

Trust is Essential

With trust we thrive; without it we erode our impact, effectiveness, and well being. So why does something as vital as trust get overlooked?

Although almost everyone affirms the power of trust, when challenged to quantify or operationalize trust, most of us flounder. Trust is abstract, illusive, hard to quantify, and built in different ways by different people with different relationships.

AIM Leadership believes that trust is essential to everything we do and must be intentionally, proactively cultivated. We often talk about it as a foundation. And to build trust, we first need a language to explore it.

Trust is the Foundation of Peak Performance

If trust is essential to business effectiveness—and perhaps, to happiness—why does trust receive so little attention?

Patrick Lencioni captures the importance of trust in a powerful and graphic way in his legendary book, *The Five Dysfunctions of a Team*. Too often people strive for great results, overlooking the scalable, sustainable pyramid of impact.

The Five DYSFUNCTIONS of a TEAM

Patrick Lencioni

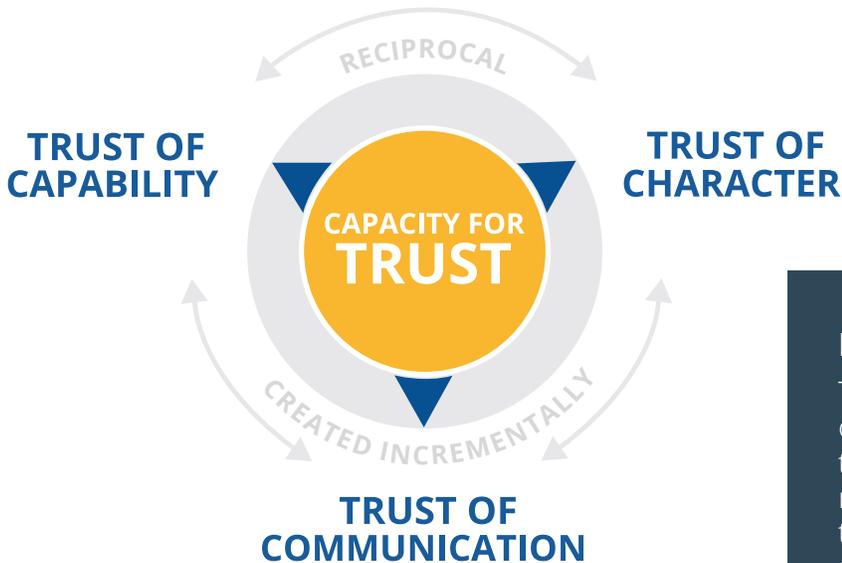


Trust, done right, stabilizes and accelerates impact. It is the ballast that facilitates healthy conflict. In turn, trust drives clear communication and accountability. Ultimately, this delivers results.

The best decisions come from a full set of data. **If you can't be transparent and speak the truth because you are afraid to disagree, you won't have all the data you need to make the best decisions.** Stop wasting time and start deepening relationships on your team. Where there is trust, there is also data, transparency, and impact.

Existing Trust Building Models

Although trust hasn't always been given the attention it deserves, there are a few approaches to thinking about trust on teams that consistently resonate.



Reina Trust Building Model:

This research-based model focuses on leveraging 16 behaviors known to drive trust. Specifically, the model identifies three behaviors: trust of character, communication, and capability. Assessments are used to help identify which trust essentials are absent or lacking.

The Trust Equation

$$T = \frac{C + R + I}{S}$$

Trustworthiness = $\frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$

The Trusted Advisor Approach:

This model by Charles H. Green boils trust down to a helpful equation with four variables: credibility, reliability, intimacy, and self-orientation. These four factors are used to determine one's TQ or "Trust Quotient." The Trust Equation consists of one variable in the denominator and three in the numerator. If you increase the value of the factors in the numerator, you increase the value of trust, but if you increase the value of the denominator (self-orientation), you decrease the value of trust.

AIM Leadership's Approach to Trust Building

While these existing models contribute important insights, they don't necessarily directly address the unique factors currently compromising trust in the workplace. These factors include a growing reliance on digital technologies and on distributed teams. As more teams interact online rather than in person on a regular basis, trust faces new challenges and requires new attention. We know that trust is the foundation of effectiveness, impact, and sustainability. We also know that trust is about relationships. How do we do this in person and online?

The AIM Leadership Difference

At AIM Leadership, we help all on-site and virtual teams build trust by focusing on three pillars: self-awareness, aligned action, and emotional intelligence.

- **Trust on teams begins (from inside out) with individuals:** Trust on teams begins by knowing yourself and how you cultivate trust internally.
- **Trust on teams is about aligned action and communication:** To build trust on a team, you need to be able to articulate trust to those around you (e.g., by expressing what matters, what you expect, and what you want or need). Everyone on the team also needs to be able to solicit the same information from other members of their team. In short, all team members need to be on brand with self, actions, and others.
- **Trust on teams is about EQ:** To build trust, we need to build the emotional intelligence required to respond to change, manage emotions, and foster resilience.



To build trust, it is important to invest time in proactively cultivating and calibrating what is/ isn't working. There is nothing worse than letting broken trust linger for years.

AIM Leadership works with individuals and teams to develop the understanding, skills, and analysis needed to make collaborations more impactful. By drilling down on what drives trust in a contemporary world, AIM Leadership engages individuals and teams to deliver better results faster.