

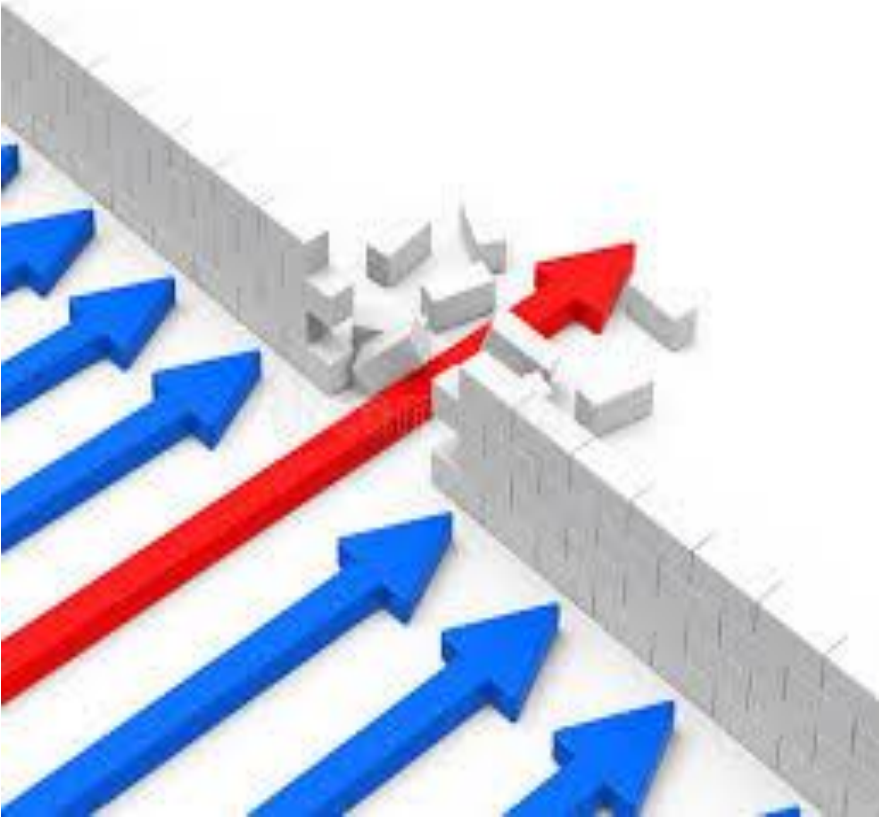
TRUST DETERMINES THE COURSE OF HISTORY, THE DESTINIES OF NATIONS, AND THE FATE OF PEOPLE

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

Make Trust a CHOICE by DESIGN



Great Leaders Create *Breakthrough Promises*



The Breakthrough Promise creates TRUST (SHEVA)

- **S**ecurity & Empowerment
- **H**ope for the Future
- **E**motional Energy
- **V**ision of What Will Be
- **A**lignment of Purpose

We will put a man on the moon and bring him back alive by the end of the decade – Kennedy 1962

We will double the capacity of a computer chip every 18 months and cut the cost per byte in half – Gordon Moore, Intel 1990s

Remember, Great Leaders come in three forms: *Good, Misguided, and Evil*
Each type can generate a Breakthrough Promise that creates trust.

International Collaborative Leadership Institute



Ethics & Trust versus Loyalty

Corrupt Leaders Inflamm People's Emotional Passions

→ **Shared Enthusiasm “feels like” Community**

→ **Shared Loyalty “feels like” Trust**

Adrenalized Tribal Leaders seldom have Ethical Ideals and Values

They Demand Loyalty because they Can't be Truly Trusted

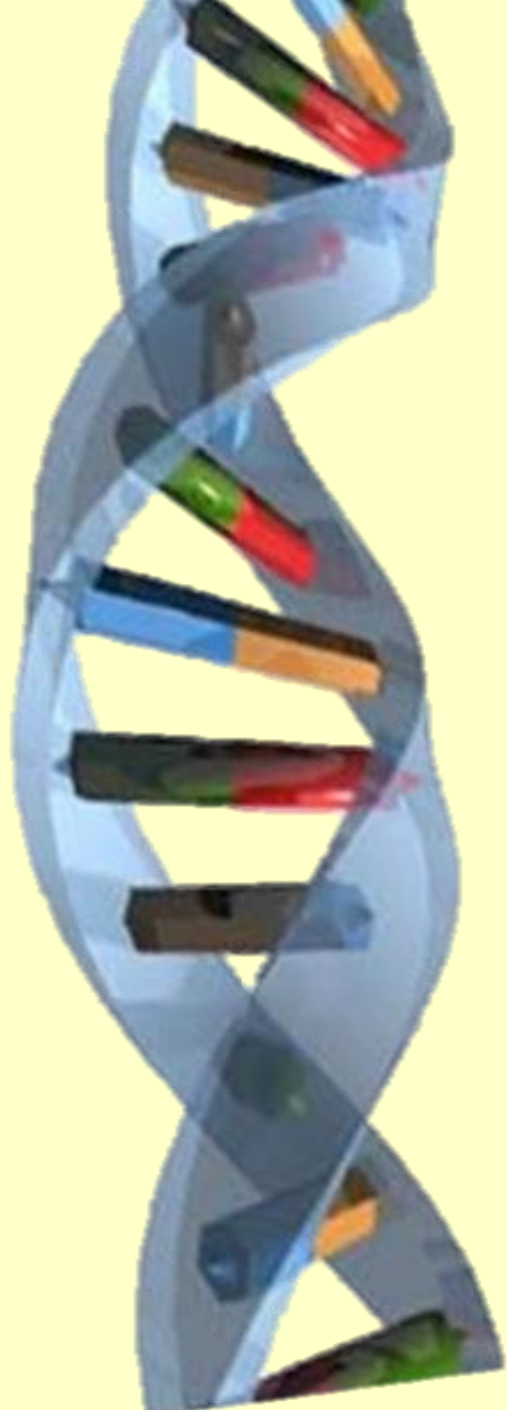
- Happened in the 1930s in Hitler's Germany. It's now happening, *en masse*, in Israel, with horrible results.

Core Beliefs & Ethics are Contorted to Match their Emotions

Primarily Negative Emotions:

Fear, Anger, Hatred, Doubt & Vengeance





You will recognize the **TRUSTED LEADER** because they seek to:

- ***Unite*** Not Divide
- ***Inspire*** Not Open Fire
- ***Elevate*** Not Denigrate
- ***Embrace*** Not Disgrace
- ***Enlighten*** Not Frighten
- ***Enthuse*** Not Confuse
- ***Engage*** Not Enrage

TRUST is an Emotion of the Soul,
not something Cold & Analytical