



## A RESEARCH SUMMARY

### Recommended Books:

- **The Thin Book of Trust** (Feltman, 2008)  
Be intentional to build and maintain trust. Speak and act in ways that show sincerity.
  - Talk constructively about distrust to restore trust when it's been broken.
- **Trust Works! Four Keys to Building Lasting Relationships** (Blanchard, 2013)  
Categorizes trust and linked behaviors into four groups of traits worth pursuing.
  - Able (demonstrate competence)
  - Believable (act with integrity)
  - Connected (care about others)
  - Dependable (maintain credibility)

### Recommended Articles:

**Ten Ways to Build Trust on Your Team:** Liz Ryan, former HR SVP of U.S. Robotics, 2018  
<http://bit.ly/10wbtoy>

- Lack of trust effects the entire organization, creating tension between employees.
  - Fear reduces productivity. People get bored and discouraged when trust is broken.
- Talk about it, use mistakes as learning opportunities, get in front of employees, admit mistakes, use a human voice in communication, get input from employees.

**Proven Ways to Earn Your Employees' Trust:** Carolyn O'Hara, Harvard Business Review, 2014  
<http://bit.ly/pweyet>

- Strategies for building trust:
  - Connect: get to know your team. Let them get to know you.
  - Be transparent and truthful. Regularly distribute performance metrics.
  - When employees feel the goals of the company are aligned with their own, they work harder and smarter.
  - Taking blame and giving credit reinforces that people are working toward a shared goal.
  - Don't play favorites. If you always give certain employees information or assignments first, trust is undermined.
- Case Studies
  - A nonprofit under scrutiny gets a new CEO and re-establishes trust with employees.
  - After several people are let go, a CMO addresses employees candidly.

**Why Trust is the new Core of Leadership:** Charles Green, CEO of Trusted Advisor, 2012  
<http://bit.ly/wticol>

- Differences between the old and new business world:
  - Leadership used to be about reaching the top of an organization.
  - Leaders can no longer trust in power; instead, rely on the power of trust.
    - › Virtue is to the individual what values are to the organization; a personally chosen, consistent set of principles, reflective of the person's character.