

Sightings

A publication of



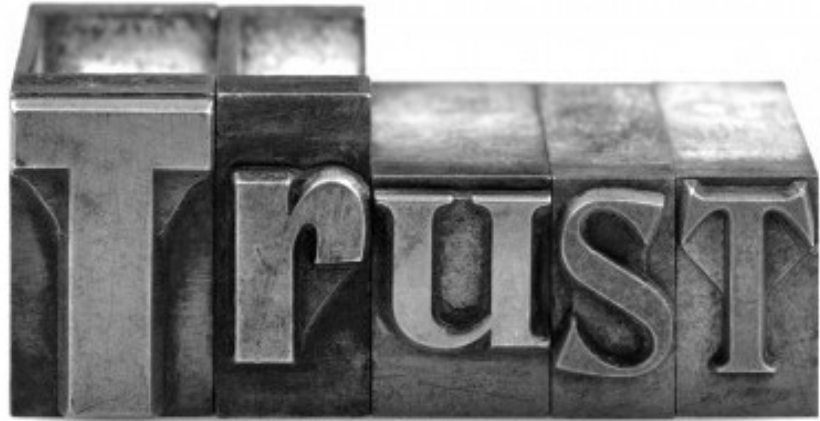
The Longview Group, LLC

INSIGHTS...IN SIGHT

January/February 2011 Vol. 9, No. 1

Sightings is changing.

Beginning with this edition of Sightings, we will move to an alternating month format. *Sightings* will be emailed six times per year. We always appreciate your feedback and suggestions.



Do your customers and employees trust you?

by Dennis Schrag

Trust: Assured resting of the mind on the integrity, veracity, justice, friendship or other sound principle, of another person; confidence; reliance.

Professional service organizations are trust-based businesses. Clients trust the service provider will use its collected knowledge, skills and abilities to solve a problem.

So how do the executives of professional service businesses build trust within their organizations?

My investigation has produced two terrific sources:

The Speed of Trust: The One Thing That Changes Everything by Stephen M. R. Covey (*The 7 Habits of Highly Effective People*)

Building the High-Trust Organization: Strategies for Supporting Five Key

Dimensions of Trust by three University of Colorado professors: Pamela S. Shockley-Zalabak, Sherwyn Morreale and Michael Hackman

Mr. Covey's research discovered 13 essential behaviors of leaders who are trusted.

They are:

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality

The Longview Group, LLC
3 Longview Knoll
Iowa City, IA 52240

Tel: 319.351.6510
Free: 866.351.6510
Fax: 319.351.6520
info@longview-group.com

www.longview-group.com



INSIGHTS...IN SIGHT

9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

The job of a leader is to go first, to extend trust first. Executives in knowledge-based businesses should study and then activate trust-based actions. As leaders of their firms, they are the role models for employees to follow. Executives set the tenor and tone of organizational culture. If you are a trust-based business, your culture needs to be well grounded in conviction. Employees need to have faith in their leaders to do and act with integrity.

Mr. Covey's list is a job description for business developers who sell professional services. For the business developer, I would place "listen first" at the top of the list, followed by "clarify expectations." Business developers always need to extend trust first.

In *Building the High-Trust Organization: Strategies for Supporting Five Key Dimensions of Trust*, the authors outline five key drivers of trust within an organization.

They are:

1. **Competence.** This is the ability of the organization to provide quality services with efficiency and reliability. All employees of the organization are called upon to contribute to the firm's competence.
2. **Openness and Honesty.** How does the organization communicate its problems and encourage constructive disagreements internally? This dimension is manifested in leaders who keep confidences and provide

exceptional feedback on employee performance. These leaders do not let ambiguity about the organization to sneak in.

3. **Concern for employees and stakeholders.** To trust their leaders, employees and stakeholders must know they have been heard. Stakeholders know that leaders are acting in their best interests. Safety procedures, benefit management, policies and procedures are clear, consistent and biased toward the employee whenever possible.

4. **Reliability.** Keep commitments. Follow through. Leaders do what they say they will do. Often that means that organizational changes must be communicated with both clarity and emotional sensitivity. What leaders say and how they say it are both critical.

5. **Identification.** This dimension is all about core values. Employees and stakeholders (especially clients) feel a personal connection with the organization its, leadership and its employees.

Leaders in trust-based organizations monitor trust levels continually. When was the last time you asked key clients: "On a scale of one to five, with one being low and five being high, rate your level of trust in our organization."

Do the same with your employees. Follow the trend data over time.

As Ralph Waldo Emerson said, "Trust men and they will be true to you; treat them greatly, and they will show themselves great."

WHAT IS THE LONGVIEW GROUP, LLC?

Seeking more efficiency and effectiveness in your professional service business? The Longview Group, LLC provides you INSIGHTS through training, on-the-job coaching, expert counsel, and extra-hands services.



INSIGHTS...IN SIGHT

A publication of

The
Longview
Group, LLC