

SMART TRUST

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Instruction

How do we rescue ourselves from misery of distrust and blind trust, how can we achieve more in work, social connection and family life

Page 1

Five Actions

The simple and practical five actions make the smart trust start from ourselves.

Page 2

Critical Analysis

The basic five steps can not solve all the problems, what else can we do?

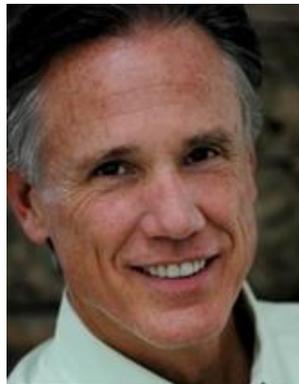
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About Authors



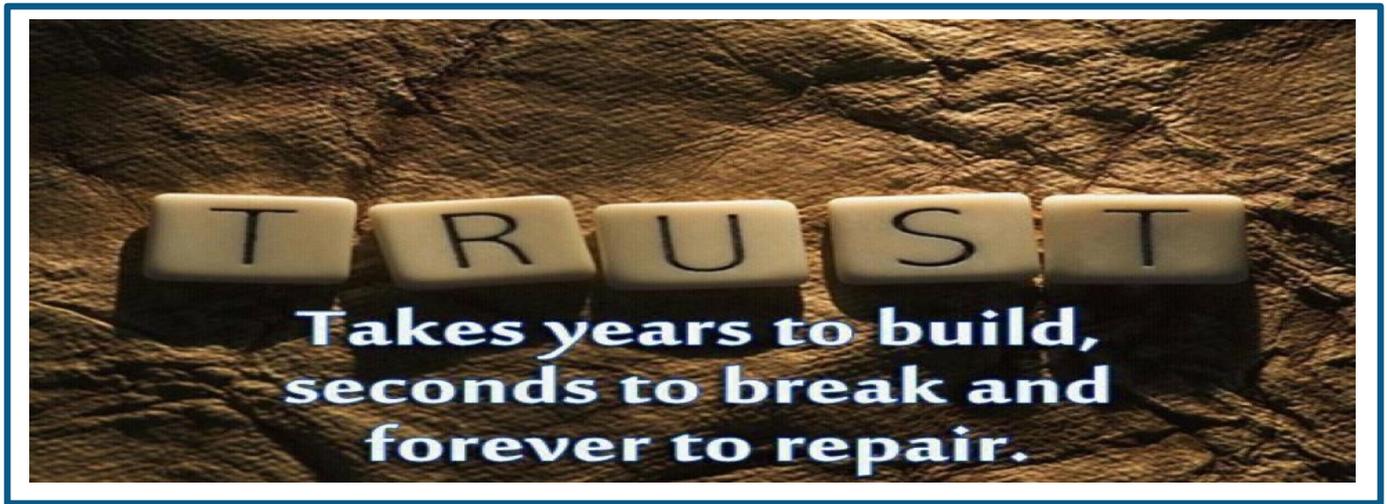
Stephen M. R. Covey is cofounder of FranklinCovey's Global Speed of Trust Practice and CoveyLink. A sought-after speaker and adviser on trust, leadership, ethics, sales and high performance, he speaks around the world. He is the New York Times and #1 Wall Street Journal bestselling author of *The Speed of Trust: the One Thing That Changes Everything*.

Greg Link is cofounder of FranklinConvey's Global Speed of Trust Practice, CoveyLink, and the former Covey Leadership Center. A trusted executive confidant, adviser and compelling speaking, Link is a recognized authority on trust, leadership, sales, marketing, and high performance. He led the strategy that propelled Covey's father's book, *the 7 Habits of Highly Effective People*, to be one of the two most influential business books of the 20th century.



Brief Instruction of Smart Trust

Smart Trust is a practical handbook for those people around the world who suffer the pain and struggle in dealing with their life and relationship relates to trust. On one hand, people keep paying the high cost of blind trust and low-trust during their career, life and personal relationship, on the other hand, they are hesitate to establish a high trust relationship approach to live more productive and satisfying. This book will provide the third way "Smart Trust"



Part 1

The Paradox and the Promise

Chapter One The Great Paradox

Trust Changes Prosperity On the global level, trust makes global economy more energetic for trust has become the new currency. The crisis we are temporarily struggling in is caused by low-trust on some level. On the country level, the relationship between trust and prosperity is more obvious. Generally the less corrupt (more trustworthy) a country is perceived to be, the more prosperous is that nation's economy. Because there is a simple formula the national economy will follow: $\uparrow \text{Trust} = \uparrow \text{Speed} + \downarrow \text{Cost}$. Due to lack of trust, everything takes more time, and creates costly delay.

Trust Changes Energy To any individual, their personal life, family life and career are being influenced by trust relationship. For both Engagement and Innovation can be dramatically boosted by high-trust relationship. Moreover, trust changes energy in dimension of health and well-being for individual life.

Trust Changes Joy Same as successful career; happiness is another critical goal in life. The book provides us with the evidence proving the direct relationship between trust and happiness on the country level: the happiest nation, Denmark, is also the highest-trust nation

Chapter Two Blind Trust or Distrust: Which Glasses Are You Wearing

Blind Trust and Distrust are two common extremepatterns we usually apply in our relationship. Blind trust may be caused by naïve or ignorance of evidence. On the contrary, distrust makes us tend to be suspicious about everything around us. Both blind trust and distrust can do more harm to our life, so the book provides us a new solution: Smart Trust.

Chapter Three The Third Alternative: "Smart Trust"

Smart Trust is judgement. It minimizes risk and maximizes possibilities. It optimizes two key factors:

1 A propensity to trust

The propensity to trust is the inclination, bias or desire to trust people, and it always provides the best starting point of Smart Trust.

2 Analyses, Smart Trust Analysis involves the assessment of three vital variables:

Opportunity: Identify what is your trusting someone with?

Risk: What are the possible outcomes? What is the likelihood of the outcomes? What are the importance and visibility of the outcomes?

Credibility involves both character (integrity and intent) and competence (capabilities and track record of result)

Part 2 : The 5 Actions of Smart Trust

Action 1 (Chapter 4): Choose to believe in trust.

It is a process that we rebuild our trust, and among which there are three beliefs about this very first action: First, a belief in being worthy of trust. The book displayed the bright side of trust: rewarding and reliable. Second, a belief that most people can be trusted. The critical part of the belief is that refuse to allow the small minority who cannot be trusted to define the vast majority who can. Third, a belief that extending trust is a better way to lead. The third specific belief fosters us to take trust as a management philosophy which will inspire people to perform and ultimately leads to greater prosperity, energy and joy. The first step could be risky and unpredictable, but a brave leap of trust can be the very defining moment which may lead a series of fascinating outcomes to your career.

Action 2 (Chapter 5) : Start with Self

It is based on the principles of responsibility and credibility, rather than waiting for others to change or take responsibility. Credibility requires two things: character and competence. Character involves your integrity

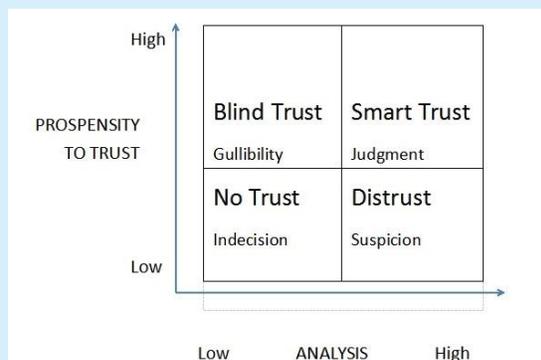
(honesty and congruence) and intent (motive and agenda); competence involves your capabilities (talent, skills and expertise) and your results (track record and performance) two key questions: “Do I trust myself?” and “Do I give others a person they can trust?” It works in every level: individual, organization, and country.

Action 3: Declare your Intent and Assume Positive Intent in Others.

1 Two Halves of Declaring Intent: **What and Why**. Sharing the why behind the what makes a profound difference in how others interpret our communication up front, as well as how they interpret our subsequent behavior. 2 **Declaring intent** multiplies our performance by enabling us to increase trust faster. 3 If we do not declare, people tend to ignore it, and they typically respond in one of two ways: either guess our intent, or project their own intent on our behaviour. 4 A **caring motive** is a powerful performance multiplier. 5 **Bottom Line**: we do not overpromise and underdeliver, thereby diminish trust.

Action 4 (Chapter 7) : Do what

Matrix of Trust



It is better to trust and be disappointed occasionally than to mistrust and be miserable all the time.

John Wooden, UCLA

you say.

It is a global standard in building trust. Smart Trust Action 3 and 4 are a powerful behavioral duet, which knock out suspicion and distrust. Problem with Underpromise and Overdeliver: People will not recognize performance as a promise kept and it build less hope. Right option: Promise and Deliver, it enables people to anticipate and build hope around what you plan to do and to recognize and celebrate it when you do it. This action plays a critical role in creating reputation and brand of your company.

Smart Action 5 (Chapter 8): Lead Out in Extending Trust to Others.

We do this for three reasons: First, extending trust to people inspires them and motivates them, because to be trusted is the most compelling and sustainable form of human motivation. Second, extending smart trust brings out the best in people and increases their capabilities. Third, extending smart trust by generating reciprocity. When we give trust to people, they tend to give it back. Thus reciprocal process becomes a virtuous upward cycle, all triggered by that first extension. Smart trust can be extended on all levels: customers, employees, partners, personal relationship and country.

Part 3 What Can I Do ?

Chapter 9: Creating Your Own Renaissance of Trust

In this chapter, authors provide several true history that one person or one group of people can change history. So we should believe in ourselves, even you are doing it alone. How do we start? Through the following five actions we can start the smart trust in our personal life: 1 Choose to believe in trust. 2 We can start with ourselves. 3 Declare our intent and assume positive intent in others. 4 We can do what we say we are going to do. 5 We can lead out in extending smart trust to others.

The smart trust choices take courage, however, If

“I am only one,
but still I am one;
I cannot do everything,
but still I can do something;
I will not refuse to do
something that I can do”

- Helen Keller

you are not prepared to start at yourself, you can never expect to be trusted back.

Critical Analysis:

The most amazing part of this book is the author cited a large amount of true stories to prove his theory and suggestion is practical and effective. When you are reading the book, you will realize that “The situation looks like much better than I expected”. Especially as leaders, you can always come across something that inspires and encourages you to do some changes.

This book is more like case studies which develop its idea through living stories around us, through which you may find you are in the similar situation and you can be as successful and influential as them. The five actions are practical, if you take your first step. Honestly, the author did not provide many approaches for analysis part, for it may be the most challenging part for smart trust. We can still accumulate our skills in this area as long as we believe that it is possible to achieve smart trust through practice and belief. How to analyse the risk and credibility can be various with different perspectives, so start now, what is your criteria?

