

THE ALLIANCE OF



TRUSTWORTHY
BUSINESS EXPERTS

Building Trust in Community Leadership

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INTRODUCTION

Communities that build trust reap the following benefits:

- Faster and smoother-functioning governance
- Collaboration across entities, which drives speed, efficiency, innovation
- Greater personal effectiveness for all involved, improving projects and the odds of their coming to fruition
- Greater community awareness, involvement and support of local initiatives
- Increased employee responsibility and competence and improved morale.
- Increased levels of trust in (local) government
- Faster/more efficient business development
- Win/win opportunities
- Sets an example for community youth
- And perhaps higher real estate values

Communities exhibiting low levels of trust face the following risks and many more:

- Low levels of employee energy and commitment and high levels of stress
- High/costly employee turnover
- Low levels of innovation and change
- High levels of suspicion among community interest groups
- High barriers to communication with no open and honest sharing of information
- Poor and slow decision making
- High transaction costs
- Win/lose situations

In which community would you choose to live and/or lead?

Building TRUST in Community Leadership convenes North American experts to assist community leaders in elevating trust among their stakeholders. This report addresses the role of each community leader as trust ambassador. A handbook is currently under construction providing models and other resources to assist communities in building trust.

This report can be used as a stand-alone resource. It can also serve as the starting point of a more comprehensive program developed by Trust Across America – Trust Around the World. The program engages community leaders for a twelve-month period and teaches, with expert assistance and guidance how to:

- Write a clear mission statement including values, standards and principles
- Perform group SWOT analysis
- Identify and address hot spots
- Implement strategies for making the “good” better
- Receive certification and designation as a Trustworthy Community

In a perfect world, this is how our community leaders would conduct themselves! We hope you find value in the contents of this report. If you are interested in learning more about bringing our twelve-month program to your community, please contact me.

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The Mayor

Guiding Principles of Integrity for the Office of the Mayor

Preamble

Public confidence in the integrity of elected officials is the cornerstone of our democratic representative system of governance. As the highest-ranking elected official of its municipal town or city, the Office of the Mayor is charged with the trust, wellbeing, security, and prosperity of its citizens and community. The Office of the Mayor should perform its responsibilities with the highest sense of ethical leadership, integrity and competence. Each Mayor's Office should develop, implement and monitor a set of Guiding Principles of Integrity that is tailored to its unique mandate and responsibilities, to include at a minimum the following:

Principles

I. Faithful Pursuit of the Common Good

Pursue the common good as the paramount motivation in serving the community. The Office of the Mayor must be cooperative and constructive, make the best and most efficient use of resources, and strive to earn and maintain the trust of the community.

II. Culture of Integrity

Foster a culture of ethical leadership and integrity – through words and action – and serve as an ethical role model for all who work in and with the Office of the Mayor.

III. Independence and Impartiality

Perform all duties free from external influence that may impair impartiality and objectivity. Prohibited from receipt of a gift – in any form – that could reasonably influence, or give the appearance of influencing, the performance of official duties.

IV. Accountability and Transparency

Be directly accountable to his or her constituents for all decisions made and actions taken. All decisions and acts must be made in an open, transparent and public manner subject to full disclosure and public scrutiny.

V. Confidentiality

Respect all confidential information received or managed by the Office of the Mayor. Must not disclose confidential information absent legal authorization, and must not leverage such information for personal gain.

VI. Compliance with Laws*

Comply with the spirit and the letter of the laws of the Nation, the State, and the Municipality.

VII. Mutual Respect and Non-Discrimination

Maintain a respectful, positive, open, and constructive work environment devoid of harassment. No discrimination against individuals or groups on the basis of race, national origin, religion, gender, disability, or age.

*For more guidance on compliance and ethics in government, see the Rutgers Center for Government Compliance and Ethics <http://rcgce.camlaw.rutgers.edu>

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The Town Manager

Creating and Maintaining a Trustworthy and Ethical Municipal Government Operation

A City (or Town, Borough, Township, or Village) Manager is an individual appointed by the elected Board of a municipality to administer the day-to-day business of the local government. The Manager is the professional who is given a wide range of responsibilities similar to the Chief Executive Officer (CEO) or Chief Administrative Officer (CAO) of a private company. This form of government was first created in Staunton, Virginia in 1908, but did not become widely or commonly popular until the 1950's when more municipal elected boards began to recognize the value of an appointed—not elected—individual who could provide professionalism and increase efficiency and productivity to the “business” of local government. Today more than half of U.S. cities with a population of more than 10,000—and an increasing number of counties—are run by a combination of appointed professional administrators and elected officials.

One of the certain expectations of all city managers is that they will provide an ethical approach to the operation of government. This can be a challenge in many communities when both citizens and elected officials have expectations as to how public services are to be provided. So how does a manager create an ethical and trustworthy environment? How does he convince those employees working for the municipality that they too must adhere to ethical standards? It starts with leadership as exhibited by the manager. If he demonstrates in his day-to-day decisions, programs, and interactions that ethics is a principle that governs all decisions, programs, and interactions, then and only then can the business of local government be delivered in an ethical fashion. Equity, transparency, honor, integrity, commitment, and stewardship are the standards for excellence in democratic local governance. Communication is the cornerstone of all effective leadership. Managers communicate daily (and frequently hourly) with their staff and the community. The best leaders in any (public or private) company understand that communication is a science that can never be mastered, and can only be successfully accomplished through clear and concise verbal and written direction, interpretation, and implementation. A good leader understands the difference between listening and hearing, and knows that it takes time to effectively communicate.

The manager's leadership style must reflect his dedication to ethics. First he must recognize the importance of creating core values of honesty, trust, efficiency, productivity, accountability, and selflessness. Then he must convince his department heads and all those in his organization who manage programs of the importance for them to follow these same core values. Delegation of authority is a key component of effective leadership, and good leaders recognize that their staff will utilize their own interpretation to carry out public policies. However, while a manager must allow for some interpretation, he must also insist that all decisions made by his staff follow the six core values above, and when a decision or any action violates a core value, he must reprimand the staff member and remind him of the importance of core values.

Trust is both the foundation and result of ethical leadership, and the manager must seek to create trust between himself and (1) the municipal employees, (2) his elected board, and (3) the community. He can only do this one-day at a time as he sets examples for all other employees to follow, and public policy for the elected board to adopt. His decisions on hiring, promotions, municipal services, and public policy must begin with transparency, and reflect his unbiased opinions on how municipalities provide public services to its citizens. He must remain neutral on many issues and focus on efficiency and productivity. He must understand how important it is to present his decisions and recommendations in a way that focuses on the issues and not on priorities that do not serve the common good of the community. He must be fair, consistent, responsive, and respectful to all employees, citizens, and board members, remembering that public policy is not universally acceptable to everyone.

As Dr. John Knapp, the first director of the Mann Center for Ethics and Leadership in Birmingham, Alabama has said, these are cynical times, and they have led to a “trust deficit.” Ever since the Watergate incident in the 1970's, trust in government officials at all levels has decreased. Throughout the United States today, hardly a week goes by without a newspaper article or television report that chronicles a public official who somehow took an unfair advantage through his public position. Sadly enough, the general public reads this and it reinforces the negative opinion that already existed that government officials use their position to receive “benefits” unavailable to the general public.

Dr. Knapp notes that there are three dimensions that lead to ethical leadership: credibility, respect, and fairness. Credibility is established through transparency of open and accessible government operations. Respect is earned slowly through collaborating with and caring for employees as people who have lives outside of work, and by interactions with citizens that are consistent, unbiased, and based in the understanding that the highest quality of public services is the goal of municipal government. Fairness is exceptionally difficult to establish given the wide range of definitions by the citizenry, but the components are equity, impartiality, and justice. Ethical leadership starts with the understanding that government decision makers must answer to a “higher calling” that defines and governs their actions.

Managing a municipality requires the manager to both administer the day-to-day operations of the government while working for an elected board, who will possess many diverse opinions on how public services are to be delivered. This structure places the manager in a position of recommending policies to the board, but then not having a vote in the setting of policy. Some board members may possess biases or very narrow views, but the manager's responsibility is to make his recommendations only on policies and services that he feels serves the common good of the citizenry. Through time, his goal is to earn the trust of the elected board, and to build a team that includes him and the elected board. Frequently, the manager's role on the team includes that of a facilitator to moderate the differences among members. The ultimate goals of the members of the team should be to respect each other, be honest in their dealings with each other, and to recognize that it is perfectly healthy "to agree to disagree" when setting policy.

The International City/County Management Association (ICMA) is the professional organization composed of more than 4,000 municipal and county managers and assistant managers worldwide. Its mission and vision is to create excellence in local governance by developing and fostering professional management to build sustainable communities that improve people's lives worldwide. Founded in 1914, the organization has established a Code of Ethics to define the principles that serve as the foundation for local government management. They are:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of all people.
5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities that undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

City management is a challenging profession. One of the main reasons is that despite the fact that it was created to provide unbiased professionalism in government management, critics often complain when the manager does not make decisions that favor one individual, a group of citizens, or a small group of elected officials. While government in the United States was founded on the principle of being "of the people, by the people, and for the people," its evolution has unfortunately included many levels of government whose leaders have made decisions that were not ethical. Municipal managers must understand that ethics is one of the main cornerstones of its profession, and they must establish ethics, honesty, trust, efficiency, productivity, accountability, and selflessness as core values of all decisions made within their municipality.

David L. Woglom is the Associate Director of the Meyner Center at Lafayette College in Easton, Pennsylvania. The mission of the Meyner Center is to help municipal and county government be efficient and productive through their assistance in providing administrative studies, financial analysis, labor contract negotiation, strategic plans, and executive recruitment. Before coming to the Meyner Center in 2007, Mr. Woglom had been a municipal manager in three different communities in southeast Pennsylvania for a total of 27 years. In the past 6 years, he has assisted more than 35 municipalities, authorities, counties, county associations, and statewide associations.

Eight Principles of Exemplary Policing Organizations

I. PERFORMANCE OF ALL ASPECTS OF POLICING MISSION. *An exemplary policing organization ethically, effectively and efficiently performs all four aspects of the policing mission:*

1. Upholding the law and ensuring public safety by:

- Enforcing criminal laws, local ordinances and traffic regulations equitably and respectfully.
- Preserving peace and public order by controlling crowds and eliminating public nuisances and disturbances of the peace.
- Protecting life and property whenever they are endangered by criminal conduct, traffic accidents, natural disasters, terrorist attacks or other causes.

2. Enhancing the quality of community life by:

- Providing community education, problem-solving and anti-gang/anti-drug activities to prevent crime and other socially harmful conduct by addressing the causes of anti-social behavior and conditions that breed such behavior.
- Reducing the fear of crime by fostering an environment in which people feel free, safe and confident in the ability of police agencies to protect and serve them.
- Solving community problems and implementing solutions in collaboration with other agencies.

3. Upholding individual liberties and rights by:

- Protecting constitutionally guaranteed liberties and assuring all actions meet the standards of due process of law.
- Demonstrating the highest respect for human rights and dignity by treating all people with respect and by violating privacy and using force only when reasonable and only to the extent necessary to accomplish a proper policing purpose.

4. Generating and maintaining public trust by continually and consciously assuring that all policing actions are conducted in a manner that sustains and enhances the credibility of the policing agency and all its officers.

II. EXEMPLARY PERSONNEL. *An exemplary policing organization employs and retains only people who possess the four core qualities of the Exemplary Peace Officer:*

1. Character
2. Proficiency
3. Professionalism
4. Leadership

III. VALUES-BASED ORGANIZATIONAL CULTURE. *An exemplary policing organization creates and sustains a values-based culture by articulating, prominently promoting and consistently enforcing adherence to its mission and values. This applies to all policing activities and community relations.*

IV. TRUST-FOCUSED. *An exemplary policing organization explicitly and pervasively promotes throughout the organization the idea that public trust; support and cooperation are essential to its ability to effectively fulfill its mission. The organization seeks to justify that trust among both external (community) and internal constituencies by expecting and requiring all policing employees to conduct themselves in a manner that builds trust in the agency's intentions, integrity and competence.*

V. POSITIVE POLICE-COMMUNITY RELATIONS. *An exemplary policing organization establishes and maintains positive relations with all major segments of the community by creating and participating in collaborative efforts to solve community problems. The organization continually seeks to improve the quality of its service, thereby enhancing its credibility with the community.*

VI. ETHICS-BASED DECISION MAKING. *An exemplary policing organization engenders in all employees commitment to the core ethical values embodied in trustworthiness, respect, responsibility, caring, fairness and good citizenship. It encourages and expects all employees to demonstrate moral courage to do what is right even when it is personally costly or subjects the organization to criticism or liability.*

VII. VALUES-BASED RISK MANAGEMENT PROGRAM. *An exemplary policing organization creates and maintains a comprehensive values-based risk-management program that:*

1. *Is based on clear, practical, effective and fair policies and practices to identify, prevent and detect illegal, unethical and unprofessional conduct.*
2. *Assures that, if improper conduct occurs, prompt and appropriate remedial actions are taken to prevent future misconduct and to protect and enhance the agency's credibility and reputation.*

VIII. ACCOUNTABILITY. *In an exemplary policing organization, leaders and all those who act for the organization are expected and required to hold themselves and those they work with accountable to prevent and report illegal, unethical, unprofessional or irresponsible conduct that could damage the organization's credibility or undermine public trust.*

*Michael Josephson is the founder and president of Josephson Institute and the author of *Becoming an Exemplary Peace Officer: An Introduction to Peace Officer Training* and *Becoming an Exemplary Peace Officer: The Guide to Ethical Decision Making* written in collaboration with the California Commission on Peace Officer Standards and Training. The publications augment the Institute's Honoring the Badge professional-development initiative for peace officers and administrators. For more information, call 800-711-2670*

The Office of Emergency Management

In emergency management the single most important issue that comes up again and again is the need for individual relationships to be in place before there is a disaster. The criticality of these personal connections cannot be over emphasized. One illustrative mantra that is shared is this, "If you see people exchanging business cards at the scene of an incident; you know it won't go well."

In reality while it sounds like relationships are key, the real shortfall that dooms projects, programs and regional efforts is a lack of trust between the individual players. Trust then is the ultimate goal and how you get there is a critical path to be followed.

Here are some potential ways in which you can begin to build trust. Since it starts with relationships we'll begin there:

Training Classes: Emergency management is a profession that values training. Thus there are many different federal, state and local training classes that are conducted throughout the year. These can vary from one-day to multiple-day courses of instruction. Personally, some of my longest and deepest relationships were formed 22 years ago when I attended a series of Federal Emergency Management Agency (FEMA) trainings with a cadre of students drawn from local governments. It was our shared experience over the course of a number of months that brought us together and kept our relationships strong through the years.

Joint Planning: The simplest way to write a disaster plan is to do it in isolation without input from outside sources; simple yes, but not the most effective method. By enlisting participation from a wide variety of participants from the public, private and nonprofit sectors you can bring them into the planning process. Doing so provides a forum for the give and take that comes with doing joint planning. Regional planning in particular is very helpful in building trust between people and organizations. Unfortunately, it is not typical to see regional planning that crosses jurisdictional boundaries. Disasters don't respect the artificialities of cities, counties and states, so doing planning with your neighbors is a wise investment in time and resources.

Disaster Exercises: There is nothing like a disaster exercise to engender participation from a wide variety of organizations. It is the action of simulating a disaster that gets the blood flowing and a willingness to participate that brings people to the table. These events typically point out a number of shortfalls called "lessons learned" and to remedy them after the exercise you need to do joint planning and training. Thus, exercises feed the above two activities that help bring about the trust that is needed to be in place when disaster strikes.

Federal Grant Funding: Department of Homeland Security (DHS) grant funding has directed what emergency managers have been doing ever since the tragic day of 9/11/2001. The lure of grant funding and what it can do to build capabilities has been a boon to regional collaboration. There is nothing like "figuratively" putting a pile of cash on a table and deciding who will be awarded funding for their particular interests. One relationship that has been strengthened over the years because of the grant process has been the one between emergency management and law enforcement. Due to the threat of terrorism the connection between these two professions has grown much stronger due in large part to the need to allocate grant dollars for specific programs and projects. And, while determining funding priorities can also be stressful for relationships it does help in building the familiarity between individuals and organizational missions.

The Ongoing Challenge: The challenge in accomplishing the above is that it requires a continuous process due to the turnover in personnel. People get promoted, change jobs, get fired and retire on a routine basis. Therefore it requires an ongoing effort to maintain existing relationships and build new ones in order to have the trust necessary for an organization or community to be successful when disaster strikes.

If it was a mathematical formula it would look like this: Relationships + Trust = Success!

Eric Holdeman is the Director, Center for Regional Disaster Resilience, Pacific Northwest Economic Region (PNWER)

The Environmental Commission

There is a pattern of public interest and concern that requires extensive communication planning execution. The most frequently recurring areas of public interest are:

- Health and safety;
- Natural environment;
- Social environment;
- Cultural environment;
- Technical considerations;
- Financial considerations; and
- Economic considerations.

THE PRINCIPLES OF OUR ENVIRONMENTAL COMMITMENT

1. We will operate in a manner that protects the environment, health, and safety of the citizens of the communities where we operate as well as our employees.
2. We will comply with all federal, state, and local environmental laws, regulations, and permits.
3. We will anticipate environmental regulations and take appropriate actions that may precede laws or regulations.
4. Internal and external specialists will be available to address environmental issues at all times.
5. Environmental assessments will be conducted for all real estate we own or plan to buy or sell.
6. We, in addition to state protection agencies, will audit our operations routinely for conformance to existing environmental standards.
7. Our personnel will participate in continuing education, studies, programs, and other activities to help develop long-term solutions to environmental issues.
8. We will operate in a manner that protects the environment, health, and safety of the citizens of the communities where we operate as well as our employees.
9. We will communicate our environmental policy to all employees and to all others involved in or affected by our operations. The company will be responsible for environmental performance and results.
Facility and area managers will:
 - Monitor and certify compliance.
 - Promptly report noncompliance conditions to appropriate regulatory authorities.
 - Take direct action, including curtailment of operations, if necessary, to prevent serious harm.
10. We will respond openly and promptly to public inquiries about environmental issues our operations may create and initiate communications with others who might be affected.
11. Managers and employees will promptly communicate to management significant environmental developments that may have an impact on employees, communities, or the public.
12. We will promote the development and adoption of scientifically sound and balanced environmental policies, laws, and regulations through active support of and participation in governmental legislative and rule-making processes and other forums dedicated to providing public officials with technical information and advice.
13. We will factor aesthetics into all future siting decisions and maintenance of existing sites.
14. We will develop and communicate to appropriate local authorities' environmental incident plans for any operations that potentially impact a community.
15. We will develop, establish, practice, and maintain internal environmental standards for situations not adequately covered by current law or regulation, or where we believe more stringent measures are necessary to protect the environment.
16. We will select contractors and vendors who demonstrate proper concern for environmental protection and who will subscribe to the corporation's Environmental Commitment.
17. We will aggressively participate in the educational process to raise the level of awareness among children and young adults about effective solid waste management systems.
18. Commission will commit itself to furthering public awareness of solid waste issues, with the top priority being reuse, then reduction, then recycling, then resource recovery, then incineration, then landfilling
19. We will reduce the amount of material entering the waste stream or our landfills by building or cooperatively operating recycling centers of the latest and most environmentally compatible design.
20. We will work in good faith with non-governmental and advocacy organizations and individuals to resolve environmental quality problems.

James E. Lukaszewski ABC, APR, Fellow PRSA is president of The Lukaszewski Group Division of Risdall Marketing Group, New Brighton, Minnesota. His twelfth book, Lukaszewski On Crisis Communication, What Your CEO Should Know About Reputation Threats And Crisis Management was released in March 2013. He is well known in the American Public Relations profession for his ethical approaches to tough, touchy, sensitive problems and crises. He has been a member of the Public Relations Society of America's (PRSA) national Board of Ethics and Professional Standards (BEPS) since 1990. Corporate Legal Times listed Jim as, "one of 16 experts to call when all hell breaks loose."

The School Superintendent

Principles for Trustworthy Conduct by the Office of the School Superintendent

Few would argue that our education system must transform if we are to truly serve the needs of our students into the future. Now more than ever, the foundation for an educational leader's strength comes from their trustworthiness and their ability to build trust among others. Trust is no longer assumed based on position and credentials, but rather must be built based on the quality of relationships. This requires a shift in leadership approach from one of command and control to one of collaboration.

Creating a sustainable environment in which collaboration can thrive requires that an environment of trust be created among the many constituent groups who serve the students. A multitude of pressures from outside sources such as state and federal governments, as well as the conflicting priorities inherent in a widely diverse community makes trustworthy behavior and ability to build trusting relationships critical factors in aligning constituencies to work together to ensure student success and safety.

Following are 5 principles for educational leaders to lead the way in trustworthy conduct:

1. **Act with Integrity:** To act with integrity means to be both authentic and accountable. Being perceived as trustworthy and creating an environment in which trust can be built begins with the actions of the leaders. By being clear about what people can expect from you and continually honoring your promises, the Superintendent and their staff establish the foundation for trust in the district.
2. **Act in Service:** To ensure student safety and success a Superintendent's role is to provide the leadership, environment and support to guide all constituencies, including educators, parents, administrators, and the school board. To be perceived as being trustworthy one must become reliable in acting in service to the school community.
3. **Be Inclusive:** A practice of inclusion is essential to building the environment of trust required to align diverse constituencies to act in service to the students. Effort must be made to consistently seek feedback from all constituents to ensure the entire student body is adequately served. Diversity in this case includes diversity of roles, experience, knowledge and viewpoints, in addition to demographic diversity.
4. **Foster Dialogue:** Building trust among the diverse constituencies requires that relationships be fostered in a context of committed conversation. This means conversations must be designed to foster productive dialogue vs. simply hold meetings. Whether it is to discuss the future such as engaging in a process for creating a Strategic Plan or vision, to implement a project, or to address a breakdown, people in the community must learn to talk with each other about their needs and aspirations to achieve the best possible outcomes through cooperation and collaboration.
5. **Be Visible and Engage:** Trustworthiness requires that people know what they can count on from their leaders, and see evidence that the actions of the leaders are consistent with their words. To that end, leadership from the Office of the School Superintendent requires a visible presence and meaningful engagement of the Superintendent and their staff throughout the school community.

Building trust requires more than position or formal presence. An ongoing exchange of ideas and continual demonstrations that you are listening is paramount. This requires active participation from the Office of the School Superintendent in relevant events and engaging in dialogue with a diversity of constituents on a consistent basis in many forms and venues. It also requires consistent communications that reach the diversity of constituents and continue to reinforce the vision for the future, your commitments to the community, as well as demonstrates the vision and commitments in both action and outcomes.

Susan Mazza serves leaders and their organizations as a Leadership Coach, Change Agent and Motivational Speaker. Co-author of The Character-Based Leader and author of the highly acclaimed [Random Acts of Leadership](#) blog, Susan was named one of the Top 100 Thought Leaders by Trust Across America in 2013.

The School Principal

What is the Unique Value of Trust in Education?

The purpose of education is to develop character as well as competence (skills and knowledge) for students. For this purpose to be fulfilled, and student achievement levels to steadily and significantly improve, we must attract professionals with the highest character and competence. This is all the more important as a result of increasing levels of social challenge and the importance of strong schools to the success of our communities and country.

Public education is a service industry that is funding-constrained. To attract the best, and largest number of, talented individuals to the many education jobs that exist, the work environment needs to be one to which professionals with a *choice of where to work* would be highly attracted. Many educators do not list compensation as a top motivator and are influenced by their desire to have social impact. A workplace distinguished by trust is a critical factor in attracting these “cause and values driven” professionals, while a “compliance driven” or micro-managed workplace is a direct deterrent to the most desirable applicants.

Students are the most important stakeholders in education. To ensure they are being taught to the highest standards requires frequent real-time assessment. More important still, the longer we wait to know what students in classrooms have learned, the greater the odds are that they will not learn what’s needed in time to catch up with their class, stay in school and, regardless of socio-economic background, reach higher levels of achievement and well being. The ultimate test of trust lies in our ability to articulate and deliver on standards we have offered to our students as the foundation for a better life. The best way to achieve this is to offer a work environment where behaviors that build trust are encouraged and rewarded, which will in turn attract the type of competent educators who are able to deliver high levels of achievement.

Leadership Behaviors that Principals Can Adopt to Build Trust in Education

Principals are asked to accomplish ambitious performance and professional goals as our social conditions become more challenging and complex. The important point, often overlooked, is that the performance or competency-based side of earning trust *depends upon* the highest level of character-based trust in the work place. A highly micro-managed and politicized work place does not support and reward reflection and growth, while a high integrity and transparent work environment encourages these critical, values-based behaviors. Trust in the education profession is evidenced when its leadership engages in the following practices:

Principals who contribute to an environment of trust tie their policies and practices to an aligned set of values. Values are the cornerstone of an aspirational school culture. To ensure Principals are leading with trust in their effort to deliver excellent and equitable education to all students, the following values are instructive:

- ✓ **Reflection and Growth.** Model and engage in values and skills based feedback, listen and modify behaviors to align with the highest standards and mission critical goals.
- ✓ **Disciplined Action.** Model and invest the time to ensure teachers understand, are supported and are accountable as they improve skills and performance.
- ✓ **Courage and Resilience.** Model and take strategic risks essential to finding new and innovative solutions; rebound and persevere. Share the lessons learned.
- ✓ **Entrepreneurial Mindset.** Model and take initiative, own the outcomes and align actions against highest performers. Do not make excuses.

Rosemary Perlmeter is a non-profit leader and a teacher of aspiring education leaders. Her current passion and place of employment, Teaching Trust, is singularly focused on preparing leaders who are committed to developing, practicing and publically modeling behaviors that build trust within education. She approaches her third decade in education increasingly aware of the unique and important role that trust plays in a profession that is all too often driven by issues of compliance and politics. See more at www.teachingtrust.org

The Local Business Owner

Former Speaker of the House Tip O'Neill famously said, "All politics is local." You could say something very similar about trust in small businesses in their communities – trust is all personal.

In all organizations, trust is heavily influenced by personal interactions, but in big companies there are also factors of process, governance, incentives, and markets. In a small business, things really are much more personal. Fortunately for purposes of trust, that makes things much easier.

There are three important ideas about increasing personal trust: being trustworthy, trusting others, and following four principles of trust-creating behavior. It helps greatly if the leader practices these three ideas, but unlike other business virtues, a great deal can be accomplished by individuals operating on their own. The rest of this paper tells how.

Being Trustworthy. Being trustworthy literally means "being worthy of trust." It means others can take a risk on you, and you will not take advantage of them. Being trustworthy doesn't guarantee others will trust you, but it greatly increases the odds, and improves your reputation. It also continues to build benefits over time.

There are lots of ways to be trustworthy, but four of them will cover most of the waterfront.

- a. Tell the truth. Of course that means don't lie, but it also means tell more truth. And when you don't know something, say the truth – that you don't know.
- b. Be reliable. When you say you're going to do something, do it. When you make promises, keep them. Don't break them lightly, and when you just, take responsibility.
- c. Be safe. Honor confidences, don't gossip, be vulnerable yourself – be the kinds of person people want to talk about themselves to.
- d. Be other-oriented. When things get tense, remember – it's not about you. Be curious about others. If you're criticized, be bigger than that – listen to the criticism, acknowledge it, and learn from it. Think of someone you consider very trustworthy, and evaluate him or her against those four criteria. Ask yourself, what would it be like to emulate them?

Trusting Others. Trust isn't a "thing" that just happens. It's the result of an interaction between two people, one of whom is being trusted, and the other being the one doing the trusting; the trustee, and the trustor. It is the person doing the trusting – the trustor – that is taking the risk. And, the trustor, the one willing to take that risk, almost always initiates trust. If the other person behaves in a responsible and trustworthy way, then trust is increased between the two parties.

It is not good enough to just be trustworthy. If that's all you ever do, other people will stop trusting you, saying, "He talks a good game but you'll note he never takes any of the risks himself." It was once said, "The fastest way to make a man trustworthy is to trust him," and that is very true. If you can find opportunities to trust others – employees, customers, suppliers – they are more likely to behave in a trustworthy way, and then more likely to trust you. Trusting feeds trusting.

Four Principles. Being trustworthy and trusting others are obviously good, but that doesn't give you much guidance in particular situations. What are the principles that guide good decisions about trusting and being trustworthy?

What are the ways you can make your business a trust-enhancing environment? Again, don't look to your incentive systems or your HR department – look to personal interactions. Look to these principles.

1. Be other-focused. Start by being curious about the other person, focusing on their needs, their emotions, their expectations and their questions. Put yours on hold. That doesn't mean you're not important, or that your needs shouldn't or won't be met – just that you get them met *later*. Start with the other.
2. Be collaborative. You are not "against" anyone. If you find yourself in opposition to an employee or customer in any way, stop; ask yourself, where is the common ground? Be on the same side of the table. Work with the others. You can never get win-wins if you're on opposing teams; they're on the same team as you.
3. Default to transparency. We live in a litigious culture, where there are many business secrets that need to be kept confidential. However, the vast majority of what we keep confidential has no need to be, and creates far more suspicion than benefit. Instead of assuming that a given piece of information should be secret, assume it should be shared – with everyone. And then ask why not. Default to transparency. Clear exceptions: if it's illegal, or hurtful to someone. Other than that, push your limits.
4. Relationships not transactions. Retrain your thinking to see yourself in relationships to others, not transacting

with them. If you're in relationship with them, a series of transactions take place over time; but if you focus on transactions one at a time, then you're always thinking about how to get yours or win a given transaction. Make your focus the middle-to-long term, not the short term.

Implementing Trusting, Being Trustworthy, and Trust Principles

You don't need that long to make a tangible difference in your relationships – maybe 3 - 6 months. And it doesn't take that long for an entire organization to begin behaving this way – maybe 6 - 9 months. That isn't all that long.

Here's the good news. The way you do this is not through new processes, or new messaging, or new policies. It is *90% thinking and behaving differently* as individuals. Nearly every one of the points earlier here can be applied to just about every interaction you have during your workday. Not only will the people you interact with notice, they will begin behaving better too.

Trust, interestingly, is viral. It's catching. Others catch it from you, by you doing it. What this means is that role modeling is probably the single most important change agent in a small business. You also don't need to wait until next week, or even until tomorrow, to get started on it.

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Charles works with complex organizations to improve trust in sales, internal trust between organizations, and trusted advisor relationships with external clients and customers. Charles spent 20 years in management consulting. He majored in philosophy (Columbia), and has an MBA (Harvard). A widely sought-after speaker, he has published articles in Harvard Business Review, Directorship Magazine, Management Consulting News, CPA Journal, American Lawyer, BusinessWeek, Forbes.com, Investments and Wealth Monitor, and Commercial Lending Review, and is a contributing editor at RainToday.com.

An ABC Checklist for Leading with Trust in Your Community

- ✓ **Adhere to high standards** even if they are not required
- ✓ Openly share **bad news** with all who are affected
- ✓ Strive for a **conflict-free** work environment
- ✓ Require training on ethical **decision-making** for you and your organization
- ✓ Create an **ethical work culture** that allows constructive criticism
- ✓ Keep your **fees fair**
- ✓ Commit to a **gold-standard** code of ethics and professional conduct
- ✓ **Help** your organization focus on risk as much as they do performance
- ✓ Act with **integrity** 24/7 not just at the office, and place stakeholder **interests** before your own
- ✓ Remind **junior colleagues** that reputations are hard earned and easily lost
- ✓ **Keep** your promises
- ✓ **Lead** by example with your colleagues and your organization
- ✓ **Mentor** future professionals in your organization and your industry
- ✓ **Never** overlook unethical behavior or engage in misleading business
- ✓ **Outline** exactly how you are managing a project
- ✓ **Speak publicly** about ethics
- ✓ **Refuse to associate** with anyone who acts unethically or untrustworthy
- ✓ Use **social media** to promote your values and those of your organization
- ✓ Advocate for **technology** that makes your organization more **transparent**
- ✓ Name and shame **unethical behavior**
- ✓ **Vocally demand** that your organization does what is right
- ✓ **Write** articles and speak publicly about ethics and trust
- ✓ Put the greater good before **yourself**

This document was inspired by the work of the CFA Institute's *Integrity List* that can be found at the following link.

http://www.cfainstitute.org/learning/future/about/pages/integrity_list.aspx

For more information about leading with trust in your community, please contact Barbara Kimmel, Executive Director *Trust Across America – Trust Around the World* or by email at: <mailto:Barbara@trustacrossamerica.com>