



PERSONAL GROWTH LAB

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Objectives

- Deepen understanding of how levels of trust and credibility impact relationships;
- Gain insights into our own level of credibility by identifying strengths and areas needing attention;
- Better understand how our behaviours impact our credibility and explore ways to increase our credibility
- Expand our understanding of the impact of high and low trust cultures within our groups.

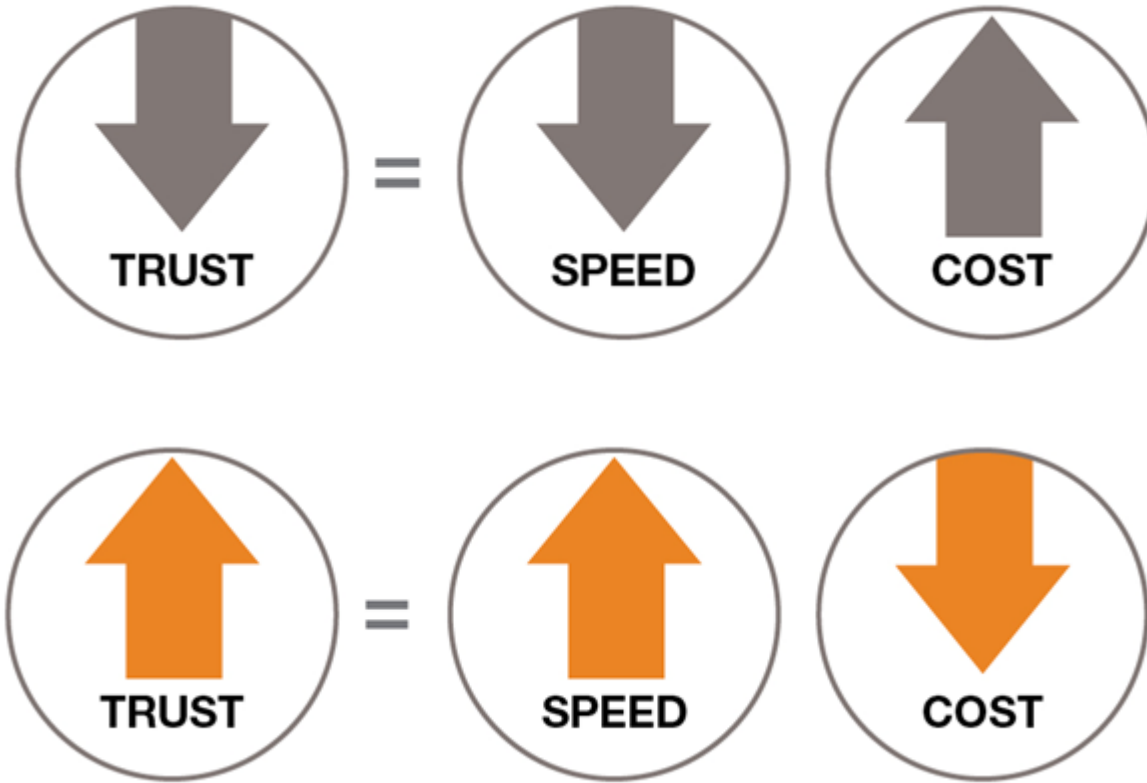
What is Trust?

- Trust is confidence born of the Character and the Competence of a person or organization.
- The opposite of that is suspicion.

Where Does It Come From?

- **Character + Competence**
- When you have a solid foundation of both character and competence, you have the foundation of credibility.

Economics of Trust



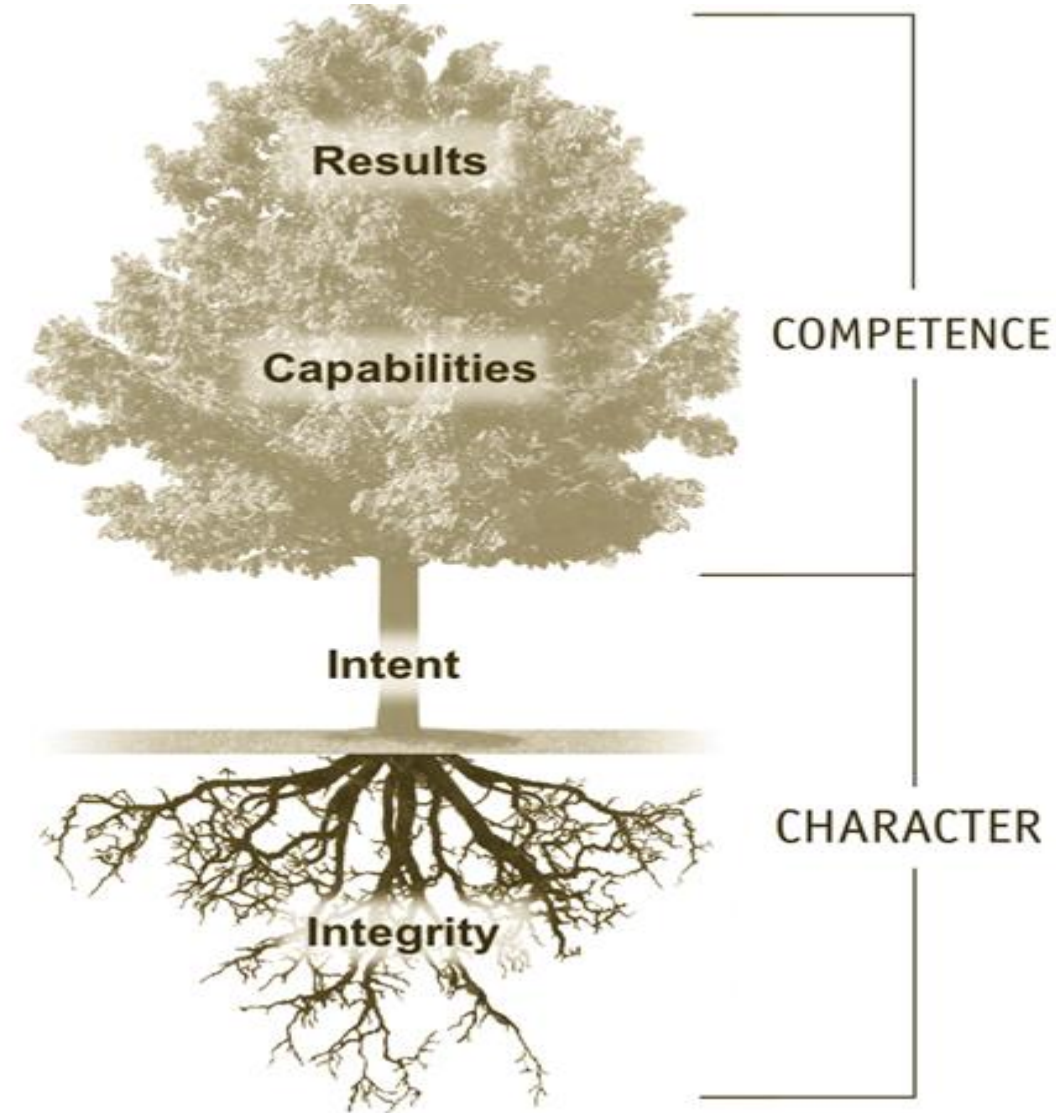
When does trust go down?

- Redundancy
- Bureaucracy
- Politics
- Disengagement
- Turnover
- Customer Complaints
- Unethical Activities

When does trust go up?

- Increased Stakeholder value
- Accelerated Growth
- Enhanced Innovation
- Improved Collaboration
- Strong Partnerships
- Better execution
- Heightened Loyalty

4 Essential Elements of Self Trust



Core 1 - Integrity

- This is what most people think about when they think of trust.
- “Integrity” basically means “honesty”.
- It’s walking your talk. It’s having the courage to act in accordance with your values and beliefs.

Core 2 - Intent

- This has to do with our motives, our agendas, and our resulting behavior.
- Trust grows when our motives are straight forward and based on mutual benefit.
- When we suspect a hidden agenda from someone or we don't believe they are acting in our best interests, we are suspicious about everything they do and say.
- Both Integrity and Intent are matters of character.

Core 3 - Capabilities

- These are abilities we have that inspire confidence- our talents, attitudes, skills, knowledge and style.
- They are the means we use to produce results.
- Capabilities also deal with our ability to establish, grow extend and restore trust.

Core 4 - Results

- This refers to our track record, our performance, our getting the right things done.
- If we don't accomplish what we expect to do, it diminishes our credibility.
- On the other hand, when we achieve the results we promised, we establish a positive reputation of performing, or being producer .. And our reputation precedes us.

Increasing Credibility

Ways to Increase Integrity

- Make and keep commitments to YOURSELF
- Stand for something
- Be open

Ways to Increase Capabilities

- Run with your strengths & your purpose
- Keep yourself relevant
- Know where you are going
- Make sure you are aware & effectively using your capabilities

Ways to Increase Intent

- Examine and refine motives
- Declare Intention
- Choose abundance

Ways to Improve Results

- Take responsibility for results
- Expect to create a “win-win”
- Finish strong

Research on Organizational Trust

- Organizational trust within companies has also sharply declined.
- Only **45%** of employees have trust and confidence in senior management.
- Only **18%** of people believe business leaders tell them the truth (it's only 13% for government leaders).
- Over a recent 12-month period, 76% of employees observed illegal or unethical conduct on the job -conduct which, if exposed, would seriously violate the public trust.

What do I do about it?

**13 behaviors that can dramatically
increase the speed of trust**

Behavior 1: Talk Straight

Tell the truth and demonstrate integrity

- 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.

OPPOSITE
To lie or deceive

COUNTERFIET
"Spinning," positioning,
posturing, and manipulating

Behavior 2: Demonstrate Respect

Show that you genuinely care; show kindness in little things.

- 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.

OPPOSITE

To not respect or have concern for other people.

COUNTERFIET

Faking respect or concern.

Behavior 3: Create Transparency

Be genuine, open, and authentic. Don't hide information.

- Tell the truth in a way people can verify.
- Get real and genuine.
- Be open and authentic.
- Err on the side of disclosure.
- Operate on the premise of "What you see is what you get."
- Don't have hidden agendas.
- Don't hide information.

OPPOSITE

To hide; to cover up; to obscure

COUNTERFIET

Having hidden agendas, hidden meanings, or hidden objectives.

Behavior 4: Right Wrongs

Apologize and make restitution. Do the right thing

- Make things right when you are wrong.
- Apologize quickly.
- Make restitution where possible.
- Practice “service recoveries.”
- Demonstrate personal humility.
- Don’t cover things up.
- Don’t let pride get in the way of doing things right.

OPPOSITE

To deny or justify wrongs; to rationalize wrongful behaviour

COUNTERFIET

“Covering up,” disguising, or trying to hide mistakes instead of repairing them.

Behavior 5: Show Loyalty

Give credit to others and be loyal to the absent

- Give credit freely.
- Acknowledge the contributions of 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 backs.
- Don't disclose others' private information.

OPPOSITE

To take credit yourself; to betray others

COUNTERFIET

Being two-faced — appearing to give credit to people when they are present

Behavior 6: Deliver Results

Accomplish what you are hired to do. Don't make excuses

- 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 under deliver.
- Don't make excuses for not delivering.

OPPOSITE

To perform poorly or fail to deliver

COUNTERFIET

Delivering activities instead of results.

Behavior 7: Get Better

Learn and improve. Be thankful for feedback and act upon it.

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

OPPOSITE

To deteriorate; to “rest on your laurels”; to become irrelevant.

COUNTERFIET

Continually learning, but never producing.

Behavior 8: Confront Reality

Meet issues head on; address the tough stuff directly

- Address the tough stuff directly.
- Acknowledge the unsaid.
- Lead out courageously in conversation.
- Remove the “sword from their hands.”
- Don’t skirt the real issues.
- Don’t bury your head in the sand.

OPPOSITE

To ignore reality or act as though it doesn’t exist; to be “in denial.”

COUNTERFIET

Focusing attention on side issues while skirting the real issues

Behavior 9: Clarify Expectations

Reveal, discuss, and validate 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.

OPPOSITE

To leave expectations undefined or unclear

COUNTERFIET

Failing to pin down the specifics that facilitate meaningful accountability.

Behavior 10: Practice Accountability

Take responsibility for results; communicate how others are doing

- Hold yourself accountable.
- Hold others accountable.
- Take responsibility for results.
- Be clear on how you'll communicate how you are doing, & 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.”

COUNTERFIET

Pointing fingers and blaming
others

Behavior 11: Listen First

Listen before you speak and don't make assumptions

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

OPPOSITE

To speak first and listen last;
to not listen at all

COUNTERFIET

“Listening” only to formulate
your reply

Behavior 12: Keep Commitments

State your intent and then do what you say you'll do. Don't break confidences

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

OPPOSITE

To break commitments or violate promises

COUNTERFIET

Overpromising and under delivering.

Behavior 13: Extend Trust

Don't withhold trust because risk is involved.

- Demonstrate a propensity to trust.
- Extend trust abundantly to those who have earned your trust.
- Extend conditionally to those who are earning your trust.
- Learn how to extend trust appropriately to others, based in the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust.
- Don't withhold trust because there is risk involved.

OPPOSITE
To withhold trust

COUNTERFIET
Extending "false trust"—giving people the responsibility, but not the authority or resources.

Regaining Trust

- Whether you lose the trust of others through a conscious act of betrayal, poor judgment, an honest mistake, a failure of competence, or a simple misunderstanding, the path to restoration is the same—to increase your personal credibility and behave in ways that inspire trust.

Implementation

1. Trust always starts with me
2. Be aware of the strengths and weakness of my 4 cores
3. Know my strengths and weakness with the 13 trust behaviors
4. Openly discuss and work on one trust behavior
5. Allow yourself to be mentored by others on weakness
6. Develop and follow trust action plans

Thank You

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