# Speed of Trust

When trust goes up in a relationship, or on a team, in a company, in an industry, with a client, with a customer—speed goes up with it and cost comes down. Everything happens faster and everything costs less because trust has been established. Trust means *confidence.* Relationship can be high-trust and low-trust, and things happen accordingly. Relationships keep on changing, based on trust factor. The fundamental kind of trust is *self-trust.* In economic terms, trust always affects two outcomes: speed and cost. When trust goes down, speed goes down and cost goes up and vice versa. Trust is not built solely rather it is a function of both character and competence. Lost trust can be restored. Not trusting people is a greater risk. Establishing trust with one establishes with many.

***Five Waves of Trust*** model define five levels in which we establish trust. **First Wave: Self Trust.** The key principle underlying this wave is credibility. Four cores are fundamental. *Core 1: Integrity.* Using the metaphor of the tree, integrity is the root. *Core 2: Intent*. Defined as plan or purpose. *Core 3: Capabilities.* They are the branches of tree that produce the fruits or results. *Core 4: Results.* These are fruits of tree. **Second Wave: Relationship Trust.** The key principle underlying this wave is consistent behavior. 13 behaviors are common to high-trust leaders. *Behavior 1: Talk Straight*. Communicate clearly so that you cannot be misunderstood. Behavior 2: Demonstrate Respect. This behavior is based on the principles of respect, fairness, kindness, love and civility. Behavior 3: Create Transparency. Be real and genuine and tell the truth in a way that people can verify. Behavior 4: Right Wrongs. Make restitution instead of just apologizing. Behavior 5: Show Loyalty. Give credit to others and speak about people as though they are present. Behavior 6: Deliver Results. This is a way to convert cynics and establish trust in a new relationship. Behavior 7: Get Better. Continuously improve by learning, growing and renewing yourself. Behavior 8: Confront Reality. Take the tough issues head-on. Behavior 9: Clarify Expectations. Create shared vision and agreement up front. Behavior 10: Practice Accountability. Hold yourself and others accountable. Behavior 11: Listen First. Genuinely understand another person’s thoughts and feelings, before trying to diagnose or advise. Behavior 12: Keep Commitments. Behavior 13: Extend Trust. **Third Wave: Organizational Trust.** The key principle underlying this wave is alignment of organizational trust. **Fourth Wave: Market Trust.** The underlying principle behind this wave is reputation. **Fifth Wave: Societal Trust.** The principle underlying this wave is contribution. The overriding principle of high societal trust is contribution. It’s the intent to create value instead.

The idea that trust cannot be restored once it is lost is a myth. **Societal Trust:** Restoring trust on the societal level means rebuilding trust in countries, institutions, industries, professions and in other people generally. **Market Trust:** Offer consistent customer experience. **Organizational Trust:** high-trust organizations outperform low-trust organizations by three times provides a strong incentive to make the effort. **Relationship Trust:** If you’re a customer of a company that violated your trust, you may not give them a chance to restore it. That’s a transactional thing. But if a family member violates your trust, it’s not transactional. One area that creates huge trust issues in personal relationships is money. **Self-Trust:** Often, the most difficult trust to restore is trust in ourselves. When we violate a promise, we’ve made to ourselves, our self-trust can really take a dive. **Broken Trust —A Beginning:** If you’ve broken trust with someone else, it’s an opportunity to get your own act together, to improve your character and competence, to behave in ways that inspire trust. Hopefully, this will influence the offended party to restore trust in you.