Enhancing Trust

Through Leadership

NWTAC
2025

Prepared by Tracey Lorenson | tracey@paragonstrategic.com

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

CIVIC EXCELLENCE

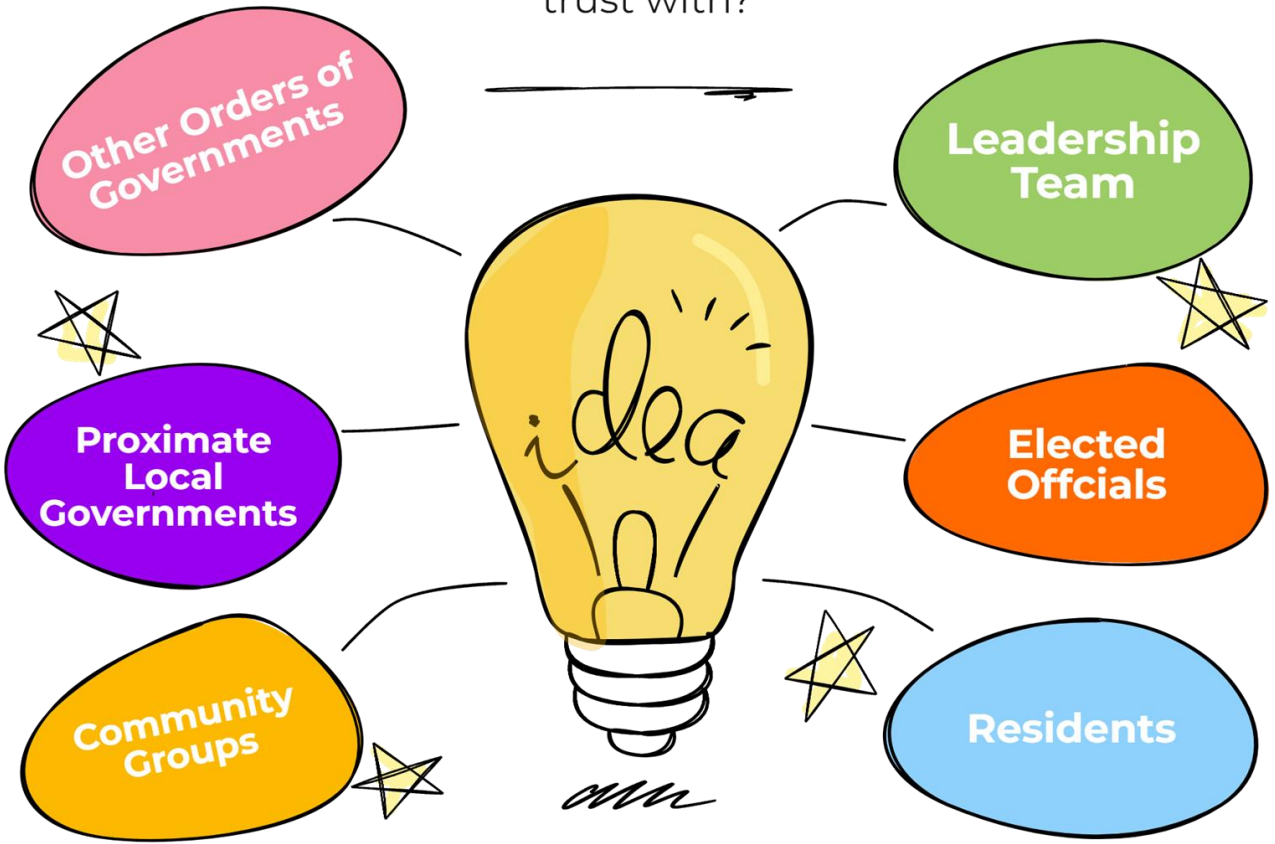
Who needs to trust us?

(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

CIVIC EXCELLENCE

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"

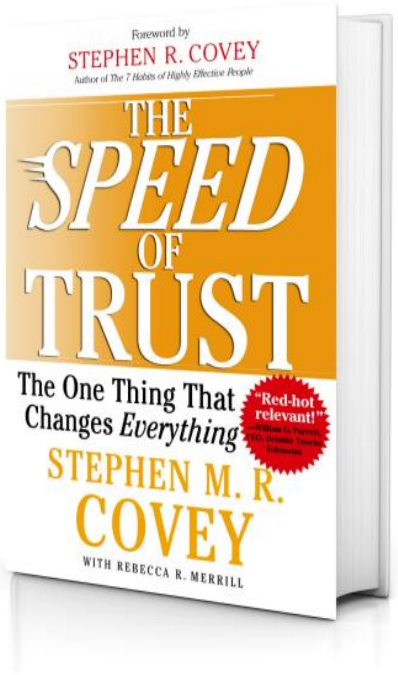
Trust

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.

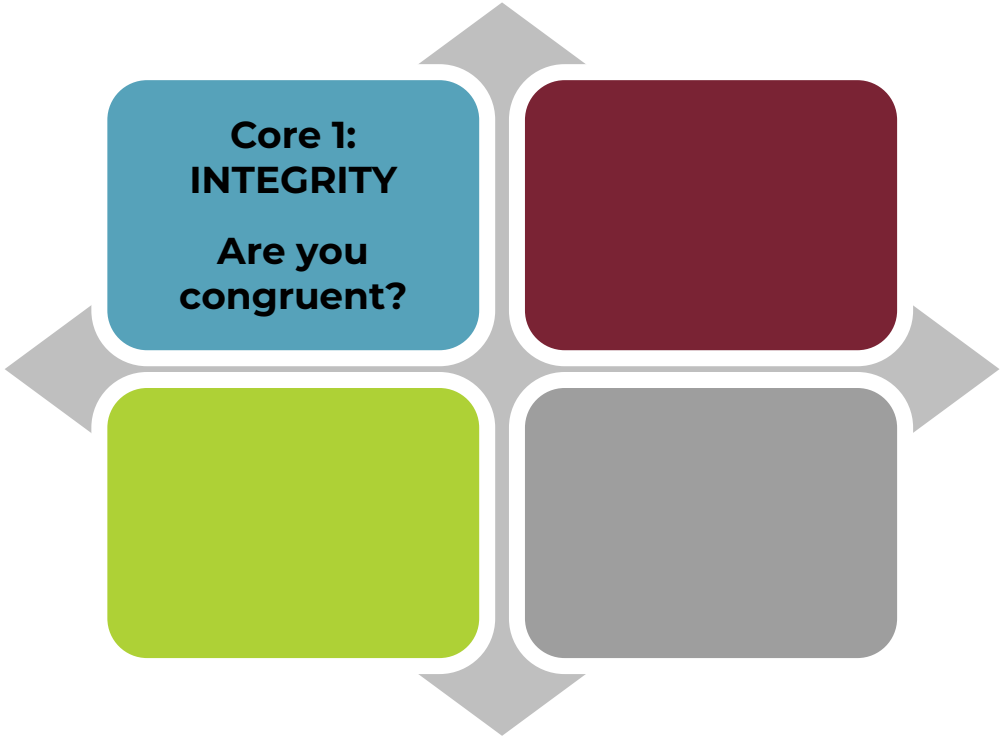
The Speed of Trust

SELF TRUST	PRINCIPLE OF CREDIBILITY
RELATIONSHIP TRUST	PRINCIPLE OF CONSISTENT BEHAVIOR
ORGANIZATIONAL TRUST	PRINCIPLE OF ALIGNMENT
MARKET TRUST	PRINCIPLE OF REPUTATION
SOCIETAL TRUST	PRINCIPLE OF CONTRIBUTION

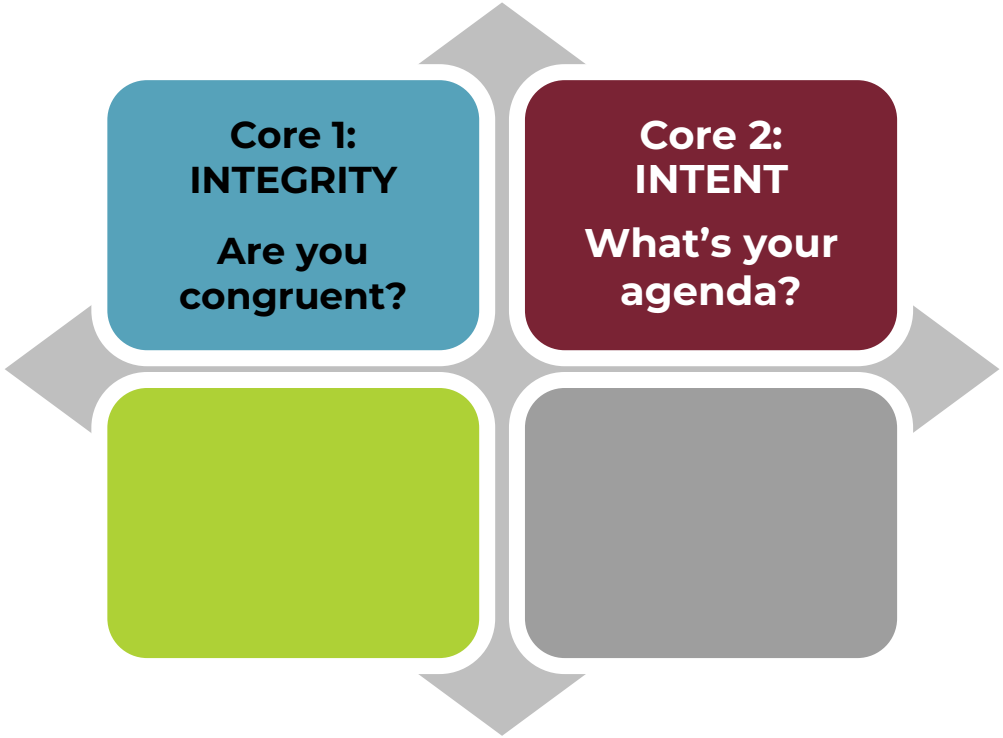
The Speed of Trust

SELF TRUST | **PRINCIPLE OF CREDIBILITY**

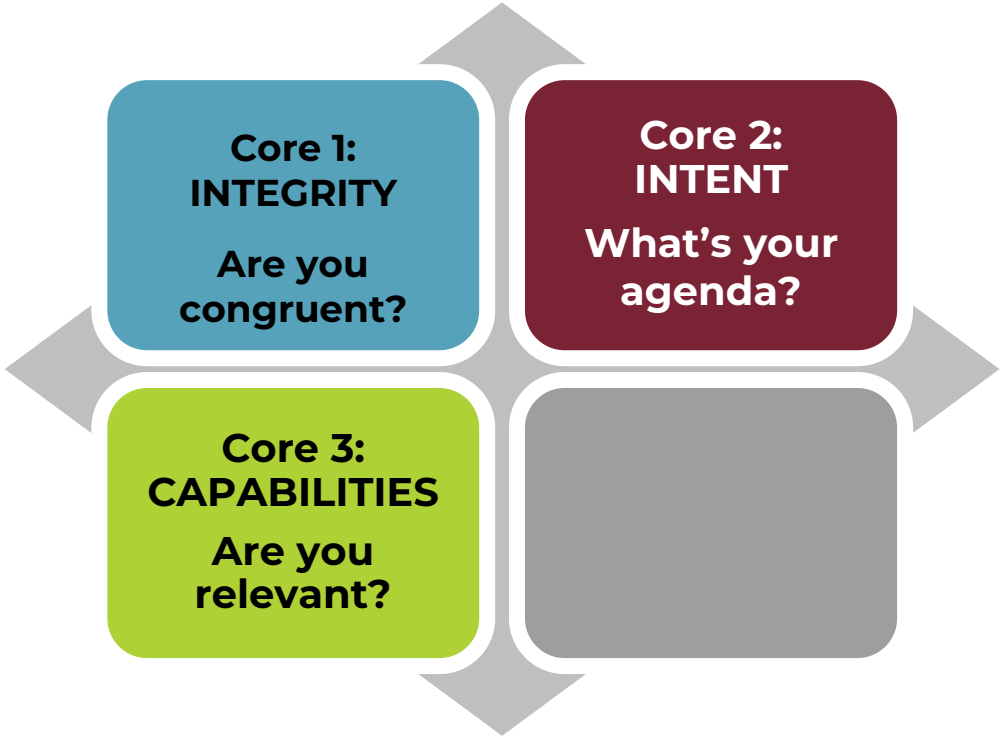
Self Trust



Self Trust


Core 1:
INTEGRITY
Are you congruent?
Core 2:
INTENT
What's your agenda?

Self Trust


Core 1:
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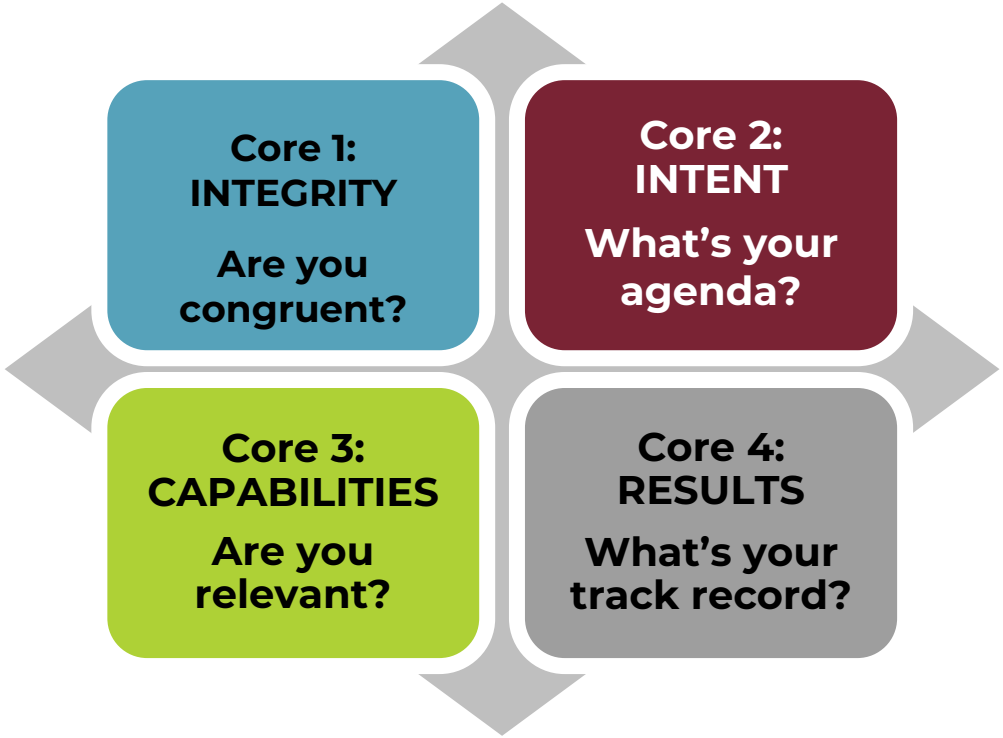
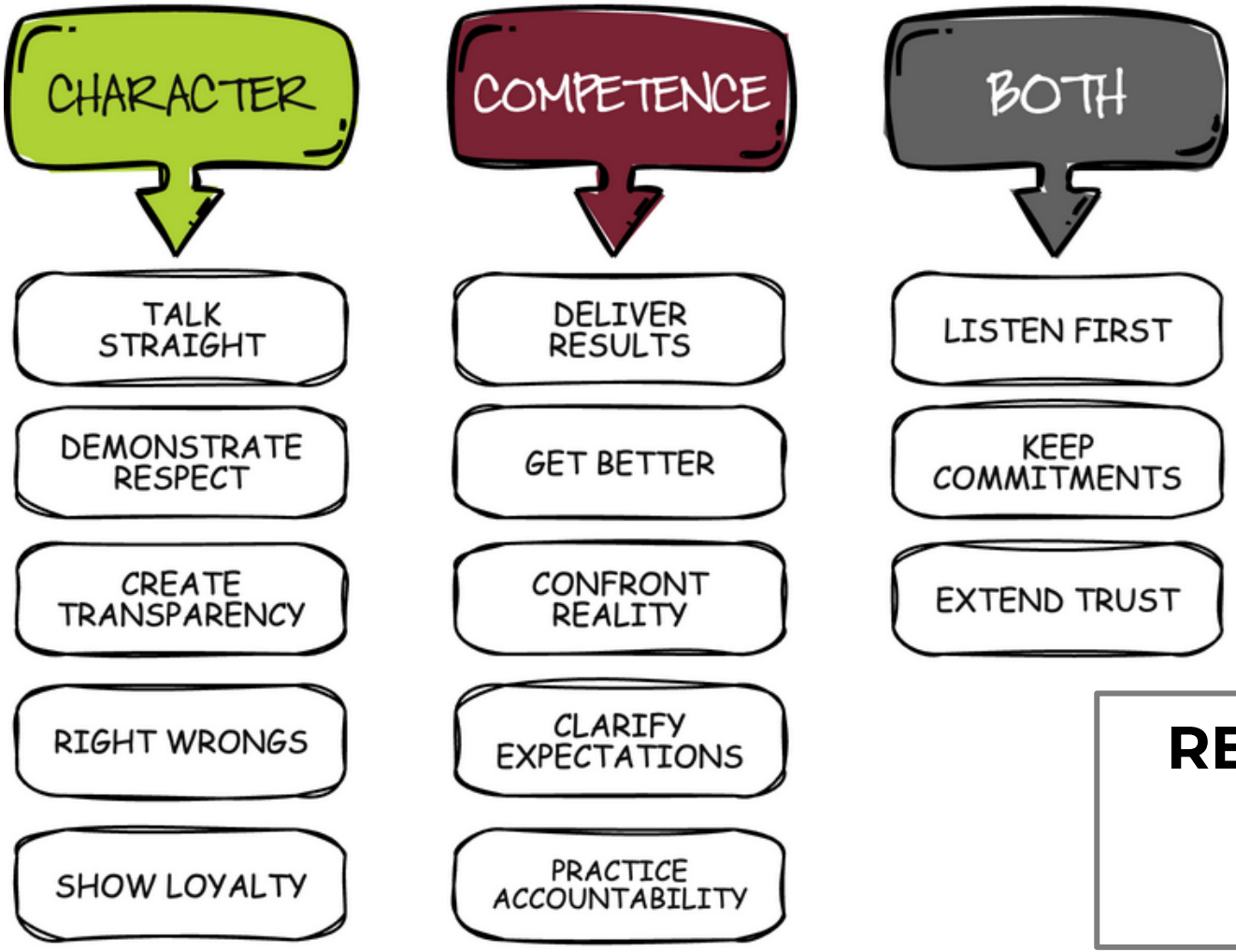
Core 3:
CAPABILITIES
Are you relevant?

Self Trust


Core 1:
INTEGRITY
Are you congruent?
Core 2:
INTENT
What's your agenda?
Core 3:
CAPABILITIES
Are you relevant?
Core 4:
RESULTS
What's your track record?

The Speed of Trust

SELF TRUST	PRINCIPLE OF CREDIBILITY
RELATIONSHIP TRUST	PRINCIPLE OF BEHAVIOUR



CIVIC EXCELLENCE

RELATIONSHIP BASED TRUST

FROM: "THE SPEED OF TRUST" STEPHEN M.R. COVEY

Download the “13 Behaviors of a High Trust Leader”

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

SELF TRUST	PRINCIPLE OF CREDIBILITY
RELATIONSHIP TRUST	PRINCIPLE OF BEHAVIOUR
ORGANIZATIONAL TRUST	PRINCIPLE OF ALIGNMENT
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

SELF TRUST	PRINCIPLE OF CREDIBILITY
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MARKET TRUST	PRINCIPLE OF REPUTATION
SOCIETAL TRUST	PRINCIPLE OF CONTRIBUTION

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 x E = R

MODERN VIEW

(S x 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?

Restoring Self Trust

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

Restoring Relationship Trust

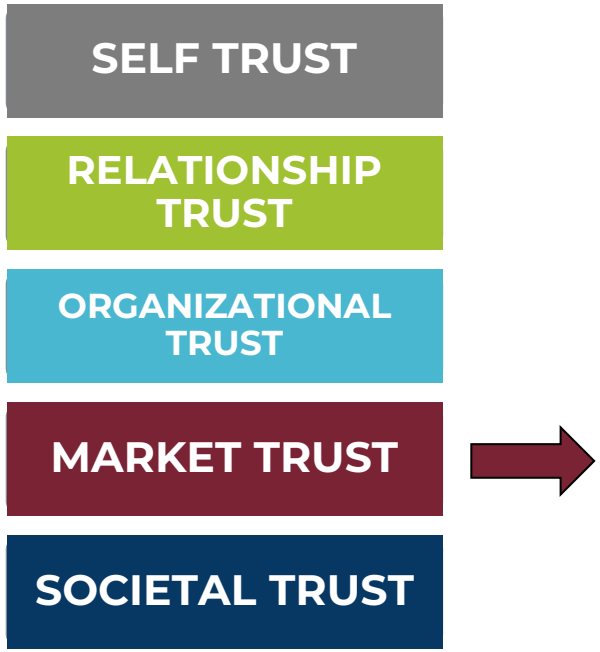
Focus on those relationships that matter most and recognize that if we don't invest in improving relationships on an ongoing basis, we shouldn't be surprised if they get 'out of alignment'.

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



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

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

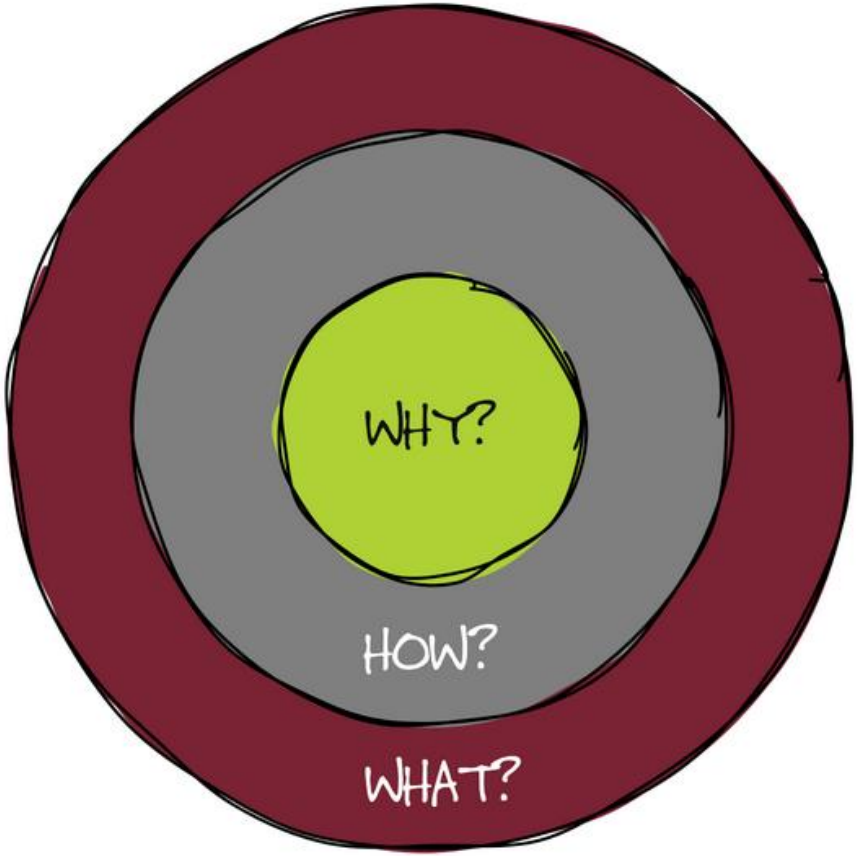
Our regional relationships and how we speak about those at other orders of government also impact this.

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

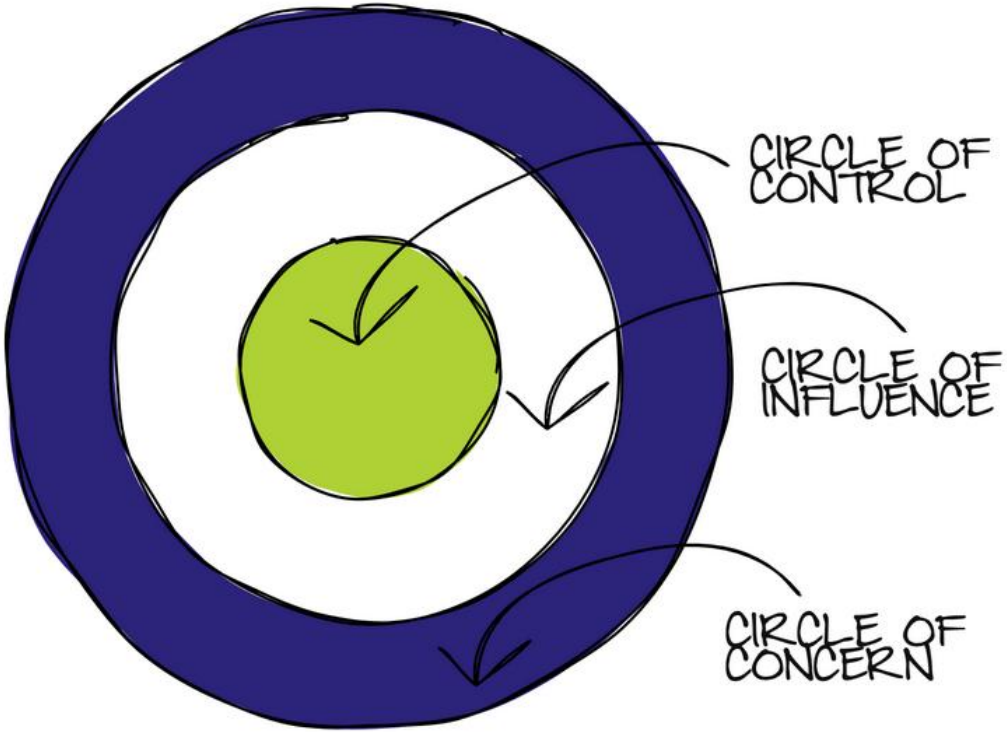


Elected officials wanting to be clear on their direction and provide policy/strategic advice to their organizations focus on WHY (not HOW or WHAT) this also makes communication of decisions significantly easier.

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

Stephen Covey

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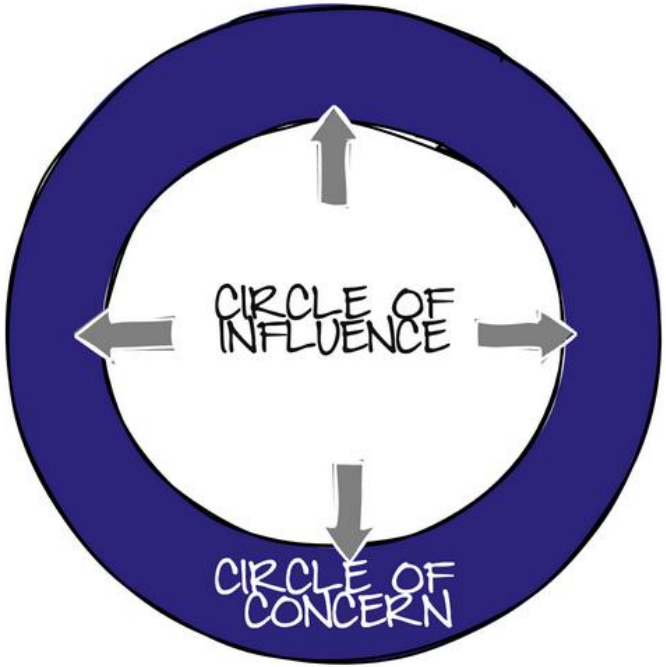
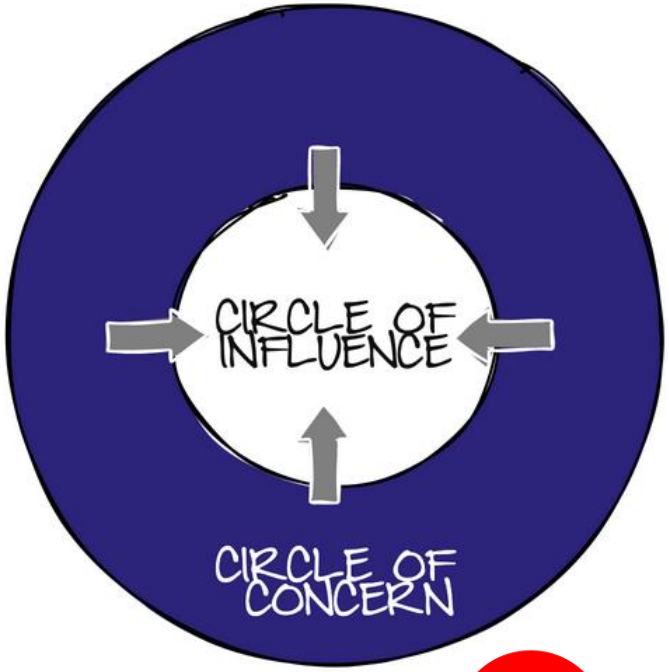


PROACTIVE:
focus on circle of influence



REACTIVE:
focus on circle of concern

Stephen Covey

Questions?
More Information?

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

Find a partner and discuss in 90 seconds

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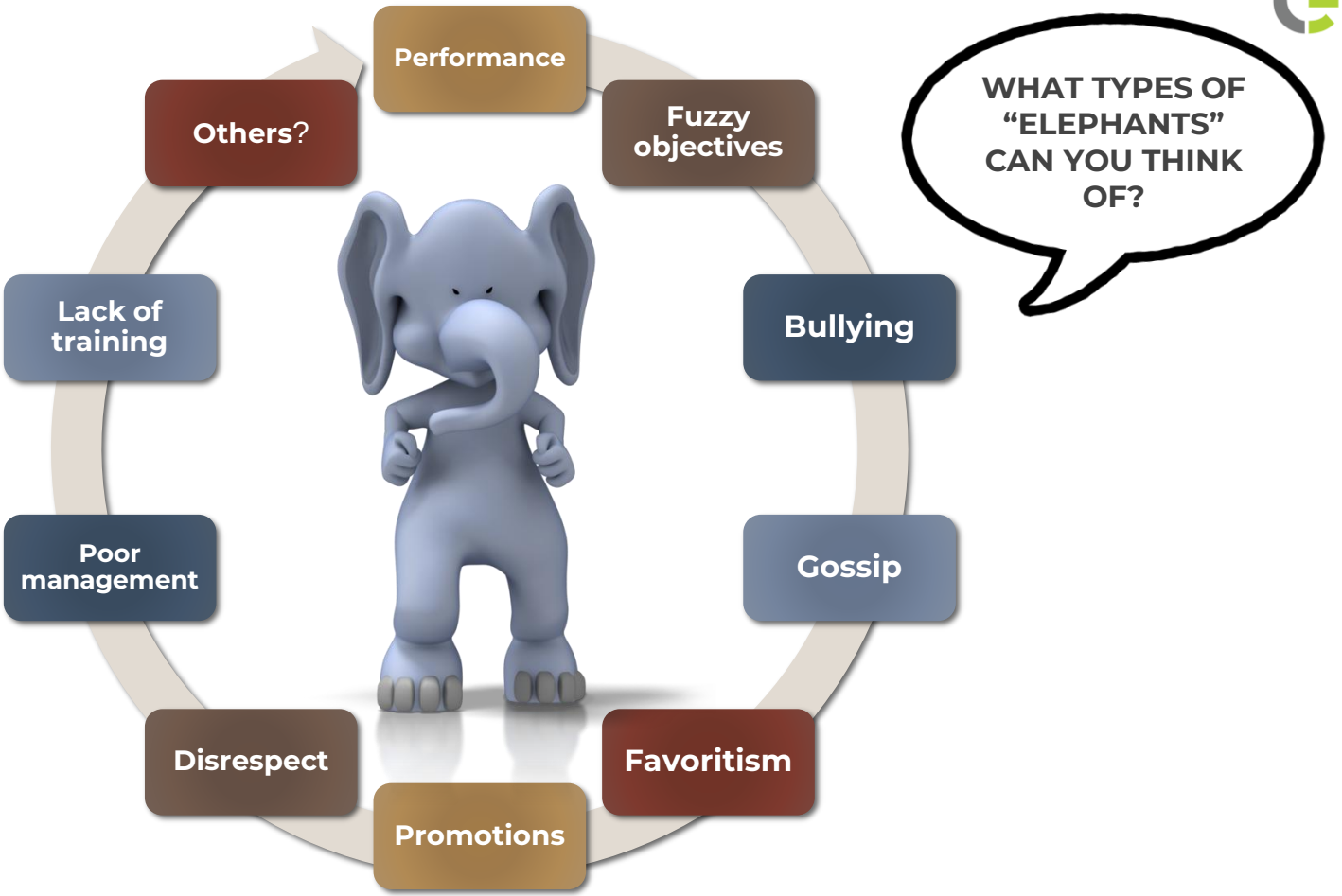

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