Trust & Leadership: Building Credibility as a Leader Through Trust

for the Oregon Association of Municipal Recorders
2018 Mid-Year Academy
April 6, 2018

“Trust is like the air we breathe. When it’s present, nobody really notices. But when it’s absent, everybody notices.”

~ Warren Buffet

SESSION PURPOSES

• Deepen our understanding of how levels of trust and credibility impact relationships;
• Gain insight into our own levels of credibility as a leader by identifying our strengths and areas needing attention;
• Better understand how our behaviors impact our credibility; and
• Practice building trust with one another.
WHAT WE WILL DO IN THIS SESSION

- Explore what trust is, what it looks and feels like, and why it is so important
- Explore trust as an economic driver
- Look at leader credibility and the relationship between credibility and trust
- Touch on organizational trust and the dividends and taxes of the levels of organizational trust
- Examine the 4 cores of leader credibility
- Look at ways to increase our credibility
- Look at credibility behaviors
- Take a trust walk
- Explore how trust is lost and how to regain it

TRUST AND CREDIBILITY

Trust is the core deliverable of Clerks

Trust is the #1 competency of leadership

5 Waves of Trust
Self-Trust

Key principle underlying this wave is credibility.

Self-confidence, our ability to set and achieve goals, keep commitments, walk our talk and to inspire trust in others.

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Relationship Trust

Key principle underlying this wave is consistent behavior.

People judge us on behavior not intent. People can’t see our intent but they can see our behavior.

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Organizational Trust

Key principle underlying this wave is alignment.

Creating structures, systems and symbols of organizational trust that create high trust dividends for the organization.

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Market Trust

Key principle underlying this wave is reputation.

This is about brand, which reflects the trust customers, stakeholders, partners and others have in you. Brand power affects loyalty and behavior.

Societal Trust

Key principle underlying this wave is contribution.

Creating value for others and the community and society at large. Inspire others to create value and contribute as well.

WHAT IS TRUST?

Trust is confidence born of the Character and the Competence of a person or organization.

The opposite of that is suspicion.
Leader Credibility: Understanding the Core of Credibility

IT’S ALL ABOUT REPUTATION...

“Cities have reputations, which are reflected in published lists of best places to visit or best places to live...which translate into tax dollars, tourist dollars, businesses attracted, and home value appreciation. Local governments...have reputations, which affect their ability to transact business, as well as attract business.”

WHY IS TRUST SO IMPORTANT?

Trust...
- Is an economic driver;
- Is the #1 competency of leadership;
- Maximizes our influence;
- Is a learnable competency.

WHAT DOES TRUST LOOK AND FEEL LIKE IN YOUR EXPERIENCE?
Leader Credibility: Understanding the Core of Credibility

Designed for the Oregon Association of Municipal Recorders
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Organization ABC or 123

Who do you work for?

Organizations

ABC

Who do you work for?

Manipulate, distort, and spin the truth.
Withhold and hoard information.
Take credit, even if it is not due.
Operate from hidden agendas.
Blame-game and badmouthing others.
Over-promise and under-deliver.
Make excuses and violate expectations.
Skirt the real issues.

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Organization 123

Share information.
Focus is on results and accountability.
People are ‘loyal to the absent’.
Talk straight and confront real issues.
Collaborate, communicate, and show respect.
Share credit abundantly.
Don’t hold meetings “after” the meetings.
People are authentic and transparent.

Working in Your New Organization...

- What percentage of time is spent on real work? Why?
- Employee Engagement? Why?
- Collaboration? Why?
- Customer experience? Why?

“82% of people don’t trust the boss to tell the truth.” ~ FORBES

“High-trust organizations have a turnover rate less than 1/3 of others in their respective industries.”
~ Great Place To Work Institute

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Organizational Culture and Trust

Organization ABC: Low Trust Organization = Taxes

Characteristics
- Manipulate, distort, and spin the truth.
- Withhold and hoard information.
- Fake credit, even if it is not due.
- Operate from hidden agendas.
- Blame-game and badmouthing others.
- Over-promise and under-deliver.
- Make excuses and violate expectations.
- Skirt the real issues.

Resulting Taxes
- Redundancy
- Bureaucracy
- Politics
- Disengagement
- Turnover
- Chum
- Fraud

Organization 123: High Trust Organization = Dividends

Characteristics
- Share information.
- Focus on results and accountability.
- People are ‘loyal to the absent’.
- Talk straight and confront real issues.
- Collaborate, communicate, and show respect.
- Share credit abundantly.
- Don’t hold meetings “after” the meetings.
- People are authentic and transparent.

Resulting Dividends
- Increased value
- Accelerated growth
- Enhanced innovation
- Improved collaboration
- Stronger partnering
- Better execution
- Heightened loyalty
SO WHAT KIND OF A LEADER ARE YOU?

ARE YOU CREATING A CULTURE OF TRUST DIVIDENDS OR TRUST TAXES?

WHAT IS TRUST AND WHERE DOES IT COME FROM?
Character + Competence

When you have a solid foundation of both character and competence, you have the foundation of credibility.

HOW CREDIBLE ARE YOU?
SELF-ASSESSMENT RESULTS

- **Total = 90 – 100**
  - High credibility
  - Demonstrates character and competence
  - Knows what’s important and demonstrates it
  - Is aware of capabilities and uses them effectively
  - High confidence – high trust

- **Total = 70 – 90**
  - May have a slight credibility gap
  - May manifest in either lower self-trust or inability to inspire trust of others

- **Total = Below 70**
  - Credibility misalignment

THE FOUR CORES OF CREDIBILITY

1. Integrity
2. Competence
3. Intent
4. Character

Cores of Character

1. Integrity
2. Competence
3. Intent
4. Character
INTEGRITY
Are You Congruent?

- **Honesty**
  - Telling the truth and leaving the right impression

- **Congruence**
  - “Be the change you wish to see in the world” ~ Gandhi

- **Humility**
  - What is right, not being right
  - Embracing new truth, not defending old position

- **Courage**
  - Doing the right thing, even when it’s hard

INTENT
What’s Your Purpose?

- **Motive**
  - Reason for doing something – the why that motivates the what

- **Agenda**
  - What you intend to do that grows from motive

- **Behavior**
  - Manifestation of motive and agenda

Cores of Competence
CAPABILITIES
Are You Relevant?

- **Talents** = Natural gifts & strengths
- **Attitudes** = Way of seeing and being
- **Skills** = Proficiencies – what we do well
- **Knowledge** = Learning, insights, understanding, awareness
- **Style** = Unique approach and personality

RESULTS
What Is Your Track Record?

- **What results** am I getting?
- **What am I doing** to get those results?
- Defining “results” to be **measurable, observable, and create insights** for long-term progress

ANOTHER LOOK AT OUR LEVEL OF CREDIBILITY
INCREASING OUR CREDIBILITY

Ways to Increase Integrity
- Make and keep commitments to YOURSELF
- Stand for something
- Be open

Ways to Increase Capabilities
- Run with your strengths and your purpose
- Keep yourself relevant
- Know where you are going
- Make sure you are aware of and effectively using your Talents
- Attitudes-Skills-Knowledge-Style

Ways to Increase Intent
- Examine and refine motives
- Declare Intention
- Choose abundance

Ways to Improve Results
- Take responsibility for results
- Expect to create a “win-win”
- Finish strong

REMEMBER…

Character + Competence = Credibility

When integrity and intent flow through your character; and capabilities and results flow through your competence, you have credibility

BEHAVIOR MATTERS: 13 Behaviors of highly trusted leaders
- Straight talk
- Demonstrate respect
- Create transparency
- Right wrongs
- Show loyalty
- Deliver results
- Get better
- Confront reality
- Clarify expectations
- Practice accountability
- Listen first
- Keep commitments
- Extend trust

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HOW WELL DO YOU PRACTICE THE 13 BEHAVIORS?

I will walk with you in trust....

THE LOSS OF TRUST

- What are things we do that cause us not to trust ourselves?
- What are things we do that cause us to lose trust others have placed in us?
- What are the things others do that cause us not to trust them any longer?
LEADER CREDIBILITY: UNDERSTANDING THE CORE OF CREDIBILITY

RESTORING TRUST
When you need to learn to trust yourself again

- The 13 behaviors apply to the relationship you have with yourself
- If you cannot trust yourself, how can others trust you?
- If you cannot trust yourself, who can you trust?

RESTORING TRUST
When you have lost the trust of others

- Look at what caused it – was it...
  - Violation of character (integrity or intent)
  - Violation of Competence (capabilities or results)
- Understand what behaviors YOU need to change in order to begin restoring that trust

RESTORING TRUST
When others have lost your trust

- Look at what caused it – was it...
  - Violation of character (integrity or intent)
  - Violation of Competence (capabilities or results)
- Determine the long-term dividends of the trust
  - Remember that all humans err and to forgive is divine
  - Your willingness to work at restoring broken trust and trust again will increase your ability to build trust in other relationships
What is one thing you will do differently as a result of what you learned today about trust?

IN CLOSING...

Gandhi:  "We must become the change we wish to see in the world.”

Covey:  “Let us create the trust we wish to see in the world.”

RESOURCES

The Speed of Trust
Stephen M. R. Covey, author
• www.speedoftrust.com