
**Article Assumption:** Trust is a vital component in organizations due to the ongoing and complex relationships found within

Robert Galford and Anne Seibold Drapeau co-authored a book on trust as important aspect of leadership: *The Trust Leader*

Galford and Drapeau identified 3 categories of trust found within organizations:
- **Strategic Trust** - trust in the organization's mission, strategy, and ability to succeed
- **Organizational Trust** - trust that the organization's policies will be fairly administered and implemented as stated.
- **Personal Trust** - trust that subordinates place in their manager to be fair and to look out for their interests

**Benefits of Trust**
Reduces organizational and personal doubt; motivates, stimulates creativity, and attracts and retains talent

**Enemies identified**
Galford and Drapeau identified 22 enemies of trust with the following categories
- **Inconsistent Messages.** - Managers tell people what they want to hear rather than staying true to the message
- **Inconsistent Standards.** - fairness reigns across the board
- **Misplaced Benevolence.** - Idiot Compassion

- *False Feedback.* - Not being transparent and honest about what is not working
- *Failure to Trust Others.* - Can't do it all yourself so slacken your trust in others to build your team intrinsically
- *Elephants in the Parlor.* - Air the dirty laundry; You don't need to give details but you do need to acknowledge challenges facing the organization.
- *Rumors in a Vacuum.* - Gossip thrives in isolation
- *Consistent Corporate Underperformance.* - Is the organization benchmarking against reliable peers?
- *Trust in Tumultuous Times* - Accountability will be measured against perception not what you stated, necessarily; what how you handles circumstances internally as neglecting employees and only focusing on customers can backfire

**Rebuilding/Starting Over**
1. What happened?
2. Ascertain Depth/Breadth of Trust Loss - how much has the organization been affected?
3. Own up to Loss of Trust - this will avoid skepticism and/or suspicion by employees
4. Precisely identify what can be accomplished to rebuild/establish trust - what will it look like?
   - List the changes in the organizational structure, systems, people, and culture to achieve trust stability.
   - Keep an eye for practice issues: how much work can you as at the leader take on and how much can you delegate? what's a reasonable time frame?
   - Ask for feedback on the plan from people who did not create the plan.

**Post article reflection questions:**
*Trust is hard to measure. What would you using to measure trust in your organization?*
*If attitudes do not predict behavior but past behaviors do why are attitudes so important to track?*
*How do racial and national differences contribute to a bias interpretation of trust loss and/gain?*