

## **Leadership at Work: Building Trust and Dealing with Change**

*“You can’t have success without trust.  
The word trust embodies almost everything you can strive for  
that will help you to succeed.”*

*Jeff Burke, Former CEO of Johnson & Johnson*

### **Trust is confidence in:**

**Character – Integrity and Intent**  
**Competence – Capabilities and Results**

### **Trust Works! ABCD Trust Model**

**A – Able**                      Demonstrates Competence  
**B – Believable**              Acting with Integrity  
**C – Connected**              Demonstrating Care & Concern for Others  
**D – Dependable**              Reliably following through on what you say  
you will do (Results)

### **Low Trust Behaviors**

- Manipulate or distort facts
- Getting the credit is very important
- Spin the truth to their advantage
- New ideas resisted & stifled
- Mistakes covered up
- Have “undiscussables”
- Overpromise & Underdeliver
- Energy low

### **High Trust Behaviors**

Information shared openly  
Real collaboration  
Share credit abundantly  
Culture of Creativity/Innovation  
Mistakes embraced for growth  
Transparency is a practiced value  
High degree of Accountability  
Palpable vitality & energy

### **To Build or Improve Trust:**

1. Demonstrate Trust and Respect
2. Create Transparency – communicate proactively
3. Talk straight with compassion– open and honest
4. Admit Mistakes & Right Wrongs

5. Show Loyalty
  6. Clarify Expectations
  7. Practice Accountability/Keep Commitments
  8. Confront Reality
  9. Listen First – with eyes, ears and heart
  10. Put challenges on the table and give opportunities for others to influence the process of decision-making
  11. Deliver Results
- \*\* (The first 5 initially flow from **Character**; the second 6 flow from **Competence**)**

Lack of trust creates cynicism, doubt and anxiety that lead to general low energy and productivity. When people don't trust their leaders, they don't come toward an idea or a leader; they pull back and withdraw instead. They doubt rather than cooperate.

People who trust and feel connected invest more of themselves in what they are doing. High trust levels lead to a greater sense of responsibility, greater interpersonal connection and more collective action to common goals.

It all starts by "looking in the mirror"...

**"You may be deceived if you trust too much,  
but will live in torment if you don't trust enough."**

*Frank Crane, Author*