

## A Dozen Tips for Building Trust in the Workplace



According to The American Psychological Association's 2014 Work and Well-Being Survey, 25% of American workers say they don't trust their employer and only half say their employer is open and upfront with them. Not only does this hurt the morale and motivation of the employee, it is incredibly damaging to the profitability of the organization. For example, the Watson Wyatt Worldwide Study found that: "organizations in which front-line employees trusted

senior leadership posted a 42 percent higher return on shareholder investment than those firms in which distrust was the norm." Distrust creates a barrier that blocks the valuable flow of insights, ideas and feedback from employees that can make a workplace more efficient, collaborative and innovative.

When managers build trust and care about their people, they empower their people to fulfill their true potential. Here's some ideas to try.

1. Give credit to the ideas, talents, and contributions of others whenever possible.
2. Freely communicate information to contribute to the greater good, not competitively hoard it.
3. Have clear expectations. Communicate what success looks like and how people will be evaluated.
4. Don't make people wait for you. Be prompt to call or be there when you say you will.
5. Give people the resources and training they need to do their job well. Set them up for success.
6. Give people opportunities to continue to learn and grow.
7. Don't blame. Instead, focus on how to prevent the issue in the future.
8. Don't micromanage. Give responsibility and authority for people to take action when possible.
9. Provide constant feedback on performance – what people are doing well, their strengths, how they can use their strengths more often and how to manage their weaknesses.
10. Sincerely ask for feedback. Make it clear you know you are not perfect and are open to ideas from others – no repercussions.
11. Be humble. Admit when you are wrong, and ask for help when you need it.
12. Don't waste your people's time with meetings that start late, projects that go nowhere, reports or ideas that are filed without review or consideration.

*Tina Hallis, Ph.D., is the founder of The Positive Edge, a company dedicated to helping people and organizations fulfill their true potential using strategies from the science of Positive Psychology.*