Building Trust In Your Organization

Louise Altman, OD Consultant
Intentional Communication Consultants
858.350.5550
info@intentionalcommunication.com

George Altman, OD Consultant
Intentional Communication Consultants
858.350.5550
info@intentionalcommunication.com

95th ISM Annual International Supply Management Conference, April 2010

Abstract: In addition to technology, innovation, globalization, inter-generational dynamics and the economy, lack of trust is one of the most powerful forces driving business today. It is often described as the single most desirable and necessary factor for a healthy and productive work environment.

It doesn't take much to realize that as a global society we are experiencing a crisis of trust.

A 2005 Harris poll revealed that in the United States only 22% of those surveyed tend to trust the media, 8% trusted political parties and only 27% trusted the government and 12% trust big companies.

In a 2005 survey of 800 organizations by Mercer Human Resource Consulting
just 40 percent of workers trusted management "to always communicate honestly."

In June of '06 CFO Magazine reported that, "Last year, **only 2 percent** of respondents to a Roper poll described CEOs of very large companies as "very trustworthy."

The need for trust in the workplace is greater than ever before. A workplace without trust is operating at a huge disadvantage. Bottom line is you cannot really get much done without it. Increasing complexity, global diversity, instant global communication, escalating demands, growth, expansion and contraction, continuous change and a need for greater and more effective levels of collaboration are ***completely dependent upon the quality of trust*** that exists within workplace relationships. As a result of the growing societal trends toward mistrust, organization leaders and workers have to work harder than ever at building trust – and restoring it once it has been "betrayed."

Motivation, attention, participation, attitude, emotional intelligence and flexibility, creativity, leadership, retention, integrity – all critical ingredients for organizational success are shaped by the trust factors within the workplace. Communication and performance based on low trust produces a level of quality that no organization can afford in today's business

climate. Trust touches every facet of our workplace experience.

How we do what we do is significantly influenced by how much trust we have in ourselves, others and in the culture in which we operate. As trust is the foundation for high performance and sustainability, building and regaining it should be a high priority for every organizational leader and manager. Trust is not simply a concept, but a dynamic of thinking, feeling and behaviors.

Trust in the workplace is accomplished at two levels: structural (organizational) and interpersonal (relationships). While not all individuals within the workplace can influence the systemic factors that contribute to creating climates of trust at an organizational level, they can significantly impact relationships with coworkers.

In this session we will take a **brief** look at some of the interpersonal factors and core competencies essential to the ability to trust and inspire trust with others. Attention will be given to the two sides of trust: our inclination to trust others and to be trustworthy. In other words, what is your trusting quotient and what are the fundamental behaviors that help to build trust?

Ask yourself these questions:

How trusting are you?
How much are you trusted?
What is the level of trust within your relationships, teams, and organization?

Journal or magazine article references:
2005 Harris Poll: Harris Interactive, The Harris Poll#4, January 13, 2005
Mercer Human Resource Consulting: Blogs At Work: Accentuate The Positives, Avoid the Pitfalls; September 28, 2005 September 28, 2005

Book reference:
Covey, M.R., Stephen, The Speed of Trust, Free Press, New York, NY, 2006