

THE TRUSTWORTHY LEADER

Leveraging the Power of Trust to Transform Your Organization
by **Amy Lyman**

ABOUT AMY LYMAN



Amy Lyman received her B.S. from the University of California, Davis, and her Ph.D. from the University of Pennsylvania. She began her research career at the Wharton Center for Applied Research at Penn. She then taught for a number of years at the University of California, Davis.

Amy has spent more than 30 years studying groups and organizations,

TRUSTWORTHY LEADERSHIP

In this book Amy Lyman drew on her years of research to show how leaders of highly successful organizations build and maintain a foundation of trust in their workplaces.

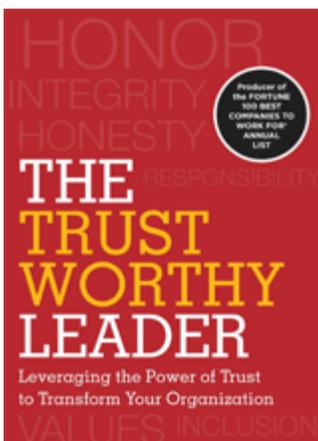
Amy Lyman cofounded the Great Place to Work Institute in San Francisco in 1991. This research based consulting firm is now best known for its role in researching and selecting the 100 Best Companies to Work For that appear each year in *Fortune Magazine*.

*"...the central concept of **integrity** between actions and words drives the success of the Trustworthy Leaders I've studied."* –Amy Lyman

FORTUNE MAGAZINE'S 100 BEST COMPANIES TO WORK FOR



100 Best Companies to Work For 2013-Top Ten	# of Employees
Google Inc.	34 311
SAS	6373
CHG Healthcare Services	1378
Boston Consulting Group, Inc.	2314
Wegman's Food Markets, Inc.	43 927
Net App.	7426
HilcorpEnergy Company	1012
Edward Jones	35 114
Ultimate Software	1440
Camden Property Trust	1896



What Does It Mean To Be Trustworthy?

Lyman and her associates developed a survey tool to try to measure trust. The tool, named the "**Trust Index**", was designed to capture the employee's perceptions of:

- the **credibility** of the leaders,
- the **respect** with which they felt treated, and
- their experience of the **fairness** of the workplace policies and practices.

The Trust Index tool is used around the world by the Great Place to Work Institute and its international affiliates to produce Best Company Lists for their markets.

".....**Trustworthy Leaders** lead fiscally sound companies, weather economic storms while their contemporaries struggle, attract and keep the best talent, and encourage high levels of innovation and problem solving." Lyman (p. 6)

Trust is like a
eraser,
it gets smaller and
smaller,
after every mistake.

The Zars | April 2012

What is trust?

Trust is a word used to explain the bond created between and among people.

Trust is characterized by the ability to rely on someone to act in ways that will be of benefit to one's own health and well-being.

Trust comes into play during challenging times.

Trust is what helps people to have faith that they can work through challenges and arrive at positive outcomes.

Trust can infuse every element of a leader's actions.

IN THIS BOOK....

Amy Lyman contends that there is a path along which Trustworthy Leaders grow and learn on their way to becoming great leaders. She developed this path through her research of what makes companies thrive and what makes others fail. By conducting interviews with employees and leaders of both successful and failing companies she became convinced that Trustworthy Leaders [note: she elevated their title to the status of proper noun] followed what she named a **Virtuous Circle**. The circle described a path with six distinct elements.



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Book Structure

After clearly defining what she believes to be the characteristics of a trustworthy leader, Amy sets out in the next six chapters, to delve into each of the distinct elements of her Virtuous Circle.

In each chapter she identifies the characteristics of the element that she has drawn from her research and then uses specific examples from some of the "100 Best Companies to Work For" to illustrate how the actions of the leaders emulated the talk.

Chapter 2: The Honor of Leadership



Stew Leonard Sr. was the founder a Connecticut – based grocery business that carries his name. Leonard learned a valuable lesson in the early days of his store when he challenged a customer who complained that the eggnog he had sold her was sour. Although he was right about the taste of the eggnog the discussion resulted in the loss of a customer. The customer service rule he developed as a result and had engraved on a slab of granite in front of his store reflects what he learned from the encounter. [Stew Leonard's Customer Service Rock of Commitment illustrates that by focusing on others, you will be successful at meeting your own goals]

Trustworthy leaders don't feel entitled to be where they are...they feel honored.

Foundations of honor

- Humility
- Reciprocity
- Position awareness

Humility comes from the rightful acknowledgement of one's own importance to the organization, along with the acknowledgement of everyone else's value as well.

Reciprocity is achieved if employee's responses are cared for- treated with respect, considered thoughtfully, and perhaps partially if not wholly worked into the leader's final decision

Position Awareness: awareness of the power that comes from a hierarchical place in the organization and the power that comes from being trustworthy.

Worth Pondering

As you continue to read through the elements of the Virtuous Circle that make up a Trustworthy Leader, consider the implications for an organization with a leader who does not possess these qualities. How is such an organization deprived of reaching a higher potential?

Chapter 3: Inclusion

Trustworthy Leaders create environments in which people are free to be themselves, connect with one another regardless of their background or title, and share equitably in the benefits of the organization. This defines inclusion.

Inclusion reflects a desire to see beyond visible differences to the tremendous similarities that exist among people.

Inclusion begins by with the leader's invitation to everyone to join the organization on equal terms.

Trustworthy leaders see no need for homogenizing

Leaders are comfortable with people's differences

They believe that over time, diverse groups make better decisions than individuals or homogenous groups no matter how brilliant the individual or homogenous group may be.

"A talented I and a talented they can become an even more talented we."

CHAPTER 4: VALUING FOLLOWERSHIP

Followership is how a **Trustworthy Leader** makes his or her deeply held values visible.

Leadership success is inextricably linked to people's willingness to follow. It requires an ability and willingness on the part of a leader to see themselves as a distinct part of the process of the organization, yet not the most important part of the process.

Following is not less than leading, it is simply different.

Followers result when:

- it's clear they do indeed have a choice,
- they are empowered to choose in other areas of their work,
- when they seamlessly become leaders at times.

Great followers are those who will speak up and know that their words will be heard, considered, and evaluated for their merit – not as a challenge to authority or questioning the leader's right to be in that position.

Followers who tell the truth and leaders who listen to it are an unbeatable combination.



Chapter 5: Sharing Information

Trustworthy Leaders

understand that when members of the organization have useful information, they understand more, participate more, and influence more.

Leaders who want to be seen as trustworthy must figure out effective ways of sharing information.

Three distinct concepts:

1. To promote understanding (approached from the recipient's point of view)

- Translate the message
- Make sure you are in alignment with the organization's goals
- Have a high level of transparency

2. To enhance participation

- Using regular modes of communication but also in person.
- ...the leaders tell people that they want them to participate, but they also share information that teaches them how to do it.....

3. To extend influence

- If people disagree with something they can challenge it
- Your ideas become active during the discussion ...[and] the outcome, will be shaped by your contribution.

CHAPTER 6: DEVELOPING OTHERS

As a **Trustworthy Leader** your ability to help others to learn and grow will be more effective when you start with a focus on their aspirations rather than your own.

1. People deserve the opportunity to create full lives for themselves.

- Talk to people about their personal interests and how they might be incorporated into a workplace program or service.

2. Each individual is capable of many accomplishments

- Put an emphasis on hiring the *person*
- See the potential in others and help them pursue their goals.
- You don't train people; they come to learn and they learn from each other.
- By nurturing growth in that helps you to steer through the critical junctures that present themselves when opportunities are in front yourself and nurturing growth in others.

3. Providing a path that people can choose to follow

- A major obstacle to career development opportunities for people in many organizations is the failure to see the potential in all of the people who work there.

Chapter 7: Uncertainty and Opportunity

The **Trustworthy Leader** knows they cannot control the world around them, but they do know they can prepare for how to best respond.

When risk is not just expected it is anticipated –your chances for a better outcome improve.

One of the biggest causes of everyday risk is poor communication. Practices that ensure clear communication and safer transitions help to reduce risk and create a blame-free culture in which people speak freely versus a punitive culture in which people keep quiet to avoid repercussions.

Employ fair culture practice. No one is blamed for a previous oversight – the problem is acknowledged, and steps are put in place to address it. This ensures the question gets asked, the concerns are heard, and ultimately the right decision is made.

As we move along the path from uncertainty to opportunity, there are no better companions than trust and shared wisdom.

Wisdom is that combination of analytic skill, useful insight, and practical understanding that helps you to steer through the critical junctures that present themselves when opportunities are in front of you.

Applied wisdom helped people move away from the uncertainty of leader-follower relationships to the opportunity provided by strong teams of smart competent people working well together. There is evidence of wisdom when a willingness to search for what works rather than follow a predefined path is evident.

It means... freedom. Freedom enables people to pursue their... what enable people to do great things.”

...acy is at a minimum...any visible...hed.

“Risk never goes away; it just changes its shape and reappears in a new form”

“The reasons provided for a needed change can only appear reasonable to people who understand.” Thomas Kuhn (1962). *The Structure of Scientific Revolution*

Chapter 8: How It All Comes Together

Lyman pulls her ideas about the path described by the Virtuous Circle together in the last chapter by illustrating Trustworthy Leadership in a very personal story about her partner Marc and herself caught in an awkward situation while hiking in southern France.

She uses three other stories to illustrate Trustworthy Leadership in action. Each story shows how an organization uses the elements of the Virtuous Circle in a way that best suits its needs to illustrate the connection between Trustworthy Leadership and success.

An Executive Book Summary

By Maynard Prosko

Critical Evaluation

Trustworthy Leadership presented an opportunity to look at a different model for leadership, one well suited to an educational setting. Over the past two decades the role of school administrators has been steadily transforming from one of managing a school to one of providing instructional leadership.

Each of the elements of Lyman's Virtuous Circle fit comfortably into the leadership model needed in educational administration today. School staff are dependent on the sound judgment of the administrator to act in their best interest which means they are using their power in an **honourable** way. The diversity that each staff member brings to the teaching body can provide a wealth of expertise provided the administrator practices **inclusion** in a way that all staff recognize the invitation to contribute. Instructional leadership cannot be successful unless it has a strong **followership**. Transforming teaching from the twentieth century model to the twenty-first century model demands great change in the way things are done. The element of **sharing information** is almost crucial in aiding this transformation. Staff who understand why they are being led in a new direction are not only more likely to follow, they will probably, if the first three elements are evident, actively assist in the changes. The school setting is a perfect place to **develop others**. The administrator needs to be aware of the aspirations of his or her staff and consciously provide opportunities for them to develop along their pathway. Finally the educational setting is frequented by **uncertainty and opportunity**. A staff that trust its leader will feel comfortable and confident working through such situations, each contributing to an eventual positive outcome.

If an important aspiration of a school administrator is to make his or her school an great place to work at while meeting the mission, vision, and goals of his or her school, the **Trustworthy Leader** model as advocated by Amy Lyman is one well worth studying. She does an excellent job of developing the model, describing it, and reinforcing its worth through quality examples from organizations with proven success.

