

i want to talk to you about how to build and rebuild trust because it's my belief that trust is the foundation for everything we do and that if we can learn to trust one another more we can have unprecedented human progress but what if trust is broken what if you're ceo is caught on video disparaging an employee what if your employees experience a culture of bias exclusion and worse what if there's a data breach and it feels an awful lot like a cover up than seriously addressing it and most tragically whatever a technological fail leads to the loss of human life i was giving this talk six months ago i would have been wearing an uber t shirt i'm a harvard business school professor but i was super attractive to going to an organization that was metaphorically and perhaps quite literally on fire i had read everything that was written in the newspaper and that was precisely what drew me to the organization this was an organization that had lost trust with every constituent that mattered but there's a word about me that i should share my favorite trait is redemption i believe that there is a better version of us around every corner and i have seen first hand how organizations and communities and individuals change it breathtaking speed i went to over with the hopes of a turnaround there could give license to the rest of us who might have narrower versions of their challenges but when i got to over i made a really big mistake i publicly committed to wearing an uber t shirt every day until every other employee was wearing an uber t shirt i had clearly not thought that through and was two hundred and fifty days of wearing an uber t shirt now i am liberated from that commitment as i am back at h b s and what i'd like to do is share with you how i far i have taken that liberty which it baby steps but i would just say i'm on my way now trust if we're going to rebuilding we have to understand it's component parts the component parts of trust are super well understood there's three things about trust if you sense that i am being authentic you are much more likely to trust me if you sense that i have real rigor in my logic you are far more likely to trust me and if you believe that my empathy is directed towards you you are far more likely to trust me when all three of these things are working we have great trust but if any one of these three gets shaky if any one of these three wobbles trust is threatened the here's what i'd like to do i want each of us to be able to engender more trust tomorrow literally tomorrow than we do today and the way to do that is to

understand where trust wobbles for ourselves and have a ready made prescription to overcome it so that's what i would like to do together would you give me some sense of whether or not you're here voluntarily here okay or right awesome okay so just super helpful feedback so the most common wobble is empathy the most common level is that people just don't believe that were mostly in it for them and they they believe that were to self distracted and it's no wonder we are all so busy with so many demands on our time it's easy to crowd out the time and space that empathy requires for dylan to be dylan that takes real time and for us if we have too much to do we may not have that time but that puts us into a vicious cycle because without revealing empathy it makes everything harder without the benefit of the doubt of trust makes everything harder and then we have less and less time for empathy and so it goes so here's the prescription identify where when and to who you are likely to offer your distraction that should trace pretty perfectly to when where and to who you are likely to withhold your empathy and if in those instances we can come up with the trigger that gets us to look up look at the people right in front of us listen to them deeply immerse ourselves and of perspectives then we have a chance of having a sturdy leg of empathy and if you do nothing else please put away your cell phone it is the largest distraction magnet yet to be made and it is super difficult to create empathy and trust in it presence that takes care of the empathy warblers logic wobbles can come in two forms it's either the quality of your logic or it your ability to communicate the logic now if the quality of your logic is at risk i can't really help you with that it's like not in this much time but fortunately it's often the case that are logic is sound but it's the it's our ability to communicate the logic that is in jeopardy super fortunately there's a very easy fix to this if we consider that there are two ways to communicate in the world and harvard business school professors are known by to by twos nonsense it's the triangle that rocks if we consider that there are two ways to communicate in the world and the first one is when you take us on a journey a magnificent journey that has twists and turns and mystery and drama until you ultimately get to the point and some of the best communicators in the world communicate just like this but if you have a logic wobble this can be super dangerous so instead i implore you start with your point in a chris half

sentence and then give your supporting evidence this means that people they will to get access to are awesome ideas and just as importantly if you get cut off before you're done ladies if you get cut off before you're done you still get credit for the idea as opposed to someone else coming in and snatching it from you you just gave me goosebumps the third wobble is authenticity and i find it to be the most vexing we as a human species can sniff out in a moment literally in a moment whether or not someone is being there authentic true self so in many ways that prescription is clear you don't want to have an authenticity wobble be you great and that is super easy to do when you're around people who are like you but if you represent any sort of difference the prescription to be you can be super challenging i have been tempted at every step of my career tempted personally and tempted by coaching of others to mute who i am in the world i'm a woman of super strong opinion with really deep convictions direct speech i have a magnificent wife and together we have such crazy ambition i prefer men's clothes and comfortable shoes thank you all birds in some contexts this makes me different i hope that each person here has the beautiful luxury of representing difference in some context in your life but with that privilege comes a very sincere temptation to hold back who we are and if we hold back who we are were less likely to be trusted and if were less likely to be trusted were less likely to be given stretch assignments and without those stretch assignments were less likely to get promoted and so on and so on until we are super depressed by the demographic tendencies of our senior leadership and it all comes back to our being our authentic selves so here's my advice where whatever makes you feel fabulous pay less attention to what you think people want to hear from you and far more attention to what your authentic awesome self needs to say and to the leaders in the room it is your obligation to set the conditions that not only makes it safe for us to be authentic but makes it welcome makes it celebrated cherishes it for exactly what it is which it is the key for us achieve in greater excellence than we have ever known as possible so let's go back to cooper what happened at uber when i got their uber was wobbling all over the place empathy logic authenticity were all wobbling like crazy but we were able to find super effective super quick fixes for to of the wobbles i'll give you an illustration of empathy in the meetings it over it was not uncommon

for people to be texting one another about the meeting i had never seen anything like it it may have done many things but it did not create a safe empathetic environment to solution know super clear technology off and away and that force people to look up to look at the people in funny a front of them to listen to them to immerse themselves and their perspectives and to pet to collaborate in unprecedented ways logic was equally wildly and this was because of the hyper growth of the organization meant that people managers were getting promoted again and again and again soon they were put in positions that they had no business being in their positions outstrip their capability and it was not their fault the solution massive influx of executive education that focus specifically on logic on strategy and leadership gave people the rigor of the quality of their logic and it turned a whole lot of triangles right side up so people were able to communicate effectively with one another the last one authenticity i'll say it still mighty wobbly but honestly that doesn't make over very different from all of the other companies i've seen in silicon valley and beyond it is still much easier to coach people to fit in it is still much easier to reward people when they say something that you were going to say as opposed to rewarding people when they say something entirely different than what you are going to say but when we figure out this when we figure out how to celebrate difference and how to let people bring the best version of themselves forward while holy cow is that the world i want my son's to grow up in and with the collection of people here it would be a privilege to lock arms with you and go ahead and rebuild trust in every corner of the globe thank you very much