

# Organizational Trust

Strengthen and Restore Respect, Faith, and Integrity at Work

## Trustbusters

- ✓ Talking negatively about others
- ✓ Sharing confidential information
- ✓ Gossiping
- ✓ Taking credit for other people's work,
- ✓ Failing to acknowledge contributions
- ✓ Spreading rumors
- ✓ Keeping secrets
- ✓ Hoarding information (the company)

## Results of Low Levels of Trust

### Employees may:

- Hesitate to take risks, assume responsibility, share information
- Be less motivated to do their best work
- Feel frustrated and disgruntled
- Spread rumors
- Be less able to collaborate and innovate
- Be more likely to feel stress
- Be less productive

### Organization may:

- Have less credibility and a poorer reputation
- Waste valuable resources on unnecessary bureaucracy and redundancy
- Have higher turnover and less productivity
- Have higher costs and less profitability
- Have less of a competitive edge
- Experience higher levels of theft and fraud

## The Essentials of Trust

- Credibility
- Honesty and Integrity
- Transparency
- Accountability
- Consistency
- Respectfulness
- Fairness
- Caring
- Competence
- Authenticity
- Be accountable.

## Encourage Trust

- Help team members get to know one another.
- Cultivate sense of shared goals and responsibilities.
- Reserve time for team building activities.
- Agree on goals, procedures, and responsibilities.
- Focus on issues and problems, not people and personalities.

## Demonstrate Trust

- ✓ Be credible.
- ✓ Be the first to trust.
- ✓ Respect others.
- ✓ Tell the truth.
- ✓ Share information.
- ✓ Listen and demonstrate caring.
- ✓ Say "thank you."
- ✓ Give credit where credit is due.

## Demonstrate and Encourage Trust as an Organization

- Treat everyone fairly.
- Keep promises and follow through on commitments.
- Make sure policies and rules are fair, reasonable, and applied consistently.
- Establish expectation that everyone align behaviors with organization's values, mission, and vision.
- Include employees in decision-making process.
- Be as transparent as possible.
- Encourage employees to raise concerns.
- Provide training for everyone in building trust.

## Warning Signs of a Low-Trust Organization

- Preference for electronic communication
- Frequent complaining and blaming
- Reluctance to commit to decisions and actions
- Presence of gossip and the spreading of rumors
- Unwillingness to collaborate
- Unavailable managers
- Missed deadlines and failed goals
- High turnover
- Silos between groups, teams, and departments
- Hoarding of information by management
- Act of taking credit for others' achievements
- Escalating of unsolved problems
- Duplicated efforts and monitoring
- Unnecessary work being completed

## Restore Trust

- Acknowledge and assess the problem.
- Make changes to policies, systems, and procedures.
- Provide training at all levels on trust.
- Ensure managers and employees know what's expected of them.
- Encourage clear, open communication.
- Reduce unnecessary supervision.
- Continually reassess trust and make changes.