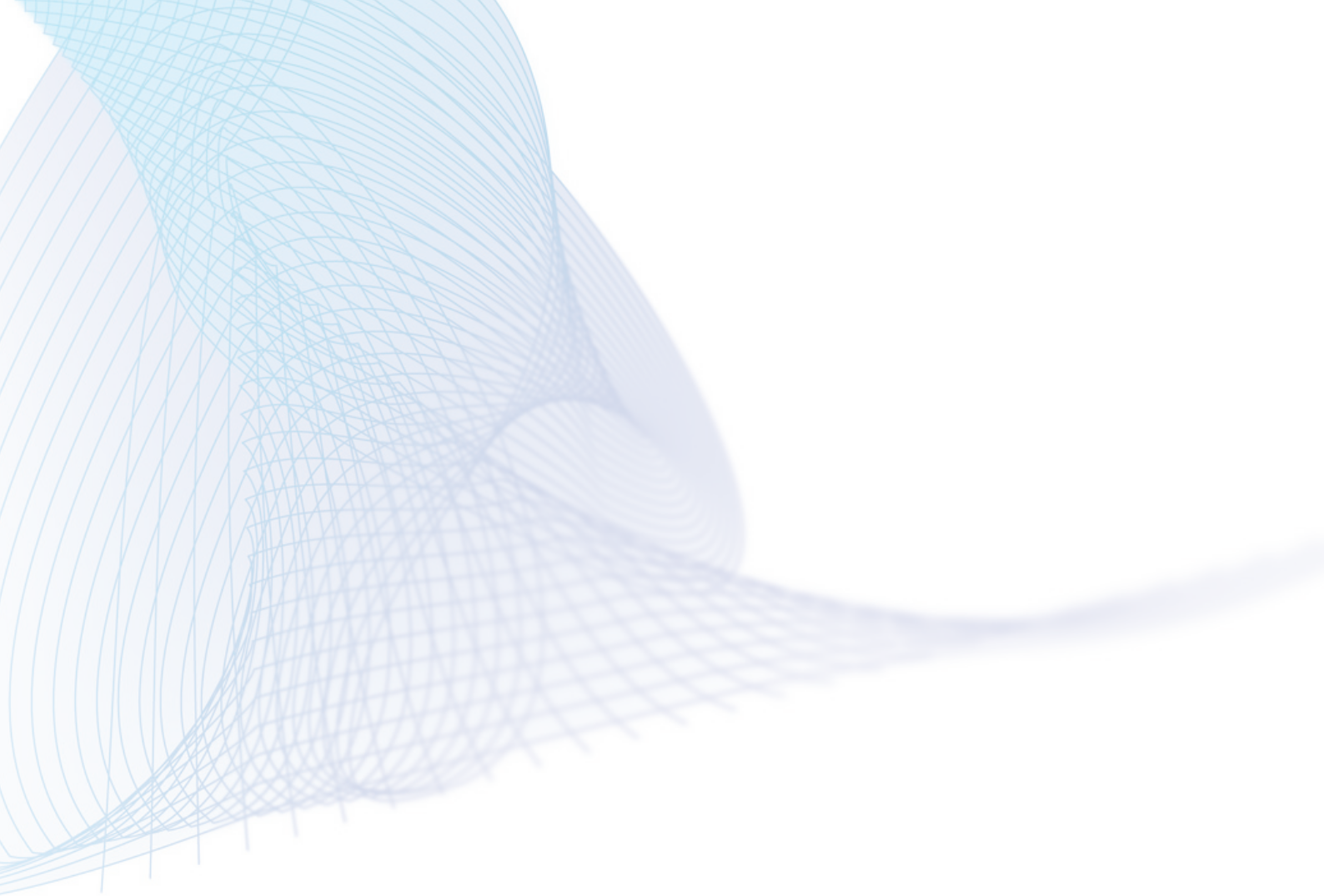




Trust in Action

BetterChange
Adapt. Evolve. Thrive.



Trust in Action

“The moment there is suspicion about a person’s motives, everything else he does becomes tainted”

Gandhi

Trust is a value and it is being eroded in today’s world

Today’s organisations are being buffeted by rapid, chaotic and complex change.

Organisations are being affected by the perceptions of trust formed by both, internal (employee) and external (customer, public) and these perceptions impact on reputation and brand.

Over the last five years significant drops in trust in senior management, business in general and public institutions have been reported by Harvard Business Review and the Edelman Trust barometer. They report growing distrust/skepticism with business and government – 47-57% . While trust in social networks and NGO’s is growing.

With the evolution of advanced social media platforms and communications channels organisations not attending to their relationships with customers, employees and all manner of stakeholders are increasingly running the risk of becoming the target of negative sentiment.

Is it acceptable for your organisation to allow trust to decline, does it really matter that much?

“Trust is the only variable that enables a foreign idea to take hold, not money, not authority, not time”

Tom Linton

Trust and vulnerability matters

We define Trust as our willingness to share our vulnerability to uncertain future outcomes. The future is changing fast and increasingly uncertain. Higher levels of trust – shared vulnerability – ironically makes us less vulnerable to change. But how we trust and whom we trust makes a great difference.

At BetterChange, we believe that in a fast changing world trust is a key value that significantly affects our future success. We argue that Trust is an essential line of business – driving reputation, performance and competitive advantage.

Here's why...

1. Reduces Friction, increases Collective Action and Performance.

Trust reduces the friction between individuals, teams and across organisations. Enabling groups to more quickly get a grasp of their collective reality and what they need to do about it. Less time is wasted dealing with hidden agenda's and unhelpful politics. More time is spent on honest dialogue that increases performance and leads towards a more attractive and relevant future.

2. Increases our ability to make sense of change.

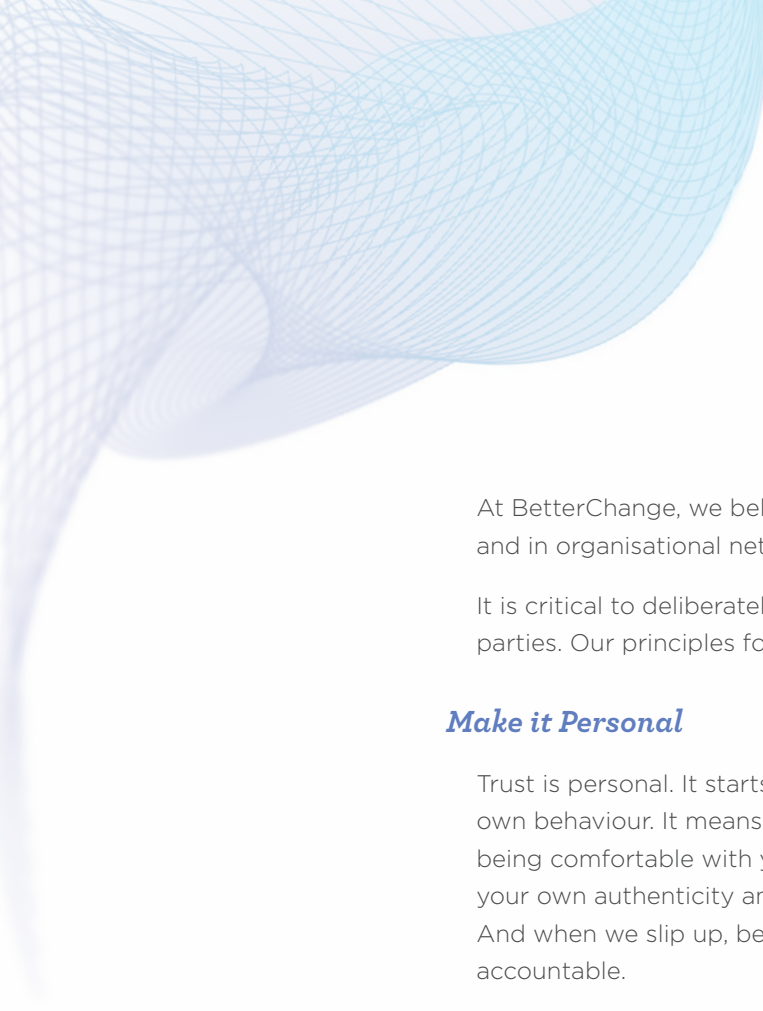
The interdependency of life makes it difficult to understand independently. We are all captured by our own perspectives on things and so only really see that which we want to see. Trust brings a greater breadth of perspective to our understanding of change. It allows for more generosity of interpretation that allows us to see bigger patterns as they emerge. Allowing us to be ready for change or to re-build and restore morale after destructive change.

3. Increases the Quality of Innovative thinking and action

Trust facilitates speed and agility in a hyper-connected world. Trust helps build collaboration, ideas and innovation by enabling more effective communication and interaction between individuals and teams.

4. Builds Strategic Capability to Execute

Organisational capability today, exists in networks and the ability to execute is freed or constrained by the level of trust within the network. A trust-based culture is capable of executing and adapting strategy at higher levels of performance – in real time. Trust can build adaptive capacity, resilience in the face of change and alignment of action.



At BetterChange, we believe the capability to develop trust between individuals and in organisational networks can be learnt and developed.

It is critical to deliberately seek to build trust across networks of relevant parties. Our principles for building a network of trust are:

Make it Personal

Trust is personal. It starts with yourself and learning to trust yourself and your own behaviour. It means less about managing your own image and more about being comfortable with your integrity and reputation. It is about understanding your own authenticity and behaving in ways that respect others authenticity. And when we slip up, being prepared to hold ourselves and each other accountable.

Focus on emerging mutual value

Trust and commitment grows when there is a shared and dynamic sense of mutual value. It's necessary, but not sufficient to only take care to be a reliable partner. Some new value, new insight, new learning needs to emerge in order to develop, sustain and refresh levels of trust. All parties in trust networks need to be open to the emergence of new value in the relationship.

Use trust to build network capability

The days of independently making our way in the world are over. Very little happens without a complex web of relationships and dependencies. That sandwich you had for lunch has involved several thousand people and their capabilities to put it on your plate. We think successful organisations will be deliberate in the design of their trust networks and deliberate in the thinking and behaviours to build trust across it.

Pay the Price

There is no free lunch when it comes to trust. If you are serious about building or rebuilding trust there is a price to pay. Trust can't simply be exhorted or wished into being. Trust is the result of deliberate behaviours and actions designed to create positive expectations of a shared future. Often the largest price to pay is the willingness to sacrifice short-term self interest in the pursuit of long-term mutual value.

Make it Tangible – Culture and Performance

We know that it is possible to measure trust and to use that measurement to adapt our behaviours to grow trust. But we think that measurement should go further than just measuring trust. Measurement also needs to make a real assessment of the outcomes of trust. In particular the learning, insights, new capabilities and innovative ideas that result from trust. Most importantly we know that it is possible to measure the positive progress that emerges from high levels of trust.

At BetterChange, we understand how to help you think and behave into greater levels of trust across your world.

If you're ready to get serious about building trust, we'd welcome the opportunity to share these ideas with you. You can start now and put trust into action.

There is already a shift in organisational thinking about trust. Exemplars are already thinking about trust in different ways.

Less Transactional, more Relationship

Less Hierarchy, more Network

Less Track Record, more Future Value

Less Authority, more Reputation

Less Self Interest, more Mutual Interest

Less Defending Positions, more Embracing New Truth

Less Intangible, more Tangible

Less Professional, more Personal

For more information:

M +64 21 884 360

E letstalk@betterchange.co.nz

PO Box 10231, Wellington

www.betterchange.co.nz