



Read2lead

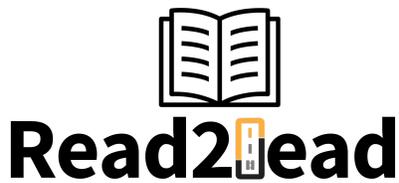
The Speed of Trust: The One Thing that Changes Everything

Stephen M.R. Covey

Summary from Google Books (2008 edition):

Stephen M. R. Covey, widely known as one of the world's leading authorities on trust, asserts that it is "the most overlooked, misunderstood, underutilized asset to enable performance. Its impact, for good or bad, is dramatic and pervasive. It's something you can't escape." Thankfully, it's also the thing that can dramatically improve your personal and professional success.

Why trust? The simple, often overlooked fact is this: work gets done with and through people. *The Speed of Trust* offers an unprecedented and eminently practical look at exactly how trust functions in every transaction and every relationship—from the most personal to the broadest, most indirect interaction. It specifically demonstrates how to establish trust intentionally so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes that are so often deployed in lieu of actual trust.



What is Read2Lead?

Read2Lead is a series of book studies published by the Center for Junior Officers, a small Army research center dedicated to empowering junior officers to develop themselves and their teams. Read2Lead modules give junior officers a ready-to-use product that they can integrate into leader professional development programs.

What's in this module?

Every Read2Lead module contains:

- A short summary of the book that you can circulate to prime people for reading
- Advice for running your Read2Lead session
- A series of questions that can be used in multiple sessions, with options for using the questions over different lengths of time
- Additional resources that may be helpful for the facilitator

What do I need to provide to run a Read2Lead program?

First, the time. Read2Lead sessions work best when they're done over multiple sessions, so participants can digest books in small "chunks" instead of trying to cram them in all at once. Make sure you give your participants enough time to read the book and not fake the funk.

Second, the books. Books can be purchased with a government purchase card if they remain in the hands of the unit. Buying books for a Read2Lead session can be a great kickstarter for a battalion or even brigade library. You can also provide the books to Soldiers with the expectation that they pass them along to another Soldier when they are done with them. If you choose this approach, you should ensure you mark the books appropriately per the purchasing regulations and legal guidance of your organization.

Third, the space. Read2Lead sessions should be conducted in spaces where everyone can hear and see one another. Be creative: maybe you do them as hip-pocket training on a range, or at the end of motor stables. Or as a brownbag lunch in a barracks dayroom.

When you run the actual session, think of it as a time for your Soldiers to think outside the box, discuss something beyond the day-to-day concerns of the unit, and improve their communication skills. The questions provided on the subsequent pages are a starting point, but feel free to add or substitute your own to make the session more meaningful for your Soldiers.

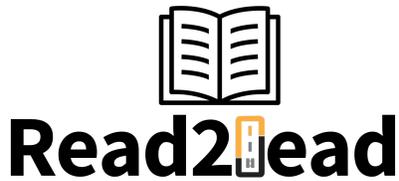


Read2Lead

This Read2Lead is designed to occur over three separate, 60-minute sessions. These sessions will facilitate discussion centered on Stephen M.R. Covey’s five waves of trust. The guide incorporates supplemental articles from different sectors and industries to augment the ideas expressed in The Speed of Trust and enhance the group discussion.

*“Contrary to what most people believe, trust is not some soft, illusive quality that you either have or you don’t; rather, **trust is a pragmatic, tangible, actionable asset that you can create** – much faster than you probably think possible” (Stephen M.R. Covey).*

“Trust is a function of two things: character and competence. Character includes your integrity, your motive, your intent with people. Competence includes your capabilities, your skills, your results, your track record. And both are vital” (Covey 30).



Session 1: The First Wave—Self Trust.
Recommended time: 60 minutes.

Reading 1. Chapter 2, pages 41-124.

“The first wave, Self Trust, deals with the confidence we have in ourselves – in our ability to set and achieve goals, to keep commitments, to walk our talk – and also with our ability to inspire trust in others. The whole idea is to become, both to ourselves and to others, a person who is worthy of trust. The **key principle underlying this wave is *credibility***, which comes from the Latin root *credere*, meaning “to believe.” In this first wave, we will explore the “4 Cores of Credibility,” where we will discuss ways to increase our credibility in order to firmly establish trust with ourselves and with others. **The end result of high character and high competence is credibility, judgment, and influence**” (34).

Reading 2. Michael D. Matthews, PhD, “The 3 C’s of Trust,” May 3, 2016,
<https://www.psychologytoday.com/us/blog/head-strong/201605/the-3-c-s-trust>.

Dr. Matthews adds to Stephen Covey’s core elements of character and competence with a third component: *caring*. He describes this third “C” of trust from a study that involved Soldiers who were part of the initial fight for Baghdad in 2003. The survey results showed that, under dire circumstances in combat, Soldiers not only placed trust in leaders who were seen as competent and ethical but also who demonstrated a genuine caring for their subordinates’ welfare.

Questions:

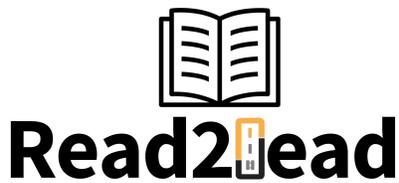
1. Do you agree with the 3 C’s of trust? Are there other components or sub-components that you would add? *You may want to highlight some of Covey’s anecdotes across different sectors: Warren Buffet’s credibility that gave him benefit of the doubt during a governmental investigation (page 44), a battalion commander’s success with building trust in a broken unit (page 47), and Andy Roddick’s integrity that led to his loss in a tennis match but long-lasting credibility in the sport (page 59).*
2. What can you do to build your own 3 C’s? What kinds of actions or moments stand out to you when you think of leaders who demonstrate character, competence, and caring?



Read2Lead

3. Take the questionnaire on pages 50-53. How do you score on Integrity, Intent, Capabilities, and Results? What are some ways that you can improve your 4 Cores of Credibility?

For a more guided discussion from The Speed of Trust, refer to Stephen M.R. Covey's "accelerators" to improve the four cores: 1) INTEGRITY: make and keep commitments to yourself, stand for something, and be open; 2) INTENT: examine and refine your motives, declare your intent, and choose abundance; 3) CAPABILITIES: run with your strengths (and your purpose), keep yourself relevant, and know where you're going; and 4) RESULTS: take responsibility for results, expect to win, and finish strong.



**Session 2: The Second Wave—Relationship Trust.
Recommended time: 60 minutes.**

Reading 1: Chapter 3, pp. 125-229.

“The second wave, Relationship Trust, is about how to establish and increase the “trust accounts” we have with others. The **key principle underlying this wave is *consistent behavior***, and in this section, we will discuss 13 key behaviors common to high-trust leaders around the world. These behaviors are based on the principles that govern trust in relationships. They are practitioner-based and validated by research. Most exciting is the fact that these 13 behaviors can be learned and applied by any individual at any level within an organization, including the family. **The net result is a significantly increased ability to generate trust with all involved in order to enhance relationships and achieve better results**” (34).

Optional Readings: *From the Green Notebook (FTGN)* published several articles on toxic leadership that can augment the discussion on relationship trust. In addition to discussing Covey’s 13 behaviors of high-trust leaders, it may be helpful in your session to address the counterproductive behaviors of low-trust leaders.

1. Danita Darby, “Toxic Leadership: Learn from My Mistakes,” December 18, 2020, <https://fromthegreennotebook.com/2020/12/18/toxic-leadership-learn-from-my-mistakes/>.

This article discusses traits of counterproductive leadership: abusive, self-serving, erratic, corrupt, and incompetent behaviors. This is a good article written by a former Company Commander who, through self-reflection, discusses what she would have done differently as a leader.

2. Andrew Milburn, “Leading Up: How to Manage a Toxic Boss,” July 26, 2021, <https://fromthegreennotebook.com/2021/07/26/leading-up-how-to-manage-a-toxic-boss/>.

This article discusses five common personalities of toxic leaders: The Careerist, The Genius, The Nitpicker, The Fear-Biter, and The Incompetent. How can understanding the primary motivations (and fears) of leaders lead to better outcomes for relationship trust?

3. “A Way’ To Develop a Toxic Leader: How We as Leaders Create Our Own Monsters,” August 7, 2013, <https://fromthegreennotebook.com/2013/08/07/a-way-to-develop-a-toxic-leader-how-we-as-leaders-create-our-own-monsters/>.



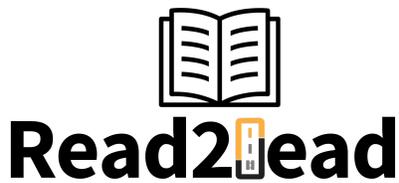
Read2Lead

This article discusses ways to prevent a leader from becoming “toxic:” proper counseling, identifying and highlighting character flaws, scrutinizing success, and teaching reflection.

Questions:

1. How can you create or improve transparency in your organization? What steps can you take to strengthen communication and ensure information reaches the lowest level?
2. What are some ways that you can build relationship trust (“trust accounts”) even though not everyone in your organization may agree with your decisions?

For a more guided discussion from The Speed of Trust, refer to the 13 behaviors: Talk straight, Demonstrate respect, Create transparency, Right wrongs, Show loyalty, Deliver results, Get better, Confront reality, Clarify expectations, Practice accountability, Listen first, Keep commitments, and Extend trust.



**Session 3: The Third, Fourth, and Fifth Waves—Stakeholder Trust.
Recommended time: 60 minutes.**

Reading 1: The Third Wave—Organizational Trust.

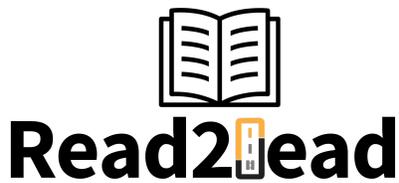
“The third wave, Organizational Trust, deals with how leaders can generate trust in all kinds of organizations, including businesses, not-for-profit organizations, government entities, educational institutions, and families, as well as in teams and other microunits within organizations. If you’ve ever worked with people you trusted – but in an organization you didn’t – or in a situation where the organization’s systems and structures promoted distrust, you will easily recognize the critical nature of the third wave. The **key principle underlying this wave, alignment**, helps leaders create structures, systems, and symbols of organizational trust that decrease or eliminate seven of the most insidious and costly organizational trust taxes, and create seven huge organizational trust dividends” (34).

Questions:

1. How would you describe a low-trust organization? *For a list of cultural behaviors, refer to page 237.*
2. How would you describe a high-trust organization? *For a list of cultural behaviors, refer to page 237.*
3. Now with a better understanding of both, what are some ways to create organizational trust in your unit? What changes could be made to create better alignment of teams, systems, and processes? *Answers could include examples such as having fewer “meetings after meetings,” holding individuals accountable for actions, using formal counseling practices, etc.*

Reading 2: The Fourth Wave—Market Trust.

“The fourth wave, Market Trust, is the level at which almost everyone clearly understands the impact of trust. **The underlying principle behind this wave is reputation**. It’s about your company brand (as well as your personal brand), which reflects the trust customers, investors, and others in the marketplace have in you. Everyone knows that brands powerfully affect customer behavior and loyalty. When there is a high-trust brand, customers buy more, refer more, give the benefit of the doubt, and stay with you longer. This material will help you not only improve your own brand and reputation as an individual, it will also help **you improve your organization’s brand and reputation** in the marketplace” (35).



Questions:

1. Think about the reputation of your unit – platoon, company, battalion, etc. What kind of reputation do you *want* your unit to have within the larger organization? How could you get feedback on your unit’s reputation? *Ideas could include command climate surveys, focus groups, sensing sessions, unit townhalls, etc.*
 - a. How much are external relationships prioritized in your unit? Are there routine or battle rhythm events that strengthen your brand/reputation in the “marketplace”?
2. Market trust deals with external stakeholders: your higher headquarters, enablers, logistics elements, etc. How can you increase your unit’s Market Trust with the people and organizations that support you?

For an explanation of how the 4 Cores of Credibility and 13 Behaviors tie in to market trust, refer to pages 268-269.

Reading 3: The Fifth Wave–Societal Trust.

“The fifth wave, Societal Trust, is about **creating value** for others and for society at large. **The principle underlying this wave is contribution.** By contributing or “giving back,” we counteract the suspicion, cynicism, and low-trust inheritance taxes within our society. We also **inspire others** to create value and contribute, as well” (35).

Questions:

1. On page 281, Stephen Covey discusses organizational global citizenship as an individual choice: “It’s you and me making the conscious decision to value and invest in the well-being of others. It’s you and me carrying out that decision in every dimension of our lives.” Do you agree that individual choices contribute to societal trust? How about trust between the military and the American people?
 - a. ADP 6-22, Army Leadership and the Profession. “The Army profession is a **trusted** vocation of Soldiers and Army civilians whose collective expertise is the ethical design, generation, support, and application of landpower; serving under civilian authority; and **entrusted** to defend the Constitution and the rights and interests of the American people” (Chap 1, Para 1-8).



Read2Lead

2. How does Covey's idea of "conscious capitalism" apply to your organization? Refer to page 279: "*The evolution of capitalism has been in the direction of **more trust and transparency**, and less self-serving behavior; not coincidentally, this evolution has brought with it **greater productivity and economic growth***" (279).

Amy Saxton is an active-duty Army Captain currently serving as the Commander for Headquarters and Headquarters Company, Army Geospatial-Intelligence Battalion. She is a 2021 Leadership Fellow at the Army's Center for Junior Officers. The views expressed in this article are her own and do not reflect those of the Department of Defense, United States Army, or United States Military Academy.