

TRUST - HARD, REAL AND QUANTIFIABLE, HAS THE POTENTIAL TO BOTH SUSTAIN AND DESTROY THE HEALTH AND SAFETY ECO-SYSTEM.

Trust is the currency of open and free-flowing communication. It is likely you've seen the cost of trust on communication first hand. Imagine a conversation you have with someone you deeply trust, and who trusts you. Even when you say the wrong thing, this person will still perfectly understand your meaning. Now consider a conversation with someone you distrust, as they speak you will notice yourself 'taxing' them – discounting everything they say be it 20 percent, 30 percent or even more. In reciprocation this person will misinterpret your meaning regardless of how measured and precise your words may be.

Research into accident causation and safety related behaviours frequently demonstrates poor communication and co-operation as a significant risk factor. A 2011 study conducted by the International Journal of Business and Management found that perception of effective communication with colleagues is one of the strongest predictors of a company's trust climate. When communication channels deteriorated, misunderstandings and misrepresentations increased leading to a climate of distrust. Conversely, where there were high levels of trust, effective communication and organisational commitment were flourishing.

What does this mean for safety? When trust is high, typified by an open honest exchange of information, workers are more confident problem solvers, feeling able to voice and discuss safety concerns. They are also likely to be more committed, operate more ethically and embrace diversity to a greater extent.

When operating in a low trust environment, employee's may be suspicious when communicating safety issues in fear of punishment and retribution.

This can lead to a blame and avoidance culture that increases defensive communication and poor circulation of safety information, increasing risk. In this environment, people are also more likely to site hidden agendas, feel stressed, participate in counterproductive workplace behaviours and resist organisation initiatives or change.

It is simple now to see that even with the most excellent thorough health and safety framework, and the willingness or manpower to execute, it is not enough without trust. The end result, the safety of our people and our organisations are always going to be restricted by the trust we have for one another. With the risks, pressures and complexity of contemporary work rising, the need for organization-wide trust has never been greater.



PeopleCentric™

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TRUST: THE MISSING PIECE.®

For leaders, as well as team members, there are some sure-fire ways to build and also to break trust:

TO BUILD TRUST

INCREASE CREDIBILITY

Be pro-active and take ownership of your choices. Avoid looking for ways of blaming others or circumstances. We judge ourselves on intent and others on behaviour. What is your behaviour saying? Step back, take a pause and take responsibility for being part of the solution. And most of all: make sure that there is very little gap between what you say and what you do.

LEAD BY EXAMPLE – SHOW THAT YOU REALLY CARE

You listen first. You demonstrate respect for what you hear. You clarify expectations, and you focus on and agree on a mutual process for accountability to those expectations. That includes giving the why behind the what - declaring your intent.

TO BREAK TRUST

BE VAGUE ABOUT YOUR INTENTIONS

When you don't declare intent, people make assumptions. Typically, people give themselves credit for 'good' intentions while at the same time doubting the intentions of others. Be aware that in the absence of credible information, people will ascribe intent to you. And this tends to be based upon their fears or worst-case scenarios. At best, they are guessing, but at worst they're projecting their fears.

UNDERESTIMATE THE IMPORTANCE OF COMMITMENTS

There are implicit and explicit commitments and violating either is a huge withdrawal from any trust account. Implicit commitments may be suggested and though not directly expressed as powerful as those that are. Remember: family commitments are just as important if not more so than work commitments.

PEOPLECENTRIC ARE EXPERTS IN:

- **Creating Strategies for Success**
- **Organisational TLC – Teamwork, Leadership, Change**
- **Safety Culture and Behavioural Change**
- **Coaching and Leadership Development**
- **Customised Learning and Development Solutions**
- **Upskilling your Trainers/Facilitators/Coaches**

OUR TOOLS INCLUDE

- **LSAT (Leadership Safety Attributes Test)**
The LSAT defines and identifies safety leadership strengths, as well as areas of development for individual leaders and teams of leaders. It gives leaders awareness and understanding of their own behavioural style and helps them to actively build trust and use effective communication to target and drive safety culture change in their organisation.
- **ISAT (Individual Safety Attributes Test)**
Assessing Safety Judgment, using highly relevant, work-related scenarios and questions to measure an individual's propensity to behave in ways that will help foster safe working environments.
- **TSAT (Team Safety Attributes Test)**
This tool is unique in the safety diagnostics marketplace, providing reports that identify overall team strengths, potential development areas and practical development suggestions.
- **Saville Consulting Personality & Aptitude**
Ground-breaking psychometrics based on extensive research into successful workplace performance. We can build stronger predictions of success and more comprehensive measures of compatibility within the workplace.
- **360-degree Feedback**
How an individual perceives themselves and how this compares to other people's perceptions of them is a powerful feedback tool.
- **Culture / Engagement Survey**
Culture is the social glue that helps hold an organisation together by providing appropriate standards for what employees should say and do. It is possible to determine the drivers that underpin performance, motivation and wellbeing.

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