

Creating A Culture Of Trust

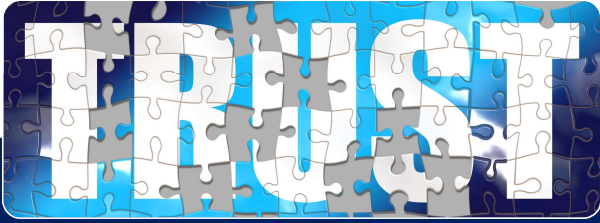
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What Do We Mean By...




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Compared With People At Low-trust Companies, People At High-trust Companies Report:

- 74% less stress
- 106% more energy at work
- 50% higher productivity
- 13% fewer sick days
- 76% more engagement
- 29% more satisfaction with their lives
- 40% less burnout



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TRUST TAXES: The High Cost Of Low Trust

- **1. Redundancy:** "We can't trust that one person will get it right."
- **2. Bureaucracy:** "We can't trust people to act without rules and regulations."
- **3. Politics:** "We can't trust what people will do unless we wield power."
- **4. Disengagement:** "I can't trust this place/these people anymore so I'm checking out (but still collecting a paycheck)."
- **5. Turnover:** "You don't trust me? I'm out of here to go someplace that does."
- **6. Churn:** "Our customers, suppliers, vendors, etc. are constantly changing because they don't trust us."
- **7. Fraud:** "They think they can't trust me? Well, I'll show them!"

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TRUST DIVIDENDS: The High Payoffs Of High Trust

- 1. Increased value of the business
- 2. Increased value to the customer
- 3. Accelerated growth because trusting customers buy more and refer more business
- 4. Enhanced innovation when it's ok to make mistakes
- 5. Improved collaboration
- 6. Stronger partnerships
- 7. Better execution
- 8. Heightened loyalty
- 9. Psychic rewards
- 10. Greater resiliency in interpersonal relationships



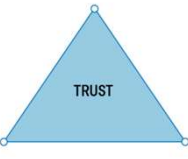
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Leaders Build Trust Using the "Trust Triangle"


Logic
I know you can do it; your reasoning and judgment are sound.

Authenticity
I experience the real you.

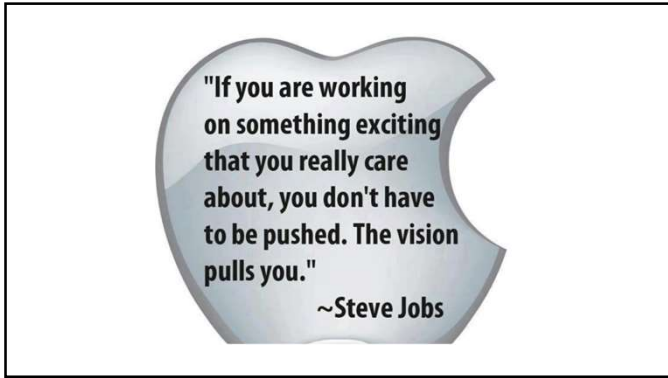
Empathy
I believe you care about me and my success.



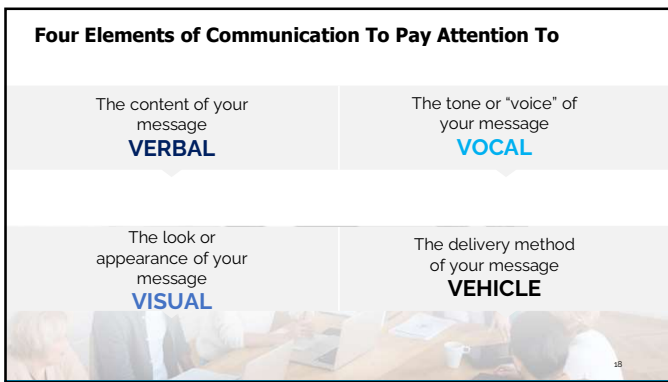
From "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020



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The Four C Model of Authenticity

1. Consistency: the congruous relationship between an entity's external characteristics and its internal values.
"NAWIC (and its people) look, sound, and feel like the values it promotes."

2. Conformity: a congruous relationship between an entity and the norms of its social category.
"NAWIC (and its people) behave like an industry-based, advocacy organization should."

3. Connection: congruence between an entity and a "person, place, or time as claimed"
"NAWIC (and its people) are clearly for me, and people like me, at this stage of life."

4. Congruence: an entity will develop, grow, and change – and so must its authenticity.
"NAWIC (and its people) evolves along with changing needs, changing times, and changing circumstances."

From: Psychol. 21 January 2021
 Sec. Personality and Social Psychology
 Volume 11 - 2020 | <https://doi.org/10.3389/psyx.2020.629654>
 The Essence of Authenticity


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10 Research-based Ways To Build Trusting Relationships

- 1. Proximity
- 6. Being Known
- 2. Commonality
- 7. Sincerity
- 3. Belonging
- 8. Reliability
- 4. Significance
- 9. Competence
- 5. Liking/Love
- 10. Care



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"Not one single leadership principle requires permission from anyone other than you."

Jim Trinko and Les Wallace
 A Legacy of 21st Century Leadership:
 A Guide for Creating a Climate of Leadership Throughout Your Organization

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Making one more deposit!

The Little Book of Big Ideas for Construction Professionals

