



Strategies to Promote Trust in Leadership

Upon completion of your Organizational Assessment, you will identify areas requiring your attention. This paper will assist you with strategies to address indications of poor Trust in Leadership.

How Trust in Leadership is measured on the DEOCS:

1. I can rely on my immediate supervisor to act in my organization's best interest.
2. My immediate supervisor follows through with commitments he or she makes.
3. Please select "Disagree" for this item.
4. I feel comfortable sharing my work difficulties with my immediate supervisor.
5. My immediate supervisor treats me fairly.

Strategies

Establish clarity and transparency in lines of communication.

- Encouraging open dialogue between supervisors and subordinates.
- Discuss milestones achieved on a regular basis.
- Get out of your office and visit subordinates.
- Talk to members of your organization on a regular basis; keep members informed; admit when you are wrong.
- Improve flow of information between immediate supervisors and subordinates by requesting feedback.
- Communicate positive and negative assessments/results.
- Hold counseling sessions for professional growth.

Mentor mid-level leaders to perform their duties and responsibilities efficiently.

- Direct immediate supervisors to attend personal and professional development training.
- Observe and participate in training events to enhance commitment and organizational performance.
- Make the first move to create mutual respect between personnel.
 - Set clear priorities and goals.
 - Lead from the front. Demonstrate the action you wish for them to achieve.
 - Share hardship when things get tough.
 - Recognize member's achievements publicly through awards and recognition.
 - Hold members accountable by delivering punishments equally and appropriately.
- Be consistent and firm with suspensions and policies.
- Work with immediate supervisors to train and develop their subordinates properly.
- Provide leaders autonomy to work and lead in their own style where possible.

Educate leaders to learn what style of leadership is appropriate for various situations.

- Understand personnel needs in stressful environments.
- Make personal connections with individuals by remembering details about their personal lives, families and interests.
- Apply a supportive style of leadership to remove barriers for personnel.



- Exhibit true concern for subordinate's well-being.
- Remain honest as a way to promote trust.

Develop your immediate supervisors to perform in higher level positions.

- Demonstrate to each individual that everyone is treated equally through your actions.
- Spend time developing camaraderie (team building).
- Value your subordinates efforts and encourage them to take initiative in the absence of leadership.
- Demonstrate appreciation for personnel by recognizing who helped or contributed to the mission.
- Delegate authority to junior leaders to make decisions that are consistent with the commander's intent.

Demonstrate commitment to organization's values, mission, goals, and vision.

- Behave in such a way that is consistent with the organizational values.
- Establish clear goals for individuals as well as overall unit goals.
- Reinforce core values at regularly scheduled meetings.
- Display the mission/vision statement posted in a high visible area to serve as a daily reminder to leaders and personnel.

Allow personnel to contribute to the overall goals of the organization.

- Value the opinions of others.
- Recognize performance of individuals.
- Solicit input from personnel in meetings and give them a role in decision making.
- Increase the organization's capability to accomplish current or future missions.
- Present rewards and recognitions at regularly scheduled meetings for outstanding performance.

Disciplined leaders with strong values produce disciplined soldiers; show you support your leadership as well.

Additional Resources:

Army: AR 600-20, FM 6-22 Leadership, Army 360, Leader Development Improvements Guide, MLRP 6-11C, NTTP 1-15M

