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| The Organizational Trust Quotient |
| The Shuttle Leadership Model Series |
| Dr. Vernon T. Cox |

**Organizational Trust Quotient**

The Organizational Trust Quotient (OTQ)©™ is the process Dr. Vernon T. Cox uses to help leaders build trust within their group. The OTQ is a part of a communication strategy that helps contemporary organizations increase their culture of trust; especially those organizations in which their leaders will require change within the group. The OTQ points per event (PPE) measurement is based on specific actions such as:

Personal telephone calls (5-12 OTQ PPE)

Text messaging (3-7 OTQ PPE)

Chatting within a social media (5 - 14 OTQ PPE)

Person to person meetings (15 - 34 OTQ PPE)

Group change meetings (3 - 11 OTQ PPE)

Blogging (2 - 12 OTQ PPE)

People Mapping ©™ (8 - 25 OTQ PPE)

Each of these methods has designated OTQ PPE that must be accrued over time as a critical part of the strategic plan to move a group through the team development stages and the firm through the tribal development stages. Research indicates there must be an aggregated minimum of 750 OTQ PPE aggregated for each team member to move a team from one stage to another. Further research indicates that an aggregated minimum of 2750 OTQ PPE within the leadership structure is required to move an entire cohort from one tribal stage to another. (Both team development and tribal stages are discussed later in this article).

Change requires a new contract with both staff and customers that is a challenge that leaders must incorporate into the policies and goals of the firm. Unfreezing (an initial step) requires trust between the leader and followers. Leaders of contemporary and future firms must have communication policies that engage their cohort toward the goals of the firm if change is to occur. One challenge of culture trust assessment is the communication process between leader and follower. The single most important leadership attributes that results in goal achievement, in my opinion, is trusted communication. According to John Baldoni, the author of the article *Planning the Leadership Message* (Baldoni, 2003), "It's the leader's job to point people in the right direction — with clear, coherent, and consistent communication designed and planned thoughtfully and in advance" (p. 21). By communicating an effective message the leader can empower the followers with beneficial information so that the followers can fulfill their desire to succeed within the organization. Trusted communication is also one of the only methods that one individual, the leader, can impute the organizational "plan" to a vast group. Baldoni also says that a leader that communicates the proper message will engender trust from the followers. “The purpose of leadership communications is two-fold: to build greater levels of trust and to drive results" (p. 22). As Baldoni says it is critical for the leaders’ communication methods to be focused on results. Just as the followers depend on the leader to clarify the corporate message, the leader depends on the followers for the results that will take the firm to the next level. Trusted communication drives the process.

When looking at the culture of the members of an organization, a leader cannot fail to understand how the followers think. Followers can help their leader to succeed or fail. Offermann (2004), in the article *When Followers Become Toxic*, writes:

Followers, for their part, can better understand their power to inappropriately influence leaders. Once they recognize the danger they pose to their leaders, and ultimately to themselves, ingratiators may come to realize that isolating leaders from reality can be as costly to themselves as to the company's shareholders. Realizing the value of dissent may force followers to take more care in forming and promoting their opinions. (Offermann, 2004, p. 55)

*Forming, storming, norming, performing, and adjourning: which stage is your group in?*

Although team learning and group dynamics are a human resource management benefit, the implication challenge for managers can be similar. Many firms use teams to increase production yet, teams are at different stages of development throughout their existence. The definition of the transitional stages that are prevalent within the groups and subgroups are based on Thompson’s description of “stages of group development” (Thompson, Aranda, & Robbins, 2000, p. 53). Thompson writes; “[the] stages of group development [are]; forming, storming, norming, performing, and adjourning” (Thompson et al., 2000, p. 54). To understand the specific challenge of looking for aspects of communication that would indicate that a group is close to or at a certain stage Thompson goes on to write:

*Forming* is characterized by a great deal of uncertainty about the group’s purpose, structure, and leadership. The *storming* stage is one of intragroup conflict. *Norming* stage… is one in which close relationships develop and the group demonstrates cohesiveness. *Performing*… is the structure at which the group is fully functional and accepted. The *adjourning* stage… is when the group prepares for disbandment. (Thompson et al., 2000, p. 53-54)

Your teams’ current stage is based upon many factors that can be assessed by our process. There are many effective methods of getting your group through each stage with the goal of getting to the *PERFORMING* stage. Please call Dr. Vernon T. Cox @ 505.339.9931 for more information or to schedule a group training session.

*Despairing hostility, apathetic victim, lone warrior, tribal pride and innocent wonderment: which stage is your group in?*

Leaders are also communicators of the vision. Foresight, trust, and leadership are associated due to the requirement for leaders to guide the staff in all situations. Disruptive change requires a unified effort from staff and management. Leaders must understand the stage their cohort members are at to understand their trust relationship with the firm. Logan, King, & Fischer-Wright (2008) indicate there are 5 stages that we all move through as we live in our ‘tribe’s’. (From 1 to 5) ‘Despairing hostility, apathetic victim, lone warrior, tribal pride and innocent wonderment’ (p. 25, 2008). Based on these 5 tribal stages, it would seem, an employee who will not will not ‘take ownership and continues to play possum when they have been taught a task repeatedly’ is in stage 1 or 2. For the leader who is willing to take the time to encourage the employee to move to the next stage, Logan et.al (2008) indicates that the leader should encourage the employee to interact with other employees (who are at the next stage). Again, this process will take time, patience, and trust between leader and follower.

Your teams’ current stage is based upon many factors that can be assessed by our process. There are many effective methods of getting your group through each stage with the goal of getting to the ***innocent wonderment*** stage. Please call Dr. Vernon T. Cox @ 505.339.9931 for more information or to schedule a group training session.

References

Baldoni, J. (2003). Planning the Leadership Message. *T+D, 57*(6) 20-22.

Logan, D., King, J., & Fischer-Wright, H. (2008). *Tribal Leadership*. New York, NY: HarperCollins.

Offermann, L. R. (2004). When Followers Become Toxic. *Harvard Business Review, 82*(1) 54-60.

Thompson, L., Aranda, E., & Robbins, S. P. (2000). *Tools for teams: Building effective teams in the workplace.* Boston, MA: Pearson Custom Publishing.

Addendum

The Media Access Control (MAC) is a unique identifying address that is assigned to every internet connected device. The existence of the MAC is the basis of the focus on the MAC Seeker Tool (MST).

The MAC Seeker Tool (MST) will be a unit/protocol that will be initially used to identify all MAC addresses that exist within a local area network (LAN). This process will be used to set the baseline database of the devices within the LAN. When a new device enters the area of the network, the MST will identify the additional MAC address that has entered the area. When the MST is activated at a public space, such as parking lots, auditoriums, cafes, etc…. the MAC information will be gathered so that (if needed) that MAC data can be used to determine the device owner. If vandalism occurs, unauthorized device owners who were in the area of the vandalism event, will be identified.

Additional time and funding will allow for the Organizational Trust Quotient (OTQ)©™ process to be added to the MST to create the This updated MQT2 will add the benefit of the OTQ process. This additional feature is a critical part of a communication strategy that will help contemporary organizations increase their culture of trust; especially those organizations in which their leaders require change within the group.

Further, by adding a cell phone app to allow the MST or MQT2 to be further developed the intention is to distribute this security communications protocol with the hope to increase the effectiveness of IoT.