

Frequently Asked Questions about The Journey of Trust

Frequently asked questions about the Journey of Trust have been grouped into four main sections:

Trust – The Big Picture

Trustworthiness - How can you step up to the trust-building challenge?

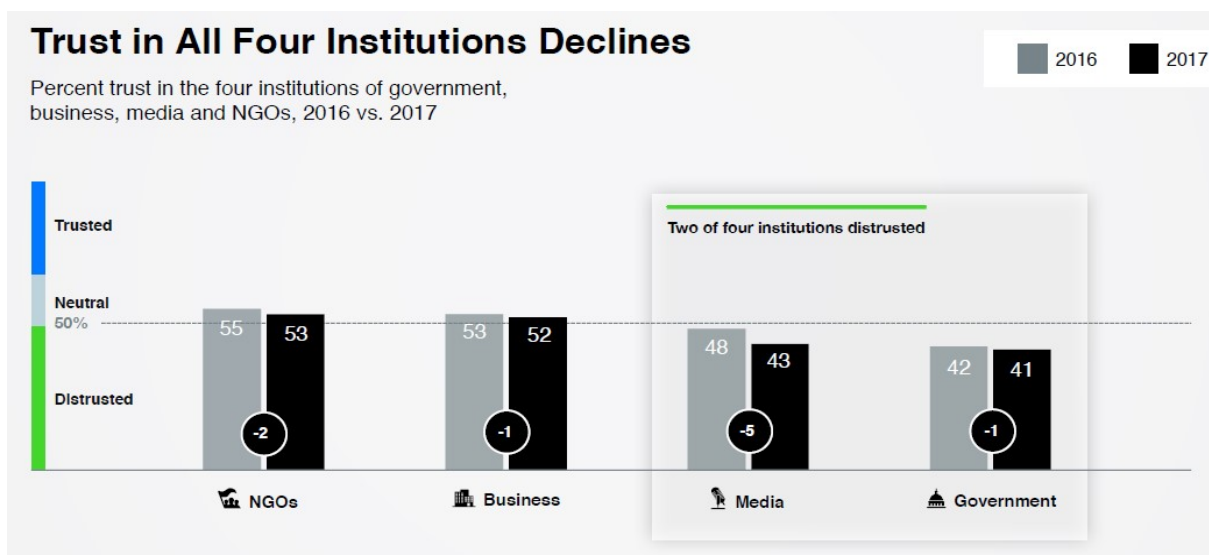
The Journey of Trust – Overview of the Leadership Development Programme

Confidence - Our Track Record

Trust – The Big Picture

Why Trust? Why now?

The highly respected Edelman Trust Barometer www.edelman.com/trust2017 reveals that trust in 2017 is in crisis around the world. The general population's trust in all four key institutions — business, government, NGOs, and media — has declined broadly, a phenomenon not reported since Edelman began tracking trust among this segment in 2012.



Source: 2017 Edelman Trust Barometer Q11-620. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you "do not trust them at all" and nine means that you "trust them a great deal." (Top 4 Box, Trust) General Population, 28-country global total.

With the fall of trust, the majority of respondents now lack full belief that the overall system is working for them. In this climate, people's societal and economic concerns, including globalization, the pace of innovation and eroding social values, turn into fears, spurring the rise of populist actions now playing out in several Western-style democracies.

To rebuild trust and restore faith in the system, institutions must step outside of their traditional roles and work toward a new, more integrated operating model that puts people — and the addressing of their fears — at the centre of everything they do.

Of all four key institutions, business is in a unique position to lead the rebuilding of trust. Although trust in business leaders is at a low ebb - undermining performance, damaging relationships and destroying reputations - it retains higher levels of trust than the other institutions, and business leaders such as Paul Polman of Unilever, Dame Carolyn McCall of EasyJet and Richard Branson of Virgin are already leading the way on rebuilding trust. They are demonstrating how much more enlightened business in the 21st century can be by focusing on their 'purpose beyond profit' to do good in the world for their communities and provide the wisdom and economic power to conserve the planet. The time is now for all business leaders to take on their 21st century role with trust at the core.

What's the bigger purpose behind this trend?

Empowering people to deliver the triple bottom line of results, relationships and reputation is the bigger purpose behind placing trust at the top of the agenda for better business and a better world.

The triple bottom line is a term that was popularised in the book 'Cannibals with Forks' by John Elkington. The approach can use different words. In this programme we refer to the triple bottom line as results, relationships and reputation, but it can also be known as people, profit and planet. The key aspect is that traditionally commercial organisations have focussed on financial results alone as the single bottom line measure of success. However, in today's world, there is a growing importance of social issues, employee engagement and sustainability. The author, Simon Sinek, describes a shift in thinking as companies exhibit behaviors that show they are either finite, focussing on profit alone, and companies that have a deeper

purpose and vision and can be classed as infinite companies. Organisations now have a moral obligation toward a broad set of stakeholders in terms of their environmental and social activities, as well as their financial performance.

What's the evidence that trust should be top of the organisational agenda?

What are the business benefits?

The business impact of improving the trustworthiness of an organisation have been well documented. The impacts can be summarised under headings of results, relationships and reputation:-

Results: *"Since 2009 America's most trustworthy organisations have delivered 81.6% ROI compared to 46.3% ROI of the 500 largest companies in the US in the same period "* – Trust Across America.

Relationships: *"Compared to employees of low trust organisations, employees of high trust organisations report 74% less stress, 50% higher productivity, 13% fewer sick days and 76% more engagement"* – HBR (Dec 2016)

The Neuroscience of Trust, Paul Zak.

Reputation: *"75% agree a company can take specific actions that both increase profits and improve economic and social conditions in the community where it operates."* The 2017 Edelman Annual Trust Barometer.

Trustworthiness - How can you step up to the trust-building challenge?

How do you measure trust on an individual basis and in an organisation?

As part of his doctoral research at Aston Business School, John Blakey designed an organisational trust survey in order to test the validity of his research on the three pillars and nine habits of trust described in his book 'The Trusted Executive'. This unique survey is now available to organisations with an interest in gauging the trust pulse and assessing the current levels of trust across different levels of management in their organisation. Measuring trust on an individual basis is achieved using the 360 degree feedback tool to give individuals a detailed diagnostic of their strengths and weaknesses relative to the three pillars and nine habits of trust.

How do you build trust in an organisation?

You build trust in an organisation through the work of senior leaders role-modelling their own individual trustworthiness. John Blakey's doctoral research at Aston Business School provides confirmation that over 50% of the trust levels in an organisation can be attributed directly to the individual trustworthiness of senior leaders. By demonstrating their trustworthiness, through living the nine habits of The Trusted Executive, senior managers can spread trust throughout the organisation, engendering a high-trust, high-performance culture. Without this leadership by example, it is extremely difficult to build a high-trust culture and that is why the 'Journey of Trust' leadership development programme is focussed upon helping senior leaders in an organisation take their own trust-building skills to the next level. If trust champions can be created in the senior leadership team then their personal example is a powerful catalyst in triggering a wider cultural change. This strategy is summarised in the stages below:-

- Step 1 – Future trust champions are identified from within the senior leadership population
- Step 2 – The trust champions complete the journey of trust leadership development programme and acquire new skills, behaviours and habits
- Step 3 – The trust champions lead by example within the host organisation
- Step 4 – The trust champions shift behaviours in the wider organisation to generate organisational trust

In pictures, this cultural transformation can be represented as follows:-



How do I build trustworthiness as an individual leader?

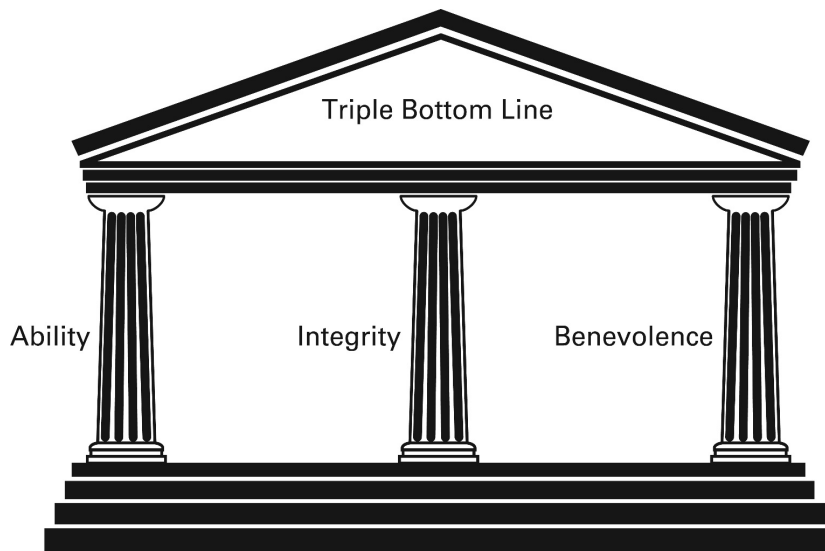
Building trustworthiness is a personal commitment to ‘being’ trustworthy by embodying the three pillars and nine habits of trust. **It is important to understand that the ‘formula’ for being trustworthy is ‘Delivery x Integrity x Benevolence’, not ‘Delivery + Integrity + Benevolence’.** In other words, each pillar is a multiplier and a deficit in any one pillar leads to a deficit in all pillars. Equally, leaders who operate in the top quartile for all three pillars will experience a transformative effect on the overall trustworthiness due to this multiplier effect.

As a result of the use of the 360 feedback tool, participants of the programme will be able to identify which of the nine habits to focus upon which will have most impact on their overall trustworthiness. This might be existing strengths which can be further boosted or weaknesses that are gaps that need to be plugged. Typically, participants will identify and focus upon the three trust habits that can make the most difference to their overall trustworthiness.

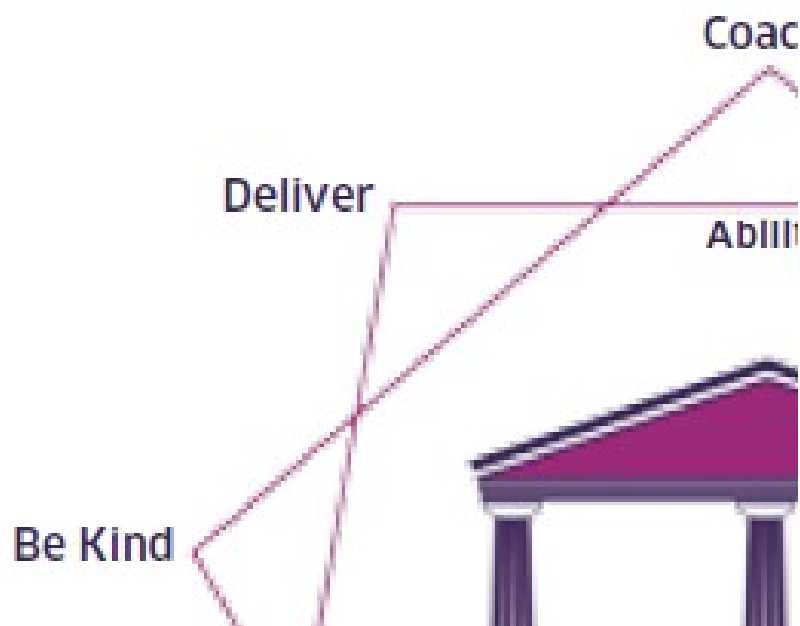
Why three pillars? Why nine habits?

The three pillars of ability, integrity and benevolence are derived from extensive academic and field research over a period of 30 years. This research was

summarised in a [seminal research paper](#) by Professor Shawn Burke and her research team at the University of Central Florida in 2007.



The nine habits of trust are derived from John Blakey's own doctoral research at Aston Business School supported by Professor John Rudd, Dr. Ann Davis and Dr. Alison LeGood. Over a period of four years, John has interviewed thirty CEOs/MDs on the topic of trust and conducted surveys with over 500 senior leaders in both the public and private sectors. The analysis of this research has generated and validated the nine habits model of trust.



How do you develop the nine leadership habits that inspire trust?

The personal habits are developed on the 'Journey of Trust' leadership development programme over a 10-12 month period with the help of an accredited coach from the Academy of Executive Coaching (AoEC), and confidential peer support from executives sharing the journey. This will be goal centered and measured in terms of personal change and impact on the triple bottom line of the business – results, relationships and reputation. The habits will be developed using a suite of bespoke exercises, tools, techniques and case studies designed to help participants role model the trustworthy behaviours across the management population of their organisation. At the heart of the programme will be the use of a unique 360 feedback tool that will assess the participant against the nine habits of trust and so identify strengths and areas for development. This tool will be used again at the end of the programme to measure progress against the nine habits.

The Journey of Trust – Overview of the Leadership Development Programme

What is the vision for The Journey of Trust?

The vision for The Journey of Trust is to replace the traditional “untrustworthy agent” business leadership model of the 20th century, focused solely on short term profit, with 21st century “trustworthy steward” leadership that looks after people, helping them achieve outstanding results; generates sustainable profits through cooperation and highly productive relationships; and preserves the long term reputation of business for integrity and benevolence, as trusted organisations. We refer to this as the shift from single bottom line thinking (results alone) to triple bottom line thinking (results + relationships + reputation).

What is the Journey of Trust?

The Journey of Trust is a leadership development programme for senior executives. The Trusted Executive Foundation (TTEF) has partnered with the Academy of Executive Coaching (AoEC) to deliver the Journey of Trust - a full suite of trust-based leadership development opportunities to improve trustworthiness and transform the triple bottom line of results, relationships and reputation. The Journey of Trust is

the embodiment of the trust model which rests upon three pillars (ability, integrity and benevolence) and nine habits. More details on the programme can be found [here](#). The programme comprises a number of components that are delivered over a period of 10-12 months for a cohort of 12-15 trust champions drawn from the senior management population of the organisation. The specific programme can be tailored for each organisation but would typically comprise the following stages :-



What's the difference between the organisational trust survey and the 360 feedback tool?

The organisational trust survey is a diagnostic tool designed to take the trust pulse of the organisation as a starting point for organisational development whereas the 360 degree trust profile is an individual development tool. Both use the same three pillars and nine habits model of trust to provide structured feedback.

What evidence do you have that this programme works? – What is the track record?

The evidence that this programme works comes from the academic rigour that has been used to develop the nine habits of trust model that lies at the heart of the programme. The nine habits model has been verified through research conducted at Aston Business School which demonstrates that 51% of the challenge of building organisational trust relies upon improving the trust-building skills of the senior management population. The nine habits model itself has been derived from interviews with 30 CEOs/MDs and results of surveying over 500 senior leaders in the private, public and third sectors.

Additionally, the programme uses the power of executive coaching to develop the nine habits. The AoEC, having trained over 11,000 coaches over the past 10 years, have significant experience that using a coaching approach is consistent with identifying and reinforcing good habits and behaviours and as a catalyst for significant and sustainable change. The popularity of coaching as a key leadership

and management performance enabler is now an acceptable norm. Eric Schmidt, the former CEO of Google states 'Everybody needs a coach.'

By bringing all three of these elements together, in a world where transparency and accountability is required, we believe that the Journey of Trust leadership development programme is the ideal vehicle to challenge leaders to be trusted executives and to create a high trust, high performance culture within their organisations.

What would be the impact of the investment in this programme?

The impact of the investment in this evidence-based programme is to increase the level of trust in senior leaders which in turn leads to an energised and innovative environment at work in which people feel safe, trusted and confident to take the initiative and do their best work.

Specifically, triple bottom line goals will be agreed for the Journey of Trust programme covering the areas of results, relationships and reputation. These goals will provide the focus and backbone for the overall programme. For example, an organisation may wish to achieve specific sales targets (results), improve employee engagement (relationships) and increase their net promoter score (reputation). These overall goals will then be cascaded to create specific triple bottom-line goals for each participant on the programme. The coaches will set and agree these goals based on the initial 360 feedback report and early coaching conversations. For example a participant may have goals as follows:-

- Habit 1 – delivery – a goal to implement a rigorous sales pipeline management system
- Habit 4 – being open – a goal to engage team members in monthly 1-2-1 conversations where the leader is open to sharing their thoughts and feelings at a more personal level
- Habit 7 – evangelise – a goal to present at a number of industry conferences and spread the good news about the company's products and services.

In each of the coaching sessions, progress on both individual and organisational goals will be reviewed and the coach will provide a balance of support and challenge

in the most appropriate and optimum way to meet the needs of each individual. The achievement of the individual goals will be assessed at the end of the programme and presented back to the programme sponsors by the participant. The summation of these individual goals will then impact the overall organisational goals that have been set for the programme.

At what point do we start on the journey?

The Journey of Trust can start in a number of different ways:-

- An **organisational trust survey** which will capture the trust pulse of the organisation and create a rich organisational diagnostic based on the three pillars and nine habits of trust to inform future steps.
- A top team '**Trusted Executive**' **workshop** where senior leaders will be introduced to the three pillars and nine habits of trust through an interactive and engaging half-day session. This workshop includes the use of the nine habits of trust self-assessment tool which is a simplified version of the 360 feedback tool for individual completion.
- An inspiring **conference keynote session** delivered by John Blakey to a wider management group in which John will share his findings on the trust crisis in leadership and highlight the risks and opportunities for business leaders at this time.
- Please contact us via thetrustedexecutive@aoec.com if you require any further information on the above options.

What is the detailed structure of the executive coaching component of the programme?

Prior to Coaching	The 360 degree trust profile is undertaken with 6-8 respondents providing feedback on the participant's leadership using the nine habits of the trust model and its associated behaviours
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Coaching Session 1	The 360 report is debriefed with the coach and individual triple bottom line goals are set for the programme based on the findings of the feedback. Three habits are identified as the focus of the programme for each participant
Sessions 2-3	Conscious awareness, practice, feedback, exercises and coaching to develop mastery of the 1 st habit. Additionally, each participant will have access to a knowledge bank of resources associated with the chosen habit that can be used to accelerate learning
Sessions 4-5	Repeat coaching cycle for the 2 nd Habit
Sessions 6-8	Repeat coaching cycle for the 3 rd Habit Repeat 360 feedback exercise to gather updated perceptions and compare with the initial report
Session 9	Debrief second set of 360 feedback results, highlighting progress achieved since the start of the programme and identify any further follow up steps required. Review of progress against individual triple bottom line goals

What is my investment?

The investment in the Journey of Trust, including all four phases, is approximately £10-15k + VAT per participant. However, this budget will be dependent upon detailed discussions regarding the scope of the programme and the goals of the organisation. Individual elements of the programme e.g. the organisational trust survey, trusted executive workshops and the use of the 360 feedback tool can be used on a 'stand-alone' basis. Prices for these are available on request from thetrustedexecutive@aoec.com

Who is the target audience for the programme?

The Journey of Trust is primarily designed for CEOs, Board Members and Senior Executives for the reason that these leaders have the greatest potential for positively impacting the organisational culture in the shortest time and realising the triple bottom line benefits of trusted leaders. Each participant will be assigned an accredited AoEC senior practitioner coach who has been carefully selected to provide 1-2-1 individualised coaching for executives embarking on the Journey of Trust programme.

How many people are required to be directly involved?

12 to 15 is the ideal number of senior executives to take the Journey of Trust together. They will need to have the support of an internal coordinator to assist with the administrative aspects of the coaching sessions over the course of the 10-12 month journey. For smaller numbers of participants we offer an open programme and dates for the next programme can be provided upon request via thetrustedexecutive@aoec.com

What if we wanted to offer this programme to begin with to just 2 or 3 people from our organisation?

An open programme is available where leaders from a number of organisations can experience the Journey of Trust together. This has the benefit of enabling 1-3 members of the same organisation to attend the programme rather than the full cohort of 12-15 that is required for the in-house programme. Additionally, these leaders can then learn from a peer group drawn from different business sectors which enables the sharing of best-practice, ideas and experiences. The open programme option offers a manageable alternative to an in-house company programme for building and sustaining the growth of trust champions in your organisation.

How will you track and monitor progress?

Use of the organisational trust survey at the beginning and end of the Journey of Trust, and beyond, will enable the level of organisational trust to be tracked. Similarly, individual 'before and after' 360 degree feedback reports will help

executives to track their own personal progress in mastering the nine habits of trust. In addition, the setting, tracking and monitoring of triple bottom line goals for each executive and the senior team as a whole will provide a reliable review mechanism for measuring the impact on the business of their endeavours.

How would this fit in with our existing leadership and culture change initiatives?

Given that, according to Steven M. Covey, trust is '*the one thing that changes everything*' we believe that the programme will complement existing leadership and culture change initiatives. However, as part of the preparation stage, we will map the Journey of Trust programme to existing organisational and leadership development activities in order to identify any overlap or potential conflict so these issues can be managed and anticipated. Specifically, the demands on senior executives' time will have to be carefully and sensitively assessed and monitored to ensure that multiple change initiatives do not become overwhelming.

What is the role of a Trust Champion?

The role of a Trust Champion is to embody trust, to model trustworthiness for everyone in the organisation to follow, particularly managers who have a huge influence on workplace climate, and to spread the good news about the positive impact that trust has on the results, relationships and reputation of the organisation.

How much time will a participant need to invest?

The investment of time is 2 hours of coaching every month for 10-12 months. 'Being' trustworthy takes less time than being untrustworthy! A further 2 hours per month should be allowed for accessing the on-line resources that support the programme together with attending programme-wide events such as webinars on specific habits or action learning groups for peer support.

How is this going to fit in with my busy schedule?

The programme is a modest but important investment of time and participants will need to focus on the work as a priority. However, the benefits of this investment at both an individual and organisational level are significant. Coaching sessions can be

organised flexibly to fit with the participant's work schedule. Sponsorship of the programme by the CEO and top team will help participants protect the time required to commit to the programme. A clear focus on delivering triple bottom-line goals will help all parties measure the benefit and impact of the programme as it is implemented.

Confidence - Our Track Record

What is special about your approach?

What's special is the unique combination of The Trusted Executive Foundation's rigorous academic research and thought leadership on trust, with the AoEC's expertise and track record in delivering successful executive coaching programmes. The resulting partnership has produced both unique models and tools such as the organisational trust survey and 360 feedback tool, together with the scale and track record to reliably roll-out executive coaching programmes in complex corporate environments.

How is this different from typical, ad-hoc executive coaching?

The difference is the use of the unique framework and thought leadership captured in The Trusted Executive Foundation research as the backbone and focus for the coaching work. This is not 'business as usual' 1-2-1 executive coaching but a coherent, integrated programme that will enable organisations to build organisational trust and so achieve triple bottom-line goals involving results, relationships and reputation. The programme enables a 'win/win' between helping individual leaders at the same time as achieving specific organisational objectives with both aspects informed by leading-edge academic research on trust.

What clients have you worked with and what have you delivered for them?

The Trusted Executive organisational trust survey has been used with organisations in the private sector, public sector and third sector. In particular, it has been used by Staffordshire County Council to survey the top 500 leaders in the organisation and by the global advertising agency, Publicitas, to survey its top 300 leaders across four geographic regions. In both cases, the survey was sponsored at CEO level.

The Trusted Executive keynote conference presentation, delivered in both the UK and Europe, received highly positive feedback. John Blakey, founder of The Trusted Executive Foundation, delivered the keynote session at the recent SIINDA digital industry conference at the UK Google offices. He also delivered a similar keynote at the trust conference of the Estonian Business School in Tallinn and the Stretch leadership conference in Hungary. In autumn 2016, John delivered the keynote session on trust at the West Midlands Employer's conference in Birmingham. Video footage of these presentations can be found [here](#).

Trusted Executive workshops have been delivered to over 200 CEOs in the UK via John Blakey's role as a speaker for Vistage, the world's largest CEO membership organisation. These workshops have led to a number of follow-up workshops that have been delivered to CEOs and their senior leadership teams. The workshop includes the use of a unique self-assessment questionnaire that enables leaders to assess themselves against the nine habits of trust featured in 'The Trusted Executive' book. More details on this workshop can be found [here](#).

The first Trusted Executive dinner was held in March 2017. It was attended by CEOs and MDs from organisations such as IBM, UBS Bank, the NHS, CGI, CBRE, ANZ Bank, Addison Lee, Nokia and Hermes Equities.

The AoEC has worked with large organisations and charities, providing coaching skills training and 1-2-1 coaching of the highest standard of accreditation; AOEC has been credited with helping PwC Poland gain status as the PwC global centre of coaching excellence. numerous companies over the years. Further information on the companies we have worked with can be found [here](#).

Here are a variety of testimonials from clients that have experienced the Journey of Trust:-

'John delivered an inspiring keynote at our Entrepreneur of the Year event. He was spontaneous and dynamic in pitching his session at just the right level for our audience of entrepreneurs. I am sure that those present picked up on his passion for the topic of leadership trust and left with new thinking and renewed commitment to step up to the trust-building challenge. An excellent contribution.' – Neil Meredith, Partner, Ernst & Young

'John wowed a room full of seasoned marketing directors on the topic becoming a trusted executive. His cutting-edge research, practical experience and entertaining anecdotes captured everyone's attention as we learnt about the three pillars and nine habits of trust. The session was a powerful wake-up call. Thank you John- - Lucy Hogarth, MD, The Marketing Centre

'John delivered a 'Trusted Executive' webinar for AMBA which now has over 27,000 MBA students and graduates around the world. His insight into how leaders can build trust in themselves and in their company is something that our community has found highly valuable and useful. His clear and articulated approach shows that he has vast experience and knowledge of the subject.' - Victor Hedenberg – Association of MBAs

'John brought his acclaimed book to life in expert fashion using a mixture of inspirational anecdotes, fascinating case studies and cutting-edge research. The CEOs and MDs present worked practically with John's unique nine habits of trust model to learn how they could take their own trust-building skills to the next level and so make trust a competitive advantage for their businesses. The session was a fabulous balance of compelling theory with immediate practical take-aways. We even got some jelly beans! Top class.' – Adam Harris, Vistage Chair

'John enthralled sixteen CEOs on the topic of trust for 3 hours - no mean feat! He took us on a fascinating journey of trust from the big picture to the nitty gritty and left us with clear, practical take-always. It was a memorable session which I would recommend for all leaders who wish to transform their trust-building skills' – Kate Fletcher, Vistage Chair

'John delivered a barnstorming session which inspired and motivated some of Europe's top leaders at the SIINDA (Search and Information Industry Association) conference in London. John had delegates on the edge of their seats as they took on board his thought-provoking messages about the trust crisis in leadership today. His nine habits model gave everyone a practical road-map for building leadership trust in their own organisations. The auditorium was buzzing with excited discussions at the end of his session. Thanks, John, for an energetic and inspiring talk!' – Kimberli J. Lewis, General Manager, SIINDA

'John delivered the keynote speech at the QHotels annual conference. This was a compelling and truly inspiring insight into the need to position trust and integrity right at the heart of how we run our business, deliver on our promises and exceed customer expectations. John's brand of personal leadership and passion, coupled with expertise and insight as a thought leader on trust, challenged all present to strip back to the nine habits that underpin trust and accelerate performance and enhance reputation. A truly memorable and highly regarded key note address that continues to inspire our actions.' - Chris Gaines, Commercial Director, Q Hotels