

What do Managers do?

- 1) Sets objectives**
- 2) Organizes**
- 3) Motivates and communicates**
- 4) Measures**
- 5) Develops people**

What do Managers do?

Leadership Styles:

1. Visionary
2. Coaching
3. Affiliative
4. Democratic
5. Pacesetting
6. Commanding

10 Common Leadership and Management Mistakes

- 1. Lack of Feedback**
- 2. Not Making Time for Your Team**
- 3. Being Too "Hands-Off"**
- 4. Being Too Friendly**
- 5. Failing to Define Goals**
- 6. Misunderstanding Motivation**
- 7. Hurrying Recruitment**
- 8. Not "Walking the Walk"**
- 9. Not Delegating**
- 10. Misunderstanding Your Role**

Behaviors of High-Trust Leaders Worldwide

- 1. Talk Straight**
- 2. Demonstrate Respect**
- 3. Create Transparency**
- 4. Right Wrongs**
- 5. Show Loyalty**
- 6. Deliver Results**
- 7. Get Better**
- 8. Confront Reality**
- 9. Clarify Expectation**
- 10. Practice Accountability**
- 11. Listen First**
- 12. Keep Commitments**
- 13. Extend Trust**

Leadership

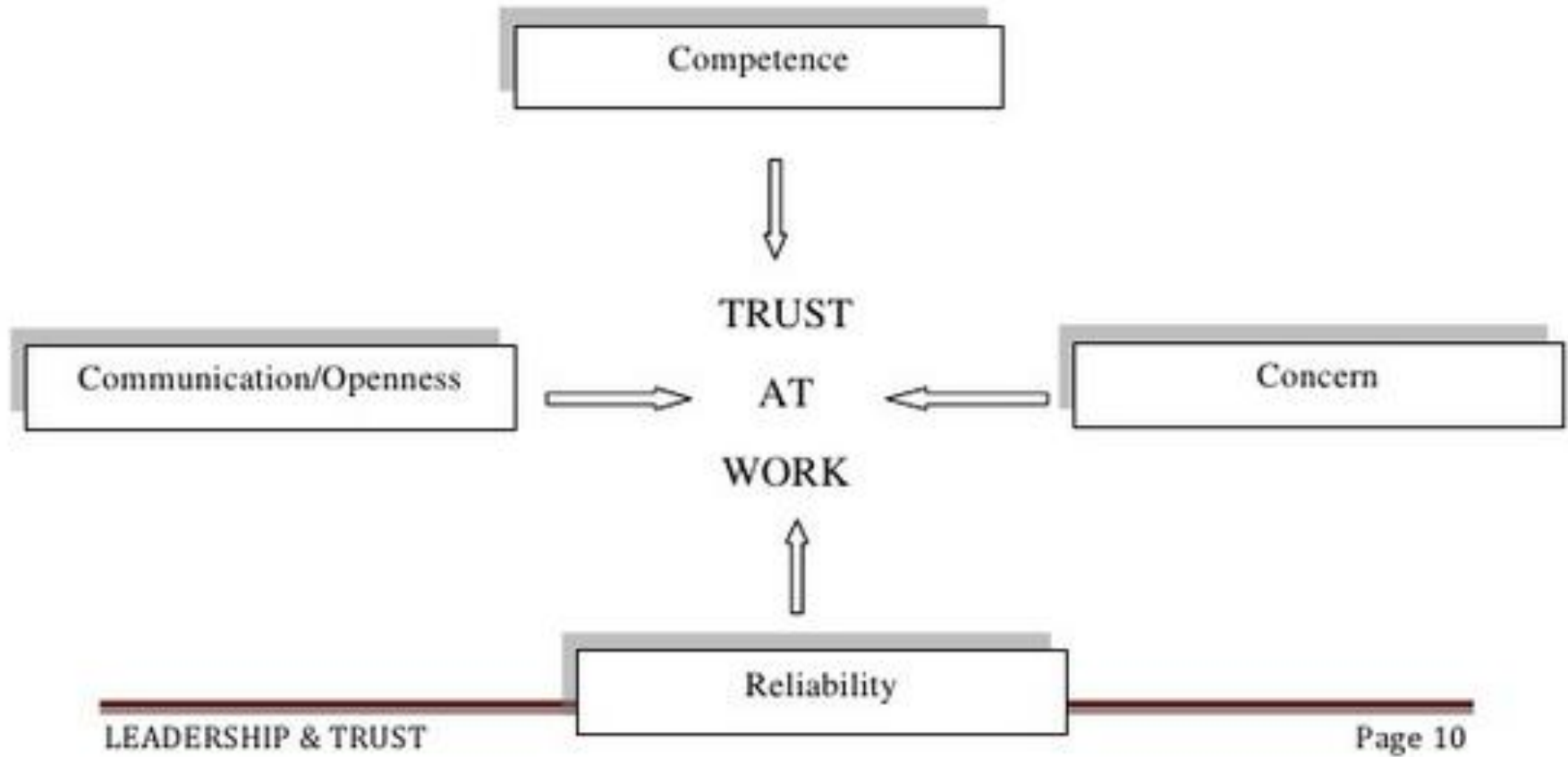
A common aspect was found out in all the above mentioned theories of leadership - “Leadership can be defined as the process of influencing others towards the attainment of certain pre-defined goals”. Leadership style refers to the methodology adopted by the leader to carry out the roles and responsibilities of the leadership process.

Trust at Work

TRUST AT WORK

“Trust is one party’s willingness to be vulnerable to another party based on the belief that the latter party is (a) competent; (b) open; (c) concerned; and (d) reliable.” (TRUST IN ORGANISATIONS, Frontiers of Theory & Research, written by Kramer, Roderick M. & Tyler, Tom R., in 1996). Kramer and Tyler has researched many theories, such as that of, Barber, 1983; Deutsch, 1973; Luhmann, 1979; Moorman, 1992 and came up with the above definition. In the above definition trust has been segmented into four dimensions, which summarizes the literature in trust. The explanation of each dimension are as follows:

Trust at Work



Qualities to gain trust in Leadership

QUALITIES TO GAIN TRUST IN LEADERSHIP

Trust is a key ingredient in successful leadership. It is the emotional glue that binds a leader to his or her people. Trust Fosters commitment rather than demanding compliance. Some of the characteristics, which a leader should follow to gain trustworthiness 'Shaw, Robert Bruce (1997) - Trust in The Balance':

1. Generosity - A commander commands people while a leader leads them. A business leader may get his job done by developing fear in his employee's mind, but in the long run it will generate hatred for the leader. He should be kind and general to every employee.
2. Open-minded - A leader who has conquered his ego problems listens to criticism. He always try to learn from his mistakes. Only with such an attitude the employees working under him will feel free to unleash their imaginations and creative energies, gaining trust upon him.

Qualities to gain trust in Leadership

3. Recognition - The person who heads a company should realize that his people are really not working for him; they are working with him, for themselves. They have their own dreams, and he has to help them to fill their needs as much as they do his. He has to prove them that he is working hard as they are, that he is competent in his own role as a leader.
4. Fairness – A leader should reward and encourage each employee's work appropriately. For example, bonuses should be provided for higher performance. Such an attribute, will motivate a follower to trust and depend upon his leader.
5. Honesty – It is very important for a leader to be true and honest (Reina, Dennis S., 2006 – 'Trust & Betrayal in Workplace').
6. Communication – Effective communication by leadership in three critical areas is the key to winning organizational trust and confidence:

Trust during Crisis

1. Decentralisation of Decision Making – The extent to which decision making is dispersed to individuals at lower levels of an organization's hierarchy. This increases the flexibility and the speed with which resources can be identified and reallocated to where they are most critical to the organisation's survival.

Trust may be a critical factor enhancing decentralized decision making for several reasons. Delegating involves increasing dependence on others and entailing greater risks. Accepting greater dependence or risk is at the core of trusting behaviour, and trust as a belief facilitates trusting behaviour.

Trust during Crisis

2. Undistorted Communication

3. Collaboration

Recommendation of how to build Mutual Trust

- 1. Hope in the goodness of mankind**
- 2. Faith in the fairness of life**
- 3. Self disclosure of negative self-script**
- 4. Taking a risk to open the others**