**Build Trust.** The word trust is derived from the German word *trost*, which suggests comfort. Trust is defined as belief that those on whom we depend will meet our expectations of them. Three concepts are imperative for building trust:

- Achieving desired results. Through clearly defined expectations, people fulfill their obligations and commitments.
- Act with integrity—which is honesty in one’s words and consistency in actions.
- Demonstrate concern for others. Support from above is imperative.

**Clarify & Deliver Values.** Values—a principal, standard or quality considered inherently worthwhile or desirable. Values are sources of strength because they give people the power to take action. They have the following distinguishing characteristics:

- Values help organize our lives.
- They are the bedrock of corporate culture.
- They define the way people do things in an organization.
- They can spur us on to great achievements.
- They motivate people to work together.
- Values come alive when they are expressed in behaviors.
- Take the organization’s values and align each of them with specific behaviors that become commitments for action.

**Build Commitment.** Commitment means that people have a sense of doing meaningful work. They have a clear vision about where they are going, allowing them to be involved and motivated in their work. We need to build a work climate where people do more than just show up. If you want more from your people, then you must give them more of a commitment:

- Clearly defined expectations and standards of performance.
- Treat people with dignity and respect.
- Offer them jobs with meaning.
- Share information with them.
- Involve them in decision-making.
- Offer them opportunities for growth and development in the company, and the ability to control their own work.
- Provide support when people are facing difficulties.

**Building Trustworthy Leadership.** Since trust is built primarily on actions rather than pronouncements, leaders need to act in ways that clearly demonstrate their commitment to achieving results—acting with integrity and demonstrating a genuine concern for others.

- Set high performance standards for themselves and hold themselves accountable for achieving set standards. In turn, others should be held to the same standard.
- Be completely honest with everybody in the organization.
- Demonstrate the “10 Leader Behaviors” every day: involvement, collaboration, accessibility, visibility, encourage feedback, listening, positive reinforcement, coaching, take action and accountability.
- Make contact with people.
- Act competently to meet customer expectations.

**Hold People Accountable.** Team members should own the responsibility for delivering great performance. This happens with the following criteria in place:

- Track and measure it. People need measurement to excel, and leaders can use it to focus the organization in the right direction.
- Track and measure the effectiveness of the processes and procedures that have been put in place.
- The people who use the processes and procedures become the experts and catalysts for change and continuous improvement. With their involvement, the necessary changes can be made to improve quality and productivity on the job.
- Coaching. Develop the individual’s skills and competencies.
- If there is substandard performance after continuous coaching, clarify the consequences and let the employee know you will deliver them if performance does not improve.

**About the Author**
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