Building Trust in Organizations

Patrick Sweeney, Ph.D.
Shackelford Leadership Institute
Georgia Gwinnett College

Improving Human Performance on the Grid Workshop

27 March 2012
pjsweeney@ggc.edu
Goals

- Enhance your understanding of the concept of trust, the factors that influence its development, and its links to leadership through evidence-based research.

- Apply an empirically-based trust development model to analyze a video case study.

- Apply an empirically-based trust development model to create action plans to enhance trust within your organization.
WHAT IS TRUST?
WHY IS TRUST IMPORTANT TO LEADERS?

1. Influences the character of all interpersonal relationships.

2. Enhances one’s ability to exercise influence.

3. Allows you to harness your team’s full potential for innovation and development.

4. Sustains and enhances the loyalty of outside constituents.
THE “I-ROC” TRUST DEVELOPMENT MODEL

Individual Credibility: The Foundation

Relationships Matter

Organization: Sets the Climate

Context Influences
THE “I-ROC” TRUST DEVELOPMENT MODEL

Individual Credibility is the Foundation

* Competence
  - domain and organization knowledge
  - decision-making ability and judgment
  - stress management skills
  - social skills

* Character
  - honest in word and deed
  - courage (moral)
  - consistent moral and ethical behavior (integrity)

* Caring
  - loyalty
  - selflessness--committed to people and the organization

THE “I-ROC” TRUST DEVELOPMENT MODEL

**Relationships Matter**

- Mutual respect and concern
- Open communications
- Cooperative interdependence to achieve common purpose and goals
- Willingness to trust and empower others

Accelerating the Development of Trust

The 4 I’s of Transformational Leadership (Burns, Bass, & Avolio)

**Idealized Influence:**
Strong role models who respect, empower, support, and treat group members as valued teammates.

**Individual Consideration:**
Leaders who create a supportive climate, get to know followers, listen to individual needs, develop members both as workers and people, and put their interests before your own.

**Inspirational Motivation:**
Leaders who communicate a compelling vision, high expectations, and how members’ work has purpose, meaning, and contributes to the greater good.

**Intellectual Stimulation:**
Leaders who challenge members with missions or to think outside the box / view the world from a different perspective. Provide opportunities to let them use their initiative and creativity.
**Organization Sets the Climate**

* Shared values, beliefs, norms, and goals (culture)

**GGC Values**
- Leadership
- Scholarship
- Respect
- Service
- Creativity
- Integrity

* Structure (roles), practices, policies, procedures, & systems

THE “I-ROC” TRUST DEVELOPMENT MODEL

Context Influences Dependencies & Organization Systems

* Changes nature of dependencies and needs
  - importance of credibility attributes
  - knowledge, skills, & abilities (KSAs)

* Check culture, structure, practices, policies, procedures, and systems
  - culture support primary operating context
  - facilitate the development of trust in primary operating context

THE “I-ROC” TRUST DEVELOPMENT MODEL

**Individual Credibility**

* Competence
* Character
* Care

**Relationships Matter**

* Respect and concern
* Open communications
* Cooperative interdependence
* Trust & empower others

**Organization Sets the Climate**

* Shared values, beliefs, norms, & goals
* Structure, practices, policies, & procedures

**Context Influences**

* Dependencies
* KSAs (competencies)
* Character & Care
“Soldiers first have to trust you to follow you. Following a leader and following orders are two different things. If they trust you and believe in you, there is nothing they will not do for you.” – Second Lieutenant, Infantry Fire Support Officer, Qayyarah West Airbase, Iraq

“Trust to me deals a lot with leadership. The more I trust a leader, the more I allow him to influence me.” – Specialist, Artillery Computer Operator, Mosul, Iraq

“The development of influence is largely a function of the development of trust.” – John Gabarro, Study of Company Presidents
Positive Outcomes Linked to Trust

- Greater willingness to accept influence
- Enhances motivation to complete responsibilities
- Encourages innovation and growth
- Bonds a collection of individuals into a team
- Increases job satisfaction
- Fosters organizational commitment
- Enhances performance

TAKE-AWAY POINTS

Trust allows you to exercise impactful leadership

Competence, character, and caring are the foundations which trust is built

Invest to build positive, empowering relationships

Leverage and align the culture and systems of your organization to foster the development of trust

Context impacts dependencies and importance placed on competence, character, caring, knowledge, skills, & abilities
Questions?