

# COLLABORATIVE



# EXCELLENCE



## REBUILDING TRUST IN AMERICA



### AGENDA

1. State of Distrust Trust in America
2. Impact of FUDDD (Fear, Uncertainty, Doubt, Divisiveness, Distrust)
3. Trust Building Strategies & Practices

***Senior Leader Capability Building Program***

**Robert Porter Lynch  
January 2021**

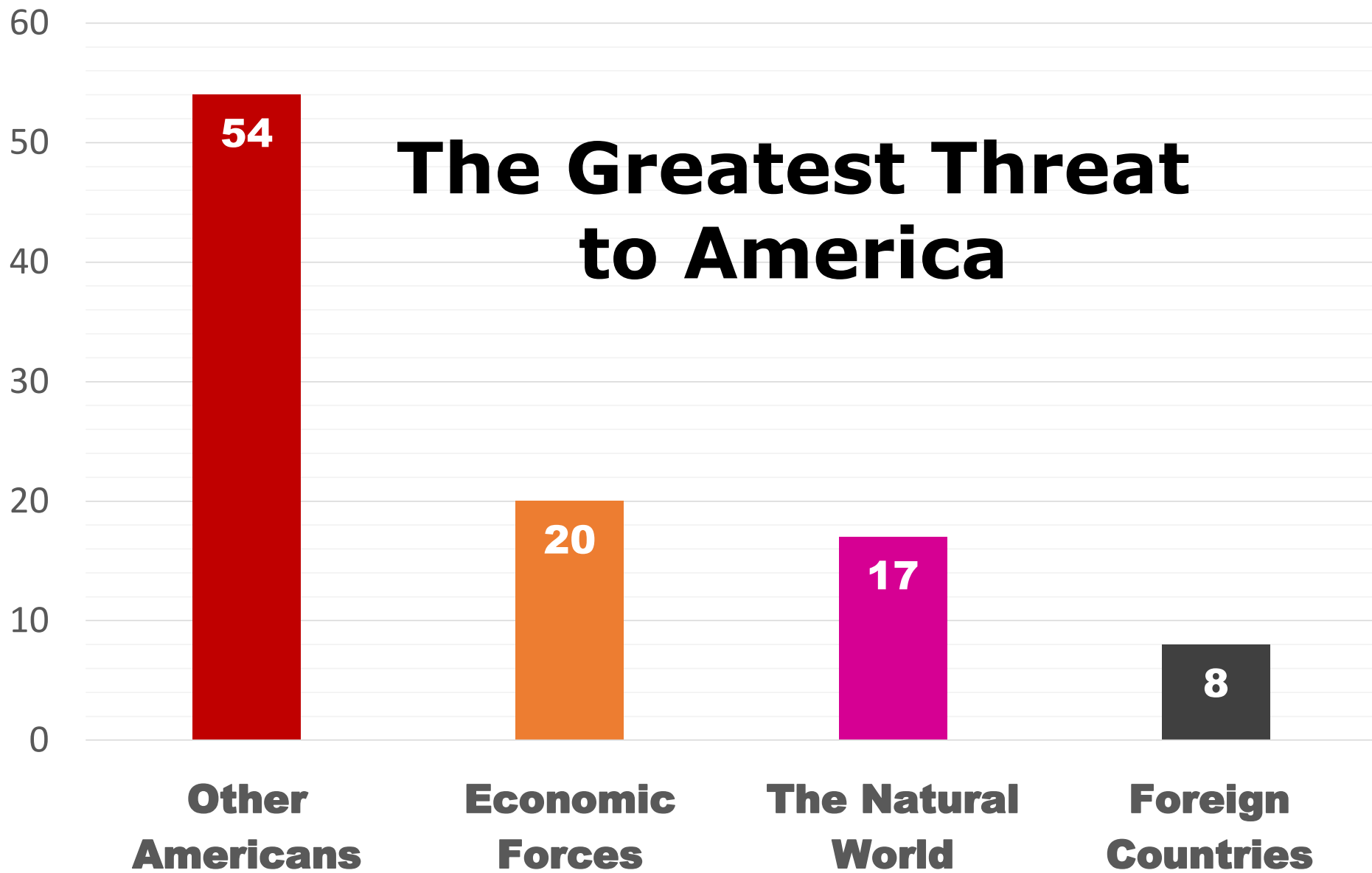


IN COOPERATIVE  
TRUST

# Part 1:

# THE STATE OF DISTRUST IN AMERICA

**If Distrust were a Disease  
We'd declare a Pandemic**

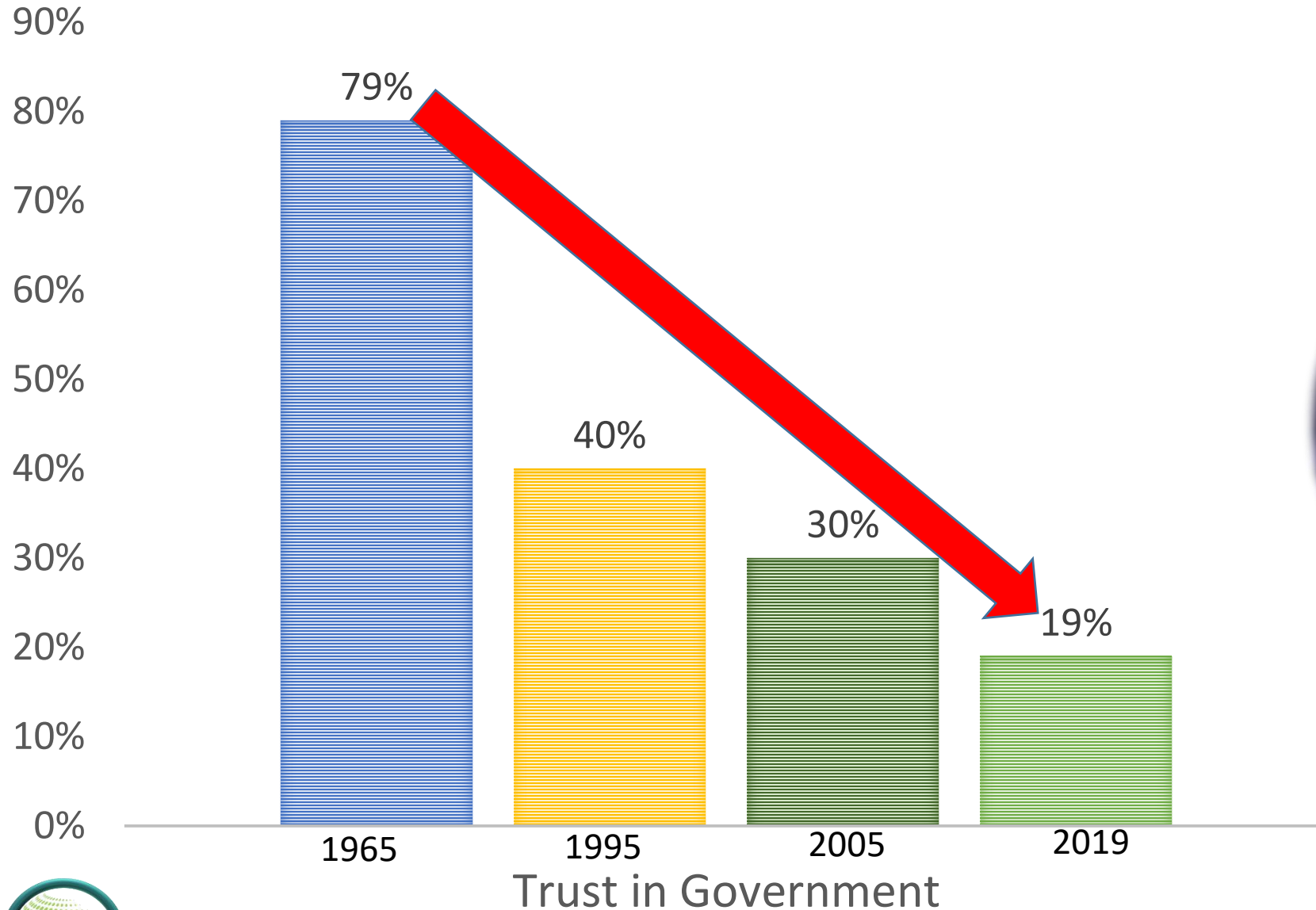


Source: CBS Poll Jan 17, 2021

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## TRUST IN GOVERNMENT



Source: Gallup Poll; Trust in Institutions 1975-2019

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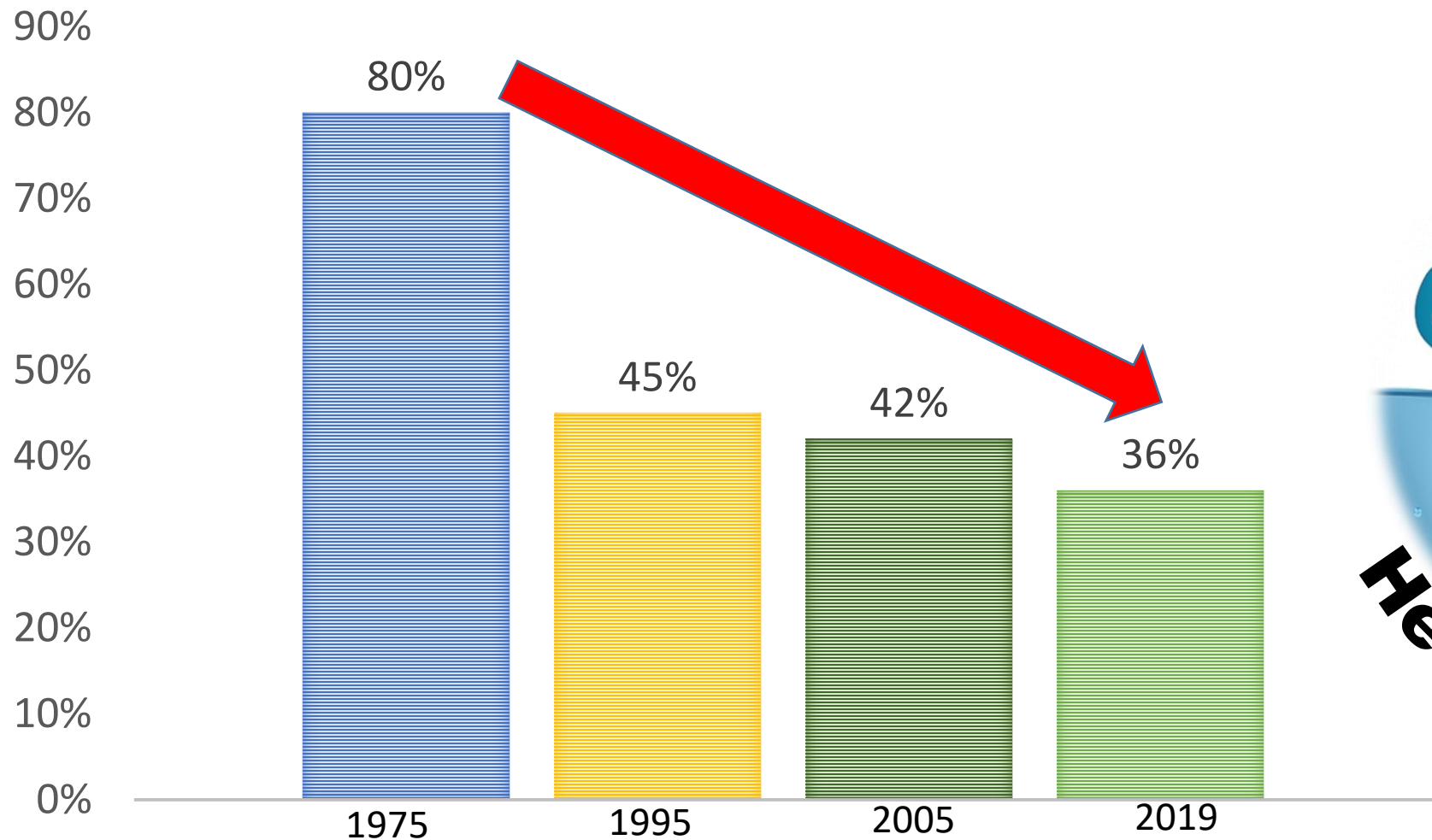
**We are FAILING OUR  
DEMOCRACY**





## TRUST IN HEALTHCARE SYSTEM

1975 1995 2005 2019



Trust in Healthcare System

Source: Gallup Poll; Trust in Institutions 1975-2019

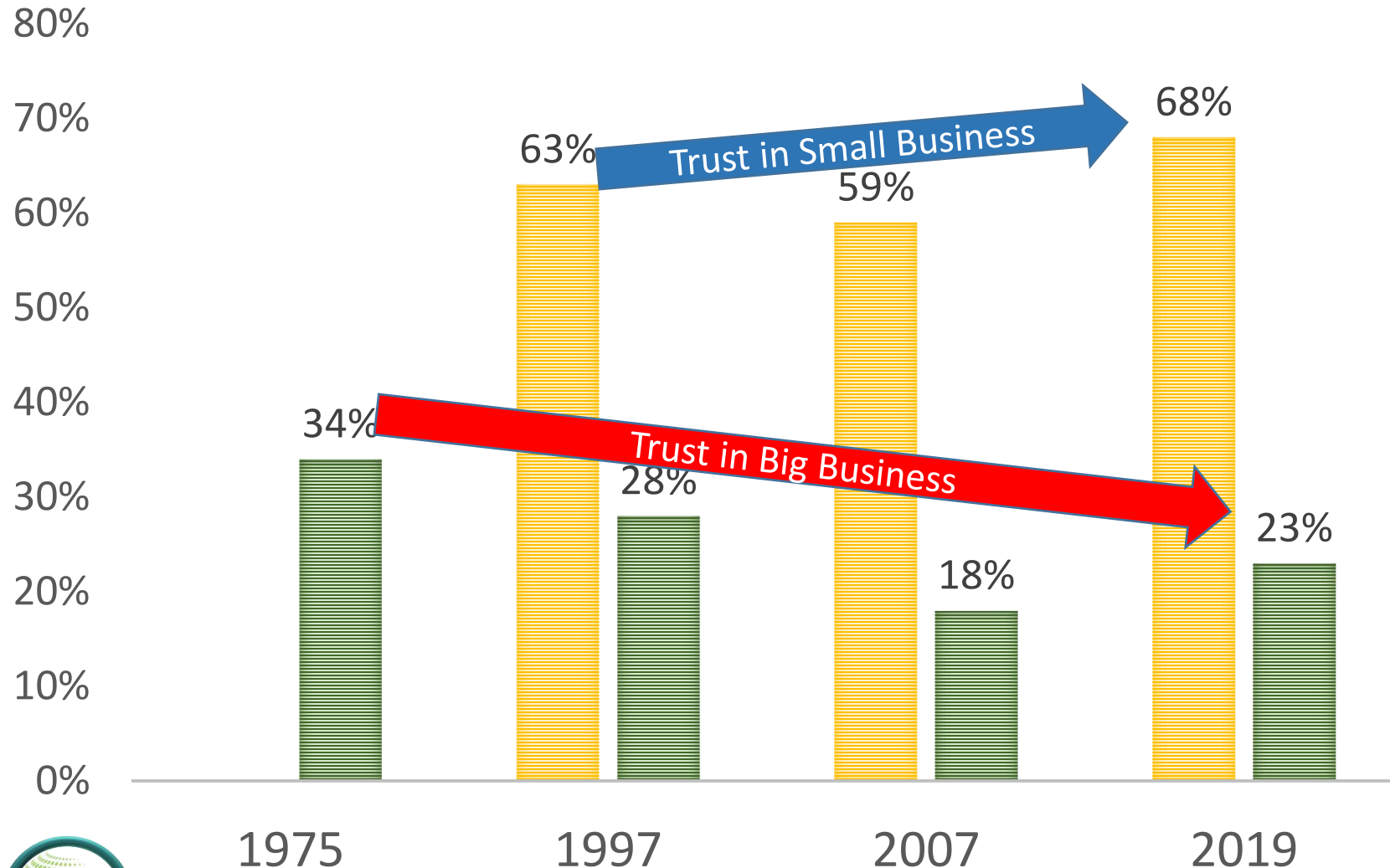
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**We are FAILING in  
MEDICINE**



## TRUST IN BUSINESS

■ Trust in Small Business   ■ Trust in Big Business



Source: Gallup Poll; Trust in Institutions 1975-2019

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**Small Business is one of the few  
Trusted Institutions in America**

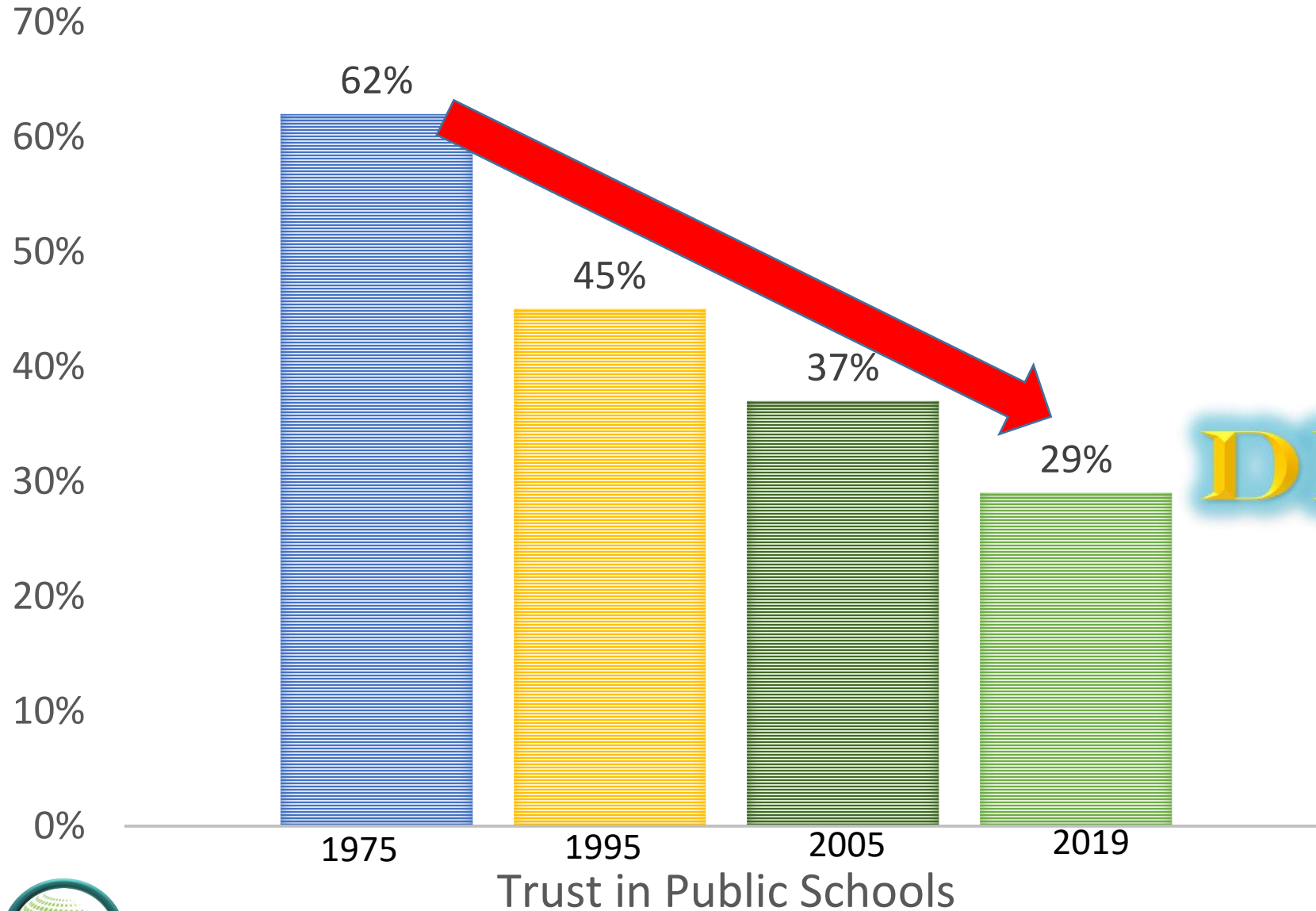


Trust in Small Business  
is 2-3 times higher  
than Big Business



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## TRUST IN PUBLIC EDUCATION



Source: Gallup Poll; Trust in Institutions 1975-2019

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**We are FAILING OUR  
NEXT GENERATION**

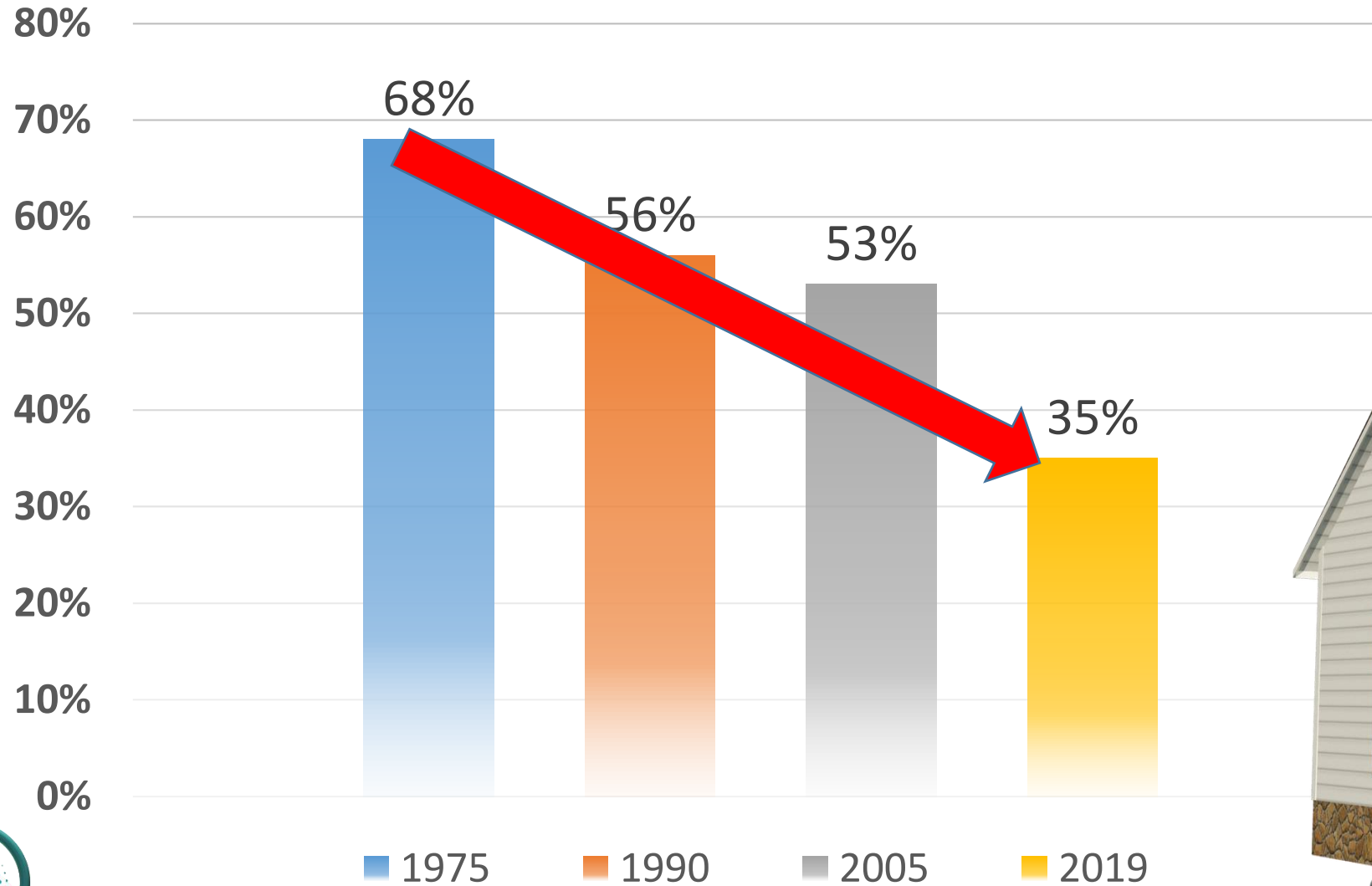
**DISTRUST**



**IN SCHOOLS**



## TRUST IN CHURCHES & ORGANIZED RELIGION – GALLUP POLL



Source: Gallup Poll; Trust in Institutions 1975-2019

**We are FAILING  
OUR FAITH**



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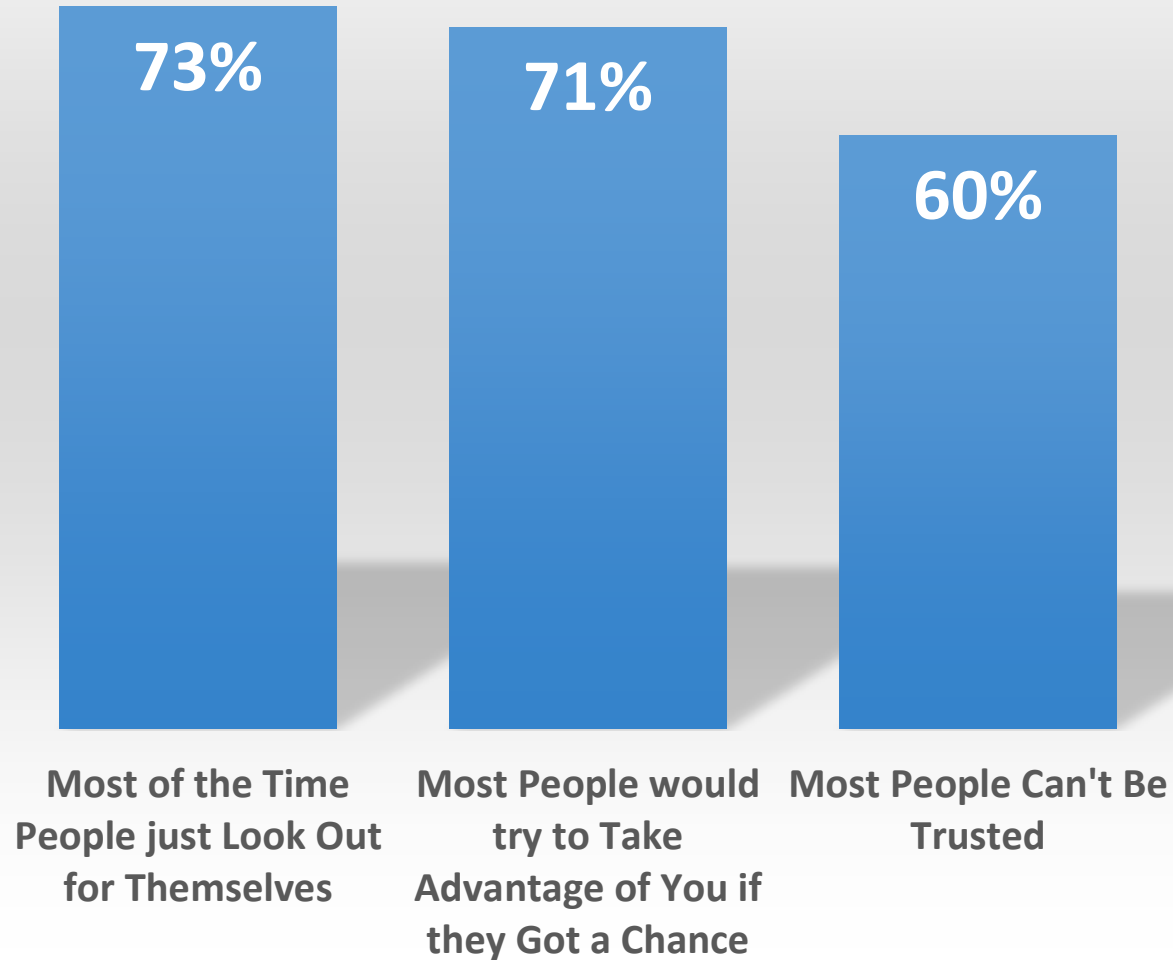
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**Most Young Adults in U.S. see others as Selfish,  
Exploitative, Untrustworthy -- % of U.S. Adults  
in each age group who say....**

**Ages** ■ 18-29

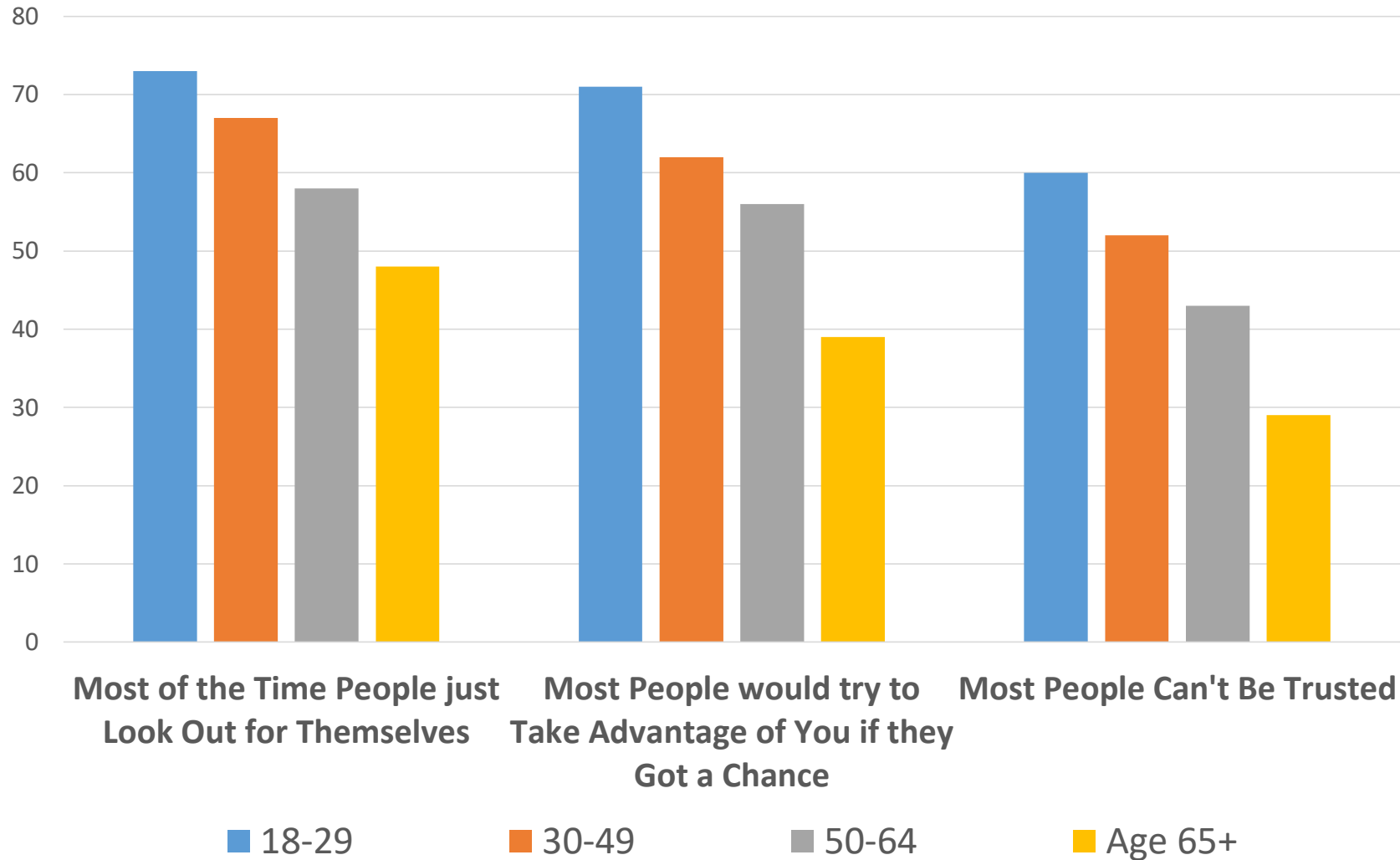


Source: Pew Research Center; Survey conducted Nov 27-Dec 10, 2018  
**International Collaborative Leadership Institute**

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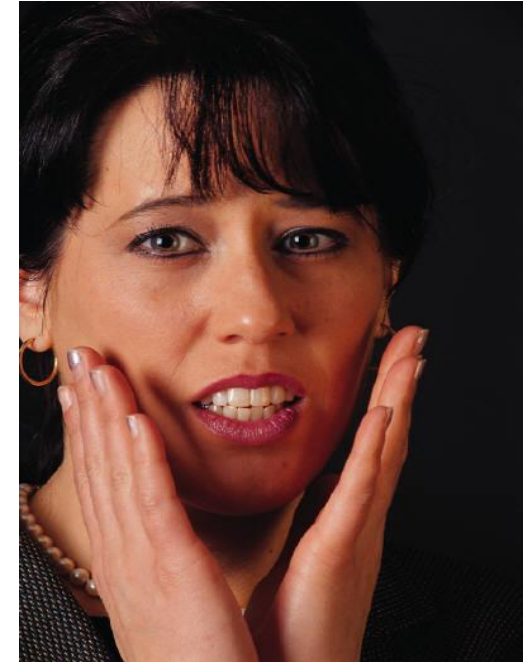


Source: Pew Research Center; Survey conducted Nov 27-Dec 10, 2018  
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# Implications & Consequences?

- Fear, Uncertainty, Doubt, Distrust, Divisiveness (FUDDDD) triggers Anger & Hatred
- Tribal Polarization & Insiders/Outsiders
- Intolerance & Discourteous Interaction
- Assumptions & Denial of Facts
- Manipulation & Conspiracy Theories
- Insignificance, Backlash, Cynicism
- Broken Expectations, Back Stabbing, Betrayal
- Excommunication & Character Assassination



# Part 2: Understanding FUDDDD



**F**ear, **U**ncertainty, **D**oubt, **D**istrust, **D**ivisiveness





Depression

Divorce

Drama

Dysfunction

Deception

Discord

**D  
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Roots in the Forest of FUDD  
are Doomed to Bear Foul Fruit

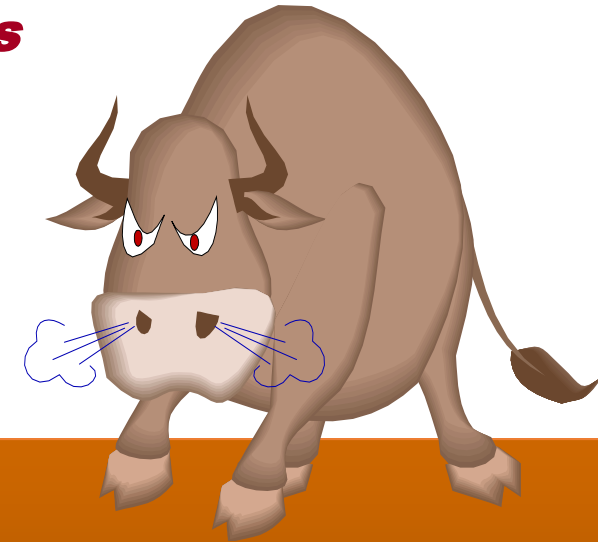
**FUDD**



# TO UNDERSTAND TRUST, WE MUST UNDERSTAND CAUSES OF DEEP DISTRUST

In a word: ***FEAR ....***

- ***Fear of being Taken Advantage of***
- ***Fear of Physical Harm from Attack or being put in a Precarious Position***
- ***Fear of Loss – Control, Territory, Possessions***
- ***Fear of being Hurt Emotionally***
- ***Fearful Insecurity of being Damaged***
  - ***Economically***
  - ***Physically***
  - ***Reputation Demeaned***
  - ***Betrayed***
- ***Fear of Looking Bad or Stupid – Ego fear***
- ***Fear of Rejection or Exclusion***
- ***Fear of Failure***



## **Fear:**

- Becomes Anger & Revenge in Some
  - Paralyzes & Frightens Many
  - Generates More Fear & Anger
- Fear is a Primal Emotion; Unless Checked, will Override All Rational Action



**As human beings,  
we aren't wired to trust what we fear.**

**Fear is a form of Brainwashing!**

**causing people to withdraw, withhold,  
undermine, and generate suspicion;**

**Trust does just the opposite.**

**Tim Alberta: One common feeling that binds together this deeply fractured nation: FEAR.**

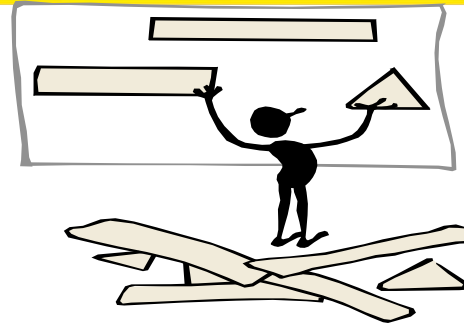
Fear of violence. Fear for their livelihoods. Fear of far-left socialism or far-right authoritarianism. Fear that our best days are behind us. Fear that America is no longer capable of conquering its great challenges. Above all, fear that we are too alienated, too angry with each other, too fundamentally misunderstood by the other half of society to ever truly heal. Politico, Dec 13, 2020



# WHAT CAUSES “FUZZY” DISTRUST?

UNDEFINED FEELING OF ANXIETY OR STRESS  
ILL-AT-EASE ANTICIPATION OF FEAR OR HARM ....

- Uncertainty & Ambiguity
- Paradoxical Complexity
- Continual Reorganization
- Continuous Change
- Conflicting Goals
- Unclear Direction
- Fuzzy Mission Statements
- Mixed Messages
- Misaligned Rewards
- Mixed Leadership Styles
- Political Cross-fire
- Insufficient Collaboration
- Silo Mentality
- Chaos & Turbulence
- Anxiety & Stress
- Opposition



Ambiplexity  
Complexiguity



## Fuzzy Fear:

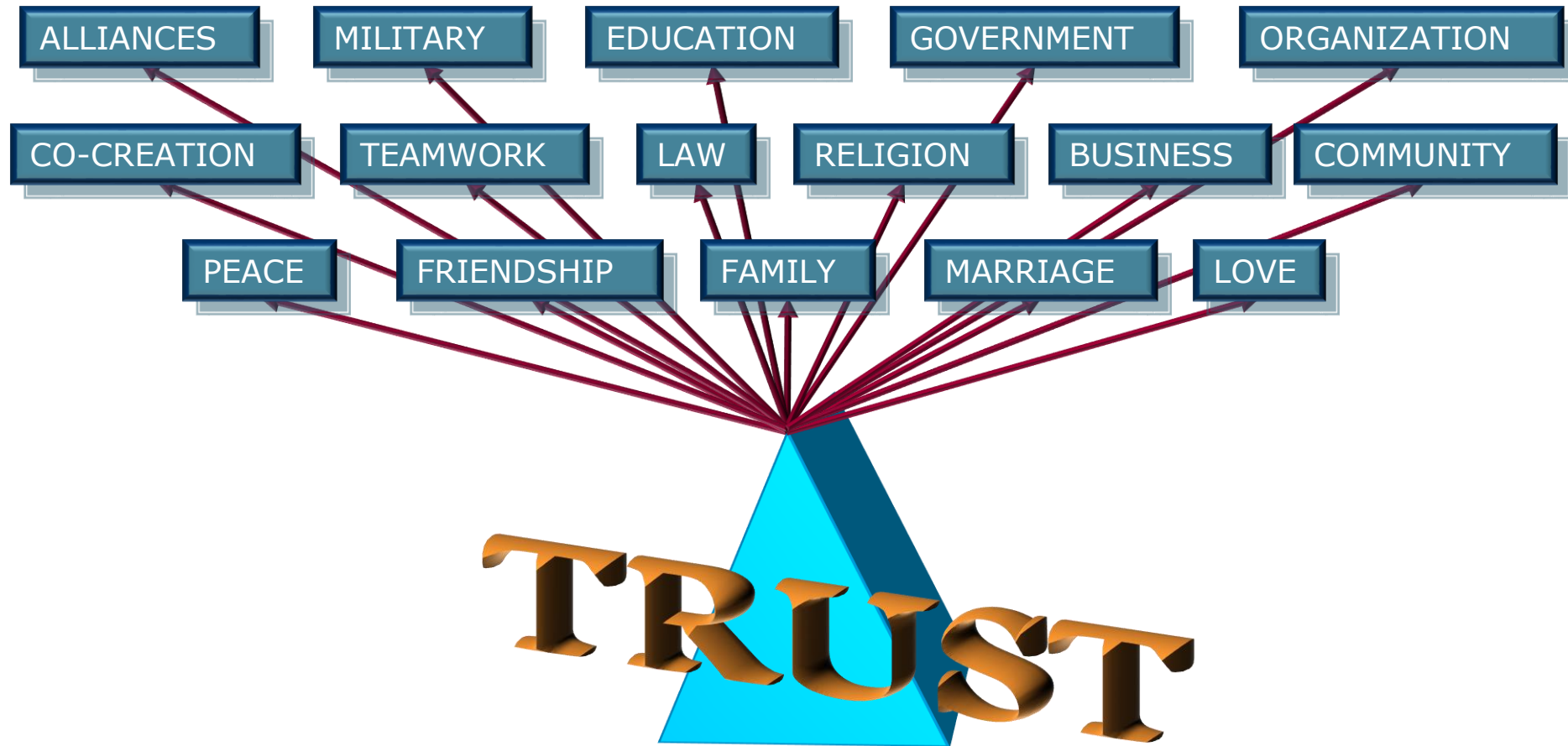
- The Brain is a Pattern Recognition Machine: Fuzzy Fear has no pattern or an incomplete or unaligned pattern – Uncertainty, Doubt, Contraditions
- The Brain makes Assumptions to complete the Recognition of a Pattern, but the chance of accuracy is based only on Experience
- If Experience or Culture has been negative, the Assumption is Negative
- Results: Seek Protection behind Castle Walls, Polarization into Tribes
- Fuzzy Fear is DEGENERATIVE – Often Triggering Deeper, More Intense Fear & Resistance to Change



# PART 3: POWER OF TRUST



# Trust is the Underpinning of All Civilization



# TRUST DETERMINES THE COURSE OF HISTORY, THE DESTINIES OF NATIONS, AND THE FATE OF PEOPLE

-- Paul R. Lawrence, Professor,  
Organization Behavior, Harvard Business School

IT IS DISTRUST,  
THE LACK OF CONFIDENCE,  
MORE THAN ANYTHING  
ELSE THAT DESTROYS  
CIVILIZATION.  
WE CAN KILL CIVILIZATION  
BY CYNICISM JUST AS  
EFFECTIVELY AS BY BOMBS.

-- Kenneth Clark, Civilization



# DISTRUST







# Question: IS TRUST a NATURAL ACT?

(Natural Condition or State of Being?)

(if you say "it depends" then it's "no")

Answer: Yes or No







# IMPACT OF TRUST

on Personal Wellbeing

- 10% increase in Trust is
  - equivalent to a 30-40% increase in pay (in terms of a person's sense of well being)
  - Will reduce suicides & traffic fatalities 10%
  - Impact on Health Care by stress reduction
- John Helliwell Economics Dept, University of British Columbia based on study of nearly 30,000 Canadians and Americans



- **Cost of Replacing an Employee:**  
**Between \$25,000 to 1.5 X Salary**

What would happen in a community that had Adults & Youth with:

- High levels of Trust?
- Meaning & Purpose?







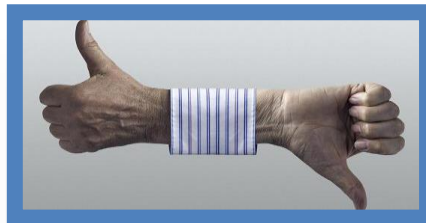
Tool-Kit

# THREE BASIC CULTURES

Collaborative



Transactional



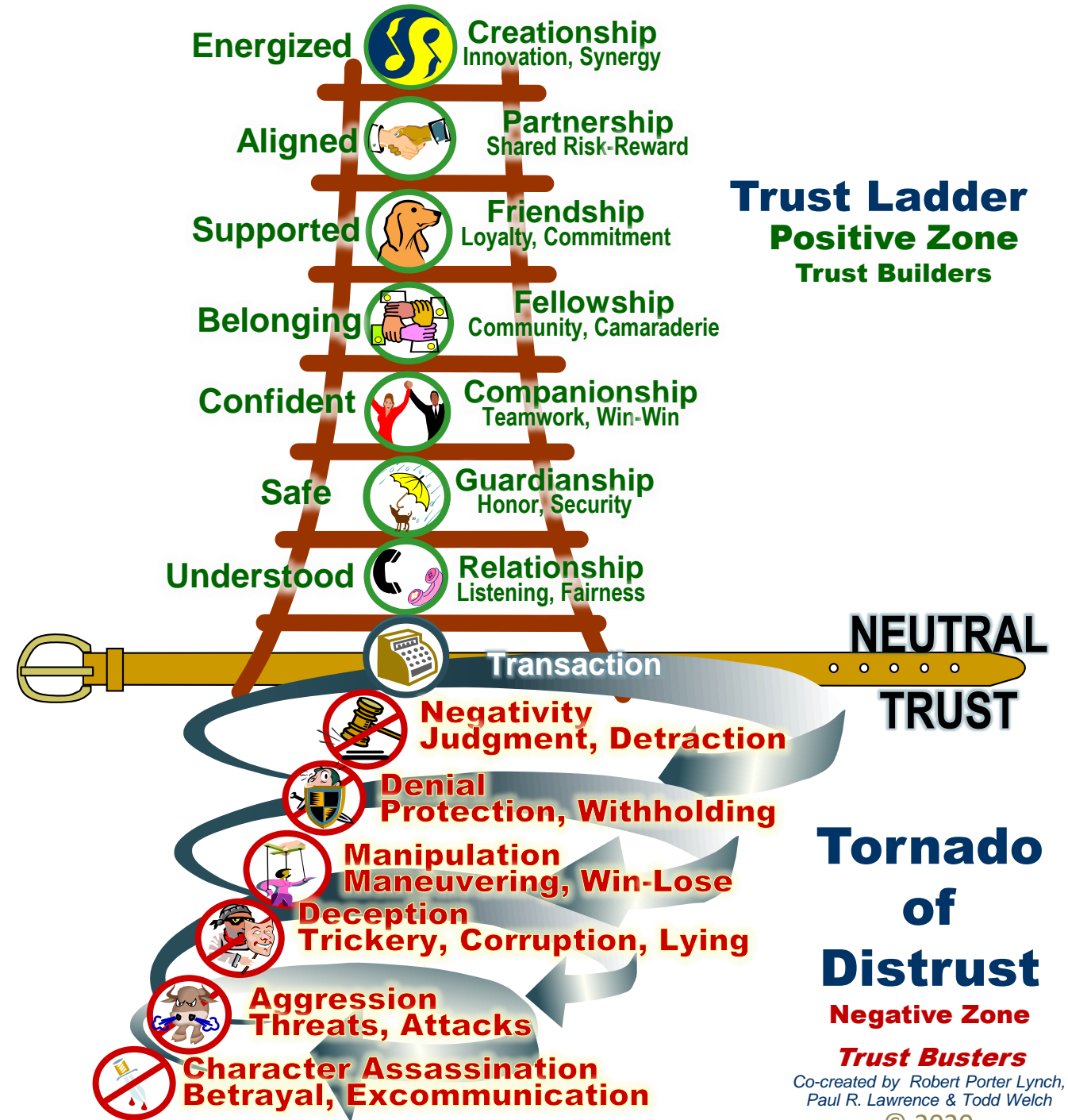
Adversarial



# CULTURE



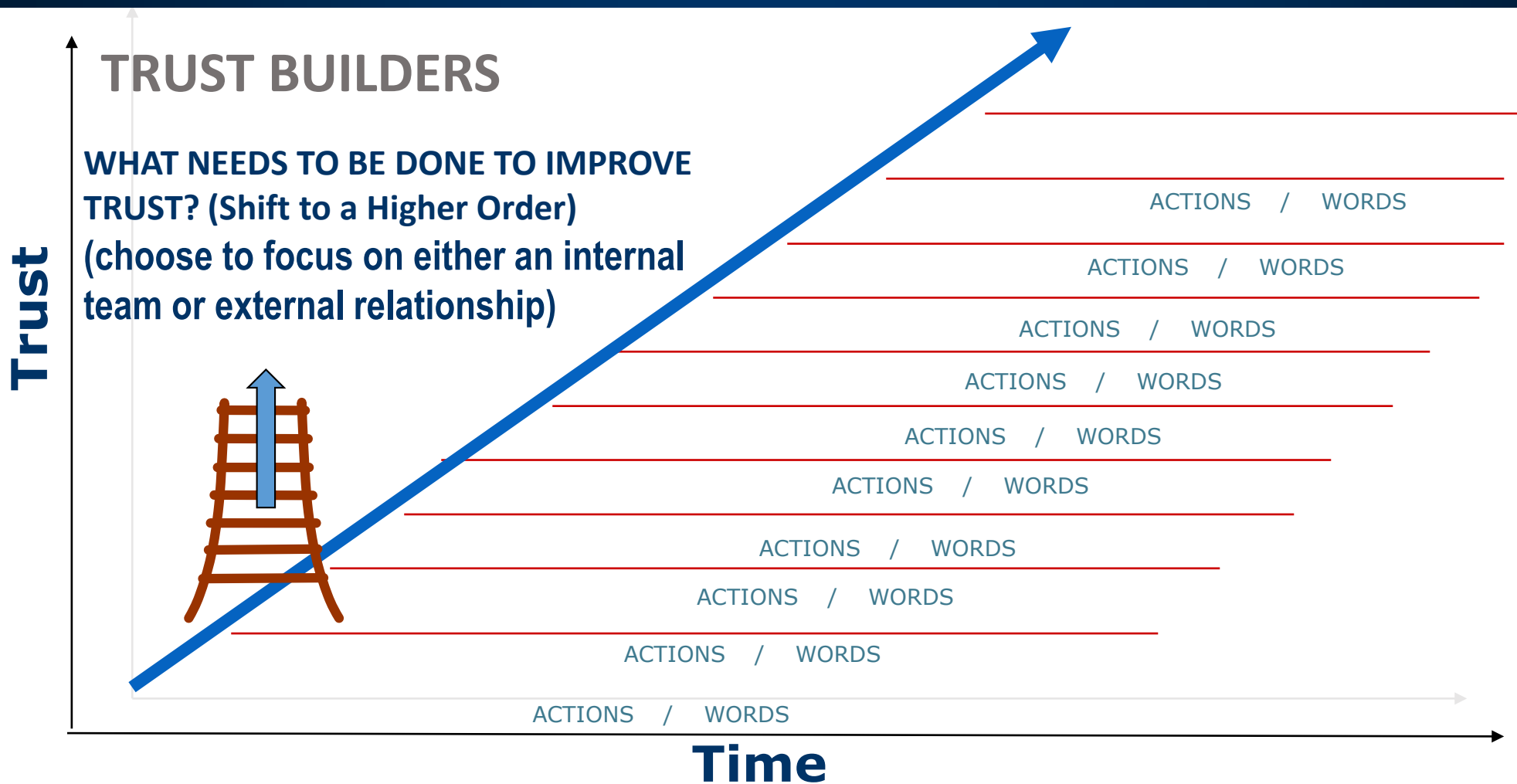
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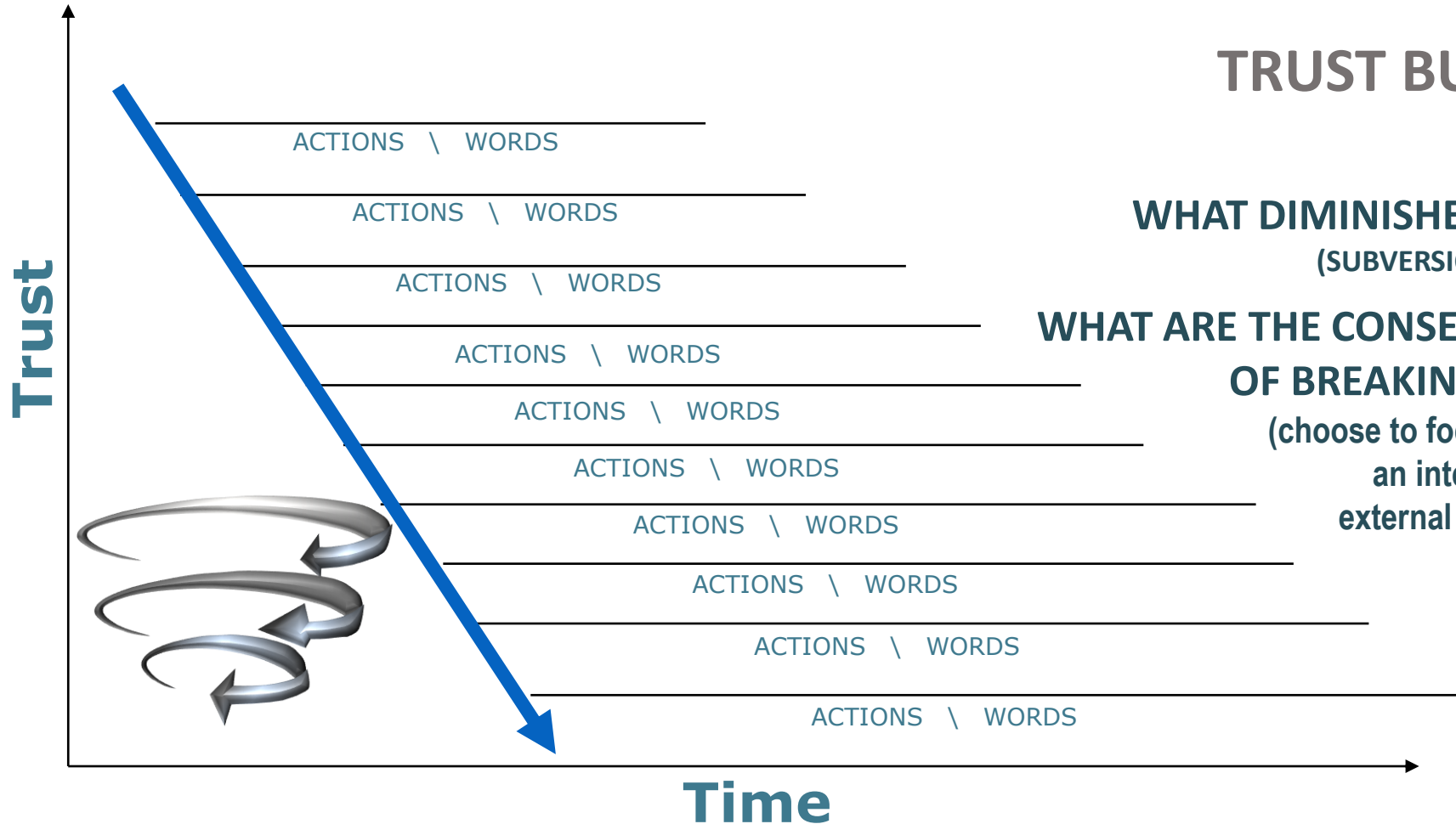
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**Tool-Kit**



## TRUST BUSTERS

**WHAT DIMINISHES TRUST?**

(SUBVERSION ANALYSIS)

**WHAT ARE THE CONSEQUENCES  
OF BREAKING TRUST?**

(choose to focus on either  
an internal team or  
external relationship)



# MUTUAL TRUST

*Best  
Practice*



## EIGHT TRUST PRINCIPLES

1. **F**airness & Reciprocity
2. **A**ccountability & Integrity
3. **R**espect & Empathy
4. **T**ruthfulness, Courage
5. **H**onourable Purpose
6. **E**thics & Excellence
7. **S**afety & Security
8. **T**ransparency & Openness



CREATING COLLABORATIVE CULTURE

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## #1: **Fairness & Reciprocity**

**The Brain is Hardwired to Consider Fairness**



- If You Aren't Fair and Even-Handed, No amount of communications or public relations will overcome it.
- Fairness means being impartial and committed to compassionate justice

*Individuals Must Win -- The Team Must Win -- The "System" Must Win*





## #2: **A**ccountability: Stop the Blaming

### Accountability is the Outward Manifestation of Integrity



**Avoid the Blame Game**

- I will be Accountable for what I am committed to & be Competent & Reliable to Perform
- I will Do what I say I'll Do -- Do what's right, "walk the talk" & tell the truth
- I Balance My Self Interest with the Greater Good
- I will Integrate my interests with yours, creating one – "e pluribus unum" – "unity in the diversity"
- I will Synchronize my efforts in a symbiotic way with others





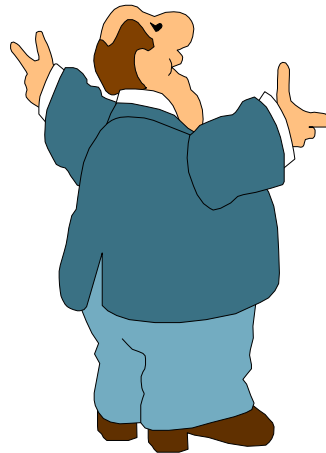
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**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## #3: **Respect:** Honor People and Differences

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**Corollary:**  
Respect means more than Politeness,  
It means the *Courage* to  
Stand for what's Others who are  
Dishonored



Respect comes first by Giving Respect  
and Listening to Others

Differences are the source of Creative Energy

If You Wish to be Respected,  
You Must Respect Others

Differences when Disrespected  
Become Divisive & Destructive

Honoring People means Support: having  
Empathy & Compassion

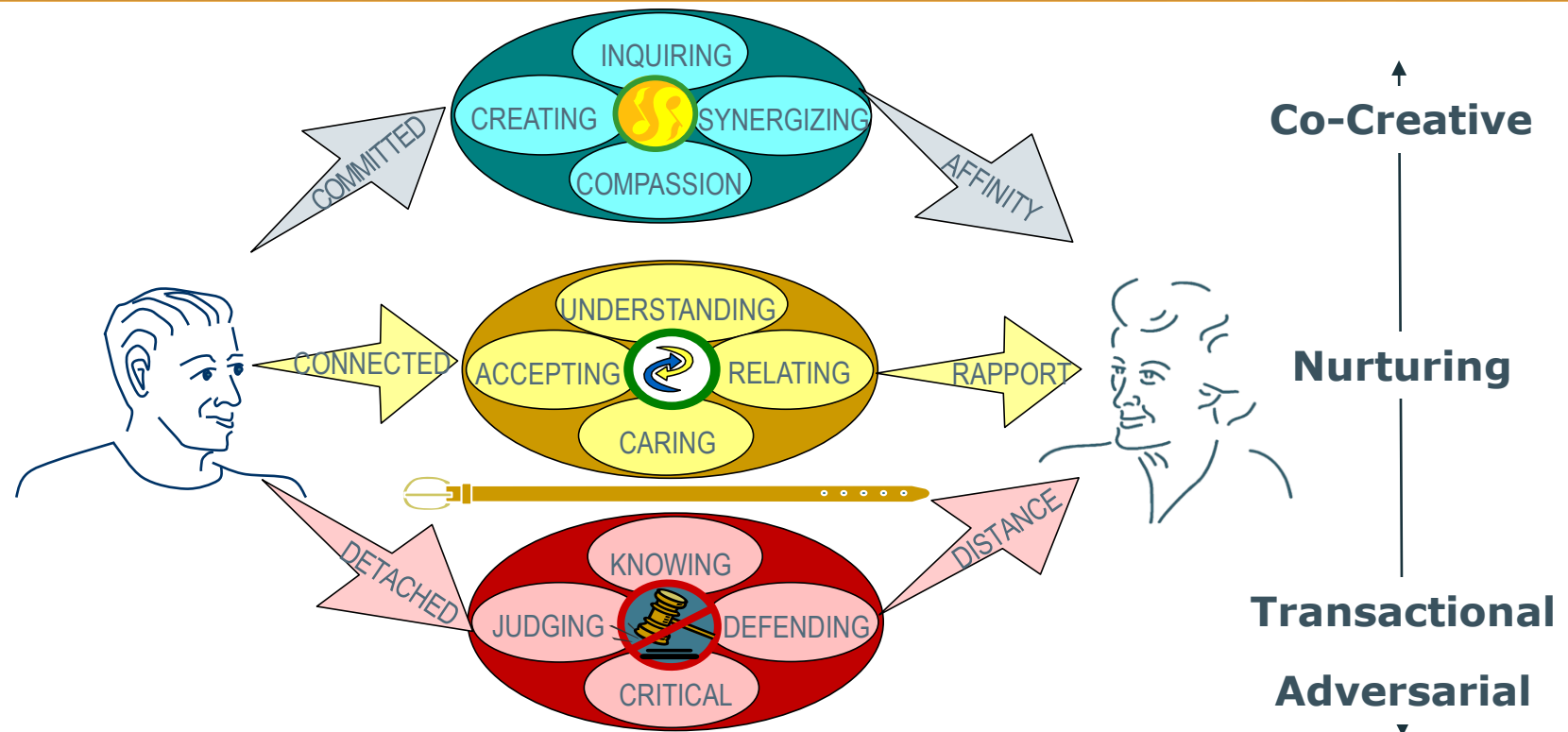
“Tear Down the Walls!”



1 2 3 4 5 6 7 8  
**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## #3: **Respect:** Corollary *Starts with Listening from the Heart*



**Best Practice**





1 2 3 4 5 6 7 8  
**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## #4: **Truth: Honesty is the Best Policy**



**Corollary:**  
Truth means more than Honesty,  
It means the *Courage* to Stand for  
what's Right & True

Dishonesty, Distortion, and Deceit  
will kill trust!

- Don't Confuse Truth with Opinion, Philosophy, or Beliefs
- Truth is usually fact-based or measurable; Avoid Half-Truths or Myths

Speak with Candor, not “Blah-Blah”

Deep Truth comes from Questions,  
Seek Higher Truths



**Best Practice**



1 2 3 4 5 6 7 8  
F. A. R. T. H. E. S. T.

# CLASSICAL TRUST PRINCIPLES

## #5: **H**onorable Purpose: Alignment of Means & Ends

### Honorable Purpose



Honor is the **Means**,  
Purpose is the **Ends**,  
Team Purpose Aligned

My **Purpose** is Honorable,

My **Actions** are Honorable & Aligned with my Vision

I do the *Right Things* for the *Right Reasons*

No Hidden/Corrupt/Manipulative Purposes

**Honorable Purpose** means

We think consciously about **Balancing** our own personal Self Interest with the needs of others in realm of what's in the Greater Good.

(ensure it's a WIN-WIN)

**Alignment** on **Common Vision**, Value Proposition, Goals, and Rules of Engagement, Rewards Sharing(beware “*same bed, different dreams*”)



**Best Practice**



1 2 3 4 5 6 7 8  
**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## #6: **E**thics & Excellence: Adhere to Highest Standards

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Everyone must give 100%  
All the Time!

If you give 100%,  
You should expect 100% in return

Beware of “Gravity” (gradually pulling  
everyone down to the lowest  
standard

Low Standards Cause Resentment



**Best Practice**





1 2 3 4 5 6 7 8  
**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## **#7: *Security: Safety & Alignment*** **-- *Shared Vision & Values***

Safety & Security

are the Foundation of Trust

- Eliminate Fear wherever prudent
- Don't Micro-Manage
- Align Expectations Accurately

People want a clear vision of the future

- Where there is No Vision  
Everything Defaults to Politics
- Where there is No Vision  
(Revelation) The People Perish



***Best Practice***



1 2 3 4 5 6 7 8  
**F. A. R. T. H. E. S. T.**

# CLASSICAL TRUST PRINCIPLES

## #8: *Transparency & Openness*



Transparency is about

- No Hidden Intentions/Agendas
- Expectations are transformed into Goals
- Alignment of Vision & Values

Openness is about

- Flow of Communications
- Sharing Information & Ideas
- Willingness to accept differing points of view
- Courage to challenge what's wrong

When you come from Honorable Purpose,  
then there is little danger in Openness



**Best Practice**



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## MEMORIALIZE THE TRUST PRINCIPLES

### Create a Joint Operating Covenant

#### Organizational Values -- “Heady”

- Core Beliefs or Philosophies
- Aspirations & Highest Purpose

what we  
**Value**

#### Examples:

- Respect, Accountability, Integrity, Timeliness, Loyalty, Meaningfulness, Helpful, Friendship, Success, Reliable, Wealth, Self-reliance, Competence, Problem-solving, Service To Others, Collaboration, Honesty, Quality, etc.

#### Operating Principles – “Action”

- Jointly Created, Agreed Upon, & Adhered to
- Establishes Spirit of Agreement

Covenant Signed by all Team,  
Group, or Alliance Members

how we  
**Act**

- ✓ Establishes Unity of Interaction & Common Ground for Purpose
- ✓ Provides Broad Understanding of Quality of Interaction
- ✓ Gives Deeper Meaning to Expectations, Agreement or Contract
- ✓ Guides Decision-making in Uncertainty, Ambiguity, Dissonance or where Contract is Obsolete or Inadequate
- ✓ Helps bring new people on board
- ✓ Sets parameters for a culture cooperation



# **COLLABORATIVE EXCELLENCE**

## ***Rebuilding Trust in America***

### ***Joint Operating Covenant***

#### **EXAMPLE**

#### **Condominium Members**

As a Member of our Condominium Community, I hereby pledge to:

**1. Build a Spirit of Cooperation among our Community**

- Work for the Greater Good: “All for One, One for All”
- From Chaos Seek Unity, From Discord Find Harmony
- Tolerate No Divisiveness, No Polarization, No Back-Biting

**2. Engage & Embrace all Members with Respect**

- Respect Everyone’s Need for Solitude, Peace, and Tranquility
- Respect and Listen to those with a Different View
- Seek Always to Bring Out the Best in Others

**3. Build Relationships based on Trust, Integrity, and Ethics**

- Speak only the Truth, Otherwise be Silent
- Give People the Benefit of the Doubt
- When wrong, Acknowledge, Apologize, then take Corrective Action

**4. Speak Only the Language of Cooperation:**

- Seek Solutions, Not Blame
- Neither Speak nor Spread any Gossip
- Forgive those who Apologize for their Transgressions

**5. Disagree without being Disagreeable**

- Be Critical without Criticizing
- Never Threaten, Attack Issues but not People
- Do whatever Can Be Done, and Gracefully Accept what Can't

**6. Try to Bring a Spirit of Joy to All**

- Dwell Not in Negativity
- Complain Not about Petty Things
- Receive Everyone with a Cheerful Face and Open Arms

**7. Keep a Positive and Caring Attitude**

- Listen with Empathy and Compassion
- Hold our Responsibilities as Dearly as our Rights
- Respect the Minority’s Needs, even though the Majority Rule

**8. Live by the Spirit, not just the Letter, of the By-Laws**

- Live with the Intention of Peace & Harmony
- Live to Create Advantage for Everyone, not to take advantage just for yourself
- Respect the Law for the Guidance it gives, not for loopholes that may create an advantage for one over others



*Committed to Rebuilding Trust in America*



Learn more about our strategies and programs at [www.ICLIInstitute.org](http://www.ICLIInstitute.org)



# IMPLEMENTING GAME CHANGING SHIFTS

**LEADERSHIP REQUIRES NEW THINKING**

**Architectures  
Programs & Tools**

