

Culture as a Choice

© Pitsel & Associates

So Why Not Choose Trust?



THE CULTURE OF TRUST

Culture is to an organization
what personality is to an
individual

Thomas A. Hickok



THE CULTURE OF TRUST

Trust is the belief that people
Will do and **Can** do what
they say they are going to do,
in a **consistent** and
predictable manner.



THE CULTURE OF TRUST

The essential core of all relationships, personal and business, is

© Pitsel & Associates

TRUST

Pitsel & Associates Ltd.

THE CULTURE OF TRUST



© Pitsel & Associates

Culture

Trust

The culture reflects the trust and the trust determines the culture

THE CULTURE OF TRUST

If there is NO or LOW trust

- **Micromanaging**
- **Surveillance and checking**
- **Threats**
- **Image Management**
- **Rigid Adherence to Rules**
- **Extensive Paper Trails, CYA memos**
- **Staff cliques, socializing by rank or profession**

THE CULTURE OF TRUST

If there is MODERATE trust

- You're only as good as your next success
- Everyone can make a mistake – once!
- Run it by me first
- Social Loafing is alive and well
- Some people are handled with “kid gloves”
- Promises made are promises kept

THE CULTURE OF TRUST

If there is a HIGH level of trust

- **People self-monitor and ask for helpful feedback**
- **Focus is on problem solving, not blaming**
- **Risk taking is encouraged**
- **There are shared goals and values**
- **Divergent thoughts and opinions are encouraged**
- **EVERYONE walks the talk**



THE CULTURE OF TRUST

Culture comprises the deeply held (but generally below conscious level) beliefs, values and norms shared by most members of the organization.

© Pitsel & Associates

What behaviour is rewarded or punished tells you most clearly what the culture is really like.



THE CULTURE OF TRUST

Changing culture is hard

Very hard © Pitsel & Associates

Very, very hard

Not impossible, but . . .

THE CULTURE OF TRUST

If the culture change comes from the top down, it is called

STRATEGY

© Pitsel & Associates

If the culture change comes from the bottom up, it is called

REVOLUTION



THE CULTURE OF TRUST

Organizations that work at changing their corporate culture are less successful than organizations that work at building trust.

THE CULTURE OF TRUST

Why? Because organizations that try to change culture to meet changing needs often create a sense of distrust.





THE CULTURE OF TRUST

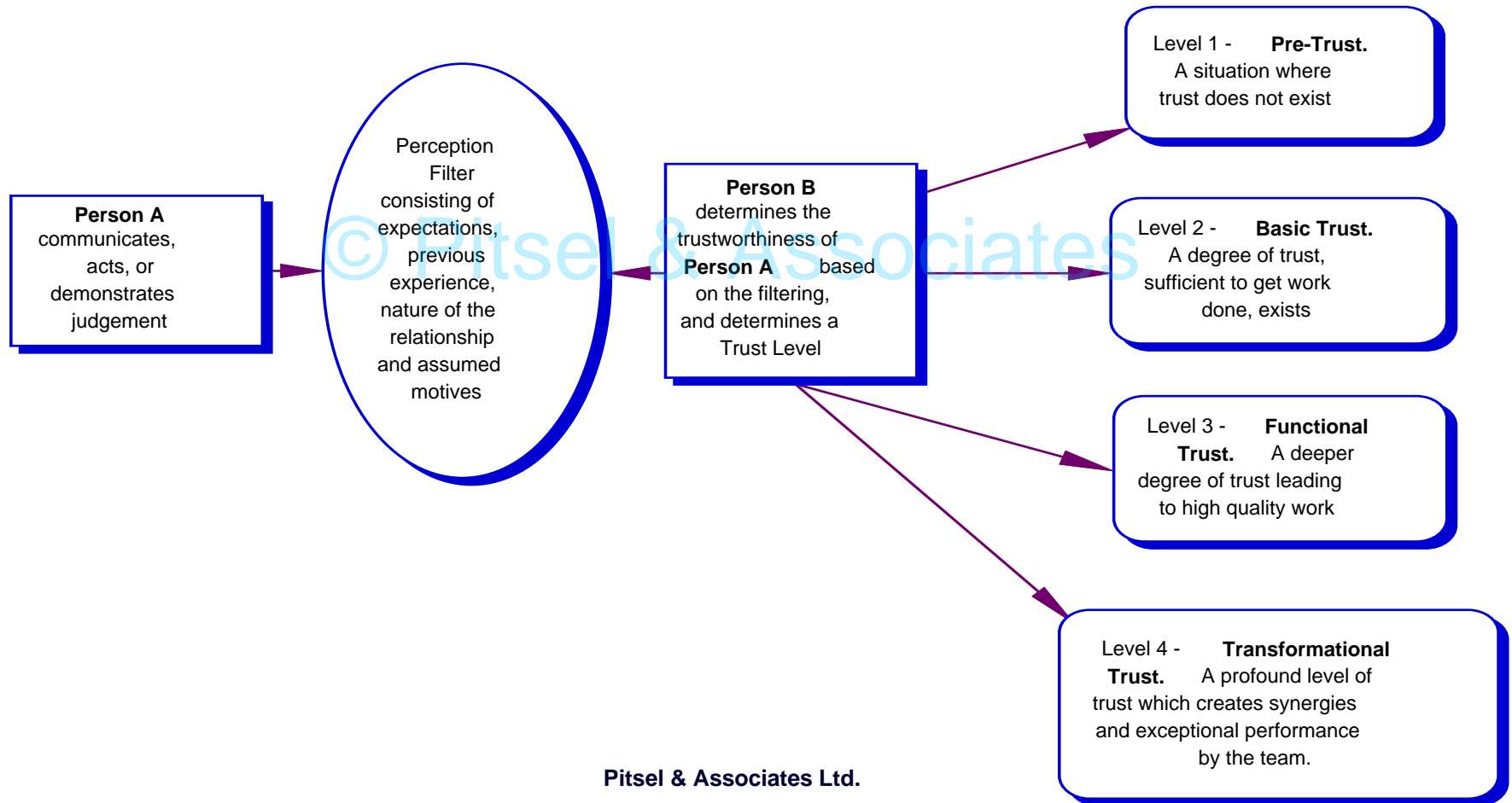
Organizations that build trust are able to adapt to changing cultures among staff, clients, or suppliers for example, because they have a trust surplus already established.

THE CULTURE OF TRUST

Building Trust in an Organization is like having a bank account — you can't make a withdrawal unless you have already made a deposit



The Trust Model

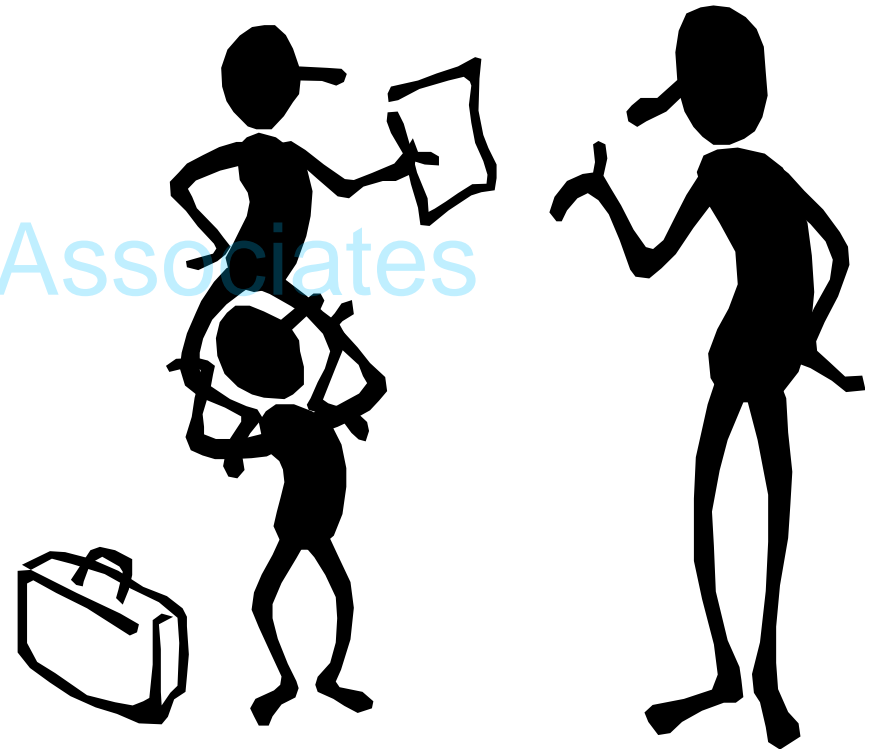


Trust Model

Person A

Communicates

“You can believe
what I say”



Trust Model

Acts –

“I can and will do
what I say I will
do”



Trust Model

Judgment –

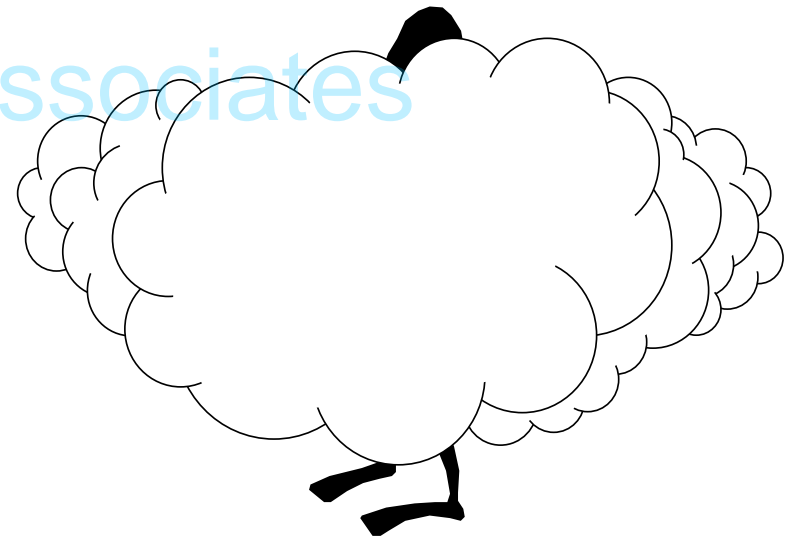
**“You can rely on
the soundness of
the conclusions
and judgments I
make”**



Trust Model

Person B

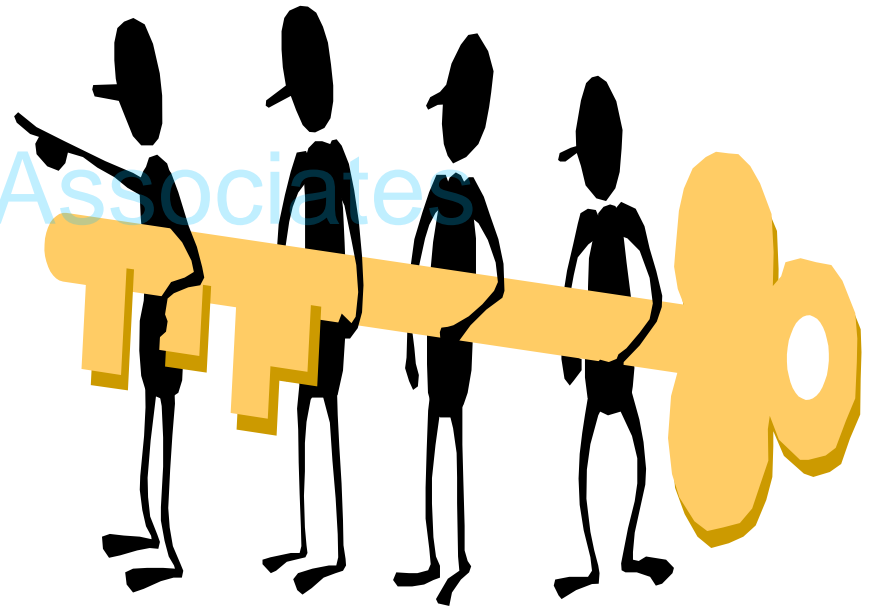
Hears or sees A's
**Words, Actions
and Judgments**
and determines
trustworthiness by
applying a
personal filter to
them.



Trust Model

The filter consists of

- **Expectations**
- **Previous experiences**
- **Nature of the relationship**
- **Personal style**
- **Attributed motives**



Trust Model

Person B then makes a determination about the trustworthiness of Person A, and assigns that Person to one of 4 Trust Levels



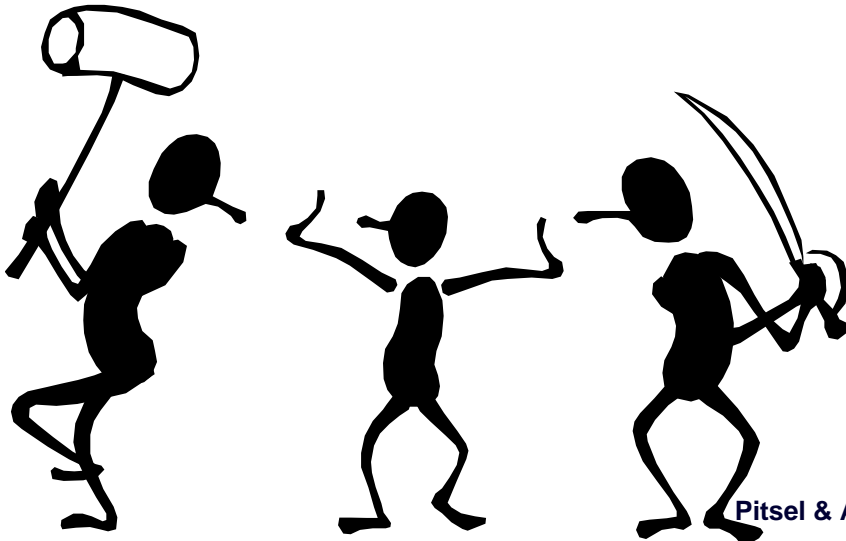
Trust Model

Level One

Pre Trust

No trust exists -

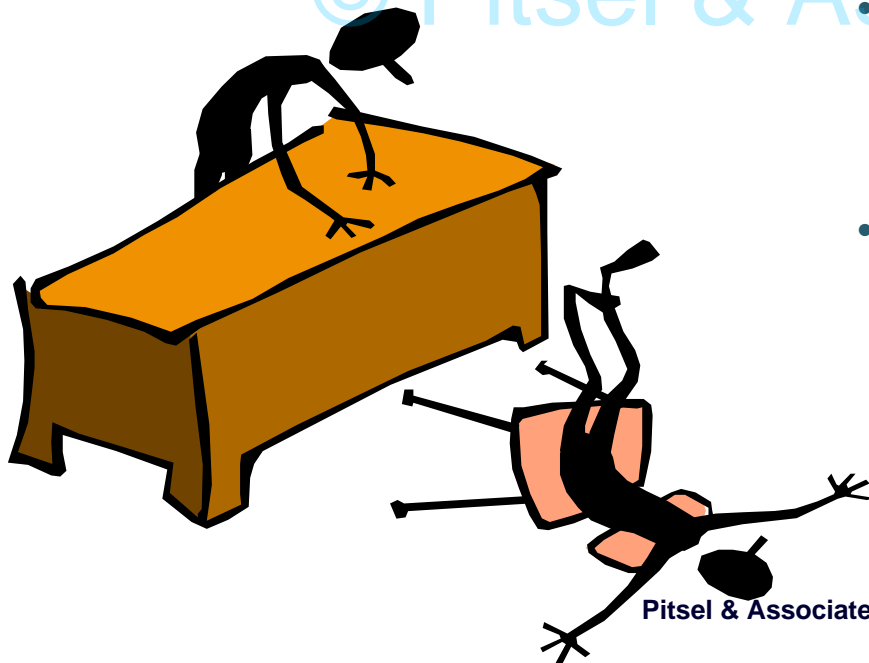
- You don't believe what they say
- You don't believe that they can or will do what they say they will do
- You think they are self-serving
- You think they have poor judgment – not able to make good decisions or choices



Trust Model

At this Level, Person B is likely to:

- **Withhold information**
- **Set up monitoring or surveillance procedures**
- **Use fear or punishment tactics to ensure compliance**
- **Avoid personal interaction as much as possible**



Trust Model

Level Two

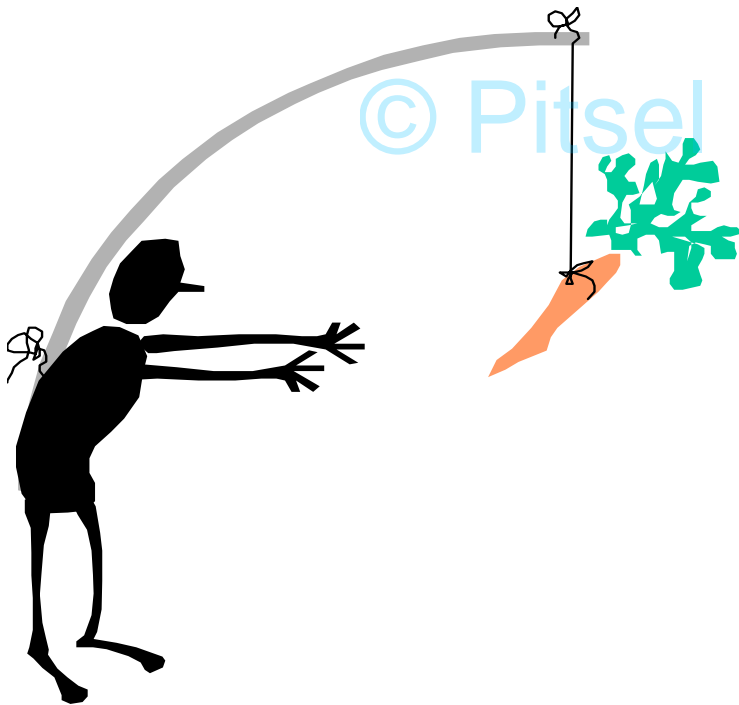
Basic Trust

Comprises the expectation that people will demonstrate commonly accepted trust behaviours

- You believe that people generally will tell the truth, not lie
- You believe that people generally will and can do what they say they will do
- You believe that people's judgments are informed and accurate

Trust Model

At this Level, Person B is likely to:



- **Test people until they can demonstrate that they can be trusted**
- **Promote trustworthiness through contracts, legal agreements**
- **Use systems of rewards and punishments to assure trustworthiness**
- **Limit the amount of information shared with everyone**

Trust Model

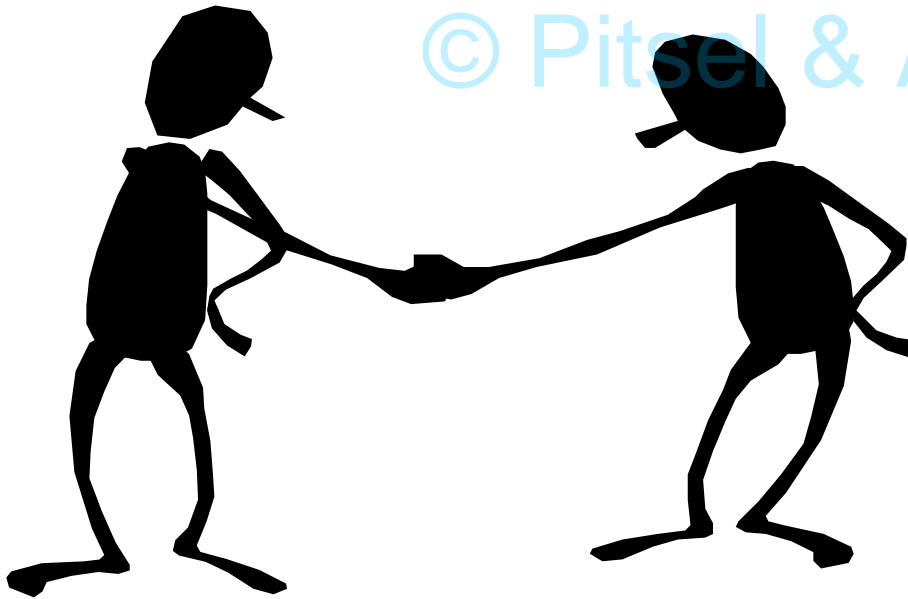
Level Three Functional Trust

Consists of a firm belief, based on common goals and values, that people can be counted on to act with a high degree of integrity, competence, and sound judgment

- You believe that people are motivated by goal achievement rather than by self-aggrandizement
- You believe that people can (and will) self-monitor accurately and honestly.
- You believe that people will act in congruence with their stated values

Trust Model

At this level, Person B is likely to:



- **Depend on self-report rather than on external monitoring**
Share all information that is permitted to be shared
- **Develop relationships based on a notion of reciprocity**

Trust Model

Level 4 Transformational Trust

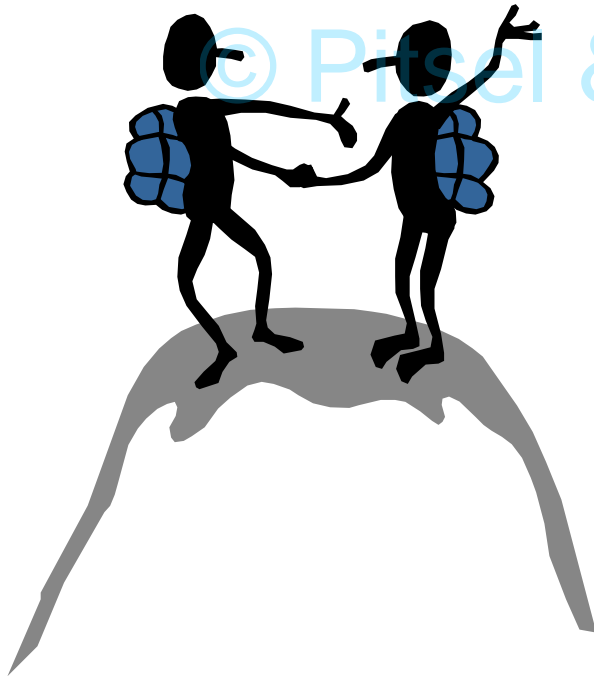
Is based on the belief that a person's commitment to the team goals is so strong that they will sacrifice personal goals in order to accomplish the team goal.

- You believe that people can and will sacrifice personal goals for others**
- You believe that people will act according to their values even in the face of risk or uncertainty**
- You believe that people will do what it takes to do what they have promised to do**

Trust Model

**At this level of Trust,
Person B is likely to:**

- **Share information about personal strengths and limitations**
- **Promote and encourage wide diversity of opinions, ideas, and plans**
- **Expect and receive high levels of commitment and performance**
- **Reciprocate the trust behaviours demonstrated by others**



THE CULTURE OF TRUST

Why worry about Trust in organizations or in relationships?

- **High correlation with organization commitment and citizenship**
- **Increases effectiveness of feedback**
- **Personal influence is increased**
- **Reduces need for monitoring and surveillance**



THE CULTURE OF TRUST

- **Information is more accurate and timely**
- **Fewer misinterpretations about motives or attitudes**
- **Strengthens “followership” behaviours**
- **More creativity**
- **Enhanced risk taking**

Relationship Between Trust and Risk

- **When we feel safe it is easier to trust**
- **When we feel insecure, it is harder to trust – either ourselves or others**
- **When we don't trust we react either with hyper-vigilance or with anxiety and paralysis**
- **We then try to handle the anxiety by finding something in which we *CAN* trust**

THE CULTURE OF TRUST

Principles of Building Trust

- **Trust is reciprocal – you get what you give**
- **Trust encompasses what we say, how we act, and the judgments we make**
- **Trust, although a belief about future occurrence is based on past experience**
- **Trust is situational and contextual**

THE CULTURE OF TRUST

Principles of Building Trust

- **Trust begins with the relationship**
- **Trust is dynamic; it can increase or decrease**
- **Trust is specific**
- **Trust develops in stages**
- **Trust is easier to build where there are many similarities between ourselves and others**

Risks of Trusting

- **People may take advantage of you**
 - **Don't expose others to unreasonable temptation**
 - **Clarify expectations**
- **Put all our eggs in one basket**
 - **Perform due diligence – reasonable research**
 - **Be aware of what role we need to play**