

THREE WHAT'S

Trust



What

No successful organisation thrives without trust. Remove trust and everything slows down and eventually disintegrates. So, what is trust? How do you get it? How do you keep it?

So What?

Trust operates at every level of our lives. We trust our partner, the consumer trusts the brand, the athlete trusts her coach, the patient trusts the specialists, the team members trust each other. To build trust takes time but it can be irretrievably lost in an instant. Building trust is about modelling consistency, being there for the other person over time, being non-judgmental, showing benign interest and concern. There are few shortcuts though.

Now What?

Paul Zak was the first scientist to show that the brain synthesizes the chemical oxytocin when we are trusted and respected. When we feel good about ourselves and our surroundings, we reciprocate trust by being trustworthy. Zak says that employees working in organisations characterised by high levels of trust have higher levels of oxytocin in blood samples.

The research on trust and high performance is compelling. It suggests there are five components each of which are seen in high performance arenas where people trust each other.

- ⇒ **Competence** is the belief that the other person has the skills, knowledge and qualities to do what's needed.
- ⇒ **Benevolence** is believing the other person cares for your welfare and is motivated to help you.
- ⇒ **Openness** occurs where intentions are shared, and vulnerabilities are acknowledged.
- ⇒ **Integrity** involves sticking to a set of principles which are desirable including openness, honesty and fair treatment.
- ⇒ **Predictability** is knowing that the other person will be consistent and regular in their behaviour.

High performing organisations are saturated with relationship bonds built on trust. To find out more read our Playbook on Trust.