

In partnership with



Building a High Trust Culture

In your club or county team

Presented by: Peter Nolan – FranklinCovey, Ireland

In Association with



INNOVATION
FLEXIBILITY
SCALE
RECRUITMENT
ACQUISITIONS
CREATIVITY
'Leadership'
BRANDING
ALLIANCES
CULTURE
RETENTION
SUPPLY CHAIN
CAPITAL
TALENT
PROCESS
PRICING
BOARD STATURE
SYSTEMS
ADVERTISING
CUSTOMERS
EXECUTION
LOGISTICS
DATA
LOCATION
TECHNOLOGY
DISTRIBUTION
STRUCTURES

CULTURE IS YOUR ULTIMATE COMPETITIVE ADVANTAGE



Culture

Our Mission

- We enable greatness in people and organisations everywhere.
- **FranklinCovey** has more than **100 offices** providing performance improvement services in **over 150 countries**.
- **100,000+** Certified Client Facilitators.
- **Tens of Millions** of lives impacted.



Decades of Thought Leadership...

FranklinCovey is a global company specialising in PERFORMANCE IMPROVEMENT. We help Organisations achieve results that require a change in human behaviour.



Our Clients



Our Clients

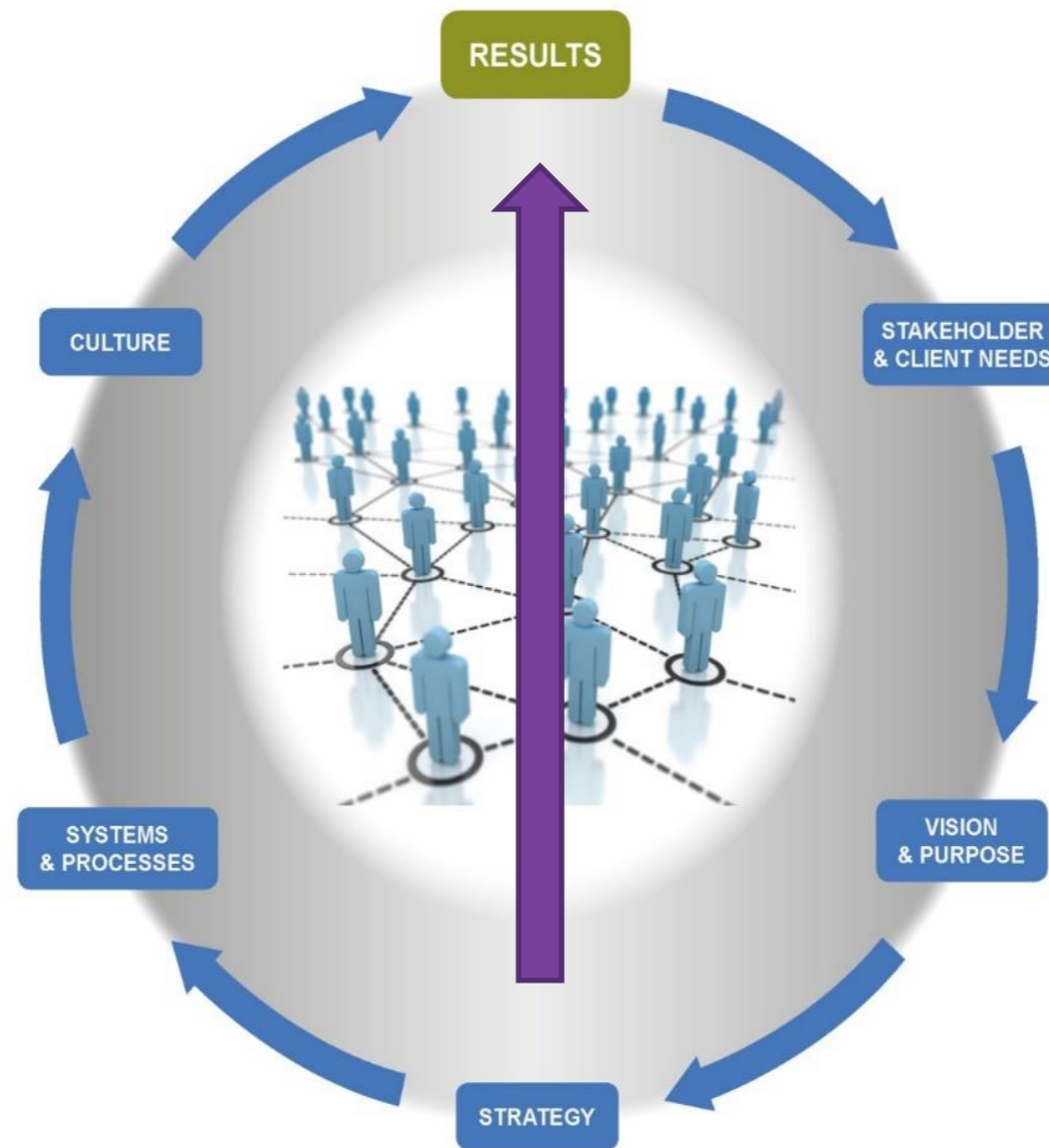




Organisational Effectiveness Cycle



Organizational / Team Effectiveness Cycle





What Is Culture?

Culture is the...

- Collective behavior of your people
- Nature of the relationships
- Spoken and unspoken values, norms and systems

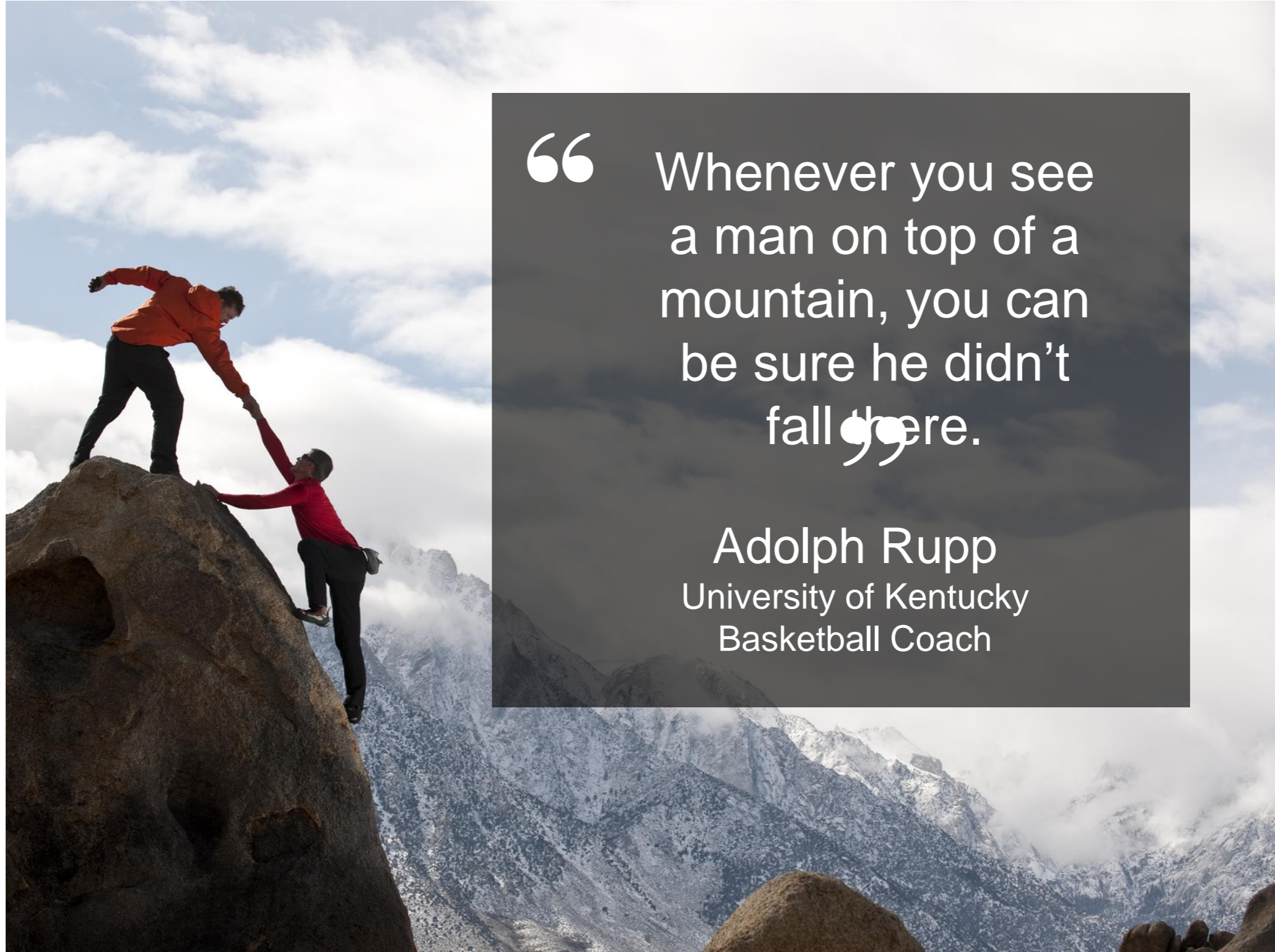


GREAT CULTURES

are created

intentionally

Too many organizations leave
building their culture to
chance.



“ Whenever you see
a man on top of a
mountain, you can
be sure he didn’t
fall there.”

Adolph Rupp
University of Kentucky
Basketball Coach



So how do you **build** a
great culture?



Winning Cultures are
built on a foundation of:

- Effective **individuals**
- Credible **leaders**



If you want to build
a great culture...
first, focus on
individual behavior.



“ Everything starts with the individual because all meaningful change comes from the inside-out. Systemic organizational change can't happen without changes in individual behavior.”

Stephen R. Covey



If you want to
build a great
culture, **second** leaders
are the key
leverage point.



How do you build a culture
of highly effective individuals
and credible leaders?



THE CASE **FOR TRUST**



Who Do You Trust?



Who Do You Trust?



Who Do You Trust?



Who Do You Trust?



Who Do You Trust?



ACTIVITY

1. Introduce yourself.
2. How do you define trust?
3. Why is trust important in today's workplace?



SPEED OF **TRUST**[®]

FOUNDATIONS

ABC OR XYZ

Who will you work for?

Mattock Rangers

- Old school industrial age mentality

Mattock Rangers

- Old school industrial age mentality
- Command and control

Mattock Rangers

- Old school industrial age mentality
- Command and control
- Carrot and stick approach - mainly stick

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- Only tool is a hammer

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- Demands compliance

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- Blames and bad mouths others

Mattock Rangers

- Old school industrial age mentality
- Command and control
- Carrot and stick approach - mainly stick
- Only tool is a hammer
- Demands compliance
- Praise not on the agenda
- Not looking for feedback - ego centric
- Blames and bad mouths others
- Skirts the real issues

Tara Rocks

- Treats players as people first - respectful

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- Practices transparency and authenticity

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- Interested in developing their character

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- Sets up support systems for their studies

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- Talks straight and confronts real issues

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- Interested in developing their character
- Collaborates and communicates with parents
- Sets up support systems for their studies
- Sees lots of untapped potential - wants them to play with freedom
- Understands the importance of intrinsic motivation
- Talks straight and confronts real issues
- Constantly seeking feedback on how to improve

Results

- Team meetings
- Player engagement
- Morale
- Ownership
- Leadership
- Energy
- Creativity
- Spirit
- Potential

How important is this to me?



Take Care of the 'Whole Person'



**ABC
ORGANIZATION**

**XYZ
ORGANIZATION**



**ABC
ORGANIZATION**

**XYZ
ORGANIZATION**



**ABC
ORGANIZATION**

**XYZ
ORGANIZATION**



**ABC
ORGANIZATION**

**XYZ
ORGANIZATION**



**ABC
ORGANIZATION**

**XYZ
ORGANIZATION**



THE PREMISE

The ability to **create trust** is the single most critical competency needed today—
and creating it is a **learnable skill**.

THE INTENT

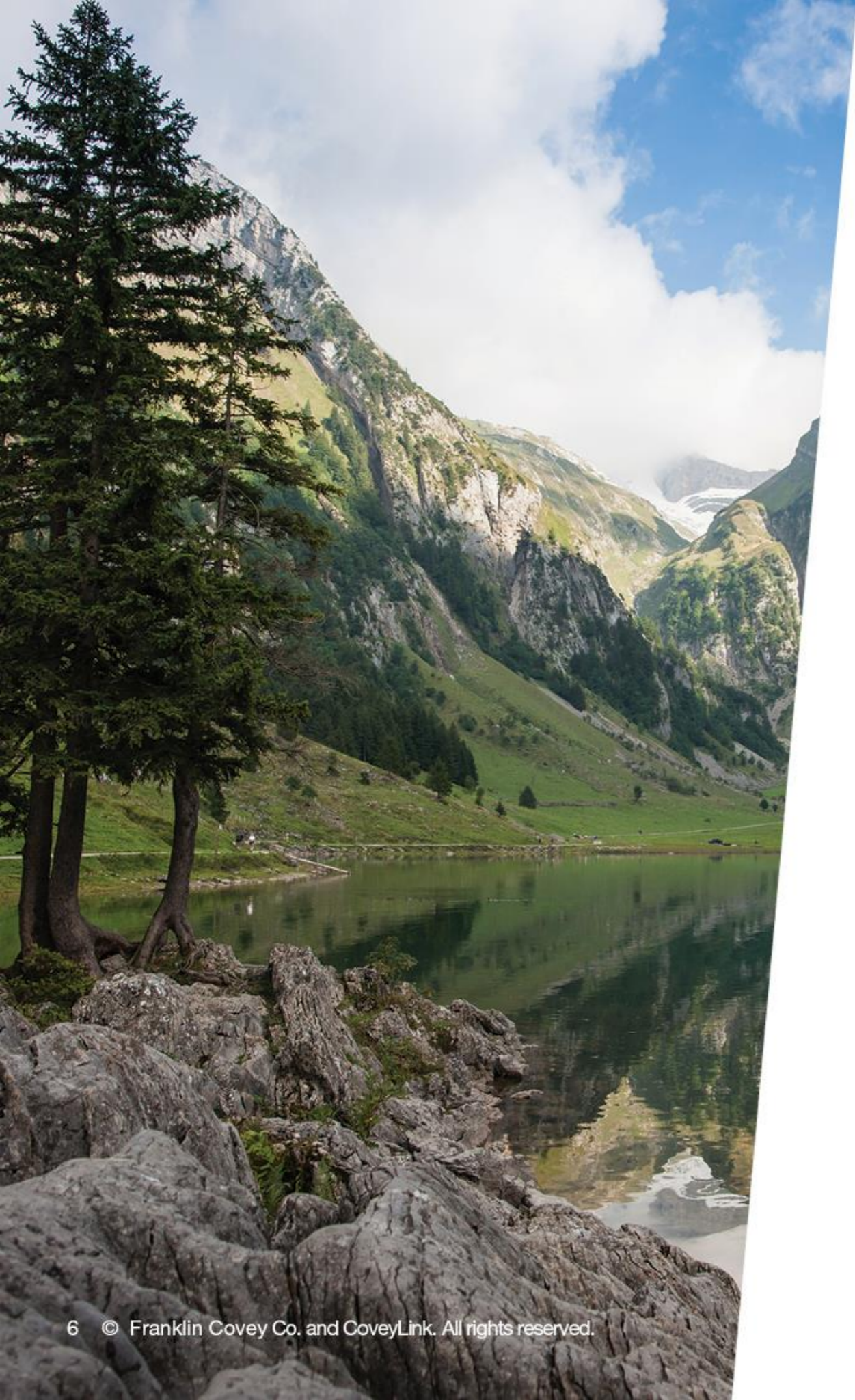
To help you increase your ability to **develop, restore, and extend** trust in your key relationships at work and home.

Outcomes

The Case for Trust—Your Own

Self Trust—Credibility

Relationship Trust—Behavior



THE CASE **FOR TRUST**



The Critical Leadership Competency

Watch for why trust is the most critical leadership competency needed today.



DEBRIEF

- Why is trust a critical leadership competency?
- How is trust like water?

WHAT IS TRUST?

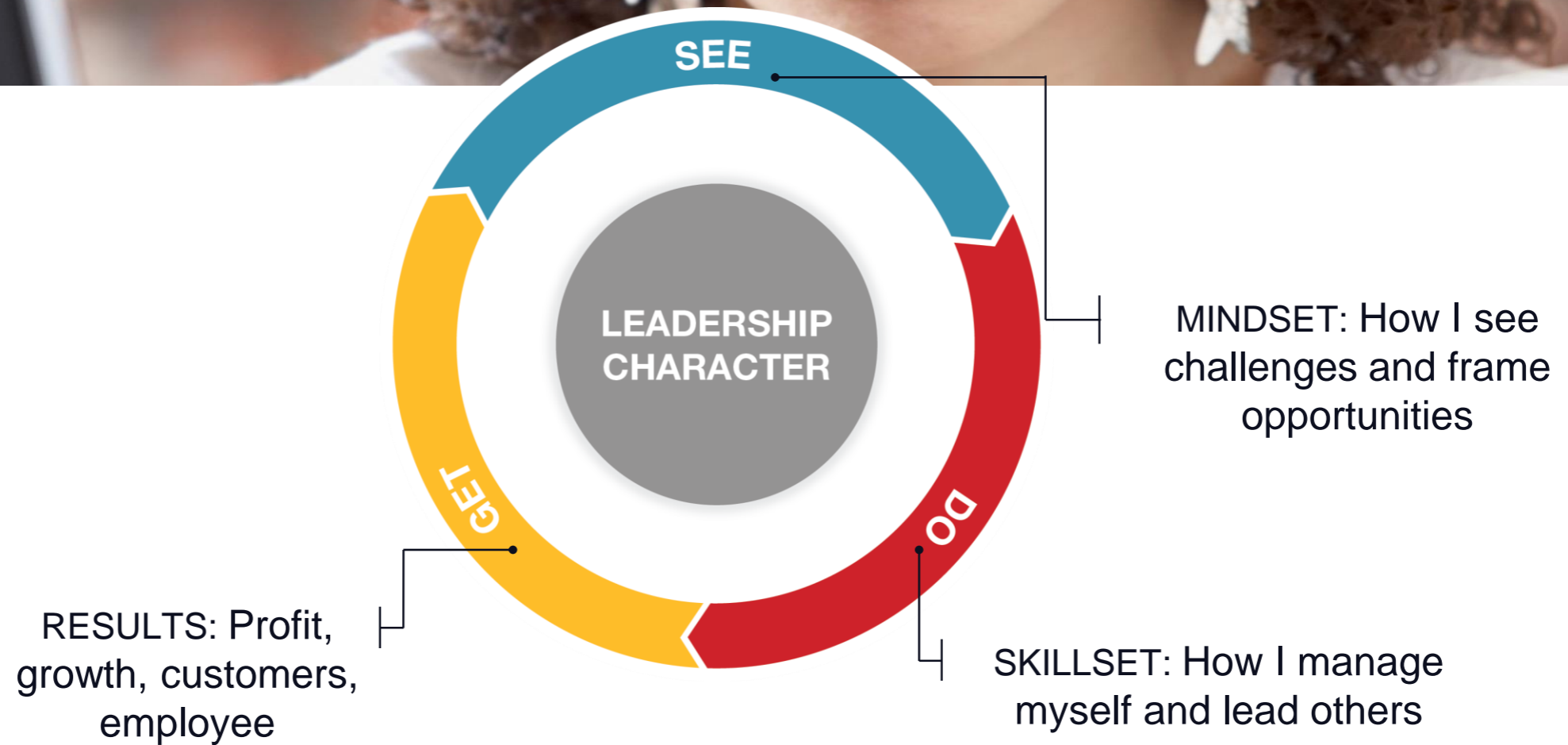
Trust is confidence born of the **character** and the **competence** of a person or an organization. The opposite of trust is suspicion.



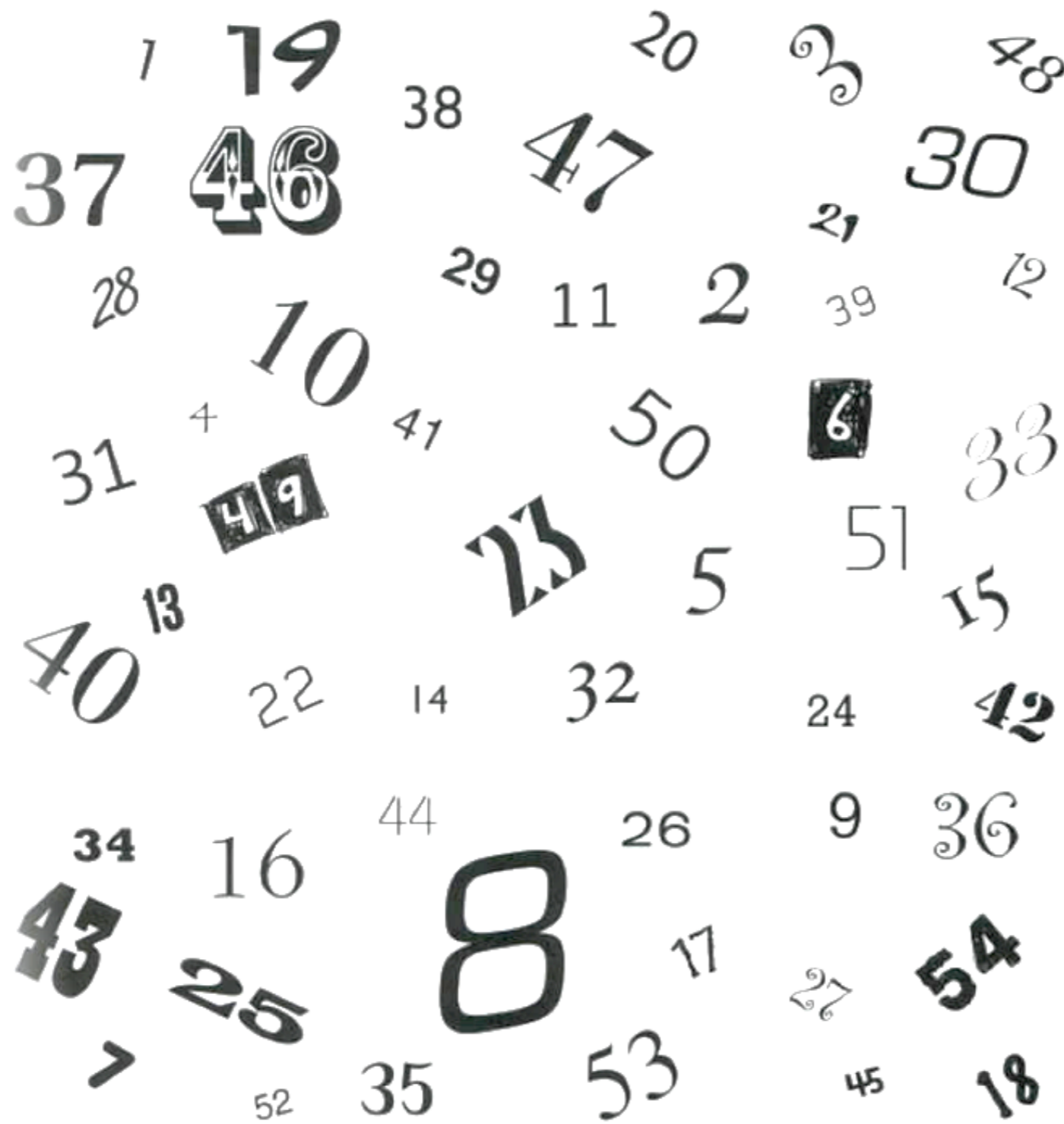
WINNING CULTURES

Designed intentionally
Established framework
Common language
Leader-led

FranklinCovey's Leadership Approach



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COUNT THE NUMBERS

EXERCISE

How many numbers can you find?

1	2	3
4	5	6
7	8	9

COUNT THE NUMBERS

EXERCISE


This is a
Framework.



COUNT THE NUMBERS

EXERCISE

There is an
order and
sequence
to achieve
these skills




To create a culture of **highly effective** individuals, people need a **framework.**



What **Framework** do you provide
for people to operate within?


Let's explore a few examples...





“Trust is like the air we breathe. When it’s present, no one really notices. When it’s absent, everyone notices.”

WARREN BUFFETT,
Investor, philanthropist



“You may not be able to control everything, but you can influence certain things. Trust starts with you.”

STEPHEN M. R. COVEY

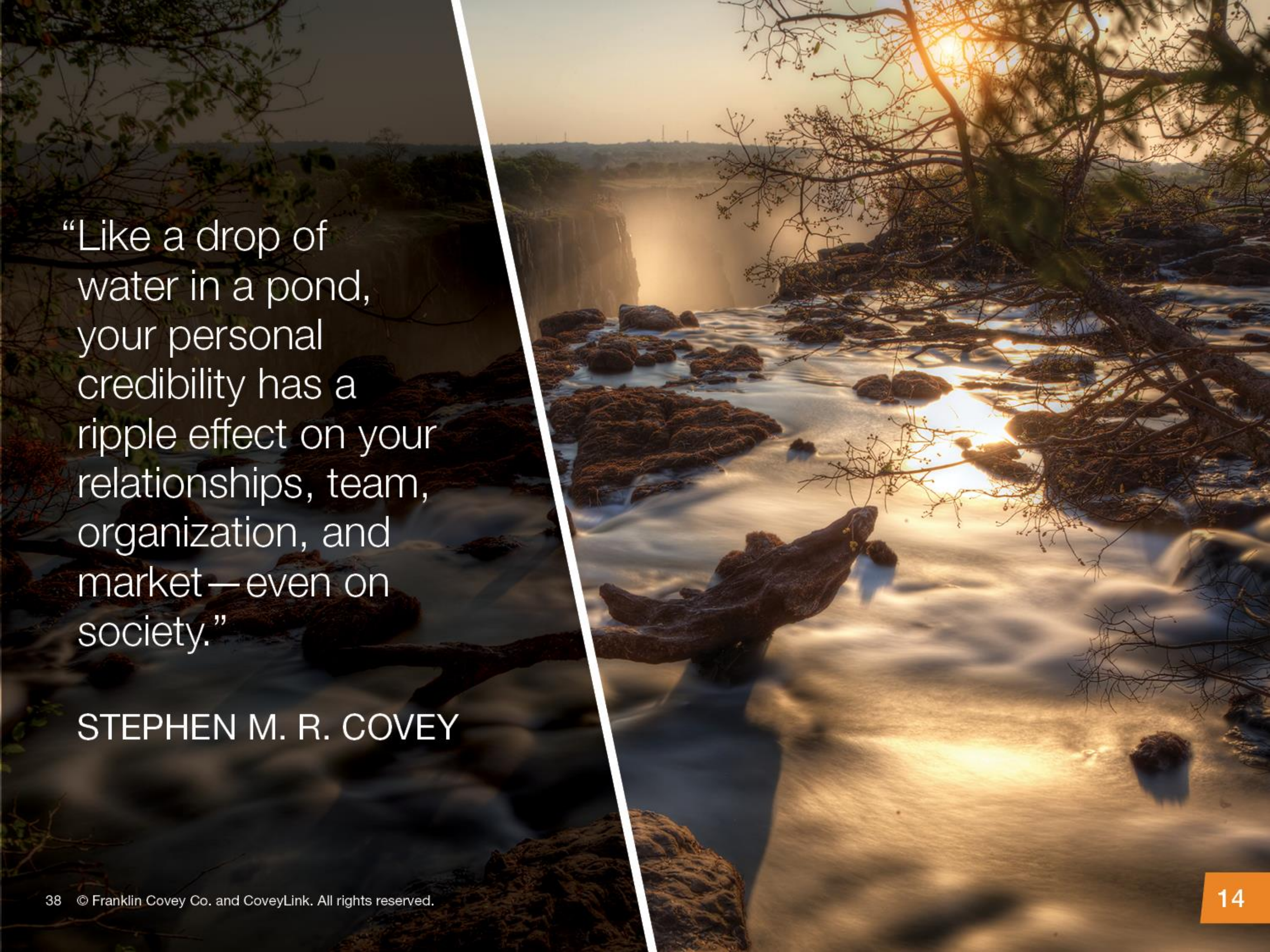


See-Speak-Behave

Watch for how our ability to create trust is influenced by how we see, speak, and behave.

The 5 Waves of Trust





“Like a drop of water in a pond, your personal credibility has a ripple effect on your relationships, team, organization, and market — even on society.”

STEPHEN M. R. COVEY



SELF TRUST

THE PRINCIPLE OF CREDIBILITY

Strengthening Your 4 Cores of Credibility





Self Trust

*Watch for the four essential elements
of Self Trust.*

DEBRIEF

- What are the four elements of Self Trust?
- Why are both character and competence important?
- What Trust Dividends did Andy Roddick earn?
- What made Fiona Wood the “most trusted citizen”?



RESULTS 4

CAPABILITIES 3

The 4 Cores of Credibility

INTENT 2

INTEGRITY 1

COMPETENCE

CHARACTER

THE 4 CORES OF CREDIBILITY

Integrity

Are You Congruent?

1

Integrity is deep honesty and truthfulness. It is who we really are. It includes congruence, humility, and courage.

Congruence. To live in harmony with your deepest values and beliefs. You walk your talk.

Humility. To stand firmly for principles, especially in the face of opposition. You are more concerned with what is right than with being right.

Courage. To act according to principles. You do the right thing—especially when it's hard to do.



Speed of Trust ACTION CARDS
www.speedoftrust.com

Integrity Accelerators

Increasing Your Integrity

1. **Make and Keep Commitments to Yourself.**
Treat commitments to yourself as you would treat commitments to other important people in your life. Make, keep, repeat.
2. **Stand for Something.**
Write a mission statement or personal credo—an expression of what you stand for. Then live by it.
3. **Be Open.**
Exercise humility. Challenge the way you see the world: Are your own viewpoints totally accurate and complete? Do you seriously consider other viewpoints?

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THE BASICS

Do I trust myself?

Do I give others someone they can trust?

My Credibility Manifesto

I can be trusted because...

Integrity Accelerators

Increasing Your Integrity

1. **Make and Keep to Yourself.**
Treat commitments as if you would treat commitments of important people. Keep, repeat.
2. **Stand for Something.**
Write a mission statement—an expression of your values. Then live by it.
3. **Be Open.**
Exercise humility. Don't see the world as totally accurate. Seriously consider others' perspectives.

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Intent Accelerators

Improving Your Intent

1. **Examine Your Motivation.**
Ask yourself the "five whys": "Am I motivated by my own interest or by the interests of others?"
2. **Choose Abundance.**
Ask yourself: "Do I believe in enough rewards, create benefits for everyone served?"
3. **Declare Your Intent.**
Choose the intent that benefits everyone best, including yourself. Signal it, clarify it, and especially when you are in a position of authority. Share the "why" behind it wherever possible.

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Capabilities Accelerators

Building Your Capabilities

1. **Run With Your Strengths.**
Feed your strengths. Where are your natural strengths? What can you do best? What are your weaknesses by team? Where are you strongest?
2. **Keep Yourself Relevant.**
Match your strengths to the needs of the organization. Where can you make a value contribution?
3. **Know Where You're Going.**
Specify your distinctive capabilities. Keep the vision of it before you and now on.

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Results Accelerators

Improving Your Results

1. **Take Responsibility for Results.**
Adopt a "results" mindset rather than an "activity" mindset. Ask yourself: "Will what I'm doing now lead to the results I want, or am I just staying busy?"
2. **Expect to Win.**
Openly express confidence in yourself and others. Clearly define what winning consists of. Create an emotional climate of high expectations.
3. **Finish Strong.**
Drop out of the "culture of quitting" and the "victim mentality." Stay strong at the end when everything's on the line.

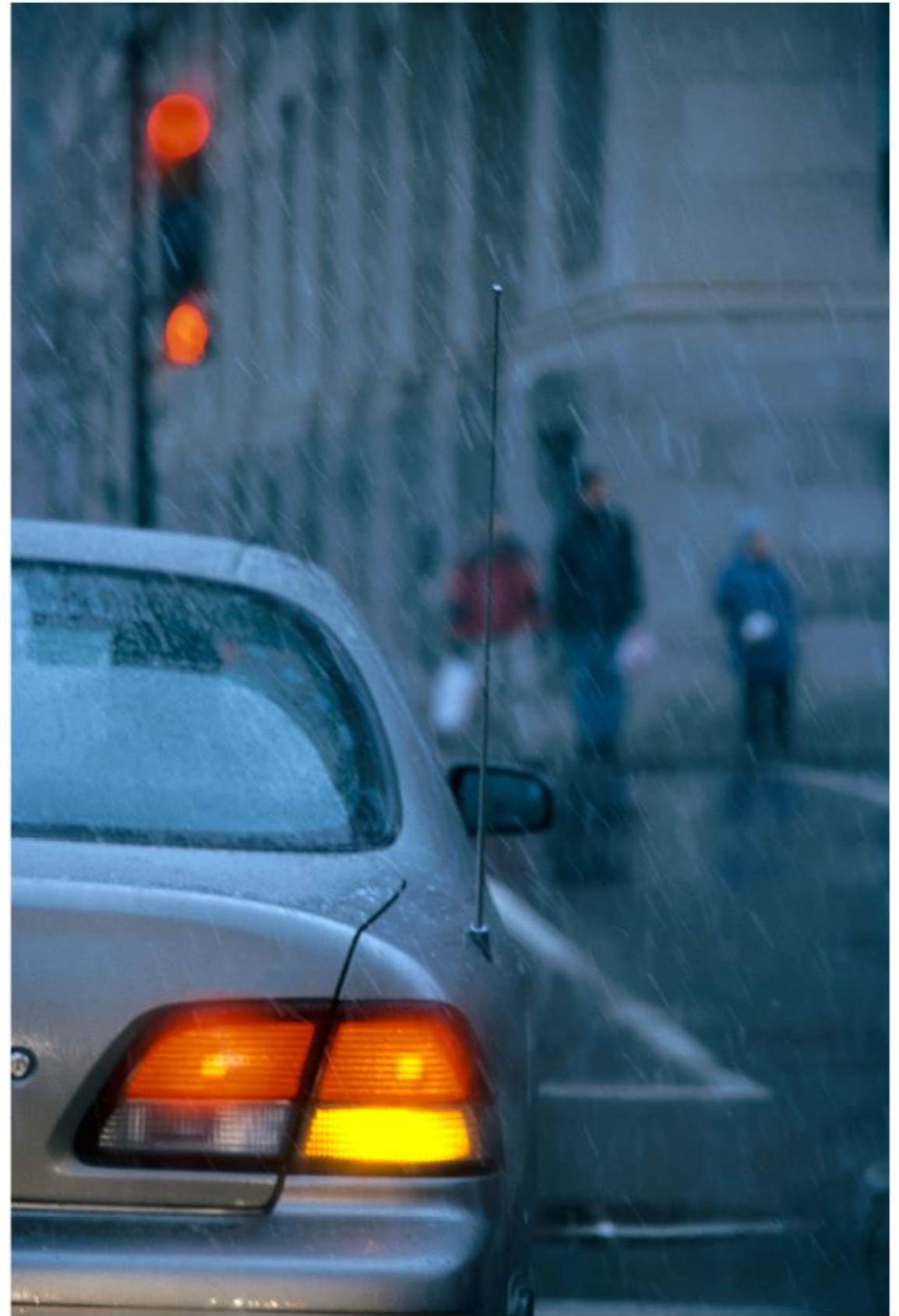
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ACTIVITY

1. Discuss your observations about the 4 Cores of Credibility Accelerators and how you might apply them at work and home.

ACTIVITY

1. Find a partner.
2. Share three reasons why you can be trusted.





The Fly

Watch for what happens when people don't understand your intent.

DEBRIEF

- What happens when we are unclear about someone's intent?

ACTIVITY

1. What does “declare your intent” mean?
2. What is the value of declaring your intent?
3. When is it best to declare your intent?



RELATIONSHIP TRUST

THE PRINCIPLE OF BEHAVIOR

Using the 13 Behaviors to Develop, Restore, and Extend Trust in Your Key Relationships



Think of a **high-trust** relationship
you have.

Think of a **low-trust** relationship
you have.



Relationship Trust

Watch for what people DO to build trusting relationships.



DEBRIEF

- What can you DO to develop trusting relationships?
- What is a Trust Account?

1 **Talk Straight**

2 **Demonstrate Respect**

3 **Create Transparency**

4 **Right Wrongs**

5 **Show Loyalty**

Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't "bad-mouth" others behind their back. When you must talk about others, check your intent. Don't disclose others' private information.

OPPOSITE

To take credit yourself; to betray others.

Speed of Trust ACTION CARDS
www.speedoftrust.com



6 **Deliver Results**

7 **Get Better**

8 **Confront Reality**

9 **Clarify Expectations**


10 **Practice Accountability**

Hold yourself accountable first; hold others accountable second. Take responsibility for results, good or bad. Be clear on how you'll communicate how you're doing—and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

OPPOSITE

To not take responsibility or "own up": "It's not my fault."

Speed of Trust ACTION CARDS
www.speedoftrust.com



11 **Listen First**

12 **Keep Commitments**


13 **Extend Trust**

Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend "Smart Trust" to others based on the situation, risk, and credibility of the people involved. Don't withhold trust because there is risk involved.

OPPOSITE

To withhold trust.

Speed of Trust ACTION CARDS
www.speedoftrust.com





The 13 Behaviours of High-Trust Leaders

1. Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

2. Demonstrate Respect

Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be 'efficient' with people.

3. Create Transparency

Tell the truth in a way people can verify for themselves. Declare your intent. Get real and be genuine. Be open and authentic. Err on the side of disclosure. Be transparent about not being able to be transparent (e.g. the law or ethics preclude it). Operate on the premise of 'what you see is what you get.' Don't have hidden agendas. Don't hide information.

4. Right Wrongs

Make things right when you're wrong. Apologise quickly. Make restitution where possible. Practice 'service recoveries.' Demonstrate humility. Don't cover things up. Don't let pride get in the way of doing the right thing.

5. Show Loyalty

Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't 'bad-mouth' others behind their back. When you must talk about others, check your intent. Don't disclose others' private information.

6. Deliver Results

Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.

7. Get Better

Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems - both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

8. Confront Reality

Take issues head on, even the 'undiscussables'. Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person. Don't skirt the real issues. Don't bury your head in the sand.

9. Clarify Expectations

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

10. Practice Accountability

Hold yourself accountable first; hold others accountable second. Take responsibility for results, good or bad. Be clear on how you'll communicate how you're doing - and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

11. Listen First

Listen before you speak. Understand. Diagnose. Listen with your ears - and your eyes and heart. Find out what the most important behaviours are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers - or all the questions.

12. Keep Commitments

Say what you're going to do, then do what you say you're going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honour. Don't break confidences. Don't attempt to 'PR' your way out of a commitment you've broken.

13. Extend Trust

Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend 'Smart Trust' to others based on the situation, risk, and credibility of the people involved. Don't withhold trust because there is risk involved.

What Behaviors does my team need to focus on/prioritize?

WHAT IS TRUST?

Trust is confidence born of the **character** and **competence** of a person or an Organization.
The opposite of trust is suspicion.

There are specific behaviours that are foundational to every healthy, high-trust culture.

There are **Counterfeit** behaviours common to every unhealthy, dysfunctional low-trust culture.





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Counterfeits

1. Talk Straight

'Spinning', positioning, posturing, and manipulating. Withholding information, 'beating around the bush,' double-talking, and flattering. 'Corporate speak.' Technically telling the truth, but leaving the wrong impression.

2. Demonstrate Respect

Faking respect or concern. Showing respect and concern for some (those who can do something for you), but not for all (those who can't).

3. Create Transparency

Having hidden agendas, hidden meanings, or hidden objectives. Creating illusions and making things appear different than they are. Pretending. 'Seeming' rather than 'being.' Withholding information.

4. Right Wrongs

'Covering up,' disguising, or trying to hide mistakes instead of repairing them. Failing to admit mistakes until forced to do so. Being humbled by circumstances instead of conscience.

5. Show Loyalty

Being two-faced - appearing to give credit to people when they're present, but downplaying their contribution and taking the credit yourself when they're not. 'Sweet-talking' people to their face, but then 'bad-mouthing' them behind their back. Gossiping.

6. Deliver Results

Delivering activities instead of results. Doing busywork or 'fake work' without accomplishing real work. Overpromising and underdelivering.

7. Get Better

Making 'flavour of the month' improvements that never take hold. Continually learning, but never producing. Talking a good game about improving, but never doing it. Trying to force-fit everything into what you're good at doing.

8. Confront Reality

Pretending to confront reality while actually evading it. Focusing attention on side issues while skirting the real issues.

9. Clarify Expectations

Guessing. Failing to pin down the specifics (results, deadlines, resources) that facilitate meaningful accountability. Going with the ebb and flow of situational expectations that shift based on experience, interpretation, or memory. Shooting first and then drawing the target after the fact.

10. Practice Accountability

Pointing fingers and blaming others: 'It's his fault. It's her fault. It's their fault.' Failing to enforce consequences when expectations are not met.

11. Listen First


Listening without understanding. 'Listening' only to formulate your reply. Focusing only on your own agenda. Pretending to listen.

12. Keep Commitments

Overpromising and underdelivering. Being casual with commitments. Making commitments that are so vague and elusive, you can't be pinned down. Being so afraid of breaking commitments that you don't make any in the first place.

13. Extend Trust

Extending 'false trust' - giving people the responsibility, but not the authority or resources. Extending 'fake trust' - acting like you trust someone, but then micromanaging and hovering over him or her.



“Counterfeits are particularly dangerous because although the opposites are self-evident, Counterfeit Behaviors — like counterfeit money — appear to be real, but on closer inspection reveal themselves as disingenuous.”

STEPHEN M. R. COVEY



Investment Advice

*Watch for the impact of using
Counterfeit Behaviors.*



DEBRIEF

- What was the speaker's "favorite" Counterfeit Behavior?
- Which of the 4 Cores of Credibility did the speaker violate?
- How does personal credibility affect behavior?

With whom will you have a
“Develop Trust” Talk?

By when?

Extend Trust

Propensity to Trust

- Primarily a matter of the heart.
- Your willingness or tendency to trust others.



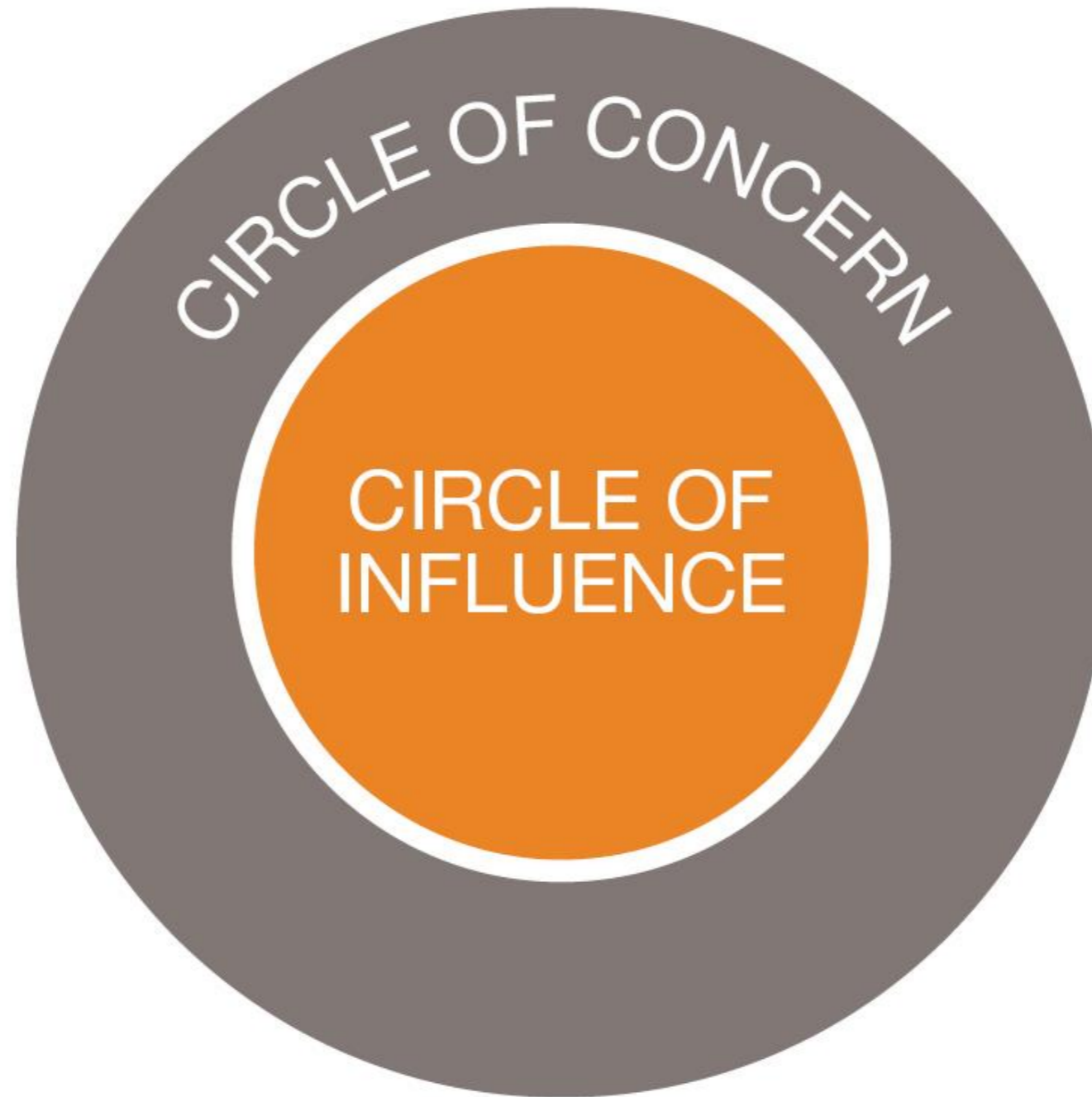
Does Eddy Trust Tanja?

Watch for the kinds of problems people get into when they don't extend trust.

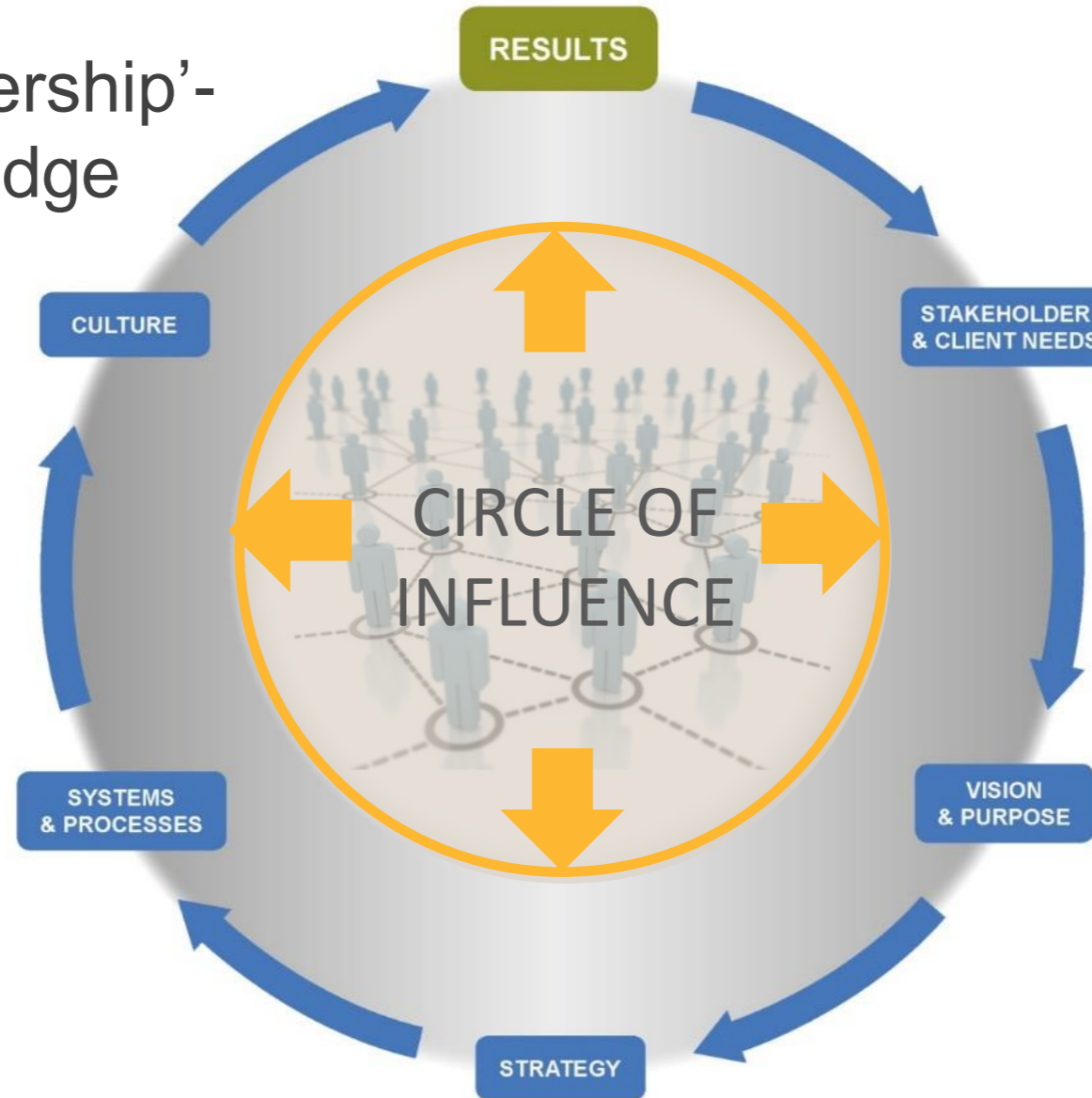


DEBRIEF

- What happens when you fail to Extend Trust?
- How will Eddy's behavior impact the relationship?



‘Leadership/leadership’-
Working the Edge



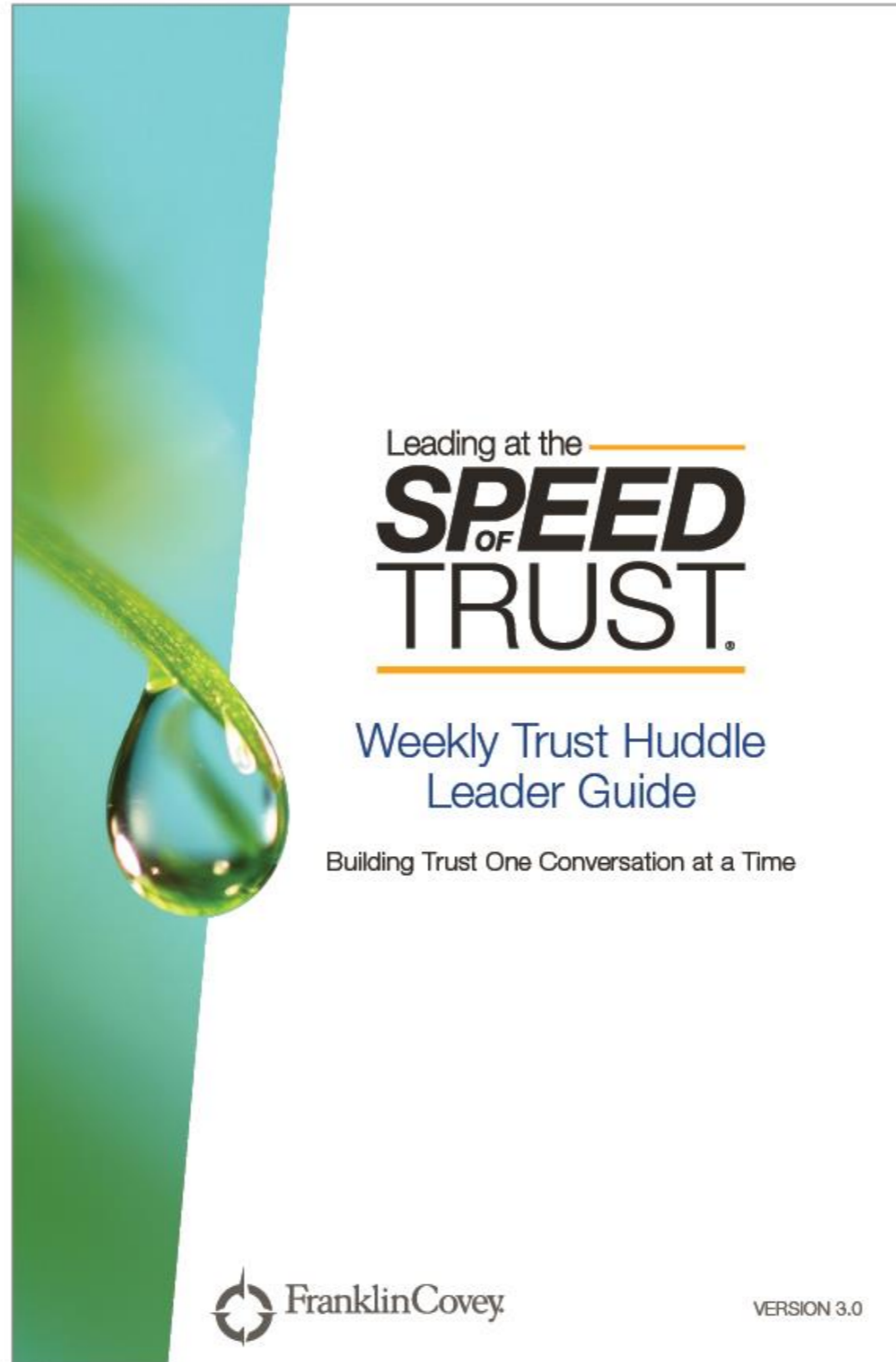
Edges:
An area next to a steep drop; the point immediately before something unpleasant or momentous occurs.

Edges:
A quality or factor which gives superiority over rivals.



GROWING MORE
'COACHES'







Speed of Trust® Digital Coach App

The *Speed of Trust* Digital Coach, powered by Mindmarker, reinforces the key principles and skills you have learned and will help you increase the level of trust in your most important relationships.

By using the *Speed of Trust* Digital Coach over the next 52 weeks, you will receive two to three short content bursts a week (video, audio, text, etc.), which will help you remember and apply your learning. Each of these “Mindmarkers” is less than two minutes long and easy to complete.

The *Speed of Trust* Digital Coach also includes the Trust Action Cards and other tools from the work session to help you along the way.

HOW WILL I GET SET UP?


1. Download the Mindmarker app from your mobile device’s app store.
2. Launch the app, and click on “Register” at the bottom of the screen.
3. Fill in the registration information.

Your Registration Code is:

SPEED78


4. Begin using the *Speed of Trust* Digital Coach.





“All organizations are perfectly aligned to get the results they get.”

ARTHUR W. JONES,
Organizational-design expert



“All organizations are perfectly aligned to get the *level of trust* they get.”

STEPHEN M. R. COVEY



“World Class” Trust



Good Trust



Average or Neutral Trust



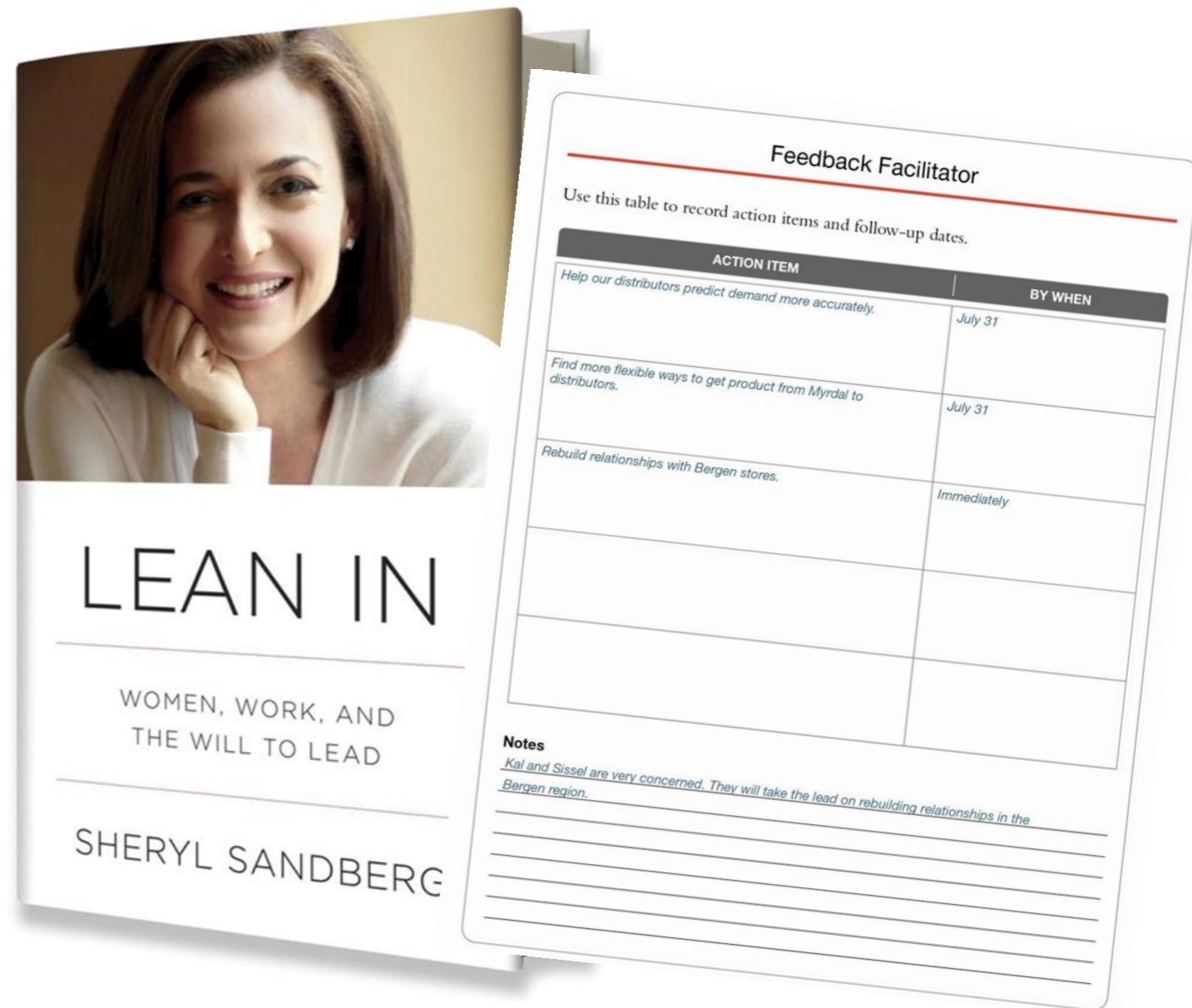
Poor or Damaged Trust

‘Feedback Made All the Difference’

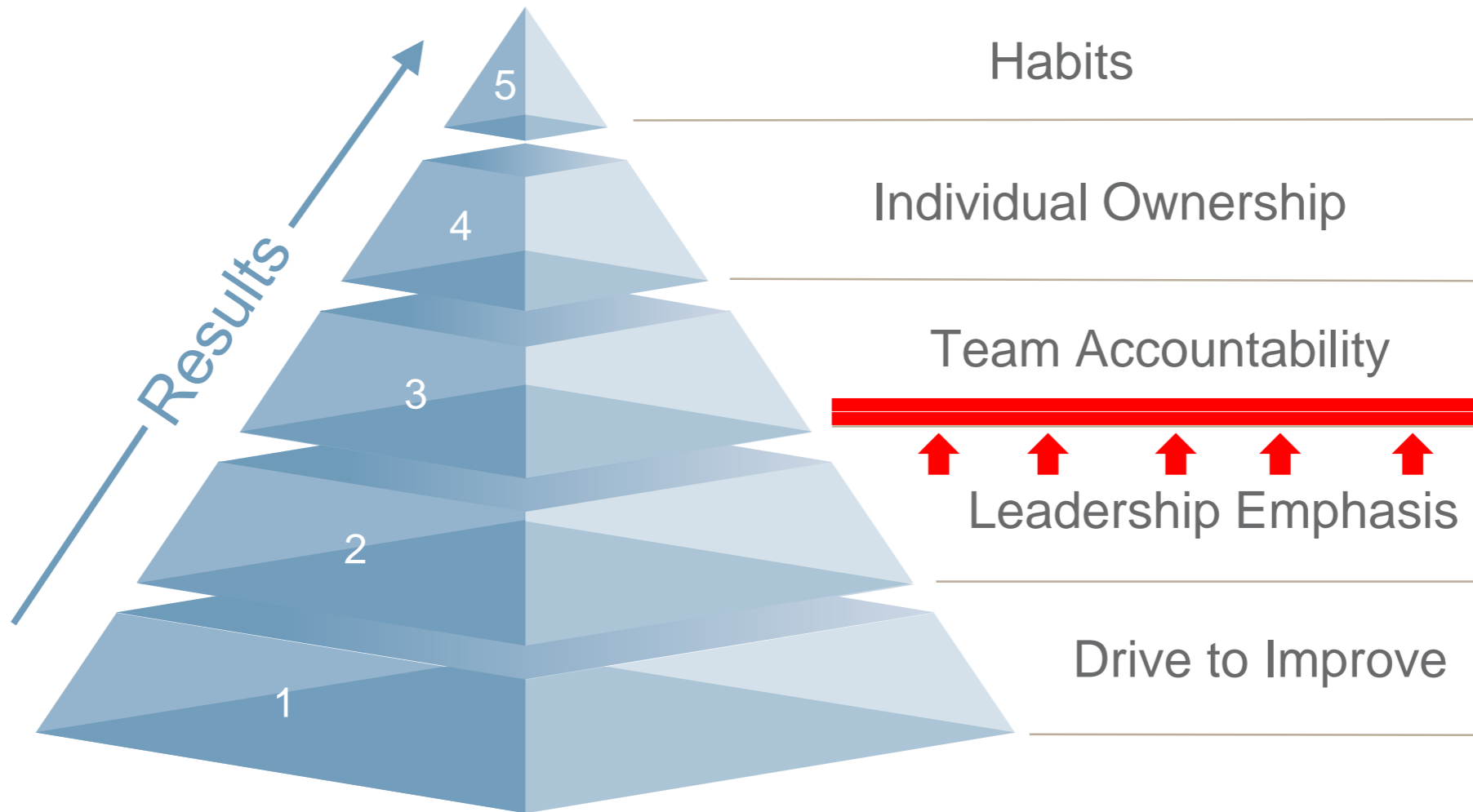
Sheryl Sandberg COO, Facebook

Sheryl learned to solicit feedback by asking the same structured questions:

1. How can I do better?
2. What am I doing that I don't know?
3. What am I doing that I don't see?



Executing Behavior Change Strategy



RESULTS 4
Our track record - past, present, and anticipated. Getting the right things done while avoiding Trust Taxes and reaping Trust Dividends.

CAPABILITIES 3
The capacities we have to produce and accomplish tasks: talents, attitudes, skills, knowledge, and style.

COMPETENCE

CHARACTER

INTENT 2
Genuine concern and caring for others. Fundamental motive or agenda. Seeking mutual benefit. Acting in the best interests of everyone.

INTEGRITY 1
Congruency in values, beliefs, and behaviour. Deep honesty. Humility and courage.

The 4 Cores of Credibility


Who in the Club are good examples of each/all of the 4 Cores of Credibility?

How 'Credible' am I?



“Like a drop of water in a pond, your personal credibility has a ripple effect on your relationships, team, organization, and market—even on society.”

—*Stephen M. R. Covey*



“Trust becomes a
performance
multiplier only
when the leader is
prepared to go
first.”

CRAIG WEATHERUP,
Former CEO, PepsiCo



It Starts With You





THANK
YOU



Building a High Trust Culture

In your club or county team

Presented by: Peter Nolan – FranklinCovey, Ireland

In Association with

