

Trust as the foundation of workplace relationships

- What do we mean by trust
- How does trust impact our relationships
- The behaviours that build or erode trust
- Walking our talk
- The trust equation and how to apply it

Defining trust in professional contexts

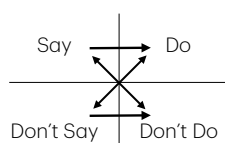
"The confident reliance on the character, ability, strength, or truth of someone or something"

Key elements of that definition

- Confidence:** Trust involves a level of certainty, even in uncertain situations
- Reliance:** We depend on those we trust to act in certain ways
- Character:** Integrity and ethical behaviour are fundamental
- Ability:** Competence and skills matter in professional trust
- Strength:** Resilience and consistency build trust over time
- Truth:** Honesty and transparency are crucial



The alignment of words and actions: Walking the talk



The accounting we do with all our relationships

TRUST ACCOUNT

Credit	Debit
+	-

BALANCE: ???

Key factors that destroy trust

- | | |
|-------------------|------------------------|
| • Inconsistency | • Lack of transparency |
| • Dishonesty | • Self-interest (ego) |
| • Blameshifting | • Disrespect |
| • Micromanagement | • Incompetence |
| • Gossiping, | |

David Maister's Trust Equation: An overview

$$\text{Trustworthiness} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

Selfish/Ego Distracted

Applying the Trust Equation to colleague relationships

- Credibility
- Reliability
- Develop Intimacy
- Reduce self-orientations

Using the Trust Equation to enhance client trust

- Credibility,
- Reliability
- Intimacy
- Minimising self-orientation

"The hardest thing for human beings to do is to know themselves and to change themselves."

-Alfred Adler

Wrapping Up

Untrustworthy behaviour is most often unintentional

We are often unaware of our behaviour and actions