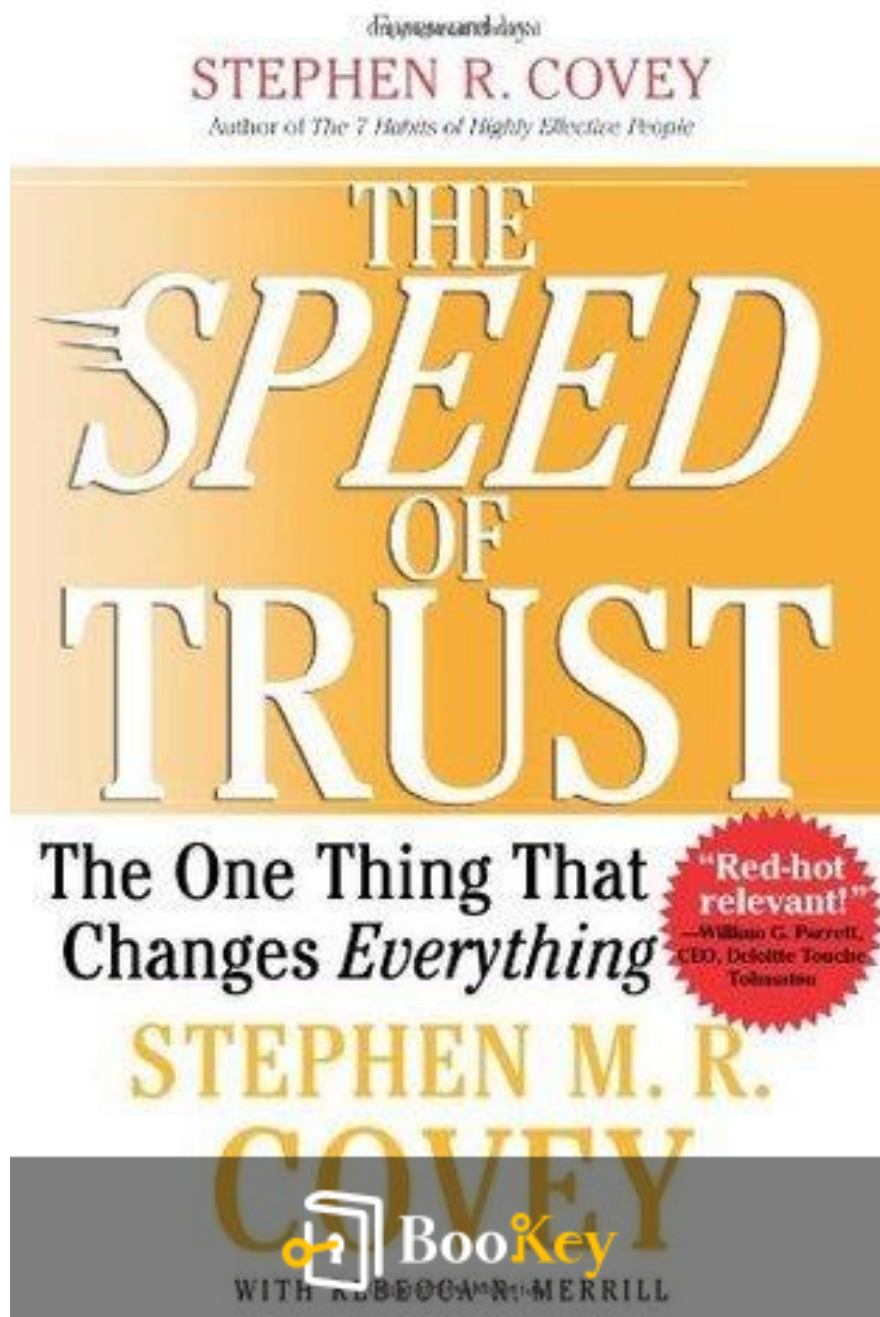


The Speed Of Trust PDF (Limited Copy)

Stephen M.R. Covey



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The Speed Of Trust Summary

"Building Confidence to Transform Personal and Professional Relationships."

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About the book

In "The Speed of Trust," Stephen M.R. Covey masterfully delves into a transformative concept that has the power to revolutionize how we approach personal and professional relationships—trust. Often underestimated or overlooked in its role, trust is not merely a social nicety but a pragmatic, hard-edged economic driver that affects every interaction, project, and transaction. Covey persuasively argues that trust, or the lack thereof, is the hidden variable that can either accelerate or impede performance and success. Through real-world examples, actionable insights, and robust frameworks, readers are guided to grasp how trust can spark creativity, streamline communication, and catalyze growth, all while significantly reducing costs and eliminating inefficiencies. By the end of the book, you'll learn how to cultivate trust in your life and witness firsthand how it amplifies effectiveness and propels you towards breakthroughs you never thought possible. Are you ready to harness the speed of trust?

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About the author

Stephen M.R. Covey is a distinguished author, speaker, and trust expert known for his profound insights into leadership and organizational effectiveness. Son of the renowned author Stephen R. Covey, who penned the seminal work "The 7 Habits of Highly Effective People," Stephen M.R. Covey carries forward his family's legacy of imparting wisdom on personal and professional growth. With a robust educational background including an MBA from Harvard Business School, Covey is adept at translating complex theories into actionable strategies that foster growth and trust in businesses. Having served as the CEO of Covey Leadership Center, his approach emphasizes the transformative power of trust in creating high-performing teams and organizations. His seminal work, "The Speed of Trust," is a testament to his belief in trust as a crucial competitive advantage, influencing leaders globally to prioritize trustworthiness in their own practices.

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Chapter 1 Summary: Nothing Is as Fast as the Speed of Trust

Chapter Summary: "Nothing Is as Fast as the Speed of Trust"

This chapter begins with the assertion that trust is an essential element for effective collaboration and high-speed execution. The author recounts an experience at an investment banking firm, highlighting that internal trust issues were significantly hindering productivity. Despite a senior leader's cynical belief that trust cannot be cultivated if absent, the author passionately argues that trust can indeed be rebuilt and that doing so transforms both personal and professional outcomes. This sets the stage for a more nuanced exploration of trust's impact on efficiency and execution.

The narrative underscores how widespread trust issues detrimentally affect organizations, relationships, and societal structures. Examples range from workplace politics and micromanagement to personal relationships deteriorating due to mistrust. The core question posed is whether trust issues are an unavoidable business cost or if they can be mitigated.

Defining trust simply as confidence and characterizing its opposite as suspicion, the author encourages readers to assess personal experiences with high- and low-trust relationships, noting how much smoother and more

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effective communication and cooperation are when trust is present. Trust fosters speed and reduces costs—a crucial relationship the author chooses to emphasize.

The narrative shifts to a personal anecdote of a challenging merger between Franklin Quest and Covey Leadership Center, illustrating the difficulties and dynamics of building trust in new organizational settings. The merger initially suffered due to assumptions of mutual trust, but the transformation began when the author faced these issues transparently and directly, laying a foundation for rebuilding relationships based on candidness and clarity.

The chapter aligns socioeconomic dynamics with the personal, emphasizing that trust deficits exist not only in businesses but also within global society. Citing various surveys, the author shows declining trust in institutions like government and media, alongside relationship data that reveals trust as the underlying factor in most personal and professional conflicts.

Trust is further declared a critical economic driver. Through poignant examples like Warren Buffett's swift acquisition of McLane Distribution due to mutual trust, the narrative highlights how trust increases speed and reduces cost. Conversely, low trust results in bureaucratic slowdowns and inflated expenses—a concept paralleled by post-9/11 airport security and Sarbanes-Oxley compliance examples.



The discussion identifies "trust taxes" and "trust dividends" as metaphors for understanding the economic implications of trust within organizations. High trust functions as a dividend, enhancing performance and reducing barriers, while low trust acts as a tax, slowing progress and inflating operational costs.

The chapter concludes by dispelling various myths about trust, including the notion that it's intangible or immutable. The author affirms that trust is not only actionable but critical for every relationship and process in life.

Establishing, growing, extending, and restoring trust is vital in today's interconnected and rapidly changing global environment. Ultimately, trust emerges as the singular factor that alters the dynamics of every interaction, offering unparalleled opportunities for personal and organizational growth.

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Chapter 2 Summary: You Can Do Something About This!

You Can Do Something About This!

This chapter opens with a quote from Robert Eckert, emphasizing that building trust should be a top priority in the workplace. The narrative shifts to the personal story of the author, recounted by Stephen R. Covey in "The 7 Habits of Highly Effective People," aiming to teach principles of stewardship and responsibility. The author's father assigned him the task of maintaining the yard to be "green" and "clean," granting him the freedom to choose how to achieve these goals while establishing a system of accountability. As a child, the author learned about more profound aspects of trust and responsibility, which left a lasting impression, inspiring him to be capable and reliable.

The chapter underscores Booker T. Washington's idea that entrusting responsibility can significantly empower individuals. Trust is portrayed as a powerful motivator. The author poses reflective questions to contemplate personal and professional trust, introducing the foundational elements of trust: character and competence. Trust is not solely based on character but also necessitates competence, which encompasses skills and results. Both are critical to being trusted.

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The narrative introduces the "5 Waves of Trust" model to further explore how trust operates on various levels, from self-trust to societal trust. These waves illustrate how trust flows from the inside out, starting with self-trust, which deals with our credibility, capability to achieve goals, and maintaining integrity. The "Relationship Trust" wave covers building consistent behaviors with people, while "Organizational Trust" focuses on generating trust within diverse organizations through alignment and avoiding distrustful systems. "Market Trust" relates to reputation and brand trust impacting customer behavior. Finally, "Societal Trust" emphasizes creating value and contributing to societal well-being.

The chapter highlights that change begins with individual effort. The author narrates how different organizational leaders attributed trust issues to higher levels, ultimately realizing the importance of initiating trust-building from within. The ripple effect of trust is discussed, showing that individual trust issues can eventually impact organizations and society.

To make trust actionable, the chapter presents a framework for effectively fostering trust, both internally (self-trust) and externally (relationships, organizations, market, and society). The narrative concludes by emphasizing that leadership is about achieving results in a trust-inspiring way, proposing trust as the keystone for sustainable success.

Key Insights:

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- Building trust is essential at both individual and organizational levels.
- Trust is founded on character and competence; both are required to inspire confidence.
- Trust operates in interconnected "waves," beginning with self-trust and extending outward.
- Restoring and extending trust can be achieved through clear principles and practices.
- Leadership involves delivering results while nurturing trust to ensure sustainable success.



Chapter 3 Summary: Core 1—Integrity Are You Congruent?

In "Core 1—Integrity: Are You Congruent?", the chapter revolves around the foundational concept of integrity and its crucial role in establishing credibility and trust. The text starts with a real-life example from the 2005 Italia Masters tournament where tennis player Andy Roddick demonstrated integrity by overruling a favorable umpire decision, accepting a loss to maintain honesty. This act exemplified what the author calls "the Roddick Choice," showing that integrity, even at a personal cost, builds credibility and trust.

The text draws an analogy with a tree, where integrity is the unseen root vital for nourishment, strength, and stability, emphasizing that without integrity, even the most capable individuals can fall into unethical practices that ultimately lead to scandal and ruin. The author makes a distinction between genuine integrity and a watered-down notion of ethics that many organizations adopt, focusing on compliance rather than core values.

Key qualities of integrity discussed include honesty, congruence, humility, and courage. Congruence is highlighted through the example of Mahatma Gandhi, who is depicted as a person whose thoughts, words, and actions were aligned with his deep-rooted principles. Humility is illustrated by leaders like Lincoln and Socrates, who prioritized principles over ego, and



the text underscores that true leaders possess both personal humility and professional will. Courage, another critical element, is demonstrated through the story of medical students' honor system and Andy Roddick's decision, reinforcing the need to act rightly despite challenges.

The chapter advises individuals to enhance their integrity by following three accelerators: making and keeping commitments to oneself, standing for core values, and being open to new ideas. The story of Stephen Mack Covey, who kept a commitment to make a shelter in the middle of nowhere, illustrates the power of honoring personal commitments.

The narrative also emphasizes the importance of having core values. The story of Jon Huntsman, who honored a handshake agreement instead of exploiting a financial opportunity, confirms that standing for something inspires trust and aids in integrity-driven decision-making. Similarly, openness and willingness to learn, as shown by figures like Anwar Sadat, illustrate the potential for trust and collaboration when one is open to change.

Finally, the text portrays integrity as an accelerator for reducing costs and increasing the speed of trust development in both personal and professional domains. By embodying integrity through honesty, congruence, humility, and courage, individuals can transform trust taxes into trust dividends, fostering prosperity and sustainable success in life and work.



Critical Thinking

Key Point: Integrity as the Unseen Root

Critical Interpretation: Imagine the sturdy tree that forms the backdrop of a lush garden. You might admire its towering branches or the vibrant blooms it nurtures. Yet, the true force lies unseen: the roots gripping the earth, unseen but essential. In life, integrity serves the same invisible but vital role. Truly embodying integrity means ensuring your words match your actions, staying consistent with core principles even when no one is watching.

This idea can transform your day-to-day existence, steering you towards decisions that harmonize with your authentic self. Picture yourself making decisions not out of convenience or external pressure, but by aligning with deep-rooted values such as honesty, transparency, and fairness.

Much like Mahatma Gandhi, who mirrored this congruence through each thought, word, and action, you can live a life marked by authentic expression. This steadfastness can uplift your relationships, fortify your reputation, and anchor you through life's most tumultuous storms, turning trust from a mere transaction to an expansive bridge of collaboration and camaraderie. Ultimately, fostering trust through this



unwavering commitment to integrity illuminates your life path and builds resilience, credibility, and unshakable bonds of trust.

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Chapter 4: Core 2—Intent What's Your Agenda?

Core 2—Intent: What's Your Agenda?

In the realm of law, a transgression is evident when someone breaches another's rights. In contrast, ethics considers even the mere thought of such a breach as guilt, as highlighted by philosopher Immanuel Kant. This chapter explores the essence of intent, illustrating its significance through a humorous yet insightful anecdote involving the author's parents, Stephen and Sandra.

The Story of Stephen and Sandra Covey:

Stephen and Sandra Covey's winter drive from their Montana cabin unfolds a series of misunderstandings. Exhausted after a morning of snowmobiling, Sandra takes the wheel, allowing Stephen to nap in the backseat. Later, too tired to continue, Sandra stops to switch places with a resting Stephen. Forgetting to adjust the car's height for her convenience due to a bad knee, Sandra rapidly slams the doors, prompting Stephen to drive off alone, assuming she's in the backseat.

As Sandra unexpectedly finds herself stranded and a passerby reports the incident, assumptions abound. The Highway Patrol intervenes, suspecting



intentional abandonment due to Stephen's unintentional oversight.

Miscommunications eventually resolve, leading to an impactful lesson on intent's role in trust.

Understanding Intent:

Intent emerges from our character. The way we perceive intent—both ours and others'—influences trust profoundly. Like Sandra and Stephen's situation, intent can easily be misinterpreted, leading to mistrust if not communicated clearly. The chapter argues that our paradigms, experiences, and the behavior we witness shape our interpretation of intent, sometimes unjustly clouding judgment.

Intent in Organizations:

Surveys consistently reveal varying levels of trust in institutions, with NGOs garnering the most and politicians the least. Intent drives this disparity. NGOs often demonstrate altruism, focusing on societal welfare, whereas politicians may appear self-serving, despite their capabilities. This contrast underscores the pivotal role of intent in shaping organizational trust.

Communication of Intent:

The Ahmadinejad-CNN incident illustrates how misinterpretations of intent



can escalate conflicts. Similarly, in legal settings, a witness's credibility can hinge on perceived intent. Trust relies not just on behavior but on the perceived motives behind actions.

Core Elements of Intent:

1. **Motive:** Your reason for actions. Genuine caring is the most trusted motive, cultivating trust and performance by demonstrating concern for others rather than self-interest.

2. **Agenda:** Driven by motive. Ideally, agendas should seek mutual benefit, emphasizing interdependence and shared gains. Transparent agendas build trust, enabling collaboration and synergy.

3. **Behavior:** Reflects motive and agenda. Behavior must act in others' best interests to establish credibility. Aligning behavior with true intent is crucial to avoid distrust born from perceived duplicity.

Improving Intent:

- **Examine Motives:** Regularly assess genuine motives behind actions. Questions, such as those applied in professional or personal interactions,

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help reveal underlying motives.

- **Declare Intent:** Articulating motives and agendas transparently to others enhances trust. For leaders, like Doug Conant of Campbell Soup, it establishes clear expectations.

- **Choose Abundance:** An abundance mindset, where mutual benefits are

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Chapter 5 Summary: Core 3—Capabilities Are You Relevant?

Core 3—Capabilities: Are You Relevant?

In "Core 3—Capabilities: Are You Relevant?," the discussion shifts from character-based credibility to competence-centric credibility, focusing on the importance of capabilities. Capabilities, encompassing talents, skills, and knowledge, act as the branches delivering results. They are crucial for credibility, much like how a credible expert witness must have the necessary skills to command attention.

A story emphasizes capability's significance in credibility; a general in a small nation's air force expressed surprise when asked about potential biases in their feedback process, highlighting the life-or-death importance of honest assessments in skill amidst surrounding threats. Therefore, personal and organizational viability is heavily dependent on capabilities, essential for both self-assured performance and the trust of others.

Think of a child who learns a skill, like playing an instrument; this capability builds discipline and confidence, making future growth easier. The desire for ongoing capability development enhances self-worth and reliability. Someone without necessary capabilities faces the "Peter Principle,"



potentially being promoted to incompetence, emphasizing the continuous learning necessity in the dynamic knowledge economy.

Progress demands relevant capabilities; without them, credibility wanes, and trust erodes. A genuine example includes Tiger Woods, whose drive for continuous improvement in his golfing technique birthed elevated performance, illustrating that relentless skill enhancement fosters success.

The acronym TASKS breaks capabilities into Talents (natural gifts), Attitudes (mindsets), Skills (proficiencies), Knowledge (learning), and Style (approach). Each dimension demands exploration for individual or collective capacity enhancement. Talents may be underdeveloped or suppressed by external expectations, yet engaging them authentically, like in the parable of talents, results in self-fulfillment and appreciation.

In examining attitudes, consider Eugene O'Kelly, a former CEO given a short terminal diagnosis who viewed his limited time as an opportunity for "Perfect Moments." Contrasting perspectives produce vastly different impacts on one's life and those around.

The chapter closes on relevance in today's economies, noting how skill depreciation necessitates constant improvement. Reinvention, advocated every few years, is critical for remaining dynamically contributive.

Understanding strengths and maximizing them aligns with the legacy of



figures like Michael Jordan. Skillful leaders encourage continuous growth and development to stave off obsolescence, ultimately fostering trustworthy environments.

Core 4—Results: What's Your Track Record?

"Core 4—Results: What's Your Track Record?" delves into the fourth critical aspect of credibility—producing results. Results are paramount for establishing and maintaining trust, illustrated by past experiences with the Covey Leadership Center, which turned its dire financial situation around through an effective, sustainable business model. This transformation bolstered their credibility and trust with financial institutions, demonstrating the power of consistent results.

Results matter intensely, both personally and organizationally, akin to harvesting fruit from a tree—with results being tangible indicators of success. Without them, credibility falters. Even with integrity and competence, a lack of results can nullify trust, highlighted by metaphoric expressions like "All hat, no cattle."

Organizations face challenges managing results. GE, for example, balances between results and values, deciding who to reward or let go based on these parameters. This emphasizes not just results, but **how** they are achieved,



proposing a sustainable and integrity-rich approach.

Results comprise past performance, current output, and anticipated potential, shaping how individuals and entities are perceived. A poor historical track record can lead to lower trust and opportunity loss, whereas consistent delivery, like FedEx's on-time pledge, builds expectations of future reliability.

Defining results requires wisdom beyond financials, recognizing learnings from mistakes and defining success amid uncontrollable adversities, like natural disasters. In personal lives, it's crucial to value growth through adversity, capturing lessons from failures.

Effective outcomes don't necessarily require leading; supporting roles—akin to an assist in sports—build collective accomplishments. Communicating results ensures they are recognized, impacting credibility, as shown in the tale highlighting a lack of promotion due to uncommunicated achievements.

Finally, improving results calls for taking responsibility, expecting success, and finishing strongly. Taking responsibility unlocks creativity and builds credibility. Expect superior results to create a cycle of increased confidence and positivity. Ending endeavors on a strong note reinforces a culture against quitting, contributing to lasting personal and organizational trust.

Chapter Section	Summary
<p>Core 3—Capabilities: Are You Relevant?</p>	<p>Focuses on competence-centric credibility through capabilities, encompassing talents, skills, and knowledge.</p> <p>Illustrates importance with a story of a general proclaiming the value of honest feedback in skill assessment, critical for organizational survival.</p> <p>Capabilities nurture personal and organizational growth, offsetting the risk of the "Peter Principle."</p> <p>Promotion of continuous development and adaptation in the knowledge economy to maintain relevance and trust.</p> <p>The TASKS framework breaks down capabilities into Talents, Attitudes, Skills, Knowledge, and Style.</p> <p>Skills depreciation in modern economies stresses the ongoing need for capability enhancement and reinvention.</p>
<p>Core 4—Results: What's Your Track Record?</p>	<p>Examines the importance of producing results, shown by Covey Leadership Center's turnaround example.</p> <p>Results are likened to fruits on a tree—tangible indicators of success affecting trust and credibility.</p> <p>Organizational challenges involve balancing results with values, as demonstrated by GE's assessment strategies.</p> <p>Past performance, current output, and potential define how trust is earned or lost.</p> <p>The emphasis on effective outcomes includes supporting roles and the importance of communicating achievements.</p> <p>Encourages taking responsibility, expecting success, and finishing strongly to foster a culture of resilience and trust.</p>



Critical Thinking

Key Point: Capabilities Enhance Trust

Critical Interpretation: In the core of trust-building, Covey emphasizes the importance of maintaining and advancing your capabilities. This isn't just about acquiring a skill; it's about continually evolving to remain relevant in your personal and professional life. Picture yourself mastering a new technology or industry trend that keeps you indispensable at work. It's this proactive pursuit of growth that deepens others' confidence in you and enhances your self-trust. By consistently updating your 'toolbox,' you're not only safeguarding your relevance but also fortifying the foundation of trust others have in you. Reflect on Tiger Woods' relentless skill refinement; his commitment to improvement is a beacon of how nurturing your capabilities can both elevate performance and bolster trust from peers, mentors, and beyond.



Chapter 6 Summary: Core 4—Results What's Your Track Record?

The chapter explores the vital role of "Results" in building trust and credibility, both in personal and organizational contexts, highlighting the significance of producing tangible outcomes as a cornerstone for cultivating trust. The narrative commences with a personal anecdote from December 1994, when the narrator became the president and CEO of the Covey Leadership Center amidst a financial crisis. Despite the company's impressive growth and intellectual capital, it faced severe financial difficulties, leading to a pivotal meeting with the bank, which demanded substantial changes to maintain funding support. Within two and a half years, the organization transformed its business model, achieving a dramatic increase in company value and profitability, significantly enhancing its credibility with bankers.

This story serves as a testament to the adage that "Results Matter," underscoring how producing concrete results can improve relationships with stakeholders, increase credibility, and secure trust. In the business realm, results are depicted as measurable, tangible outcomes comparable to Jack Welch's "performance chits," conferring clout and classifying entities as reliable performers. However, the metaphor of a tree illustrates that without results, credibility can't be achieved, akin to a barren tree that can't engender confidence or trust.

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The narrative further delves into the nuances of balancing results with organizational values. Drawing on examples like GE's approach, it outlines four categories of performance: those who deliver results while living the values and being groomed for advancement, and those who embody neither and face dismissal. The challenge arises with those who deliver high results but fail to live the values, necessitating corrective action to prevent undermining organizational integrity.

The chapter extends the discussion on how results impact credibility in various contexts, emphasizing the importance of linking outcomes with ethical standards for enduring success. The illustration of JetBlue and Google demonstrates how organizations can build trust rapidly through consistent results, while Continental Airlines exemplifies restoring trust post-crisis.

The narrative emphasizes evaluating results across three dimensions: past performance, current performance, and anticipated performance. This triad is crucial when assessing trustworthiness, similarly affecting individual credibility. For instance, a personal story about a team member unable to produce results impacted trust and relevance within the organization, while FedEx's reliability establishes it as a credible brand.

Addressing "what" and "how," the chapter highlights that the manner of



achieving results is as crucial as the results themselves. Encouraging collaborative, principled approaches ensures future successes are more easily attainable. The narrative further explores scenarios where the understanding of results needs to transcend mere financial gains, urging attention to qualitative outcomes, such as personal growth or building resilient relationships.

Offering practical advice, the chapter introduces three accelerators to enhance results: taking responsibility for results, expecting to win, and finishing strong. These accelerators entail a shift from activity-based to results-oriented approaches, fostering creativity and accountability. Drawing on examples like Johnson & Johnson's response to the Tylenol tampering crisis, it demonstrates that responsible behavior can transform potential disasters into opportunities for trust building.

The chapter concludes with insights into effectively communicating results to enhance trust and how an organization's perception can be skewed without awareness of achievements. The narrative encourages fostering a culture of learning from mistakes, underscoring the importance of supportive roles in shared successes and maintaining focus on results that build credibility and trust.

In summary, the chapter posits that results are central to establishing trust, underscoring their importance across personal, organizational, and societal



dimensions. It highlights the intricate balance between achieving results and adhering to values, recognizing that how you achieve results is often just as important as what you achieve.

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Critical Thinking

Key Point: Results Matter

Critical Interpretation: You hold the key to unlocking trust and credibility by delivering tangible results. Picture yourself as the guiding force at the helm of your personal or professional journey; every achievement you unlock reinforces your reliability. Like a tree that bears fruit, your efforts manifest in visible outcomes that enhance trust with your colleagues, partners, or loved ones. The story within Chapter 6 of 'The Speed of Trust' acts as a beacon, showing how results have the power to transform credibility from faltering to flourishing. While financial success builds the foundation, remember this is not about shortcuts or mere numbers. It's about embodying values while pursuing excellence, establishing a legacy of trust not just for today, but for the horizon ahead. Raft your future by expertly weaving results and principles, ensuring you are seen as someone who delivers—consistently, authentically, and ethically."

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Chapter 7 Summary: The Principle of Behavior

Title: The Second Wave—Relationship Trust

The Principle of Behavior

The concept of Relationship Trust in this chapter revolves around behavior—specifically, consistent behavior. The focus is on learning how to interact with others in ways that build trust and avoiding actions that erode it. This principle is highlighted through the introduction of 13 Behaviors that are universally applicable and characteristic of high-trust leaders worldwide.

These 13 Behaviors are effective and significant for several reasons:

1. **Rooted in Principles:** They are grounded in enduring principles that have fostered successful, thriving relationships across diverse civilizations, rather than being mere trends or techniques.
2. **Foundation on the 4 Cores:** The behaviors emerge from personal credibility, encapsulating both character and competence, reflecting the essence of who you are rather than a facade.

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3. **Actionable:** These behaviors can be immediately implemented to create palpable change.

4. **Universal Application:** They are applicable across all relationships—be it with superiors, peers, family, or friends, and across various organizational contexts and cultures, with specific adaptations as needed.

The promise that comes with embracing these behaviors is substantial: they can significantly improve your ability to foster trust in both personal and professional relationships.

Action Plan for Building Trust

This chapter encourages readers to engage actively with the material by applying it to two specific relationships—one professional and one personal—to build trust. By the chapter's conclusion, readers are urged to identify two or three behaviors that will have the greatest impact and to create a detailed action plan.

Readers are advised to use a provided chart to assess their current standing in each behavior with respect to the chosen relationship. After evaluating, they are encouraged to select a few behaviors that promise the most



substantial positive impact. For each, they should outline actionable steps to foster change, whether through suggested Trust Tips or personalized strategies. It's crucial to commit to these steps to see real transformation.

The text also emphasizes the duality of trust actions: violating a behavior of character leads to the quickest trust withdrawal, while demonstrating a behavior of competence results in the fastest trust deposit. This understanding aids in rapidly fostering trust where needed.

For alternative approaches, the chapter advises reviewing a chart of the 13 Behaviors, which offers insights into their opposites and counterfeits, helping to visualize high-trust interactions effectively.

Reflection and Resource

For those seeking to evaluate their practice of the 13 Behaviors or their common counterfeits, a suggested resource is available at www.speedoftrust.com, offering tools to deepen this exploration.

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Critical Thinking

Key Point: The Principle of 13 Behaviors

Critical Interpretation: When you focus on the 13 Behaviors of high-trust leaders, it can drastically transform your relationships by fostering deeper connections and strengthening the bonds you share with others. One of the most inspiring aspects of these Behaviors is their universal application — you can instantly practice them across every aspect of your life, from work to home, with friends or colleagues. Embracing these behaviors could inspire you to consistently prioritize mutual respect and transparency, igniting an environment where trust naturally flourishes. Imagine the impact this could have on your life: the more trust you cultivate, the more authentic and rewarding your relationships can become. By implementing this principle, you might find yourself not just improving your interactions but truly elevating every relationship to new heights.

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Chapter 8: The 13 Behaviors

In this comprehensive section, Stephen M.R. Covey emphasizes the critical role of behavior in building and maintaining trust in personal and professional relationships. Drawing on personal anecdotes and broader historical examples, Covey elucidates the concept that trust is deeply rooted in actions rather than words alone.

He begins with a personal story about an evening with his wife, Jeri, that highlighted a fundamental truth: actions speak louder than words. Covey recalls how his excitement to see his parents led him to inadvertently neglect Jeri, who was overwhelmed caring for their young son. Her candid criticism served as a pivotal moment, showing Covey that love must be demonstrated, not just verbalized. Similarly, in broader contexts, individuals can profess intentions or values, but without actions to validate these claims, trust is compromised.

The core premise of this section is that trust is cemented through behavior. Covey introduces the concept of “Trust Accounts,” akin to emotional bank accounts, where deposits are actions building trust and withdrawals are actions that damage it. Each relationship has an individual Trust Account; what constitutes a deposit or withdrawal can vary greatly depending on the relationship dynamics and individual expectations.



For instance, a simple act of empathy, like sending a supportive message during a crisis, can earn significant trust (a large deposit). Conversely, neglecting a personal or cultural norm can result in a massive withdrawal of trust. Covey emphasizes that in many cases, actions that damage trust outweigh those that build it, much like Warren Buffett's analogy of reputation being built over years but ruined in minutes. Therefore, sometimes the quickest way to build trust is to cease actions that withdraw from the Trust Account.

Through engaging examples, Covey demonstrates that changing behavior can yield transformative results. Historical figures like Anwar Sadat and Nelson Mandela illustrate dramatic behavioral shifts that fostered peace and reconciliation against the odds. Similarly, a story about a woman rekindling love for her husband by consciously acting with love underscores the transformative power of behavior changes.

The section introduces the 13 Behaviors of high-trust individuals and leaders, which arise from foundational principles of trust. These behaviors require a balance of character and competence, forming a framework to build, maintain, and repair trust. While good words can set intentions and build initial hope, it's the congruence between words and actions that solidifies trust.

Covey asserts that understanding the unique dynamics of each relationship is

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crucial. All behavior towards trust should be framed with the goal of strengthening Trust Accounts, which involves awareness of what actions are perceived as positive or negative by others. Importantly, individuals can change their behavior by adopting new practices aligned with their desired self, thus behaving their way into being caring or honest.

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Chapter 9 Summary: Behavior #1: Talk Straight

Behavior #1: Talk Straight

The essence of "Talk Straight" is honesty and integrity in communication. This concept emphasizes the importance of clear and truthful communication in building trust, as illustrated through personal and professional anecdotes. For instance, the narrative of an indecisive colleague highlights the frustration of dealing with someone who avoids commitment until after decisions are validated by outcomes. This behavior undermines trust, as it prevents others from knowing the individual's true stance on issues. By contrast, the virtue of Talk Straight is exemplified by leaders who communicate transparently, such as a division president clearly outlining consequences for underperformance to avoid any false hopes. Similarly, Warren Buffett's candid letters in Berkshire Hathaway's annual reports serve as another model of direct, unembellished communication.

Historical figures like Abraham Lincoln also demonstrate the value of being straightforward, earning trust through plainspoken honesty. Failure to embrace this behavior, as shown in the notorious Watergate scandal, can decimate trust and credibility when deception is revealed. While few lie outright, many engage in counterproductive behaviors like spinning information or withholding details, which erode trust over time.



The consequences of evading straight talk in organizations are significant, resulting in a "spin tax" that complicates communication and decision-making, ultimately affecting speed and cost. Culturally, this may lead to multiple pre-meetings and post-meetings that drain productivity and obscure real issues. The classic tale of "The Emperor's New Clothes" encapsulates what happens when people avoid confronting truth: it takes one honest voice to break the cycle of deception.

While honesty is imperative, it's crucial to balance Talk Straight with tact and consideration to avoid coming across as abrasive. For example, a blunt comment from a child may be earnest but lacks the tact needed in adult interactions. This balance relies on aligning Talk Straight with the four core principles: Integrity, Intent, Capabilities, and Results, which guide effective and respectful honesty.

In personal realms, Talk Straight fosters open communication in families and relationships, clarifying intentions especially when discussing sensitive topics. Whether it's parents guiding their children or couples resolving differences, forthrightness coupled with empathy strengthens bonds.

To master Talk Straight, individuals should reflect on what hinders their honesty, from fear of consequences to avoiding discomfort, and work on cultivating the 4 Cores. By developing skills to communicate succinctly and

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directly, one reduces misinterpretation and spin.

Engaging others in the journey to improve Talk Straight can aid progress, offering external feedback to uncover blind spots and build a supportive culture for change. However, this requires a commitment to action, as raising expectations also elevates accountability.

Summary: Behavior #1—Talk Straight

Honesty is the cornerstone of effective communication. By telling the truth and being clear about one's position, individuals can earn trust. Avoid manipulation, distortion, or using language that leaves false impressions. Talking straight—consistently combined with integrity and the right intent—enhances all types of relationships, whether between colleagues, friends, or family.

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Chapter 10 Summary: Behavior #2: Demonstrate Respect

Behavior #2, "Demonstrate Respect," is a cornerstone of character and successful leadership. It emphasizes treating people with genuine respect and care, including those who might not directly benefit or harm us. This principle is embodied by companies like Synovus Financial Corporation, recognized as a top workplace due to its culture of respect and caring, as noted by Chairman James Blanchard. Blanchard suggests that treating team members, customers, and the community with dignity is the common thread linking successful, energetic, and enthusiastic organizations.

At the heart of this behavior are the principles of respect, fairness, kindness, and love. Known universally as the Golden Rule, respecting others is fundamental across cultures and religions; Christianity, Judaism, Islam, Hinduism, Buddhism, Sikhism, Confucianism, and the philosophies of Aristotle and Plato all reflect this sentiment. Demonstrating respect in the workplace combats issues like discrimination and promotes organizational excellence, recognizing it as a pillar of trust.

Moreover, respect's demonstration sometimes involves small gestures that build "Trust Accounts," as seen when an executive visited an assistant's hospitalized mother or when thoughtful acts inspire profound trust. A compelling example involves a university president prioritizing a housekeeper's simple floral arrangements over professionally ordered



centerpieces, illustrating the importance of valuing all contributions.

Demonstrating respect at home magnifies the impact of minor acts such as gratitude and listening attentively, creating significant deposits in familial Trust Accounts. Conversely, disrespectful acts, however small, can erode these relationships severely. Therefore, integrating respect in home and professional environments not only strengthens relationships but also builds a culture of trust.

In economic terms, small acts of respect can sway significant decisions, as illustrated by real estate agent Tom Peek's handwritten thank-you note, which secured a lucrative development contract. These gestures often underpin consumers' trust in a brand, confirming that respect fosters enduring economic ties.

To develop respect, evaluate your interactions through the "Waiter Rule," showing concern through thoughtful gestures like calls and thank-you notes. Prioritize existing relationships with consistent demonstrations of concern. By cultivating a genuine respect for others, leaders build a foundation of trust essential for organizational and personal success.

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Chapter 11 Summary: Behavior #3: Create Transparency

In "Behavior #3: Create Transparency," the key theme revolves around the critical importance of transparency in leadership and organizational trust. The chapter uses real-world examples to illustrate how transparency can significantly impact trust, morale, and success in both companies and individual relationships.

The narrative begins with a cautionary tale about Donald Carty, former CEO of American Airlines, who lost the trust of unions and board members due to lack of transparency during negotiations. His secretive approach eventually led to his resignation. In contrast, his successor, Gerard Arpey, restored trust by embracing transparency. Arpey disclosed financial matters openly, rejected a raise, and involved union representatives in management decisions. These actions, stemming from his genuine character, helped rebuild trust and prevented bankruptcy.

The chapter delves into the principles of transparency—honesty, openness, integrity, and authenticity—comparing it to light that cleanses and dispels darkness. Transparency is contrasted with its opposite—secrecy and opacity—highlighting the damaging effects of hidden agendas.

Examples highlighting the benefits of transparency include Toyota's collaborative relationships with suppliers and a business negotiation where



openness led to a mutually beneficial agreement. These stories demonstrate how transparency accelerates trust-building, reduces misunderstandings, and enhances operational efficiency.

Creating transparency also fosters buy-in, for instance within families where sharing financial matters with children aids understanding and responsibility. However, the chapter stresses that transparency should be balanced—disclosing appropriate information without breaching confidentiality or legal constraints.

The narrative emphasizes strengthening the "4 Cores"—integrity, intent, capabilities, and results—ensuring transparency is used responsibly and effectively. It suggests self-assessment in both personal and professional contexts, asking whether withholding information undermines trust and exploring ways to enhance transparency.

In summary, the chapter asserts that transparency, when executed with balance and responsibility, builds trust, enhances relationships, and positions organizations for success. It advocates for openness and authenticity, urging leaders and individuals to eliminate hidden agendas and embrace a "what you see is what you get" philosophy.



Chapter 12: Behavior #4: Right Wrongs

The chapter "Behavior #4: Right Wrongs" underscores the importance of acknowledging mistakes, apologizing for them, and making amends. This principle is rooted in integrity and humility, emphasizing actions over mere words to restore trust. The chapter opens with a personal anecdote where the author, overzealous during a basketball game, pours water on his nephew Kam's head after a controversial call. Though Kam forgives him quickly, the author embarks on a prolonged campaign of apologies and gestures to repair the emotional damage, ultimately strengthening their relationship.

The concept of "Right Wrongs" extends beyond personal interactions into the business world, where companies use "service recoveries" to rectify mistakes with customers, often exceeding expectations to foster greater loyalty. By adding a gesture—like a gift or a free service—companies can transform a potential loss into a trust-building opportunity.

The chapter contrasts humility and courage against ego and pride. Humility involves admitting mistakes and seeking to amend them, whereas ego is associated with denial, justification, and covering up errors, which only compounds the loss of trust. Real-world examples illustrate these points: Oprah Winfrey, who, after initially defending author James Frey against accusations of fabricating his memoir, later acknowledged her error publicly and reprimanded Frey, reinforcing her integrity. In contrast, historical events



like the Watergate scandal show how failing to acknowledge mistakes can lead to catastrophic loss of trust.

Another example includes Doug Wead, who apologized for recording President George W. Bush without his knowledge. By swiftly admitting his

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Chapter 13 Summary: Behavior #5: Show Loyalty

Behavior #5: Show Loyalty

The principle of showing loyalty is crucial for building trust and fostering positive relationships both in personal and professional settings. This chapter explores how loyalty can be demonstrated and the impact it has on trust.

The Importance of Loyalty

Loyalty involves recognizing and crediting the contributions of others, rather than seeking personal accolades. Former Avis CEO Robert Townsend observed that effective leaders share credit with those who genuinely deserve it, which enhances trust and fosters an enthusiastic work environment. Conversely, experiences where people bad-mouth those who are absent, like a lunch group where members would gossip about those not present, highlight the destructive impact of disloyalty. Such behavior erodes trust among both the subjects of gossip and the participants.

Building Trust through Loyalty

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To build trust, it is crucial to show loyalty by giving credit to others and speaking about people as if they were present. Colleen Barrett of Southwest Airlines exemplifies this principle by prioritizing employee support over the customer's "always right" cliché. This approach creates a culture of trust within the organization.

Giving Credit to Others

A primary way to demonstrate loyalty is by openly acknowledging the efforts and successes of others. This not only affirms an individual's value but also encourages innovation and collaboration within a team. The "window and mirror" metaphor by Jim Collins suggests that when success occurs, one should look outward and credit others, while during failures, one should self-reflect and avoid blaming colleagues. This mindset cultivates an environment of trust.

Instances of credit-stealing, such as a sales manager taking over a lucrative client from an employee, demonstrate how quickly trust is destroyed. To foster trust, leaders must give credit where it's due, recognizing both actions and the person's worth, while creating an atmosphere that amplifies trust, economic, and positive results.

Speaking about Others as if They Were Present

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Another aspect of loyalty involves discussing others with respect, whether or not they are present. Disparaging remarks made in the absence of others, often intended to build camaraderie, actually have the opposite effect. People recognize that if someone bad-mouths others, they could be next when absent, leading to diminished trust.

Positive examples include Sam Alito, who, when faced with a failure from a predecessor's case, refused to blame those before him. This approach solidified his trust with the staff, showing that loyalty to those not present can significantly enhance trust and relationships.

Managing Conversations about Absent People

In roles requiring discussions about others, maintaining loyalty means respecting individuals in these conversations and focusing on improvement rather than negativity. An HR executive suggests that such discussions should be aimed at enhancing performance or relationships and should involve respectful treatment of the subjects. Addressing concerns directly with the individuals involved is also an act of loyalty.

Trust Tips

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Loyalty should be displayed even when inconvenient and should not betray future well-being or principles. Balancing integrity, intent, and capabilities will help maintain choice loyalty behaviors, aligning with principles even over personal attachments.

Actions to Cultivate Loyalty

- During discussions involving absent parties, consider contributing positively or redirecting the conversation towards solutions.
- Recognize and credit team members' contributions openly, fostering a culture where everyone feels valued.
- Avoid negative talks about family members to promote trust within the family unit.

Summary of Behavior #5: Show Loyalty

Freely acknowledge others' contributions and discuss people as if they were present. Don't criticize others behind their backs or disclose private information, as these actions undermine trust and loyalty.

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Chapter 14 Summary: Behavior #6: Deliver Results

Summary: Behavior #6—Deliver Results

Delivering results is a critical behavior for building trust and credibility, both in professional and personal relationships. Rather than making grand promises, future leaders and effective individuals focus on achieving what they have committed to delivering. This behavior transitions from character-based actions to those rooted in competence, emphasizing responsibility, accountability, and performance.

The Importance of Delivering Results:

Delivering results quickly establishes credibility and trust, demonstrating value and competence. Unlike those who focus solely on promising outcomes, individuals who consistently accomplish their goals earn respect and provide assurance of their capabilities. This approach is akin to the essence of the "Lord of the Rings" trilogy, which ultimately revolves around Frodo's achievement of destroying the ring.

Case Studies and Personal Experiences:

The text shares real-world examples that highlight the impact of delivering

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results. In one instance, a division within the Covey Leadership Center was initially seen as a non-essential part of the business until a focused effort resulted in the production of a successful product, thereby changing perceptions and building trust. Similarly, a personal anecdote underscores the value of reliability when a twelve-year-old son consistently completes his tasks without reminders, contrasting with a sibling who did not, thereby influencing trust levels and privileges.

Clarifying Expectations:

A key factor in successfully delivering results is establishing clarity about what is expected from the outset. Misunderstanding expectations can lead to disappointing outcomes, even if considerable effort is put forth. The need to align on what constitutes valuable results is essential, whether in professional settings or personal scenarios, such as a parent prioritizing work over spending time with their children.

Building Trust Through Results:

Delivering expected results proves pivotal in earning and maintaining trust, especially in environments like technology and business. This involves comprehensive understanding and aligning with set expectations, and at times, exceeding them by anticipating needs before they arise, akin to a hockey player moving toward where the puck will be.



Trust Tips:

1. Understand clearly what results are expected before attempting to deliver them.
2. Ensure that commitments made are realistic to avoid overpromising and underdelivering.
3. Anticipate future needs and deliver proactively, building greater trust and goodwill.

Ultimately, the behavior of delivering results is about consistently hitting the mark, focusing on genuine achievements rather than empty promises, thereby fostering trust and credibility in any relationship.

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Chapter 15 Summary: Behavior #7: Get Better

Chapter Summary: Behavior #7 - Get Better

The concept of "Get Better," rooted in continuous improvement and learning, is essential for thriving in today's rapidly evolving world. The chapter opens with a personal anecdote about skiing, where the narrator realized that improvement comes from taking risks and learning from failures. This lesson is vital as we navigate the "double-black-diamond world," a metaphor for the increased complexity brought by advancements in technology and globalization. To remain competitive, we must perpetually refine our skills, much like adapting from beginner slopes to challenging terrains in skiing.

Alvin Toffler's idea that the literate of the 21st century are those who can learn, unlearn, and relearn aptly captures the essence of this chapter. The decline in willingness to embrace failure stifles growth, as illustrated by the difference between skiers on easy and difficult runs. Similarly, leaders and professionals need to engage in lifelong learning to inspire trust and stay relevant.

"Get Better" builds trust through the principle of Kaizen, or continuous improvement, which is crucial for adapting to change. Contrasting this with

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"entropy," where stagnation leads to irrelevance, highlights the importance of proactive growth. Two pitfalls to avoid are becoming an "eternal student" who learns without applying knowledge and relying solely on one's strengths, missing a broader perspective.

Real-life exemplars include Karl Malone and Jerry Rice, athletes who enhanced their skills through relentless improvement, setting new standards in sports. In business, Nokia exemplifies adaptability by evolving from paper manufacturing to leading the mobile phone market, underscoring innovation as a key capability for success in constantly changing environments.

The chapter further explores strategies for improvement: seeking feedback and learning from mistakes. Incorporating feedback helps refine endeavors, as demonstrated by companies like Dell and Marriott, which actively solicit and act on customer input. Learning from failures, akin to Thomas Edison and Soichiro Honda's philosophies, drives innovation and success.

Ultimately, "Get Better" requires integrating all 4 Cores—Integrity, Intent, Capabilities, and Results—into one's ethos. This involves commitment to personal and professional enhancement, fostering environments that encourage risk-taking and learning. Practical steps include soliciting feedback, reframing mistakes as learning opportunities, and cultivating trust and synergy within teams or families to achieve high productivity.



In summary, "Get Better" emphasizes the necessity of continuous learning and adaptation to excel in an increasingly complex world. It calls for embracing feedback, learning from mistakes, and perpetually enhancing capabilities to maintain relevance and trust in the face of evolving challenges.

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Chapter 16: Behavior #8: Confront Reality

Behavior #8: "Confront Reality" emphasizes the vital role of leaders in addressing the core issues directly, fostering a culture of honesty and trust. Leaders often avoid tough conversations in formal meetings, leading to "meetings after the meetings" where real issues are discussed informally. This behavior encourages direct engagement with difficult realities, promoting open, respectful discussions on challenging topics, such as problems labeled as "undiscussables" in families or organizations. Addressing these issues builds trust quickly, as people recognize authenticity and courage.

A prominent example of confronting reality is Admiral James Stockdale during his eight-year captivity in Vietnam. He exemplified the "Stockdale Paradox," a concept explored by Jim Collins in "Good to Great," which involves maintaining faith in ultimate success while confronting harsh immediate realities. Similarly, Anne Mulcahy, former CEO of Xerox, tackled the company's dire financial situation upon her appointment in 2001 head-on, despite advice to declare bankruptcy. Her candidness, even when it led to negative stock reactions, resulted in increased trust among colleagues and investors, eventually leading to Xerox's financial recovery.

Ignoring or superficially addressing issues undermines trust. When leaders fail to confront reality, they are perceived as lacking character or



competence. In contrast, confronting reality builds relationships and facilitates open interactions, speeding up problem-solving and innovation. The FranklinCovey merger experience highlighted the benefits of addressing real concerns, leading to a more cohesive work environment.

However, fear of unpopularity, discomfort, or loss of face often hinders individuals from confronting reality. Whether in business or personal contexts, avoiding harsh truths can escalate issues. For example, parents might ignore signs of a child's harmful behaviors, or families might conceal financial difficulties. Addressing issues directly, as John Case suggests in "Open Book Management," treats people as adults capable of handling challenges, fostering problem-solving and mutual respect.

Research indicates a lack of timely issue confrontation by senior management, incurring significant costs. Instead, delivering both good and bad news candidly enhances trust and company morale. Jim Collins notes that addressing brutal facts fortified successful companies in his study, emphasizing resilience and strength.

Improving "Confront Reality" requires balancing integrity, intent, capabilities, and results to create a culture of openness and trust. Fear of outcomes or pain often inhibits confrontation, but considering the consequences of avoidance can prompt courageous action. Whether in financial matters, professional qualifications, or health, reality should be



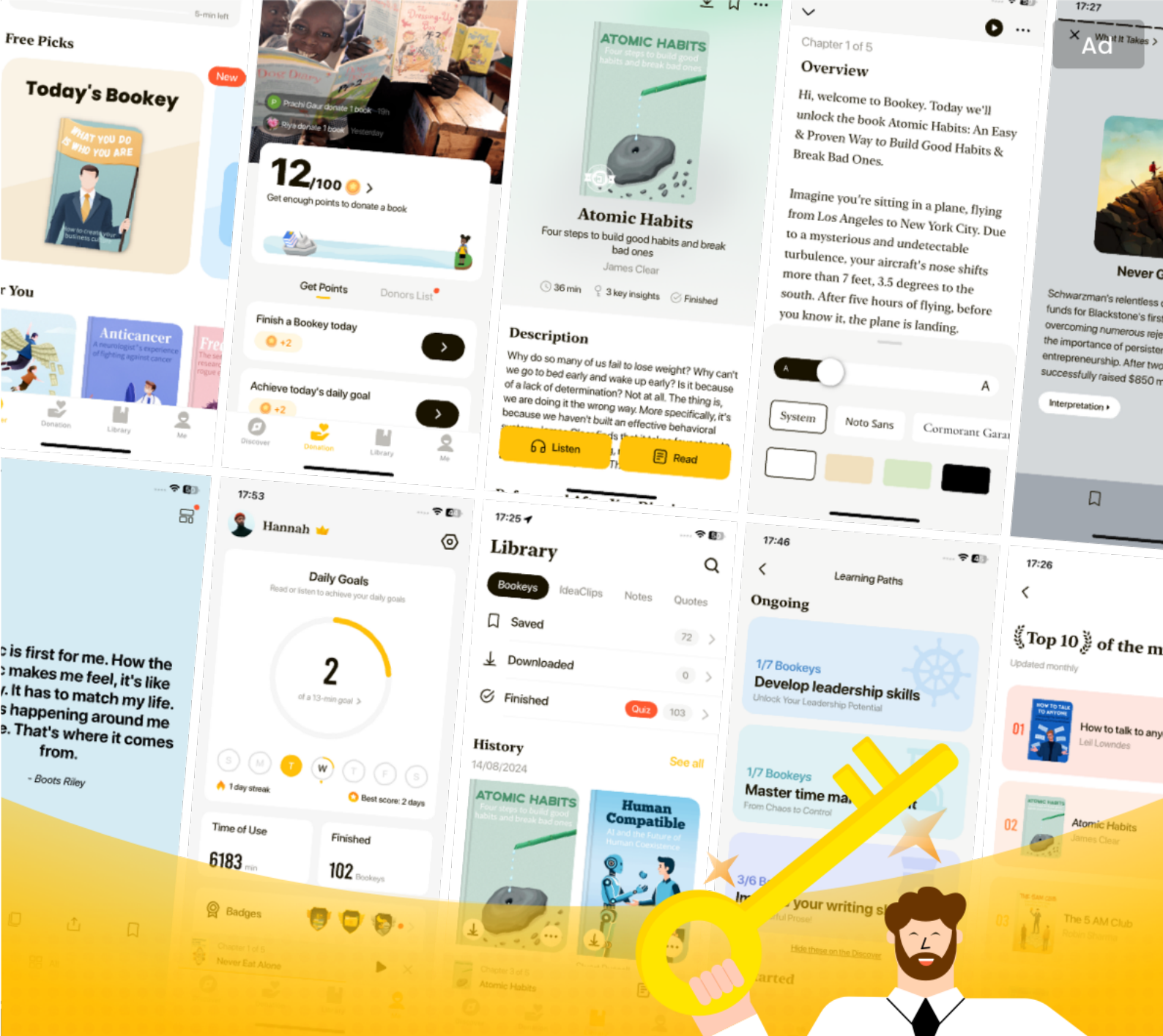
faced with honesty. If discomfort lingers in relationships, identify and address underlying issues directly and respectfully, promoting high-trust interactions.

In summary, "Confront Reality" calls for leaders and individuals to tackle challenging issues directly, fostering a culture of transparency and trust. By addressing unsaid issues head-on, leaders can strengthen relationships, enhance trust, and create an environment conducive to problem-solving and innovation, ultimately leading to personal and organizational growth.

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Chapter 17 Summary: Behavior #9: Clarify Expectations

Chapter Summary: Clarify Expectations

Unexpected conflicts often arise due to unmet or unclear expectations, a concept introduced through the story of McKinlee, a teenager who believed she had met her mother's cleaning standards before going out with friends, only to find out that their standards differed. This situation underscores the importance of aligning expectations to prevent misunderstandings and preserve trust.

In personal and professional settings, Behavior #9—Clarify Expectations—emphasizes the necessity of establishing mutually understood and agreed-upon expectations upfront. It prevents misunderstandings that can affect trust, speed, and cost. The chapter highlights how much inefficiency and poor performance can be traced back to a lack of clear expectations, leading to trust issues when expectations are not met.

The principle of Clarify Expectations involves clarity, responsibility, and accountability. Failures occur when expectations are assumed rather than clearly defined, leading to disappointment and undermined trust. Contrarily, even formal business agreements can't replace the trust that comes from genuinely shared understanding.



The chapter illustrates the power of clarifying expectations using examples from business and personal life. For instance, Cork Walgreen's clear directive to exit the restaurant business in a set timeframe at Walgreens exemplifies how definitive expectations drive directed action. In contrast, unmet clarity, even in supposedly straightforward handshake deals, can lead to misunderstanding, reflecting the crucial nature of defining and communicating expectations comprehensively.

In relationships, vague expectations around roles can lead to friction. Addressing this through explicit communication can improve dynamics, as shown by a mother's successful strategy of posting clear cleaning definitions for her children. Clarity reduces wasted time and fosters an atmosphere of trust.

Clarity must be mutual; individuals must be allowed to negotiate expectations, ensuring they are realistic. This two-way communication was demonstrated in the Covey Leadership Center's decision not to engage in a strategic alliance that wasn't mutually beneficial, reinforcing the idea of "win-win or no deal."

Achieving clear expectations requires quantifiable targets and understanding trade-offs such as quality, speed, and cost. However, trust can significantly alter typical trade-offs, making it possible to achieve seemingly competing



goals more effectively.

Ultimately, the practice of Clarify Expectations involves courage and honesty in setting realistic expectations and ensuring comprehension through questions and feedback. In personal relationships, such as marriages, identifying and discussing unmet expectations can address underlying frustrations and enhance mutual understanding.

In summary, clarifying expectations involves open dialogues about what is anticipated, with the flexibility to adjust if needed. Discuss, reveal, and validate expectations instead of assuming they are naturally understood, thereby reducing potential conflicts and fostering a trust-rich environment.

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Chapter 18 Summary: Behavior #10: Practice Accountability

Behavior #10: Practice Accountability

The chapter on "Practice Accountability" underscores the critical role of accountability in fostering trust within organizations and relationships. It follows logically after "Clarify Expectations," emphasizing that clear expectations are foundational to practicing accountability effectively. The essence of this behavior is grounded in trust, a principle that research supports; polls and studies highlight "assuming personal responsibility and accountability" as a significant trust-builder.

Key Dimensions:

1. **Self-Accountability:** One must first hold oneself accountable, which is illustrated through stories such as that of "Matt," a buyer from a large beef supplier. When an employee failed to file a police report after an accident due to a policy Matt wasn't aware of, Matt took responsibility by writing up both the employee and himself. This act of using self-accountability is akin to looking in the mirror instead of out the window, blaming others.
2. **Leader Accountability:** Historical figures like Steve Young, a Hall of



Fame quarterback, and Scott Waddle, former commander of the USS Greeneville, exemplify this. Both took responsibility for errors rather than attributing blame to others, earning trust and loyalty despite personal costs. Conversely, Michael Brown, former FEMA director, exemplified poor accountability by deflecting blame during Hurricane Katrina's aftermath, diminishing trust.

In a society prone to victimization, practicing accountability is countercultural yet powerful in cultivating trust. Owning up to one's actions encourages others to do the same, thus reinforcing mutual trust. This principle applies universally, from professional settings to personal relationships like family dynamics, where accountable behavior can dramatically enhance trust and strengthen relationships.

Holding Others Accountable: This principle highlights the need to hold others accountable too. High-performing individuals thrive on accountability, as seen in business leader examples like Ursula Burns at Xerox. Leaders who ensure consistent accountability cultivate environments where trust and performance flourish.

Trust Tips: The chapter discusses the "sweet spot" of accountability. Avoid "underowning," which involves insufficient responsibility acceptance, and "overowning," where individuals take undue blame, potentially leading to self-blame for uncontrollable factors. Strengthening



integrity, intent, and competence is vital in maintaining this balance.

Practical Steps:

- Monitor your language to avoid blame-shifting.
- Clearly define expectations before holding others accountable.
- Foster a culture of accountability at home, ensuring fair and consistent follow-through.

Summary: Practice Accountability by holding yourself and others accountable, taking responsibility for results, and communicating performance transparently. Avoid shirking responsibility or assigning blame, thereby building a foundation of trust in all interactions.

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Chapter 19 Summary: Behavior #11: Listen First

Summary of Behavior #11: Listen First

"Listen First" is a crucial behavior for achieving success, emphasizing the balance of character and competence. This behavior involves actively seeking to understand another person's thoughts, feelings, and perspectives before attempting to influence or diagnose the situation. The essence of "Listen First" is highlighted through engaging anecdotes, illustrating how misconceptions can arise from a failure to listen properly. For instance, during a high school debate, the author misunderstood a judge's gestures due to a lack of listening, leading to an ineffective approach. Similarly, during a corporate presentation, misinterpreting non-verbal cues resulted in an uncomfortable scenario.

The chapter stresses that the principles of "Listen First" include understanding, respect, and mutual benefit, in contrast to speaking first and listening last. It critiques "pretend listening," where the listener is more focused on planning their response than truly understanding the speaker. By listening first, individuals gain insight, make better decisions, and build trust, leading to improved speed and cost efficiency in decision-making.

Executives and leaders, such as former Georgia Power president Mike

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Garrett and the author during their tenure at the Covey Leadership Center, have demonstrated the effectiveness of listening first to solve disputes and understand the dynamics of their organizations. Listening fosters trust and opens avenues for mutually beneficial solutions, even in challenging scenarios.

This behavior extends to customer and stakeholder interactions. Successful organizations engage in market research to understand consumer needs before launching products, thereby avoiding costly redesigns. Likewise, leaders who listen to internal feedback can tap into innovation and collaboration, both crucial in today's global economy.

"Listen First" also applies to personal relationships, drawing from Gary Chapman's idea of "emotional love languages" to emphasize the importance of speaking the same "language" as others in any relationship.

Communication comprises words, tone, and body language, which requires holistic listening—with ears, eyes, and heart.

Moreover, listening should also be introspective, allowing individuals to trust their instincts alongside external advice. This balanced approach is vital for making sound decisions, especially in high-stakes situations. Trust Tips encourage examining past interactions to evaluate listening effectiveness, and suggest ensuring stakeholders feel heard to enhance trust.

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In conclusion, "Listen First" is about prioritizing understanding and empathy in communication. It involves setting aside personal agendas to grasp others' perspectives fully, facilitating better interactions and fostering an environment of trust and collaboration.

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Chapter 20: Behavior #12: Keep Commitments

Behavior #12, "Keep Commitments," underscores the vital role of trust in relationships and organizational dynamics. Trust is fundamentally built when commitments are made and kept, whether in professional or personal settings. Breaking commitments, however, quickly erodes trust, making it essential to approach commitment-making seriously and sincerely.

The virtue of keeping commitments is illustrated with stories from leaders such as a CEO who successfully turned skepticism into trust by listening to employee concerns and fulfilling promises. This leader's actions doubled revenues and increased profits by rapidly establishing credibility through integrity and performance.

Key principles underpinning the behavior of keeping commitments include integrity, performance, courage, and humility. Closely linked to other trust-building behaviors like "Talk Straight" and "Deliver Results," keeping commitments requires both strong character and competence. Studies consistently rank this behavior as the most effective in fostering an ethical culture and reflect its importance in maintaining trust.

Several narratives highlight the disastrous effects of breaking commitments. For instance, a leader compromised trust by violating a confidentiality expectation, altering the nature of interactions and losing valuable



information. Another leader broke an implicit financial commitment, incurring a "trust tax" from his team. Similarly, a company reneged on a database privacy promise, leading to customer distrust and a withdrawal from business dealings.

These examples illustrate how the breach of both explicit and implicit commitments can lead to significant trust losses. While explicit promises are clear and documented, implicit commitments are assumed based on the context of a relationship or industry standards. Trust erosion can stall progress, incite skepticism, and increase operational costs, while fulfilling commitments fosters enthusiasm and accelerates success.

Cross-cultural understanding is essential in today's global economy, as perceptions of commitment vary across ethnic, geographic, and organizational cultures. Sensitivity to these differences facilitates quicker trust-building.

Commitments to family and relationships are as crucial as those in professional environments. Personal anecdotes emphasize prioritizing commitments to family members, affirming that maintaining these promises strengthens the foundation of trust in familial relationships.

Effective commitment management involves careful deliberation. If individuals struggle with making or keeping commitments, they may need to



bolster their integrity and competence, ensuring commitments are realistic and aligned with their capacity. Conversely, overextending through excessive promises necessitates developing judgment to balance commitment and practicality.

In summary, the practice of saying what you plan to do and then following through is critical. Respecting commitments as symbols of honor and building trust begins with oneself, laying the groundwork for trustworthy relationships with others. Here, the core message is clear: make commitments prudently and prioritize honoring them as the cornerstone of credibility and trust.

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Chapter 21 Summary: Behavior #13: Extend Trust

In this chapter, the author explores the concept of "Extending Trust" as a transformative leadership behavior. By moving from the static "trust" as a noun to the dynamic "trust" as a verb, leaders can create environments that foster mutual respect and collaboration, as demonstrated through various anecdotes and real-world examples.

The chapter begins with a personal story from the author's experience coaching a Little League flag football team. A young player named Anna Humphries stands out—not because she was the most skilled, but because of her courage and the trust extended to her by the coach. Despite facing pressure in a crucial game, Anna was left in the game, where she successfully thwarted the opposing team's winning attempt. Her success in that pivotal moment underscores the power of trust in unleashing potential.

The author further illustrates how extending trust is beneficial in business contexts by discussing Warren Buffett's swift acquisition strategy and the Procter & Gamble and Gillette merger led by A. G. Lafley and Jim Kilts. These leaders trusted each other during negotiations, which facilitated smooth transactions without excessive reliance on traditional procedures like due diligence, lawyers, and bankers. However, the author warns against blind trust, sharing a cautionary tale of a business deal that nearly failed due to a lack of formal trust agreements.



The chapter advocates for "Smart Trust"—assessing the level of trust to extend based on character, competence, and context. While withholding trust can paralyze organizations by fostering suspicion and micromanagement (as seen in some companies that don't trust employees to work without supervision), extending trust can lead to empowerment and increased performance, as illustrated by Ritz-Carlton's and JetBlue's successful models of employee autonomy.

The narrative contrasts distrustful workplaces with environments that harness trust to motivate employees—like JetBlue allowing reservationists to work from home and Best Buy's flexible work culture, which has led to increased productivity. These examples highlight that trust creates a high-trust culture, encouraging employees to reciprocate the trust they receive with responsibility and initiative.

The chapter concludes with actionable insights for applying trust wisely. Leaders are encouraged to consider their own trust levels, think about relationships where trust is lacking, and recognize the impact of their trust behaviors on others. Parents, too, are urged to reflect on their trust towards their children, emphasizing the powerful motivation that trust can bring.

In summary, "Extending Trust" is crucial for building and sustaining high-performance cultures. By smartly extending trust based on situational

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factors and the credibility of those involved, leaders can unleash the full potential of individuals and organizations, making trust a cornerstone for transformative leadership and success.

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Chapter 22 Summary: The Third Wave—Organizational Trust The Principle of Alignment

The Third Wave—Organizational Trust: The Principle of Alignment

In contemporary organizations, trust is not just an asset but a fundamental requirement for success. The renowned Peter Drucker succinctly posited that organizations are built on trust, not force. This transition focuses on understanding trust at the organizational level—a nuanced concept that goes beyond personal or relational trust and requires alignment of systems, structures, and principles.

In workshops, participants often distinguish between low and high-trust organizations. Low-trust environments are characterized by manipulation, information withholding, blame games, and a general lack of enthusiasm. High-trust organizations, conversely, exhibit transparency, learning from mistakes, open communication, and a vibrant culture. The contrast is stark, and many realize their organizations align more with the low-trust model, hampering productivity, collaboration, and innovation.

A critical revelation for most people is recognizing that low-trust behaviors result from misalignment with foundational principles. Leaders often misplace blame on people's behaviors without acknowledging their role in

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shaping an environment conducive to trust. Arthur W. Jones highlights that organizations are perfectly aligned to achieve the results they garner, implying that if trust is low, structural realignment is necessary.

Symbols play a vital role in manifesting either trust or distrust within organizational culture. Real-world examples illustrate this: rigid policies requiring trivial approvals undermine trust, while thoughtful structures like open tool bins at HP convey trust. Effective leaders, like Richard Branson, advocate for trusting those around them, reinforcing that trust fosters greater satisfaction and commitment within organizations.

To drive organizational change, leaders need to align their strategies with trust-building principles. This involves assessing organizational integrity, intent, capabilities, and results. Structures must be designed to support ethical behavior and mutual benefit, encourage information sharing, and foster continuous improvement. By reinforcing a culture that values results and upholds commitments, organizations can establish trust as a core competency.

Trust taxes—like redundancy, bureaucracy, and disengagement—drain organizations, affecting speed, cost, and morale. On the flip side, high-trust dividends such as accelerated growth, enhanced innovation, and improved collaboration show that trust significantly impacts organizational success. Studies indicate that high-trust organizations outperform in shareholder



value and customer satisfaction, leading to accelerated growth and loyalty.

Trust isn't solely about organizational systems; it's also about family dynamics. Families, like organizations, thrive on trust built on integrity, intent, and aligned systems that encourage cooperation and development. Parents can model high-trust behaviors, ensuring systems in the home support values they wish to instill.

Ultimately, designing an organization or family to foster trust is perhaps the greatest influence one can have. The alignment of structures and systems with the principles of trust leads to significant, lasting positive impacts on all involved. As stakeholders in any organization, from businesses to families, understanding and applying these principles effectively can transform potential into tangible success. For those interested, further resources on measuring and enhancing organizational trust are available through specialized audits and assessments.

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Critical Thinking

Key Point: Leaders must realign organizational systems to foster trust.

Critical Interpretation: You might often find yourself in environments where mistrust prevails, leading to inefficiencies and conflicts. This chapter urges you to recognize how critical it is for leaders to focus on reshaping systems, not just addressing individual behaviors. By aligning organizational structures with trust-building principles, you create a robust framework that supports open communication, transparency, and genuine collaboration. When you implement systems that are congruent with ethical practices and mutual benefit, you empower your team to thrive and innovate. Instead of placing blame, consider realignment as your key strategy. This proactive approach not only enhances trust but also organically improves productivity and morale, inspiring a more connected and effective organization.



Chapter 23 Summary: The Fourth Wave—Market Trust

The Principle of Reputation

The Fourth Wave—Market Trust: Understanding the Power of Reputation

The Principle of Reputation

Reputation is a vital asset, as succinctly captured by Oprah Winfrey's assertion, "In the end, all you have is your reputation." This chapter explores the immense power of reputation and how it shapes market trust, a critical component for organizations and individuals alike.

Market Trust and Brand Relevance

When looking at company logos, people often experience varying emotions based on the brand's reputation. Positive emotions are linked to familiarity, personal or anecdotal satisfactory experiences, or admiration for a company's social responsibility and leadership. Conversely, negative emotions arise from unsatisfactory experiences or negative media reports. This demonstrates how market trust is fundamentally about brand reputation.

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Brands as Trust Builders

A brand is essentially customer trust monetized. Organizations pour vast resources into building trust-inspiring brands because a trusted brand can significantly reduce costs and speed up operations. PR firms like Golin/Harris equate brand-building to “building trust worldwide.” According to Robert Eckert, CEO of Mattel, a company’s reputation directly influences shareholder value.

Widespread Importance of Brand Reputation

Brand reputation is crucial across various organizational entities, from corporations to schools, cities, and governmental bodies. It influences factors such as tax allocation, resource attraction, and public perception. Internally, the reputation of a division affects its budget and interactions. Failure in reputation can lead to resource redundancy and inefficiency, as experienced firsthand in a division-led scenario where an untrustworthy inventory system led to costly duplication of efforts.

The Role of Personal Branding

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On a micro level, personal reputation is equally impactful. It underpins trustworthiness and influences job opportunities, social interactions, and personal influence. Notable figures like Warren Buffett exemplify how a strong personal brand can offer significant advantages, including receiving the benefit of the doubt during investigations or negotiations.

Market Trust and its Measurable Impact

Fortune magazine's annual list of the World's Most Admired Companies highlights the potent correlation between reputation, trust, and business success. Companies like General Electric and Toyota exemplify how social responsibility, management quality, innovation, and financial performance enhance their standing. Trust influences consumer behavior profoundly, with many choosing to engage more with trusted brands while avoiding those lacking trust.

Country and Industry Perception in Trust

The global marketplace introduces concepts like "country tax" and "industry tax," where a country's reputation can influence trust in its brands. U.S. brands face trust challenges in parts of Europe but receive dividends in Asia. Similarly, industry perception plays a role, with energy and media often

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taxed, while retail and technology enjoy dividends.

Building and Maintaining Brand Trust

Building strong market trust involves adhering to the "4 Cores and the 13 Behaviors," which enhance organizational credibility. These principles encourage companies to evaluate attributes like integrity, intent, capabilities, and results—which impact whether customers are willing to recommend a business. Companies like Johnson & Johnson diverge from industry norms by employing straight talk and transparency, key factors in establishing enduring trust.

Reputation as a Lifelong Asset

As Hank Paulson noted, a company's most challenging asset to regain once lost is its reputation. This situation also applies to individuals, where reputation dictates how one is perceived as a "walking tax" or a "walking dividend." Ultimately, reputation is not only instrumental in building organizational trust but is also a reflection of the self-trust individuals create within themselves.

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Critical Thinking

Key Point: Harnessing the Power of Personal Reputation

Critical Interpretation: Your reputation is a burgeoning asset, transcending mere perception to cultivate genuine market trust. Consider how a steadfast reputation can become your most formidable ally, unlocking opportunities and sowing favor where partnerships and job offers flourish. With each interaction and decision, you forge an enduring legacy that distinctly impacts how others perceive you within both personal and professional spheres. Nurturing this asset with integrity, transparency, and consistent excellence ensures you sculpt a presence that commands respect and trust. Whether navigating corporate corridors or forging connections, your sustained efforts in reputation-building shape a path that continually blesses you with opportunities and aligns with your aspirations.

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Chapter 24: The Fifth Wave—Societal Trust The Principle of Contribution

In "The Fifth Wave—Societal Trust," the author explores the critical role of trust as a foundation for a functioning society and thriving economy. The narrative begins with a reflection on the importance of trust, citing Confucius and examples from recent history. During the 1992 Los Angeles riots, McDonald's restaurants remained unscathed amidst widespread destruction, suggesting that the company's social contributions had built societal trust, a concept echoed by Einstein. The underlying message is that societal trust, like water to fish, often goes unnoticed until it's compromised, illustrating its vital role akin to water for fish.

The chapter continues by contrasting high-trust environments with low-trust societies. In high-trust settings, individuals and businesses can cooperate with less friction, leading to greater speed, lower costs, and increased opportunities. Conversely, terroristic and closed societies thrive on deception and manipulation, deliberately attacking societal trust. The narrative underscores that trust is essential for an open, collaborative, and innovative society, as voiced by Thomas Friedman in "The World Is Flat."

The "Principle of Contribution" is then introduced, emphasizing the idea of creating value and giving back to society. Historical examples, like Bill and Melinda Gates' and Warren Buffet's philanthropic endeavors, illustrate how



significant contributions improve societal trust and quality of life. This ethos extends to local acts of volunteerism and generosity, further strengthening community bonds.

In the business context, the author highlights the evolution towards corporate social responsibility (CSR), where companies integrate ethical practices into their operations beyond traditional philanthropy. Case studies like Newman's Own and PATH spotlight businesses that align profit-making with societal good, showcasing a shift towards "global citizenship." This broader framework of economic activity aligns with Adam Smith's original vision of free enterprise built on "intentional virtue."

Moreover, the chapter notes the growing importance of transparency and ethics in business operations, as described by leaders like Alan Greenspan and Orin Smith. The rise of microfinancing, pioneered by Muhammad Yunus, exemplifies innovative models that empower individuals and stimulate economic participation.

The narrative moves to an examination of individual responsibility within this framework, positing that societal trust begins with personal credibility and intent. The author suggests using the 4 Cores—integrity, intent, capabilities, and results—and the 13 Behaviors as tools to foster trust at individual, family, and organizational levels. Aligning actions with these principles can lead to a ripple effect, enhancing global citizenship and



increasing the overall well-being of society.

As the chapter draws to a close, the interconnectedness of global issues and business success becomes apparent, with trust underscored as a fundamental currency. The narrative challenges readers to embrace this ethos of contribution and responsibility, advocating for real-world application and engagement with the concepts explored throughout the chapter. Through this, the potential for rapid improvement and the cultivation of high-trust environments become achievable goals, vital for a flourishing global society.

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Chapter 25 Summary: Extending “Smart Trust”

The concept of "Smart Trust" explores the balance between trust and skepticism, aiming to maximize benefits while minimizing risks. Trust is a vital component of personal and professional relationships, but it can be tricky to navigate. Too much trust can lead to gullibility, while too little can result in missed opportunities.

The chapter opens with the illustration of two trust extremes: those who trust too much, and those who hardly trust at all. Finding the "sweet spot" in trust involves extending "Smart Trust," which sufficiently protects interests while maximizing rewards. In essence, "Smart Trust" is about making wise, calculated decisions on whom and how much to trust.

A scenario is presented involving a company chairman and president where trust was breached due to a power struggle. Despite the betrayal, the individuals repaired their personal relationship, but the chairman chose not to engage in business again with the former president, illustrating "Smart Trust" in action. The chairman effectively balanced forgiveness and lessons learned by restoring personal trust but not professional trust.

The chapter introduces the Smart Trust Matrix, designed to assess trust decisions. It's framed around two axes: "Propensity to Trust" (a matter of heart and inclination to trust others) and "Analysis" (a matter of mind and

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the ability to evaluate situations logically). These factors, when plotted on the matrix, define four zones:

1. **Zone 1 - Blind Trust** High propensity to trust but low analysis, leading to gullibility.
2. **Zone 2 - Smart Trust** High trust propensity coupled with strong analysis, enhancing both instinct and judgment. It is a zone of effective judgment.
3. **Zone 3 - No Trust** Low trust propensity and low analysis, resulting in indecision and insecurity.
4. **Zone 4 - Distrust** Low propensity to trust yet high analysis, marked by suspicion and excessive control, which ironically is high risk due to the alienation and missed opportunities it creates.

The chapter refutes the misconception that not extending trust (Zone 4) is the safest path. It argues that such distrust can be damaging, leading to high costs and low returns, stifling innovation and driving away talent. This is expounded with anecdotes and theoretical insights.

In contrast, Zone 2 is presented as the optimal state where trust is dynamically balanced with strong analytical evaluation. Extending trust here is not unconditional but based on situation and credibility, thereby fostering an environment ripe for innovation, collaboration, and personal growth.



The chapter touches on real-life examples to illustrate Smart Trust, such as Warren Buffett's handshake deal with McLane Distribution, highlighting trust dynamics in business contexts. In personal settings, trust plays out differently but equally critically, as shown in the author's experience with his children's differing trust levels and capabilities.

Lastly, it addresses why many competent managers fail to evolve into true leaders, usually because they operate in the Distrust Zone 4, which hampers leadership that inspires trust. Inspiration comes from leaders who start with a willingness to trust and grow this attribute in their team.

The chapter concludes by reiterating the importance of creating high-trust environments in both personal and professional realms. Trust is positioned not only as a personal virtue but as an essential professional skill in the modern interconnected world. Understanding and extending "Smart Trust" enhances leadership and organizational success, creating synergy and unleashing collective potential.



Chapter 26 Summary: Restoring Trust When It Has Been Lost

In this exploration of restoring trust, we are guided through a comprehensive journey of understanding the nuances and challenges associated with regaining trust once it has been lost. The chapter opens with a reflection on a pervasive belief that once trust is shattered, it cannot be regained. This notion is challenged by the author, who delves into the complexities of broken trust, illustrating that while rebuilding trust is difficult, it is indeed possible and, in many cases, can lead to even stronger bonds than before.

The author acknowledges situations where trust cannot be recovered due to severe violations or betrayals. However, they emphasize that life's nature invariably involves dealing with broken trust at some point, whether through a conscious act of betrayal, poor judgment, or an honest mistake. This underscores the importance of valuing and preserving trust proactively. The author asserts that restoring trust involves increasing personal credibility and behaving in ways that inspire confidence.

A central theme in the narrative is the distinction between character-related breaches (such as violations of integrity or intent) and competence-related ones (such as capability and results). The former are more challenging to restore but not impossible. The chapter provides examples across different spheres of life, including relationships, organizations, markets, and society.



For instance, the story of Stephen illustrates the maturation process that occurs when individuals take accountability and work to repair trust through honest communication and improved behavior.

The author contends that embracing challenges and learning from mistakes can lead to breakthroughs in trust. When trust is broken, individuals are urged to prioritize long-term benefits over short-term gains, choosing to restore trust actively. This approach often enhances trust further by reinforcing personal integrity and intentions, improving capabilities, and delivering consistent results. The 4 Cores and 13 Behaviors framework offers powerful tools to rebuild trust on multiple levels—societal, market, organizational, relational, and self.

In societal trust, examples such as Ireland's transformation demonstrate how nations can rebuild confidence through collaboration and focus on collective contributions. Similarly, companies like Nike and service industries have managed to restore market trust by confronting issues transparently and righting wrongs, showing accountability and commitment to improvement.

At the organizational level, experiences like the Covey Leadership Center's internal trust building illustrate how acknowledging mistakes and making amends can strengthen internal relations and drive success. Relationship trust, particularly in families, requires a deep commitment to repairing bonds through forgiveness, honest communication, and demonstrating consistent,



positive actions. The chapter also highlights the importance of financial trust within relationships, emphasizing shared goals and understanding.

Self-trust emerges as the most challenging yet crucial aspect to restore.

Individuals who violate their own standards can regain self-trust by aligning actions with values, respecting themselves, creating transparency, and practicing accountability. The process is gradual but essential for building personal credibility and resilience.

In conclusion, the author posits that broken trust should be seen as an opportunity rather than an end. Whether rebuilding trust with others or recovering self-trust, these experiences foster growth in character and competence. By prioritizing trust restoration, individuals can create profound and enduring relationships, ultimately enhancing their ability to trust others and themselves across all facets of life.

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Chapter 27 Summary: A Propensity to Trust

In the chapters titled "A Propensity to Trust," the narrative introduces the concept and power of trust through personal anecdotes, historical events, and organizational practices. The author begins by reflecting on a personal experience with trust, recounting how a managing partner at the Trammell Crow Company took a chance on him despite initial misgivings from other partners. This trusting act, led by John Walsh, becomes a transformative moment, galvanizing the author's career and illustrating how trust can inspire and motivate individuals to achieve beyond expectations.

The text then broadens the scope to describe how trust is extended in various successful enterprises and leadership examples. Notable figures such as Sam Walton of Wal-Mart and leaders in companies like Nordstrom and Ritz-Carlton have institutionalized trust as a key component of their business models. This approach, where leaders affirm belief in their employees' capability and judgment, catalyzes an environment that fosters growth, innovation, and satisfaction.

Drawing from a wide array of examples, the narrative emphasizes that trust is a powerful motivator that alters interpersonal dynamics and fosters creativity. It highlights anecdotes from history and literature, such as Alexander the Great's trust in his physician and Victor Hugo's bishop character in "Les Misérables," to showcase how foundational trust is in



shaping storied outcomes. Trust is presented as a central theme in effective leadership, character development, and the nurturing of relationships, whether in familial settings or professional environments.

The concept of trust is further explored through the lens of "Smart Trust," which combines a propensity to trust with analytical judgment to maximize positive outcomes and minimize risks. The narrative acknowledges the potential for trust to be betrayed but underscores the overwhelmingly positive dividends of trusting environments. By citing both personal experiences and broader workplace studies, the text argues that when trust is established, it accelerates processes, reduces costs, and enhances satisfaction and productivity.

The concluding segments of the chapter discuss the reciprocal nature of trust and its essential role in modern economies and personal relationships.

CoveyLink Worldwide, co-founded by Stephen M. R. Covey, is introduced as an organization dedicated to instilling trust as a fundamental leadership competency. The narrative provides a glimpse into Covey's background, his leadership experience, and the global impact of his trust-centric approach.

CoveyLink's mission of building high-trust, high-performance organizations through actionable skills and behaviors is elaborated upon, highlighting their pragmatic strategies towards leadership and management. The section also mentions various programs and resources available through CoveyLink to

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help individuals and organizations enhance their ability to establish and maintain trust.

Overall, the chapters encapsulate the transformative power of trust in various contexts, urging readers to cultivate and extend trust as a means to unlock potential, foster relationships, and achieve greater efficiency and happiness in personal and professional domains.

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