Trust is About Point of View

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As I continue my work with organizations to establish a foundation of Trust, I find that most people still do not grasp the fact that **Building Trust** with someone is not about the issues from your point of view, but about the point of view of the other person. You simply cannot make someone else trust you; it is their choice, and most often a choice that is based on emotions. But in most cases those emotions are founded in behaviors that have been displayed by you.

Let me share a story with you about a recent incident that happened to me to help illustrate this:

A little while ago we used to have a relationship with a consulting brokerage company. Potential clients would contact this company and then the brokerage would try to find consultants that would fit the needs of those clients. In our last interaction with the company I had cause to speak with Dee (not her real name), the company's owner and president.

Dee had sent out a request for a consultant and indicated what the consultant needed to be able to accomplish. The client was a supply chain management company, and they wanted someone to work with their executive team to facilitate experiential learning to help them be more strategic in focus and take them to the next level. They were a perfect fit for our **Team Quest**™ program.

I spent the afternoon gathering together the materials that I thought would provide the client with the most information to make a choice, and then sent them off to Dee. I got a simple reply back from her: they want a supply chain expert, not a facilitator. Yes, I have worked with several organizations that

were involved with supply chains, but I, in fact, am not a supply chain expert. I am an expert at facilitating interactions within senior teams to help them build trust so that they may solve problems and be more strategic in focus. If I had known that there were restrictions in the first place I wouldn't have wasted my time responding to the request for a consultant, but I hadn't known.

This was not the first time that Dee had left out such important information, having me jump through hoops to provide information in response to her request. In fact, it had happened several times. So I complained to her about it, and her apology was cursory, at best. She indicated that she didn't think they had a supply chain expert to provide to the client, so she was vague about the needs to cast a wider net amongst the consultants.

I told her that she was being less than **Straightforward**, that this was quite frequent, and that her lack of being **Straightforward** impacted upon my ability

to trust her. She became indignant, stated that trust was very important to her, and that many people found that she was trustworthy. I replied that we were ending our relationship with her. She was shocked.

As Dee and I parted ways she still did not understand that my trust in her had nothing to do with her point of view, but my point of view. She had failed to share important information with me on several occasions, only to finally share it with me after I had already invested a considerable amount of time in a project we were not qualified for. And while this issue might have been overcome through some dialog, it was hampered with the fact that I felt that she was far from demonstrating any Acceptance towards us based on her cursory responses every time she shot down our replies to her requests without even a thank you for the time that we had put in.

The fact that we had never received any work through her organization also had a lot to do with our decision to part ways with Dee and her company. Obviously we found that we could not count on her or her organization for any work, which impacted her Reliability. Then again, I don't think that she or anyone in her organization ever spent any time talking to us about what we specialized in. So we obviously have a little bit of an impact on Openness, as well.

Don't Tell—Show!

Simply put, people who do not feel like they can trust you will not want to work with you. It doesn't matter if they are employees, customers, or strategic partners; people who do not trust you will avoid you. And you can tell them as often as you want just how trustworthy you are, but it won't make any difference. From your point of view, you may be doing things that you think are important for trust, such as insuring you get the best for your customers. But if you violate the **Four Behaviors that Build Trust**™ others are still not going to trust you, no matter how much you tell them they should.

Trust is the foundation for all relationships, and a key to creating high performance in your organization. If you want people to trust you and your organization, don't tell them; show them. These **Four Behaviors** help you to open up dialogs and build those relationships that will allow you to achieve your goals. It is your ability to successfully and consistently demonstrate the **Four Behaviors that Build Trust**™ that will get people to trust you, because these behaviors focus on the point of view of the other person, not yours.

The Four Behaviors That Build Trust™

1. **Straightforwardness**

    Directness
    We are clear about what we mean
    Honesty
    We are always truthful and honest

2. **Openness**
    Responsiveness
    We are open to feedback and new ideas
    Disclosure
    We share our own ideas and opinions

3. **Acceptance**
    Receptiveness
    We value the differences in others
    Respect
    We value the abilities and contributions of others

4. **Reliability**
    Seeks Excellence
    Striving to do our best in everything we do
    Keeps Commitments
    We do what we say

Gary Lear is the President & CEO of **Resource Development Systems**LLC, *an organizational performance research and consulting firm that helps organizations increase performance by more effectively **managing the human side of business**sm, resulting in the achievement of their goals.*

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