

# PREVIEW GUIDE



# The 5 Waves of Trust

## Table of Contents:

Sample Pages from Discussion Guide.....	pgs. 2-8
Program Information and Pricing.....	pgs. 9-10

## Introduction

Great leaders don't dictate, they influence. And influence comes from a leader's ability to engender credibility and inspire people to both believe them and believe *in* them. Originally produced for use within the world-famous FranklinCovey leadership training curriculum, the videos on this DVD create trustworthy leaders for whom team members readily volunteer their best efforts.

### These videos can be used together or independently to:

- Build leaders' credibility in ways that boost employee engagement and productivity.
- Reduce the cost of poor performance associated with a climate of distrust.
- Improve profits and results by illustrating the link between trust, organizational reputation and customer loyalty.
- Help build trust in individuals, teams, departments, the organization, and with customers and the public.

### Using the 5 Waves of Trust

*The 5 Waves of Trust* is a power-packed DVD containing eight separate video segments. The series is based on the premise that there are various layers of trust to which today's leaders must be attuned: Self Trust, Relationship Trust, Organizational Trust, Market Trust and Societal Trust. Each of the videos is designed to build awareness and spark discussion in one or more of these areas.

These videos can be used individually or collectively to start discussions among managers, leaders, and team members. They are motivational and instructional as both stand-alones and combined as parts of a larger-scale presentation.

If you plan to use all the videos together, begin with the Training Script on page 2 and then progress in order through each of the Video Sections and Possible Activities, choosing to use any or all of the Activities and accompanying worksheets. If you plan to use the videos individually, feel free to incorporate them into an existing training, picking and choosing any or all of the discussion questions and Possible Activities included.

### Video Information

*5 Waves of Trust* includes eight program videos that illustrate each of the 5 Waves of Trust.

Wave	Title	Running Time
Making The Case for Trust	The Speed of Trust	5:26
	The High Cost of Low Trust	1:02
Wave 1 – Self Trust	Self Trust	6:26
Wave 2 – Relationship Trust	Relationship Trust	4:08
	Race to the Pole	10:58
Wave 3 - Organizational Trust	Organizational Trust	5:50
Wave 4 - Market Trust	Market Trust	5:10
Wave 5 – Societal Trust	Societal Trust	3:50

## Making the Case for Trust

### Video Section: The Speed of Trust

1. Say: This video sets up the importance of trust, and introduces the 5 Waves of Trust model that Stephen M.R. Covey – son of Stephen Covey – has developed.
2. Show the video: *The Speed of Trust*
3. Debrief the video by asking any of the following questions:
  - Can anyone describe the relationship between speed and trust?
  - If you feel comfortable sharing, what is one key relationship you can think of that would benefit by an increase in trust?

### Video Section: The High Cost of Low Trust

1. Hand out *Worksheet 2: The High Cost of Low Trust*
2. Say: This fast-paced video will give you a real sense of the impact of low trust on our society today. Watch for places where you and your team might be paying a heavy price for low trust. Record your responses to the question on this worksheet as you watch. I'll also give a couple minutes to record your thoughts after the videos ends.
3. Show the video: *The High Cost of Low Trust*
4. Quickly debrief the video as a large group, asking a few participants to volunteer their answers.

### Possible Activities Based on Making the Case for Trust

#### ① Trust Dividend and Tax Discussion

1. Hand out *Worksheet 3: Trust Dividend and Trust Tax*.
2. Say: So as you could see in the video, when you have high trust, speed goes up and cost goes down. Trust in the 21st century is a competency. With high trust, when there is a new project assigned, people just get started. They don't waste time talking about the whys and wherefores of it. Wasted time is wasted money.
3. Ask: Can anyone think of an example of this Trust Dividend?  
*Share a personal example of this if participants don't come up with one.*
4. Say: The reverse of a Trust Dividend would be a Trust Tax. Low trust slows things down and increases cost. Leaders feel they have to follow up all the time and check to see how things are going. Low trust can lead to unintended or undesired micro-management.
5. Ask: What are some examples of Trust Taxes?
  - Needing to follow up on people all the time
  - Airport security
  - Sarbanes-Oxley

## Wave 1: Self Trust

### Video Section: Self Trust

1. Say: In this video, Stephen M. R. Covey introduces the idea of Self Trust. As you watch, look for the four essential elements of credibility, called the 4 Cores of Credibility. After the video, I'll pass out a handout with these four cores.
2. Show the video: *Self Trust*.

### Possible Activities Based on Self Trust

#### ① Video Debrief and Credibility Discussion

1. Handout *Worksheet 4: Self Trust: The 4 Cores of Credibility*
2. Say: So, as you saw in the video, the four essential elements of credibility are:

- Integrity
- Intent
- Capability
- Results

The first two core elements are about character; the second two are about competency. Now, using this handout, think of someone who personifies the Integrity and Intent behaviors, then turn to a partner and share why you chose that person.

3. If time permits, debrief by having a few people share their responses.
4. Say: Now look back over the descriptions of Capability and Results and think of a different person who personifies these characteristics. Turn to the same partner and share why you chose that person.
5. If time permits, debrief by having a few people share their responses.

#### ② Self Trust Case Study & Self Trust Builder Activity

1. Hand out *Worksheet 5: Self Trust Case Study*.
2. Divide participants into groups of three. Have everyone read the case study about Pat at the top of the worksheet.
3. Say: Using the Self Trust Builder on this worksheet, discuss how Pat could increase her credibility using the 4 Cores as guidelines.
4. Debrief by having each group share what they came up with.
5. Say: Can you see how credibility is based on a balance of the 4 Cores?
6. Hand out *Worksheet 6: Self Trust Builder*.
7. This is what you will be taking away today as part of your action plan. Please choose a situation at work where you would like to increase trust, and then work through this page. Remember, this is the filter through which you look at yourself. Your goal is a balance between character and competence.
8. Give participants 10 minutes to work on this exercise.

## Wave 3: Organizational Trust

### Video Section: Organizational Trust

1. Say: Let's watch as a top-notch race-car team engages with a hospital surgical team for amazing results. Please think about the following question as you watch: How was trust increased on the surgical team?
2. Play the video: *Organizational Trust*.
3. Debrief the video by asking any of the following questions:
  - How did lack of trust play a role in the chaos of patient hand-offs after surgery, before the hospital had training with Ferrari?
  - How was trust increased on the surgical team after the training?
  - While watching, did you think of any processes or situations in your own workplace that would benefit from higher organizational trust?

### Possible Activities Based on Organizational Trust

#### ① Discussion: The Trust Dividend

1. Hand out *Worksheet 10: Organizational Dividends and Taxes*.
2. Say: High trust in organizations pays off in many different ways. We call these "Trust Dividends." We call the lack of trust "Trust Taxes."
3. Refer participants to *Worksheet 10* and review the organizational Trust Dividends and Trust Taxes as a group. Then have participants mark the things they deal with in their organization.

#### ② Organizational Trust Builder Activity

1. Hand out *Worksheet 11: Organizational Trust Builder* and read the top portion aloud.
2. Say: Your organization's systems, policies, and practices become powerful symbols that can create or destroy trust. Great leaders constantly work to create symbols of trust and remove symbols of distrust.

Before I have you fill out this worksheet about our organization, I want to first give you an example of a symbol of distrust. At a certain company, when half the plant was sold last year, employee parking was moved across the highway to the overflow lot. Some parking places are nearly a half mile from the plant.

Meanwhile, executives continue to park in the plant lot right in front of the building. Employee complaints have been numerous, and morale has suffered. That's one an example of a system that communicates distrust. What symbols (systems, documents, policies, signs, memos, rules, etc.) exist on your team or in our organization that communicate trust or distrust?

3. Give participants 3-5 minutes to complete *Worksheet 11*.
4. Debrief as a large group.

## Worksheet 5: Self Trust Case Study

### Self Trust Builder



**Example:** Pat, Project Manager in an Architectural Firm

**Situation:** I am an experienced project manager in an architectural firm. I am known for my no-nonsense management style, and I have an excellent track record for getting projects completed on time and on budget. My team members get the job done. I see to that. They don't seem to last long, though. I've had to replace a lot of people over the years, and the ones who stay with the firm rarely get promoted.

4 CORES	ACTIONS
Integrity	
Intent	
Capabilities	
Results	

Worksheet 10: Organizational Dividends and Taxes

High-trust organizations generate significant dividends, whereas low-trust organizations pay heavy taxes.

<p><i>HIGH-TRUST ORGANIZATIONAL DIVIDENDS</i></p>	<p><i>LOW-TRUST ORGANIZATIONAL TAXES</i></p>
 <p>The diagram shows three circular icons in a row. The first icon contains the word 'TRUST' with an upward-pointing arrow. This is followed by an equals sign. The second icon contains the word 'SPEED' with an upward-pointing arrow. The third icon contains the word 'COST' with a downward-pointing arrow.</p>	 <p>The diagram shows three circular icons in a row. The first icon contains the word 'TRUST' with a downward-pointing arrow. This is followed by an equals sign. The second icon contains the word 'SPEED' with a downward-pointing arrow. The third icon contains the word 'COST' with an upward-pointing arrow.</p>
<ul style="list-style-type: none"> <li>• Increased Stakeholder Value</li> <li>• Accelerated Growth</li> <li>• Enhanced Innovation</li> <li>• Improved Collaboration</li> <li>• Stronger Partnering</li> <li>• Better Execution</li> <li>• Heightened Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Redundancy</li> <li>• Bureaucracy</li> <li>• Politics</li> <li>• Disengagement</li> <li>• Turnover</li> <li>• Churn (of customers, suppliers, investors)</li> <li>• Fraud</li> </ul>

*Total return to stakeholders for organizations with high trust is almost three times higher than that of organizations with low trust.*

Watson Wyatt Study

Worksheet 11: Organizational Trust Builder

Your organization’s systems, policies, and practices become powerful symbols that can create or destroy trust. Great leaders constantly work to create symbols of trust and remove symbols of distrust.

Identify the symbols (systems, documents, policies, signs, memos, rules, etc.) that communicate trust or distrust in your organization.

Symbols of Trust	Symbols of Distrust

## Materials Included With *The 5 Waves of Trust*

---

The **chaptered DVD** is a compilation of eight separate video segments originally produced for use within the *FranklinCovey* leadership training curriculum. The series is based on the premise that there are various layers of trust to which today's leaders must be attuned: *Self Trust, Relationship Trust, Organizational Trust, Market Trust* and *Societal Trust*. Each of the videos is designed to build awareness and spark discussion in one or more areas.

- ◆ **The Speed of Trust** Explains how trust ("the one thing that affects everything") can yield great dividends within organizations once people recognize its power and economic impact.
- ◆ **The High Cost of Low Trust** Explores the escalating costs caused by low trust in our organizations and society.
- ◆ **Self Trust** Depicts the four core qualities inherent in all trustworthy people (integrity, intent, capabilities and competency). Real-life examples include professional tennis and an operating room in Perth, Australia.
- ◆ **Relationship Trust** Stephen M.R. Covey shares a personal story about leading the merger of two companies and how the experience taught him to consistently live the "13 Behaviors of High Trust".
- ◆ **Race to the Pole** A documentary on the race to claim the South Pole. Shown are the two experienced explorers--how each prepared, how they led their teams, how each leader's personal credibility affected the perilous journey.
- ◆ **Organizational Trust** A fascinating story of how a surgical team vastly improved their processes and success rates by training with a Ferrari pit-crew team.
- ◆ **Market Trust** Brand loyalty (and, increasingly, employee recruitment efforts) are dependent on an organization's reputation. Watch how Johnson & Johnson dealt with the problem of restoring trust when faced with a catastrophe.
- ◆ **Societal Trust** Shows how Indian entrepreneur Harish Hande gave back to society by building a business enterprise that not only generates income but also benefits rural Indians and the environment.
- ◆ As a bonus, a **Tonesetter** video is also included that can be shown onscreen during breaks. The Tonesetter features a countdown clock, music, and quotes related to the topic of trust.

The **Discussion Guide** is a downloadable PDF on the disc with suggestions on how to use the videos together or independently in a training session. It provides the facilitator with guidance for introducing each of the videos and leading discussions around the topic of trust, leadership development, as well as team building and customer loyalty. The Guide has suggested discussion points and optional activities with participant worksheets for each of the videos.

## Program Information and Pricing

---

Purchase Price: \$895.00

Rental Price: \$495.00

Preview Price: Free

Running Time: 1-11 minutes each

Materials included with purchase: chaptered DVD with Discussion Guide PDF

## Quantity Pricing Discounts

---

(multiple copies)

3-14 copies            10% off

15-25 copies         15% off

26-50 copies         20% off

51+ copies         (call for quote)

*Industry discounts may also apply; call your Sales Consultant for more information.*