



The Challenge

Many “trust gaps” exist inside an organization—at all levels. As a result of these trust gaps, both people and organizations pay outrageous “Trust Taxes” (higher costs, reduced speed, lower profits, and influence) when they could reap the rewards of “Trust Dividends” – especially with change management efforts.

Today’s fast-moving and economically challenging environment calls for:

- Organizational transformation/change
- Increased collaboration
- Greater employee engagement and contribution
- Improved external relationships

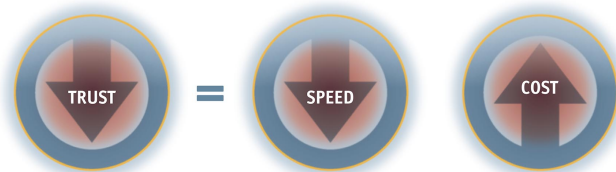
Doing business at the “speed of trust” dramatically lowers costs and increases speed and busts the age-old assumption that trust is merely a soft, social virtue.

The *Speed of Trust* demonstrates that trust is a hard-edged economic driver—a **learnable** and **measurable skill** that makes organizations more profitable, people more promotable, and relationships more energizing.

Business Leverage

The *Speed of Trust* is **leverage** that can increase performance in your organization because it enables and accelerates the **SPEED** and **COST** at which the work gets done. It especially works as leverage for **managing change** efforts as leaders and employees collectively operate at acceptable levels of credibility and trustworthiness. Trust is an enabler of results. Impact trust . . . and you impact *Speed* and *Cost*:

Trust Tax:



Trust Dividend:



The *Speed of Trust* works best when it is strategically applied. Where there is **tension** between teams, departments, or with external vendors or suppliers, or any other key stakeholder group, the **Speed** at which the work gets done gets **bogged down**, and it's usually at a high **Cost**. We call this a trust tax – **a tangible cost** to the organization.

What are you trying to Leverage in your Organization?

- Accelerating change
- Increasing Productivity: efficiency and outcomes
- Improving collaboration across silos, partners, suppliers, and vendors
- Accelerating growth
- Creating high performing teams
- Effective execution and decision making
- Enhancing innovation
- Increasing employee engagement and decreasing unwanted turnover

Is the area you are trying to leverage bogged down? ***Where there are taxes, there is a business case for trust!***

Solution: The *Speed of Trust* brings groups of stakeholders together in work sessions that are conducted in the context of **what you are trying to leverage in your organization**, where participants **address real work situations** in an **applied learning setting**. Employees learn to shift their focus from behaving the “counterfeit behaviors” to the work at hand, building their personal, team, and organizational credibility and trustworthiness – and consequently, impact the business outcomes you are trying to leverage.

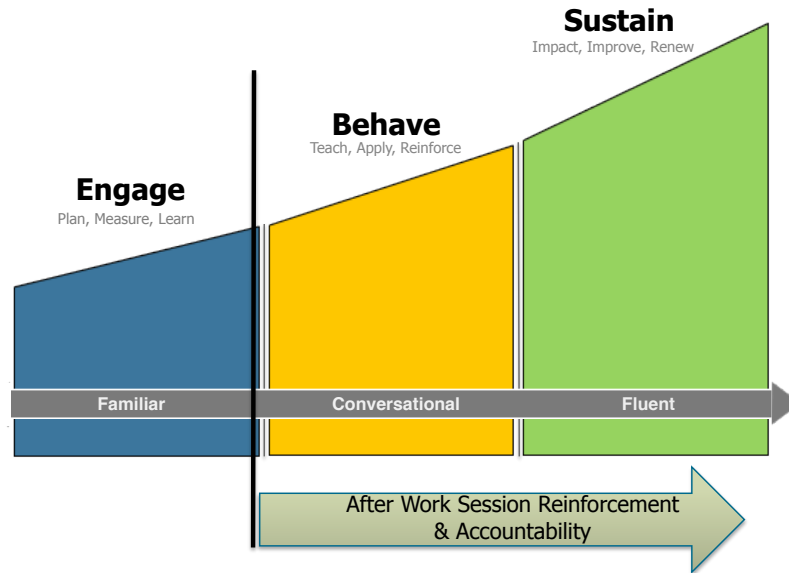
Leaders can be deliberate by using trust to leverage change!

Process vs. Event

Here is what we know. . . ***training programs don't work!*** We can't expect that a group of mature people will change behavior after a 1, 2, or 5-day training offering. We are best at ***institutionalizing*** high trust language and behaviors through a behavior change model. Key elements include:

- **Work Sessions:** The *Speed of Trust* provides a 'roll-up-your-sleeves,' application-based work sessions that are tied into the business case (as described above) vs. a generic, one-size-fit-all, off-the-shelf training program.
- **Ownership:** Because the session is conducted in the context of the work employees do every day, participants receive the necessary **tools** and **processes** *IN* the session to **take ownership** of reinforcing the language and behaviors of trust for themselves and with their teams – *after* the work session.
- **After Work Session:** What happens *after* the work session is probably more important than what happens *in* the work session. With our clients, we design a **system**, or “***cadence of accountability***” (in the *Behave* phase below) that enables participants to receive consistent repetition, reinforcement and accountability over time – this IS where we see REAL behavior change!

Speed of Trust Behavior Change Model:



Behavior change is a ***process, not an event***. As your leaders follow through, and are supported with embracing the language and behaviors of trust over time, you will see that high trust will show up as a ***performance multiplier*** in your organization.

Additional Work Session Outcomes

- Learn how to increase trust with ***all stakeholders***.
- Understand why trust is a learnable and measurable leadership skill that makes organizations more ***profitable***, people more ***promotable***, and relationships more ***energizing*** and ***collaborative***.
- Understand the hard, measurable impact of trust as a ***performance multiplier***.
- Quantify the real, measurable cost of the ***trust tax™*** being paid within your organization, work group, or other relationships.
- Increase ***credibility*** as an individual, leader, team and organization.
- Master the 13 Behaviors common to high trust leaders around the world. “You cannot ***talk*** yourself out of problems you ***behave*** yourself into . . . you have to ***behave*** yourself out of it.” These behaviors show you how.
- Develop the critical leadership skill of ***extending trust*** to others.
- Receive the necessary ***tools*** and ***processes*** to build a high trust culture.

Implement Trust at 5 Levels

1. **Self Trust** - Building one’s ***credibility*** is the starting point from which everything else ripples out. This is an evaluative process with four key components that make up the measurement.

2. **Relationship Trust** – Once a person is perceived as being credible, they are able to utilize the 13 Behaviors to build *Trust Accounts* with others, learning the dangers of slipping into the “counterfeit world” and how to avoid the same.
3. **Organizational Trust** - The next step is to understand that it is not enough to have trustworthy people, but the imperative is to look into the work systems, insuring that the “systems trust the people.” This leads to streamlined, trustworthy systems in combination with high-trust people.
4. **Market Trust** – With a high functioning, credible team, the question moves to being trusted by customers, both internal and external with the interpretation of trust being “customer loyalty,” not the risk of just “satisfaction.” It’s about strengthening brand equity by delivering on brand promises.
5. **Societal Trust** – Organizations focus on creating value and making meaningful contributions, not only to shareholders, but to all stakeholders.



Moving the ‘Needle of Trust’

Trust is measurable. Leaders can move the ‘needle of trust’ within their teams or organizations. Two specific instruments add tremendous insight and value – one is for personal and individual application; and the other is for team or organizational application. Both can be integrated into the work sessions and participants develop action plans from the data.

- **tQ360:** Prior to the work session participants will complete a tQ360, which gives them a measure for how well they are trusted . . . the feedback from others identifies which of 4 Cores of Credibility and the 13 Behaviors are strong or weak, as perceived by co-workers, direct reports and their boss.
- **Organizational/Team Trust Index:** This instrument provides a behavioral baseline of the trust dynamics within the organization or team. Data from this survey will help leaders understand the trust level within their team or organization based upon the 4 Cores of Credibility and 13 Behavioral descriptors. The report shows measures compared to 400 other organizations/teams, and it is followed up with a post index to track the change in progress.

The *Speed of Trust* can be leverage to help you create a powerful strategic advantage for your organization.