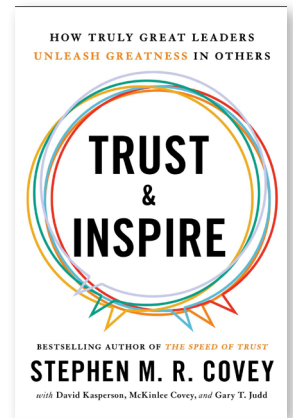


Trust & Inspire

How Truly Great Leaders Unleash Greatness in Others,

by **Stephen M.R. Covey**



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THE SUMMARY IN BRIEF

When it comes to the way we lead—in the workplace, in the classroom, at home—we’ve been repeating the same style of leadership for a long time. Many leaders still approach their role with the priority that there is a job to be done, and their role is to leverage resources and people at their disposal to accomplish the task at hand. Has this Command & Control style of leadership worked? Probably not.

In fact, most of us have wanted a different way to lead and be led. We’ve known what we want to move from—Command & Control—but we’re less clear on what we want to move to. In *Trust & Inspire: How Truly Great Leaders Unleash Greatness in Others*, New York Times bestselling author and global authority on trust, leadership, and culture Stephen M.R. Covey provides the answer. In it he suggests a simple term, and complete framework, for the change we need: Trust & Inspire. At its core, a Trust & Inspire paradigm flows from a fundamental belief in the potential and greatness inside each of us. It’s goal is to unleash people’s talent and potential—to truly empower and inspire them—rather than try to contain and control them. This approach also produces far better performance. Trust & Inspire is the new way to lead.

IN THIS SUMMARY, YOU WILL LEARN:

- The Emerging Forces and Epic Imperatives impacting our work and lives.
- The Fundamental Beliefs of a Trust & Inspire Leader.
- The 3 Stewardships of a Trust & Inspire Leader.
- 5 Common Barriers to Trust & Inspire Leadership.

The Future of Leadership

For decades, we've been getting away with a tired, out-of-date leadership style that we've patched and propped to try to make work for our changing world. But incremental improvements within a flawed paradigm will no longer work. It's time for a new style of leadership—one that is relevant for our times.

Not only has the world changed, so has the nature of work itself, along with the workplace, and the workforce. Inclusion, collaboration, and innovation are no longer simply buzzwords but are the price of entry to being successful in our current as well as every future reality.

Our constantly disruptive environment continues to create infinite choice and possibilities for a rapidly evolving, dispersed, and diverse workforce. This workforce demands a new kind of leader—a leader who can see, develop, communicate, and unleash greatness in every person.

The world has changed. Our style of leadership has not.

These mega changes we are experiencing are a result of “Five Emerging Forces.” These forces of change are sweeping through our world and impacting our work and our lives in unprecedented ways. We might try to avoid or ignore them, but they will not ignore us.

The Five Emerging Forces

- 1. The Nature of the World Has Changed:** Technological innovations are bringing about extraordinary changes. These changes are converging and blending in what is being called “the Fourth Industrial Revolution.” On top of this, never before in history has so much knowledge and information been available. This explosion of knowledge has changed the way we view the past and made us think differently about the future.
- 2. The Nature of Work Has Changed:** The “what” of work today has become increasingly knowledge- and service-based, with access to instant and simultaneous information. It is far more collaborative, innovative, and creative than ever before. Increasingly, people are being asked to focus on work that requires more of their hearts and minds, and less of their hands and backs.
- 3. The Nature of the Workplace Has Changed:** There are also major shifts happening related to

where we work. Working from home or working from anywhere is fast becoming the norm particularly in some form of blended or hybrid combination with on-site work. This is leading to changes in organizational structures and systems and has a significant impact on workplace culture.

- 4. The Nature of the Workforce Has Changed:** Our workforce is far more diverse than ever before, filled with people from different generations, genders, races, ethnicities, sexual orientations, religions, cultures, backgrounds, experiences, and perspectives. The goal is to create an inclusive culture that enables us to maximize our diversity—our differences—as our greatest strength.
- 5. The Nature of Choice Has Changed:** The advances in technology have taken us from multiple choice to infinite choice, as consumers and as team members and leaders. With this flexibility and increased choice, it's important for leaders and organizations to create the kind of culture that attracts, retains, and inspires the best in people.

These Five Emerging Forces are at work in our world regardless of whether we see them or are even aware of them. In order to thrive, let alone survive, in their whirlwind of change, we organizationally and as leaders need to adapt as fast as things are changing around us. If we fail to adapt, we will likely not be able to deliver on two epic imperatives of our time—the most essential and critical needs of every organization in this new environment.

The Epic Imperatives of Our Time

All organizations today have two epic imperatives to achieve. First is the ability to create a high-trust culture that can attract, retain, engage, and inspire the best people—and thus win the ongoing war for talent. In other words, win the workplace. Second is the ability to collaborate and innovate successfully enough to stay highly relevant in a changing, disruptive world. In other words, win in the marketplace. If we cannot deliver on these two epic imperatives, we won't be able to sustain success in our new world.

Command & Control versus Trust & Inspire

Perhaps the best way to understand why and how Trust & Inspire leadership is more relevant and apt for our day is to see how it contrasts to the style of Command & Control.

COMMAND & CONTROL	TRUST & INSPIRE
Compliance	Commitment
Transactional	Transformational
Efficiency	Effectiveness
Status Quo and Incrementalism	Change and Innovation
Fixed Mindset	Growth Mindset
Coordination among Functional Silos	Collaboration among Flexible, Interconnected Teams
Control, Contain	Release, Unleash
Motivation	Inspiration
Manage People and Things	Manage Things, Lead People

rate, and relevant paradigm through which we view people and leadership today. Each of us can become a Trust & Inspire leader through understanding and acting on the following fundamental beliefs.



Becoming a Trust & Inspire Leader

This part of the book provides practical advice on how to change from a Command & Control style of leadership to Trust & Inspire. First, you’ll be challenged to take a hard look at your paradigms about people and leadership and the actions that follow. Then we will walk through how to make the life-changing switch to Trust & Inspire.

Trust & Inspire leaders don’t simply agree with them intellectually—they consistently live them.

The Fundamental Beliefs of a Trust & Inspire Leader

The fundamental beliefs of a Trust & Inspire leader are based on timeless and powerful principles. As with all principles, these beliefs are not surprising. What makes them powerful is that Trust & Inspire leaders don’t simply agree with them intellectually—they consistently live them.

Collectively, these beliefs make up a more complete, accu-

People have greatness inside them...so my job as a leader is to unleash their potential, not control them. A Trust & Inspire leader believes that there is greatness in people. Their intent is to develop and unleash that greatness while helping people see the greatness within themselves. Our desire to trust and inspire people increases when we see them from a paradigm that acknowledges their inherent worth, ability, and potential.

People are whole people...so my job as a leader is to Inspire, not merely motivate. Trust & Inspire leaders recognize that people have multiple layers that make up a whole person. For people to reach their highest potential, we must see and treat them as whole individuals and focus on the four aspects that make up a whole person—body, heart, mind, and spirit.

When people come to work, they bring their whole selves. Seeing others holistically—rather than as fragmented pieces or parts—is not just a strength but a necessity. People need inspiration, not just motivation, to answer the desires to give back, to have a cause, to find fulfillment. Inspiration lights what is already inside people. Trust & Inspire leaders look to ignite the fires within.

Stewardship is a responsibility that implies the highest level of trust, or being entrusted.

There is enough for everyone...so my job as a leader is to elevate caring above competing. A scarcity mindset leads to jealousy and an unwillingness to even work with others, much less recognize their success. It can breed bitterness, dissension, and unhealthy competition and contention. On the flip side, an abundance mentality dissipates jealousy and internal competition. Another person's success doesn't diminish our own. It's all about caring for others.

Leadership is stewardship...so my job as a leader is to put service above self-interest. A stewardship is "a job with a trust." People who operate from a Trust & Inspire paradigm have a sense of stewardship about everything, including their time, talents, money, possessions, relationships, and family.

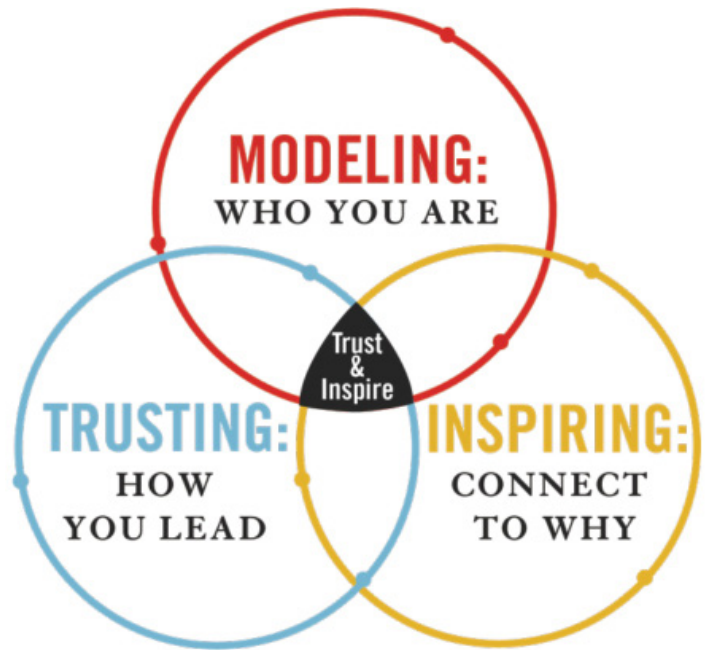
They have a distinct sense of responsibility as stewards—as having a responsibility for the growth and well-being of those they serve and lead. Above all, stewardship puts service above self-interest.

Enduring influence is created from the inside out...so my job as a leader is to go first. Leading is about intentional influence that endures, even when the leader is not present. The best way to create this kind of enduring influence from the inside out is to simply go first. Trust & Inspire leaders start with themselves. They look in the mirror. They model the behavior. They go first.

The cumulative effect of these beliefs, when lived, creates a Trust & Inspire leadership mindset—an expansive lens through which we view the world. As we internalize these beliefs and act on them, we will find the strength—indeed the humility and courage—to become Trust & Inspire leaders.

The 3 Stewardships of a Trust & Inspire Leader

A fundamental belief of a Trust & Inspire leader is that leadership is stewardship. Stewardship is a responsibility that implies the highest level of trust, or being entrusted. When we have a stewardship mindset, we have been given a job to do, and we've been entrusted to see it through. The Trust & Inspire framework consists of 3 Stewardships that work together and build off each other.



1. Modeling (Who You Are): While there are many important attributes to model, these have the greatest impact for the new way to lead. These behavioral virtues are combined into pairs because each is tremendously influenced by or balanced by the other.

Humility & Courage: A humble person is more concerned with what's right than about being right, about acting on good ideas than having the ideas, and about recognizing contribution than being recognized for it. Some people have high levels of humility but lack courage. Such leaders are often more concerned with being liked than in doing what is right. It takes courage to do the right thing. Humility, bolstered by courage, is a powerful force.

Authenticity & Vulnerability: Authenticity means real and we are drawn to it. If our reality matches our words, we are who we say we are and this has a significant impact on how those we lead experience us. Vulnerability, then, is when you open yourself up for others to see for themselves who you really are. The word "intimacy" can be broken down to say "into-me-see." Trust & Inspire leaders are vulnerable by opening up their authentic selves.

Modeling empathy with others dramatically increases not only well-being, but also the performance of all involved.

Empathy & Performance: Empathy is understanding another person's thoughts, feelings, experience, and point of view. Modeling empathy with others dramatically increases not only well-being, but also the performance of all involved. Results matter, to our credibility and effectiveness as a leader. How we do what we do matters enormously. Empathy and performance may seem like odd companions, but they go hand in hand. When we deeply listen to others, only then can we truly learn what things are most important to them—and only then can we commit to doing those things. And keeping those commitments is performing.

2. Trusting (How You Lead): You can have two trustworthy people working together and no trust between them . . . if neither person is willing to extend trust to the other. Trust is only achieved when someone is not only trustworthy but also trusting. Most people, no matter how trustworthy they are, truly struggle with the ability and skill of extending trust. By trusting others, leaders unleash human potential and multiply performance. Trust is a competency—an actual skill—that can be deliberately focused on and improved.

Clarify Expectations: This is based on the principles of clarity, responsibility, and accountability. When you clarify expectations, you create a shared vision and agreement up front about what is to be done. When we as leaders mutually establish clear expectations around the trust being given, it sets everyone up to win.

Practice Accountability: This is based on the principles of accountability, responsibility, stewardship, and ownership. There are two key dimensions to practicing accountability, and the sequence matters. As a Trust & Inspire leader, you hold yourself accountable first, and you help others hold themselves accountable second.

Grow People: The overarching responsibility of any Trust & Inspire leaders is to grow people, rather than fix people. When people grow and get better, performance improves. This style of leadership ignites passion, creativity, ownership, and commitment.

3. Inspiring (Connect to Why): Your job as a leader is not just to keep people around, but to lead them in a way

so they consciously and enthusiastically choose to stay, so they thrive and contribute meaningfully. Research shows that what people want most from their leaders—more than any other attribute—is to be inspired. And yet, in multiple studies, most leaders rank lowest in their ability to inspire.

The disconnect between what people want and what leaders are giving is staggering, and it results in a massive tax on well-being and productivity at both the personal and organizational levels. Far too often we equate being inspirational with being charismatic. You do not have to be charismatic to be inspiring. Inspiration does not depend on any physical or even emotional quality or attribute. Rather, it is simply who you are and how you lead that inspires. While charisma may motivate, it is authenticity that inspires. Best of all, inspiring others is a learnable skill.

We practice the principle of connection through connecting with people and connecting to purpose. When we genuinely connect with people—when they feel like we “see them” and have real interest in them—that’s inspiring. It’s even more inspiring when people feel connected to purpose, meaning, and contribution—to why what they’re doing matters.

3 Levels of Connecting with People

In connecting with the people around us, we can increase our ability to inspire by focusing on three different levels of connection with:

Ourselves: Connect to your own purpose first. Finding your “why” begins by being authentic about what really matters to you.

Our relationships: Elevate caring over competing. When you feel that others are interested in what is important to you, you want to respond in the same way: with caring. The two key attributes that demonstrate caring are empathy and compassion.

Our team: Belonging is what turns a group of people into a team. If people feel like they are an important part of something bigger than themselves, they will become energized, and they will be inspired to contribute in new, different, and meaningful ways.

Connecting to Purpose

People want to know that their life and their work matters, that they are significant. They want to find meaning in how they spend their time, not just a way to pay for it. Money is just one part of the journey, not the final destination. That is the difference between success and significance.

When the 3 Stewardships of a Trust & Inspire leader—modeling, trusting, and inspiring—are viewed independently, each of them is significant, and they each inspire, but the true power comes when we strive to live and fulfill all three simultaneously. As we do, we can become an incredible catalyst for both transformation and performance.

Stewardship Agreements

Stewardship agreements are the Trust & Inspire tool leaders use to clarify expectations and practice accountability between people involved in any interdependent endeavor. The purpose of stewardship agreements is to get results in a way that grows people. The basic idea is that a stewardship agreement shifts the paradigm of interaction from:

- Vertical positioning to horizontal partnering
- Hovering over and checking up to self-supervision and accountability
- Micromanagement to self-governance
- Leaders judging people to people judging themselves.

A stewardship agreement is a tool perfectly suited to remote/hybrid work, to a dispersed workforce, and more broadly, to the new way of working. The point of it is to have a common understanding and commitment toward your highest mutual priorities. They can be surprisingly simple and are liberating for all involved.

They don't emerge from isolated techniques but rather from enduring principles. It is difficult to use them without first building a relationship of trust, and it's difficult to maintain them without personal credibility. They will help us overcome many of the common barriers that so often get in the way of trusting and inspiring others—of unleashing people's potential.

There are five elements that should be included when creating a stewardship agreement.

1. **Desired Results:** What do you want to accomplish—and why?
2. **Guidelines:** Within what boundaries?

3. **Resources:** What do we have to work with?
4. **Accountability:** How will we know how we're doing?
5. **Consequences:** What are the implications if we do or don't achieve the desired results?

5 Common Barriers to Trust & Inspire Leadership

It's understandable to be apprehensive about a new leadership approach, especially when you've spent most of your life operating in a different way.

The overarching barrier to becoming a Trust & Inspire leader is that we think we already are one! As a result, the problem is always “out there”—in other words the problem is everyone else.

While this mindset is the generic, universal roadblock, there are five very particular and specific barriers that keep us from becoming Trust & Inspire leaders.

1. “This Won't Work Here”

There is no question that there are very real circumstances and limiting factors that will impact the fit of Trust & Inspire leadership to any particular industry, organization, or team. But whatever your situation, you can lead by going first. You can't manage your boss but you can lead your boss. You can be the catalyst for change.

2. Fear—or “But What If...”

“...I Lose Control?”

“...It Doesn't Work?”

“...I've Been Burned Before?”

“...I Don't Get the Credit?”

“...I'm Not as Confident as You Think I Am?”

Anytime we are about to make a difficult decision or try something new, we instinctively consider the risk. We ask ourselves a host of “what if” questions that all revolve around the same concept—fear.

The antidote to fear is trust. Overcome these fears by extending smart trust, balancing risk and returns, believing that most people can be trusted, maintaining an abundance mentality, and building credibility.

3. “I Don’t Know How to Let Go”

For many of us, ceding control—letting go—can feel impossible. The inability to let go, however, can be damaging to morale and stifling to creativity. Letting go doesn’t mean you have no control. It means developing a high tolerance for failure with a focus on learning and course correction.

4. “I’m the Smartest One in the Room”

Being smart is more than just intelligence and credentials. It includes your ability to reach people, to inspire them, to open their minds rather than to shut them down so that everyone can benefit from what they bring to the table. If you think you’re always right, you’ll find that when it comes to people, you’re more often getting it wrong.

5. “This is Who I Am”

Habit is strong. But while your style may have worked in the past, in the disruptive, multigenerational, and ever-changing world of today it will only grow in irrelevance and ineffectiveness. A Trust & Inspire leader rescripts. We are programmers, not programs.

Trust & Inspire in Any Context

Think of a role in your life that really matters to you. Maybe it’s a family role, such as parent, spouse, or child. Maybe it’s a work-related role, such as HR manager or team leader. Maybe it’s a community, church, or volunteer organization role.

You don’t have to be given the title to be a leader. Leadership is a choice, not a position. You can be a leader in any role and make a difference to the people you interact with

in that role. Regardless of the role, plug it into the following question:

Am I a Command & Control _____, or am I a Trust & Inspire _____?

When we adopt a style of Trust & Inspire, people trust us more and feel inspired when they are around us. The principles are timeless and transcend the various roles in everyone’s life.

Wherever there is greatness, wherever there is achievement, wherever there is success—you can find a Trust & Inspire leader.

People are not moved to greatness; they are inspired to it. When we model, people will think, I want to be like that person. When we trust, people will think, I want to deliver for that person. And when we inspire, people will think I want to contribute with that person.

We can be that leader. We should be that leader. And as we become the leader we strive to be, we will find that life is made all the better for it. This, indeed, is the new way to lead, and a better way to live: Trust & Inspire.



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