

Chapter 2 – Trust Action Plan

This planning tool will help you pinpoint the actions you need to take now to build trustworthiness.

Part 1: Where are you paying Trust Taxes that you could turn into Trust Dividends?

Rate your team's systems and processes to determine where you need improvement:

	Nonexistent	Weak	Mediocre	Good	Excellent	World-class
Decision making						
Financial processing (expenses, invoices, etc.)						
Internal communication						
Budgeting						
Performance management						
Employee orientation						
Training						
Strategic planning						
Customer feedback						
Marketing						
Meeting management						
Information systems						
Product development and innovation						

Part 2: Where can you realize the biggest impact?

Choose one, two, or three of the systems and processes above to work on and fill in the plan below.

<p>Extend Trust. Identify the people who should be accountable for the commitment. Make your expectations clear and hold them accountable for the results.</p>			
<p>Keep Commitments. Define your goal for improving the process or system. Commit to a time frame and keep the commitment.</p>			
<p>Create Transparency. Describe the current situation clearly and factually. Communicate it straightforwardly to the team. In what ways might you be paying Trust Taxes? What Trust Dividends could you earn by changing the situation?</p>			
<p>System or Process</p>			

Chapter 2 — Teach to Learn

The best way to learn is to teach. It's a commonplace that the teacher learns far more than the student. If you really want to internalize the insights you've learned in this chapter, in the next day or so, find someone—a co-worker, a friend, a family member—and teach him or her those insights. Ask the provocative questions here or come up with your own.

- In times of crisis, trust makes all the difference. Why is this so? What measurable difference does trust make?
- “Widespread distrust in a society...imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay.” —Francis Fukuyama, Economist. Ask your partner what this quotation means. How is trust an economic issue?
- What “Trust Taxes” do we pay because of widespread distrust?
- What “Trust Dividends” come to people or organizations who are highly trusted?
- What happens to speed and costs in a low-trust situation? What examples can you think of?
- What happens to speed and costs in a high-trust situation? What examples can you think of?
- Why is trust a question of processes and systems, and not just moral qualities?
- Why is complete transparency so important to building trust? What is the opposite of transparency?
- Why does trust depend on keeping commitments? What happens if you fail to deliver on your commitments?
- Why is it important to trust others in order to be trusted?
- Why do you need both good capabilities and good character to be trusted?