

Chapter 6 -- Trust

by Robert Porter Lynch & Todd Welch

In our business world, we soon learned how expensive distrust is. Every transaction, every conversation, every move we make seems to be distrusted until we prove we can be trust. Sadly, many older people in business say it's getting worse. Mistrust causes everything to be more complicated, slower, and far more fragmented. Distrust hurts our businesses, adding extra costs to everything. Just take health insurance – distrust adds at least 20-30¢ to every dollar of health cost, for which we receive no health value in return.

What's more, distrust puts a big limitation on collaborative innovation and teamwork. In other words, distrust is a major competitive disadvantage, whether it is manifesting in ourselves, inside our companies, or externally in our relationships with suppliers, customers, stockholders, or our community.

Profusion of Distrust

Trust in America is declining; the evidence is everywhere. Recent polls show that by a margin of nearly 3 to 1 we distrust the media and unions, and by 4 to 1 distrust politics and big corporations. The majority of Americans trust neither Congress nor the Food and Drug Administration. If distrust were a disease, we'd call it an epidemic.

Ultimately, no amount of pages in a legal contract can substitute for or replace weak trust. It's the single most

important thing that separates relationships that thrive from those that fizzle. Yet trust is too often just taken for granted.

If trust is the key to rapid decision-making, building teams, and creating competitive advantage through collaborative innovation, why, then is, trust so low, and what can we do about it? We think there are several reasons:

**Trust is the Foundation of all
Enduring Relationships**

1. We've distrusted for so long, it's become a national habit. To start trusting again is risky, making us vulnerable. It's easier to be skeptical, reserved, protective. After all, if we expect little, then we're never disappointed.
2. As a civilization, we really don't have a good concept about trust itself. Go to the bookstore and look for books on trust; you'll quickly see how little we seem to know about trust. You can learn more about obsessive-compulsive disorder or bi-polar disorder than trust. Reading over scanty literature, one is somewhat shocked to see how little we seem to know about such an important subject that impacts our daily lives, at home and at work. Just look at television – show after show is fraught with betrayals, lying, cheating, stealing, crime, personal manipulation, and greed, but little to show how to cure the illness.

Causes of Trust and Traps of Distrust

What causes distrust?

In a word: *fear*; in particular, *fear of being taken advantage of* or *fear of being put in a disadvantageous position, or fear of being hurt emotionally or physically.*

To have trust, at a minimum, one must sense that there is a level of safety in the relationship -- that I will not be worse off for having this interaction. (As we will see later, deep trust requires more than safety.)

Just as the elimination of a disease does not cause happiness, neither will the elimination of distrust create solid trust – it just brings everything to “neutral.”

Ethical “Dilemma”

The lack of ethics will cause distrust, but the presence of ethics does not necessarily cause trust. Good ethics implies “I won't do something *wrong*,” it takes the fear out of the picture. But it doesn't mean “I'll be effective,” nor “use sound judgment,” nor “be collaborative,” nor “compassionate,” nor “spontaneous.” Other things are necessary.

Designing Trust – Coming out of the Trap

As a culture, our civilization is surprisingly deficient in the practices and methods of building trust. For many it's an either/or situation – either I trust or I don't trust. Because we haven't a solid approach to either maintaining high standards of trust, or fixing trust when it's broken, we stay trapped in a small game when the stakes are high.

We don't advocate blind trust, which would be foolish in today's world, but instead “designed trust,” which will enable you to reach new heights in relationships, while keeping you safe against those who should not be trusted.

To reclaim our birthright to seek joyous fulfillment of life, and feel safe in a sustainable community of trust we need a *design* for trust, a working *architecture* that provides a framework for daily usage and simple strategies for creating trust, along with best practices and tools for application in your daily life.

The word “architect” means a master craftsman who understands and can apply the laws and principles of design. A great architect of buildings creates a structure that looks beautiful, functions purposefully, and doesn't crumble under stress. We think it is essential for you to be the architect of your life and your business, and for you to understand how trust is built, what will destroy it, and how it functions. When you understand the basic architecture of trust, you can then discuss it intelligently with others and make choices openly to engage in productive relationships, or disengage from poisonous ones.

How Design Empowers

When you understand design principles, you become empowered. Just as a nurse becomes confident when she understands how to help a patient become healthy, or a mechanic becomes proficient when he learns what makes a car function, or a construction contractor joins forces with a master architect to build a great structure, so will you become better at trust building when you become adept at its inner design.

What's more, by becoming fluent in designing trust, you can take trust from the vagaries of intuition to new level where you can have a highly insightful conversation with others.

Architecture of Trust

Because there has been no clear “architecture” or “system” for trust, it has fallen into a vague and ambiguous area where the mindset for trust is fuzzy, the skill-set is deficient, and the toolset inadequate.

To help our business world better position itself to rebuild the trust that's so lacking, yet so needed, we began designing an Architecture (or System) of Trust which we've found extremely useful and we'd like to share it with you. It consists of five elements:

1. Balancing Self Interest versus Greater Good
2. Honorable Purpose
3. Integrity & Truth
4. Spectrum and Scale of Trust
5. Laws and Principles of Trust

Trust Element #1. *Balancing Self Interest versus Greater Good*

The basis for trusting someone is not simply ethics and honesty. For example, much of the shenanigans on Wall Street that brought down our financial system were done legally and perhaps even ethically. Yet something fundamentally important was painfully missing.

What was so critical was how the financial sector dealt with their self interest – it got out of hand, and damaged the financial stability and economic prosperity of the entire world.

We trust people who we can count on to look out after our interests as well as their own – our “mutual” interests, or put another way, the “greater good.” Balancing self interest with the mutual interests of the greater good is the starting point to begin trust.

When each person or organization acts to maximize the amount they get from negotiations with their customers or suppliers, without consideration of another person's or organization's interests, they are working in their *self interest*. There is nothing inherently wrong about self interest, it's part of any capitalistic system. But if everyone works strictly in their narrow self interest, severe problems can erupt: oceans

get over-fished, park lands become developed, unions and management lock horns, air becomes polluted, societies and communities fall apart, economic systems and civilizations break down as each entity is out to maximize for itself.

In this kind of a dog-eat-dog world, trust diminishes as everyone withdraws into their turtle-shells to protect their individual interests. In the early twentieth century of exploitive robber-baron capitalism, government was compelled to step in to act as disciplinary “referee” when labor strikes threatened to shut down the country or big businesses created monopolies that endangered the greater good of the public. Self-centered decision-making created untenable societal situations, and only government was left to ensure the mutual benefit.

In the new paradigm of collaborative commerce, to keep the system running fast and efficiently, trust-building is essential. With trust, businesses are empowered to cooperate more, make interactive decisions, form teams and forge alliances to make use of their respective strengths and weaknesses, and take risks that are impossible in low-trust environments.

In other words, our internal organizations, and our external value networks run far more productively and creatively with trust. When trust withers, the people are forced withdraw into their shells to protect their self interest.

Most people are 10,000 times more interested in themselves than they are in anyone else. It goes downhill from here.
-- Mother Teresa

HONEST PURPOSE

The object of all work is production or accomplishment and to either of these ends there must be forethought, system, planning, intelligence, and **honest purpose**.
– Thomas Edison

Trust Element #2: *HONORABLE PURPOSE*

How does anyone know when the balance between self interest and the greater good is right? If people focused only on the greater good, they don’t satisfy their own needs. Communism tried to focus on the greater good, and ended up serving neither the greater good nor the needs of the individual.

We believe this is best addressed first by facing the issue from the perspective of “Honorable Purpose.” Let’s look at the meaning of “honorable” in some depth:

Definition: Honorable from Latin: Honor (same root as Honest)

- Honest in principles, intentions, and actions; truthful with integrity, upright, not disposed to cheating, deception, or fraud
- Courage; fidelity; especially, excellence of character; high moral worth; virtue; nobleness; integrity; uprightness; fairness, trustworthiness,
- Self-respect; dignity; dignity, or distinction; noble, illustrious, or distinguished, without pretensions
- In accordance with or characterized by principles of honor

Honor is such a foundational element to society that it was recognized by the Greeks and early Romans as one of the critical elements to their civilization. Let’s examine the meaning of “purpose.”

Definition: Purpose from Latin: propositum

Noun

- The reason for which something exists or is done, made, used, etc.
- The object toward which one strives
- An intended aim, result, goal, design or desire that guides your planned actions
- Determination; resolution

Verb

- To reach a decision or to resolve
- To set as an aim, intention, or goal for oneself
- To intend; to propose, to design to perform or accomplish

When we start with Honorable Purpose, we do the right things for the right reasons. Honor is the *means*, and Purpose is the *ends*. Honorable Purpose means we think consciously about balancing our own personal self interest with the needs of others in our realm of influence. (see Figure 1)

To be a trusted, cooperative entrepreneurs require the foundational principle of honorable purpose, because neither internal teams nor other businesses in the value chain will, in the long run, desire to work with you without a bond of trust. Yes, you can do business in a distrusting environment, but it will be less effective, less fulfilling, and filled with far more inefficiency, strife and angst.

When an entrepreneur focuses on “honorable purpose” the critical issue is not “am I going to be successful?” but “what service or value will my company provide to others.” It is far more important to aim at the customer's needs first in a way that is honorable and purposeful. It may surprise many that most entrepreneurs don't start their businesses primarily to make money; rather it is to control their destiny first, make money second. It's at this decision-point every entrepreneur must face the issue of Honorable Purpose.

When a company purposefully produces inferior products or ones that will harm people or the environment, or makes claims it knows are unsustainable, then it violates the standard of Honorable Purpose. Eventually trust will erode in the eyes of its customers, its brands will become worthless that no amount of advertising will cure.

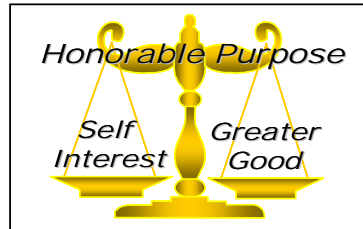


Figure 1: Balancing Self Interest & Greater Good

Procter and Gamble's Moments of Truth

Test of Honorable Purpose

P&G advocates that there are two “moments of truth” that occur whenever a customer buys a P&G product:

1. When the customer *chooses* the product from the array of options on the shelf
2. When the customer *uses* the product

The customer must be completely satisfied during these moments of truth, or else the brand does not engender trust.

Trust Element #3: *INTEGRITY & TRUTH*

Creating trust is not easy because it often means forsaking the expediency of perhaps lying a little here, cheating a bit there, deceiving by creating an illusion or implication, or avoiding the truth to hide under the disguise of silence. However, the consequences of twisting the truth, failing to keep one's word, or pushing the blame onto others will be, in the long run, devastating, no matter what the short term advantage.

Integrity is required, which is more than just being honest or trustworthy. Integrity means being true to oneself, true to one's deepest values, true to one's word, dedicated to telling the truth.

The benefits of integrity are ultimately both a liberating freedom and a divine blessing.

Integrity marvelously liberates us to live our relationships forward into the future, enabling us to experience the present moment cleanly and without fear that our past will undermine us, corrode our vision, and erode our energy.

The lack of integrity inevitably forces one to look back over one's shoulder, haunted by a past filled with historic baggage which will harbor tomorrow's illness, or threaten to destroy one's false illusions that were invented to disguise the sordid realities of a disingenuous life. For those who live with integrity and honorable purpose, their word is their bond, thus engendering loyalty and respect in those who engage with them.

Integrity becomes a divine gift by enabling us to touch the deepest yearnings of others around us, thus creating a new set of possibilities filled with hope and inspiration. Integrity is thus expansive, allowing us to become more than ourselves, to create with others, to empower others.

One time in our insurance business I had to call back a client whose claim was not covered. I was just starting out and was quite young.

I went to my partner Leonard Schumann for advice. "What should I tell them?"

His advice was simple: "Tell them the truth."

-- Scott Welch

Trust Element #4: SPECTRUM AND SCALES OF TRUST

First, think of trust and distrust as a spectrum ranging from severe distrust to highly committed trust, as illustrated in Figure 2. We call this the “spectrum of trust.” Along this spectrum lies hideous destruction or resurrective possibility.

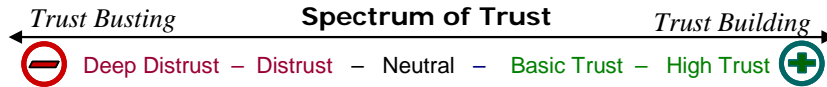


Figure 2: Spectrum of Trust

Sadly, many relationships devolve into relative obscurity because the participants do not have an “architecture” to design the trust part of their relationship.

Next, to begin to create the architecture, we’re going to tilt the

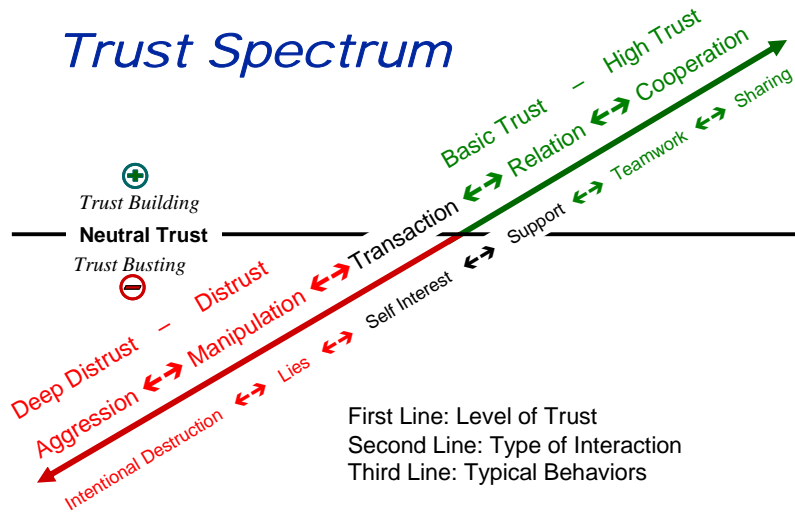


Figure 3: Spectrum of Trust

spectrum a bit -- simply to enable us to illustrate some more detail about what goes on in these zones. (see Figure 3)

All too often, the relationships with people stay in the middle zones or just below the neutral trust line of self-interest for protection. We also refer to actions that are “neutral” trust as “transactions.”

Certainly you've actually experienced positive trust at sometime in your life. The first form of trust usually occurs when you were born – you bonded in a trust relationship with your mother. Then, hopefully, you had a similar trusting relationship with your father, siblings, and grand parents.

As you grew older, some relationships emerged that were highly cooperative, such as friendships or on sports teams. Perhaps at times you shared material possessions or share your deepest emotional senses with a loved one. Some people envision and reach into the highest form of trust where they engage in the synergisticⁱ process of co-creation.

At the lower end of the Spectrum are highly distrustful types of relationships. This zone represents the type of situation where people attacked one another either verbally or physically, they manipulate or deceive one another.

In the area of distrust often people retaliate tit-for-tat with equally or more intense forms of distrustful behavior.

The Spectrum of Trust is essentially tool to illustrate the journey from the darkness of deep distrust to the light and wealth of real trust.

Scale of Trust

To continue with this journey, we are going to build out the Trust Scale with a description and symbols of the behaviors associated with the types of trust and distrust. (see Figure 4)

We will alert you to the dangers and consequences along the road, highlight the signposts pointing in the right direction, provide a compass to guide you, and give you insight on what to do if you get ambushed, or if your old habits get you trapped in a swamp.

To start we'll explore the lower zones on Scale of Trust. (Later in the chapter we'll explore the upper zones.)

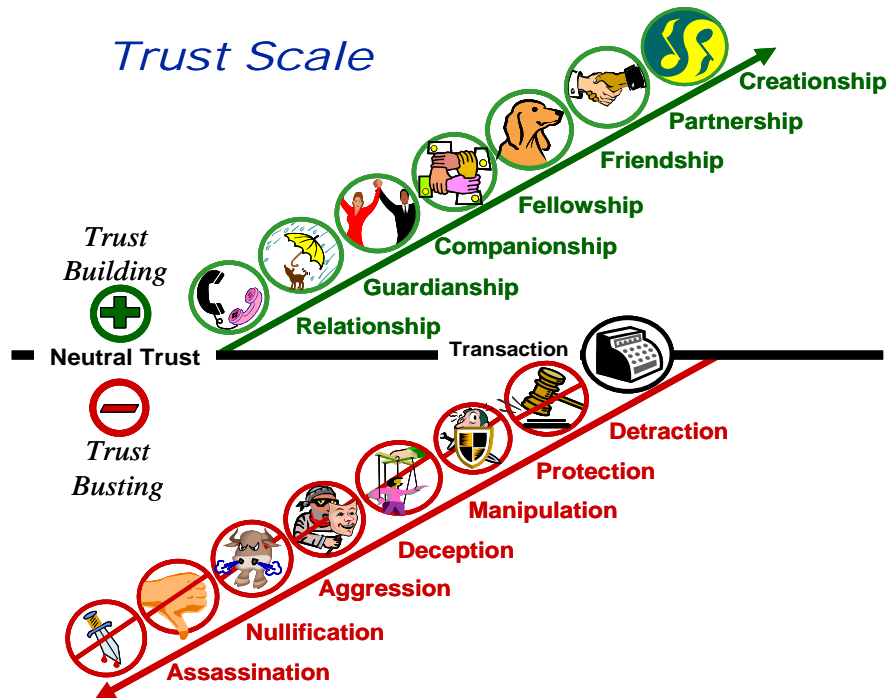


Figure 4: Scale of Trust

Negative Zone of Distrust -- Trust Busters

The multiple ways we've learned to "bust trust" are so well defined in our society they should be considered an art forms. In fact, there are professions that have made distrust their point of focus. The Legal profession, in large part is engaged in protecting their clients from the harm of distrust. Many professional labor and procurement negotiators in the business of squeezing the other side in a manner that creates enormous amounts of distrust.

Below we outline the levels of distrust so that you can identify them and talk about what type of distrust exists when it manifests. In this way, by having a *language* (words and pictures) and an *architecture* (framework) you can begin to discuss in vivid detail what you are experiencing, and, once we outline the positive side of trust, what you want in the relationship.

We've found that when you have a picture in your mind of what is happening in the distrust zone, you then have a means of bringing the behaviors out in the open. Here's a brief description each of these types of Trust Busters (there are more than these seven, but these are the most prevalent):

Assassination and Betrayal



While murder may be the ultimate assassination, it certainly is not the most common. Instead, the most typical form is *betrayal*. This is undoubtedly more subtle and more insidious - more like cancer. Talk to anyone around you, and ask them "Have you ever been betrayed?"

Then watch their response. Usually it's one of intense emotional pain. Everyone has their stories, and their deep pain associated with the betrayal. Their hurt is carried around like a private wound, often with guarded silence as they suffer in the quietude of self-imposed exile. Other's turn betrayal into blame, or worse, revenge.

The history of western civilization oozes the blood of betray. Betrayal is perhaps the oldest sin on the planet. The Old Testament tells of the betrayal of God by Adam and Eve, followed by the betrayal of Abel by Cain, who took betrayal to the ultimate level, slewing his brother for his own self interest. Similarly, many stories of the New Testament are filled with betrayal, the selling of Christ's life for thirty pieces of silver being the most memorable.

Greek literature and Roman history are filled with many stories of betrayal. The medieval legend of the fall of King Arthur's Camelot is due to the betrayal of Lancelot, followed by his own son Mordred. At the end of the middle ages, Machiavelli wrote his famous advice to enable his reigning prince to combat a society filled to overflow with betrayal. Shakespeare, writing four hundred years ago described the betrayal of Caesar by Brutus with the renowned comment:

*How many ages hence shall this ... be acted over
in states unborn and accents yet unknown!*

In America, the names Benedict Arnold or Lee Harvey Oswald or Richard Nixon are immediately associated with betrayal.

Purposeful betrayal is all too common in our daily world today. Its corrosive force destroys teamwork, co-creativity, and the spiritual sense of community. In response to betrayal, people typically withdraw into their protective cocoon, or the opposite, fight with a vengeful energy that creates no possibility of reconciliation. When done unintentionally, betray usually takes a variety of forms, such as selfishness or insecurity, and often manifests as creeping dissent, an angst of complaint, blame, undermining, resentment, negativity, fault-finding, character assassination, and endless complaints. It's in this swamp of despair that betrayal breeds like mosquitoes – small, hard to see, but voracious, ugly, and disease ridden.

Like the smoker who gets a momentary nicotine high, the leader or family member who feasts on a diet of cynicism, and rule by fear may get an emotional power-high, but in the long run, with each passing day, sustainable energy is drained from those around as they wallow in depressive counter-attack, surreptitious spying, cavorting, and deceit.

When this behavior occurs at work, daily routine becomes nothing more than bitter-sweet travail with neither victory nor valor, nor honor, nor heroics. In the family, betrayals ultimately lead to divorce, delinquency, despondency, depression, destructive revenge, or even death.

When done intentionally, the result is usually far more insidious, destructive, and often horrifying. If the ghosts of archetypical betrayal are prolific in your organization, look to the top where their spirit may reside. And also look within to see if you are trapped in a culture of intrigue, innuendo, and doubt in which you've become one of the principal or supporting actors.

Nullification



Have you ever been shunted aside, zeroed out, made meaningless, or marginalized? That's nullification, and it's not pretty. When someone walks out on you, turns their back, or storms out of the room, you are being nullified. How much trust do you have in that person?

Many religious groups use this technique to ostracize those who've broken their rules; Catholics can be excommunicated, Jehovah's Witnesses can be disfellowshipped; other's call it "shunning."

Nullification can happen passively – when you are not responded to in a meeting or your request for assistance falls on deaf ears.

To illustrate the power of nullification, studies have shown that it's more damaging to an infant to neglect them than abusive violence.

Nullification is destructive because it directly thwarts a vital desire in everyone: the need to be needed and the need to make a difference.

Aggression



Aggression is the use of someone's power in a way that seeks to threaten you. Typically aggression will take the form of a "game."

One game is called "persecutor – victim – rescuer." In this game, the professional victim is actually the aggressor in disguise as the victim. They are seeking someone to act as a rescuer, but really as an ally to get even with their prosecutor. On your gallant horse, ready and willing to right the wrongs of the world, you get trapped in their game.

Another aggression game is 'passive-aggressive.' This is a subtle trick – a means of trapping you into thinking things are alright. Because outright aggression is pretty obvious, highly intelligent people quickly learn it's frowned upon.

So they develop a trickier game: they become obstructionists by offering resistance that shows up as helplessness, procrastination, upsets, hurt feelings, resentment or inaction even after multiple requests to stop.

Sometimes the passive-aggressive person has developed such a habitual use of this trick that they are no longer conscious that they do it. For example, the passive-aggressive might be habitually late to anything they don't want to engage in.

Beware of the passive-aggressive – they are usually highly intelligent, often outwardly successful, and very observant of your behavior. They see you as a threat to their position as the best, most powerful, or smartest.

In contrast, the outwardly aggressive person believes the best defense is a good offense: take the initiative to demonstrate superiority, strength, and power. It often takes the form of a big ego disguising a

very deep sense of insecurity. The insecure egoist will destroy trust by always putting themselves and their agenda first.

They will bellow, bluster, and “b-s” their way through or into any situation, always looking out for number one. Or they may play symbolic power by sitting higher than you at a meeting, or telling stories about their aggressiveness, or speaking crassly in public, or insisting their answer is the only right one, all simply to demonstrate vividly their power.

Often this person is angry and manipulative, using their power to aggrandize themselves at your expense. No deal with them is ever complete because, even if you have a contract, they only intend to abide by it if in their interests. For them, it's either my way or the highway; and “he who has the gold, rules.”

All-too-often this person either has a strong legal team behind them or they are the lawyer. Litigation, or the threat of litigation, is their path to getting their way.

Deception



The purpose of deception is to twist the truth. It takes a variety of forms, from the innocuous to the sinister. Sometimes it's so subtle that you might not notice. Subtle forms of deception create illusions intending you to believe something is totally true when it's not. Not giving you all the information you should have is deception. Making you believe something with a half-truth is another example.

Another form of deception is the put-down. Have you ever accused someone of having “rocks for brains?” That's a put-down that is only intended to demean someone, to make them less than human. It twists the truth to make someone else insecure, uncertain, and unconfident.

A more insidious version of distortion typically takes the form of gossip, negativity, bad-mouthing, personal attacks, blaming, and forming cliques that twist the truth with the purpose of excluding or discriminating unnecessarily against another. The intention might be more sinister, linked with another form of trust-buster: Assassination – usually character assassination.

While lies are always dishonorable and destructive, in their worst form, they can be downright evil, done to harm, hurt, or damage

another person. Lies often place the victim in the unenviable position of having to defend themselves against some allegation that was never true in the first place. The victim then has to go to inordinate lengths to prove that something never happened. Theft is also an ugly form of corrupt deception resulting in a physical loss of a possession.

Manipulation



The mind of the manipulator has determined they cannot expect the world to respond in predictable and reasonable ways, so they have to trick their world into responding opportunistically to their advantage, because the lack of trust does not allow it to respond predictably. (This obviously sets up a circular, self-fulfilling prophecy.)

The most recognized manipulation game is whining or complaining. This is a way of attacking others by focusing attention on how everyone else is wrong, bad, guilty, or incompetent. The whiner is seeking to get their own way by maneuvering others into the “bad guy” role or the rescuer. They often get away with it because it is easier to placate them than to establish more trusting roles.

Surprises are one of the other ways the manipulator operates. Sometimes the surprise is actually somewhat innocent – they simply have their own self-interest at heart, and don't care an iota about you. In a sense, you didn't exist or weren't important enough to even show up in their mind as something to consider. But the result is quite disturbing, creating a “them up – me down” condition of distrust. Our response may be to “get them back” by out-manipulating the manipulator, or perhaps by playing people off against one another, such as using nullification or litigation against them.

At the more sinister level, the manipulator may be actually plotting against you to gain position, authority, or power. Then the manipulator becomes the betrayer.

Regardless of the motive of the manipulator, our egos are designed to protect and defend us against attack, and anything that looks like an incursion on our ability to thrive will be experienced as an attack, prompting a fear response and then either a counter-attack, formation of alliances to defend our position, or a flight from the situation.

Protection



Protection typically takes two forms, active and passive. Active protectors will often hide behind mountains of legal agreements, non-disclosures, red-tape, and anything that will cover them in the event of a collapse or blame from above. By being overly protective often they actually create the distrust that they attempt to protect themselves.

Passive protectors withdraw, flee, hide, or remain silent - they make no commitments, avoid interaction, and take no risks. Passing the buck is a good way to keep out of the line of fire for the protector. Ducking issues and not making commitments is a form of protection. Bureaucrats are professional protectors, deflecting responsibility with obscure rules, convoluted processes, and abstract reasoning.

Other protectors are gate keepers. The secretary that won't let anyone get to the boss is a great example. Unfortunately the boss never gets to see the world of possibilities because he or she is so well protected.

Detraction and Judgment



The chronic evaluator is typically judgmental, overtly critical, overly analytical, or highly skeptical. They are quick to find something wrong, play holier-than-thou, or subtly find a way to make themselves seem stronger or make you look reckless, inexperienced, unworthy, or just not part of the club. Critical evaluation is a "one-upsmanship" play that seeks to invalidate another person.

Evaluators would rather find fault and deny you rather than join forces to find a better solution. The worst of the evaluators are the cynics who are intensely compelled to say no, and cannot look at the world from a positive point of view. Beware of the cynics - if they are part of your organization they will poison the well of success.

The negligent form of evaluation is the simple act of disrespect by not giving you fairness or consideration or respecting your time and energy. Thus the detractor is so engaged in critical judgment they deprive themselves of engaging your creativity and experiencing your skills. Nor can they tap into your unique talents, insights. (We don't mean to imply that you should never carefully evaluate people nor

make judgments. We only want you to be careful not to be so judgmental that you shut yourself off from a positive relationship.)

Transaction - Neutral: Neither Trust Nor Distrust



To understand a transaction, think of the last time you went through a toll-booth on the turnpike or bridge or when you paid the attendant at a parking garage. That was a transaction, pure and simple. You did a simple exchange of value: your money for use of their road, bridge, or parking lot. Now, can you remember the name or face of the tollbooth attendant? Probably not, because you had a transactionary experience, one based simply on exchange. There was sufficient trust to do the exchange, but certainly if there were a significant amount of money at stake, you would have wanted either the safety and security of a strong relationship based on trust or a good contract. When you buy a house or purchase a car, you do so in a transaction. Often the bank and the seller are not people you know well. But they attempt to protect their loan with a pile of contracts.

This is why we put transactions right on the neutral trust line - neither trust nor distrust. Transactions happen every day: at the grocery store, at the mall, at the gas station. When shopping, we put enough trust in the "brand" or the store's reputation to complete the exchange of goods or services for money, but not enough trust to engage in any form of deeper relationship.

This is the arena where the "deal" takes form. Contracts are the presumed basis for creating the safety and security necessary to transact very large deals. The use of the word transaction is important, because it connotes an action across a boundary. And a deal is something you do in a card game where the interests at the table may be competing, and certainly have little or no trust for each other.

A large part of our legal profession is based on transactionary trust, and even lower levels of distrust. Just look at the documents needed to buy a house today; it's voluminous. Twenty years ago the number of pages needed in a house closing was about one third what we need today, and we still have slimy dealings going on in the housing industry. The size of the closing documents is a reflection of the untrustworthiness of the housing industry.

Positive Zone of Trust -- Building Relationships

Unlike the Zone of Distrust, the Zone of Trust is based on Laws and Principles, Honorable Purpose, and Balancing Self Interest with the Greater Good. In this zone, life and business becomes filled with opportunity and creativity – the essence of the entrepreneurial spirit. Trust in the traditional sense means:

1. *Reliance* based on certainty, predictability, unquestioning belief, faith or hope in or upon something: to have trust in one's parents.
2. *Security* or *Assurance* or *Dependability* based on a feeling of security, usually with good reasons, definite evidence, or past experience: to have confidence in the outcome of events.
3. *Commitment* or *Dedication* to a purpose or cause or something large, important, or vital

While these three terms are a reasonable way to define trust, we think it is too vague and too ambiguous to be useful. Many others define trust at level we think is just a very minimum: trust is the absence of fear that you might intentionally hurt me. We think this is just a place to start the trust journey -- simply a beginning – there's a lot more that higher orders of trust can offer.

After all, the system of distrust in this world is so well defined and refined, it presents a formidable obstacle to creating trust. We think it's necessary to become far more specific when creating a System of Trust based on sound architecture, best practices, and clarity of purpose.

In this section we'll explore trust, from the minimum positive levels of relationships to the highest order: what might be called *synergistic trust*. Knowing what type of trust is either appropriate in a relationship or desired by someone is essential to your ability to design and discuss how to get there.

Remember, people yearn for trust; it's the natural state of human interaction. We were born into a trusting relationship with our parents. People who had normal childhoods all remember the time when they were young, when the world felt safe, when they were secure in the presence of others.

Distrust is not natural; it's a learned predicament!

We're going to continue our journey into the exciting and fulfilling range of Trust Building as we construct a real "architecture" that you can count on to produce predictable and positive results.¹

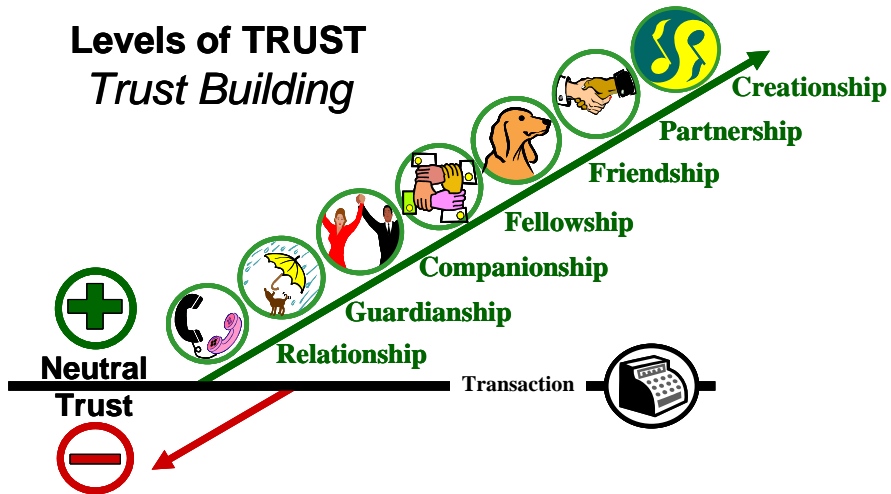


Figure 5 Trust Building Relationships

We'll start at the lowest end of the Positive Zone of the Trust Scale and work our way upwards - all with the underpinning of "honorable purpose."

Relationship



Did you ever look up the definition of "relationship" in Webster's dictionary? The definition is so obscure it will shock you. It says a relationship means "to be related." No wonder we are so poor at forming relationships - we don't even know what we're talking about! We can't even

¹ Note: all the words in the positive Zone of Trust end with the suffix "ship" which derives from the old Anglo word "skap" which meant to be created or ordained with something valuable

define what we mean by a “relationship,” nor what we want, nor how they function.

This is where the entrepreneur's trust journey must begin – start with building trusting relationships with other people. You can begin with your leadership team, or anyone you choose. Start at home with your spouse or children, it will pay dividends.

The first element to building a relationship is to be sure the other person knows you are listening -- not judgmental listening -- but connected listening that simply validates the other person. Figure 6 illustrates the difference between judgmental listening and listening to build a relationship.

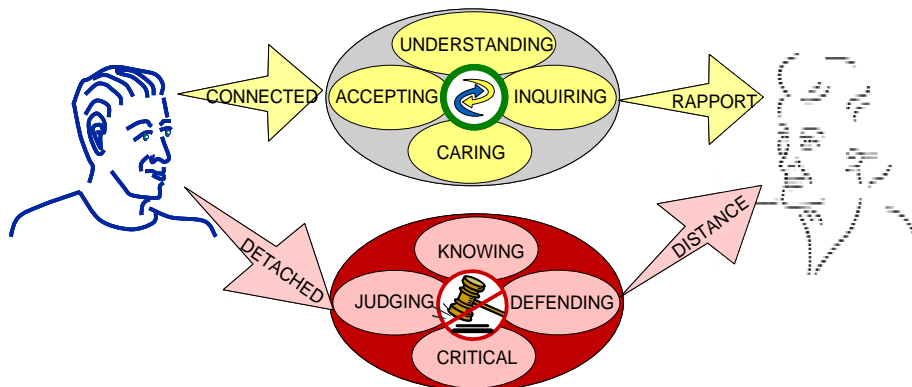


Figure 6: Listening to Build a Relationship

When we listen with compassion, learning, and constructive inquiry, we begin to build trust. People feel like they are receiving *support*.

Listening and inquiring with interest and compassion means you start with an open mind and a caring heart -- no assumptions and no expectations, which impairs our ability to see things as they really are.

The most difficult issue is if the person that you are listening to responds with criticism, judgment, and defensiveness. This is challenging because your immediate reaction is to defend, counter-attack, or blame – don't do it, because it will send the relationship into the death-spiral of distrust. Stay in the trust zone.

How Others See Us

If we saw ourselves as others see us we would surely change.

-- Scott Welch

Perhaps you can suggest that when the other person is blaming, judgmental and critical, they are not providing the responses that will build trust nor will it produce a productive relationship. Be the light, the inspiration. But don't tolerate abusiveness or unreasonableness.

Continue to ask open, non-judgmental questions. These are far more important than demonstrating that you have all the answers or making demands, or being filled with criticisms. The idea is to draw people in -- curiosity opens awareness of discovery.

Some of the types of questions you might ask are:

Creative Possibility

What's the possibility of?

Is there an analogy that.....?

Interrogatory

Who? What?

Where? When?

Why? How?

Opening

Could you tell me more?

What do you think about...?

What did you experience?

Action

Will you do?

What did you expect?

Can you get?

All the time you are listening to gain understanding and insight (neither judgment nor evaluation nor manipulation):

- Listen with Compassion for Connection
- Listen for Insight and Intention
- Listen with Acceptance and Support
- Listen for Validation
- Listen for Underlying Meaning
- Sense Opportunity and Possibility
- Sense for Shifts in Thinking
- Sense Desire, Vision, and Goals
- Sense Unique or Unmet Needs

When building a trusting relationship the minimal boundary conditions must be satisfied – both parties must honored and respected, you can be counted on understand my personal interests, needs, and concerns, which gives the assurance that ultimately I will be better off from having trusted you. If this does not happen, then the relationship is broken and you have fallen below the line into the Zone of Distrust.

Guardianship



The next level of trust provides *safety* and *security* to the other person. (This level may embrace the prior level, but goes a step further.) A guardianship can be one-way, much like a parent provides to a child, or a mutual guardianship like soldiers on a battlefield. As an employer, every entrepreneur has a duty and responsibility, both morally and legally, to protect their employees' safety on the job, pay their unemployment taxes, protect their civil rights, and provide a work environment free of harassment. In return, you expect employees to maintain a guardianship over the work-place by not stealing, reporting hazards, creating ideas to improve your competitive advantage, and contributing to the well-being of their teammates.

Those who don't feel safe in your presence will be protective or fearful. As human beings, we aren't wired to trust what we fear. A Guardianship means knowing that you won't intentionally hurt me. Safe means they must be emotionally safe and physically safe. But at a deeper higher level, it's *reliance* -- knowing that:

- you will be there to protect me from harm
- you will be there when I need you
- you won't sacrifice me for your self interest
- you can be counted on to protect my best interests as well as your own
- you won't be negligent
- we can count on each other to protect each other's safety

At the Guardianship level, the issue of honor and integrity becomes critical to building trust. It's knowing that I will not just

respect you, but more: I will honor your essence and defend you from attack by others, and I can expect the same from you.

In a business relationship, a Mutual Guardianship means I stand guard over for you to defend you against attacks, lies, dishonesty, and manipulations; and I can expect the same from you. We will be mutually honest, forthright, and truthful.

Companionship



Being a companion means I trust you enough to be in your presence a significant part of my time. In business, this takes the form of working well together in teams -- "teamship." Each individual must feel safe and secure, but also know that we are symbioticⁱⁱ - we can work together productively, our breakdowns will not be destructive, we can share our thoughts, workspace, and concerns without fear of retribution, disrespect, or dishonor. Our group truly acts, thinks, and sees itself as a team. In a companionship or team, we contribute to each other's well-being by keeping the business successful, thus preserving my job, my employers business, my security, and my family's future.

To create confidence in one another, the idea of mutual interests becomes paramount and win-win is essential. Every decision considers what is in the interests not just of the individual, but in the greater good of the company, the team, and the future of the business.

We begin to see the world through a common vision and aligned interests. We expect there will be reciprocity: we share ideas, build together, and give at least as much if not more than we expect to take back. When everyone begins to give more than they expect in return, the symbiosis of an organization is taking its first step to transforming into a synergistic organization.

Fellowship



This means much more than "membership" to an organization, company, or club; it's more than a company picnic or sales rally. Fellowship implies a powerful attraction, commitment, and buy-in to the

values, hearts, and minds of the other members of the community (common-unity). You might think of fellowship as “belongingship.” It's the group you connect with that feels like your extended home. You feel nurtured, a sense of comradeship – this is my place, my people, my “tribe,” my family away from home where we have a shared dedication to common interests.

In the best companies, fellowship is quite dramatic and evident. When you fly Southwest airlines, the sense of fellowship manifests itself in the teamwork, dedication, and sense of humor of the employees. The U.S. Marine Corps has mastered the art and science of creating fellowship. The most successful churches are dedicated to building a sense of fellowship because of its spiritual connotations.

At the level of fellowship, having a powerful set of common values, a sense of purpose, and a unique frame of reference to view the world generates a dedication and energy that is difficult to defeat. Lou Gerstner, in commenting on his transformation of IBM in the 1990s, stated that the powerful culture, sense of community, values of fair play and hard work, and ethical standards of IBM were the foundation which kept the company from shattering when its business strategies needed a massive shift.

Great entrepreneurs will capitalize on building fellowship not just because it produces great results, but because it tends to endure the ups and downs of business, like a gyroscope keeps steady when the world rocks around it.

Friendship



For this level of trust, we use the symbol of the dog. Why? Because the dog is actually a creation of the human being; 10,000 years of selective breeding of what started off originally as a wolf has left us with what we want in humans and can't seem to get. Ask any dog owner, particularly women, what they like in their dog. Typically they will say:

He's always there for me, always happy to see me, loyal, faithful, protective, never carries a grudge or the baggage of unfulfilled expectations, playful, makes me smile.

In other words, the very qualities we wish we experienced in other people! What we are really saying is that dogs are more trusting/trusted than people! (Are we really saying we should be more like dogs?)

The language of
friendship is not words
but meanings.
-- Thoreau

When we build trust at the friendship level, we embrace all the prior levels of trust, but add some very energizing and vitality- creating forces into the relationship.

To give counsel as well
as take it is the nature of
true friendship -- Cicero

First is deep compassion. We are never judgmental nor distant. For a friend, we are always present and always committed to their best interests. When they're in difficulty, we help them; when hurting, succor; when in doubt, counsel; when confused, clarity, when self-deceived, honesty.

Friendship is the only
cement that will ever
hold the world together
-- Woodrow Wilson

Next is protection. When our friend is attacked or harm comes their way, we respond with aid. If they have done something wrong, we stand by them to help them right the wrong. When unfairly accused, we defend them. This is what loyalty is all about.

Friendship often also implies a playfulness that brings out the child within. This playfulness brings us back to our days when we had fewer worries, less concern about achievement or looking good. At this level of trust, we can let our egos melt away and engage at a more soulful level.

To a friend's house,
the way is never long.
-- Viola Lynch

In a friendship, trust enables our goals and fears, our deepest yearnings and our personal limits/failures to be put out in the open with no sense of diminishment. We are willing to be open and transparent with no hidden agendas because the trust is firm and strong.

Friendship is composed
of a single soul
inhabiting two bodies.

Did you ever wonder why many of us have so few real friends. You've heard the term "fair weather friend" -- a person

He who hath many
friends hath none.
-- Aristotle

who is there for you only in good times. But woe the day when you hit a personal crisis -- maybe a divorce, or an illness, or a financial disaster - the presumed friend is gone with the wind; you had a relationship that you falsely elevated to friendship status.

*Trust the man who:
lays down his self-interest for that of another,
tells the truth when it's not to his advantage,
and honors his highest values in times of chaos and strife.*

Partnership



A partnership is an alliance designed to respect and cherish the differentials in thinking and capabilities between two or more people or organizations. It's the synergy between differing strengths and the alignment of common purpose that makes a partnership most alluring. You see this in business all the time. For example, one person does outside sales, another keeps the finances on track, while another runs operations.

Based on our years of successful alliance formation, we know the level this takes is a step above the rest. Great partnering relationships require a number of things to make them work effectively:

Strong Trust

No legal agreement can make a partnership or alliance work. It must function because the parties can trust at the highest levels of integrity. Diminish the trust, and the relationship rapidly deteriorates.

Committed Champions

Passionate leaders who stand for the greater good of the partnering arrangement are essential to hold the vision and the values high above the rattle of daily strife. Absent the person with the honesty and integrity to stand for what's right over what's expedient, and the venture will soon shatter.

Shared Vision

Trust is built by the power of the commitment to a shared view of the unfolding of the future. Martin Luther King forged his civil rights

alliance with the dream: "I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character" - a nation where blacks could trust they would be treated fairly.

Shared Values:

The winds and tides of change will challenge any business venture. Collaborative entrepreneurs that build their relationships on strong values can endure the forces of a fast moving, rapidly changing world. Often this is the critical "anchor to windward" in a stormy sea that keeps our bow headed safely in the right direction.

Strategic Thinking:

While making a dollar is essential in any business, great partnerships are always looking one step ahead to find the new opportunity, to seize the moment when the winds will change, to design the future, to turn adversity to advantage. Great entrepreneurs have a sense for timing their moves when the market is ready, not too early, but certainly not too late. They trust their intuition to think in ways that will create a more powerful destiny.

Investment in the Future

"Pay forward" is our motto for making a commitment to our destiny. Companies that put their money where it will be needed in the long run build a foundation for growth, and demonstrate to their workforce that success is the result of investing for tomorrow.

Roy Rogers, commenting on his long marriage to Dale Evans, remarked that a great marriage is not a 50-50 arrangement. Both partners have to give at least 100%. Rogers said both Dale and he were always willing to go beyond: giving 120%.

Joint Planning

People support what they help create. This builds trust because those thus engaged are consulted and their ideas are valued, which, in turn builds even stronger commitment to the future.

Shared Resources

Partnerships and alliances leverage their capabilities by sharing key assets such as technology, customer base, plant facilities, sales forces, and research. By sharing resources, the collaborative entrepreneur gains major leverage of precious resources.

Shared Risk and Reward

By sharing risk and reward, the partnership becomes a high-order trust-building vehicle, because people have “skin in the game.” The more everyone shares risks and rewards, the more powerful the level of commitment. This is why employees who have some level of risk in the future of a company and are rewarded for hard or innovative work are the most likely to help propel a company to success.

Aligned Metrics & Rewards

In business, your measurement system is one of the essential ingredients for success, because people will aim their actions at what gets measured, and thus rewarded. Misaligned metrics cause dysfunctional actions, poor results, and ultimately distrust.

Companies at loggerheads with their employees, as exemplified by labor strife, are not capitalizing on the value of seeing their employees as partners in their future.

Creationship

For this level of trust we had to create a new word. A “creationship” implies that we can do something extraordinary – we can co-create together. There are some wonderful examples of this level of experience.

For example, if you ever enjoyed the wonderful music of Broadway productions such as *My Fair Lady*, *Camelot*, *Sound of Music*, or *South Pacific*, you have heard and felt the powerful synergy of musical composer teams of Lerner and Loewe or Rogers and Hammerstein. The co-creative force can also be seen in science with the Watson-Krick discoveries of DNA, or in the NASA teams bringing a man to the moon.

Virtually all the great discoveries and innovations in today's world are happening in-between industries and technologies. Take the Genomics Project as an example; it's the confluence between medicine, mathematics, informatics, and computers. Or in an automobile today, 25-40% of its value is now in electronics, (not mechanics), up from just 1% twenty five years ago.

A creationship embraces most of the prior elements of trust building, then unleashes a connection between the hearts and minds of the co-creators – new ideas generate like spontaneous combustion. This is what *collaborative innovation* is all about – generating ideas that can be transformed into new value for an organization.

It's not just about new technologies. Any form of new value can be thought of as an innovation. An integrated solution to a complex problem is an innovation. For example: using software to fill out IRS tax forms is an ingenious system solution. Product innovations can be very simple, such as the cup-holder in a car. Anyone can engage in finding improvements in the process of making or delivering something, such as the elimination of scrap or getting rid of unneeded paperwork.

We will create one minor invention every 10 days, and a Big One every six months.

-- Thomas Edison to his invention team at Menlo Park. 1872

How does this happen? There are things the cooperative entrepreneur should think about to foster creationships:

Purpose and Destiny

Some of the most co-creative people on the planet are those with a deep central sense of personal purpose or destiny; they know why they are on this earth. Purpose gives meaning and value to whatever we do – there is a reason for *being* and *doing* in our daily lives. Destiny means we aim our purpose higher, to achieve something worthy of our collective effort, something we and our children would be proud of. To accomplish this mission, we must engage others. If you have one or more of these rare people in your organization, nurture them.

Contribute and Build on Ideas

Encourage everyone to offer at least an idea-a-day. Ideas are the fuel of the innovation engine. When someone offers an idea, reinforce a culture that builds on the idea. If everyone builds on other people's ideas, refraining from being judgmental, joint imagination light-bulbs are turned on like spontaneous combustion. It's not nearly as important who originates an idea as how many people contribute to its evolution into action.

Noble Cause

People are turned-on by dedicating themselves to a cause larger than themselves. It can be as simple as breaking a time record or cutting out waste. Or it can be greater, like finding a cancer cure.

Synchronicity

Coordinated *timing* creates a sense of unity, teamwork, and synergy. This is *synchronistic trust*. You can see synchronistic trust anytime you watch a double play combination in baseball, or a perfect pass in football. When synchronicity occurs, people's energy jumps higher as they sense confidence in themselves and in their team. Synchronistic timing is an enervating flow and inspiring unity.

No Evaluation or Criticism

Negativity, blaming, judgmental critiques, and skepticism all contribute to a culture that discourages a creationship. Studies all over the world show that the most important thing an entrepreneur can do to build a trustworthy innovation engine is to create a culture in the company that encourages innovation day in and day out. Be sure to focus metrics and rewards on collaborative innovation, not just people working independently.

No such thing as Failure, Only Learning and Results

Be careful not to punish what might look like a failed attempt at creative solutions. Be sure to encourage learning from failures. Remember, high performance teams fail more often than low performance teams; the difference is how they learn -- then innovate from what they learned.

Cherish and Synergize Differences

It's been said that we build communities with people who are similar, but learn from people who are different. The collaborative entrepreneur's task is to join these two forces together – cherish the differences and build a fellowship that thrives on differences in thinking. Remember, if everyone thinks alike, there is no innovation.

Create a Culture of Exploration, Discovery, and Invention

The most impactful area for an entrepreneur to address is developing an internal culture that produces trust and innovation.

Creative inquiry is the process of forming questions. This triggers joint exploration of possibilities, releasing deep creative energies from within, resulting in more and more mutual innovation. As a Cornell University study observed:

- It starts with a pervasive attitude of constant improvement.
- People may be happy, but nobody is satisfied with how things are.
- Nothing is ever truly finished--only in stages, because in the process of building and using what we create, we already see ways to make it better.
- The culture, from top down, has to support and encourage and embrace constant questioning, exploration and experimentation.

Committed Listening

Shift from the “connected” listening to “committed listening.” In Figure 7 we demonstrate what happens when you shift merely having a relationship where you communicate, to seeking a co-creative engagement with someone.

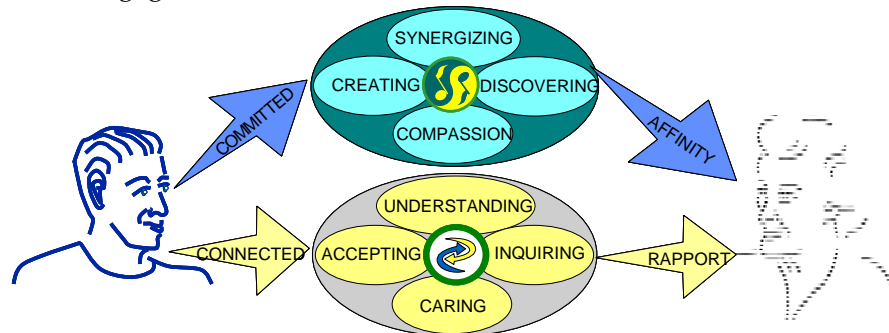


Figure 7: Shift from Connected Listening to Committed Listening

Use Conflict to Advantage

Whenever there is change, conflict is inevitable as systems, strategies, roles, and perspectives shift. Don't shove conflict under the rug, but use it as a learning mechanism. Focus on shifting perspectives; prevent people from becoming entrenched in one point of view.

Foster Champions

Innovation and Co-Creation are challenging and risky ventures. Support the champions of honorable causes, they are the risk takers who are willing to sacrifice security in pursuit of a dream.

Laugh!

A creationship is not all grinding labor. Co-creative teams have fun at what they do and laugh a lot. Research shows that laughter releases endorphins that trigger creativity. When people laugh, they are spontaneously creating in the moment – that’s magical.

Building a creationship can be one of the most rewarding and beautiful experiences in life. It can happen between two people, or within a team or an alliance. When people engage in a creationship, they seem to abound with an endless source of regenerative energy. Some people describe this as *entering a fourth dimension* – it’s invisible but quite real.

In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit. – Albert Schweitzer

You don’t have to look too far to find excellent examples. In science, the close friendship between James Watson and Francis Crick led to the discovery of the DNA structure that underpins all genetic science. In aviation, the Wright brothers cracked the code that gave us flight. In dance, no one can overlook the creative energy between Fred Astaire and Ginger Rogers.

Everyone has been entertained by the magic of the Broadway musicals of Rogers and Hammerstein – their joyous and uplifting songs from *South Pacific*, *King and I*, *Carousel*, and *Sound of Music* inspire us years after first produced. They did not, however, only focus on happiness. These musicals also have a deeper purpose, aiming at powerful issues of their time, such as the role of women, racism, violence, and dictatorships. But it wasn’t easy. Oscar Hammerstein was considered a failure when he first teamed with Richard Rogers. However, they had the right chemistry to produce majestic and magical music. Their very close relationship sensed how to architect music and lyrics that embraced the total vision and flow of a show, bringing out the best in the other with mutual inspiration.

Using the Trust Scale

It's easy to make most effective use of the trust scale – just discuss with another person where your relationship exists now on the scale (it can exist on multiple points), and where you want it to be. Often you may have higher (or lower) expectations than the other person regarding where you want to be. Then discuss what has to change to put things in the zone where you mutually think the relationship can maximize its potential. This will be one of the best discussions of your life.

Trust Element #5: THE LAWS AND PRINCIPLES OF TRUST

Albert Einstein said: *God does not play dice with the Universe.* He meant there is a design that governs our world and causes it to function and respond the ways it does.

Understanding the Laws of Trust (see Figures 8 & 9) and the Principles of Trust (Figure 10) will enable you to be the architect that builds relationships at the higher order on the scale of trust.

Remember, however, one violates the Laws and Principles at their own peril. The Laws and Principles are simple guidance to ensure success. Trust requires discipline to adhere to the rules.

While not everyone can or should be trusted, using the Laws, Principles, and Scales of Trust, you can discern how trustable a person might be, and how far you might be able to go to co-create a relationship of synergistic trust.

Some people can be trusted to have a relationship, but not a friendship. Most friends are not suited for a partnership. And only those on the pathway of parallel destinies seem to be best suited for the most powerful creationships. However, this does not imply that elements of friendship, partnerships, and creationships cannot exist in many of your best relationships.

Like the mastery of any art, clarity about how the Laws, Principles, and Levels of Trust impact human behavior will take time

and practice, requiring close personal analysis tempered with

TEN LAWS OF TRUST

1. Law of Integrity & Truth

- Trust begins within as a commitment to tell the truth and constitute yourself to your word

2. Law of Honorable Purpose

- Trust requires a Commitment to Honorable Purpose

3. Law of Safety

- Trust cannot prevail unless a person feels safe
- Trust means I believe I will be better off trusting you than not trusting you

Corollary of Fear

- Fear is the birthplace of Uncertainty and Distrust
- Fear will trigger rapid action, often reactively or vindictively
- Fear does not create enduring relationships

3. Law of Primacy

- The First Impression will color all other impressions

4. Law of Reputation

- Your Positive Reputation, when conveyed by others with credibility will mean less difficulty earning trust

Corollary of Connectivity

- It's a Small World; Information travels fast; There will be few secrets

5. Law of Presumptive Intent

- People will assume your intent/motives are the same as theirs
- Your motives will probably be misinterpreted by your adversaries, competitors, and critics
- The Paranoid will distort intentions maliciously through the Eyes of Fear

Figure 8: Laws of Trust

TEN LAWS OF TRUST

(Continued)

6. Law of Co-Creation

- People Support What they Help Create
- Honorable Differences in Thinking are the Source of all Innovation

7. Law of Consequences

- All Distrust must induce Consequences
- It is not the Magnitude of the Consequence, but the Certainty and Clarity that's Important

Corollary of Unintended Consequences

- Every Action causes a set of Reactions; the Greater the Distrust, the larger the number consequences that will be either unanticipated or adverse to your interests

8. Law of Openness and Design

- Transparency of Interests and Goals and Values is essential for Enduring Trust
- It is better to trust first (unless there is strong evidence that someone simply cannot be trusted) but continue to verify and earn

Corollary of Language

- Trust needs to be discussed and designed openly to (re)establish permanency

9. Law of Wrath

- Let the Sun Not Set on Thy Anger
- Vindictiveness and Manipulation will destroy all future possibilities of trust

Corollary of Forgiveness

- Be willing to Forgive with strong assurances of non-transgression

10. Law of Belief & Evidence

- Trust is Not Permanent unless there is:
 - Powerful Mutual Belief that Trust is Beneficial
 - Conscious Choice to Rebuild Trust when difficulties arise
 - Earned Evidence to Reinforce Beliefs

Figure 9: Laws of Trust (continued)

Principles of Collaborative Trust

- 1. Build a Spirit of Cooperation to Foster Community**
 - Work for the Greater Good, Not Just Your Own Self Interest
 - From Chaos Seek Unity, From Discord Find Harmony
 - Tolerate No Divisiveness, No Polarization, No Back-Biting
- 2. Engage & Embrace Everyone with Respect**
 - Respect Everyone's Need for Solitude, Peace, and Tranquility
 - Respect and Listen to those with a Different View
 - Seek Always to Bring Out the Best in Others
- 3. Build Relationships based on Trust, Integrity, and Ethics**
 - Speak only the Truth, Otherwise be Silent
 - Do what you say you will, Be ethical in your choices
 - If wrong, Acknowledge, Apologize, then take Corrective Action
- 4. Speak Only the Language of Cooperation**
 - Seek Solutions, Not Blame; Inquire, don't Accuse
 - Neither Speak nor Spread any Gossip
 - Give People the Benefit of the Doubt
 - Forgive those who Apologize for their Transgressions
- 5. Disagree without being Disagreeable**
 - Be Critical and Analytical without Criticizing
 - Never Threaten, Attack Issues but not People
 - Do whatever Can Be Done, and Gracefully Accept what Can't
- 6. Bring a Joyful Spirit, Keep a Positive and Caring Attitude**
 - Dwell Not in Negativity, Complain Not about Petty Things
 - Listen with Empathy and Compassion
 - Receive Everyone with a Cheerful Face, a Friendly Word, and Open Arms
- 7. Make it Safe and Secure**
 - Be sure people feel safe from undue Criticism, Manipulation, or Verbal Attack
 - Don't Let Distrustful Acts go without Response/ Consequences
 - Respect the Minority's Needs, even though the Majority Rules
- 8. Foster Co-Creation, Synergy, and Synchronicity**
 - Cherish and Respect Honorable Differences in Thinking
 - Keep Focused on Higher Orders of Thinking
 - Maintain Fairness and Mutuality
 - Keep on time and well coordinated

Figure 10: Principles of Trust

real honesty, and careful listening for the real meaning. But with practice, healthy compassion, and open communications with others, and being willing to hear what might not be pleasant things from the point of view of others, relationship by relationship, we can, interactively transform our world, and create a rippling effect that changes the world of others.

Trust is a Choice

How much trust exists between people is a choice everyone makes. The problem is that most people make the choice reactively or subconsciously without discussion or interactive design. This is a large mistake that has kept relationships – both personal, organizationally, and even internationally – stuck the mediocrity of mistrust.

The level of trust that exists in any relationship is a *mutual choice*. Rather it's most powerful when it's the result of choice of how you want the world to work. For example: suppose you've had a situation where a business person just betrayed you. You might be thinking: "I didn't *choose* to be stabbed in the back by what I thought was an honest man." True enough, to an extent. But that person did make the choice to betray you either:

- *Intentionally* or *Maliciously* -- it was done after some deliberation or desire to hurt or harm you, or
- *Unconsciously* or *Negligently* -- their mind made a choice to repress any thinking about their motives for action or its consequences, or
- *Reactively* -- triggered and driven by emotions, not rational thought

Also consider: perhaps you set up conditions that drove their choice, or made it easier, or because they felt there would be no dire consequences for the betrayal.

The art of building trust should not be something that "just happens" reactively, thoughtlessly, or invisibly. Be proactive: discuss, design, and destine the relationship to its highest possible level.

Why We Have So Little Trust

Books are written on how to protect yourself, how to get even, how to manipulate others, how to fight wars, how to litigate, how to intimidate, and on and on. There's so much distrust in the world, distrust seems normal; but it isn't!

Trust is the natural essence of human existence. We were born into trust; we engage in distrust as an act alien to our nature. Eliminating the poisons of distrust only gives us neutral trust, but does not result in great trust. We've learned the hard way, and it costs us dearly in our professional and personal lives.

Where Trust Starts

Practicing the architecture of trust will enable you to create a bold new future for yourself and others in your world. Remember two things: trust is a mutual choice, and trust occurs like building a new house: to start you need a good design, then, to make it last you must build it to code.

The journey begins with each individual recognizing at the deepest level of their soul the transformational value of trust, then making a commitment to build a trusting world around themselves. Unless one has desire to make trust a paramount condition of their life, it won't happen. Too often trust gets caught in the background noise of life. Trust manifests in its greatest glory by design and by mutual choice, seldom by accident. Yet, if we don't bring trust to the forefront, what has been a seemingly busy, maybe chaotic life will become even more tumultuous as we spin erratically and unpredictably in a world of distrust. In other words, we neglect the issue of trust at our own peril. Trust, like the muscles on our body, need exercise and coordination. Trust is the most vital thread in fabric of relationships.

Value of Trust

In a fast moving world, trust and integrity thus spawn a massive competitive advantage, because together they enable the teams to make rapid decisions without the need for a legal contract every time someone tries to make a decision. What's more, trust and integrity enhance creativity, build teamwork, reduce unnecessary trans-

actional costs (such as memos to protect oneself), and make the relationship more fun, thereby building human energy.

Take a Close Look

Circumstances of distrust both shape and reveal the players in the game. If there is too much distrust around you, stop blaming them; the first place to look is not at them, but at yourself to determine what we might be doing or not doing to trigger distrust. Be sure to ask yourself the questions:

- How often have these things happened to me?
- What are my typical reactions when these things happened? What did I learn from it?
- How often did I return the distrust with an equally distrustful response?
- How much have I walled myself off from the joy and fullness of life to protect myself from the damage of distrustful relationships with my family, my fellow workers, my friends, or my community?
- What am I thinking when I encounter conflict in my life? (those thoughts will be expressed either verbally or non-verbally in your communication)
- What do I say? What questions do ask? (or do you accuse rather than inquire?)
- How do I act? Or more importantly, how do I *react*? Can I slow down my sense of time to let me think about what's really happening?
- Am I listening to the other person carefully?
- Am I conscious of what I'm experiencing and doing? (What you want, and what is happening subconsciously, may not be in alignment, thus producing the wrong results.)
- Imagine if you were on television in this scene. What would it look like?

GETTING WHAT YOU GIVE

It's 1996, the summer Olympics are in Atlanta, Georgia. The gold medal round of men's soccer tournament is being held. It's early evening, humid and hot -- about 95 degrees. Nearly 100,000 people are entering the arena. Kiosks that sell Olympic pin souvenirs are everywhere, and as you look around you see people wearing the pins on their hats and shirts. My family and I had acquired quite a few of these little trinkets.

I am with my boys, who were only nine and seven years old, and my wife. We're making our way into the venue when I notice a young teenage boy, somewhat scrappy and scruffy looking, scoping out a kiosk; I get the distinct impression that his intent is to steal some of these pins. I move my family around him to stay away from the forthcoming "bad news".

As we move into safety a thought occurs to me: We have about 20 of these pins on our hats and shirts so why not just share some of them. I take several pins from my hat and reach over with my hand closed towards the young man. He startles and moves back as if I am going to hurt him in some way. I think he's probably had this experience somewhere in his life.

As I open my hand, he spots the pins and looks up at my eyes. I look back at him exchanging no words. Again I move my hand towards him and as he reaches towards me and he takes the pins. We acknowledge each other again, never saying a word, as he fades back in the crowd. I grab the kids and start walking into the arena.

A few moments later just as we enter the park, I feel a tug on the back of my shirt and I turn around and there's the young man. This time he has, what looks to me, to be a stick about three feet long and is about to hit me. I recoil and then realize that instead of trying to hit me, he was trying to give me something.

I look at his eyes and he looks back at me. I reach out and take what's in his hand. What looked like a stick I then realize is a rolled-up poster. We exchange silent acknowledgements, but again, never a word is spoken. He fades back into the crowd, I look at the poster and I think to myself: "You know, this must be the result of what I gave him, right? He must have felt the need to give me something back."

I then realize that everyone else had one of these posters, they were passing them out for free.

It then dawned on me that this was probably the only thing that this young man had to give. He gave me what he could, all he had to give me. It reminded me our human nature seems to direct us first towards protection but once we establish trust that trust is given in return.

This simple encounter taught me that you **get what you give**.

-- Todd Welch

Distrust is not natural; it's a learned predicament!

Relationships are but a reflection of ourselves.

Rebuilding Trust begins with Healing as its Central Purpose

*If you are a captive in the prison of distrust ...
It's time for your release!*

i from the Greek: Syn – to join, and Energos – energies
ii From the Greek: Sym – with, and Biosis – to live