



# Leading with Trust:

How to Dramatically Improve Your Relationships at Work

MITRE Women's Leadership Conference| May 2013

# Can someone who lies ever be trusted?

A. No

B. Yes

C. Maybe

# Human vulnerabilities have serious consequences

- Waste
- Lost opportunity
- Compromise
- Failure



# Trust has upside



1. Engagement

2. Productivity

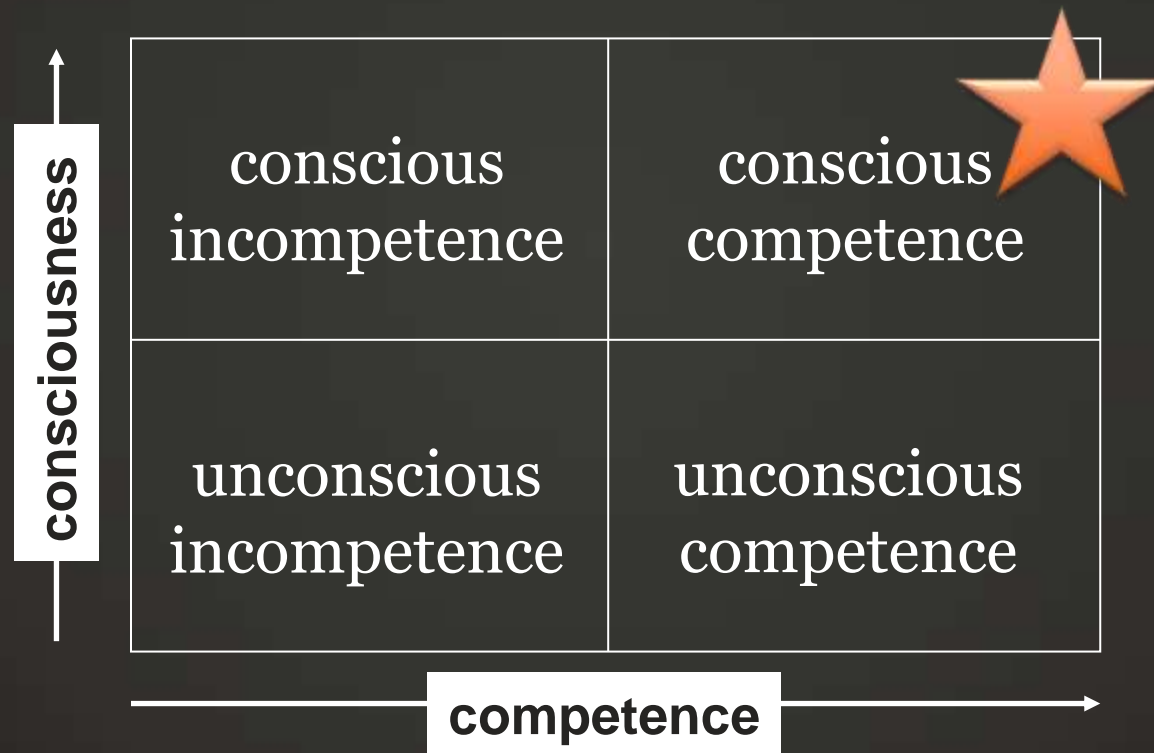
3. Influence

4. Information sharing

5. Creativity/innovation



# A certain level of mastery is required

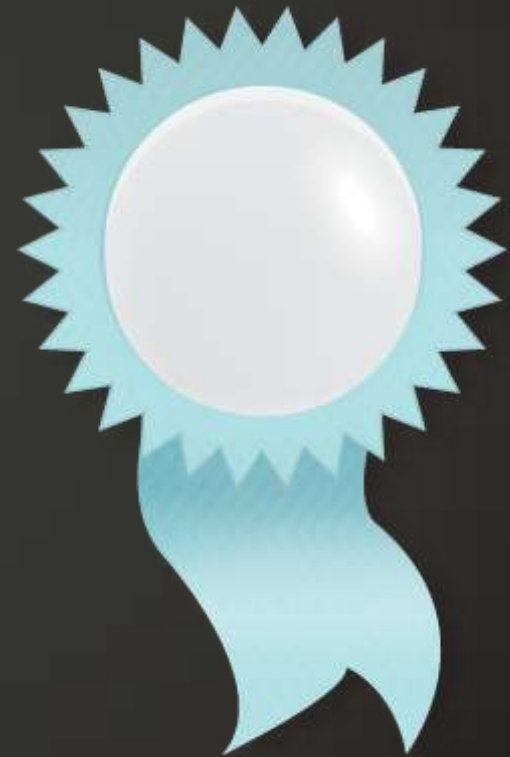


# Today, we'll explore what it really takes ...

... to be trustworthy

... to be influential

... to make a habit of trust



# Trustworthiness starts with mindset

- Trust is **p**ersonal
- Trust is **p**aradoxical
- Trust is **p**ositively correlated to risk



The  
3 P's

# Looking up “trust” is a waste of time





## Here's a situation:

- A new client asks each person on the team about specific experience with the client's operations
- You have none
- You are the last one to be asked

# What should you do?

- A. Leave the room
- B. Be candid ... and ask if that is a concern
- C. Focus on what you do know
- D. Redirect the attention to *her*

# The Trust Equation brings clarity to ambiguity

$$T = \frac{C}{I + S + C}$$

T trustworthiness  
C credibility

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

## Here's another situation:

- You promised a client something by “close of business”
- You won't be able to deliver it until 8am
- She typically gets in at 9am

# What should you do?

- A. Decide not to worry about it
- B. Deliver at 8am with a quick note
- C. Re-promise now for 8am tomorrow
- D. Send a message to your team mate (cc your client)

# Reliability relates to actions

$$T = \frac{C + R}{2}$$

T trustworthiness  
C credibility  
R reliability

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# How about this situation?

- Paul is 10 minutes late to your one-on-one
- In passing, he mentions issues at home
- Throughout the meeting he seems distracted

# What should you do?

- A. Stay focused on the agenda
- B. Make a mental note ... then ask later if he is okay
- C. Make a mental note ... then look for ways your team can help
- D. Pause to make an observation



# There are many paths to Intimacy

$$T = \frac{C + R + I}{1}$$

**T** trustworthiness  
**C** credibility  
**R** reliability  
**I** intimacy

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# And this situation?

- You have a great opportunity to significantly expand your work.
- Your group has *some* experience.
- NONAME GROUP has done excellent work in this area.

# What should you do?

- A. Prepare to recommend your group
- B. Prepare to be candid ... but keep the focus on your group
- C. Prepare to be candid ... and suggest they consider NONAME as well
- D. Update your resume

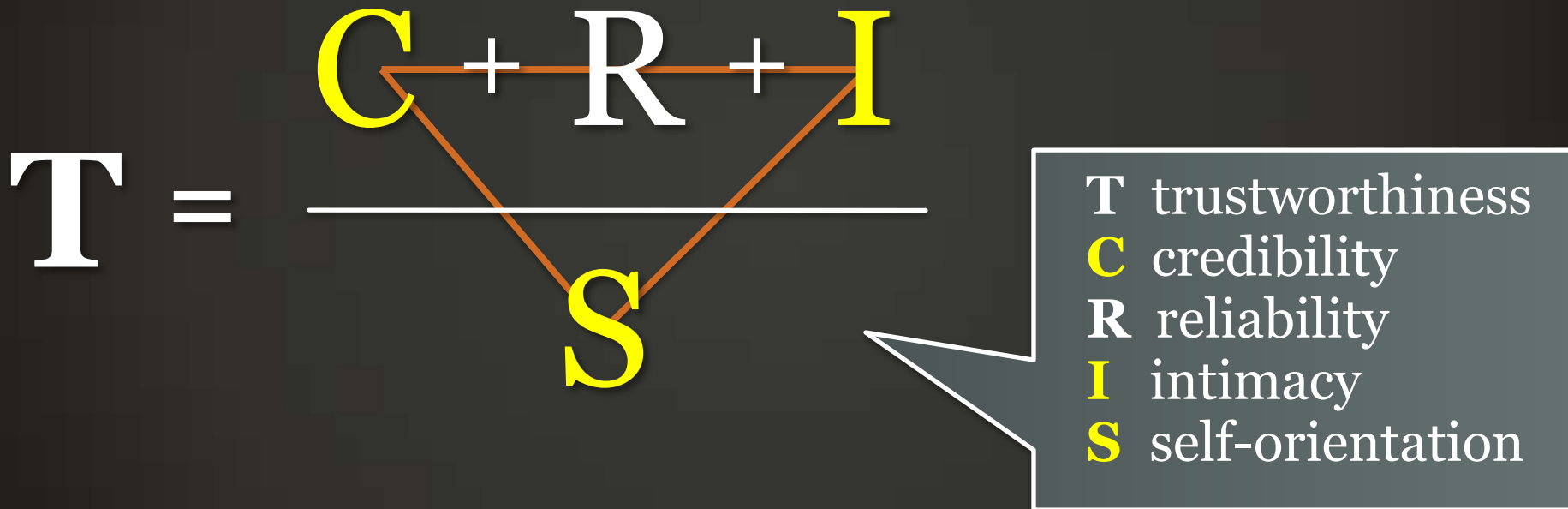
# Self-orientation is all about focus

$$T = \frac{C + R + I}{S}$$


T trustworthiness  
C credibility  
R reliability  
I intimacy  
S self-orientation

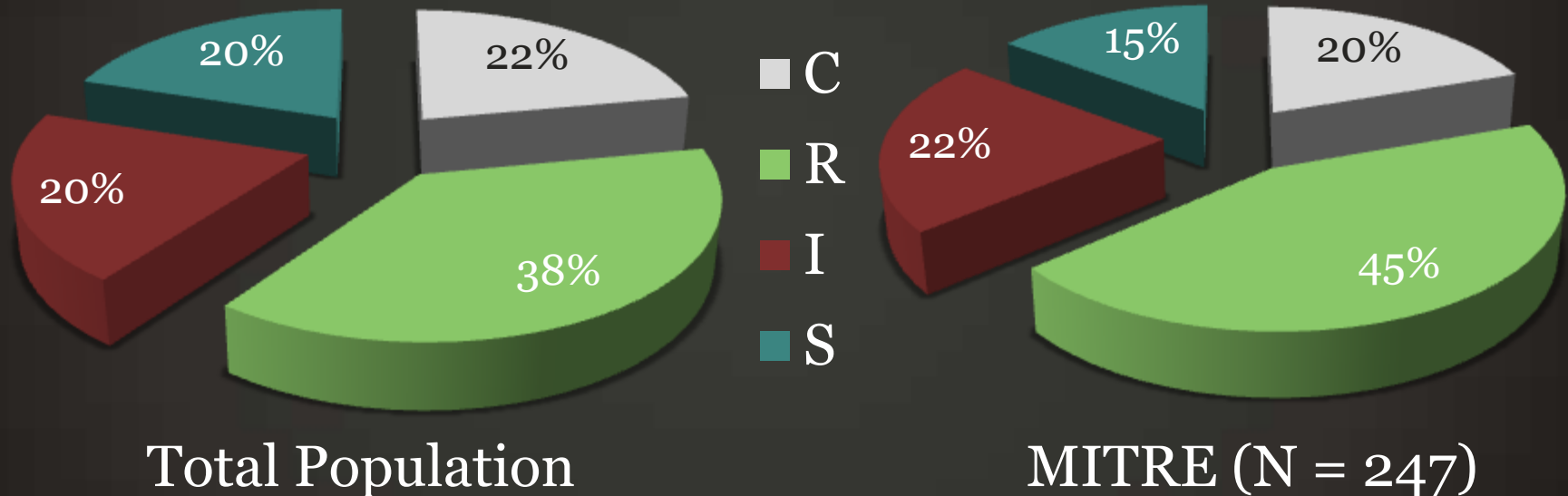
Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# Carolyn's admission was a trust trifecta

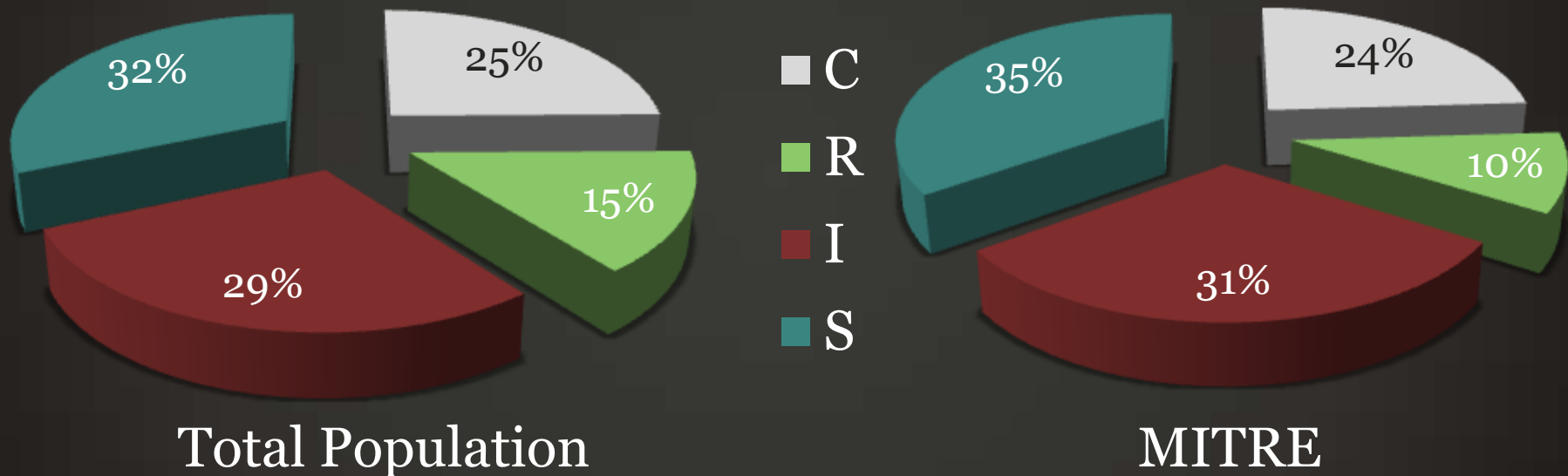


Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# Here's how MITRE sees its strengths



# And how MITRE assesses its areas of opportunity



Let's make it real

$$T = \frac{C + R + I}{S}$$

How can  
women  
increase our  
scores on  
each of the  
four  
variables?



# Here's my Top 5 list

1. Be yourself

2. Confront issues

3. Toot your own horn

4. Assert what you know

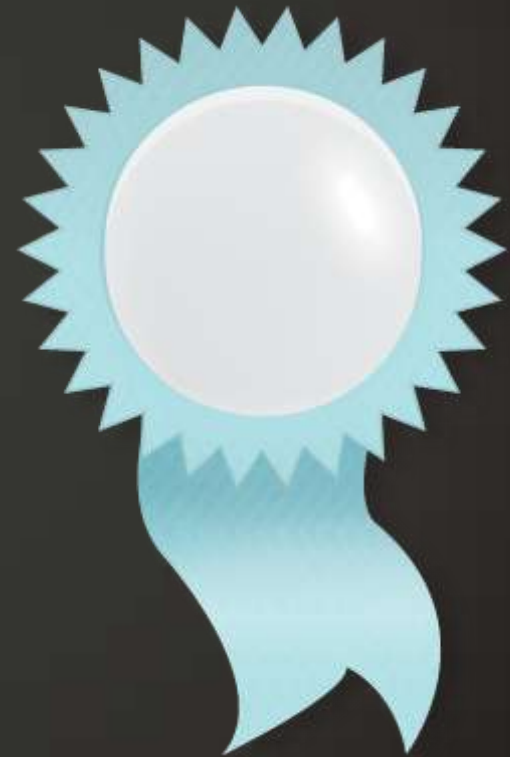
5. Be explicit

# Next up, what it really takes ...

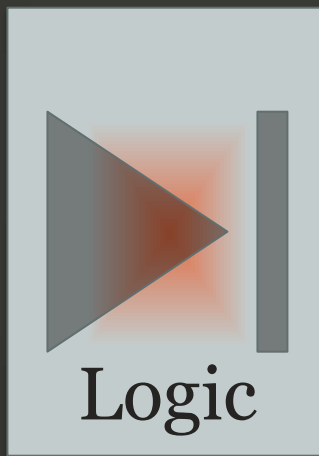
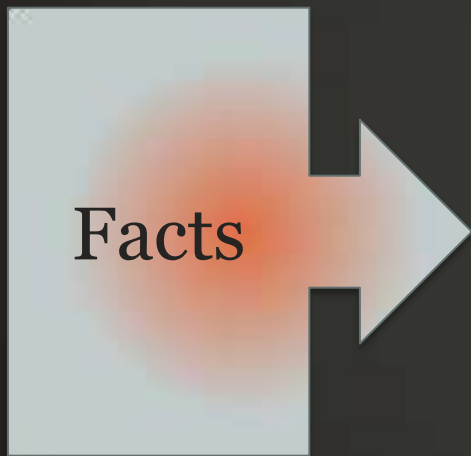
... to be trustworthy

... to be influential

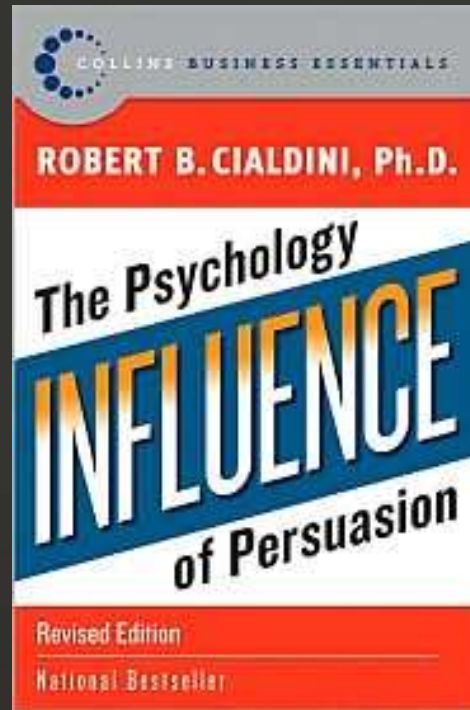
... to make a habit of trust



# Influence is as misunderstood as trust

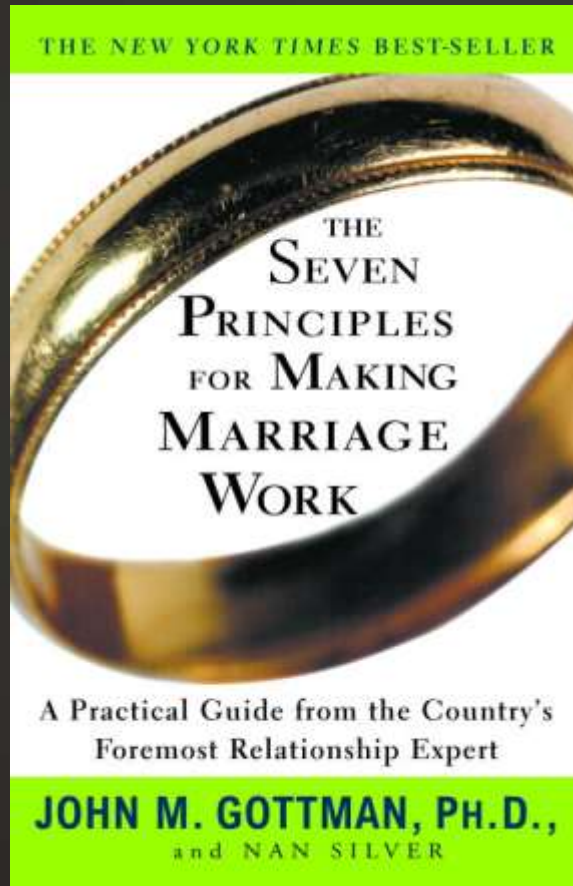


# What drives influence might surprise you



reciprocity

Influence is a function of listening, not talking



empathy

# We have to earn the right to be right

## RATIONAL



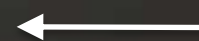
*Paraphrase*



## NON-RATIONAL



*Empathize*



Earn the Right

# The good news: masterful listening can be learned

	Round 1	Round 2	Round 3
Colleague	A	B	C
Listener	B	C	A
Observer	C	A	B

- **Groups of 3 in 3 rounds**
  - *Colleague*
  - *Listener*
  - *Observer*
- **1-minute setup:**  
Describe your relationship challenge
- **4-minute conversation**
  - Colleague—*share about your situation*
  - Listener—*paraphrase and empathize ...* and DO NOT solve the problem!
  - Observer—take good notes
- **2-minute debrief:**
  - Observer—share specific strengths, opportunities
  - Colleague—share experience

# What did you discover?

- **Listener**—What was hardest about doing this?
- **Observer**—What did the listener do well? What were the opportunities for improvement?
- **Colleague**—What was your experience?





# Statements, not questions, are the purest form of empathy

“I don’t see why we’re doing it that way.”

“Sounds like there are still some concerns.”

“That’s a tough spot to be in.”

“I’m just not sure which way to go.”

“I’m disappointed by your team’s results.”

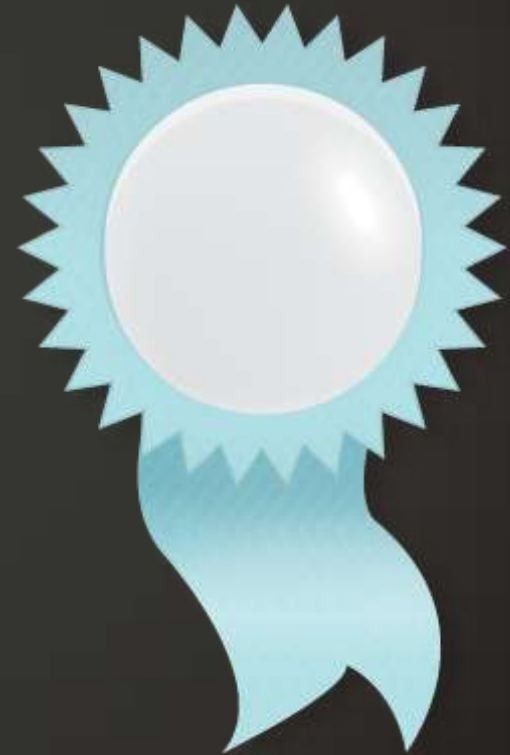
“We’ve clearly missed the mark from your perspective.”

# Finally, what it really takes ...

... to be trustworthy

... to be influential

... to make a habit of trust



# It takes practice to become natural

“We are  
what we  
repeatedly  
do.  
Excellence,  
then, is not  
an act, but  
a habit”

—Aristotle

#1. My stakeholder's name is: \_\_\_\_\_

#2. The three P's of trust are:

Trust is p \_\_\_\_\_

Trust is p \_\_\_\_\_

Trust is p \_\_\_\_\_

#3. CREDIBILITY equates to \_\_\_\_\_

RELIABILITY equates to \_\_\_\_\_

INTIMACY equates to \_\_\_\_\_

SELF-ORIENTATION equates to \_\_\_\_\_

$$T = \frac{C + R + I}{S}$$

T trustworthiness  
C credibility  
R reliability  
I intimacy  
S self-orientation

#4. \_\_\_\_\_ is the only element of trustworthiness that requires the passage of time.

#5. Four ways I could RAPIDLY BOOST MY TRUSTWORTHINESS score are:

Self-Orientation: \_\_\_\_\_

Intimacy: \_\_\_\_\_

Reliability: \_\_\_\_\_

Credibility: \_\_\_\_\_

Choose from your bookmark or insert your own.  
Download a free eBook that expands on the 15 Ways to Build Trust... Fast!

#6. According to Cialdini, \_\_\_\_\_ is a primary driver of INFLUENCE. This plays out in the business of advice-giving in the form of \_\_\_\_\_.

#7. EMPATHETIC LISTENING requires that we prove we've understood the \_\_\_\_\_ and \_\_\_\_\_ reality of another.

#8. My BIGGEST TAKEAWAY from today is: \_\_\_\_\_

#9. ONE ACTION I will take to increase my trustworthiness with my stakeholder is:

What	By When	With Support From

# Can someone who lies ever be trusted?

A. No

B. Yes

C. Maybe

# How will you choose ...

## ... to set yourself apart?

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