

THE LEADER'S EDGE

*“Instruct a wise man and he will be wiser still; teach a righteous man and he will add to his learning.”
(Proverbs 9:9)*

<p>Category: Leadership Character</p> <p>Rating: Content: A Style: A</p> <p>Memorable Quotes</p> <p><i>“I look for three things in hiring people. The first is personal integrity, the second is intelligence, and the third is high energy level. But, if you don’t have the first, the other two will kill you.” – Warren Buffett</i></p> <p><i>“Ask yourself mercilessly: Do I exude trust? E-x-u-d-e. Big word. Do I smack of “trust”?” –Ton Peters</i></p> <p><i>“My life is an indivisible whole, and all my activities run into one another. My life is my message.” –Mahatma Gandhi</i></p> <p><i>“People don’t listen to speak; they watch your feet.” --Anonymous</i></p> <p><i>“You can judge a person’s character by the way he treats people who can’t help him or hurt him.”—Anonymous</i></p> <p><i>”To retain those who are present, be loyal to those who are absent.” –Stephen R. Covey</i></p>	<h3 style="text-align: center;">BOOK SUMMARY</h3> <p><i>The Speed of Trust</i> by Stephen M. R. Covey, Free Press, 2006.</p> <p>Core Content The son of Stephen Covey, sr. (of <i>7 Habits of Effective People</i> fame), demonstrates in this book that the apple has not fallen far from the tree. The author tackles an intangible (though critical) reality and provides practical handles to get a grip on it. After establishing how indispensable trust is to all areas of life, Covey addresses the speed of trust is the following “Economics of Trust” equations:</p> <p style="text-align: center;">↓ Trust = ↓ Speed ↑ Cost (When trust goes down, speed will also goes down and costs go up)</p> <p style="text-align: center;">↑ Trust = ↑ Speed ↓ Cost (When trust goes up, speed will also go up and costs will go down)</p> <p>The author argues that though trust cannot be put under a microscope, it is a tangible realty. This is illustrated by the following comparisons:</p> <table style="width: 100%; border: none;"> <thead> <tr> <th style="text-align: left; width: 50%;">MYTH</th> <th style="text-align: left; width: 50%;">REALITY</th> </tr> </thead> <tbody> <tr> <td>Trust is soft</td> <td>Trust is hard, real, quantifiable</td> </tr> <tr> <td>Trust is slow</td> <td>Trust is fast</td> </tr> <tr> <td>You either have trust or you don’t</td> <td>Trust is a function of both character and competency</td> </tr> <tr> <td>Once lost, it cannot be restored</td> <td>Trust can both be created and destroyed</td> </tr> <tr> <td>You can’t teach trust</td> <td>Trust can be taught, learned and become a leveraged strategic advantage</td> </tr> <tr> <td>Trusting people is too risky</td> <td>Not trusting people is a greater risk</td> </tr> <tr> <td>Trust is established one person at a time</td> <td>Establishing trust with one establishes trust with the many</td> </tr> </tbody> </table> <p>Covey identifies “5 Waves of Trust” with flow from the inside out, creating a ripple effect:</p> <p style="text-align: center;">Self Trust ↓ Relationship Trust</p>	MYTH	REALITY	Trust is soft	Trust is hard, real, quantifiable	Trust is slow	Trust is fast	You either have trust or you don’t	Trust is a function of both character and competency	Once lost, it cannot be restored	Trust can both be created and destroyed	You can’t teach trust	Trust can be taught, learned and become a leveraged strategic advantage	Trusting people is too risky	Not trusting people is a greater risk	Trust is established one person at a time	Establishing trust with one establishes trust with the many
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“The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn and relearn.”—Alvin Toffler

“The first responsibility of a leader is to define reality.”—Max DePree

“It is equally an error to trust all men or no man.”—Latin Proverb

“Men build too many walls and not enough bridges.”—Sir Issac Newton

“It is better to trust and sometimes be disappointed than to be forever mistrusting and be right occasionally.”—Neal Maxwell



In his exploring the matter of “Self-Trust, the author presents 4 Cores of Credibility which connect with both character and competency.

4. Results
COMPETENCE
3. Capabilities
2. Intent
CHARACTER
1. Integrity

SELF-TRUST

An inventory is provided for the reader to test his/her own level of self-trust. Each of the 4 cores of credibility is expanded.

Core #1: INTEGRITY – Are you congruent?

- a) Make and keep commitments to yourself
- b) Stand for something
- c) Be open

Core #2: INTENT – What’s your agenda?

- a) Examine and refine your motives
- b) Declare your intent
- c) Choose abundance

Core #3: CAPABILITIES – Are you relevant?

- a) Run with your strengths
- b) Keep yourself relevant
- c) Know where you are going

Core #4: RESULTS – What’s your track record?

- a) Take responsibility for results
- b) Expect to win
- c) Finish strong

RELATIONSHIP TRUST

Covey points out that the second ripple of Relationship Trust is all about consistent behaviour. Here he describes 13 key trust-building behaviours, offering a working definition and practical implementation tips.

Behaviour #1: Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Don’t manipulate people or distort facts.

Behaviour #2: Demonstrate Respect

Genuinely care for others. Show you care. Respect the dignity of every person and every role. Don’t attempt to be “efficient” with people.

Behaviour #3: Create Transparency

Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Operate on the premise of “What you see is what you get”.

	<p>Behaviour #4: Right Wrongs Apologize quickly. Practice “service recoveries”.</p> <p>Behaviour #5: Show Loyalty Give credit freely. Represent others who aren’t there to speak for themselves. Don’t disclose other’s private information.</p> <p>Behaviour #6: Deliver Results Get the right things done. Be on time and within budget. Don’t overpromise and underdeliver.</p> <p>Behaviour #7: Get Better Continuously improve. Seek and act on feedback from others. Don’t assume today’s knowledge and skills are sufficient for tomorrow’s challenges.</p> <p>Behaviour #8: Confront Reality Address the tough stuff directly. Don’t bury your head in the sand. Remove the “sword from their hands”.</p> <p>Behaviour #9: Clarify Expectations Disclose and discuss expectations. Don’t assume that expectations are clear and shared. Renegotiate them if needed.</p> <p>Behaviour #10: Practice Accountability Hold yourself and others accountable. Take responsibility for results. Be clear on how you’ll communicate how you’re doing.</p> <p>Behaviour #11: Listen First Listen with your ears, eyes and heart. Don’t assume you know what matters most to others.</p> <p>Behaviour #12: Keep Commitments Say what you’re going to do, then do what you say you’re going to do.</p> <p>Behaviour #13: Extend Trust Demonstrate a propensity to trust. Extend trust abundantly to those who have earned it. Extend trust conditionally to those who are earning it.</p> <p>In the last section of this book, Covey discusses the concept of a “Smart Trust” Matrix. Here re the key components:</p> <ol style="list-style-type: none"> 1. Gullibility – Blind Trust (High Propensity to Trust/Low Analysis) 2. Judgment – Smart Trust (High Propensity to Trust/High Analysis) 3. Indecision – No Trust (Low Propensity to Trust/Low Analysis) 4. Suspicion – Distrust (Low Propensity to Trust/High Analysis)
	<p>Discussion Starters</p> <ol style="list-style-type: none"> 1. In what relationships do you especially want to build trust? Restore trust? 2. Which of the 13 trust-building behaviours do you most want to develop? <ul style="list-style-type: none"> ➤ Talk Straight ➤ Demonstrate Trust ➤ Create Transparency ➤ Right Wrongs ➤ Show Loyalty

- Deliver results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust

3. What steps do you need to take to exercise “Smart Trust”? Do you tend to trust too little or too much?