

10 Laws of Trust

Joel Peterson, Chairman Jet Blue

The goals of this book are 1. to examine what trust is, 2. present methods to harness trust and 3. consider how to recover trust from its breach

Trust is an economic driver

**Trust is the one thing that changes
everything**

Trust is a learnable competency

**High trust relationships in my life helped me
achieve far more than what my abilities
would have predicted**

To trust means taking a leap of faith, a necessary part of giving control to another person, you have to select whom you trust through your judgement

Trust is important because people achieve more in a collaborative spirit when seeking win win solutions.

At its core, trust means willingly ceding a measure of control to another person, without any apparent safety nets of a binding contract.

In a world where peer to peer economy is gaining ascendance, with individuals sharing cars, apartments, boats etc., trust is all the more indispensable

Trust doesn't happen, it is earned. Trust builds over time, fostered not only by decency but also by enlightened self interest, a recognition that trust works to everyone's benefit.

There is power in being trustworthy. In the economy of trust, the more we look out for others, the more others will look out for us.

Selfishness beats altruism within a group, however, altruistic groups beat selfish groups. Everything else is commentary.

Like air, trust is invisible, and when abundant taken for granted. When trust is in short supply, people must find ways to cope.

Being smart about whom to trust, when to trust and how to nurture organizational trust is key to implementing these ten laws.

1. Trust, well grounded depends on character, competence, and authority(people we trust are empowered to deliver on promises)

**2. There are three types of trust –
reciprocal, representative and pseudo trust**

3. Underlying motivators establish potential trust levels

Trust levels vary by organizations/institutions – families have high levels of trust because of love, duty leads institutions like the military , religious institutions and foundations to have trust. Schools and businesses have trust based on rewards, government and dictatorships build trust through fear

4.As trust declines, people grab power

5. Trust risks betrayal

Law 1, trust starts with personal integrity

The watch word in any high trust organization is integrity

The gap between what a leader says and what a leader does is at the heart of trust.

Individual must dos

1. Sync words with action
2. Avoid hypocrisy
3. Work on establishing integrity as a habit

Law 2 :Invest in respect

Respect is a currency of trust, the way it is exchanged among people. Respect requires focus, awareness and practice.

**Nothing shows greater respect than
listening to people without an agenda**

Trusted leaders show respect by seeking feedback

Creating an atmosphere of respect

1. Respect is a high yield investment
2. Positive always beats negative
3. Showing respect is not the same thing as being nice
4. Tolerating disrespect allows it to spread

Mistrustful organizations are preoccupied with keeping people from doing their worst, while high trust organizations focus on empowering people to do their best

Law 3:How to empower people to do their best

1. Assume the best intentions
2. Be action oriented
3. Forget the past
4. Expect foul ups
5. Eschew the peripherals of paranoia
6. Remember that accountability is the requisite companion to empowerment

Trust grows when expectations are unambiguous.

Law 4. Securing trust via accountability

1. Define what winning looks like
2. Set 5 clear expectations
3. Expect accountability to enhance trust
4. Accompany accountability with credit

Law 5. Create a common dream

1. Make your mission inclusive
2. Having a mission is more than having a mission statement
3. Collect and celebrate 'hero' stories
4. Replace an aging vision
5. Don't think small, but think simple
6. Great dreams require great sacrifice

Law 6. Keep everyone informed

1. Own the bad news
2. Discipline yourself to stay positive
3. Pay attention to body language and atmosphere in the room on issues

Law 7. Embrace respectful conflict

1. Ensure the best ideas win
2. Think like a mediator , not like a judge
3. Don't let tensions boil over

Law 8. Show humility

- ‘cemeteries are full of dispensable men” Charles De Gaulle
- It’s the mission and not about me the CEO
- Gather the history of the organization
- Give recognition openly
- When thanking people, be specific
- Look for fun ways to connect outside work

Law 9. Strive for win - win negotiations

1. Assume that this is an ongoing conversation and not a one off
2. Consider the other side's interests
3. Aim to create value for all parties
4. Take out psych tactics, be honest
5. Inquire to understand
6. Choose whom you negotiate with

Law 10. Proceed with care

1. In the moments of calm before a crisis, imagine yourself as duty bound to lead
2. Be mindful of the long term
3. Do not fear
4. Expect fires on the way

**High trust groups do not happen overnight
and do not happen by accident**

Betrayal at some point is likely, betrayal is not personal, betrayal stings, reconciliation is possible but difficult. Don't consider trying to get even