

visioned by

FQUR

...growing from within...

TRUST OR RUST

THE FINAL FACTOR OF FEELING IN 2014...?

"If the wrong man uses the right means, the right means work in the wrong way. This Chinese saying, unfortunately, only too true, stands in sharp contrast to our belief in the 'right' method irrespective of the man who applies it.

In realty, everything depends upon the man and little or nothing on the method"

Carl Jung

Financial (or organisational) success comes from success in the marketplace, and success in the marketplace comes from success in the workplace.

Success in the workplace comes from successful relationships, from Boardroom to boardwalk, from planning to production, from strategy to service, and from deal to delivery. The heart and soul of such success, is TRUST.

Trust has moved well beyond the age-old assumption that it is merely a soft, social virtue and is now centre-stage, demonstrating that it is a hard-edged, economic driver – a learnable and measurable skill that makes organisations more profitable (private sector) / effective (public and third sector).

Trust is far too serious, significant and perennial to be viewed as a 'fad' or simply a passing issue, yet for all its importance, there is relatively little discussion of how we can build, develop and measure trust. So – the challenging question here is, do you even talk about it, let alone measure the one thing that will give you a competitive advantage or sustainability than everything else put together.

Think about having a car, planning the journey (route, time, petrol, water, tyres, brakes etc.) and not checking the one thing that you rarely see and yet you MUST have, to the right level, to make everything else work – the oil...! The one crucial ingredient that lubricates and connects all the expensive and complex parts, enabling the engine to do its job and drive the car....to get you to your destination!

Trust and emotions are for me, the true, almost invisible 'hard facts' that crucially 'lubricate' (or slow down, damage or even destroy), any sustainable business in any of the three market sectors. It is the EQ excellence, at the heart of any speed and innovation – engagement and enthusiasm – as it is what is truly real to your staff – their feelings (EQ), not any hierarchically, managerially created organisational numbers (IQ).

The question is, 'Do we ensure that we have this essential lubricant of trust in our organisations, or even check the levels of the one thing that will give more competitive advantage or sustainability than everything else put together?'

If you have trust, the often reactive IQ interventionist processes, like IIP, EFQM, ISO 9000, Lean Manufacturing and Six Sigma will be unnecessary, as they mostly do the same traditional management stuff, to continually set IQ driven 'surface' objectives, with a workforce that may be disengaged with a management team that you, or they, may not even trust! (See W L Gore as the overall Sunday Times No 1 Company To Work For since 2004 – no external IQ interventions needed there).

The EQ aspects are, I believe, the actual 'hard facts' of today's organisational world, not the easy IQ numbers management teams are so focussed on! Such narrow and brittle numbers only ever emanate and emerge from how engaged your senior team and workforce actually are.

The fact that EQ stuff is actually 'hard' to measure, is of course why almost all organisations avoid the challenge (to check their oil level) and thus fail to energise, embrace and engage their workforce for the journey ahead. It is also why H.R. is unfortunately all about Human Resources (IQ – 'use of') and not as it should be, all about Human Relations (EQ – 'involvement of').

This all leads to the true costs of an organisation with low levels of trust.....

Higher staff turnover	Lower morale
Higher advertising & interviewing costs	Lower acceptance and speed to change
Higher training costs	Lower creativity
Higher lost knowledge	Lower job applications from true talent
Higher absenteeism costs	Lower work effectiveness & continuity
Higher sickness costs	Lower fun and enthusiasm
Higher dis-engagement rates due to continual crisis management	Lower speed to market (crucial in today's internet workplace)
Higher bureaucracy & micromanagement	Lower engagement
Highly dysfunctional relationships (them & us)	Lower turnouts at open events
Higher HR, tribunal & compensation costs	Lower profits

How do we move towards trust?

Firstly, become self-aware of your levels of trust with
a) yourself (do you do what you say you will do?)
b) your top team (measure it now) c) your Board
d) your workforce e) your customers.

In my experience working with any Board or senior team, measuring the trust levels to start with is key – otherwise what is actually true in anything they say? This can be done, either openly (if they are mature and really ready for change) or by having them write down and thus become aware of their interpersonal trust scores, without the initial discomfort of making them overt. The team can then be helped in the courageous step to look at the real 'hard facts'. Some may at this point have chosen to leave – such openness and authenticity of a challenging and trusting organisation is not for everyone and that's OK.

Let's 'feel' that reality now! With pen and paper to hand write down the names of your closest colleagues, whatever level you are at in the organisation, with 10 being complete trust and 0 being complete mistrust – and without thinking, as your subconscious already knows all these scores, write down the first number that comes into your mind when you think of the name you are looking at.

So.....how does that look - or more importantly - how does that feel.....?

Now just as importantly and with that new knowledge and self awareness, how are you going to address what is now your new reality? This is where an external facilitator can, oil the wheels of change, with authentic and challenging communications, to finally align your team to achieve high speed and high ongoing performance, as well as greater enjoyment.

Exploring trust is the one thing that will change everything in improving our engagement, effectiveness and enjoyment, in the world where we work, rest and play.

Businesses do not do business with other businesses - people do business with each other. Feelings (EQ) are far more important (and real) than the superficial facts (IQ).

Secondly let's take a look at where you think your organisation is on the trust-tax index from Stephen Covey Jr's excellent book 'The Speed of Trust'. Use the tables on the next two pages and identify where your organisation is in terms of the most important thing in business and then take time to crucially openly discuss it; individually with the CEO leading, or collectively, facilitated by the CEO or HRD, or as I say with a neutral and trusted external facilitator. This should be done as a follow on from the first exercise above, when the team is ready to face such a challenge.....ideally within two weeks of the writing of the numbers.

"You can have all the facts and figures, all the supporting evidence, all the endorsements that you want, but if you don't command trust, you won't get anywhere."

Naill Fitzgerald former chairman, Unilever

TRUST

TAXES AND DIVIDENDS

The 80% Tax (Non Dividend)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • Dysfunctional environment and toxic culture (open warfare, sabotage, grievances, lawsuits, criminal behaviour) • Militant stakeholders • Intense micromanagement • Redundant hierarchy • Punishing systems and structures 	<ul style="list-style-type: none"> • Dysfunctional relationships • Hot angry confrontations or cold bitter withdrawal • Defensive posturing and legal positioning (I'll see you in court) • Labelling of others as enemies or allies • Verbal, emotional and/or physical abuse

The 60% Tax (Very Low)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • Unhealthy working environment • Unhappy employees and stakeholders • Intense political atmosphere with clear camps and parties • Excessive time wasted defending positions and decisions • Painful micromanagement and bureaucracy 	<ul style="list-style-type: none"> • Hostile behaviours (yelling, blaming, accusing, name calling) followed by periods of brief contrition • Guarded communication • Constant worrying or suspicion • Mistakes remembered and used as weapons • Real issues not surfaced or dealt with effectively

The 40% Tax (Low Trust)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • Common negative behaviour • Hidden agendas • Militant stakeholders • Political camps with allies and enemies • Many dissatisfied employees and stakeholders • Bureaucracy and redundancy in systems and structures 	<ul style="list-style-type: none"> • Energy draining and joyless interactions • Evidence gathering of other party's weaknesses and mistakes • Doubt about others reliability or commitment • Hidden agendas • Guarded (often grudging) dispensing of information

The 20% Tax (Trust Issues)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • Some bureaucratic rules and procedures • Unnecessary hierarchy • Slow approvals • Misaligned systems and structures • Some dissatisfied employees and stakeholders 	<ul style="list-style-type: none"> • Regular misunderstandings • Concerns about intent and motive • Interactions characterised by tension • Communications coloured by fear, uncertainty, doubt and worry • Energy spent on maintaining (instead of growing) relationships

No Tax/No Dividend (Trust is not an issue)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • Healthy workplace • Good communication • Aligned systems and procedures • Few office politics 	<ul style="list-style-type: none"> • Polite. Cordial healthy communication • A focus on working together smoothly and efficiently • Mutual tolerance and acceptance • No worries

The 20% Dividend (Trust Is A Visible Asset)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • The focus is on work • Effective collaboration and execution • Positive partnering relationships with employees and stakeholders • Helpful systems and structures • Strong creativity and innovation 	<ul style="list-style-type: none"> • Cooperative, close and vibrant relationships • A focus on looking for and leveraging one another's strengths • Uplifting and positive communication • Mistakes seen as learning opportunities and quickly forgiven • Positive energy and positive people

The 40% Dividend (World Class Trust)

In the organisation	In personal relationships
<ul style="list-style-type: none"> • High collaboration and partnering • Effortless communication • Positive, transparent relationships with employees and all stakeholders • Full aligned systems and structures • Strong innovation, engagement, confidence and loyalty 	<ul style="list-style-type: none"> • True joy in family and friendships by caring and love • Free, effortless communication • Inspiring work done together and cauterised by purpose, creativity and excitement • Completely open and transparent relationships • Amazing energy created by relationships

Notice the organisations in The Sunday Times Top 100 Best Companies To Work For List – they turn the table on pg2 on its head and show that the five-year average returns of organisations in that list, outstrip any equivalent organisations in the FTSE 100 by over four times the level of profit – 15.1% c.f. 3.5% even during times of recession!

Take Google – their culture of trust, allows staff to spend 20% of their time on anything they want, while still obviously related to Google's success. Thus they choose, something they 'want to' do and ENJOY doing (EQ).

Guess what – 50% of Google's new products come from that

20% of free and trusted time!

So..... if its effectiveness you're after – trust is the key.

If its enjoyment you're after – trust is the key

If its engagement you're after – trust is the key

And the real profit here, (as financial profit is easy when people are effective, enjoying and engaged), is that the organisation succeeds, the employees succeed, their families succeed and the community in general grows and succeeds. (unlike that IQ banking world of almost complete mistrust and societal pain bereft of trust)

So in short, if there is limited trust (oil), in any organisational machine, it will place itself in a far weaker position in terms of effectiveness, engagement, enjoyment or existence, than one that is actually discussing, dealing and deciding on the one 'hard fact', that has the ability to alter everything in that organisation.

So Trust or Rust indeed....

In fact ultimately, for the individual, the team, the organisation, the family or the community – it's Trust, Rust or Bust..!!

And your action now is.....???

"Technique and technology are important, but adding trust is the issue of the decade."

Tom Peters *business author and consultant*

"Speed happens when people really trust each other."

Edward Marshall

"If you're not fast, you're dead."

Jack Welch *former CEO, General Electric*

If you wish to explore the use of trust in your organisation – email or call me.

e – Les@qfour.org.uk m – +44 (0)7770 903266