

ASTD 2006: SU201, SU400

The Speed of Trust: 13 Behaviors of High Trust Leaders

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Session Objectives:

- Quantify the business case for trust
- Implement a compelling trust methodology as a means of systematically improving business results
- Apply the critical behaviors that establish and grow trust, thereby enabling increased influence and results

Relationship Trust

Identify a person at work with whom you have a high trust relationship:

- What is it like to work with this person?
- What is communication like?
- How long does it take to get things done?
- What kind of results are you able to achieve?

Identify a person at work with whom you have a low trust relationship:

- What is it like to work with this person?
- What is communication like?
- How long does it take to get things done?
- What kind of results are you able to achieve?

Myths & Realities

TRUST Myths and Realities

MYTH	REALITY
Trust is soft.	Trust is hard, real and measurable.
Trust is slow.	Nothing is as fast as the <i>SPEED</i> of Trust.
Trust is integrity only.	Trust is equal parts Character & Competence.
Trusting people is too risky.	Not trusting people is more risky.
You either have trust or you don't.	Trust can be both built & destroyed.
Trust can't be measured.	Trust affects both speed and cost and is measurable.
Once lost, trust can't be restored.	Though difficult, lost trust can be restored.
Sarbanes Oxley rules (or external compliance/regulations) kill trust.	Compliance/regulations are all the more reason to establish trust.
You can't teach trust.	Trust can be both taught and learned.

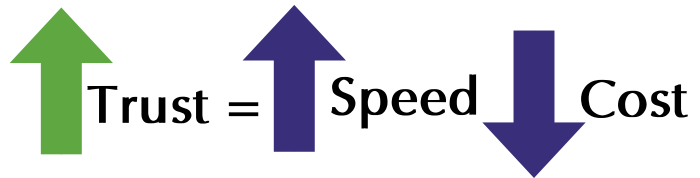
THE TRUST TAX™:



Our distrust is very expensive.

- RALPH WALDO EMERSON

THE TRUST DIVIDEND™:



WAVES OF TRUST



Trust is a critical component in managing change and executing strategy, both so necessary to driving bottom-line results. The dilemma for managers at all levels is that just when we need more trust in our organizations to achieve our goals, we are experiencing a loss of trust.

- EILEEN KRAUS
CHAIRMAN, FLEET BANK

13 BEHAVIORS OF HIGH TRUST LEADERS

CHARACTER BEHAVIORS	
	1. Talk Straight
	2. Demonstrate Respect
	3. Create Transparency
	4. Right Wrongs
	5. Show Loyalty
COMPETENCE BEHAVIORS	
	6. Deliver Results
	7. Get Better
	8. Confront Reality
	9. Clarify Expectations
	10. Practice Accountability
CHARACTER & COMPETENCE BEHAVIORS	
	11. Listen First
	12. Keep Commitments
	13. Extend Trust

The ability to establish, grow, extend, and restore trust with all stakeholders—customers, suppliers, investors and co-workers—is the key leadership competency of the new, global economy.

- Stephen M. R. Covey

JOB AID

TRUST ACCOUNT DIAGNOSTIC

1. Identify someone with whom you have a relationship: _____
Place an X in the box that best describes how he/she demonstrates the 13 behaviors in the following table.

Trust Breaker	Withdrawal	Behavior	Deposit	Trust Maker
		1. Talk Straight		
		2. Demonstrate Respect		
		3. Create Transparency		
		4. Right Wrongs		
		5. Show Loyalty		
		6. Deliver Results		
		7. Get Better		
		8. Confront Reality		
		9. Clarify Expectations		
		10. Practice Accountability		
		11. Listen First		
		12. Keep Commitments		
		13. Extend Trust		

2. How much trust do you have in this person?_____

