

Four Leadership Behaviors that Build or Destroy Trust



Randy Conley

Vice President, Client Services &
Trust Practice Leader

The Ken Blanchard Companies

Legal Notice: These slides are being provided to support your participation in the online seminar which took place on August 20, 2014, and represent the proprietary intellectual property of The Ken Blanchard Companies. They are protected under international copyright law and cannot be resold, rented, loaned, or circulated to any third party. These slides cannot be used to create or deliver any form of a learning experience or training program. Additionally, they may not be duplicated or reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the expressed written consent of The Ken Blanchard Companies.

Agenda



- The State of Trust
- Warning Signs of Low Trust
- Four Key Leadership Behaviors
- A Model for Building Trust
- Benefits of High Trust
- Rebuilding Broken Trust



- Only 52% of employees believe their employer is open and upfront with them.
- 32% believe their employer is not always honest and truthful.
- 24% don't trust their employer.

—APA Center for Organizational Excellence
2014 Work and Well-Being Survey

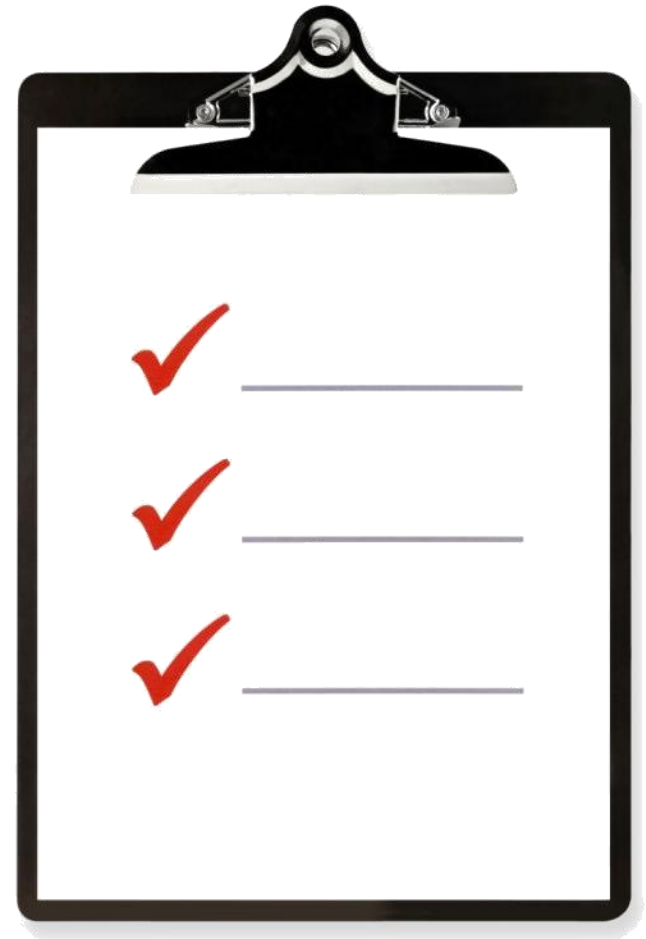


- 34.2% don't have trust and confidence in their supervisor
- 46.3% don't believe their senior leaders maintain high standards of honesty & integrity
- Only 52.3% have a high level of respect for senior leaders

—2013 Federal Employee Viewpoint Survey

Poll: Which of these Conditions are Present in Your Organization?

- a. A lack of clear goals & strategic priorities
- b. Ineffective problem-solving or decision-making
- c. Policies are not applied fairly and equitably
- d. Leaders don't "walk the talk"
- e. Information is not shared openly
- f. Good performance is not recognized/rewarded
- g. A lack of accountability
- h. Slow response to issues or making decisions



Warning Signs of Low Trust



- Rumors, gossip
- Secrecy
- Low risk tolerance
- Slow decision making
- Withholding of information
- High stress

Warning Signs of Low Trust



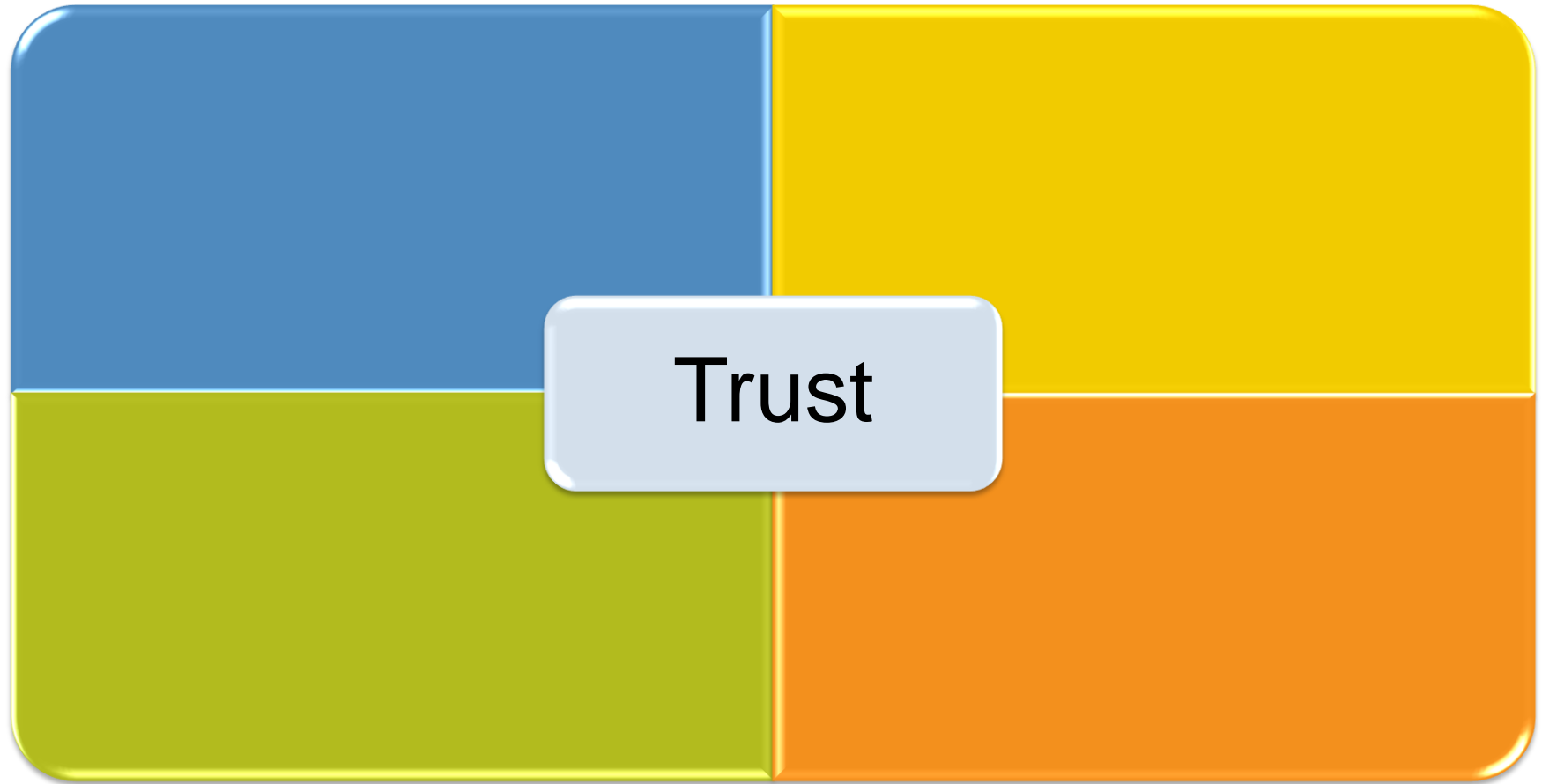
- Compliance, not cooperation or collaboration
- Just doing what's required; minimum effort
- Low engagement & morale



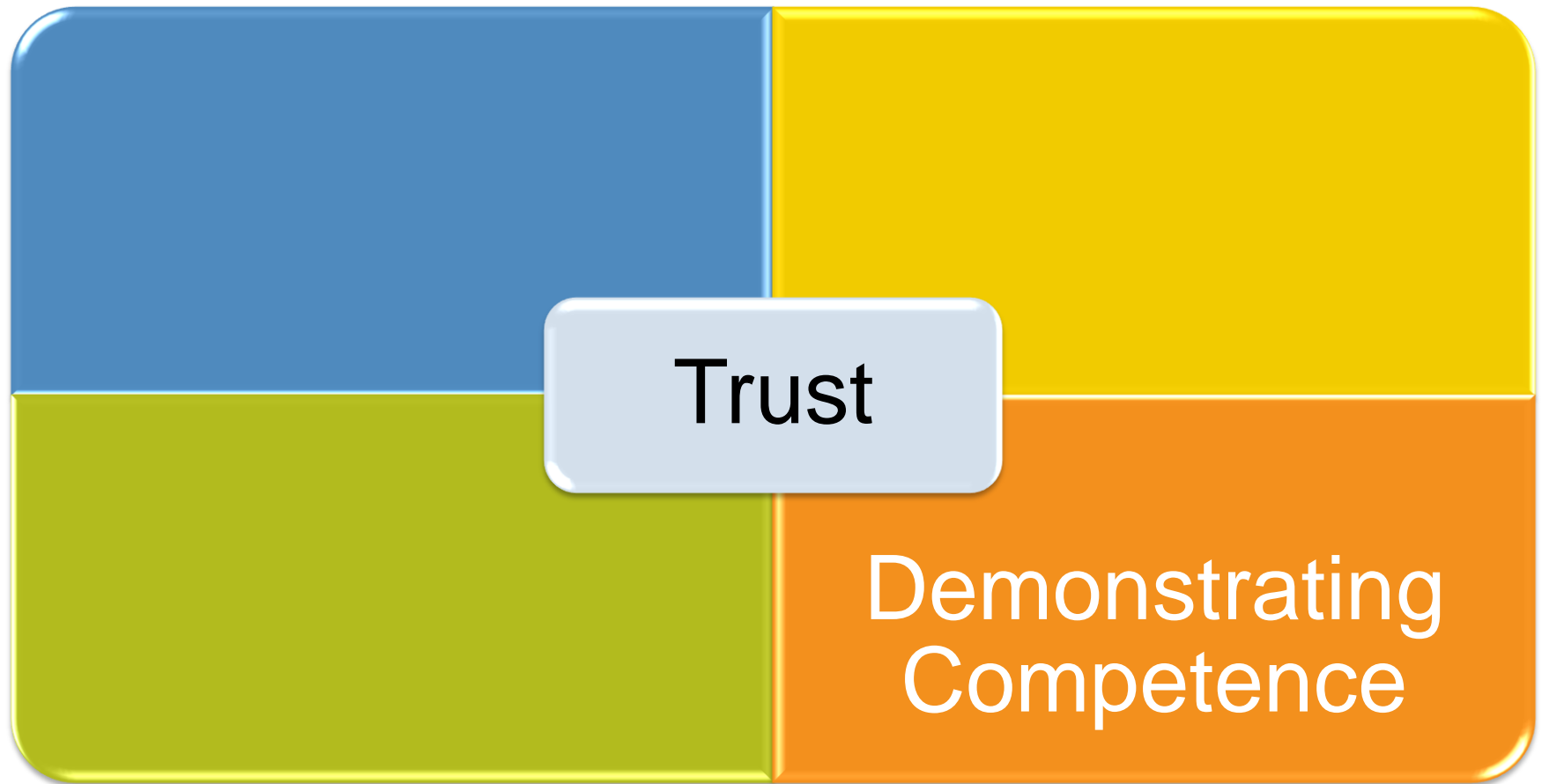
Costs of Low Trust

- Bureaucracy
- Politics
- Inefficiency
- High Turnover
- \$\$\$

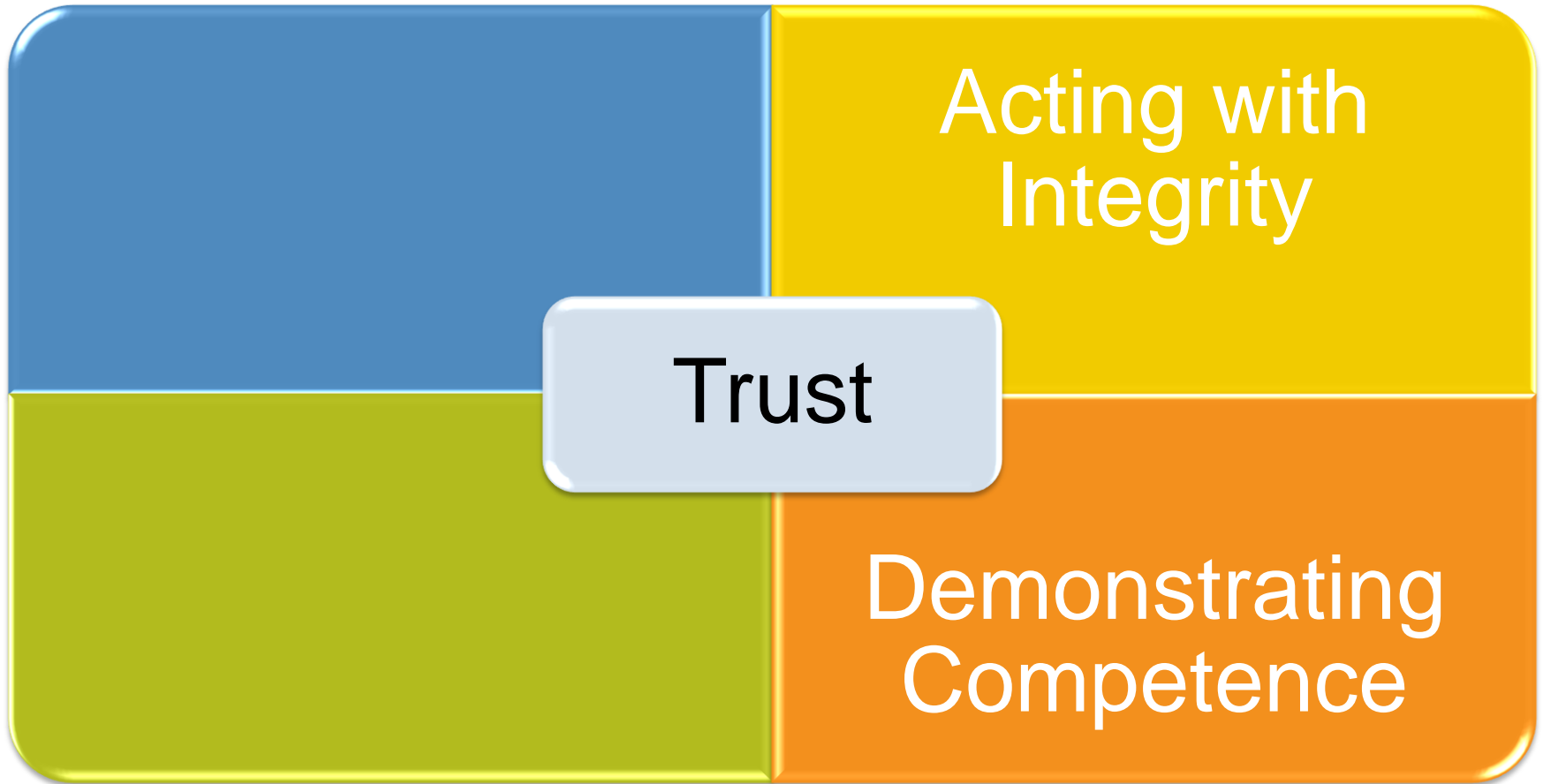
Four Key Leadership Behaviors



Four Key Leadership Behaviors



Four Key Leadership Behaviors



Four Key Leadership Behaviors

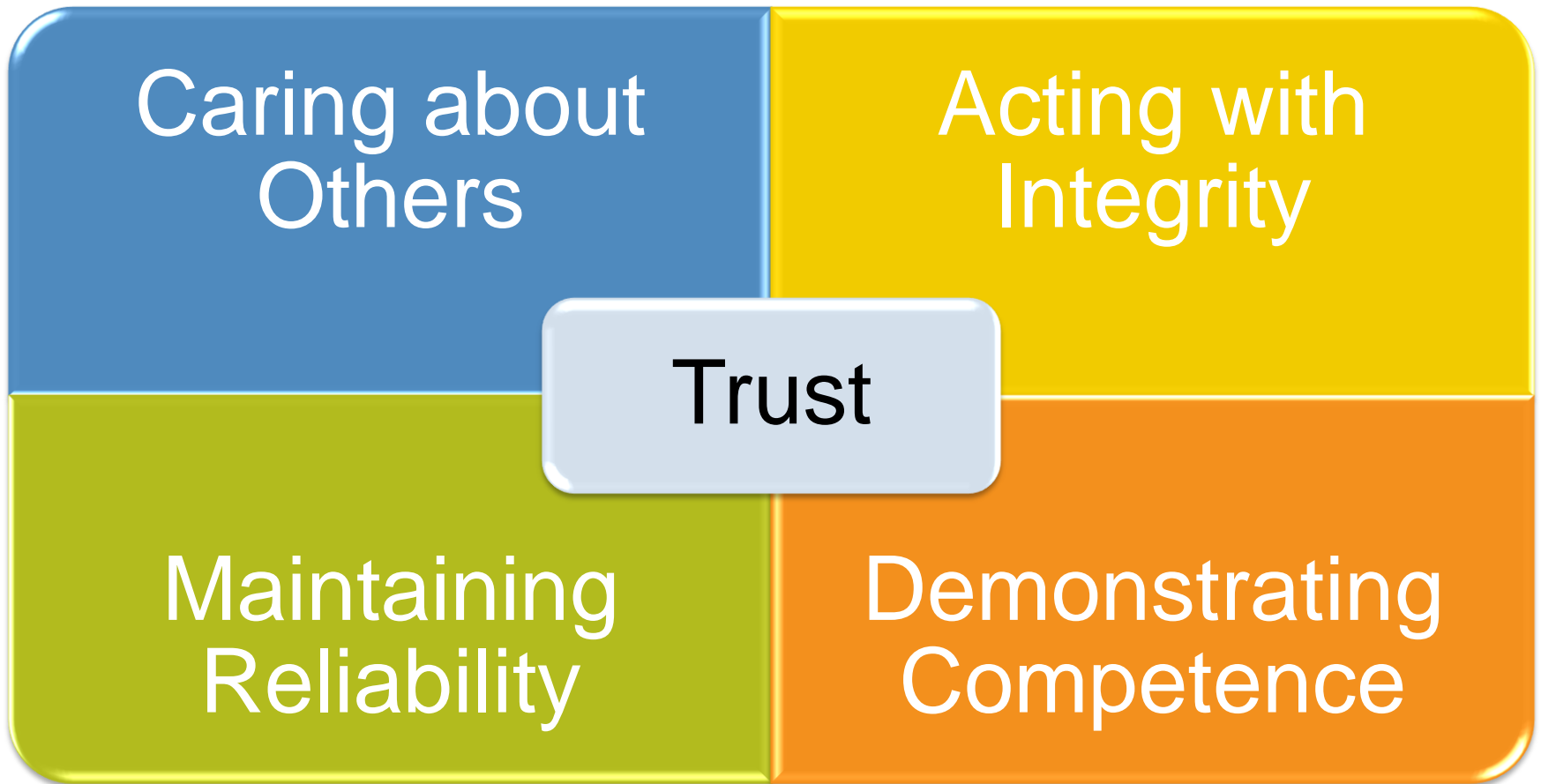
Caring about
Others

Acting with
Integrity

Trust

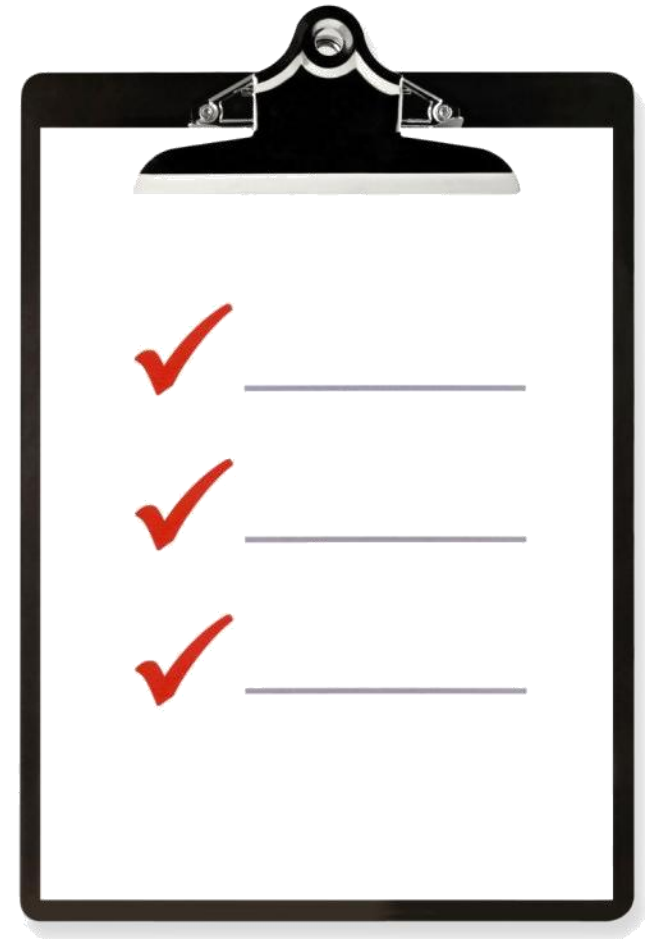
Demonstrating
Competence

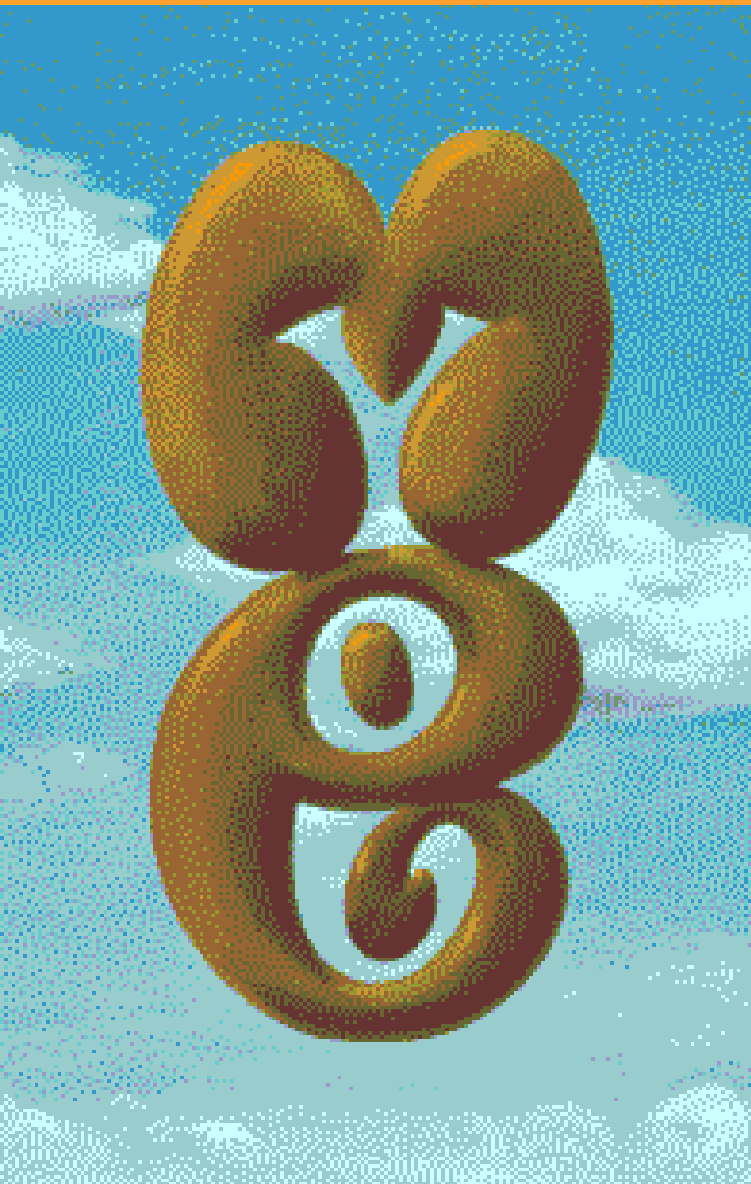
Four Key Leadership Behaviors



Poll: Which behavior engenders the most trust with you?

- a. **Demonstrating Competence**
(someone being good at what he/she does)
- b. **Acting with Integrity**
(being honest in word and deed)
- c. **Caring about Others**
(showing care and compassion)
- d. **Maintaining Reliability**
(doing what they say they'll do)





Trust is based on

- Perceptions

which are formed by

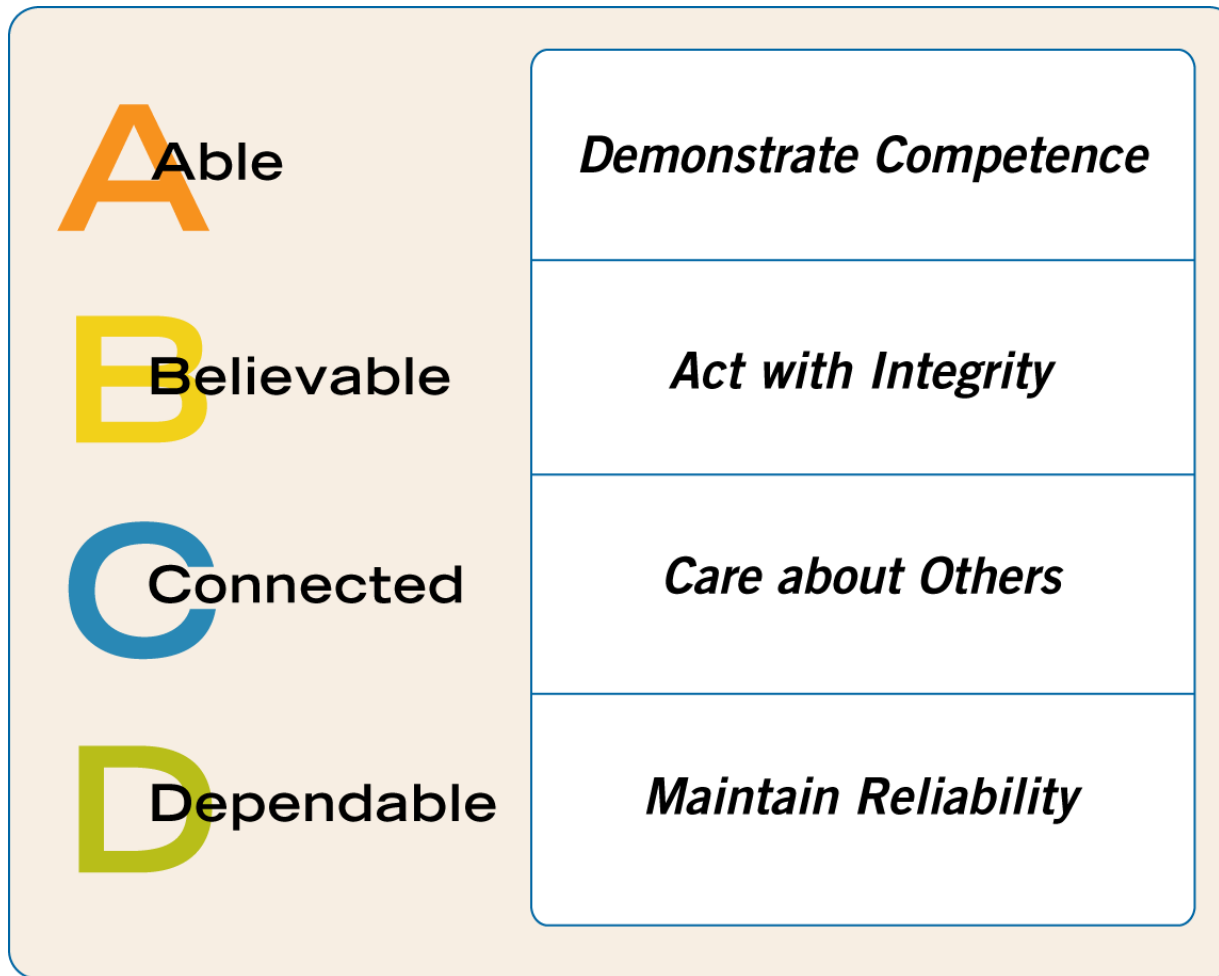
- Behaviors



Building a Workplace Based on Trust

- Must be able to *act* trustworthy
- Must be able to *talk* about trust
- Need a common way to *view* trust

The ABCD Trust Model



Elements	Descriptors
<p>A Able <i>Demonstrate Competence</i></p>	<p>1 Expertise 2 Performance Results 3 Facilitation Skills</p>
<p>B Believable <i>Act with Integrity</i></p>	<p>4 Honesty 5 Values 6 Fair Process</p>
<p>C Connected <i>Care about Others</i></p>	<p>7 People Focus 8 Communication 9 Recognition</p>
<p>D Dependable <i>Maintain Reliability</i></p>	<p>10 Responsiveness 11 Accountability 12 Organization</p>



Benefits of High Trust

- Employee retention
- Organizational loyalty
- Productivity
- Creativity
- Innovation
- Revenue
- Employee engagement



Benefits of High Trust

- High trust companies have 2x returns to shareholders
- Outperform Russell 3000 and S&P 500 11% to 6.41% and 6.04% respectively
- 50-65% less turnover

Great Place to Work Institute, 2014



Trust Busters

*Behaviors that
erode trust.*



Leaders create low trust when they...

- Don't demonstrate expertise in their jobs
- Don't achieve results
- Break confidences, lie, gossip
- Don't listen



Leaders create low trust when they...

- Don't enjoy others or show interest
- Don't give recognition & rewards
- Don't follow-through
- Are unorganized
- Are unreliable



Rebuilding Broken Trust

- Acknowledge
- Admit
- Apologize
- Assess
- Agree
- Accountable

*The best time to plant a tree is
twenty years ago.*

The second best time is today.

Chinese Proverb





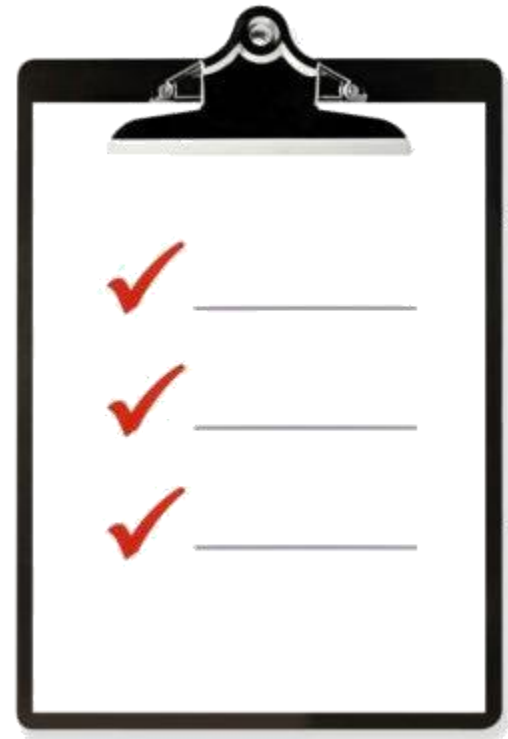
Closing Thoughts

Transcendent values like trust and integrity literally translate into revenue, profits and prosperity.

*Patricia Aburdene
Megatrends 2010*

Poll: Other Resources

1. Blanchard research and white papers
2. Upcoming Blanchard events
3. Blanchard products and services



Questions & Answers



Randy Conley

Vice President, Client Services
& Trust Practice Leader
The Ken Blanchard Companies

David Witt

Program Director
The Ken Blanchard Companies



Connect with Randy



@RandyConley



+RandyConley



<http://leadingwithtrust.com>

Thank You

To learn more about how The Ken Blanchard Companies can help you improve trust in your organization, please visit:

www.kenblanchard.com

Contact us at: **800-728-6000** or
webinars@kenblanchard.com