



# GROW AS A LEADER

## LEADERSHIP LESSONS: CULTIVATING TRUST

MAJOR GENERAL  
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# **A funny thing happened to me while in Lithuania ...**

- The new boss thinks things are all screwed up.
- The new boss thinks we are all screwed up.
- The new boss is bored and all he does is sit around and think up more work for us to do.
- The new boss thinks we have nothing to do.
- The new boss does not trust us.

# Cultivating Trust

Cultivate (kuhl-tuh-veyt), v., to promote the growth or development of. - *Webster*

“for whatever a man sows, that he will also reap.” -  
*Galatians 6:7*

Trust has to be grown. You cannot flip a switch and turn trust on.

# Defining Trust

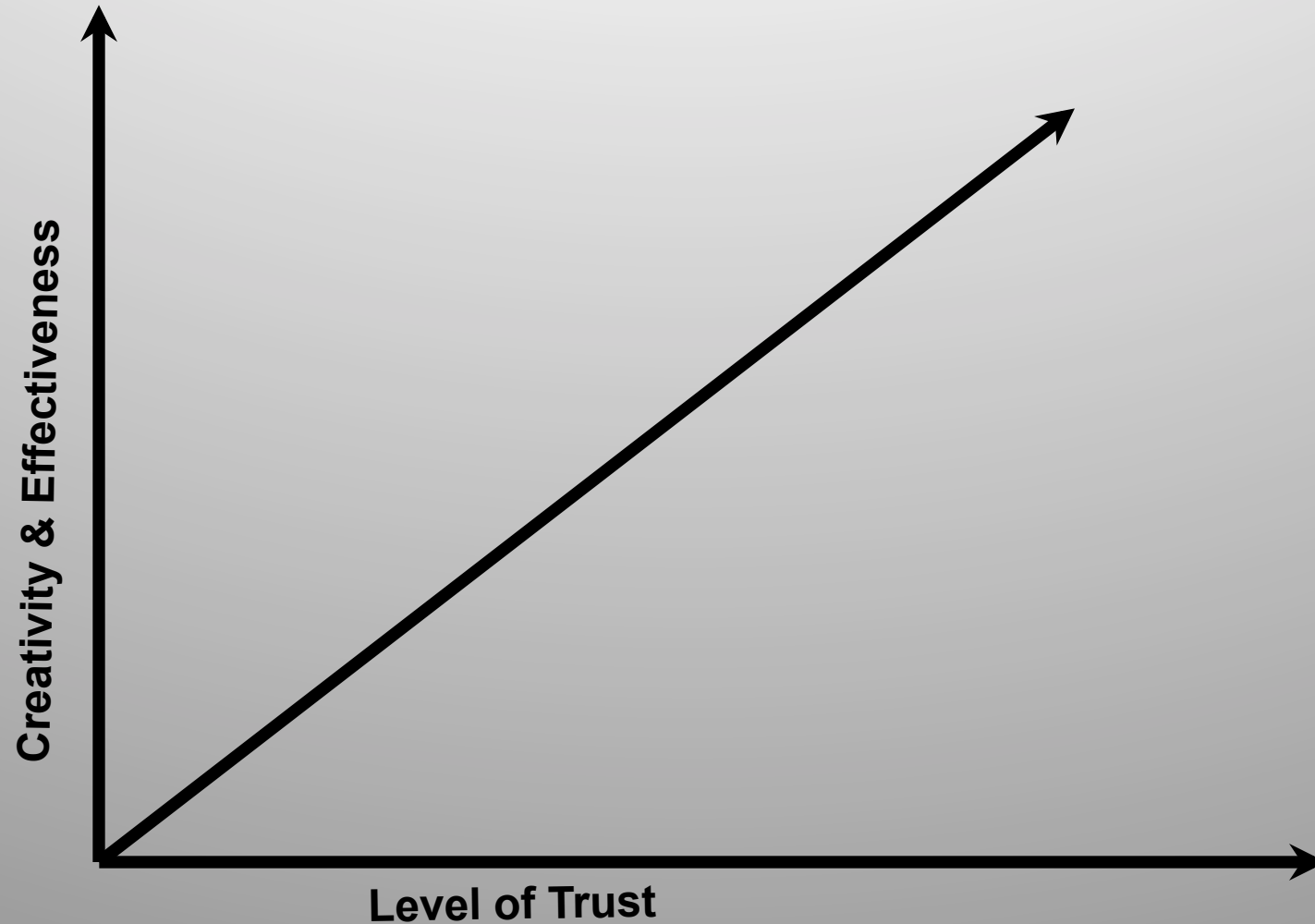
1. Reliance on the integrity, strength, ability, surety, etc. of a person. Rely or depend upon. \*
2. Belief that those on whom we depend will meet our expectations of them. \*\*
3. Absolute certainty in the reliability of another. \*\*\*

\* Random House Webster's College Dictionary

\*\* *"Trust In The Balance"* R.B. Shaw

\* \* \* *"Executive EQ"* R.K. Cooper

# Trust and Effectiveness



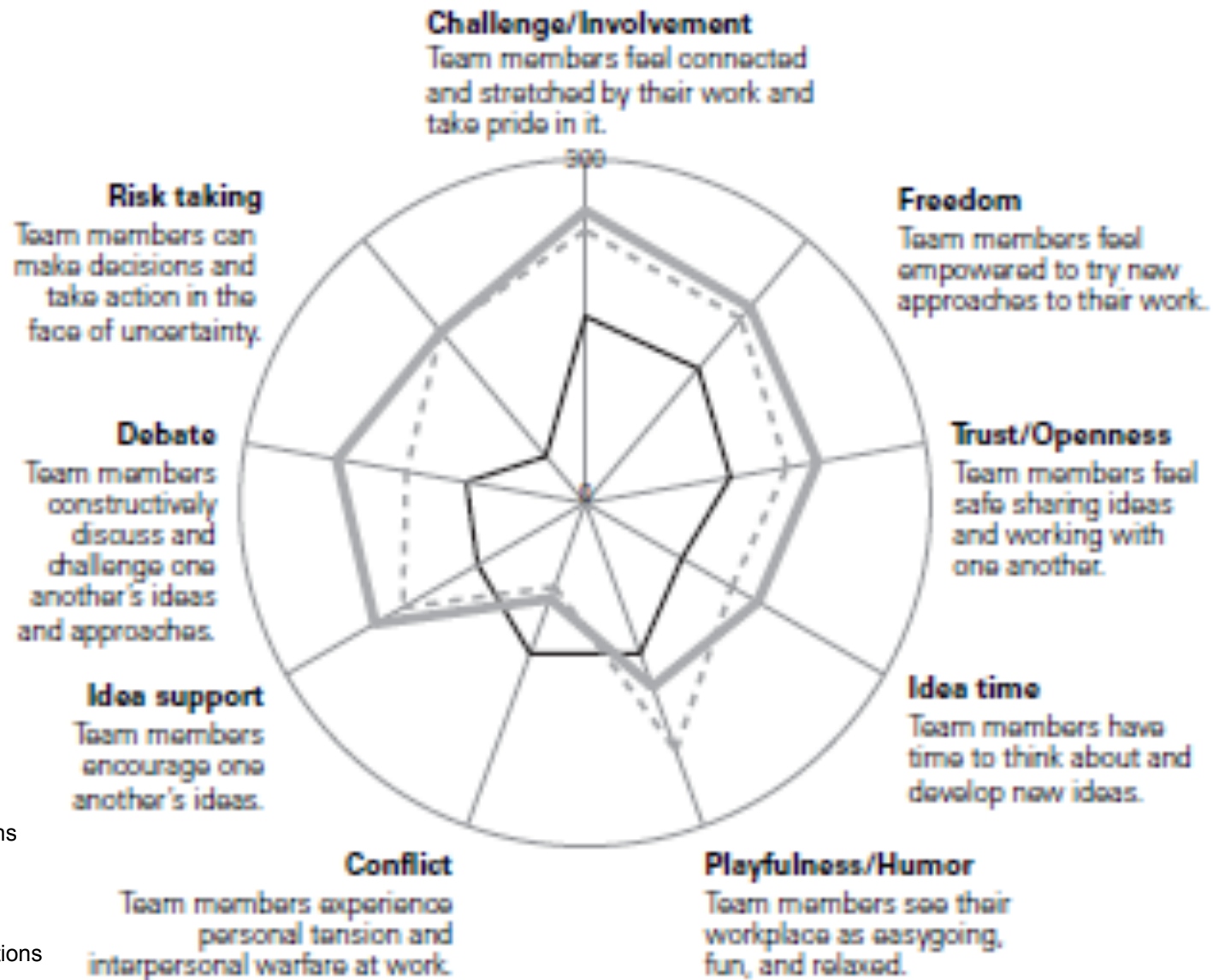
*Executive EQ, R.K. Cooper*

# “Growth Values” at GE

- GE identifies the following leader traits as necessary for innovating, creating new business, and expanding into new markets:
  - External focus – see through customer eyes
  - Clear thinker – simple solutions to complex problems
  - Imagination – new and creative ideas
  - Inclusiveness – team player, respects others, loyal
  - Expertise – knowledge, credibility built on experience



# Attributes of an Innovative Organization



5 Stagnant Organizations

10 Innovative Organizations

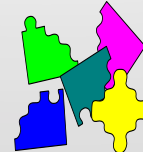
Source: Creative Problem Solving Group

# Types of Trust

Type of Trust

Result of Break

Emotional  
Withdrawal



Calculus Based

- Based on adverse consequences & awards

- Disappointment but not emotionally damaging



Knowledge Based

- Based on past dealings
- Experience based

- Perceptions must be reorganized
- Diminished willingness to trust again



Identification Based

- Based on one's position within a group

- Violations go against common interests or agreements





# Trust Overlap

## Type of Trust



There may be some overlap between types of trust. For example trust of a particular individual may be based on knowledge as well as identification.

### Calculus Based

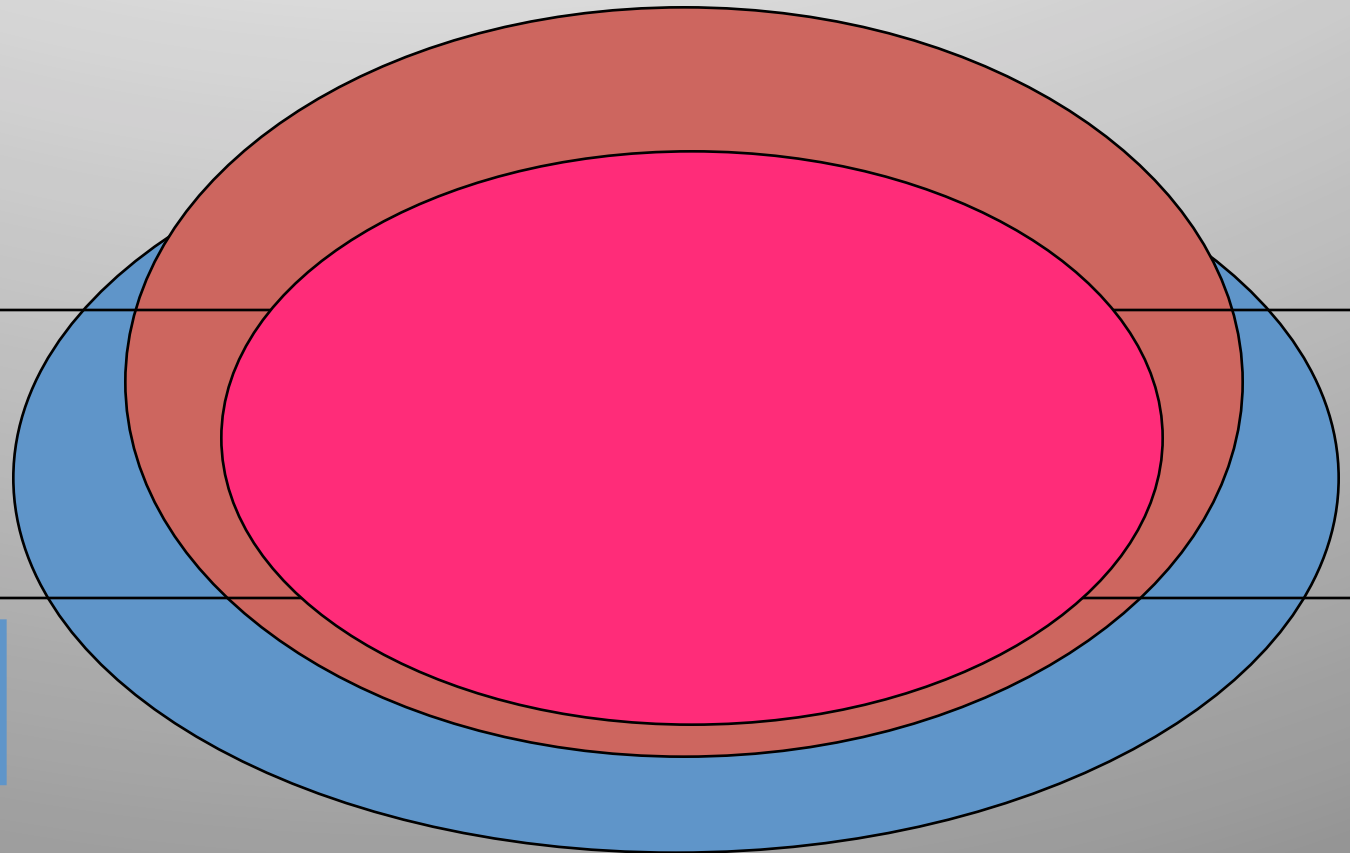
- Based on adverse consequences & awards

### Knowledge Based

- Based on past dealings
- Experience based

### Identification Based

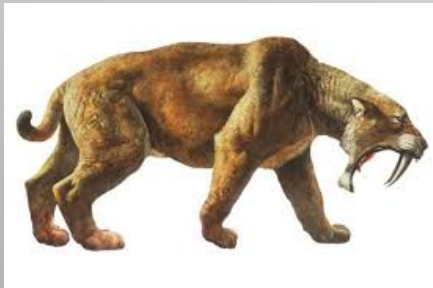
- Based on one's position within a group



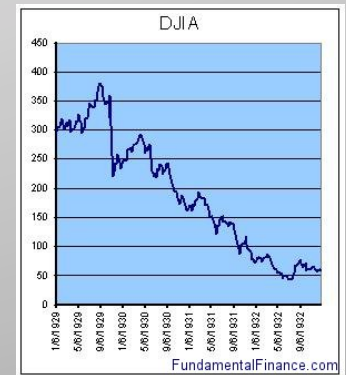
# Good Leaders Create a Circle of Safety

**Danger**

**Danger**



**Danger**



It is not about being safe from danger, but being safe from others in your circle.

*Leaders Eat Last, Simon Sinek*

# **Growing Trust**

- **Share difficulties**
- **Talk about trust – talk the walk**
- **Remove obstacles from the path of your team**
- **Share information**
- **Place others first – other's needs over own**
- **Take responsibility for failure – give credit for success**
- **Get others to share views – use their ideas**
- **Back up your people – underwrite honest mistakes**
- **Celebrate successful results**
- **Thank others**

# A Short Course In Human Relations

- The six most important words: I admit that I was wrong.
- The five most important words: You did a great job.
- The four most important words: What do you think?
- The three most important words: Could you please...
- The two most important words: Thank you.
- The most important word: We.
- The least important word: I.

# **Four Best Practices for Cultivating Trust**

1. Display integrity
  - Strong Character
2. Lead by example
  - Share the load
3. Trust others first
  - Impossible to trust a boss who does not trust you
4. Provide a vision
  - Set the course

# Growing Trust

Follow through  
on business  
commitments

**Results**

**Trust**

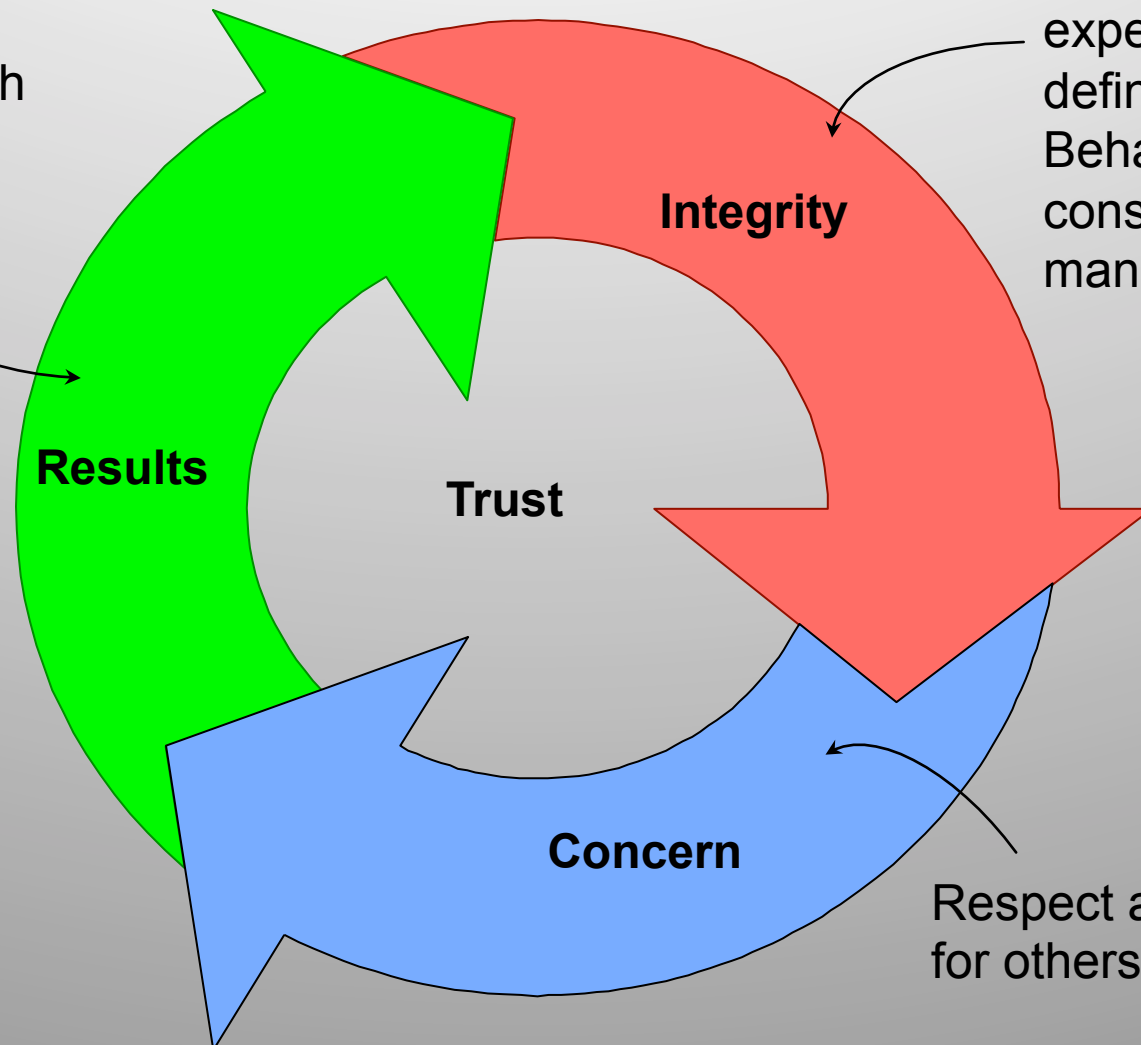
**Integrity**

Ensure  
expectations are  
defined and met.  
Behave in a  
consistent  
manner

**Concern**

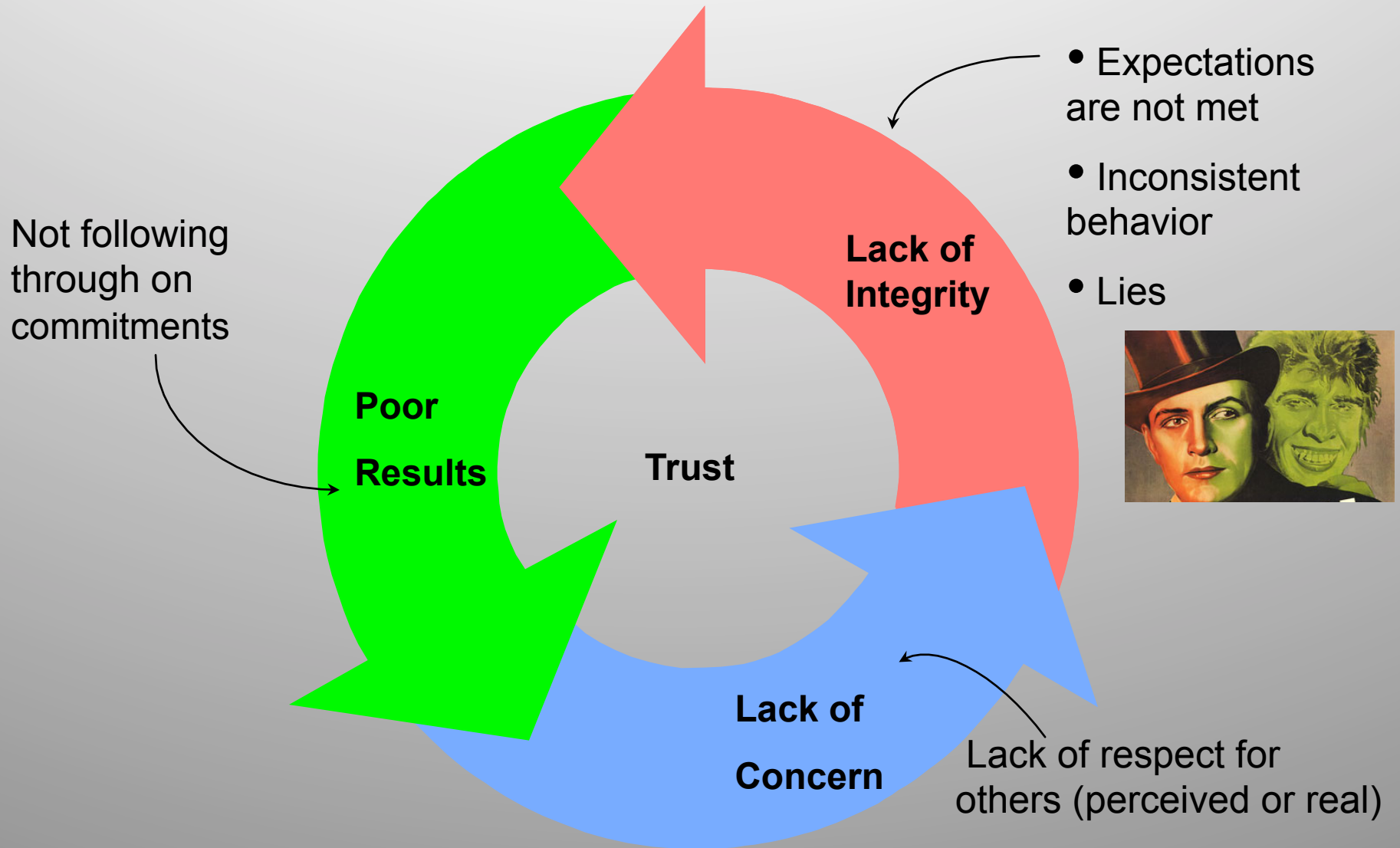
Respect and care  
for others

*Trust In The Balance, Shaw*





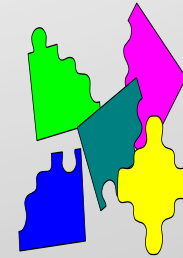
# Breaking Trust



*Trust In The Balance, Shaw*

# Repairing Trust

- **Quickly** recognize & acknowledge a violation has occurred
- Determine what caused the violation & admit it
- Admit the act was destructive
- Accept responsibility for one's actions
- Change past practices that broke trust



# **Do You Cultivate Trust ?**

- **Leadership is not a rank, it is a choice. A choice to look after those on your left & right.**
- **Leaders do not directly achieve successful outcomes, but leaders are responsible for the people who achieve successful outcomes.**
- **To be successful you have to encourage innovation – leaders have to trust subordinates to demonstrate initiative.**
- **Leadership comes with risks – trusting others first is a risk.**