



Building Personal Trust Capital

By Art Hobba

Recently published studies, such as the 5 years of research that went into Good to Great, resonate with the fact that great achievement comes from trust-building...and that where trust is low, organizations and individuals fail. Level 5 leadership, as Collins so clearly articulates, is the key common component of great companies. The Level 5 leader is passionate about realizing their vision and goals as well as demanding high performance from their team. However they are also humble...giving all of credit for success to those who made it happen.

So how does an employee, salesperson, business owner or supervisor 'create' trust into the hearts and minds of those they serve or lead? You must first begin with yourself. When Bill George, Harvard Professor of Leadership and author of the book "True North" was asked by a group of MBA students recently what he recommended they do first to acquire success, he replied, "You must first increase your self-awareness".

One of the best way to do this is to find your own 360 group...or a circle of coworkers and friends who know you the best and can observe your day-to-day behavior, and poll them earnestly as to how your work and interpersonal skills are viewed from their perspective. There are a variety of easy to use 360 instruments available that an organization or even an individual can use for this purpose.

Online psychometric assessments can be very helpful as well. What is your behavioral style? What are your core inner motivators? How does that fit (or not fit) your job description? Robert S. Hartman, Nobel Peace Prize nominee for his work in Values Science, developed an assessment that actually measures 70 key attribute or soft skills of an individual and he found that the lowest score among the 70 was consistently Self Awareness. In fact over millions of



assessments later, scores have shown to actually be even lower in entrepreneurs and leaders because the nature of power is that it can insulate us from feedback. You must then seek out this feedback yourself in order to see where you need to improve in order to begin to be a more trustworthy leader.

Other tools that accelerate personal growth in leadership traits include various assessments like Meyer-Briggs and DISC and Hartman's Value Index. A recent addition to the growth and development toolbox is PBeCoaching (<http://www.transcende.net/pbecoaching.html>), a 6-12 month online growth and development tool that actually works, inside out, to bring personal growth and even transformation in the User. It engages the 'Coachee' online (with a built in 3600 and a live eMentoring option) to both increase self-awareness and strengthen attributes and principle based leadership values (and hence behaviors) in the Coachee. Many large companies, like Washington Mutual, are beginning to use this low cost coaching system to build and strengthen soft skills in their leaders in the belief that better, more trustworthy leaders directly impact the bottom line by releasing trust in their team.

The building of trust does not happen by merely wishing it to be, but it happens by preplanned intentional behavior on the leader's part. Here are 10 keystone components to the recipe for creating trust capital:

1. Take full responsibility for the performance of your team
2. Do what you say you are going to do...when you say you will do it...even if it hurts
3. Do the right thing...not what is expedient. Give your team what they need to succeed.
4. Give praise and credit often to your team
5. Be consistent and fair with all of your coworkers and customers
6. Communicate often...and listen. Seek input much more than you give output.



Correct directly and privately without hesitation

7. Love your people...let them know you care
8. Call them' to high performance...to their best effort
9. Hire slowly and fire quickly. Don't allow a malcontent or misfit to sow the leaven of low performance
10. Seek accountability from others. The American independent swagger is still prevalent at work. An Ignorant or 'Lone Ranger' employee or manager can stand alone in their own vacuum of knowledge and wisdom and inadvertently bring down the performance of the whole group.

Finally, be patient. If your team or customer has been burned by your company or a predecessor, it will take time and maybe a crisis or two before, they can observe you 'under fire'. Soon they will begin believing you are the real deal....and someone they will be happy to follow while they are released to perform at their highest potential.

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