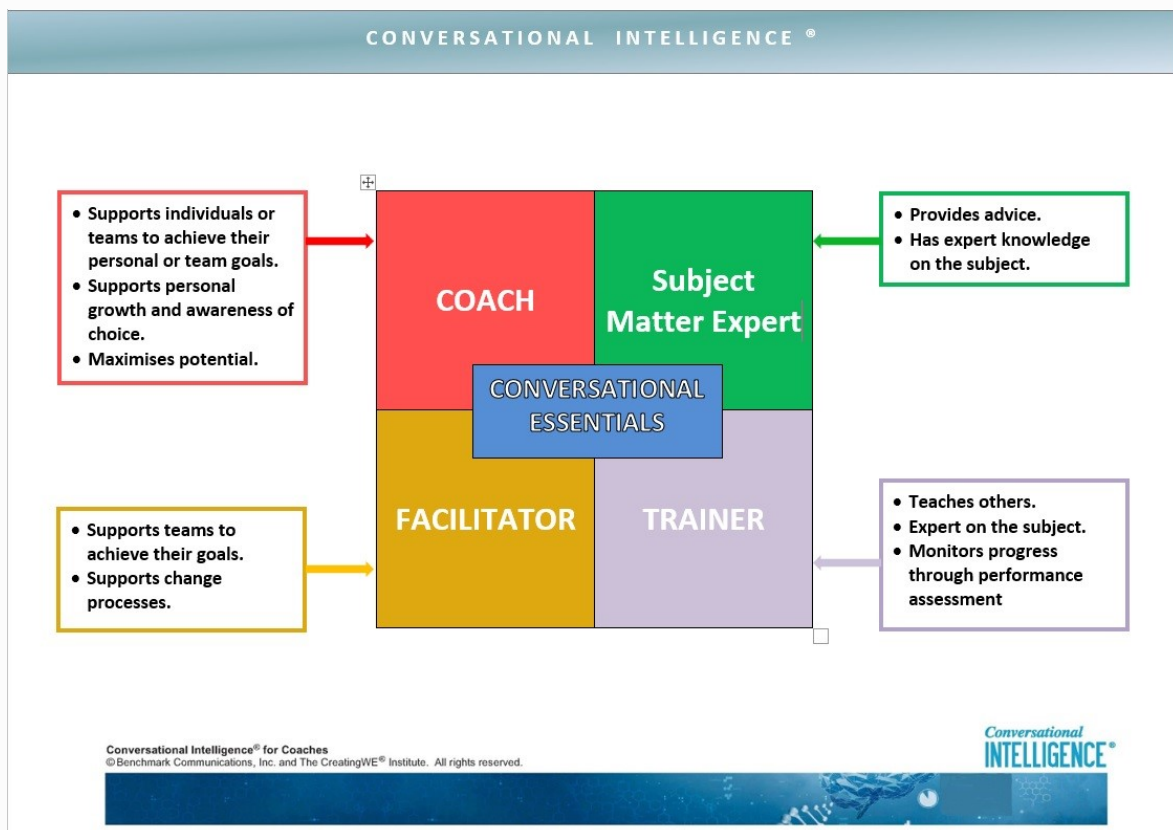
Managers can create external motivation (frequently short term) through applying 'carrot or stick' incentive tactics or, longer term, they can create a working environment that encourages team empowerment. Self-motivation (the **desire** to do anything) only comes from one place ... from within oneself.

To really change team behaviour, gain long-term commitment and inspire team effectiveness, focus your attention, as the leader, on where that drive really comes from ... and you will be coaching yourself (and your team) to greater results.

How to become a better Coach

An effective coach ... particularly a coach who is interested in leading through change, transformation and empowerment ... knows how to point team members towards innovation and new discoveries. However, some managers may become impatient with a coaching approach that encourages self-discovery ... so they revert to micromanaging the situation and the team quickly becomes disengaged.

Note: I frequently use the following coaching model (which I'm sure you will find of real value especially if you take Chris, Michael and Judith's advice to say less and, when you do talk, ask questions for which you have no answers and apply Conversational Essentials®).



If you want to inspire the hearts and minds of your team then it's time for a different approach ... **Coach!**

✓ Chris Westfall (2019) wrote an interesting article entitled *Why Coaching Matters: How Leaders Can Become Better Coaches And Build Stronger Teams*

<https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/#4508e2c4405e>

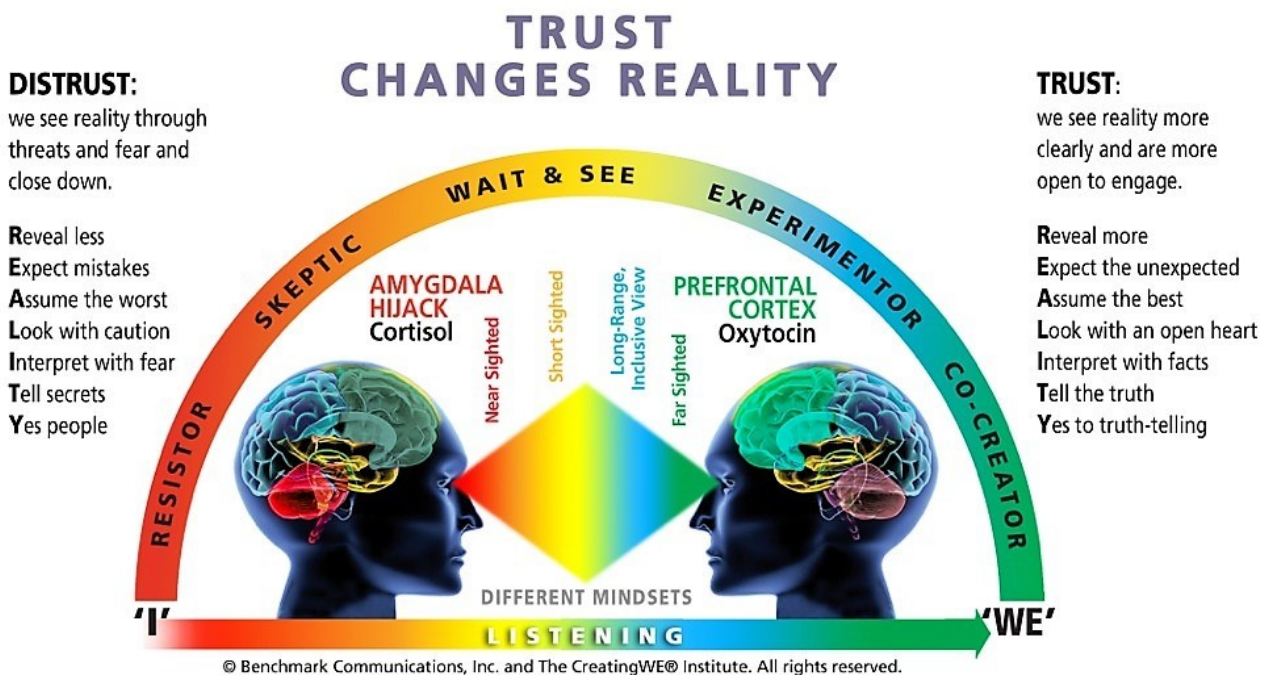
✓ Michael Bungay Stanier (2019) wrote an enlightening book entitled *The Coaching Habit ... Say Less, Ask More & Change the Way You Lead Forever*
https://www.youtube.com/watch?v=X_yWYK9ngP4&list=PLRZrdExqJzbdD7RJiDtlqAf20iEtj7eMc

Finally, when working on team trust, shared values and ethical behaviour, please support your own learning and personal growth through reflecting on key aspects from the following abstracts from my previous three articles on the 'Intelligences':

● **Conversational Intelligence® (C-IQ)**

Author and organisational anthropologist, Judith E Glaser referred to Conversational Intelligence® as the key to success in life and business.
<https://www.youtube.com/watch?v=vos2HyWn0XI>

Her book *Conversational Intelligence ... How great leaders build trust and get extraordinary results* (2014) clearly defined, and articulated, that it's not about how smart you are, but how open you are to learn new and effective powerful conversational rituals that prime the brain for trust, partnership, and mutual success.



- **Emotional Intelligence® (EI)**

What exactly is Emotional Intelligence (EI)? Most thinkers on the subject note these factors:

- **SELF-AWARENESS**, the recognition of one's own strengths and weaknesses
- **SELF-REGULATION**, the ability to manage emotion and express it appropriately and usefully
- **MOTIVATION**, being driven internally, rather than just working for a pay cheque
- **EMPATHY**, the ability to note and respond to other people's motivations and needs
- **PEOPLE SKILLS**, the ability to win others' respect and build rapport

These elements fall into one of two groupings, **interpersonal intelligence** (turned outward, interacting with others) and **intrapersonal intelligence** (turned inward, understanding and managing oneself).

Daniel Goleman (2017) discussed *strategies to become more emotionally intelligent* in a WOBI presentation now shown on YouTube <https://www.youtube.com/watch?v=pt74vK9pglA>

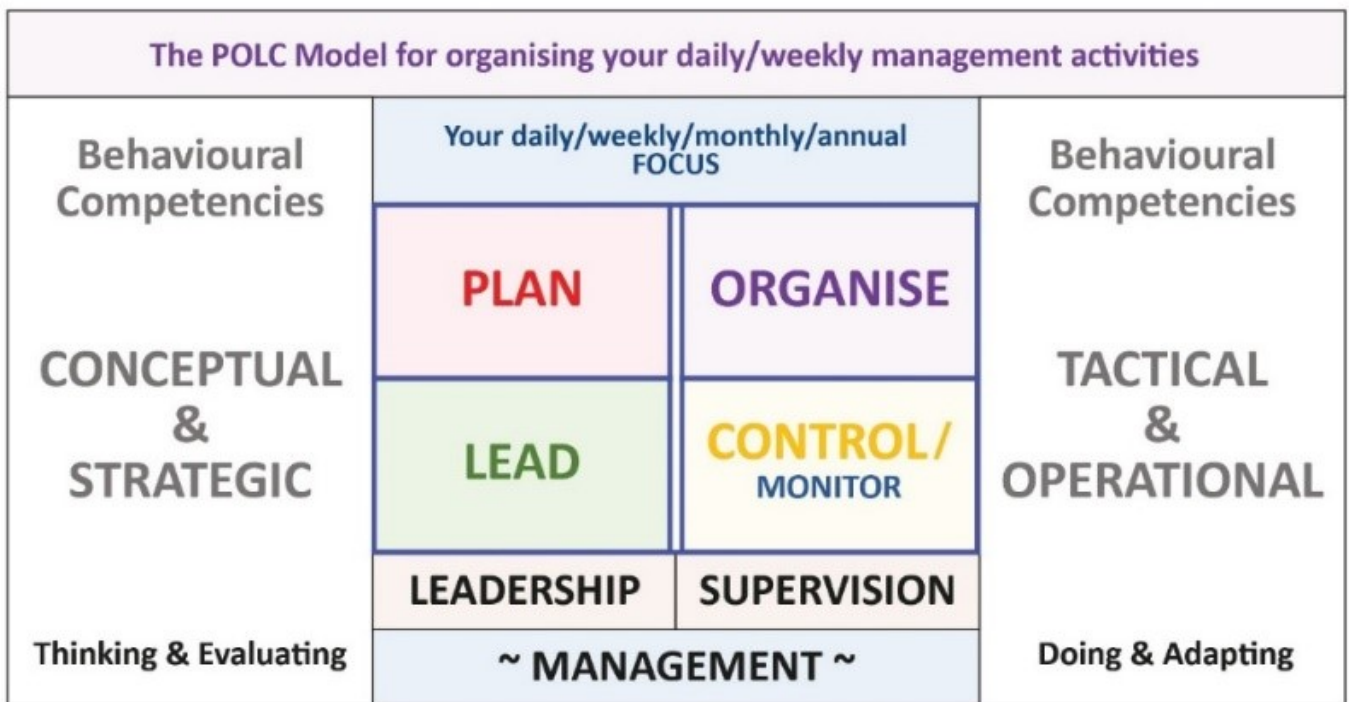


- **Management Intelligence**

Management Intelligence is having the ability to lead ‘change’ through effective communication and interpersonal awareness. It includes evaluating challenges, implementing strategies, empowering and developing team members, monitoring performance and constantly evaluating the situational relevance to future customer needs and business planning. Mike Cameron (2018)

<https://www.quarrymagazine.com/2019/05/06/management-intelligence-a-key-to-successful-leadership/>

- ✓ G.R. Jones (1995) defined 'Management' as the planning, organising, leading, and controlling of resources to achieve goals effectively and efficiently.



(An adaption from G.R. Jones' thesis - created by Mike Cameron during 2010)

- ✓ Peter Drucker (1994) referred to 'Efficiency' as doing things right, and 'Effectiveness' as doing the right thing. In other words, it is not a question of how much but rather how well the organisation achieves its goals.
- ✓ Dwight D Eisenhower (1944) stated that "Leadership is the art of getting someone else to do something you want done because that person wants to do it".
- ✓ Lars Sudmann (2019) in a recent TEDxUCLouvain talk (entitled *Great leadership starts with self-leadership* <https://youtu.be/vlpKyLkIDDY>) discussed how most people go into top positions with good intentions, but those often crumble due to the demands - and perks - of the job. He recommended that, **if you want to succeed, you need to devote some time and energy to self-leadership.**

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