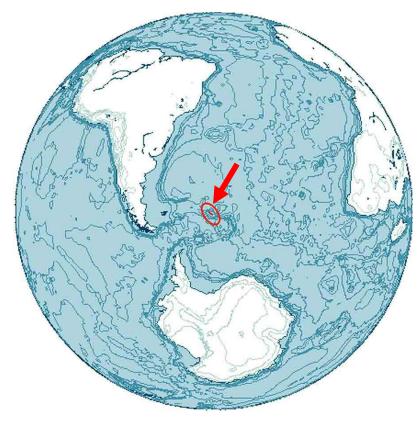
# The Anatomy of High Trust Relationships

Hank R. Smith, PhD

#### May 20, 1916

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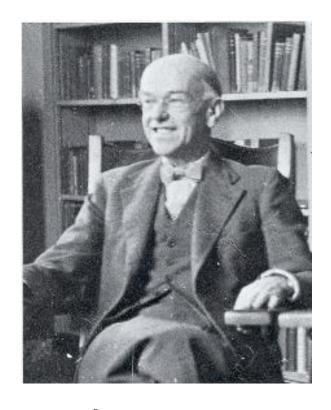


#### May 20, 1916





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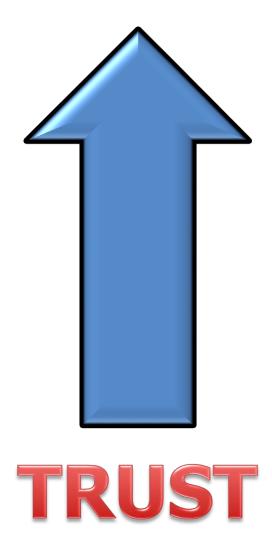
Elton Mayo (1880-1949)

"One friend, one person who is truly understanding, who takes the trouble to listen to us as we consider our problems, can change our whole outlook."



Warren Buffet

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





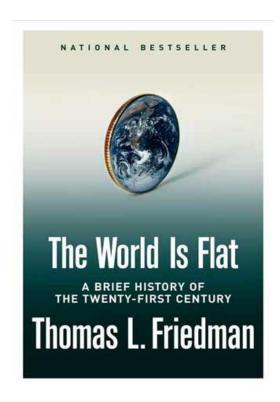






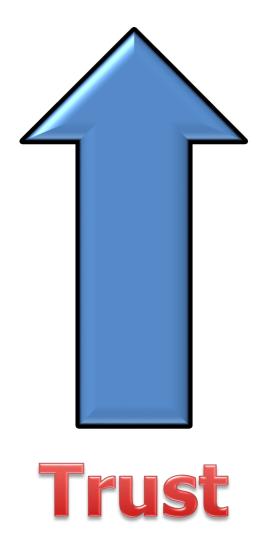


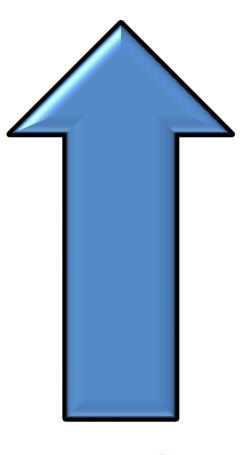




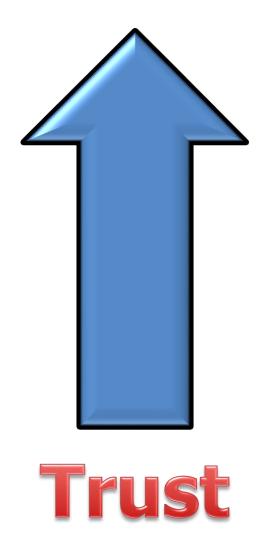
Without trust there is no risktaking and without risk-taking there is no innovation. If you want to get more people to take the necessary risk to innovate, just put more trust in the room.

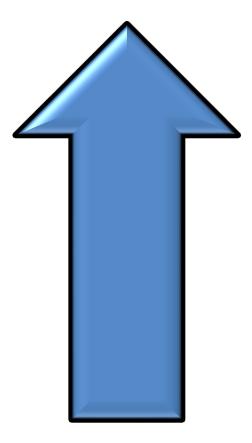
No low trust organization will ever produce sustained innovation.





PLC Engagement

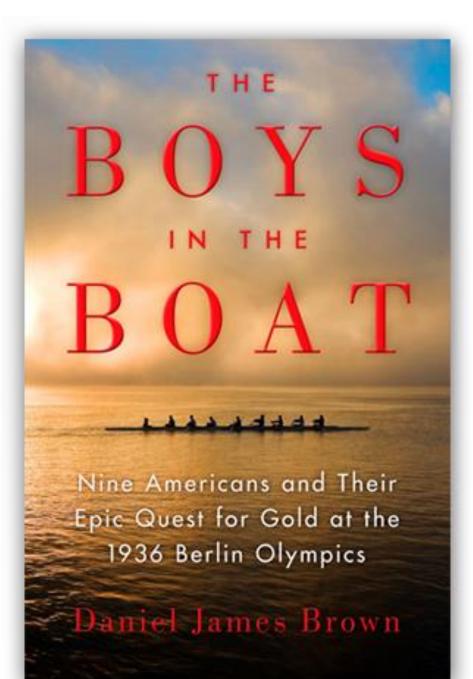




Student Achievement

## Propensity to Trust





# Low Trust — High Trust

Building Trust in a Low Trust Relationship:

#### 1 on 1 & Group Interaction

- Frequent
- Personal
- Positive
- Low-risk

#### Low Trust -----

High Trust

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Why High Trust Relationships?

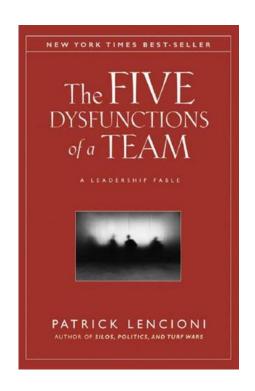
High-risk activities:

Critical feedback

Innovation

Seek help

Productivity



"If we don't trust one another, then we aren't going to engage in open, constructive, ideological conflict. And we'll just continue to preserve a sense of artificial harmony."

(Dysfunctions, 91)

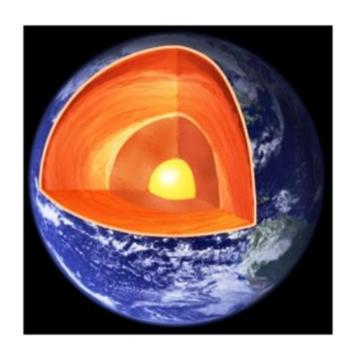
- Conceal weaknesses and mistakes
  / Blame others and use excuses
- Hesitate to ask for help
- Hesitate to offer help
- Jump to conclusions
- Demand greater job protection
- Get involved in office politics
- Hold grudges
- Dread meetings and find ways to avoid them
- View change with suspicion
- Have a low commitment to goals
- Seem fearful, emotional distant, and/or stressed

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#### High Trust

- Own up to their mistakes
- Aren't afraid to ask for help
- Help one another easily
- Give others the benefit of the doubt
- Feel free to deviate from normal operations if needed
- Appreciate one another / Offer and accept apologies
- Meetings are fun / time spent on real issues
- Excited for change
- Want the organization to succeed
- Enjoy coming to work

#### → High Trust



C.O.R.E.

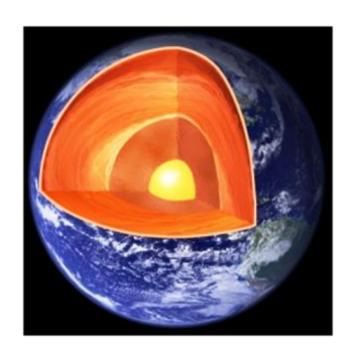
Compassion

**O**penness

**R**eliability

**E**xpertise

#### → High Trust



C.O.R.E.

**Compassion** 

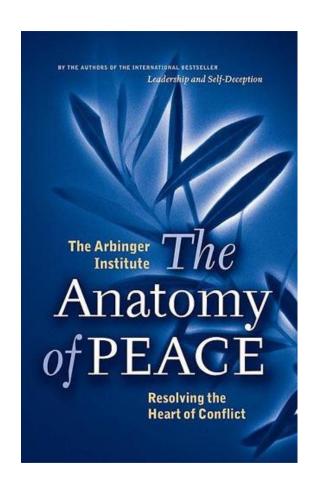
**O**penness

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**E**xpertise

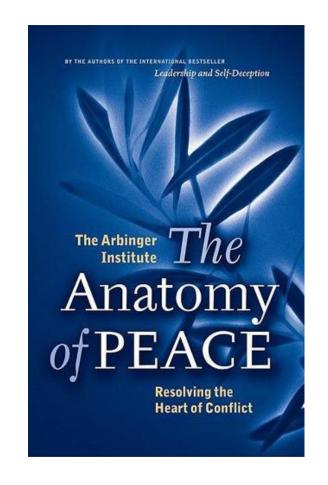
# Formal Authority vs.

Moral Authority





"The best leaders are those whom people want to follow. We have a different word for people whom others follow only because of force or need. We call them tyrants."



(The Anatomy of Peace, 159)



"I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement.

There is nothing else that so kills the ambitions of a person as criticisms from superiors."

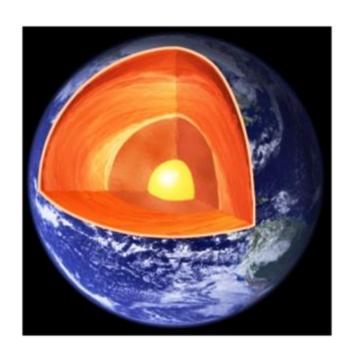


- Charles M. Schwab

#### THE GIFT OF LISTENING



#### High Trust



C.O.R.E.

Compassion

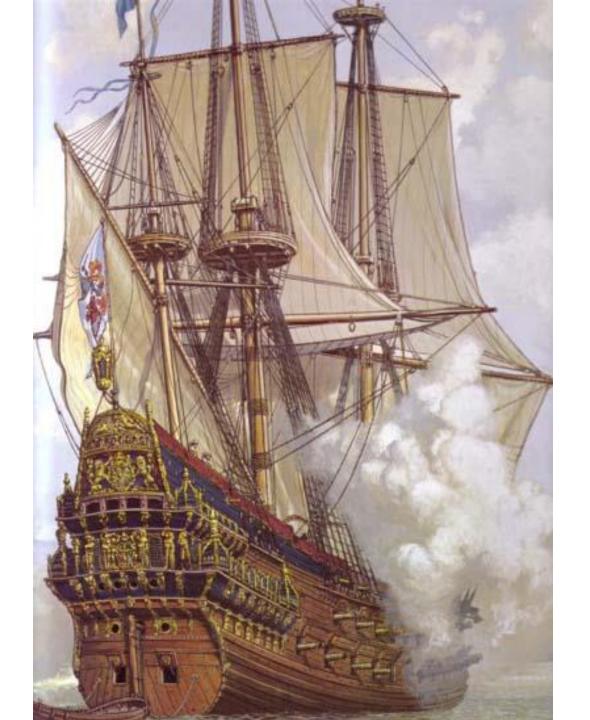
**Openness** 

Reliability

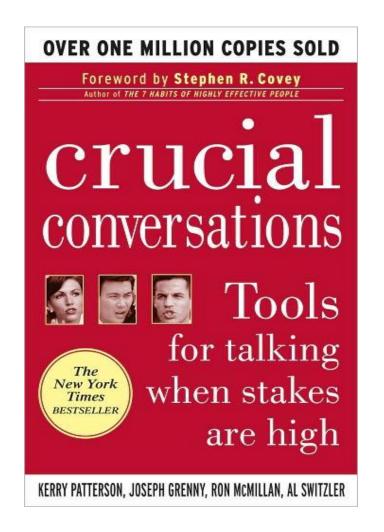
**E**xpertise



High-performing nurses' units reported higher rates of mistakes.



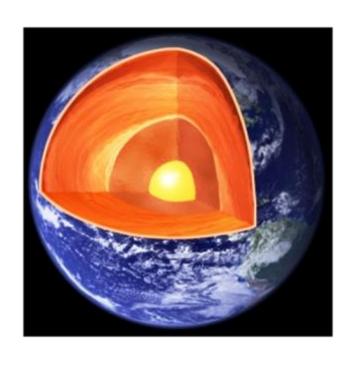




After watching dozens of couples, the two scholars predicted relationship outcomes and tracked their research subjects' relationships for the next ten years. Sure enough, they had predicted nearly 90% of the divorces that occurred. Over time, couples who found a way to state their opinions about high-stakes, controversial, and emotional issues honestly and respectfully remained together.

(Conversations, 13)

#### → High Trust



C.O.R.E.

Compassion

**O**penness

**Reliability** 

**E**xpertise

#### Yellowstone

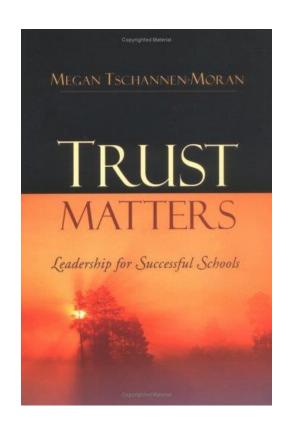
National Park Wyoming, Montana, Idaho



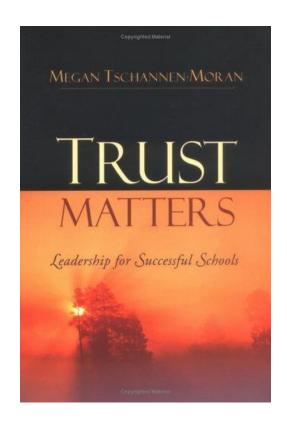




### WORDS \( \rightarrow \text{ACTIONS} \)



"Our principal rarely gets into classrooms to observe or give feedback. But when we had our accreditation visit, right in front of the whole team our principal said that he gets into every classroom at least once a year, if not more. He said that most were informal, drop-in visits. We all knew that it wasn't true. We couldn't believe that he would come right out and lie like that! After that, I never trusted him in the same way again."

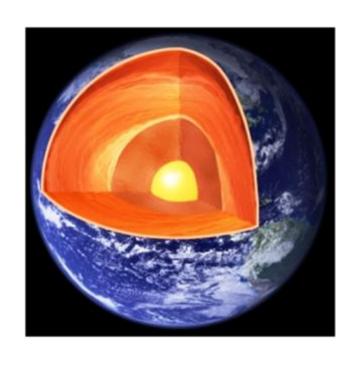


"We really miss our old principal. When you would ask him something, he would say, "Let me think about it and I'll get back to you." And he always would. He was just very thoughtful and deliberative in his decisions. Our new principal will make decisions right on the spot. But then when she gets more information or somebody complains, she changes it. We never know what the final decision is or when it might change. It leaves everybody guessing."



### Low Trust

## →High Trust



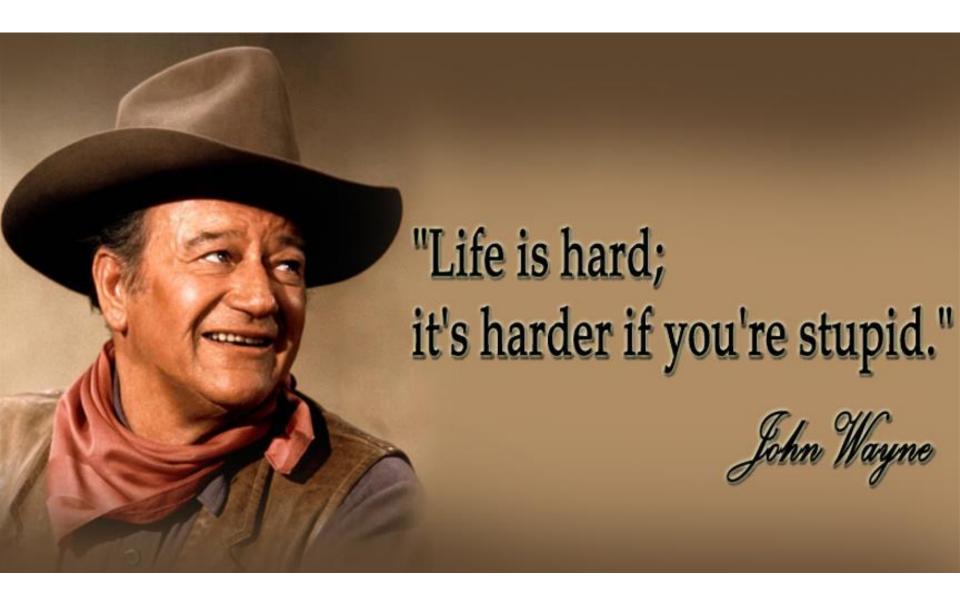
C.O.R.E.

Compassion

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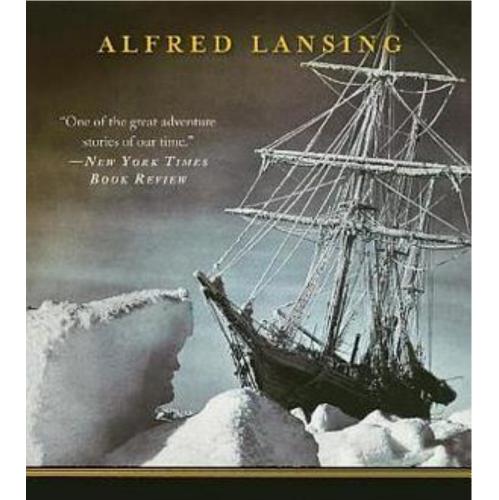
**E**xpertise



# May 20, 1916

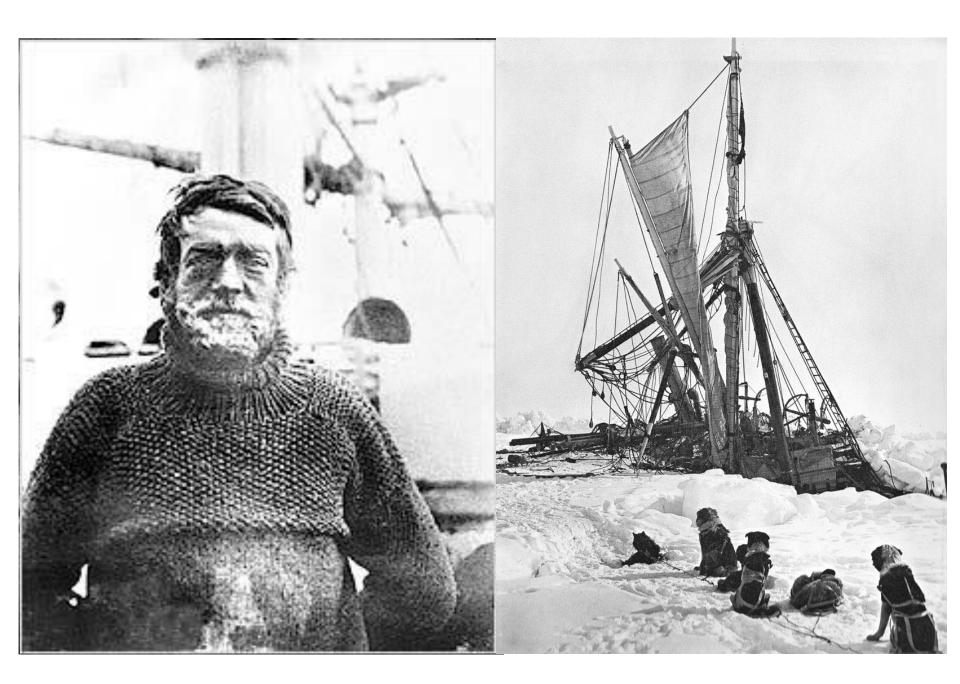






# **ENDURANCE**

— SHACKLETON'S — INCREDIBLE VOYAGE







"I thanked the men for their steadiness and good morale they have shown in these trying circumstances," Shackleton later wrote, "and I told them I had no doubt that, provided they continued to work their utmost and to trust me, we will all reach safety in the end."



One crewman wrote: "The job was now up to us. We were in a mess, and the Boss was the man who could get us out."











Shackleton's passion for his mission and for his men, his passion for leadership, and his passion for motivation were a source of energy and courage during times of severe adversity. These virtues made him a leader that people wanted to follow. Even when his men may not have wanted to do something for themselves, they would do it for him.

He inspired this kind of loyalty because he gave it to his men. They respected and trusted him because he respected and trusted them. They took care of him because he took care of them. They put him first because he put them first.

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