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SPEED OF TRUST

OCTOBER 22, 2014

Speed of Trust – What is it

- ❑ It is a Franklin Covey program
- ❑ Provides an approach to building trust within an organization and with an organization's stakeholders.
- ❑ Provides tools for individuals to build and maintain trust with co-workers and supervisors as well as customers.

Speed of Trust – Why Implement It

- ❑ EnergySolutions CEO Initiative in 2010
- ❑ Was implemented across the company
- ❑ But more importantly there was value in it for all of Isotek
- ❑ Need for something like this was evident in survey conducted in summer of 2010

Materials Overview

The 6 Key Processes
1 Developing Trust With Others

STEP 1 Start with self.
Assess your credibility with an organization. How does the other person see you?
Assess your behavior. Are you that increase trust?

STEP 2 Declare your Intent.
Declare your Intent to the other person. How do you want to be perceived?
How do you want to be perceived?

STEP 3 Make a commitment as quickly as you can.
Make a commitment to the other person. How do you want to be perceived?
How do you want to be perceived?

The 6 Key Processes
2 Developing Trust With Someone You Don't Trust

STEP 1 Start with self.
How credible are you in their eyes? In your eyes? The more credibility you have, the bolder you can be.
Examine your Intent—what do you really want?
Ask yourself, "Is it worth it?" Don't give up too soon—on them or your ability to grow trust.

STEP 2 Declare your Intent.
Declare your Intent to the other person. How do you want to be perceived?
How do you want to be perceived?

STEP 3 Make a commitment as quickly as you can.
Make a commitment to the other person. How do you want to be perceived?
How do you want to be perceived?

The 6 Key Processes
3 Extending Smart Trust

STEP 1 Start with self.
How do you perceive your own propensity to trust? How do others perceive you?
How do others perceive you?

STEP 2 Add your analysis.
Consider the 4 Fatal Variables:
① What is the opportunity? (the situation?)
② What are the risks (possible likelihood of outcomes, int. visibility of outcomes)?
③ What is the credibility of the other person?
④ What is the credibility of the other person?

STEP 3 Use your judgment to determine if you should extend Smart Trust.
Use your judgment to determine if you should extend Smart Trust.

STEP 4 Clarify Expectations with the other person.
Define desired results and actions. This is typically a two-way process.

STEP 5 Practice Accountability.
Invite those involved to report back on the expectations you set.
Invite those involved to report back on the expectations you set.

The 6 Key Processes
4 Getting Those Who Don't Trust Others to Extend Trust to You

STEP 1 Start with self.
Focus on giving them someone to trust, not on their low propensity to trust.
Ask, "What can I do to increase your confidence in me?"
Affirm your Intent: "I want to earn your trust."

STEP 2 Listen First. Clarify Expectations.
Understand what they say. Report what you heard.
Understand what they say. Report what you heard.

STEP 3 Keep Commitments. Deliver Results.
Make a commitment. Then do what you said you would do.
Make a commitment. Then do what you said you would do.

STEP 4 Practice Accountability.
Quickly return and report on performance.
Quickly return and report on performance.

STEP 5 Make, keep, repeat.
Keep it up. Continue this process. Persist. Be consistent. Making and keeping small commitments will expand the trust extended.
Keep it up. Continue this process. Persist. Be consistent. Making and keeping small commitments will expand the trust extended.

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The 4 Core of Credibility
1 Integrity
Are You Congruent?

Integrity is deep honesty and trustfulness. It is who we really are. It includes congruence, humility, and courage.

4. Results
3. Character
2. Intent
1. Integrity

Congruence: To live in harmony with your deepest values and beliefs. You walk your talk.

Integrity Accelerators
Increasing Your Integrity

1. Make and keep commitments to yourself.
Treat commitments to yourself as you would treat commitments to other important people in your life. Make, keep, repeat.

2. Stand for something.
Write a mission statement or personal credo—an expression of what you stand for. Then live by it.

3. Be open.
Exercise humility. Challenge the way you see the world. Are your own viewpoints totally accurate and complete? Do you seriously consider other viewpoints?

Speed of Trust Action
www.speedoftrust.com

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The 13 Behaviors
13 Extend Trust

The 13 Behaviors
12 Keep Commitments

The 13 Behaviors
11 Listen First

The 13 Behaviors
10 Practice Accountability

The 13 Behaviors
9 Clarify Expectations

The 13 Behaviors
8 Confront Reality

The 13 Behaviors
7 Get Better

The 13 Behaviors
6 Deliver Results

The 13 Behaviors
5 Show Loyalty

The 13 Behaviors
4 Right Wrongs

The 13 Behaviors
3 Create Transparency

The 13 Behaviors
2 Demonstrate Respect

The 13 Behaviors
1 Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

Opposite
To lie or to deceive.

Speed of Trust Action Cards
www.speedoftrust.com

Trust From the Inside Out

THE 5 WAVES OF TRUST



The First Three Waves of Trust

- 1. Self Trust.** The trusted leader has personal credibility.
- 2. Relationship Trust.** The trusted leader knows how to build trust with others.
- 3. Organizational Trust.** The trusted leader builds a credible team or organization.



Video

The High Cost of Low Trust

Trust Dividend

- High trust speeds things up and decreases cost.



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Trust Tax

Low trust slows things down and increases cost.



Self Trust

THE 5 WAVES OF TRUST





Video

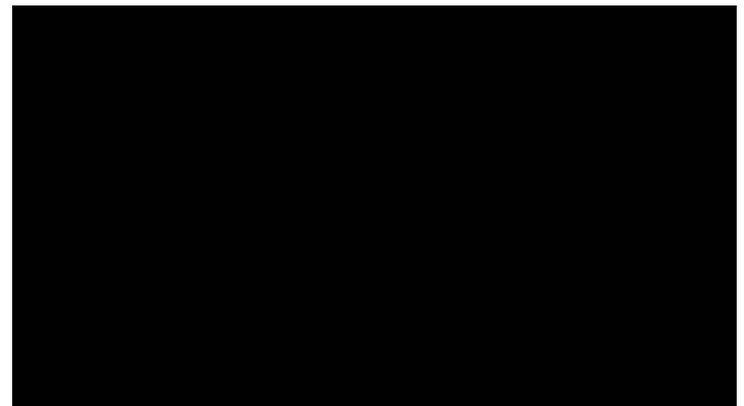
Self Trust



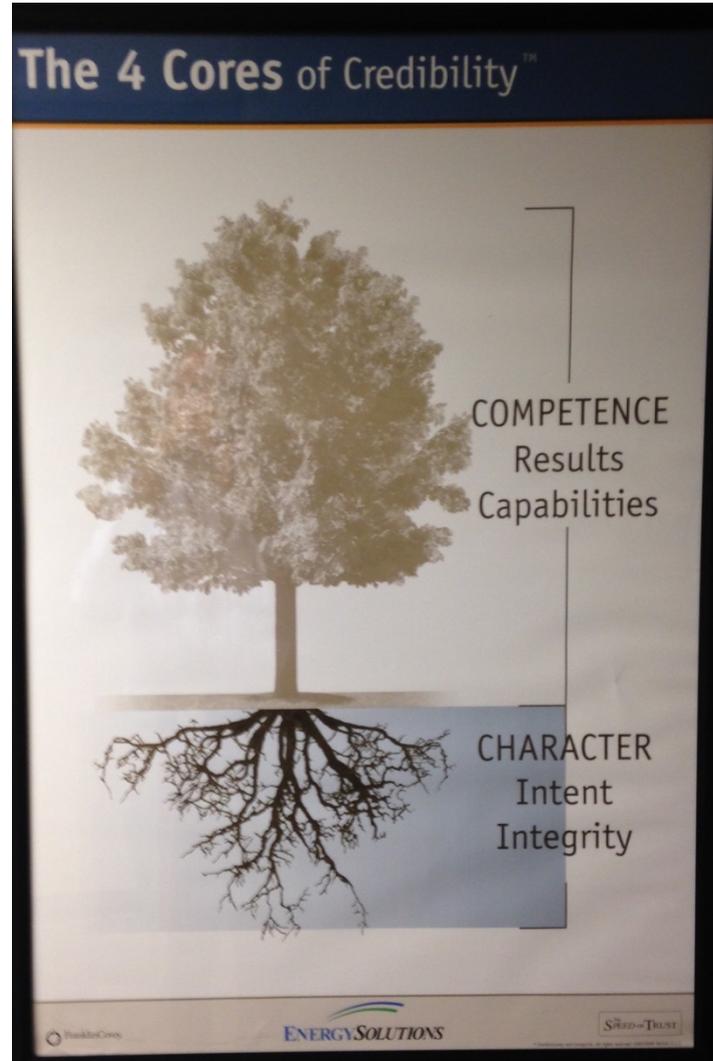


Video

Self Trust



Four Cores of Credibility



Self Trust: The 4 Cores

1. **Integrity** (Am I congruent?):
Deep honesty and truthfulness; who we really are; congruence, humility, and courage.
2. **Intent** (What's my agenda?):
Our plan or purpose—our motive, our agenda, our behavior.

Self Trust: The 4 Cores

3. Capabilities (Am I relevant?):

Our capacity to produce and accomplish tasks through talents, attitudes, skills, knowledge, style.

4. Results (What's my track record?):

Our track record—based on past performance, current performance, and anticipated performance.

Relationship Trust

THE 5 WAVES OF TRUST





Video

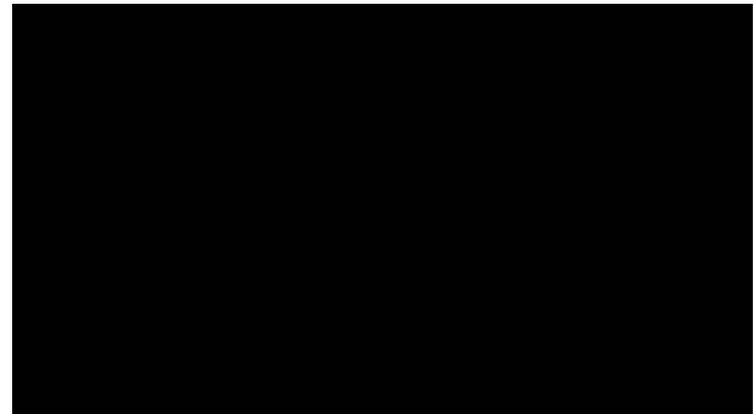
Relationship Trust





Video

Relationship Trust



The 13 Behaviors Cards

The 13 Behaviors
6 Deliver Results

The 13 Behaviors
5 Show Loyalty

The 13 Behaviors
4 Right Wrongs

The 13 Behaviors
3 Create Transparency

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11 Listen First

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10 Practice Accountability

The 13 Behaviors
9 Clarify Expectations

The 13 Behaviors
8 Confront Reality

The 13 Behaviors
7 Get Better

Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems—both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

Opposite

To deteriorate; to "rest on your laurels"; to become irrelevant.

Speed of Trust Action Cards
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Trust Action Card Example

The 13 Behaviors
1 Talk Straight



Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

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The 13 Behaviors
1 Talk Straight

What to Say

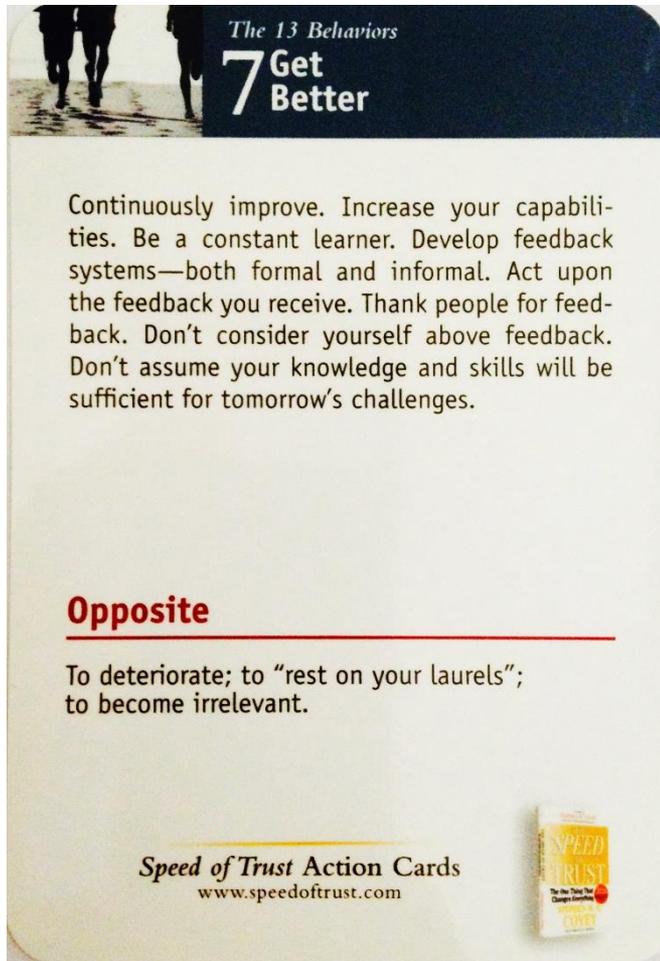
- Here's how I see the situation...
- This is what I feel strongly about...
- I suggest we do the following...
- These are the facts as I see them...
- From my perspective...
- I respect you, and I want to talk straight with you.
- My intent is to be candid with you.
- Let me tell you what I've observed...
- This is what I understand...

Counterfeit

"Spinning," positioning, posturing, and manipulating. Withholding information, beating around the bush, double-talking, and flattering. "Corporate speak." Technically telling the truth, but leaving the wrong impression.

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Trust Action Card Example



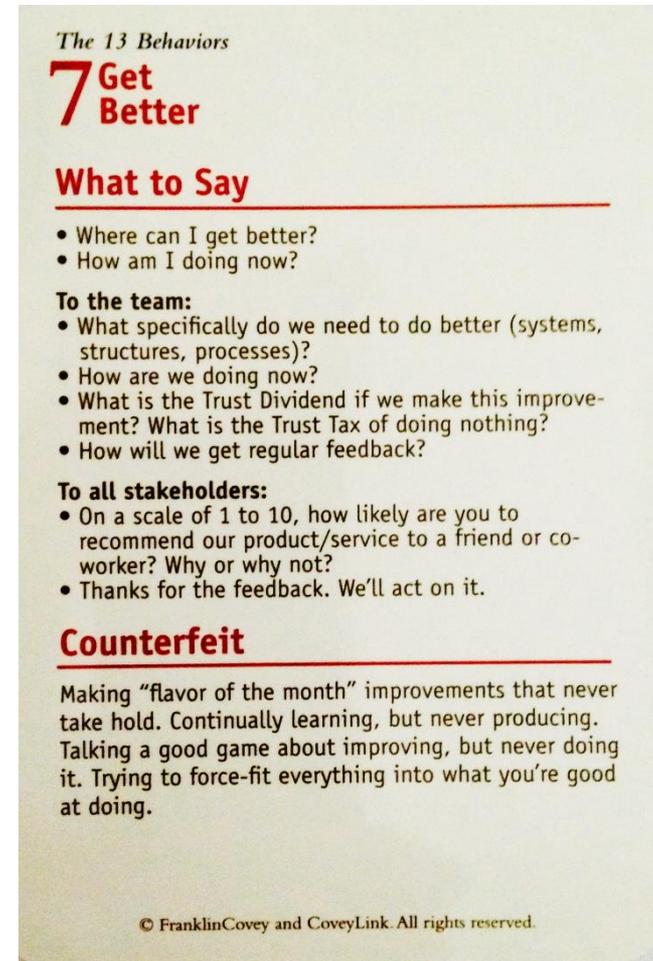
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The 13 Behaviors
7 Get Better

What to Say

- Where can I get better?
- How am I doing now?

To the team:

- What specifically do we need to do better (systems, structures, processes)?
- How are we doing now?
- What is the Trust Dividend if we make this improvement? What is the Trust Tax of doing nothing?
- How will we get regular feedback?

To all stakeholders:

- On a scale of 1 to 10, how likely are you to recommend our product/service to a friend or co-worker? Why or why not?
- Thanks for the feedback. We'll act on it.

Counterfeit

Making "flavor of the month" improvements that never take hold. Continually learning, but never producing. Talking a good game about improving, but never doing it. Trying to force-fit everything into what you're good at doing.

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Extending Smart Trust

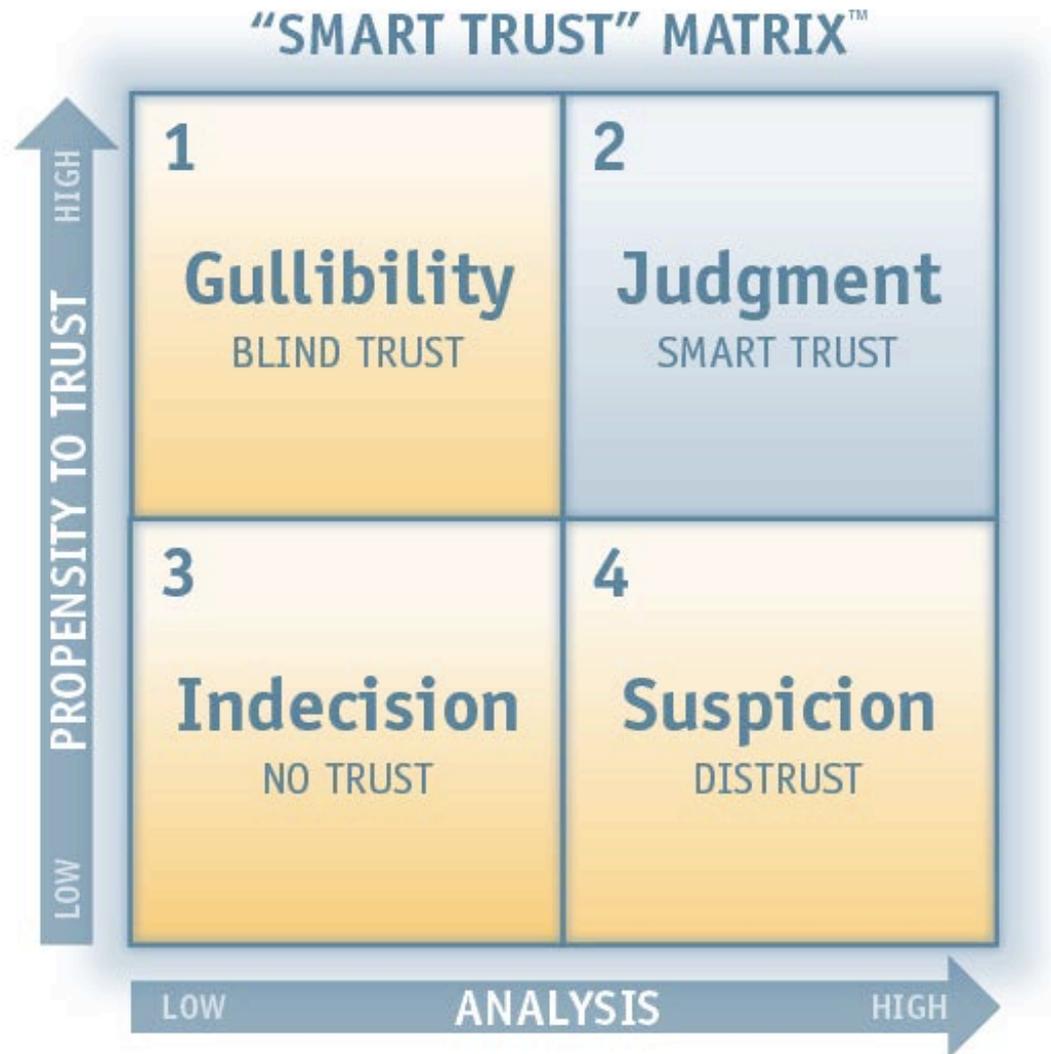
What is *your* propensity to trust?

Your propensity to trust is primarily a matter of the heart—your willingness or tendency to trust others.

What do I analyze?

Analysis is a matter of the mind—wisely assessing the job to be done, the risk involved, and the credibility of the organization or person involved.

“Smart Trust” Matrix





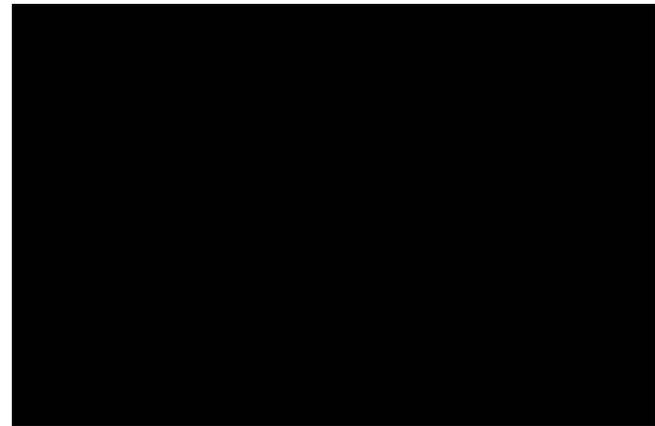
Video

Does Eddy Trust Tanja?



Video

Does Eddy Trust Tanja?



Organizational Trust

THE 5 WAVES OF TRUST





Video

Organizational Trust



Organizational Dividends and Taxes

<i>HIGH-TRUST ORGANIZATIONAL DIVIDENDS</i>	<i>LOW-TRUST ORGANIZATIONAL TAXES</i>
	
<ul style="list-style-type: none">• Increased Stakeholder Value• Accelerated Growth• Enhanced Innovation• Improved Collaboration• Stronger Partnering• Better Execution• Heightened Loyalty	<ul style="list-style-type: none">• Redundancy• Bureaucracy• Politics• Disengagement• Turnover• Churn (of customers, suppliers, investors)• Fraud

Trust From the Inside Out

THE 5 WAVES OF TRUST



How Applied at Isotek

- ❑ Managers and supervisors received “Leading at the Speed of Trust”.
- ❑ All other personnel received “Working at the Speed of Trust”.
- ❑ As new personnel reported, additional “Working at the Speed of Trust” sessions were conducted.
- ❑ Implemented Speed of Trust concept in several programs.
 - Straight Talk sessions
 - Get Better Suggestion Program



Trust Tax Tracker

Date Rec'd	Submitted By	Trust Tax	Assigned To	Action / Resolution	Response to Employee
6/17/2011	Mike Fizzano	Work Control Procedure MNT-201 is too cumbersome	Sarah Schaefer	Asking Mike Fizzano if he can start the process of tackling this project.	
6/17/2011	Tom Hall	Change to Intent & Non-Intent Definitions	Kevin Kimball	Following up with DOE to receive better definitions.	
6/17/2011	Cathy Johnson	Electronic process for ISO-F-414 (Hazardous Material Evaluation Form)	Scott Barnes	Discussing with Matt Dukes what it will take to create this program.	
6/17/2011	Dave Weigle	QL-3 & QL-4 work should be allowed to go into operation before the final drawings are completed and QA should not be required to perform a Closeout Verification	Ray Bond	Holding until the end of July	
6/17/2011	Lee Ann Abston	Departments need to know what their requirements are in various programs	Brian Niekerk	QA department is developing training to be delivered to various departments. Working on 1st Phase: Procurement.	Lee Ann is heading up this project.
6/17/2011	Randy Kirchner	Turnaround time on ServiceDesk ticket requests are extremely slow and there are unnecessary restricted access to folders on the P drive	Scott Barnes	Previously, Keith Gibson was not being made aware of Isotek issues through the ServiceDesk. This has been resolved. Open access cannot be given to folders without the owner of the folder approving. Any need for folder access must go through the employee's direct supervisor. Accessing a folder can be relatively quick if the supervisor and the owner of the folder respond quickly.	7/11/11 - Scott to discuss with Randy
6/17/2011	Sarah Schaefer	Lack of communication from IPT Team meetings to affected employees and a failure of management to listen to Subject Matter Experts	Bryan Roy	Going forward, the minutes from the IPT Team meetings will be posted on Sharepoint.	Sarah in meeting when decision was made.
7/5/2011	Renee Robinson	Unlock the Supply Closet	Heather Evans	Judy and Heather working on moving the Isotek new hire items to the room next to the Supply Closet so that the Supply Closet can remain open. 7/5 - Judy looking for shelving at salvage.	7/6/11 - Heather responded to Renee in email about the plans for the Supply Closet.

Get Better Suggestions

#	Get Better Suggestion	Action / Status
6	TRUST TAX: Change to Intent & Non-Intent Definitions.	Need to meet with DOE with revision 4.
15	TRUST TAX: Streamline the EPR process.	Expected completion date of 10/1/12
25	Recent IOMs (Travel Approval and Overtime) have been issued to senior management. They should have been issued as policies and added to Sharepoint and had required reading assigned to them.	Travel IOM has been converted to ISO-MLD-131. The Overtime IOM has been converted to a policy and is in EDRS.
40	Adding the "procedures touched" in the email announcement for a cancelled document is an improvement. There is still an opportunity for further improvement. DOC-220 and ISO-F-001 require consideration of many reviewers to approve a document, however only one signature (manager)/two reviewers (Safety Analysis & Training) to cancel a document.	Attention IT is incorporating procedure cancellation protocol into EDRS. Approximate completion date of 10/1/12.
46	We need to streamline the process of taking pictures and getting them into a usable state (not UCNI). Consider obtaining an off network computer to process all pictures.	Once the procedure is written and approved, the software will be purchased to edit the pictures and create a timestamp and document number assignments directly to the picture. Approximate completion date of 10/1/12.

□ CPAR Comments

- Fall 2011 – “The President / Project Manager has proactively addressed”
- Fall 2012 – “The contractor and DOE leadership have modeled candidness and transparency which has fostered trust between the two parties”

□ Isotek Surveys

- Summer 2010 – Fear of bringing up negative issues
- Summer 2014 – 91% are confident of raising safety concerns without fear of retaliation

Closing Thoughts

- ❑ Implementation has yielded positive results
- ❑ Levels of trust have gone up
- ❑ Communication of issues has improved
- ❑ But.....
- ❑ There is always room for improvement

But you can't rest on your laurels

