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Special points of interest:

- **Leadership: From Control to Empowerment coming to Frisco starting September 11th at 8:30**
- **The Trust Factor—coming to Frisco starting September 11th at 1:00**
- **Onsite training available!**

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Power Book Summary

The Speed of Trust by Stephen M.R. Covey

Book Overview

Stephen M.R. Covey is the son of Dr. Stephen R. Covey, the author of *The Seven Habits of Highly Effective People*. The author of this book is the seven-year-old in the “clean and green” story told by Dr. Covey.

In the book *The Speed of Trust: The One Thing That Changes Everything*, Covey concludes that trust is the one thing that can build or destroy every human relationship. The lack of trust will bring down the most powerful countries, bankrupt the most profitable companies, and destroy the

happiest of marriages. However, trust is the least studied and least understood element of business success.

Covey builds the business case for trust. He shares a trust formula. He states “When trust goes up, speed will also go up and cost will go down.” The inverse is also true. “When trust goes down, speed will go down and costs will go up.” He uses the example of air travel. After 9/11 trust went down, speed also went down and cost went up.

The ability to build trust with

customers, bosses, co-workers and subordinates is essential to business success. The ability to build trust with your spouse, children and friends is essential to personal success.

The good news is that trust can be built. The better news is that trust can be **rebuilt** faster than most of us think. Trust is built on two things: competence and character.

Covey breaks trust down into five waves: 1. Self trust, 2. Relationship trust, 3. Organizational trust, 4. Market trust, 5. Societal trust.

Power Train

Power Train is a company focused on three areas of improvement:

1. We help develop powerful people. Employees are the biggest asset for any company.
2. We help create powerful relationships. Companies are successful when well trained powerful people join forces in a spirit of cooperation.
3. We help build powerful companies. Powerful people, who join forces to create powerful relationships, need strategies, goals, and direction to build powerful companies.

We have a series of excellent trust building workshops called *The Trust Factor*.

During this program, you will learn the core elements of trust. You will have an opportunity to assess your own trustworthiness. You will learn what degree of trust others have in you. You will learn to view others from a paradigm of trust and goodwill rather than mistrust and alienation. You will learn how to engage in vigorous dialogue and arrive at win/win outcomes. And, you will learn to play a role within your relationships in which you strengthen and contribute to the development of other people.

Integrity includes honesty, congruency, humility and courage.

Motive is why you do what you do.

The best motive in building trust is genuinely caring about people.

The First Wave— Self Trust: The Principle of Credibility

Credibility boils down to two simple questions. First, do I trust myself. Second, am I someone who others can trust. Covey talks about four “cores” that are key to building credibility. The four cores are: 1. Integrity, 2. Intent, 3. Capabilities, and 4. Results. Integrity and intent are character cores. Capabilities and Results are competency cores. All four cores are necessary for credibility. A person of integrity that does not produce results is not credible. If you are not credible you are not trustworthy!

The First Core—Integrity Most of the major violations of trust are violations of integrity. Covey asserts that integrity is more than honesty. In addition to honesty, integrity is made up of three other virtues.

Congruency is when one acts according to his values. It is when there is no gap between what one intends to do and what one actually does.

Humility is the ability to look out for the good of others in addition to what is good for you. Covey puts it this way, “A humble person is more concerned about *what* is right than about *being* right, about *acting* on good ideas than *having* the ideas, about *embracing* new truth than *defending* an outdated position, about *building the team* than *exalting self*, about *recognizing contribution* than *being recognized* for it.”

Courage is the ability to do the right thing even when it may be difficult. It is when you do what you know is right regardless of the possible consequences.

Covey suggests three ways to increase your integrity. First, make and keep commitments to yourself. Second, stand for something. Third, be open.

The Second Core—Intent Intent

springs from our character. It is part of our value system. It is how we know we should act. Covey breaks intent down to three things.

Motive is why you do what you do. The best motive in building trust is genuinely caring about people. If you don’t care and have no desire to care, be honest and let people know you don’t care. If you don’t care but want to care, start doing caring things. Often, the feelings will follow the actions.

Agenda stems from our motive. The best agenda is honestly seeking what is good for others. Notice that your agenda is much more than *wanting* what is good for others, but *seeking* what is good for others.

Behavior is putting your agenda into practice. It is what we do based upon what we intend to do and what we are actively seeking. Behavior is where the rubber meets the road. Behavior is important because it is what people see and judge. Telling someone you love them is important, but showing them you love them is essential.

Covey gives three suggestions to improve intent. First, examine and refine your motives. Second, declare your intent. Third, choose abundance.

The Third Core—Capabilities Capabilities are “the talents, skills, knowledge, capacities and abilities that we have that enable us to perform with excellence.” To help think about the various dimensions of capabilities, Covey uses the acronym TASKS: Talents, Attitude, Skills, Knowledge, and Style.

Talents are the things we naturally do well. These are the things we usually love to do. Your **attitude** is how you see things. It is how

we are inside. **Skills** are the things you have learned to do well.

Covey does point out that it is easy to get so comfortable with our skills that we never fulfill our talents. He suggests that talent is a deeper well than skill. **Knowledge** is what you know and continue to learn. **Style** is your unique way of doing things. It involves your personality.

How to Increase Your Capabilities: First, follow your strengths and your passions. Second, remain relevant by continually increasing your knowledge and improving your skills. Third, know where you are going. The people you lead will follow if you know where you are going.

The Fourth Core—Results People don’t trust people who don’t deliver results. Results are the deliverables. They are what you contribute to the company. You can’t hide from your results. He states, “... if the results aren’t there, neither is the credibility, neither is the trust. It’s just that simple; it’s just that harsh.”

There are three areas of results people look at to judge your credibility. First, your past results: what you have proven you can do. Second, your current results: what you are contributing right now. Third, your potential results: what people anticipate you will accomplish in the future.

How to improve your results: First, take responsibility for results, not activity. Second, expect to achieve your goals. Assume you will be successful. This assumption will translate into action. Third, finish strong. “Results are all about finishing. You are probably aware of the old adage; Beginners are many; finishers are few.”

The Second Wave—Relationship Trust

Relationship trust is all about consistent behavior. People judge us on behavior not intent. People can't see our heart but they can see our behavior.

Building trust accounts There are several keys to “trust accounts.” The fastest way to build a trust account is to stop making withdrawals. You also have to be aware that withdrawals are bigger than deposits, each trust account is unique, there are two ways of viewing a trust account (your way and their way), and what is a deposit in one person's account may be a withdrawal from another person's account.

The thirteen relationship trust building behaviors:

Talk Straight! Say what is on your mind. Don't hide your agenda. When we talk straight we tell the truth and leave the right impression. Most employees don't think their bosses communicate honestly. This creates a trust tax. This causes speed to go down and costs to go up. We spend entirely too much time trying to decipher truth from spin.

Straight talk needs to be paired with tact. There is no excuse for being so blunt you hurt feelings and destroy relationships. Tact is a skill that can be learned and when coupled with straight talk, will build relationship trust.

Demonstrate Respect—the principle behind demonstrating respect

is the value of the individual. The behavior is acting out the Golden Rule. Almost every culture and religion recognizes the value of the Golden Rule. We should treat people the way we want to be treated. Our actions should show we care. They should be sincere. People will notice if an action is motivated by a lesser reason or an impure value. Respect is demonstrated in the “little” things we do daily.

Create Transparency— Tell the truth in a way that can be verified. Transparency is based on principles of honesty, openness, integrity and authenticity. It is based on doing things in the open where all can see.

Part of transparency is sharing information. If ever in question, err on the side of disclosure. Rollin King, founder of Southwest Airlines states, “We adopted the philosophy that we wouldn't hide anything, not any of our problems, from the employees.” That's transparency.

Right Wrongs—To right a wrong is much more than apologizing. It involves making restitution. With customers it may include that free gift along with the sincere apology. We have all been to a restaurant where we received an apology along with a free dessert or a coupon for something free the next time we eat there. It is the principle of going the extra mile.

Some will justify their wrongful

behavior while others will try covering up their misdeeds. Both of these attempts will not only fail to make deposits in trust accounts, but are certain to make substantial withdrawals.

Show Loyalty— There are many ways to show loyalty to your employees. Covey focuses on two. First, give credit to others. As a leader you need to give credit to the individuals responsible for success. A leader should never take credit for the hard work of others. Just as bad is the one who gives credit to someone in their presence, but then down-plays their contribution to others.

Giving credit to others is the right thing to do. It will foster an environment where people are encouraged to be creative and innovative. It will increase trust and have a direct impact on the bottom line.

Second, speak about others as if they were present. Some people think it builds relationships to talk about others. The opposite is true. Talking about others behind their back will decrease trust with your current audience.

Deliver Results—The fastest way to build trust with a client is to deliver results. Results give you instant credibility and trust. Delivering results is based on competence. “This behavior grows out of the *principles* of responsibility, accountability and performance. The *opposite* of Deliver Results is performing poorly or failing to

The fastest way to build trust with a client is to deliver results. Results give you instant credibility and trust.

“assuming personal responsibility and accountability” was ranked as the second-highest factor in building trust.

Relationship Trust (cont)

deliver. The *counterfeit* is delivering activities instead of results.” Delivering results converts the cynics, establishes trust in new relationships, and restores trust that has been lost due to lack of competence. It is also the first half of Covey’s definition of leadership: getting results in a way that inspires trust.

Get Better— In today’s ever changing environment one must continue to improve or become obsolete. You cannot learn a skill and ride that one skill for 30 years. You have to constantly be improving. When others see you continually learning and adapting to change they become more confident in your ability to lead into the future. Be careful not to become a life-long learner that does not produce, or one who sees only one way to improve self and others.

Covey suggest two ways to get better. First, seek feedback from those around you. Second, learn from your mistakes.

Confront Reality—We cannot close our eyes to the tough realities we face. If we are honest about the difficult issues and are addressing them head-on people will trust us. We have to avoid the temptation to avoid reality or act as if we are addressing the difficult issues, while we are actually evading them.

Clarify Expectations—It is important to focus on a shared vision of

success up front. This is a preventative measure. When expectations are not clearly defined up front, trust and speed both go down. A lot of time is wasted due to leaders not clearly defining expectations.

Failure to clarify expectations leaves people guessing. When results are delivered they fall short and are not valued.

Practice Accountability— In a 2002 Golin/Harris poll, “assuming personal responsibility and accountability” was ranked as the second-highest factor in building trust. Great leaders build trust by first holding themselves accountable then holding others accountable.

Holding yourself accountable includes taking responsibility for bad results. It is often our natural response to blame others for failure. When we fail, we need to look in the mirror.

Holding others accountable allows performers to feel good about the job they are doing. It also increases trust by assuring performers that slackers and poor performers will not pull them down.

Listen First—Listening before prescribing builds trust. Trying to give advice before knowing all the facts is a waste of time and simply not fair. You need to be careful not to learn the mechanics of listening and leave the impression you are listening when you really are not. Remember that commu-

nication is more than just words, so you will have to listen to non-verbal messages as well. If a person is displaying a high level of emotion, they don’t feel understood. Keep listening. Also, a person is not likely to ask for advice until they feel you understand all the pertinent information. Don’t give advice too early.

Keep Commitments—Covey refers to this as the “Big Kahuna” of all the trust behaviors. When you make a commitment you build hope. When you keep a commitment you build trust. Be careful when making commitments. Make only the commitments you can keep. Also, don’t be vague when making commitments.

There are implicit and explicit commitments, and violating either is a huge withdrawal from the trust account. Be aware of the commitment expectations. Some companies are strict with internal meeting times and others are more flexible. Also, remember family commitments are just as important if not more so than work commitments.

Extend Trust—The other behaviors help you become a trusted leader; this behavior helps you become a trusting leader. We should extend trust to those who have earned it. Be willing to extend trust to those who are still earning it. Be wise in extending trust to those who have not exemplified a character worth trusting.

The Third Wave—Organizational Trust

The principle of organizational trust is based on alignment. “All organizations are perfectly aligned to get the level of *trust* they get.” If your organization is not reaping the trust benefits it desires, you need to look at your structures and your systems.

Symbols: Manifestation of Alignment. Symbols are more powerful than rhetoric. “Symbols include everything from 500-page policy manuals to top managers who park their expensive cars in reserved executive parking spaces, to newly appointed CEOs who refuse to accept a pay raise because it might send the wrong message to workers, to legends such as Howard Shultz responding in a caring way when the Starbucks employees were murdered...” Your symbols have to match your rhetoric, or trust and speed will go down and cost will go up.

The 7 Low-Trust Organizational Taxes

1. Redundancy is unnecessary duplication. It stems from the mindset that people cannot be trusted unless they are being closely watched.
2. Bureaucracy is when too many rules and regulations are in place... when too many people have to “sign off” on something. In 2004 it was estimated that the U.S. spent \$1.1 trillion in complying with federal regulations. In 2003 the cost of health care bureaucracy was \$399 billion.

3. Politics is when one uses strategy to gain power. We spend way too much time in business fighting for information, interpreting other people’s motives and trying to read hidden agendas.

4. Disengagement is when people are still getting paid even though they have “clocked-out” years ago. They will put in the minimal effort required to get their paycheck.

5. Turnover is a huge business expense and trust tax. Performers like to work in a high trust environment. “When they’re not trusted, it’s insulting to them, and a significant number will ultimately seek employment where they’re trusted.”

6. Churn is the turnover of stockholders other than employees. Trust breeds longevity of relationship. A low trust organization will constantly have to find new customers, suppliers, distributors and investors.

7. Fraud is flat-out dishonesty. Fraud is the circular tax. If in response to the possibility of fraud you tighten the reigns, you will see a reduction in fraud tax but an increase in the other six taxes.

The 7 High-Trust Organizational Dividends

1. Increased Value in two dimensions. First, stockholders gain value from their investment. According to a 2005 study by

Russell Investment Group, Fortune magazine’s “100 Best Companies to Work for in America” (in which trust constitutes 60% of the criteria) earned over four times the returns of the broader market over the prior seven years.

Second, customer value. High trust organizations constantly deliver higher value to their customers.

2. Accelerated Growth is a natural result of high trust companies. Customers will not only buy more but will refer companies they trust.

3. Enhanced Innovation is a direct result of high trust. Innovation requires information sharing, an absence of credit hawking, a willingness to take risks, and safety to make mistakes. All are a result of High Trust.

4. Improved Collaboration is a must in today’s global economy. The bedrock of collaboration is trust.

5. Stronger Partnering is a result of high trust. Outsourcing based on trust produces value up to 40% of the contract.

6. Better Execution is a sign of a high-trust organization.

7. Heightened Loyalty can be seen in lower turnover, repeat customers, and long term relationships with distributors, suppliers, and investors.

“Customers buy more, buy more frequently, refer more, and stay longer with companies and people they trust.”

“In a Watson Wyatt 2002 study, high-trust organizations outperformed low-trust organizations in total return to shareholders by 286 percent.”

“Trust is becoming the vital component in customer loyalty and brand strength.”

Dr. Larry Ponemon

... a “brand” is trust with the customer, trust with the marketplace, or even more boldly, “trust monetized.”

Contribution is the intent to create value instead of destroying it. It is when we give back instead of take.

The Fourth Wave—Market Trust

Market Trust is based on the principle of reputation. When you see certain company logos, you have positive feelings based on experience. Other company logos conjure up negative feeling based on personal experience and/or reputation.

“Brand” Matters on Every Level

It is easy for us to see that corporations depend heavily on their brand name. However, other entities such as schools, governments and individuals rely heavily on reputation.

The Fifth Wave—Societal Trust

Societal Trust is based on the principle of contribution. During the 1992 L.A. riots sparked by the Rodney King trial many neighborhoods were burned and looted. Amazingly, all McDonald’s remained untouched. When asked why, the people in the community responded by saying they would not want to harm a company that gives so much back to the community. They received a huge trust dividend base on their contribution to society.

Fish Discover Water Last

Fish discover water last because water “just is.” They are surrounded by it. They don’t come to see the importance of water until it is polluted or nonexistent. Humans often discover the essential nature of trust only when it is polluted or nonexistent.

The Speed of Trust in Building (Or Destroying) Reputation

In the global market, trust can be built or destroyed at incredible speed. In a 2005 study conducted by Harris Interactive which ranks the 60 most recognizable companies in America, Johnson & Johnson ranked first for the seventh straight year. However, Google ranked third. Google has only been in business seven years. Of course trust can also be destroyed at warp speed. WorldCom was 59th on the list and

Enron was 60th.

How To Build Your Brand

Apply the 4 cores and the 13 behaviors at the organizational level. Also put on your trust glasses and ask the following questions about your organization:

1. Does my brand have integrity?
2. Does my brand demonstrate good intent?
3. Does my brand demonstrate capabilities?
4. Is my brand associated with results?

The Principle of Contribution

Contribution is the intent to create value instead of destroying it. It is when we give back instead of take. Many high profile individuals have given back huge amounts of money and time. Bill and Melinda Gates started a charitable foundation. Two weeks later Warren Buffett donated \$30.7 billion dollars to the Gates’ foundation. Oprah Winfrey created the “Angel Network” and has been instrumental in building schools in eleven different countries. Buckminster Fuller used to pay his company’s bills, then give away any additional funds. He said, “If you devote your time and attention to the highest advantage of others, the Universe will support you, always and only in the nick of time.”

Businesses are seeing the value in

giving back to society. This includes giving money but also incorporates a spirit of societal benefit into the very fabric of the business.

The idea of corporate social responsibility is nothing new. It was originally the framework of the free enterprise system. Adam Smith, father of the free enterprise, stated that for a society to be prosperous people had to compete for their own self-interest within the framework of intentional virtue. When companies try to make a profit at any cost, trust is lost and the company will eventually fail.

Global citizenship is an economic necessity and an individual choice. One must see the value of contribution then make a concerted effort to contribute.

Extending “Smart Trust”

There is a trust spectrum and a trust matrix. The trust spectrum is divided into three sections. On the far left you have distrust or suspicion. In the center you have smart trust which is characterized by judgment. On the far right hand side you have gullibility or blind trust.

The Trust Matrix (pictured at the right) describes four quadrants of trust. The vertical axis is a measure of one’s propensity to trust. The horizontal axis is a measure of degree of analysis.

Zone 1 is characterized by gullibility. This is a person with a high propensity to trust combined with low analysis.

Zone 2 is characterized by judgment. This is one with a high propensity to trust combined with a high degree of analysis. This is

the ideal quadrant.

Zone 3 is characterized by indecision. This is one with a low propensity of trust coupled with a low degree of analysis. Zone three is the worst zone. It is high risk and low reward.

Zone 4 is characterized by a low propensity to trust coupled with a high degree of analysis. This zone will decrease trust and speed. It limits collaboration and teamwork. At the end of the day you are left with a single point of view (yours) which may be skewed.

Why Many Trusted Managers Never Become Leaders

Many competent managers never become leaders because they never learn to extend trust. They live in the suspicion quadrant. Many of them pay lip service to the concept

Restoring Trust When It Has Been Lost

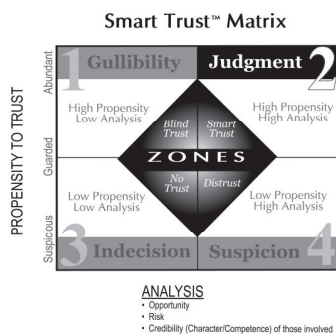
Some say trust can never be restored. While it is best never to break trust, trust can be restored—and often even enhanced.

It is harder to overcome a loss of trust based on a violation of character than competence. Let’s look at building trust in each of the five Waves.

Societal Trust— can and often is restored. After the Enron and WorldCom scandals a study showed an employee’s trust in management to be 44 percent. A few years later it was 51 percent.

Market Trust—sometimes when you violate trust with a customer, you lose that customer forever. Other times the incident, when handled correctly, actually builds trust.

Organizational Trust— Covey uses himself as an example of restoring organizational trust. When he took over at the Covey Leadership center, he questioned the educational department’s ability to deliver profits. He violated some of the 13 behaviors, including not talking about others behind their back. More accurate numbers



of extending trust, however they continue to micromanage. “They don’t give others the stewardships (responsibility with a trust) that engage genuine ownership and accountability, bring out people’s greatest resourcefulness, and create the environment that generates high-trust dividends.

The number one responsibility of all leaders is to inspire trust.

came out and it was determined that the education department was making a substantial contribution to the bottom line. He apologized to the director and all members of the department. He also became a chief spokesman for the education department.

Relationship Trust—can be rebuilt if you admit you were wrong and find a forgiving heart.

Self trust—this is the most difficult trust to restore. We must start by applying the 13 behaviors to our relationship with ourselves.

Some say trust can never be restored. While it is best never to break trust, trust can be restored—and often even enhanced.

Get better was one of the 13 behaviors needed to build trust. Make an investment in helping your employees get better. It will help your bottom line.

Power Train Workshops

Career Builder

- Building Trust
- Creating Teams
- Communication
- Effective Meetings
- Emotional Excellence
- Taking Responsibility
- Conflict Resolution
- Empowering Employees
- Setting Performance Expectations
- Time Management
- Team Decisions
- Winning Relationships

Diversity

- Valuing the Individual
- Managing Diversity

Customer Service

- Customer Service: A Strategic Advantage
- Coaching Customer Service

Time Management

- Managing Your Time
- Leading Others for Effective Time Management

Change Management

- Managing Change
- Leading Others Through Change

Conflict Management

- Managing Interpersonal Conflict
- Managing Organizational Conflict

Effective Supervisory Skills

- Effective Supervisory Skills

Communication

- Effective Communication
- Communication Skills for Supervisors

High Payoff Hiring

- High Payoff Hiring

Speaking for a Lasting Impression

- Understanding the Adult Audience
- Developing a Dynamic Delivery
- Speaking with Conviction
- Presenting with Purpose
- Raising Retention

Positive Impact

- Attitude
- Personal Accountability
- Balance
- Change
- Productivity
- Communication
- Leadership Opportunities

Principles of High Performance

- Traditional vs. HP Paradigms
- Characteristics of HP
- Building Trust
- HP Tools and Plans

High Performance Leadership

- Principles of Leadership
- Practices of Empowering Leaders
- The Five Leadership Roles
- Leadership Practices: A Self-Assessment
- Personal Productivity
- Fundamentals of HP Teams
- Performance Expectations
- Empowering Others for Success

Skills for HP Teamwork

- Basic Communication
- Giving and Receiving Feedback
- Group Dynamics
- Team Decision Making
- Team Problem Solving
- Conflict Resolution
- Time Management

Training Modules Continued

The Trust Factor

- The Trust Imperative
- Collusion
- A Change of Heart
- Face-to-Face Communication
- Interpersonal Dialogue: Core Principles
- Interpersonal Dialogue: The Steps
- Harness Harmful Behavior
- Strengthening Our Relationships

Developing HP Teams

- Fundamentals of HP Teams
- The Team Charter
- Effective Meetings
- Customer Focus
- Managing The Process
- Team Member Roles & Responsibilities
- Setting Goals and Keeping Score

Emotional Intelligence

- The Integrity Model
- Conquer Your Key Moments
- Embrace Reality
- Exercise Responsibility
- Clarify Your Vision
- Define Your Purpose

Building Trust With Customers

Let's face it, the automotive repair industry does not have the greatest "trust" reputation. However, I want to share two examples of building trust in the automotive industry.

The first example comes from personal experience. I lived in Spring, Texas, and took my car to Ray's Tire and Automotive. Ray supervised the shop and acted as the service advisor. He would tell you what was wrong with your car and how much it was going to cost.

One day my Chevy S-10 wouldn't start. I had no idea what was wrong with it, but I was expecting the worst. I had the car towed to Ray and was waiting by the phone for the bad news. When the call came

from Ray, he said the battery cable was loose and the total bill came to around \$14. On another occasion, I thought I needed new brakes and was willing to pay for a brake job. Ray looked at the brakes and assured me they were O.K. and I didn't need new brakes. I was shocked at Ray's willingness to leave money on the table.

I came to realize that Ray was not only making a good moral decision, he was making a good business decision. I trusted Ray. When he told me I needed new brakes, I bought new brakes. When he told me my tires were dangerous, I bought new tires. As trust went up, speed also went up.

My second example comes from a combination of personal experience and observation. I actually found myself working in the service department of a luxury automobile dealership. I learned firsthand how trust affects speed and cost. I was new and dealing with people for the first time. Although, I knew I was honest, I was still paying a trust tax due to the bad reputation of auto repair facilities. Fortunately, the dealership was honest and I could rely somewhat on their reputation. However, people were still skeptical of the new guy.

In contrast, while I was stressing out trying to build trust, Cathy, the service advisor across the hall, would be calmly going about her daily routine. I would take 10 minutes for lunch, Cathy would take her full hour. When the weekly rankings would come out, Cathy would always have a higher productivity ranking than me. While I was working hard trying to build trust, she was reaping the rewards of having built strong trust accounts with her clients.

Cathy, much like Ray, was extremely honest with her customers. Clients would tell Cathy to flush the transmission and she would remind them they had their transmission flushed last year and there was no reason to do it again. Cathy had built trust based on both character and competency. I would spend 10 minutes telling a client they needed to spend \$600 on pads and rotors, Cathy's conversation usually lasted 10 seconds. The call would typically go like this: "Mr. Smith your brake pads and rotors are below minimum specs. You need new pads and rotors, and the cost is \$596.52, would you like me to get that done for you today?" The client would often respond, "Cathy, if you think I need brakes, go ahead and do it; I trust you." Some of her clients would give her a "blank check" when they dropped their car off. "Do whatever you think it needs Cathy, and call me when it's done." I worked beside Cathy for a year and never saw her take advantage of that trust.

As trust went up, speed went up, Cathy's paycheck went up, the dealership's profits went up, and customer satisfaction went up. It was a truly a win for everyone.

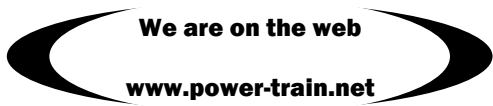
*When trust goes up
there are other
benefits in addition
to speed going up
and costs going
down. When trust
goes up, stress goes
down. I was
always "stressed-
out" and Cathy was
almost always calm.*

Dwayne Gandy

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The Trust Factor— Coming to Frisco!

Module 1: The Trust Imperative

- Appreciate the need for a collaboration in our interdependent society
- Learn the definition and key elements of trust
- Evaluate the consequences of high and low trust within an organization
- Understand the importance of being trustworthy in building trust, and rate your trustworthiness
- Receive feedback from others about your personal trustworthiness

Module 2: Collusion

- Understand the dynamic of collusion
- Be able to identify and diagram collusive relationships
- Write a personal story of collusion
- Evaluate the consequences of collusion

Module 3: A Change Of Heart

- Learn the four reasons we engage in collusion
- Identify payoffs and prices from our collusions
- Understand the folly of trying to get others to change
- Experience a change of heart toward others
- Learn and practice the skill of creating safe and trusting conditions

Module 4: Face-to-Face Communication

- Explore the role of communication in interpersonal relationships
- Learn about alternative ways of communicating/influencing others
- Identify your “native tongue” or preferred style of communicating

Module 5: Interpersonal Dialogue: Core Principles

- Understand the definition and

Module 1—Sept. 11th

Module 2— Oct. 9th

Module 3— Nov 13th

Module 4—Dec. 4th

Module 5— Jan 8th

Module 6— Feb 12th

Module 7—Mar 11th

Module 8— Apr 8th

All modules are half-day workshops and go from 1:00-5:00.

Workshops will be held at the Embassy Suites in Frisco, TX

Cost \$1,997 for the entire program!

Sign up by August 17th and pay only \$1,497!

meaning of interpersonal dialogue

- Learn a model and the core principles of dialogue
- Understand why mutuality is the “bedrock” of dialogue
- Learn how to create a pool of shared understanding
- Know how to solve problems in a win-win way
- Do a self-assessment of your skills in interpersonal dialogue
- Receive feedback from others regarding your dialogue skills

Module 6: Interpersonal Dialogue: The Steps

- Learn the steps of dialogue
- Practice the skills of mutuality
- Learn and practice various inquiry skills

- Understand the meaning and guidelines of advocacy
- Know how to identify and share your left-hand column
- Practice using the skills of dialogue
- Identify actions to improve your ability to engage in dialogue

Module 7: Harnessing Harmful Behavior

- Learn to confront behavior that fails to meet your expectations
- Understand the importance of discipline and conformity in building trust
- Develop a set of non-negotiables for those whom you lead
- Practice the skill of harnessing harmful behavior
- Apply the skill to back-home

situations

- Understand the characteris-

Module 8: Strengthening Our Relationships

- tics and consequences of co-dependency
- Know the difference between responsibility for and responsibility to another
- Learn a credo for your relationships
- Understand what you do that weakens others when you intend to help
- Learn the valuing process as a skill to strengthen others
- Evaluate what you do to strengthen others in your relationships

*The Trust Factor is not associated with *The Speed of Trust* or the Covey Leadership Group*