

# Enhancing Trust

## *Through Leadership*

**NWTAC**  
**2025**

# Goals

- Discuss the elements of trust
- Why does it matter?
- How do we build it?
- What happens when it is broken?

Share resources to lead these discussions in your communities!

# Exercise

At your tables

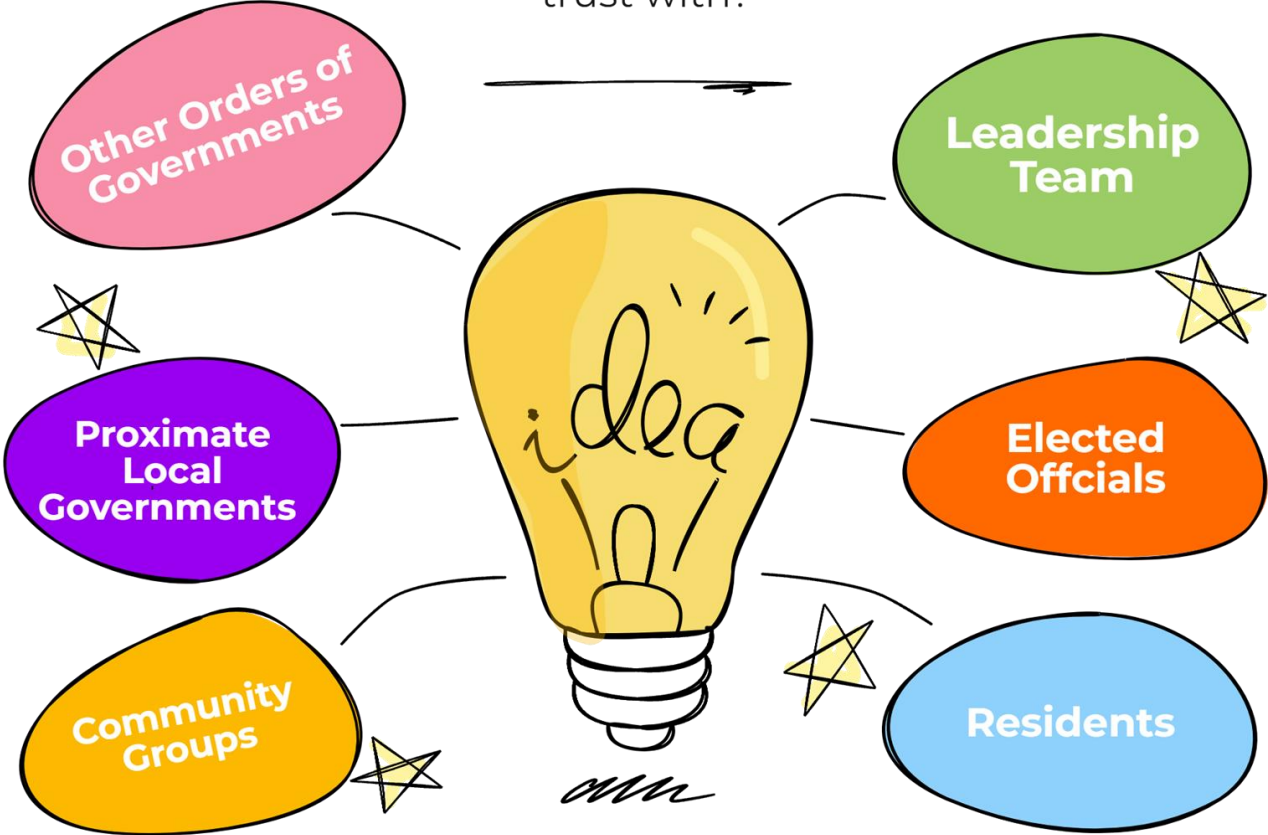
## Who needs to trust us?

(Who do we serve? Who expects something from us?)

(5 minutes)

# Trust Relationships

Who do local government leaders need to build trust with?



# **Behaviors of High Functioning Groups**

# FIVE BEHAVIORS OF HIGH FUNCTIONING TEAMS



**TRUST ONE ANOTHER** - When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

**ENGAGE IN CONFLICT AROUND IDEAS** - When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

**COMMIT TO DECISIONS** - When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

**HOLD ONE ANOTHER ACCOUNTABLE** - When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

**FOCUS ON ACHIEVING COLLECTIVE RESULTS** - The ultimate goal of building greater trust, healthy conflict, commitment and accountability is one thing: the achievement of results.

*From Patrick Lencioni's "5 Dysfunctions of a Team"*

# Trust

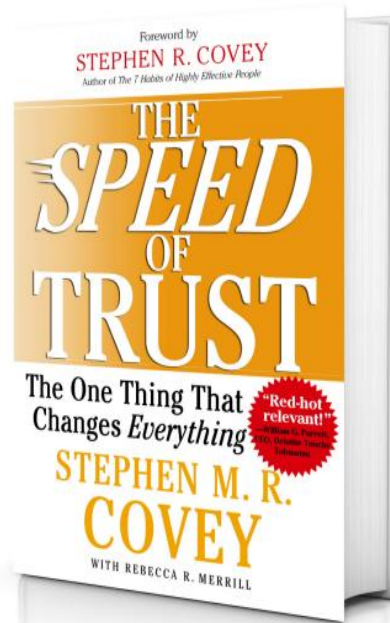
How can we build this in teams?

- Incorporate into orientations!
- Validated behavioral profiling
- Two truths and a dream

**Trust**



# The Speed of Trust



Trust is soft.	Trust is hard, real and quantifiable - it affects measures of speed and cost.
Trust is slow.	Nothing is as fast as the speed of trust.
Trust is built solely on integrity.	Trust is a function of both character and competence.
You either HAVE trust, or you DON'T.	Trust can be CREATED and DESTROYED.
Once lost, trust cannot be restored.	Though difficult, in most cases, trust CAN be restored.
You cannot teach trust.	Trust can be taught and learned. It can be a leverageable, strategic advantage.
Trusting people is too risky.	NOT trusting people is a much greater risk,
Trust is established one person at a time.	Establishing trust with one, can establish trust with many.

# The Speed of Trust

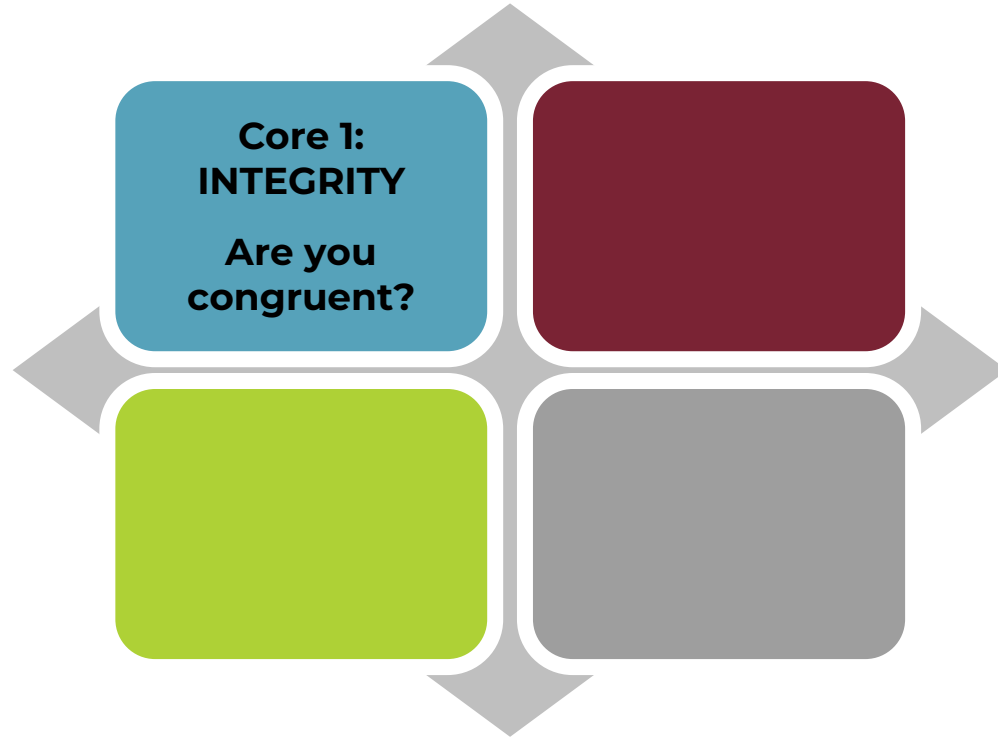
<b>SELF TRUST</b>	PRINCIPLE OF CREDIBILITY
<b>RELATIONSHIP TRUST</b>	PRINCIPLE OF CONSISTENT BEHAVIOR
<b>ORGANIZATIONAL TRUST</b>	PRINCIPLE OF ALIGNMENT
<b>MARKET TRUST</b>	PRINCIPLE OF REPUTATION
<b>SOCIETAL TRUST</b>	PRINCIPLE OF CONTRIBUTION

# The Speed of Trust

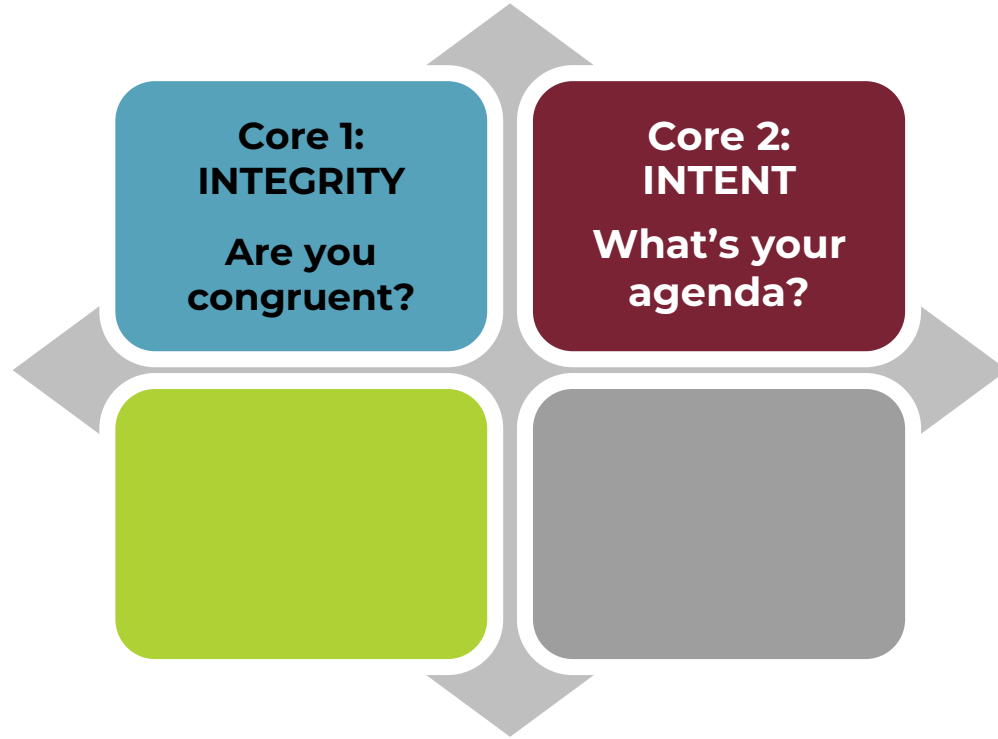
**SELF TRUST**

**PRINCIPLE OF CREDIBILITY**

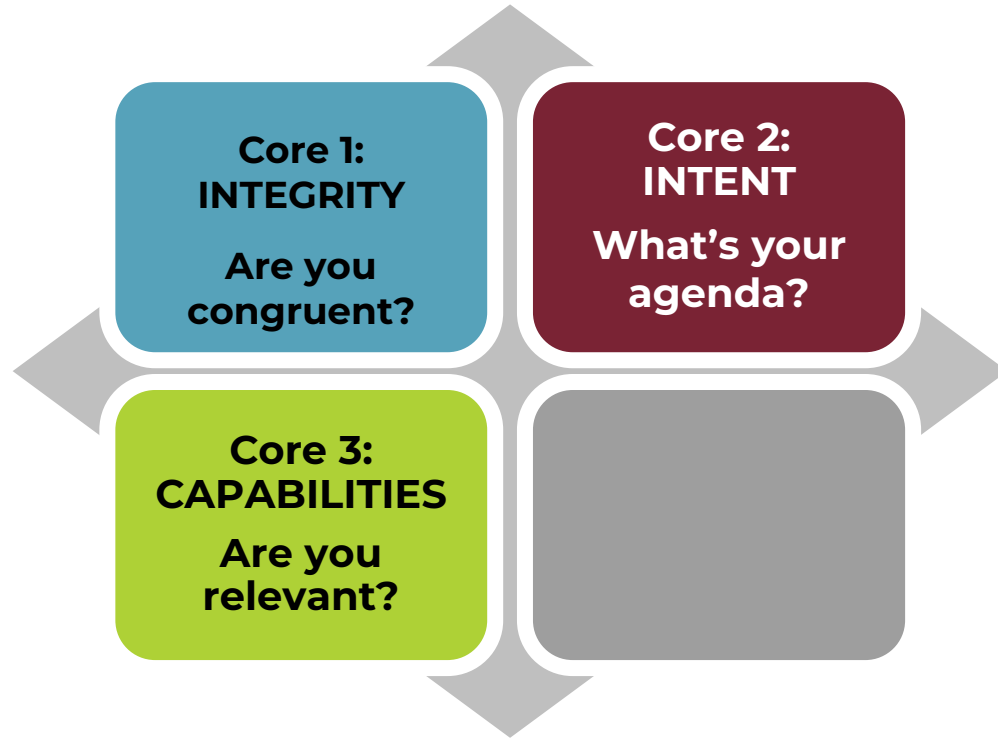
# Self Trust



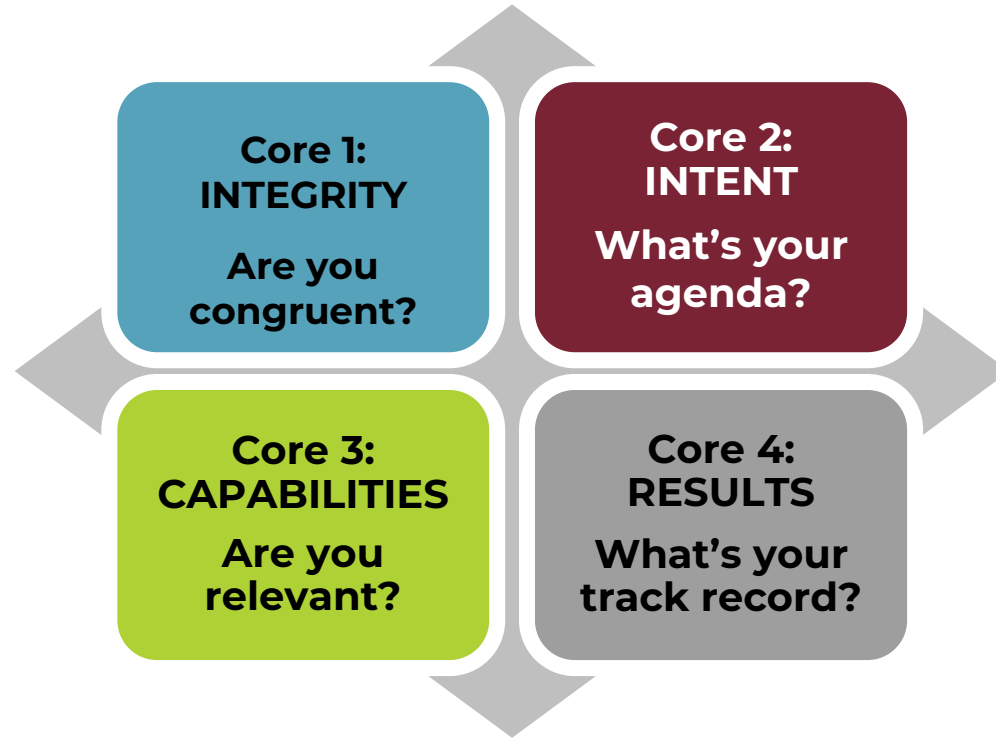
# Self Trust



# Self Trust



# Self Trust





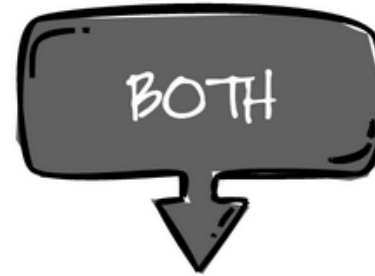
# The Speed of Trust

**SELF TRUST**

**PRINCIPLE OF CREDIBILITY**

**RELATIONSHIP  
TRUST**

**PRINCIPLE OF BEHAVIOUR**



TALK  
STRAIGHT

DELIVER  
RESULTS

LISTEN FIRST

DEMONSTRATE  
RESPECT

GET BETTER

KEEP  
COMMITMENTS

CREATE  
TRANSPARENCY

CONFRONT  
REALITY

EXTEND TRUST

RIGHT WRONGS

CLARIFY  
EXPECTATIONS

SHOW LOYALTY

PRACTICE  
ACCOUNTABILITY

**RELATIONSHIP  
BASED  
TRUST**

# Download the “13 Behaviors of a High Trust Leader”

**The 13 Behaviors of a High Trust Leader**

Behaviors	What to Say	Opposite	Counterfeit
<b>CHARACTER</b>			
<b>Talk Straight</b>	Be honest. Tell the truth. Let people know where you stand.	Lie. Deceive.	"Spinners" (positioning, posturing and manipulating).
<b>Demonstrate Respect</b>	Care for others and show it. Treat everyone with respect, especially those who can't do anything for you.	Show disrespect or not care about others.	Faking respect, showing respect for some but not all.
<b>Create Transparency</b>	Tell the truth, be real, genuine, open and authentic.	Hide, cover up, distort things.	Hiding hidden agendas, withholding information.
<b>Right Wrongs</b>	Admit when you're wrong, apologize quickly, show humility, don't let pride get in the way of doing the right thing.	Deny, justify or rationalize wrongful behavior.	Cover up, disguise, hide mistakes until forced to admit.
<b>Show Loyalty</b>	Give credit to others, speak about people as if they're present and represent others who aren't there.	Take credit, betray others.	Being greedy and mean spirited, appearing to give credit when there's present but discrediting that contribution and taking credit when they're not around.
<b>COMPETENCE</b>			
<b>Deliver Results</b>	Establish a track record of getting the right things done. Make things happen, on time and within budget. As "John" says, "Do or do not, there is no try!"	Overpromise and under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.
<b>Get Better</b>	Continuously improve, increase your capabilities, be a constant learner. Don't consider yourself above feedback.	Rest on your laurels, become complacent.	Learning but never producing, have things things into what you're good at.
<b>Confront Reality</b>	Tackle all issues head-on, even the "undiscussables," address the tough stuff directly, confront the reality, not the person.	Ignoring reality, be in denial.	Focus on side issues while ignoring the real issues.
<b>Clarify Expectations</b>	Discuss, reveal and validate expectations. Don't assume they're clear or shared, negotiate if needed/required.	Leave expectations unclear or unshared.	Guessing that to job done specifies for meaningful accountability.
<b>Practice Accountability</b>	Hold yourself accountable first, others second. Take responsibility. Be clear on how your contributions will be measured and how others are doing. Don't blame.	Not take responsibility.	Point fingers and blame others, fail to enforce consequences when expectations aren't met.
<b>CHARACTER + COMPETENCE</b>			
<b>Listen First</b>	Listen before speaking. Understand, diagnose, learn with each, speak and learn.	Speak first and listen last or not listen at all.	Listen just to formulate your response, pretend to listen.
<b>Keep Commitments</b>	Say what you'll do, then do it. Make commitments carefully and keep them at all costs. Don't break confidences.	Break commitments, violate promises.	Make vague, vague promises that can't be pinned down.
<b>Extend Trust</b>	Extend trust abundantly to those who've earned it, conditionally to those who are still earning it.	Withhold trust.	Extend false trust - giving responsibility without authority, then micro-manage, "reinspire" and hover.



# The Speed of Trust

**SELF TRUST**

**PRINCIPLE OF CREDIBILITY**

**RELATIONSHIP  
TRUST**

**PRINCIPLE OF BEHAVIOUR**

**ORGANIZATIONAL  
TRUST**

**PRINCIPLE OF ALIGNMENT**

# Organizational Trust

**Less Trust** - Manipulation of facts, withholding information, resisting ideas, concealing mistakes

**More Trust** - Share information openly, tolerate (and encourage) mistakes, sharing the credit for ideas

We can build organizational trust by focusing on the **systems, structures** and **policies** that influence our everyday behaviour.

# The Speed of Trust

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**MARKET TRUST**

**PRINCIPLE OF REPUTATION**

# Market (Community) Trust

Market trust focuses on an organization's **reputation**.

The “brand” of a municipality (or council) is crucial to the success of that community, because it has influence over:

- Attracting and maintaining talent
- Liveability
- Businesses and economic growth
- Grants and partnerships
- Pride and community culture

# The Speed of Trust

<b>SELF TRUST</b>	<b>PRINCIPLE OF CREDIBILITY</b>
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<b>SOCIETAL TRUST</b>	<b>PRINCIPLE OF CONTRIBUTION</b>



# Societal Trust

Societal trust is based on two main principles: **contribution** and **responsibility**.

- To have societal trust, we recognize that the intention of our society is to create value, not destroy it. **To give more than we take!**
- Achieving a working relationship between contribution & responsibility gets us closer to attaining **collaborative citizenship beyond our communities**.

# WHY DOES THIS MATTER?

**TRADITIONAL  
VIEW**

$$S \times E = R$$

**MODERN  
VIEW**

$$(S \times E) T = R$$

# DISCUSSION

- Identify 3-5 behaviors that could **DAMAGE** trust (at your Council table, in the community or with your SAO)
- Identify 3-5 behaviors that could **STRENGTHEN** trust (at your Council table, in the community or with your SAO)
- Any **suggestions or tips**?

***Trust is like a vase, once it's broken,  
though you can fix it, the vase will  
never be same again.***

***Walter Anderson***

# Can We Restore Trust?

Simply put, **yes**.

We can regain trust in ourselves, in others, and in our organizations.

BUT, the process does not happen naturally. It requires **effort**, **patience** and **understanding** to restore (or improve) trusting relationships.

# How Do We Restore Trust?

**SELF TRUST**

**RELATIONSHIP  
TRUST**

**ORGANIZATIONAL  
TRUST**

**MARKET TRUST**

**SOCIETAL TRUST**

# Restoring Self Trust

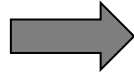
**SELF TRUST**

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Challenge the doubts you have about yourself, seek feedback, consider coaching and explore mentoring opportunities

# Restoring Relationship Trust



Focus on those relationships that matter most and recognize that if we don't invest in improving relationships on an ongoing basis, we shouldn't be surprised if they get 'out of alignment'.



# Restoring Organizational Trust



Think about methods you can propose to increase individual accountability within your team.

Organizational trust STARTS with the individual, and only continues if the processes are met.

# Restoring Market (Community) Trust

SELF TRUST

RELATIONSHIP TRUST

ORGANIZATIONAL TRUST

MARKET TRUST

SOCIETAL TRUST



Remember that market trust is all about the reputation and the “brand”. How proactive are you in trust building communication?

Transparency is a bit of a buzz word these days but is core to ensuring that if people are not pleased, at least they know WHY we've done things.

# Restoring Societal Trust

**SELF TRUST**

**RELATIONSHIP TRUST**

**ORGANIZATIONAL TRUST**

**MARKET TRUST**

**SOCIETAL TRUST**



This is the hardest as faith in government and institutions is under siege. Focusing first on our sphere of influence is key.

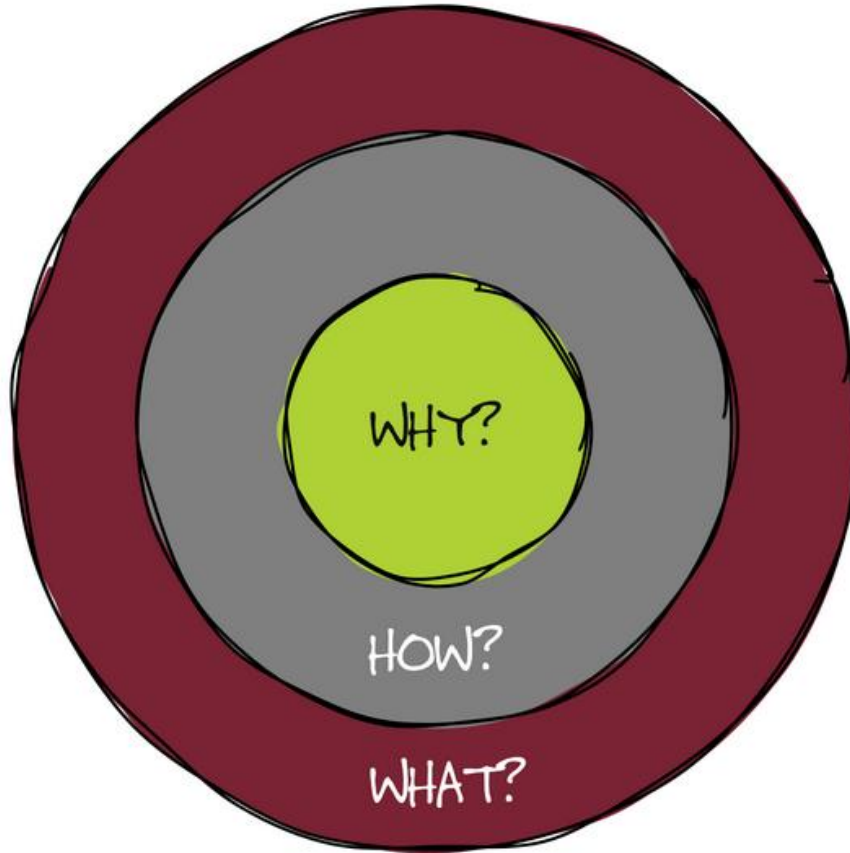
Our regional relationships and how we speak about those at other orders of government also impact this.

Focusing with our neighbors about common goals, and how your organizations could benefit one another also helps improve trust

***Trust, but verify.***

***Ronald Reagan***

# START WITH WHY

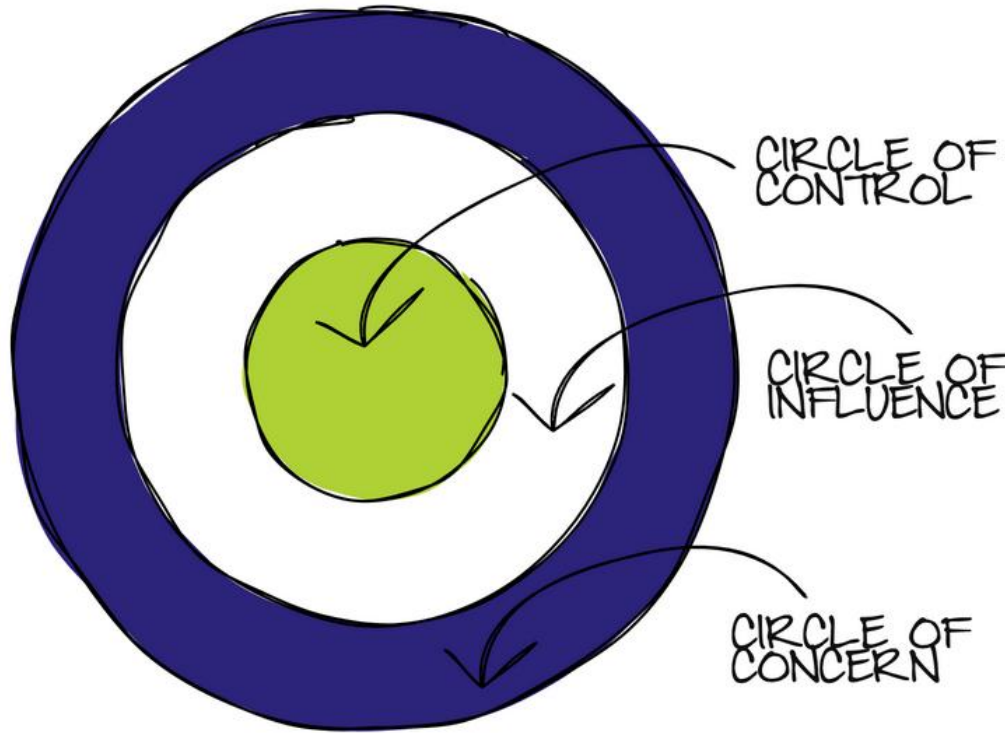


Elected officials wanting to be clear on their direction and provide policy/strategic advice to their organizations focus on WHY (not HOW or WHAT) this also makes communication of decisions significantly easier.

Simon Sinek

**What do we  
focus on?**

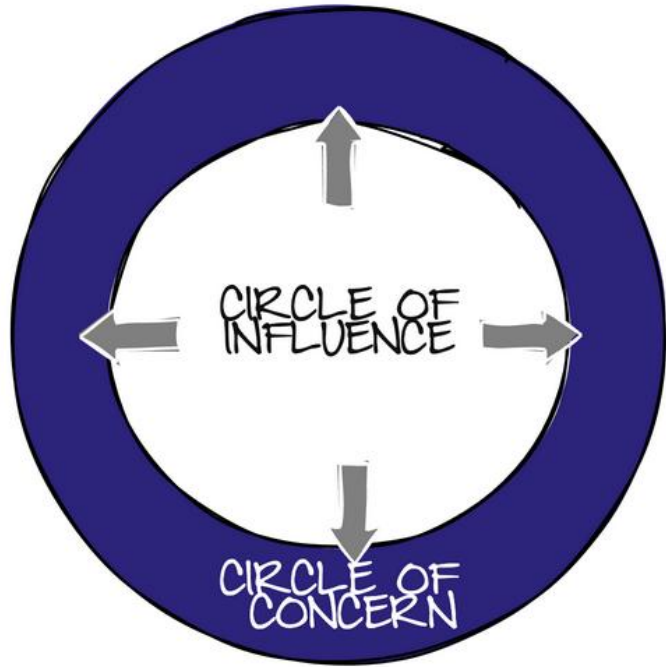
This concept explores three spheres:



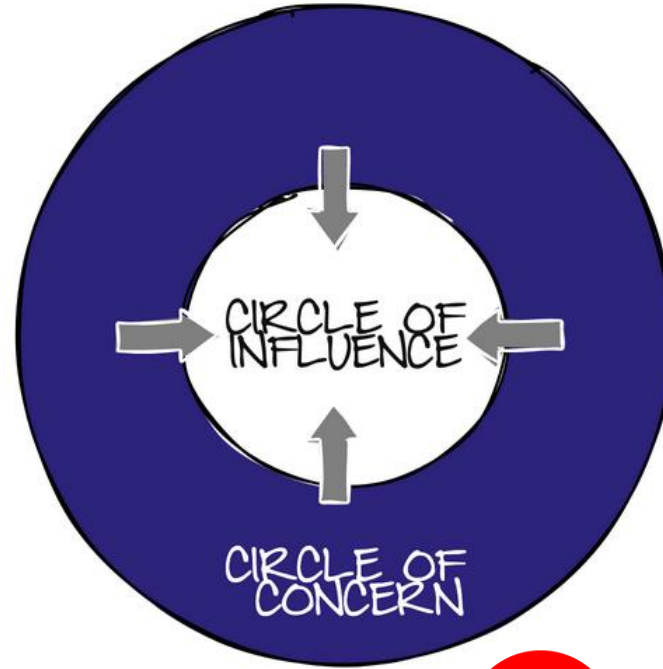
The smallest circle, representing the things we can actually directly do something about

A narrowing of the outside circle into those worries we can do something about – either directly or indirectly

The wide range of worries we might have about a topic



PROACTIVE:  
focus on circle of influence



REACTIVE:  
focus on circle of concern



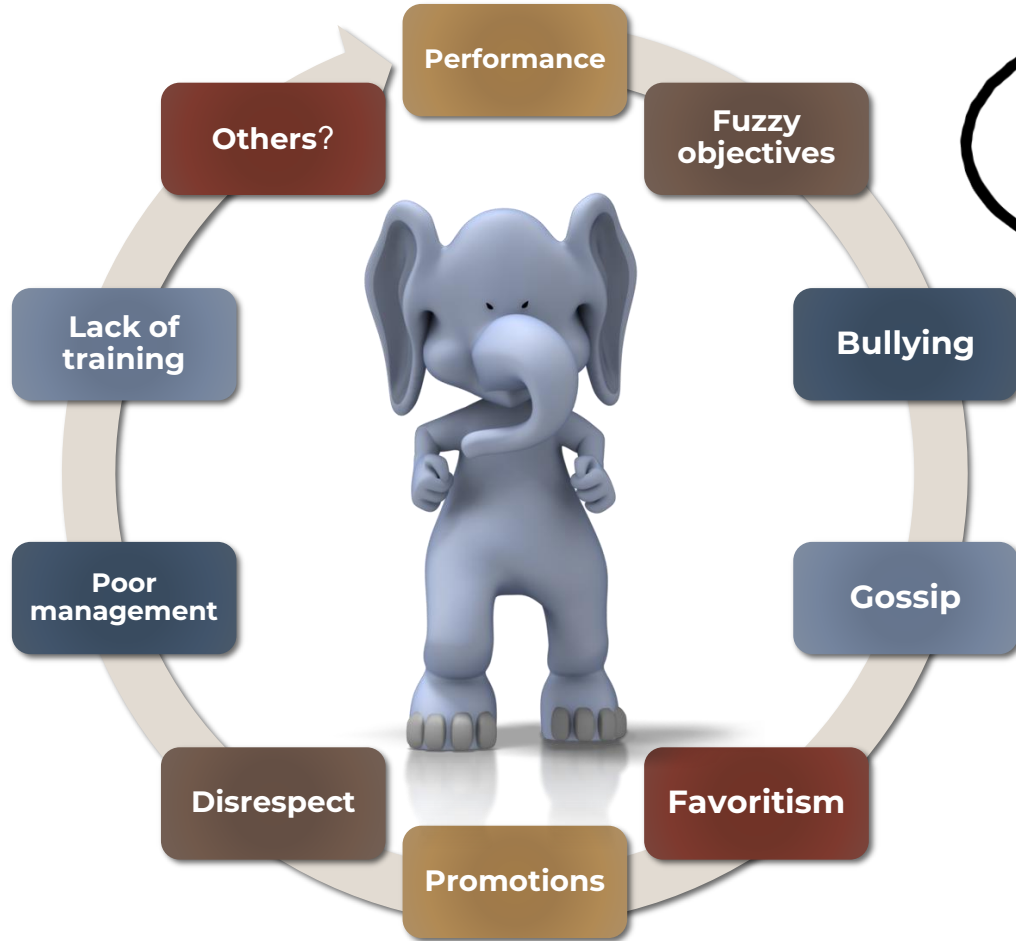
# Questions? More Information?

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- 250.2754829



***What “elephants” or unresolved issues do you have in your organization?***

*Find a partner and discuss in 90 seconds*



WHAT TYPES OF  
“ELEPHANTS”  
CAN YOU THINK  
OF?

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