

Design for Trust – The Essential Glue – March 30, 2004

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Objectives

Define trust for yourself

List successful strategies for building trust

Identify 3-5 possible strategies for you

Opening

___ and include the objectives

5 minutes

Ask audience what factors they saw in today's world that leads them to believe that trust is important. Record them and comment.

Summarize the factors

It was 1987, the peak of the downsizing era...

New pres – reorganize and cut 10%

I do the best I can

Announced – all fired

Competed for my staff and lost 4 – that's another story

Invited all in

Told contributions, thanks, and decision – they responded well

3 days to recover, took three weeks – that's another story

Staff went back to work

Week later, they were working harder than before, invited in

Stories: by phone, by secretary, be temporary, not at all – you told us

With 2 years, the best were gone including me – that's another story

Bank lost 30% productivity, my unit became substantially more productive

The group said I did not betray their trust.

Downsizing is one of the major reasons why we are dealing with trust issues today. Gen X was about 10 when parents around the country suffered (estimated 75% of all households were impacted)

Loss of productivity and loss of the best people

Downsizing led to new breed of person – free lance, partnered employee

Bakke and the five years of talking to the night shift

Prevented loss of profits and maybe even the company through treating employees with respect -- as partners

New generation (10 at time of downsizing)

new expectations

Balance of work and family responsibilities

Community at work that reflects our definition of work as life

People drawn to value-driven company, they want to work for things they can believe in

Partnership in recognition of my abilities and education

Trust

AND expectations impact performance (15 minute impact in sociological research)

Coming retirements of the boomers and decrease in workers aged between 25 and 34

According to a 2000 Bureau of Labor statistics report, by 2010 there could be as many as 10 million more jobs available than there are employees in the US.

Where are your new employees coming from?

How will you retain your most valued employees?

Recent survey – 34% of respondents were likely to leave their jobs once the economy improved.

48% of US Middle Managers – looking for another job or planned to do so when the economy recovered.

Thanks for coming. Building trust is a large part of the solution.

Power and affluence: Enron, Worldcom – whistleblowers revealed it.

Now owns her own company – Joanne

Allows her to work consistently with her values

Executives are lasting shorter and shorter periods of time, even less than 2 years – no mistakes are allowed when pay is so high

VP and the task force in the fence

Gained efficiency and buy-in to change while enhancing employee satisfaction

Technology – more information; small companies can compete successfully with larger; customers more demanding, stake holders more demanding, virtual employees.

Internet succeeded – built on trust

OpenSource succeeds – built on trust

Permits enormous opportunity for innovation

Information empowers

10 minutes

At your table, select a partner and tell them about a time when trust was important and working for you. After you have completed the story, your partner asks you What factors were in this situation that led to trust? What did it look like? How was it expressed (actions)? When finished, swap roles.

15 minutes

Assign a reporter At each table, introduce your partner to the group and tell the factors and actions of your partner's story about trust.

Discuss the list of factors and actions; look for common threads and report these out. Try to reduce the number to no more than 4.

5 minutes

Report out the findings and ask for stories around those that need more expansion.

Present the four levels of trust and relate to the points made.

REFLECTION

20 minutes

Each table has a question on it. Walk around and select a question that you would like to discuss. If there are more than 8 at the table, negotiate a solution. There is one table with a blank question awaiting for someone to put on it a burning question. Assign a reporter and explore the answers to the question.

20 minutes

Report outs from each table. I add to anything that seems to need it.

GENERALIZATION

10 minutes

Q&A plus Bob's formula

5 minutes

time to apply

Closing:

Dennis Bakke, CEO of AES Corporation spent four hours at a time with the individuals on the night shift, once a month for five years. When there was a financial crisis, the union leader of this plant was willing to propose an alternative pay package, because he believed he'd be treated like we said he would. "We don't spend a lot of time thinking about trust. We just try to live with integrity...Nothing matters but the willingness to give up power," Bakke says.

Hand out the fortune cookies.