Leadership and Team Effectiveness
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Lecture - 59
Building Credibility and Trust

In fact, the success of any team it depends on credibility and trust right and this becomes the leader a very important responsibility that how he builds the credibility and the trust is there. And once the leader approaches credibility and then definitely the team members start trusting their particular leader, I would like to give the example of like the Sridharan and therefore, in that case, we have seen that is how he has successfully completed the projects.

The different projects and Konkan railway projects, the Delhi Metro railway projects. So, therefore in that case it is very necessary to understand that is the I think this is one of the highly essential parts of the success of a leader and that is the building the credibility is there. And therefore, we can understand that once credibility is created it is forever.
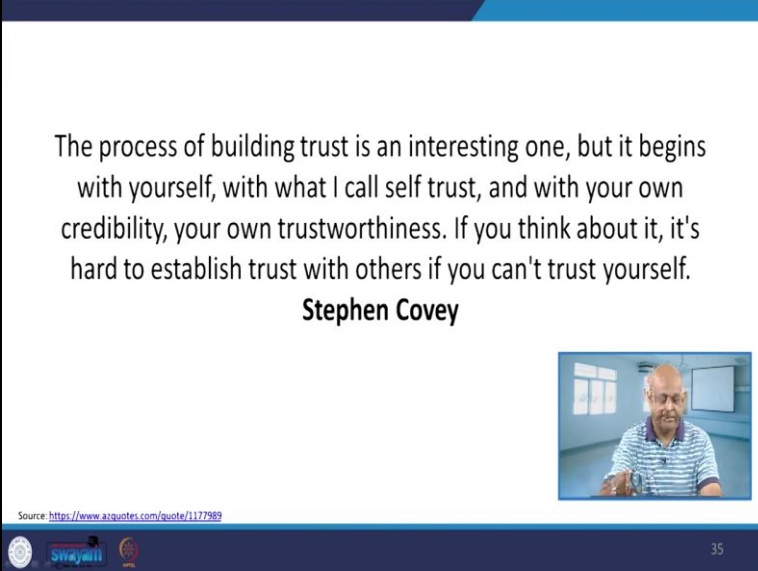
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So, here we will talk about the trust and then the and defining this trust triangle for research best practices to earn and keep the trust of others, trust diversity, and team performance the trust

equation credibility and the three components of credibility which are required to develop and as usual on the case study, research papers and the book recommendations with the references.

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So, the process of building trust is an interesting one but it begins with yourself right. So, therefore in that case with what I call self-trust and with your own credibility and your own trustworthiness if you think about it, it is hard to establish trust with other if you cannot trust yourself is there. So, in both the dimensions as brother Stephen Covey is concerned that is the credibility. So, I would like to connect here the credibility with the ownership.

If I am taking my own ownership then definitely, in that case, I will be able to take the ownership for the others and responsibilities for the others because I have taken the ownership for that. So, the leader is having his own creditability, and similarly, that is the in whether you have the confidence or not. If you have confidence, you will be able to develop trust because trust is between the two people. And therefore, in that case when the one the positional power there is a leader.

If he himself is having the trust he will be able to develop the trust among the team members. If he is not able to develop the trust within himself then definitely in that case it will be very difficult as it has been mentioned you cannot trust if you cannot trust yourself then forget about that is establishing the trust with when the others are concerned.

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First, we will like to see the academic input because we have to understand that is the and the people keep on talking about that is the trust and the patience that is the major pillars for this success is concerned. So, this exactly what is trust means. So, here trust is defined as a willingness to rely on an exchange partner in whom one has confidence right. And therefore, in that case, it is, just like a glass right.

So, once the trust is there and then it is the responsibility of another person to keep that intact that particular trust. So, trust is different in terms of confident positive expectations. So, therefore yes it will be done. So, whenever you are assigning a particular task to your team member you know that it will be done and that your trust is there. So, there is positive expectations are there regarding another's conduct.

And therefore, many times we see there. is a leader they are having the fixed team and they are not going for the leader-member exchange rather than they have the fixed team. The reason is that is about the root of this understanding and that is the leader has a very high trust in that particular team member. So, trust is a particular level of subjective probability it is a cognitive matter right.

So, therefore with which an agent assesses that another agent a group of agents will perform a particular action is there or not. So, therefore in that case it is the cognitive ability of the individual is there. And that is why the one person is having the trust with another person because of he has developed that of a cognitive affection. And whenever there is a cognitive affection is there then definitely there will be the trust is there.

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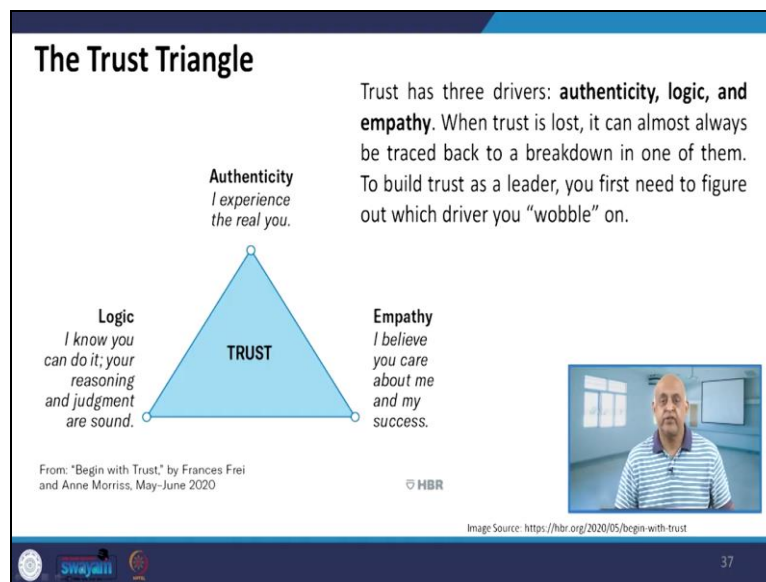
And as a result of which the person makes sure that is that he will be able to go for this particular understanding. Now we will talk about that is how the trust triangle works. So, therefore in the trust that is the first and foremost and which that is I experience the real you. So, therefore authenticity is the first and foremost part. So, therefore in that case that is why it is always told it is a test and trust.

So, because it is the authenticity that is developed with the experiences. So, therefore in that case if you develop that particular trust and that that it is the authenticity is developed. Now in the context of the team, we will find that if you give authorization, you have a delegation. So, to whom you have a delegation because you had an experience of authenticity. And the as a result of which you are giving this particular task or that particular job to that particular person.

So, it can almost always be traced back to the breakdown in some of them to build trust as a leader and we need to figure out which driver we will on. So, therefore another that factor which

is creating trust is empathy. That is, I believe you care about me and my success, and therefore as a result of this empathy the trust that has been developed between the leader and the team members is there.

And the third one is that there is logic. So, I know you can do it you're reasoning and the judgment is sound and therefore that trust is there. Now here you see that is whenever we are talking about logic authenticity and empathy.

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Four research-based practices for Leaders to master to earn and keep the trust of others: HBR Study
1. Be who you say you are.
   • Embody your stated values.
   • Acknowledge any say-do gaps
2. Treat others and their work with dignity
   • Create opportunities for others to shine
   • Be a safe place to fail
3. Balance transparency with discretion.
   • Set and keep information boundaries
   • Offer and invite dissent and feedback.
4. Build bridges that unify.
   • Turn rivals into accomplices.
   • Be fascinated by others to create belonging.

Then a question will arise that is the exactly which dimension that will be having on the upper hand over the others is concerned. And therefore, we have to talk about the 4 research best practices for leaders to master to earn and keep the trust of others. So, this particular research practice of the HBR study will help us that is how we can earn and keep the trust. So, be who you say you are and therefore in that case transparency and honesty are required.
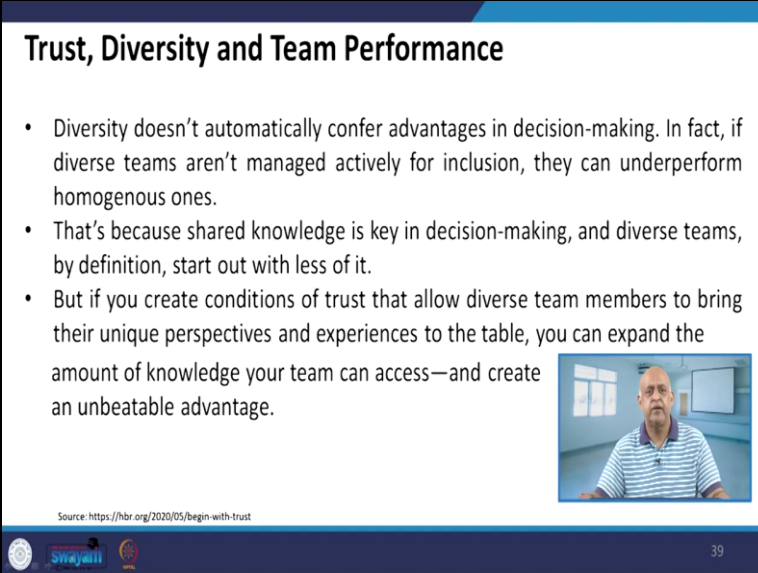
So, that is the embody you are stating will lose. So, whatever you say and so, there should not be a difference between what you did and what you preach. So, therefore in that case it is becoming very important that is you embody whatever the values are there and acknowledge any say do gaps. So, therefore in that case whatever you acknowledge then that is yes there are so, there is no need that is the to give a wrong image a wrong impression.

So, therefore if any the gap is there. Then acknowledge that yes that is the gap is there. And that is because this is a continuous process. So, today is the gap the gap will be bridged tomorrow right. So, so there is nothing like saying that no there is no gap right that will be wrong. So, treat others in their work with dignity and that is a create opportunities for others to shine be a safe place to fail balance transparency in the discussions, and the build the bridges that unify.

It is always important right that is whenever you are interacting with others how do you address them right and therefore giving the opportunity to them never claim these opportunities for yourself only. So, everybody wants to get the opportunity. So, give them the opportunity let them learn and do, and therefore and naturally in doing so, because of their inexperience they will fail and whenever they will fail then you have to bridge that particular gap.

And then develop that particular team member and as a result of which you will find that easy your team is able to perform.

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So, diversity does not trust diversity in team performance when we talk about that it does not automatically convert advantages in decision making. In fact, if the diverse team are not managed actively for inclusion, they can underperform homogeneous ones we have discussed in the previous session these things that are the group should have the diversity and nowadays it is a
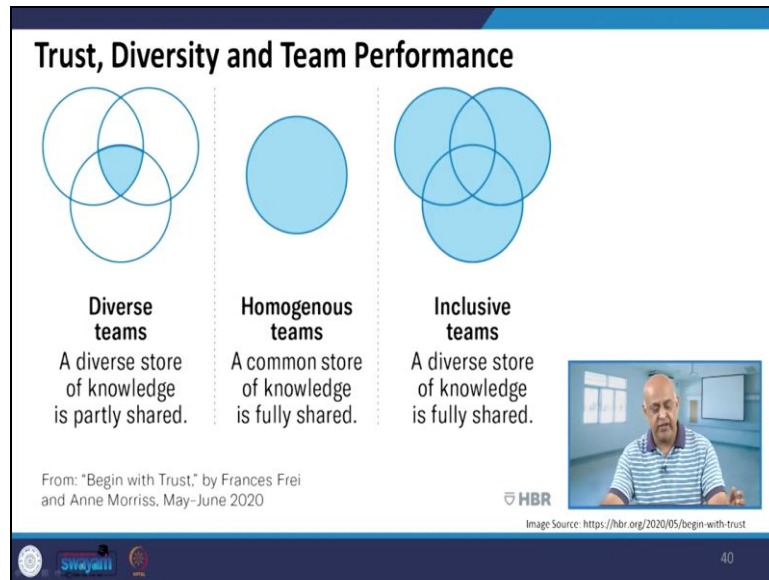
compulsion to have diversity because your main power is coming from the different culture different part of the globe.

And therefore, in that case, the leader should be able to manage actually far the inclusion is concerned. If he will not have the inclusion of dear friends, he will not be a successful leader. So, therefore that orientation of inclusion will require acceptance of the diversity is there. And as a result of which those who are having underperformance will come out at a particular level and will become homogeneous.

So, shared knowledge is key in decision-making. So, the leader right he has to be a good knowledge worker and he should be able to share and diverse teams by definition start out with the less of it and therefore different teams are there. Then giving them the right direction for the performance but if you create conditions of trust that allow diversity members to bring their unique perspectives and experiences to the table you can expand the amount of knowledge your team can access it s a wonderful point.

Because in that case, you will find that is a competency of the leader. So, you bring that a unique perspective to on the knowledge table. So, every member who are working as a team naturally they are looking forward from the leader to that particular knowledge. And therefore, that when the leader brings that particular knowledge then definitely in that case your team can access and create an unbeatable the situation, and then therefore the goals will be achieved.

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Trust, Diversity and Team Performance

Diverse teams — A diverse store of knowledge is partly shared.

Homogenous teams — A common store of knowledge is fully shared.

Inclusive teams — A diverse store of knowledge is fully shared.

From: "Begin with Trust," by Frances Frei and Anne Morriss, May–June 2020

Image Source: https://hbr.org/2020/05/begin-with-trust

So, the in the diverse teams a diverse store of knowledge is partly shared right in homogeneous team a common store of knowledge is fully shared and in inclusive teams a diverse store of knowledge is fully shared is there. So, here you see that is in the organizations many times the leaders they have the false notion that is the if they will having these inclusive teams then in that case whatever the homogeneous teams, they are having then that will be more successful as compared to the inclusive team.

So, they do not go for the inclusive team but that is wrong and therefore in that case we have to convert the diverse teams with the homogeneous teams and as a result of which we will be able to create under trust because now we are having the all the colours all the colours of the performance. So, therefore in that case whenever we are having this the team members coming from the different background different culture different ability and skills and maybe the managerial attitude.

Then definitely in that case the whatever the only single team is having the one knowledge one skills and then therefore it is always ask this question there is what type of the team would you like to select. So, that that has to be the cross functional team is to be there. When you are the diverse cross functional team full of knowledge then definitely you will be able to cover the inclusive trim is there.

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The Trust Equation

The Trust Equation

$$T = \frac{C + R + I}{S}$$

Trustworthiness = Credibility + Reliability + Intimacy / Self-Orientation

Trusted Advisor

TQ stands for Trust Quotient. The Trust Quotient is a number — like your IQ or EQ — that benchmarks your trustworthiness against the four variables. The Trust Equation uses four objective variables to measure trustworthiness. These four variables are best described as: Credibility, Reliability, Intimacy and Self-Orientation.

Image Source: https://trustedadvisor.com/public/Equation_Full-1.jpg

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So, ultimately then we create the trust equation. What is a trust equation is there? So, that is credibility, reliability and intimacy are there. And when the credibility and the sum of the credibility reliability and intimacy are divided by the self-orientation then we are able to develop that particular trust is there. So, that is whenever we are talking about the T q stands for the test quotient. So, we already talked about the I q E q S q.

And now we will talk about the T q in this particular session and that is about the trust quotient it is it is just like a number of the I q or E q that benchmarks your trustworthiness against the four variables. And the trust equation uses four objective variables to measure trustworthiness. So, credibility reliability, and intimacy are there. And but we should not forget that the sum of credibility reliability and intimacy is divided by the self-orientation is there.

So, therefore in that case whenever we are measuring, measuring these the trust quotient then definitely in that case that is trustworthiness that minimizes the self-orientation and maximizes the CRI that is the credibility reliability and the intimacy is there.

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The Trust Equation: Four Variables

1. CREDIBILITY
has to do with the words we speak. In a sentence we might say, "I can trust what she says about intellectual property; she's very credible on the subject."

2. RELIABILITY
has to do with actions. We might say, "If he says he'll deliver the product tomorrow, I trust him, because he's dependable."

3. INTIMACY
refers to the safety or security that we feel when entrusting someone with something. We might say, "I can trust her with that information; she's never violated my confidentiality before, and she would never embarrass me."

Source: https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation

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So, then how to make this higher sum, to make the higher sum first I would like to take the credibility has to do with the words we speak in a sentence you might say I can trust what she says about intellectual property. She is very credible on the subject is there. And therefore, in that case whenever the leader shares this type of the sentences the credibility of the person increases. Reliability is there with the actions that if he says he will deliver the product tomorrow I trust him because he is dependable is there.

And therefore in that case that reliability is developed by these team members with the leader because of their timely action and the performance of the task which has been given to them. The third one is the intimacy which is the now you see any task is incomplete unless and until it is not having that particular emotional input and therefore, I can trust her with that information she has never violated my confidentiality before and she would never embrace me and that is about that intimacy.

And when there is bondage of intimacy between the leader and the team member is there. Then how when and when can stop a person from giving the best results is there. So, therefore in that case even if we are having this credibility reliability but it will be incomplete unless and until there is not the intimacy is there.

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The Trust Equation: Four Variables

4. SELF-ORIENTATION

refers to the person's focus. In particular, whether the person's focus is primarily on him or herself, or on the other person. We might say, "I can't trust him on this deal — I don't think he cares enough about me, he's focused on what he gets out of it." Or more commonly, "I don't trust him — I think he's too concerned about how he's appearing, so he's not really paying attention."

Source: https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation

So, the total score that is credibility reliability, and intimacy is there. And then that is divided by division is there. by self-orientation. So, it refers to the person's focus in particular whether the person's focus is primarily on him or herself or on the other person. Now you see many people leaders, unfortunately, feel that they are successful because of their own. But that is not true they are successful because of their teams and because any person alone cannot give the results.

So, therefore in that case here the self-orientation right that debt has to be tested. So, we might say I cannot trust him on his deal I do not think he cares enough about me he is focused on what he gets out of it. So, therefore in that case definitely that even is a more self-orientation as compared to the team building is there. I do not trust him I think he is too concerned about how he is appearing or he is not really paying attention there.

And therefore, the leader gives this message that he is not concerned. If he is not concerned about sensitivity, I would like to say other than concern that is if the leader is not sensitive then definitely in that case or the member is not sensitive it is you see that easy trustworthiness is required from both the sides. So, therefore whether the leader or team member is there. And then in that case, if they are not having the trust for the other person then definitely that cannot be given the delivery by this particular team.

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So, Stephen Covey has given this 13 speed of the trust 13 behaviors and therefore in that case it is like you can see right it is just like a tree is there. And in the roots, you will find that is how this integrity is developing on this particular intent capabilities and the results are coming out. So, is the essential component that changes the dynamics of a relationship and he outlines thirteen specific elements right.

These are the top state that demonstrates respect and creates transparency right wrong show loyalty. So, that that is about the character-based is there. Then their competency-based is there. So, those who are giving the delivery of the results get the best to confront reality clarify expectations, and practice accountability is there. And then it is based on the character plus competency-based both. So, it is about the listen to the first keeping commitment and the extended trust is there.

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Now we will take the credibility. So, your reputation for being trustworthy is the people you see there is the people are knowing about it is the how credible you are. So, the degree to which the others believe or trust in you. So, credibility is your reputation for being trustworthy. So, therefore in that case you work within for to you by the high ethical corporate and personal values, this is a very important point. So, here we are talking about the high ethical and the corporate and personal values are very important dear friends. We talked about the values and the leadership and values and the team building in our earlier sessions. So, therefore in that case it is important that is we have to understand that the creating the personal values.

Now, this is another question that arises here. How to develop the values into a person because of his personal values are not that strong. So, we have talked about developing the team and the team effectiveness where you are finding that team members those personal values are conflicting with the personal values of the leaders. So, here it is becoming this important in short there is a credibility is a degree to which others believe or trust in you and that is to be developed is there.

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The Three Components of Credibility

CREDIBILITY

As a future manager and executive, you can control your reputation as a credible communicator by focusing on three well-established factors: **competence, caring, and character**. Research has shown that these three factors almost entirely account for whether a person is considered credible in professional situations. Credibility is like a three-legged stool. Without any one element, it is compromised.

Competence   Character

Caring

Image Source: https://player.slideplayer.com/26/8529591/data/images/img7.jpg

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Now the first and foremost is I always keep on saying and interacting with the others the that is the nothing can be compensated with the competency is concerned and how we define the competencies right. So, therefore the first and foremost that is in knowledge and skills for that particular job if the person does not have that knowledge if he is not having that skill then there. will be the no competency will be there.

So, therefore this competency is to be focused on the first second is the caring is there. So, this caring attitude that will be giving you the personal concern among the team members and the leaders is concerned. And the third one is that the character is there. So, the and that is the what is the character you are carrying. So, therefore these are three it is just like a very nice analogy has been given here that that is about the three legs tool without any one element it is compromised.

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1. The Role of Competence in Establishing Credibility

Competence: refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done.

- Most people will judge your competence based on **your track record** of success and achievement.
- People develop competence through study, observation, and practice and real-world business experiences.
- How you communicate directly affects the perceptions others have of your competence.

So, therefore in that case we will see what is about the competency is there. Now the knowledge and skills are needed to accomplish this business task that gets a job done. So, most people will judge your competence based on your track record of success in achievement right. So, therefore delivery, and delivery of the task is very important. If you are delivered and your track record says that, is you do your task on time then definitely in that case you develop that credibility is there.

People develop competence through the study observation and practice and real-world business expenses are there. And therefore, that is making the person competent is there. How you communicate directly after is the perceptions others have of your competence is there. Now you see that we have talked about communication in leadership. So, your selection of words and that will decide about that is how much the leader is concerned with the team members is there.

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The Role of Competence in Establishing Credibility

- People develop competence in many ways: through study, observation, and, most important, practice and real-world business experiences.
- Your entire business program is likely centered on developing competence in a certain business discipline and/or industry.
- You may already have significant business experience. If you're a novice, seeking internships and jobs related to your discipline will help you develop competence. How you communicate directly affects the perceptions others have of your competence.

Two traits associated with competence:
1. A focus on action and
2. An emphasis on results.

Therefore, in competence in through study observation and practice real-world business experiences and an entire business program the developing competence in a certain business discipline, and therefore, in that case, one can be specialized or competent in the one area. So, therefore it may be significant business experience will tell us that is the way that one person is if you are a novice seeking an internship and job related to your discipline will help you develop competence.

How you communicate directly affects the perception others have of your competence is there. So, first one is the; that is a focus on action and another one is an emphasis on the results is there. **(Refer Slide Time: 22:23)**

2. The Role of Caring in Establishing Credibility
- **Caring:** implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.
- People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves.

Your colleagues, clients, and even your customers will trust you far more if they know you care about them. **As Mahatma Gandhi once stated,** "The moment there is suspicion about a person's motives, everything he does becomes tainted." This statement applies in nearly all business circumstances: People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves. In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.

Second one is about the caring is there. So, implies understanding the interest of the others cultivating a sense of community and demonstrating accountability. So, people distrust individuals who are perceived as unconcerned about the interest of others or disinterested in causes above and beyond themselves are there. So, therefore in this is to be taken care of. You cannot be the disinterested with your team member right and therefore in that case our team member cannot be disinterested with the leader is concerned.

So, therefore but why it is unconscious because of the distrust is there. So, once we it is having the distress then automatically it will come the caring will be there. And therefore, here we will find the moment there is suspicion like Mahatma Gandhi has once stated there is suspicion about a person's motives everything, he does become tainted. So, therefore we can be very careful about this and in all people distrust, individuals who are perceived as unconcerned about the interest of the others is there.

So, unless and until you are not having the concern for the interest of the others you will not be having any caring attitude towards your team members. So, here it is the become very important and interest of the others a sense of community and demonstrates the accountability is there. So, whenever we are having this type of this sense of community and demonstrating the accountability then definitely the people will be having the trust amongst the leader.

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Understanding the Interests of Others

- Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others.
- Effective communicators gain trust by connecting with others—that is, seeking to understand others' needs, wants, opinions, feelings, and aspirations.

Cultivating a Sense of Community

The most effective business leaders in today's corporate environment have generally risen to their positions because of their sense of community and teamwork.

Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you come up with solutions that achieve mutual benefit

So, what we learn? So, so we have to understand the interest of others is very necessary if you want to have an effective team. So, therefore, in that case, gaining credibility strongly depends on your ability to show that you care for the needs of others is there. And understanding the needs of others wants opinions feelings and inspiration is there. So, as a result of which what is that it is not only a professional team rather than it is becoming a community because you have given a sense of community to your team.

So, our needs are your needs and that is why the communication. So, it is not me it is we. So, therefore your needs are my needs. And so, engenders trust in helps you come up with solutions that achieve the mutual benefits are there.

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Now the third one is that is about the culture of accountability if I was to foster the culture of accountability is there to give provide share and provide freedom and provide resources and be clear is there. So, it is a feeling of the responsibility to stakeholders and duty to other employees and customers are there. So, by placing a rationale for accountability in your communication you will generate substantial trust and goodwill from the others concerned.

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So, how the accountable cultures what are the characteristics are there. They it improves the performance greater employee participants and involvement increase feeling of the job proficiency, a heightened commitment to the work at hand, added creativity and innovation

leading to higher employee morale and job satisfaction and deeper employee engagement is there.

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And the role of characters in now the last part is that is about the credibility is there. So, these are the six pillars of these characters that we are talking about which have been mentioned earlier we will take them one by one. So, therefore it is repetitive for the string to true to the commitment met to the stakeholders and add to the high moral and ethical values. So, the character is actually it is the basic that is having the collaborative relationship.

And when it became more important for leaders increasingly open transparency and well connected with each other and therefore it is here you will find the inter interdependent workplace is created.

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Here one more is including the trust the recent research depicted the business executives were asked what the most important determinants of trust. And therefore, you find it is the honesty and we have talked about this right from the honesty to the works for a reported reputable company and we have discussed these all dimensions in time to time which is talking about that is the how this leadership with the shared objective shared values also.

We would like to we already discussed with the objectives and the values shared values also right and therefore in that case developing this competency is there. So, these character-based rates which are honesty ethical behavior willingness to exchange information and are the becoming the top but we should not forget that is works for a reputable company, and connectedness and experience, and intelligence also it is playing an important role in the case of the determined trust in the individuals.

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Case Study : Trust is to be earned.

- Mayank, the BM of a company's Bangalore branch was sitting with his boss Shiv, the RM of South India. Shiv was sharing his angst with Mayank concerning Mayank not enrolling him in important decisions he was taking about distribution changes Mayank was implementing in the Karnataka market. Mayank was not comfortable with the conversation and did not want to be cowed down. He pounced on Shiv saying, "Why don't you trust me?" As he was getting unsettled, he repeated that 2-3 times with his emotions running high and he continued arguing, losing the logic he was giving while arguing with Shiv. Shiv was calm all the time with a slight smile on his face, but he did nor counter Mayank.

He just gave a signal to Mayank that there was no point in continuing the conversation for the time being. Mayank left after some time as Shiv was silent and not even making eye contact.

(Source: Batra, 2018)

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So, dear friends finally we come to the reference matters. So, here it is the case study that is the trust is to be on right and it is the very interesting case study I am sure you will enjoy this case study.

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Case Study : Trust is to be earned.

- Mayank was finding the discussion interesting and he asked Shiv, "What has that got to do with trust between us?" Shiv replied, "If Arjun found it difficult to trust his Sarathi on picking up his Gandiva, how do you expect me to give you my trust so easily?"
- Mayank was all ears but still didn't know where his boss was heading to. Shiv continued, "Trust is a very big word. It cannot be given or taken for granted. It has to be earned by one's actions and words. It gets strengthened with the right actions and right words and weakened by the wrong actions and wrong words." Shiv went further, "As your senior, I am responsible for your work, and I would not like you to take any misstep which you may regret later.

You can even question me that time asking 'Why didn't you stop me if I was going wrong?' But if you forget to share your actions with me, then I am in a helpless state of being.

(Source: Batra, 2018)

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Because it is not by saying that trust me and trust me trust will not be developed trust will be developed and trust has to be earned and I am sure that is the material which we have discussed with you right from the beginning and that you will be able to develop the trust with your team members and your team members will also have the trust in you.

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This is another very relevant paper an integrative model of trust and leadership.

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And therefore, you will find that is the how this trust plays a very important role in the success of a particular team.
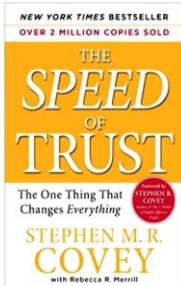
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This book is the Speed of the Trust the one thing that change changes everything. So, therefore you will find that is the Stephan M R Covey in is this book with the Rebecca A Merrill is really helping us to understand that is the how the trust which either brings are brings down.

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And the relationship between the team members is there.

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So, this is all about the references for the above study material and also for your further studies and that will help you to understand that is how we can build the trust and make the team effective, thank you.