

Trust In Leadership



Introduction

"People follow leaders by choice. Without trust, at best you get compliance."

Jesse Lyn Stoner,
author of Full Steam Ahead

Agenda

- Describe Trust in Leadership
- Identify the Trust in Leadership questions on the Defense Organizational Climate Survey (DEOCS)
- Identify perceptions of Trust in Leadership
- Identify behaviors that diminish Trust in Leadership
- Recognize Trust in Leadership indicators
- Identify strategies to increase Trust in Leadership

DEOCS Factor Description

The expectation that a leader will act in your organization's best interest, that he or she will follow through with actions which affect the outcomes of others, and that he or she will act in a fair and equitable manner.

Perceptions of Trust In Leadership

As a leader, ask yourself:

- How do I think I am?
- How do others think I am?
- How can I improve myself?

Trust In Leadership Questions on the DEOCS

- I can rely on my immediate supervisor to act in my organization's best interest
- My immediate supervisor follows through with commitments he or she makes
- I feel comfortable sharing my work difficulties with my immediate supervisor
- My immediate supervisor treats me fairly

Trust

It can be useful to ask yourself some reflective questions to examine what trust means and how it may be interpreted by unit members.

These questions can assist you in framing the situation and help identify what adjustments might be necessary to increase trust between yourself and unit members.

Would You Trust You?

- Do I have my subordinates' best interest in mind when making decisions?
- Do I follow through with commitments I make?
- Do I willingly listen to my subordinates concerns?
- Do I treat my subordinates fairly?
- Do I place my organizations needs above my own needs?

Would You Trust You? (continued)

- Would my subordinates say I have their best interest in mind when making decisions?
- Would my subordinates say I follow through with commitments I make?
- Would my subordinates say I listen to their concerns?
- Would my subordinates say I treat them fairly?
- Would my subordinates say I place my organizations needs above my own needs?

Behaviors That Diminish Trust

It is important to understand what behaviors can contribute to diminished trust.

- Not leading by example, e.g., saying one thing but doing something contrary
- Not great at collaborating and using tools of influence
- Exhibiting favoritism
- Failing to operate from a clear set of positive values and principles

Individual Indicators

How subordinates indicate a lack of Trust in Leadership

- Members are reluctant to voice concerns and issues to the leader
- Elevated turnover rates/requests for transfers

Organizational Level Strategies

How to increase or improve trust

- Share the DEOCS results with all and demonstrate how the leadership plans to move forward in a positive manner
- Listen to and involve subordinates in corrective actions
- Get out of the office and visit subordinates
- Direct supervisors to attend personal and professional development training
- Hold immediate level supervisors accountable for their actions

Organizational Level Strategies continued

- Hold people equally accountable for their actions
- Avoid giving in to personal relationships, political influence, or personal agendas
- Remain firm and objective when making decisions
- Remain compassionate when dispensing disciplinary actions

Summary

Leaders can no longer trust in power; instead, they must rely on the power of trust.

High trust between leaders and unit members increases unit confidence and performance even during periods of uncertainty and adversity.



Defense Equal Opportunity Management Institute
Patrick Air Force Base, Florida
May 2019

The information in this document is not to be construed as an official DEOMI, U.S. Military Service, or Department of Defense position.