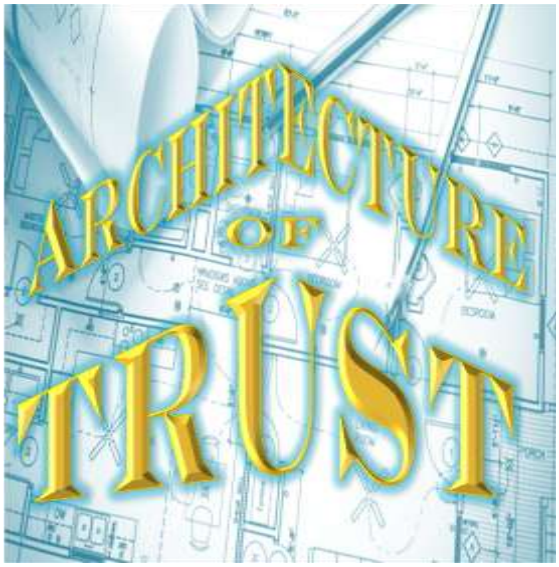
The Architecture of Trust

A Brief Overview by Robert Porter Lynch



Definition: ***Architecture*** *– the art, science, and system of building that aligns and integrates diverse components and functions to work together synergistically.*

Uniting diverse elements into a harmonious and functional whole.

A design system that enables scaleability, replicability, multiplication, and sustainability.

A disciplined methodology of designing synergy and efficiency into any complex structure or function.

Definition: ***Trust*** *– the confidence, fidelity and faith people have in: 1) inter-personal relationships or 2) leaders or 3) institutions, or 4) systems & technology to perform with integrity in a fair, respectful, accountable, honorable, safe/secure, and positively predicable manner.*

The quest to understand the "architecture of trust began in the middle 1980s with the development and design of high performance strategic alliances. By examining research, by testing in the field, by discerning the best practices of highly successful alliances, and by integrating the neuro-science of the brain, a number of people began to "crack the trust code."

Prior to this quest, most people defined trust in vague ways, citing aphorisms and anecdotes kept most people locked in a somewhat infantile understanding of a factor that has massive impacts on people, relationships, leadership, and organizations.

Our research revealed that:

- Virtually everyone considered trust to highly important in any personal or business relationship (scoring 9-10 on a 10 point scale)
- If required to write down all they knew about trust, the large majority of leader could write no more than ½ page about this critical issue.
- For such a vital issue, more than 95% of leaders have never read a book or taken a course on trust.
- Universally, leaders in government and business reported high-trust organizations performed operationally and economically at least 25% better than low trust operations.

Members of the quest for trust team believe that human behavior is typically understood from the perspective of a "systems – perspective;" meaning that there are interacting forces and interrelated factors that cause humans to behave in particular ways in various circumstances.

Discerning the "systems design" gives us a good handle to understand and predict how a complex system will perform – this is called the "architecture."

Paul R. Lawrence (now deceased), Professor of Human and Organization Behavior at Harvard Business School, was one of the core members of the team. His insights into trust and its importance to leaders are epitomized in this quote:

Trust determines the course of history, the destiny of nations, and the fate of people.

We found that collaborative leaders, including the Rushmorian Presidents, display multiple strategies and tools to build trust and unite people. We've analyzed the methods and qualities of thinking of great leaders, tested these approaches in the field, and have found multiple cases where other leaders have replicated their results with alacrity in our modern era.

Over a decade of extensive research has produced a comprehensive "architecture" (design system) of trust. It has emerged from the wide array of interconnected elements, strategies, and best practices that consistently produce trust and rebuild trust when it is broken.

This "architecture" generates synergies from each of the components (some of which were actually designed during the Greek Era and only recently rediscovered).

Other elements were once embedded in our culture of the nineteenth and early twentieth centuries and since have almost faded into oblivion.

Still other fundamentals have arisen in the last three decades from understanding collaborative excellence in high performance teams and strategic alliances.

Integrated System & Key Elements

This "architecture" is based on Prof. Lawrence's "Four Drive Model of Human Behavior," and consists of an ***integrated system*** including:

1. Neuro-Chemistry of Trust & Fear
2. Beliefs & Perceptual Triggers
3. Language of Collaboration
4. Collaborative Leadership Practices
5. Alignments , Balances, & Checks
6. Economics of Trust
7. Collaborative Innovation
8. Morality & Ethics
9. Wisdom Insights
10. Core Operational Principles
11. Culture of Trust
12. Diagnostics & Prescriptions

In addition, the "architecture" includes ***core skill sets*** and ***best practices*** including:

- Character Building
- Trust Rebuilding
- Turning Breakdowns into Breakthroughs
- Consensus Building
- Response to Anger & Fear
- Mediation & Conflict Management
- High Trust Communications
- Collaborative Inquiry
- Root Cause Analysis
- High-Road Choices
- Positive Adversity Response
- Rewards & Consequences

Each of these skills and practices have been researched, tested, and proved highly impactful in the field of action. They can be trained by educators adept at facilitation of adult learning and group action-planning practices.

Tools:

- Diagnostics
- Ladder of Cooperation
- Ladder of Trust
- 8 Trust Principles

Rebuilding Trust in America – The Rushmore Strategy, written by Robert Porter Lynch will outline the practical aspects of the "architecture of trust" and illustrate it with both the Rushmorian perspective and more modern examples.

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TWELVE STANDARDS FOR
BEST PRACTICE COLLABORATION, VALUE MAXIMIZATION & TRUST ARCHITECTURE

During our assessment of Systems, Integration, and Frameworks for Best Processes and Best Practices, we apply stringent standards to ensure the quality of the outcome.

1) **Applicable:** *Is there both Strategic and Operational integrity & advantage to be gained? Is there a clear "flow" of the practices in an orderly or rational sequence? Does the principle or practice have applicability to nearly all situations, regardless of industry or culture?*
2) **Actionable:** *Will the framework principle truly work in practice, or is it just nice theory? Are the Actions clear, concise, and linked to the practice, principle, or process? Is it easy to communicate, especially across boundaries?*
3) **Understandable:** *Can this framework, principle or process be simply communicated to those involved?*
4) **Verifiable:** *Can we clearly observe the changes when the principle or practice is put into place?*
5) **Measurable:** *Is there a method of measuring this principle's/process' effectiveness in action?*
6) **Controllable:** *Will the principle enable more effective control of direction, intensity, speed, etc. of the "system?"*
7) **Diagnosable:** *Is it clear what "not to do?" When there is a problem, can we see the problem clearly, do we have a way to recognize the misapplication of the principle/process?*
8) **Prescribable:** *If an element is missing, can the principle/process be injected into the system to cause a cure?*
9) **Replicable:** *Can we recreate a positive result, time and again?*
10) **Trainable:** *Can operational managers successfully acquire the skills and knowledge required for implementation?*
11) **Valuable:** *Is the principle/process really essential, or merely a superfluous nicety?*
12) **Predictable:** *Can we foresee, in advance, the positive or negative results? Are there 'preconditions' for success needed in advance of a program launch?"*