

# Karen Mathews & Associates Newsletter

Trust Building

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In this edition of Intentional Leadership, we discuss ways to promote trust and effective trust building behaviors. As leaders, our work is largely done through relationships where trust is a key ingredient.

*"Not everything that can be counted counts and not everything that counts can be counted."*

- Albert Einstein

*Your Tips are Welcomed!*

*Do you have a tip to share regarding intention and/or leadership? Send us what has worked for you and we'll publish one tip per month.*



**Karen Mathews and Associates can help.**

Is your business ready for better results? Contact Karen Mathews & Associates to find out how we can help take your leadership and company to the next level. Call 408-988-2361 or email us by [clicking here](#).

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### • **Trust in Relationships (Read Time: 4 minutes)**

Although trust is essential in any relationship, we seldom give conscious thought to improving it. Trust is the underpinning that allows you and your team members to become more open. It provides opportunity to address the deeper problems without fear, thus having the safety that will promote sharing of richer solutions and innovations. I am inviting you to consider the areas within your team that can be strengthened by intentionally improving the trust between you and the other members.

Trust is defined as a feeling of certainty that a person or thing will not fail. It implies depth and assurance of feeling that is often based on inconclusive evidence. Trust is a feeling we have that translates into the behavior of granting permission without proof.

Within a work context, trust is given based upon evidence of things such as doing what you say and performing to a certain competency. Like any behavior, trust can be more fully developed. It is granted in several levels or layers especially in a work context. We are expected, as a team member, to trust our teammates. We don't easily give anything more than superficial trust without building a relationship over time or deliberately working at it.

## Trust Building Behaviors

On the other hand the way to combat fear is to build trust. By starting with the basics:

- Be clear about expectations and consequences.
  - Consequences should be commensurate with the mistake.
  - Praise in public and criticize in private.
  - Follow through on commitments.
  - Be consistent in the way you relate to team members.
  - Be aware of their reactions.
  - Address things in the moment--don't let things go unsaid when clearly there is an issue. When we allow things to ferment, we lost the easiest time to tackle it. Like the old saying goes, "crow goes down easiest warm, when it's old and stale it's harder to swallow."
- As leaders, we're in charge of being strategic and inspired. Let's use our position to lead others to take calculated risks by being open to address the real problems and spark true innovation. No one really thinks a "yes man" contributes.

Is your leadership style as inspired as you would like? Do you get the results you want from your direct reports? If you would like to improve your results, you need to change your behaviors. Karen Mathews & Associates can help you achieve more with an Executive Coach. Freshen up your perspective and challenge yourself to obtain the results that are worthy of you. Call 408-988-2361 or email us at [info@karenmathews.com](mailto:info@karenmathews.com) to schedule a free consultation.

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### • **Managing without Authority (Read Time: 2 minutes)**

This is a position many a project manager finds themselves in with a complex outcome and no direct reports to make it happen. In this situation, it is critical knowing how to develop and bank social capital. People skilled at this practice base it upon loyalty in relationships, and doing favors for others and being very likable.

One other interesting thing is that many times when we ask others for help they will help just because we asked. Also, people will accept direction if we come across with authority even if we don't have it. If we explain why we

need something done, most people will respond positively to the request.

### **Develop Social Capital**

- Be the go to person; be known as a resource.
- Be nice and respect everyone.
- Target your requests for help from people at lowest level in the organization as possible.
- Be open and willing to do favors for others.
- Ask people to help and show gratitude when they accommodate your requests.
- Explain why when asking for support in getting something done.

Look for our newsletter in May.

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