TRUST:
The Piece That’s Missing

The Quadruple Aim: Working Together, Achieving Success
Claudette R. Elliott, PhD
25 January 2011
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TRUST: The Piece That’s Missing

- What is Trust?
  - A charge or duty imposed in faith or confidence or as a condition of some relationship
  - Something committed or entrusted to one to be used or cared for in the interest of another
  - Assured reliance on the character, ability, strength, or truth of someone or something
  - Dependence on something future or contingent: hope
TRUST: The Piece That’s Missing

- Why Trust is difficult to define!
  - Different for everyone
  - Facilitated or inhibited by:
    - Beliefs
    - Behaviors
    - Emotions
    - Skills
What are the myths surrounding Trust?

- Trust is a function of time
- Discussing Trust is “touchy-feely” and not appropriate for the workplace
- Keeping Trust requires the avoidance of conflict at all costs
- Once Trust is broken, it is non-repairable or will take a long time to rebuild
- Trust is a nice to have but irrelevant to business
What is the research on Trust?

- No significant research prior to 2000
- Current research efforts
  - Self and societal Trust
  - Medical research focus—PCP/Patient Trust
  - Organizational Trust focus—impact on the bottom line
- Little agreement on all facets of Trust
- No agreement on interpersonal competencies
- Minimal focus on underlying personal beliefs
TRUST: The Piece That’s Missing

TRUST

ECOLOGY

CARING

INTERPERSONAL COMPETENCY

TECHNICAL COMPETENCY

CONSISTENT

VULNERABLE

Being reliable for my behavior and performance

Integrating behaviors that enhance trust

Being accountable for the consequences of my actions and impact of my beliefs

Being accountable for the consequences of my actions and impact of my beliefs

2011 MHS Conference
TRUST: The Piece That's Missing

How do people come to Trust?

Scorecard

• What do individuals need to do to earn Trust?
• If Trust is broken can it be regained?
• What needs to happen to regain?

Scorecard

• What does it take to break your Trust?
• If Trust is broken can it be regained?
• What needs to happen to regain?
TRUST: The Piece That’s Missing

- What is the impact of Trust …
  - On you
  - On your organization
    - Mission Accomplishment
    - Strategic planning and focus
    - Daily operations
  - On your family
What are the initial challenges of building a Trust-Based relationship or organizational culture?

- Integrating new behaviors uncomfortable
  - Conflicts may arise
  - Belief clashes may become evident
  - Mistakes may happen at an increasing rate
- Policies and processes need to be revamped
- Reliance on senior leaders to model new behaviors and hold folks accountable
What are tips for managing and leading Trust-Based organizations?

- Hold self and others accountable for performance AND behavior
- Transparent Communication
- Describe the “What” vs. the “How”
- Skilled conflict resolution
- Expect mistakes—encourage learning
- Renew policies and procedures
What are the myths surrounding Trust?

- Trust is a function of time
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- Trust is a nice to have but irrelevant to business
What is the truth about Trust?

- Trust starts with self
- Trust is a matter of choice
- Trust defines relationships and can always be regained if people are willing
- Trust is a function of choice **NOT** time
- Trust directly impacts the bottom line
- Trust-Based organization are ecological
- Trust is an emotional connection
The Piece That’s Missing …

TRUST

Discussion and Questions
TRUST: The Piece That’s Missing

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