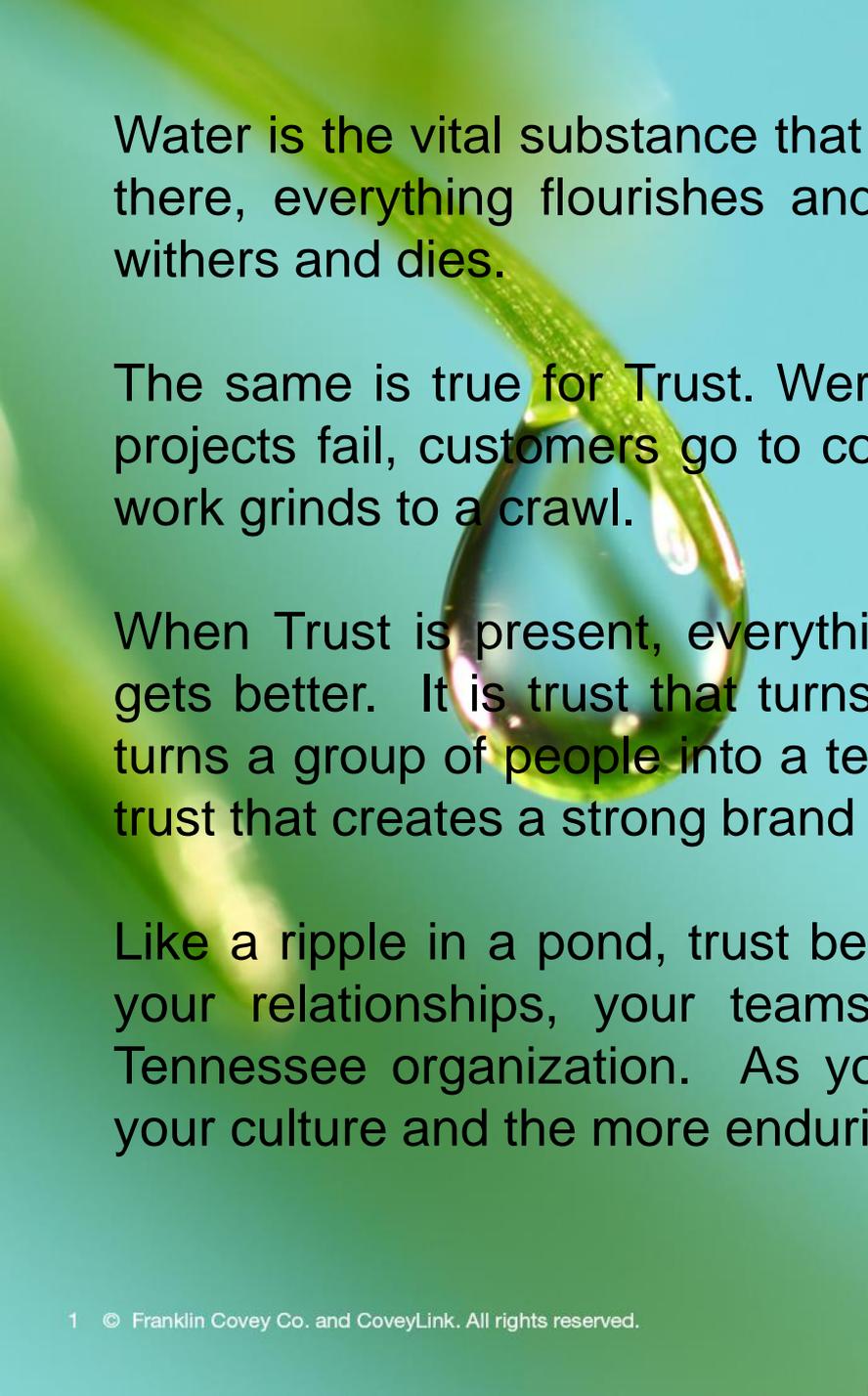




Leading at the

SPEED
OF
TRUST®

WELCOME
State of TN HRC Partners



Water is the vital substance that sustains all life on this planet. When it's there, everything flourishes and grows. When it's absent, everything withers and dies.

The same is true for Trust. Where there is no trust, relationships decay, projects fail, customers go to competitors, initiatives under-perform and work grinds to a crawl.

When Trust is present, everything you do as a leader flourishes and gets better. It is trust that turns a manager into a leader. It's trust that turns a group of people into a team, a vendor into a true partner and it's trust that creates a strong brand loyal customer.

Like a ripple in a pond, trust begins with you. It spreads out to impact your relationships, your teams, and throughout the entire State of Tennessee organization. As you intentionally grow trust, the stronger your culture and the more enduring your results.

THE PREMISE

The ability to **create trust** is the single most critical leadership competency for leaders today—and creating it is a **learnable skill**.

THE INTENT

To help you increase your ability to **develop**, **restore**, and **extend** trust to achieve sustainable results.

WHAT IS TRUST?

Trust is confidence born of the **character** and the **competence** of a person or an organization. The opposite of trust is suspicion.



Does Eddy Trust Tanja?

Watch for the kinds of problems people get into when they don't extend trust.



ABC OR XYZ

Who will you work for?

ABC

- Manipulate, distort, and spin the truth.

ABC

- Manipulate, distort, and spin the truth.
- Withhold and hoard information.

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- Take credit, even if it is not due.
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- Blame and bad-mouth others.
- Overpromise and underdeliver.
- Make excuses and violate expectations.
- Skirt the real issues.

XYZ

- Share information.

XYZ

- Share information.
- Focus on results and accountability.

XYZ

- Share information.
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- Show loyalty to the absent.

XYZ

- Share information.
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- Talk straight and confront real issues.

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- Don't hold meetings "after" the meetings.

XYZ

- Share information.
- Focus on results and accountability.
- Show loyalty to the absent.
- Talk straight and confront real issues.
- Collaborate, communicate, and show respect.
- Share credit abundantly.
- Don't hold meetings "after" the meetings.
- Practice transparency and authenticity.

Results

- Time on real work?
- Meetings?
- Turnover?
- Engagement?
- Collaboration? Innovation?
- Customer experience?



“All organizations are perfectly aligned to get the *level of trust* they get.”

STEPHEN M. R. COVEY

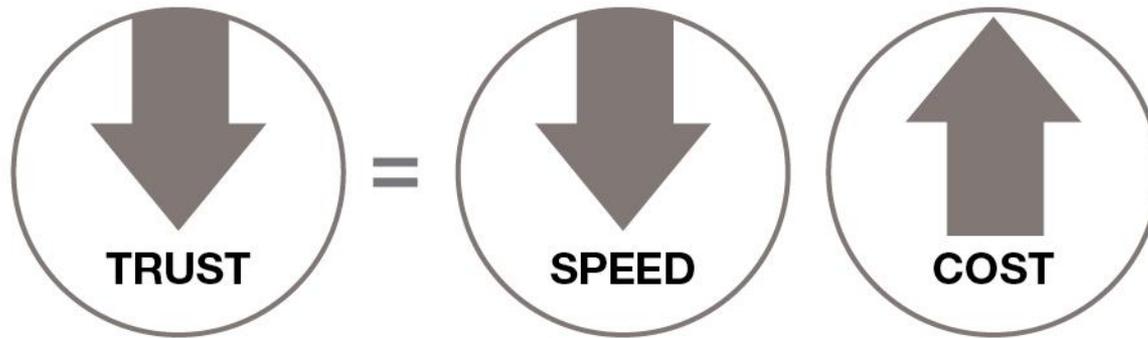


“Trust is like the air we breathe. When it’s present, no one really notices. When it’s absent, everyone notices.”

WARREN BUFFETT,
Investor, philanthropist

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Trust Tax: Slows Down Your Success

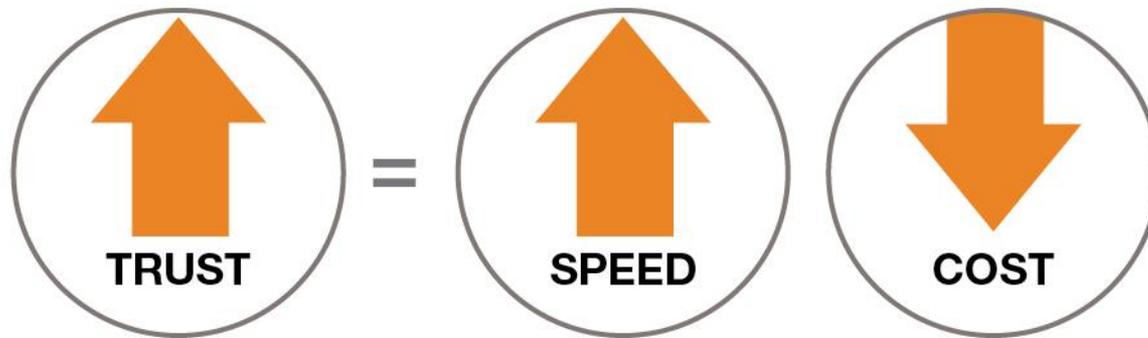


Trust Tax Examples

- Redundancy
- Bureaucracy
- Politics
- Disengagement
- Turnover
- Customer churn
- Fraud



Trust Dividend: Speeds Up Your Success

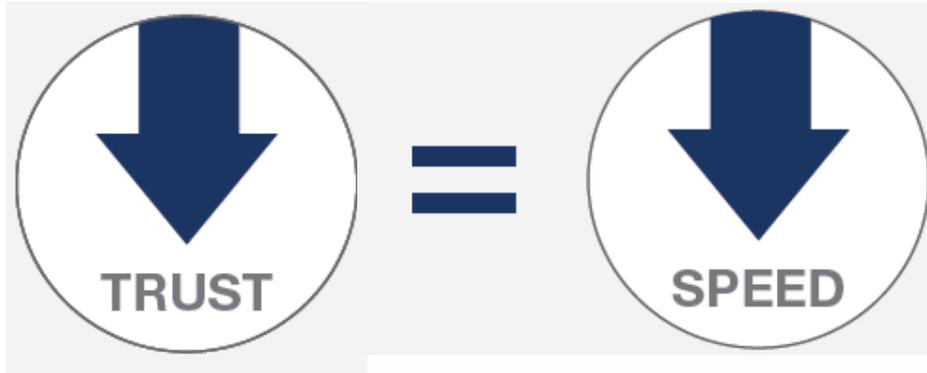


Trust Dividend Examples

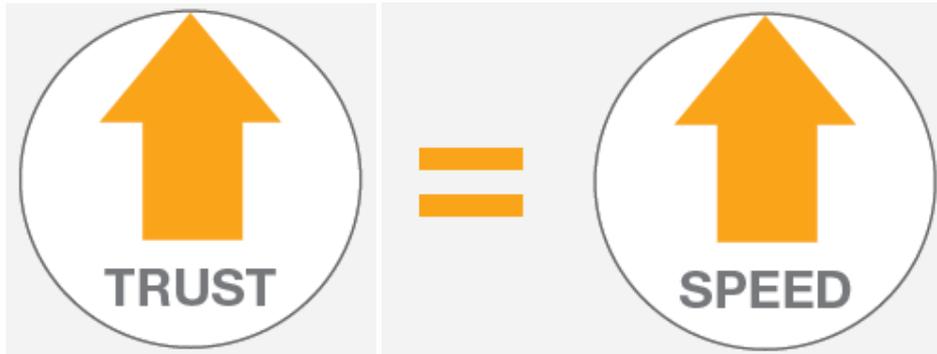
- Increased stakeholder value
- Accelerated growth
- Enhanced innovation
- Improved collaboration
- Stronger partnering
- Better execution
- Heightened loyalty



Trust Tax



Trust Dividend





How are known issues within your Agency negatively impacting Speed and cost? How about hidden issues?



“Like a drop of water
in a pond, your
personal credibility
has a ripple effect
on your relationships,
team, organization,
and market — even on
society.”

STEPHEN M. R. COVEY

The 5 Waves of Trust





SELF TRUST

THE PRINCIPLE OF CREDIBILITY



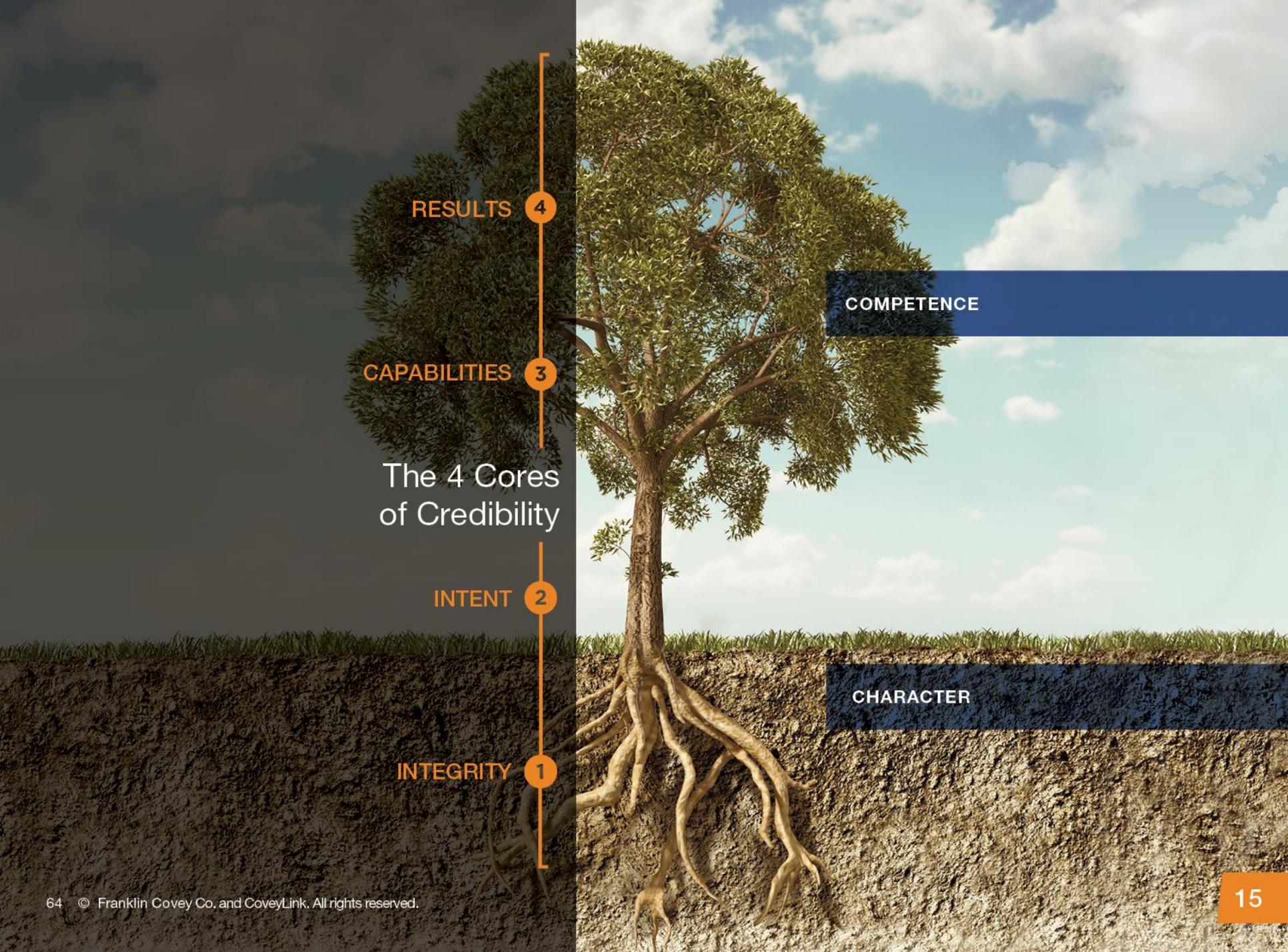
Trust is an outcome.
Trust is a function of both
credibility and
behavior in which
people manifest at work.



People don't follow strategy, or good ideas...They follow **leaders who are credible.** Leaders increase their credibility through the *Speed of Trust* process.

Strengthening Your 4 Cores of Credibility





RESULTS 4

CAPABILITIES 3

The 4 Cores of Credibility

INTENT 2

INTEGRITY 1

COMPETENCE

CHARACTER

The 13 Behaviors of High-Trust Leaders

7 Get Better
Continuing capabilities, feedback, information. Thank yourself for knowledge tomorrow.

6 Deliver Results
Establish right time and deliver.

5 Show Loyalty
Give credit as if it were yours. Don't inform when you're wrong.

4 Right Wrongs
Make apologies possible. Don't let right things go.

3 Create Transparency
Tell the truth. Be generous. Don't let the truth be law or premises. Don't let information be hidden.

2 Demonstrate Respect
Genuinely respect everyone, especially those who are different from you. Don't fake it with people.

1 Talk Straight
Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

13 Extend Trust
Demonstrate trust in your team who are appropriate based on the behavior.

12 Keep Commitments
Say what you mean. Make commitments. Don't commit to what you can't do.

11 Listen First
Listen. Diagnose. Important work matters have to be done.

10 Practice Accountability
Hold yourself accountable. Commit to how you will respond.

9 Clarify Expectations
Disclose them. If needed, expectations are clear.

8 Confront Reality
Take issues head on, even the "undiscussables." Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person. Don't skirt the real issues. Don't bury your head in the sand.

OPPOSITE
To ignore reality or act as though it doesn't exist; to be "in denial."

Speed of Trust ACTION CARDS
www.speedoftrust.com

THE BASICS

Do I trust myself?

Do I give others someone they can trust?

My Credibility Manifesto

I can be trusted because...



RELATIONSHIP TRUST

THE PRINCIPLE OF BEHAVIOR

Using the 13 Behaviors to Develop, Restore, and Extend Trust in Your Key Relationships



Think of a **high-trust** relationship
you have.

Think of a **low-trust** relationship
you have.



HIGH-TRUST BEHAVIOR

COUNTERFEIT ZONE

OPPOSITE BEHAVIOR

A serene landscape featuring a calm pond in the foreground, a dense thicket of reeds and tall grasses in the middle ground, and a lush forest of green trees in the background. A diagonal white line divides the image from the top-left to the bottom-right. The left side of the image is dark and serves as a background for the text, while the right side shows the natural scene.

“Counterfeits are dangerous because although the opposites are self-evident, Counterfeit Behaviors — like counterfeit money — appear to be real, but on closer inspection reveal themselves as disingenuous.”

STEPHEN M. R. COVEY

1 Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

OPPOSITE

To lie or deceive.

Speed of Trust ACTION CARDS
www.speedoftrust.com



Talk Straight

1

WHAT TO SAY

- Here's how I see the situation...
- This is what I feel strongly about...
- I suggest we do the following...
- These are the facts as I see them...
- From my perspective...
- I respect you, and I want to talk straight with you.
- My intent is to be candid with you.
- Let me tell you what I've observed...
- This is what I understand...

COUNTERFEIT

"Spinning," positioning, posturing, and manipulating. Withholding information, "beating around the bush," double-talking, and flattering. "Corporate speak." Technically telling the truth, but leaving the wrong impression.

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Investment Advice

*Watch for the impact of using
Counterfeit Behaviors.*



Develop, Restore, and Extend Trust

When you implement the *Speed of Trust*:

- Individual behavior will change.
- Managers will lead their teams in new and different ways.
- Speed will increase and costs will decrease.

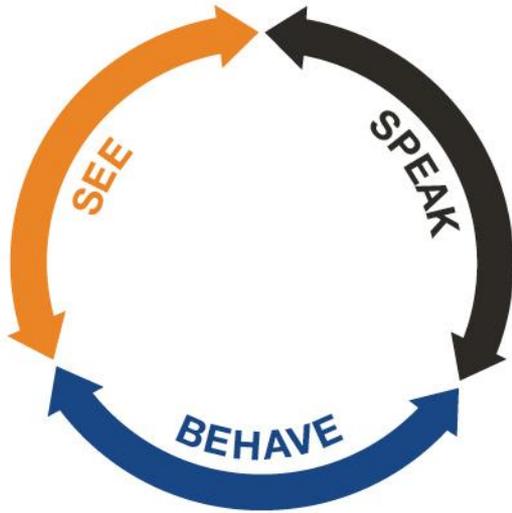
People will be more engaged, committed and accountable for results.

The *Speed of Trust* dramatically improves performance

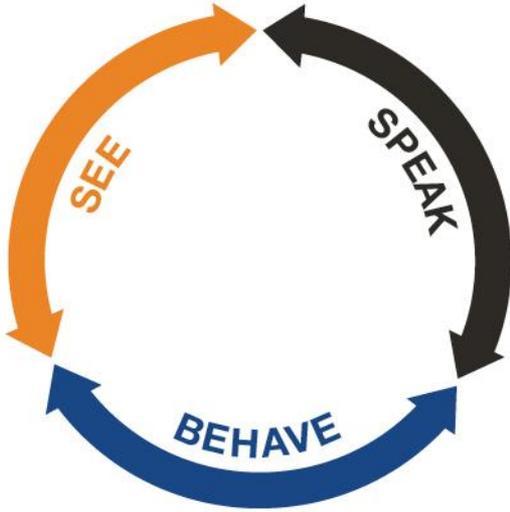


High trust is a performance multiplier.

When you get good at trust, it impacts everything you are trying to accomplish.

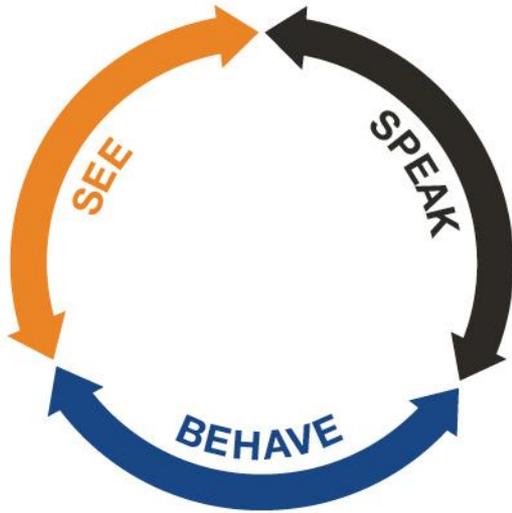


To create a ripple effect,
inspire trust in one
person every day.



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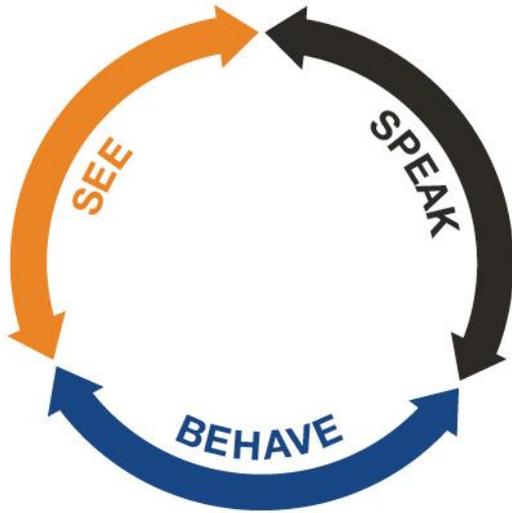
See the importance of trust everywhere.



To create a ripple effect,
inspire trust in one
person every day.

See the importance of trust everywhere.

Speak in ways that communicate trust.



To create a ripple effect,
inspire trust in one
person every day.

See the importance of trust everywhere.

Speak in ways that communicate trust.

Behave in ways that demonstrate trust.



THANK
YOU

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