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
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.
The High Cost of Low Trust
Trust Dividend

- High trust speeds things up and decreases cost.
Trust Tax

Low trust slows things down and increases cost.
Self Trust

THE 5 WAVES OF TRUST

SELF
RELATIONSHIP
ORGANIZATIONAL
MARKET
SOCIETAL
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.
THE 5 WAVES OF TRUST
Relationship Trust
Relationship Trust
The 13 Behaviors Cards

1. Talk Straight

   Opposite
   To lie or to deceive.

2. Demonstrate Respect
   Acknowledge the value of what others say. Act in a manner that makes others feel valued.

   Opposite
   To act in a manner that makes others feel undervalued.

3. Create Transparency

4. Right Wrongs
   Correct mistakes. Take responsibility for your mistakes. Correct the mistakes you have caused. Do not blame other people for your mistakes.

5. Show Loyalty
   Support your colleagues. Help them when they need it. Be loyal and trustworthy.

6. Deliver Results
   Achieve success. Make things happen. Get results. Focus on results over process.

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.

8. Confront Reality
   Face facts. See things as they really are. Do not make excuses. Do not allow yourself to be wrong.

9. Clarify Expectations
   Be clear and specific in your expectations. Be clear and specific in your actions. Be clear and specific in your instructions.

10. Practice Accountability
    Take responsibility for your actions. Be accountable for your mistakes. Take responsibility for the actions of those directly in your charge.

11. Listen First
    Listen to others with full attention. Show a genuine interest in what the other person is saying.

12. Keep Commitments
    Keep your promises. Act as if your word is your bond. Fulfill your commitments.

13. Extend Trust
    Establish trust. Act in a manner that establishes trust. Act in a manner that maintains trust.
Trust Action Card Example

The 13 Behaviors

1. Talk Straight


Opposite

To lie or to deceive.

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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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.

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.
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

“SMART TRUST” MATRIX™

1. Gullibility
   BLIND TRUST

2. Judgment
   SMART TRUST

3. Indecision
   NO TRUST

4. Suspicion
   DISTRUST

PROPENSITY TO TRUST

LOW

HIGH

ANALYSIS

LOW

HIGH
Does Eddy Trust Tanja?
Does Eddy Trust Tanja?
Organizational Trust

THE 5 WAVES OF TRUST
Organizational Trust
## Organizational Dividends and Taxes

<table>
<thead>
<tr>
<th><strong>HIGH-TRUST ORGANIZATIONAL DIVIDENDS</strong></th>
<th><strong>LOW-TRUST ORGANIZATIONAL TAXES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUST = SPEED = COST</td>
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</tr>
<tr>
<td>• Increased Stakeholder Value</td>
<td>• Redundancy</td>
</tr>
<tr>
<td>• Accelerated Growth</td>
<td>• Bureaucracy</td>
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<tr>
<td>• Enhanced Innovation</td>
<td>• Politics</td>
</tr>
<tr>
<td>• Improved Collaboration</td>
<td>• Disengagement</td>
</tr>
<tr>
<td>• Stronger Partnering</td>
<td>• Turnover</td>
</tr>
<tr>
<td>• Better Execution</td>
<td>• Churn (of customers, suppliers, investors)</td>
</tr>
<tr>
<td>• Heightened Loyalty</td>
<td>• Fraud</td>
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</tbody>
</table>
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
<table>
<thead>
<tr>
<th>Date Rec’d</th>
<th>Submitted By</th>
<th>Trust Tax</th>
<th>Assigned To</th>
<th>Action / Resolution</th>
<th>Response to Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/17/2011</td>
<td>Mike Fizzano</td>
<td>Work Control Procedure MNT-201 is too cumbersome</td>
<td>Sarah Schaefer</td>
<td>Asking Mike Fizzano if he can start the process of tackling this project.</td>
<td></td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Tom Hall</td>
<td>Change to Intent &amp; Non-Intent Definitions</td>
<td>Kevin Kimball</td>
<td>Following up with DOE to receive better definitions.</td>
<td></td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Cathy Johnson</td>
<td>Electronic process for ISO-F-414 (Hazardous Material Evaluation Form)</td>
<td>Scott Barnes</td>
<td>Discussing with Matt Dukes what it will take to create this program.</td>
<td></td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Dave Weigle</td>
<td>QL-3 &amp; 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</td>
<td>Ray Bond</td>
<td>Holding until the end of July</td>
<td></td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Lee Ann Abston</td>
<td>Departments need to know what their requirements are in various programs</td>
<td>Brian Niekerk</td>
<td>QA department is developing training to be delivered to various departments. Working on 1st Phase: Procurement.</td>
<td>Lee Ann is heading up this project.</td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Randy Kirchner</td>
<td>Turnaround time on ServiceDesk ticket requests are extremely slow and there are unnecessary restricted access to folders on the P drive</td>
<td>Scott Barnes</td>
<td>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.</td>
<td>7/11/11 - Scott to discuss with Randy</td>
</tr>
<tr>
<td>6/17/2011</td>
<td>Sarah Schaefer</td>
<td>Lack of communication from IPT Team meetings to affected employees and a failure of management to listen to Subject Matter Experts</td>
<td>Bryan Roy</td>
<td>Going forward, the minutes from the IPT Team meetings will be posted on Sharepoint.</td>
<td>Sarah in meeting when decision was made.</td>
</tr>
<tr>
<td>7/5/2011</td>
<td>Renee Robinson</td>
<td>Unlock the Supply Closet</td>
<td>Heather Evans</td>
<td>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.</td>
<td>7/6/11 - Heather responded to Renee in email about the plans for the Supply Closet.</td>
</tr>
<tr>
<td>#</td>
<td>Get Better Suggestion</td>
<td>Action / Status</td>
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<tr>
<td>6</td>
<td>TRUST TAX: Change to Intent &amp; Non-Intent Definitions.</td>
<td>Need to meet with DOE with revision 4.</td>
<td></td>
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<tr>
<td>15</td>
<td>TRUST TAX: Streamline the EPR process.</td>
<td>Expected completion date of 10/1/12</td>
<td></td>
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<td>25</td>
<td>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.</td>
<td>Travel IOM has been converted to ISO-MLD-131. The Overtime IOM has been converted to a policy and is in EDRS.</td>
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<td>40</td>
<td>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 &amp; Training) to cancel a document.</td>
<td>Attention IT is incorporating procedure cancellation protocol into EDRS. Approximate completion date of 10/1/12.</td>
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<tr>
<td>46</td>
<td>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.</td>
<td>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.</td>
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Results

- **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