

## Becoming a Great Leader

### Lesson 4-3: Trustworthiness

#### Discussion Guide – Confidentiality Reminder

#### One Word Check-in

#### Update – Personal, Business, Leadership

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*“A person standing alone can be attacked and defeated, but two can stand back-to-back and conquer. Three are even better, for a triple-braided cord is not easily broken.” Ecclesiastes 4:12 (NLT)*

**Building a successful business starts with building trust.** Trust is essential because:

- **Lack of trust is expensive.** There is higher staff turnover in organizations that do not have trust. This creates higher overhead costs by hiring, training and getting people up to speed to be efficient in their jobs.
- **Trust is a free competitive advantage.** Customers will not do business with people they do not trust. Trust within the organization creates trustworthiness with customers. Where there is trust throughout an organization, so many things just fall into place.

**There are two ways to build trust in your business:**

- The first is **organizational trust**, which is accomplished by establishing trust through the company’s systems (management, policies, procedures, benefits, compensation, etc.). It is essential to establish organizational policies and benefits that are perceived as fair and reasonable. Often, the vision and goals of an organization sound wonderful, but the implementation of company policies and processes discourage trust within the staff.
- The second is **personal trust**, which is accomplished when there is trust of the leadership and staff. Trust is built when people, especially leaders, strive to always do the right thing. People trust leaders who make everyone better, making them the best version of themselves.

**Both organizational and personal trust must be built in the company.** Building one but not the other will not work. Below (and on page two) are some practical ways to build trust:

- **Share the “why” of decisions.** Decisions on policies, benefits, employment and compensation are often just implemented/stated rather than explained in terms of why the decision was made. To many people, the change will not make sense to them unless they understand why the change was needed. When done properly, the change should reinforce what is important in the organization.
- **Cultivate truth by encouraging people to tell leaders the truth.** This builds an environment where people are not intimidated by the leaders but encouraged to speak up when they see things amiss. There must be enough trust that people are willing to share the truth even if it hurts. Truth leads to building a trusted and respected business.

#### **Shared Experiences:**

- Can someone share the level of trust, either positive or negative, in their organization? What created this?
- How do you know if there is trust and respect in your organization? How is it evaluated or measured?
- How have you experienced an organization build trust within its staff?
- What company policies have you observed that created or hindered the building of trust?
- In your experience, how have you seen policies effectively changed within an organization that either created or destroyed trust?
- As you contemplate your leadership, how have you built trust within your different roles?
- What is one thing you can do with the people you work to build trust?

**Bottom line:** Trustworthiness implies people in an organization trust and respect the company and its leadership. Trust is fragile and easily destroyed if it is not continually nurtured. If there is trust throughout an organization, it is stronger and creates a tremendous competitive advantage.

#### One Word Check-out

### Dig Deeper

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#### Want to learn more?

- *Video:* [Simon Sinek on Building Trust Through Committed Leadership](#) on Capture the Flag
- *Video:* [Building Trust](#) by James Davis at TEDxUSU
- *Article:* [Good Leadership? It All Starts With Trust](#) by Abbey Lewis in Harvard Business Publishing
- *Book:* [The 21 Irrefutable Laws of Leadership – Follow Them and People Will Follow You](#) by John Maxwell
- *Book:* [Lead Like Jesus – Lessons from the Greatest Leadership Model of All Time](#), by Ken Blanchard, Phil Hodges and Phyllis Hendry

#### Actions that Build Trust

- Always tells the truth
- No hidden agendas
- Makes others better
- Addresses dysfunction
- Being vulnerable
- Gives others credit
- Speaks less of own accomplishments
- Listens well
- Being fair and reasonable
- Forgiveness
- Concern for others
- Empowers others with accountability
- Has faith in coworkers/staff
- Morally strong
- Builds up others

#### Actions that Destroy Trust

- Being a self-promoter
- Being an empire builder
- Favoritism
- Not addressing dysfunction
- Not admitting mistakes
- Anger and other toxic emotions
- Not giving others the opportunity to succeed
- Not honest
- Immoral activity
- Just doing enough to get by
- Blaming others
- Not committed to the team
- Being judgmental
- Talking behind other people's back
- Being greedy