“Trust”
in Leaders and Leadership
Why “trust”? 

- Why bother talking about “trust”?  
- What aspects of leadership does “trust” impact?  

Foundational aspect of relationships – leading relationally requires it

Impacts:
* general willingness to follow  
* comfort during times of stress and/or ambiguity  
* navigating change  
* comfort with raising issues, addressing problems  
* overall engagement and motivation  
* productivity  
* discretionary effort  
* positive, functional team dynamics / organizational culture
What do great leaders do to build trust?

Clarity, consistency, compassion, character, contribution, competence, connection, commitment
Four primary attributes of a person considered “trustworthy”: credibility, reliability, intimacy, and self orientation

**Credibility:** What you say and how believable you are to others.

**Reliability:** Actions, and how dependable you appear (measure of consistency as well)

**Intimacy:** How safe people feel sharing with you, respect for confidentiality.

**Self Orientation:** Degree of personal focus – interest in yourself vs. others. 
*Don’t think less of yourself, just think of yourself less.*
When trust is not strong... perceived power has a strong influence.
* fear
* inhibited communication
* self-protection strategies
* dysfunctional team/group dynamics
* unhealthy organizational culture
* lowered productivity and discretionary effort

This can be hard to overcome... the leader has to demonstrate trustworthiness and encouragement, not retribution – with consistency, over time. Transparency of the leader with respect to this is also immensely helpful.
So, what now?

- What strategies are effective for addressing broken or weak trust?
- What strategies are effective for building or strengthening trust?
- How do we pay more conscious ongoing attention to the quality of trust in our relationships?
What else should we consider with regard to “trust”?