

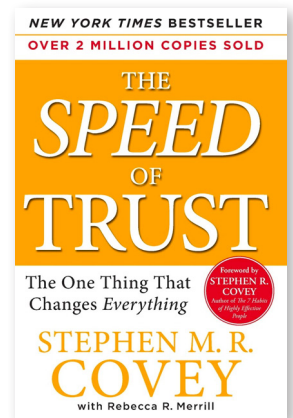


Executive Book Summaries®

The Speed of Trust

The One Thing That Changes Everything

by **Stephen M. R. Covey with Rebecca Merrill**



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THE SUMMARY IN BRIEF

There is one thing that is common to every individual, relationship, team, family, organization, nation, economy and civilization throughout the world - one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.

On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. That one thing is trust.

The Five Waves of Trust model serves as a metaphor for how trust operates in our lives. This summary will cover these forms as the structure for understanding and making trust actionable, including a look at the Four Cores of credibility and the 13 Behaviors of high-trust leaders.

IN THIS SUMMARY, YOU WILL LEARN:

- The economics of trust and its effects on speed and cost in relationships and organizations.
- How you can assess your credibility based on character and competence.
- The taxes and dividends that flow from organizational trust.
- How to be an effective leader by inspiring and extending trust.
- How to restore lost trust.

Nothing Is as Fast as the Speed of Trust

Simply put, trust means *confidence*. The opposite of trust - distrust - is *suspicion*.

The difference between a high- and low-trust relationship is palpable. Take communication. In a high-trust relationship, you can say the wrong thing and people will still get your meaning. In a low-trust relationship, you can be very measured, even precise, and they'll still misinterpret you.

You don't need to look far to realize that, as a global society, we have a crisis of trust on our hands. On the organizational level, trust within companies has sharply declined. But relationships of all kinds are built on and sustained by trust. They can also be broken down and destroyed by a lack of trust.

Society, organizations and relationships aside, there's an even more fundamental and powerful dimension to self-trust. If we can't trust ourselves, we'll have a hard time trusting others. Personal incongruence is often the source of our suspicions of others.

Truly, we are in a crisis of trust. It affects us on all levels - societal, institutional, organizational, relational and personal.

Economics of Trust

Trust always affects two outcomes: **speed** and **cost**. When trust goes down, speed goes down and cost goes up. Consider the time and cost of airport security after 9/11, or costs for Sarbanes-Oxley Act compliance, passed in the U.S. in response to Enron, WorldCom and other corporate scandals.

When trust goes up, speed goes up and cost goes down. Warren Buffett completed the acquisition of McLane Distribution from Wal-Mart on the basis of a two-hour meeting. Because of high trust between the parties, the merger took less than a month and avoided the usual months and millions for due diligence and attorneys.

The serious practical impact of the economics of trust is that we are paying a hidden low-trust tax right off the top - and we don't even know it!

You've undoubtedly seen this tax in action many times - perhaps in a conversation where you can tell that someone is automatically discounting everything you say by 20 percent, 30 percent or even more. In some situations, you may have paid an "inheritance tax" when you've stepped into a role that was occupied by someone who created distrust before you.

Just as the tax created by low trust is real, measurable and extremely high, so the dividends of high trust are also real, quantifiable and incredibly high.

Whether it's high or low, trust is the "hidden variable" in the formula for organizational success. The traditional business formula is:

$$(\text{Strategy} \times \text{Execution} = \text{Results}).$$

But there is a hidden variable:

$$(\text{Strategy} \times \text{Execution}) \times \text{Trust} = \text{Results}.$$

A company can have an excellent strategy and a strong ability to execute; but the net result can be torpedoed by a low-trust tax or multiplied by a high-trust dividend. This makes a powerful business case for trust, assuring that it is not a soft, "nice to have" quality.

Myth vs. Reality

<i>Myth</i>	<i>Reality</i>
Trust is soft.	Trust is hard, real and quantifiable. It measurably affects both speed and cost.
Trust is slow.	Nothing is as fast as the speed of trust.
Trust is built solely on integrity.	Trust is a function of both character and competence.
You either have trust or you don't.	Trust can be both created and destroyed.
Once lost, trust can be restored.	Though difficult, in most cases lost trust cannot be restored.
You can't teach trust.	Trust can be effectively taught and learned, and it can become a leverageable, strategic advantage.
Trusting people is too risky.	Not trusting people is a greater risk.
You establish trust one person at a time.	Establishing trust with the one establishes trust with the many.

One of the reasons this hidden variable is so significant in today's world is that we have entered a global, knowledge worker economy that revolves around partnering and relationships. The ability to establish, grow, extend and restore trust with all stakeholders - customers, suppliers and co-workers - is the key leadership competency of the new, global economy.

You Can Do Something About This!

Who do you trust? A friend? A work associate? Your boss? Why do you trust this person? What is it that inspires confidence in this particular relationship?

Now consider an even more provocative question: Who trusts you?

With the increasing focus on ethics in our society, the character side of trust is fast becoming the price of entry in the new, global economy. However, the differentiating and often ignored side of trust - competence - is equally essential.

Once you become aware that both character and competence are vital to trust, you can see how the combination of these two dimensions is reflected in the approach of effective leaders and observers everywhere. People might use different words to express the idea, but if you reduce the words to their essence, what emerges is a balancing of character and competence.

The Five Waves of Trust

Your boss, division leader, CEO, board of directors, spouse, children, friends and associates may all have problems as far as trust (or anything else) is concerned.

But that does not mean that you are powerless! In fact, you probably have no idea how powerful you can be in changing the level of trust in any relationship if you know how to work "from the inside out."

The key is in understanding and learning how to navigate "The Five Waves of Trust." This model derives from the "ripple effect" metaphor that graphically illustrates the interdependent nature of trust and how it flows from the inside out.

It defines the five levels, or contexts, in which we establish trust. It also forms the structure for understanding and making trust actionable.

First Wave: Self Trust. The key principle underlying this wave is credibility.

Second Wave: Relationship Trust. The key principle underlying this wave is consistent behavior.

Third Wave: Organizational Trust. The key principle underlying this wave, alignment, helps leaders create structures, systems and symbols of organizational trust.

Fourth Wave: Market Trust. The underlying principle behind this wave is reputation.

Fifth Wave: Societal Trust. The principle underlying this wave is contribution.

Understanding these waves will enable you to see, speak and behave in ways that establish trust, allowing you to become a leader who gets results by inspiring trust in others.

The First Wave: Self-Trust

The good news is that we can increase our credibility, and we can increase it fast, particularly if we understand the four key elements, or four "cores" that are fundamental. Two of these cores deal with character; two with competence.

Core 1: Integrity

To use the metaphor of the tree, integrity is the root. Even though it's underground and not even visible most of the time, it is absolutely vital to the nourishment, strength, stability and growth of the entire tree.

We've all seen people with enormous capability, strong results, even sometimes good intent who unfortunately go about what they're doing in a dishonest or unprincipled way. It's "the ends justify the means" mentality.

On the other hand, to have integrity only - and not the other three Cores - is to be a "nice guy," maybe even a thoroughly honest person, who is basically useless.

To most people, integrity means honesty - telling the truth and leaving the right impression. But there are at least three additional qualities: congruence, humility and courage.

So how do we go about increasing our integrity?

1. **Make and keep commitments to yourself.**
2. **Stand for something.**
3. **Be open.**

Core 2: Intent

In the dictionary, intent is defined as "plan" or "purpose."

No discussion of intent would be complete without talking about three things: motive, agenda and behavior.

1. **Motive.** Motive is your reason for doing something, and it inspires the greatest trust when it shows genuine concern for people, purposes and society as a whole.
2. **Agenda.** Agenda grows out of motive. It's what you intend to do or promote because of your motive. The intent that inspires the greatest trust is seeking mutual benefit, realizing that life is interdependent and seeking solutions that build trust and benefit for all.
3. **Behavior.** Typically, behavior is the manifestation of motive and agenda. The behavior that best creates credibility and inspires trust is acting in the best interest of others. This is where the rubber meets the road. It's easy to say "I care," and "I want you to win," but it is our actual behavior that demonstrates whether or not we mean it.

In many organizations, the message communicated by behavior is not "we care;" it's "you're expendable." Consider these findings from a study:

- Only 29 percent of employees believe that management cares about them developing their skills.
- Only 42 percent believe that management cares about them at all.

It's important to keep in mind that sometimes, unfortunately, poor behavior turns out to be bad execution of good intent.

1. **Examine and redefine your motives.** It's human tendency to assume we have good - or at least justifiable - intent.
2. **Declare your intent.** It signals your behavior and lets people know what to look for so they acknowledge it when they see it.
3. **Choose abundance.** Abundance means there is enough for everybody. The opposite - scarcity - says that there is only so much to go around, and if you get it, I won't.

Role models, insightful thought leaders and practitioners serve as powerful reminders that we can do something about even the very deep, personal, character-based issues that impact our credibility, which is the prerequisite for trust.

Core 3: Capabilities

Going back to the metaphor of the tree, capabilities are the branches that produce the fruits or results. Capabilities are particularly essential in today's changing economy, where technology and globalization are outdating skill sets faster than ever before.

One way to think about the various dimensions of capabilities is to use the acronym TASKS (Talents, Attitudes, Skills, Knowledge, Style).

Talents are our natural gifts and strengths. *Attitudes* represent our paradigms - our way of seeing - as well as our ways of being. *Skills* are our proficiencies, the things we can do well. *Knowledge* represents our learning, insight, understanding and awareness. *Style* represents our unique approach and personality.

The end in mind here is to develop our TASKS and to create the best possible alignment between our natural gifts, our passions, our skills, knowledge and style and the opportunity to earn, to contribute, to make a difference.

To enhance credibility by increasing capabilities:

1. **Run with your strengths.**
2. **Keep yourself relevant.**
3. **Know where you're going.**

Core 4: Results

Results matter! They matter to your credibility. In the words of Jack Welch, having results is like having "performance chits" on the table. They give you clout.

Returning once again to the metaphor of the tree, results are the fruits - the tangible, measurable, end purpose and product of the roots, trunk and branches.

There are three key indicators by which people evaluate results: past performance, present performance and anticipated future performance.

Given the importance of results in establishing credibility and trust both with ourselves and with others, the question is: How can we improve our results?

1. **Take responsibility for results.**
2. **Expect to win.**
3. **Finish strong.**

The Second Wave: Relationship Trust

The Second Wave - Relationship Trust - is all about behavior ... consistent behavior. More specifically, it's about the 13 Behaviors that are common to high-trust leaders and people throughout the world. As you work on behaving in ways that build trust, one helpful way to visualize and quantify your efforts is by thinking in terms of "Trust Accounts." Remember that each trust account is unique; all deposits and withdrawals are not created equal; and what constitutes a deposit to one person may not to another.

All 13 Behaviors require a combination of both character and competence. The first five flow initially from character, the second five from competence, and the last three from an almost equal mix of character and competence.

Taken to the extreme, however, these Behaviors do not build trust, and the "opposite" or "counterfeit" of each Behavior creates the biggest withdrawals.

Character-Based Behaviors

Behavior #1: Talk Straight. Communicate clearly so that you cannot be misunderstood. Preface your discussions by declaring your intent, so you leave no doubt about what you are thinking. Counterfeit behaviors include withholding information, flattery and spin. Be honest and call things what they are. Don't manipulate people, distort facts or leave false impressions.

Behavior #2: Demonstrate Respect. This behavior is based on the principles of respect, fairness, kindness, love and civility. The opposite is commonly experienced as showing disrespect, which is a huge issue, both at work and at home. The counterfeit is to fake respect or concern, or, most insidious of all, to show respect and concern for only those who can do something for you.

Behavior #3: Create Transparency. Be real and genuine and tell the truth in a way that people can verify. The opposite is to obscure, and the counterfeit is illusion or pretending things are different than they are. You can establish trust quickly by being open and authentic, erring on the side of disclosure and not having hidden agendas.

Behavior #4: Right Wrongs. Make restitution instead of just apologizing. The opposite is to deny or justify wrongs because of ego and pride, and the counterfeit is to cover up mistakes. Apologize quickly, take action to make restitution when possible, and demonstrate personal humility to achieve this behavior.

Behavior #5: Show Loyalty. Give credit to others and speak about people as though they are present. The opposite is to take credit or not represent people fairly. The counterfeit is to appear to share credit but then downplay others' contribution when they are away. To exhibit a trustworthy character, give credit freely, don't badmouth people behind their backs and don't disclose others' private information.

Competence-Based Behaviors

Behavior #6: Deliver Results. This is a way to convert cynics and establish trust in a new relationship. Because it is often difficult to measure results, take time to define results up front. By establishing a track record, making the right things happen, being on time and on budget, and not making excuses for not delivering, you quickly restore lost trust on the competence side.

Behavior #7: Get Better. Continuously improve by learning, growing and renewing yourself. Others will develop confidence in your ability to succeed in a rapidly changing environment. The opposite is entropy and deterioration, while the counterfeit is the eternal student - always learning, but never producing. Don't be afraid to make mistakes but learn from them. Develop formal and informal feedback systems and respond to them.

Behavior #8: Confront Reality. Take the tough issues head-on. This affects speed and cost by facilitating open interaction and fast achievement, and also allowing you to engage the creativity, capability and synergy of others in solving problems. When leaders use the opposite behavior by ignoring problems, they pay a huge tax when people feel they are being dishonest. It is far better to address the real issues and lead courageously in discussions of uncomfortable topics.

Behavior #9: Clarify Expectations. Create shared vision and agreement up front. The opposite is to leave undefined expectations and the counterfeit is to be vague about specifics. Consider that most circumstances encompass three variables - quality, speed and cost - but you can only have two. Always discuss and reveal expectations, and never assume they are clear or shared. Renegotiate if necessary, but don't violate expectations once they have been validated.

Behavior #10: Practice Accountability. Hold yourself and others accountable. Leaders who generate trust do both. The opposite is not to take responsibility, and the counterfeit is to point fingers. Other people respond to accountability - particularly performers. They want to be held accountable. Don't avoid or shirk responsibility, and be

clear on how you'll communicate progress.

Character & Competence Behaviors

Behavior #11: Listen First. Genuinely understand another person's thoughts and feelings, before trying to diagnose or advise. The opposite and counterfeit are to speak first and listen last, or not at all, and to pretend to listen while waiting for your own chance to speak. Listening teaches you which behaviors create dividends. Use your eyes and your gut to listen as well as your ears, and don't presume you know what matters to others.

Behavior #12: Keep Commitments. It is the quickest way to build trust in any relationship. The opposite is to break commitments and the counterfeit is to make vague, unreliable commitments, or never make them in the first place. Some cultures view commitments differently, and understanding the difference is key to getting dividends and avoiding trust taxes. People tend to see family commitments as more flexible than work commitments, but they are just as important. Make keeping all commitments the symbol of your honor.

Behavior #13: Extend Trust. Shift trust from a noun to a verb. While the other Behaviors help you become a more trusted person or manager, this 13th Behavior helps you become a more trusting leader. Extending trust leverages it to create reciprocity.

The opposite is withholding trust. The counterfeit is extending false trust by giving people responsibility, but no authority or resources to complete a task. There is also fake trust that seems like trust until you follow-up behind people and micromanage. Based on the situation, extend conditionally to those who are earning your trust, but extend it abundantly to those who have earned it.

Stakeholder Trust

The Four Cores and the 13 Behaviors of the First and Second Waves are all trust-building tools. Stakeholder trust focuses on the context in which you can use these tools to increase speed, lower cost, create value, establish trust, and maximize your influence and the influence of your organization.

An organization can be a company, a department or your family, but the Third Wave deals with internal stakeholders. The Fourth and Fifth Waves deal with external stakeholders.

Third Wave: Organizational Trust

Most people find that their organization has symptoms of low trust - people manipulating facts, withholding information, resisting new ideas and covering up mistakes. A lucky few find that people in their organization share information openly, tolerate and encourage mistakes, are innovative and creative, and share credit abundantly.

The low trust environment is a result of violating principles - not only individually, but organizationally. Leaders are missing the solution because they are not looking at the systems, structures, processes and policies that affect day-to-day behaviors. They are focused on the symptoms instead of the principles that promote trust.

This misalignment creates symbols that represent and communicate underlying values to everyone in the organization or family. A symbol can be either negative or positive; from a 500-page employee handbook, to a newly appointed CEO who refuses to accept a pay raise because it might send the wrong message to workers. If your organizational symbols communicate and cultivate distrust or less trust than you want, return to the Four Cores.

Fourth Wave: Market Trust

Market Trust is all about brand or reputation. It's all about the feeling you have that makes you want to buy products or services or invest your money or time - and/or recommend such actions to others. This is the level where most people clearly see the relationship between trust, speed and cost.

Brand is important to all organizational entities, including governments, school districts, charities and hospitals, not to mention corporations. School reputation affects who moves

eBay Creates Transparency

eBay CEO Meg Whitman and her team lead what she describes as a "dynamic self-regulating economy" in the complete openness of the worldwide Web. Whitman recognizes her company's distinctiveness: "We have a unique partner - millions of people." According to BusinessWeek OnLine, rather than controlling or hoarding information, eBay has chosen to let their citizens have full access to "every trend, every sale, every new regulation in the eBay world. The system is utterly transparent."

into the district and therefore the taxes available to the school. Cities have reputations that turn into tourist dollars and attract business.

On a micro level, every individual has a brand or reputation that affects trust, speed and cost. It comes across in your resume in comments from your references and it translates into how people interact with you in social situations.

In the global marketplace, many brands are now being taxed or receiving dividends based on people's perception of and trust in the country of origin. Whether a company is based in China, France, India or the U.S. affects people's perception of whether the company can be trusted to do what is right. Currently a trust tax is hitting U.S.-based brands hard. Though they receive dividends in the U.S. and Asia, they are taxed heavily in parts of Europe.

If you find you do not have the brand you desire, you can measurably increase its value by using the Four Cores as a diagnostic tool to pinpoint the reason why, and where investment will bring the greatest return. Then use the 13 Behaviors with external stakeholders - customers, suppliers, investors, communities - and you will build trust at the marketplace level.

Fifth Wave: Societal Trust

The overriding principle of high societal trust is contribution. It's the intent to create value instead of destroy it; to give back instead of take.

Microsoft guru Bill Gates, his wife Melinda, U2 lead singer Bono and Oprah Winfrey are all high profile contributors, but society is full of individuals contributing time, energy and money in communities throughout the world.

This is not an impractical or utopian view of the world. The principles of contribution and responsibility create trust at a societal level through today's trend toward global citizenship, or corporate social responsibility (CSR). Intel, Wells Fargo and Procter & Gamble, all in the top 10 of *Business Ethics* magazine's "100 Best Corporate Citizens" show that doing good is no longer an addition to business; it is part of business itself.

CSR, or "intentional virtue," was part of the original concept behind Adam Smith's free enterprise system. During the 1990s it was diluted, and massive violations of the Four Cores and 13 Behaviors led to greed, fraud, and low trust taxes.

Now a backlash is creating a global renaissance of trust.

Though initially fear of pain might motivate global citizenship, over time, the dividends and abundance created by contribution will become primary drivers for both individuals and organizations. Global citizenship will be demanded as customers support companies that demonstrate the Four Cores.

Inspiring Trust

Trust is a whole life choice, and until you are actually in a front-line situation, you will not even see the full power of the Cores and Behaviors on speed, cost and trust. Look immediately for ways to apply them and find opportunities to teach them to others.

You will see how the speed of trust; the profits of the economics of trust; the relevance of the pervasive impact of trust; and the dividends of trust can significantly enhance the quality of every relationship on every level of your life.

You may still be hesitant or fearful when it comes to actually extending trust, but leaders who extend trust become mentors, models and heroes. Inspiring trust is the prime differentiator between a manager and a leader, and the prime motivator of successful enterprises and relationships.

Companies that choose to extend trust to their employees become great places to work. Most people respond well to trust and do not abuse it. We are born with a propensity to trust and choosing to retain or restore that propensity is key to our ability to forgive. We have countless opportunities to extend and inspire trust to others, but it also makes a difference in our own lives. Trust is reciprocal.

Extending 'Smart Trust'

Have you ever trusted someone - and gotten "burned?" Have you ever failed to trust someone and missed significant opportunities?

Extending trust can bring great dividends. It also creates the possibility of significant risk.

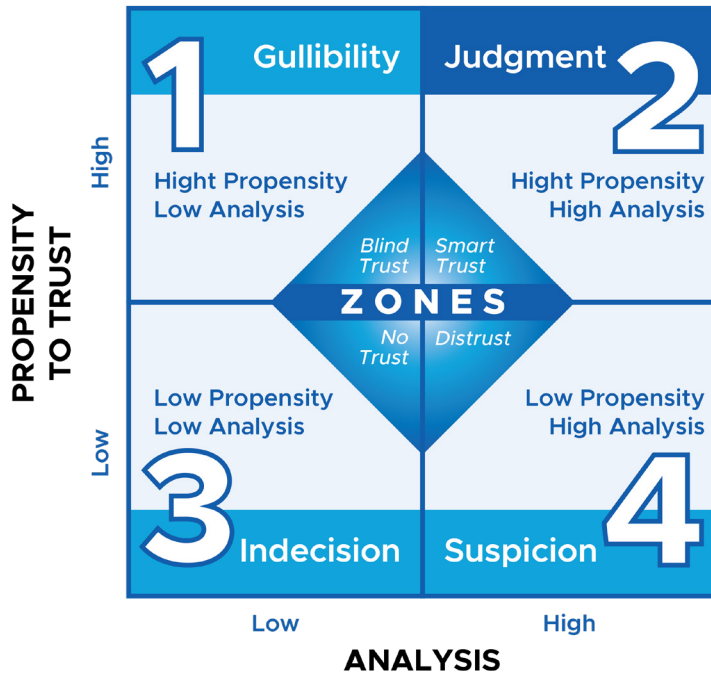
Zone 1: Blind Trust zone of gullibility. The suckers sure to fall for scams.

Zone 2: Smart Trust zone of judgment. Good business judgment and good people judgment combine to enhance instinct and intuition.

Zone 3: No Trust zone of indecision. Those who don't even trust themselves and are immobilized by insecurity and protectiveness.

Zone 4: Distrust zone of suspicion. Those who rarely extend trust beyond themselves.

Smart Trust™ Matrix



Zone 1 (gullibility) and 3 (indecision) are definitely high risk, but people might think Zone 4 (suspicion) is the lowest risk zone because it is where you analyze and calculate and consider issues by yourself. Actually, it is high risk, because high suspicion leads you to validate and analyze everything to death, decreasing speed and increasing cost.

Managers in Zone 4 miss opportunities, cut off collaboration and analysis from others. They incur low trust taxes including bureaucracy, politics, disengagement and turnover, and they lose high-trust dividends such as innovation, collaboration and partnering.

The lowest risk and highest return occur in Smart Trust Zone 2 (judgment), where risk is wisely moderated and managed and you can carefully evaluate and consider issues. Your propensity to trust releases, encourages and generates synergy.

It is not necessary to extend Smart Trust automatically. You can extend limited trust or no trust at all in Zone 2, just as you might do in Zone 4. The decision may be the same, but the different approach and risk management always builds trust, whether you are a business leader or a parent.

Managers who don't become leaders don't know how to extend Smart Trust. They operate in Zone 4. They delegate tasks without parameters or extend fake trust, but they don't fully entrust people with stewardships that engages genuine ownership and accountability.

Inspire trust by starting with yourself and your own credibility, and then consistently behave in trust-building ways with other people. You should also think about the way your style is perceived, so people do not misunderstand you.

Restoring Lost Trust

The idea that trust cannot be restored once it is lost is a myth. Though it may be difficult, in most cases, lost trust can be restored - and often even enhanced.

Societal Trust: Restoring trust on the societal level means rebuilding trust in countries, institutions, industries, professions and in other people generally.

In the Republic of Ireland, leaders over the past 30 years have changed the nation's focus from inward to outward. They have moved the nation from economic independence to interdependence from overhauling an archaic educational system to making Ireland one of the world's undisputed education leaders.

Market Trust: In the 1990s, Nike was criticized by activists for not being socially responsible, based on the conditions in some of the plants of their foreign manufacturing partners.

Chairman Phil Knight acknowledged the company's "bumpy original response" to criticism, however, and Nike's actions and behavior over the ensuing years has demonstrated tangible results. In 2005 they were listed as #13 on the "Best Corporate Citizens" list.

Organizational Trust: Restoring trust within an organization may seem difficult, however, the fact that high-trust organizations outperform low-trust organizations by three times provides a strong incentive to make the effort.

Relationship Trust: If you're a customer of a company that violated your trust, you may not give them a chance to restore it. That's a transactional thing.

But if a family member violates your trust, it's not transactional. One area that creates huge trust issues in personal relationships is money.

Money problems are a key cause of divorce. Two people coming into a relationship are often scripted in different ways

by family experience - one may come from a background of spenders, while the other comes from a background of thrift.

Even in difficult situations in close, personal relationships, trust can be restored. And the very effort of restoring it can make it even stronger than before.

Self Trust: Often, the most difficult trust to restore is trust in ourselves. When we violate a promise we've made to ourselves, our self trust can really take a dive. Restoring self trust gives another dimension - a powerful dimension - to the Cores and behaviors.

Broken Trust - A Beginning: If you've broken trust with someone else, it's an opportunity to get your own act together, to improve your character and competence, to behave in ways that inspire trust. Hopefully, this will influence the offended party to restore trust in you.

If someone has broken trust with you, it's an opportunity for you to grow in your ability to forgive, to learn how to extend Smart Trust, and to maximize whatever dividends are possible in the relationship.



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