

# Managing change

Building trust—the alternative  
to doing everything yourself



CEESA  
Conference 2012

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## Outcomes

To understand:

*the importance of trust in any change effort*

*the relationship between trust, risk and possibilities*

*the elements of trust*

*the power of requests, offers and promises*

*the importance of managing promises effectively*

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## Our observations

People will not willingly follow  
someone they do not trust.

People who are not trusted are often  
the last to know.

Damaged trust festers.

Without trust, excellence is not  
possible.

Trust is the “elephant in the room.”

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## *Trust*

A proposed definition:

*an assessment of risk that  
a person will act in a  
manner consistent with  
what they say*

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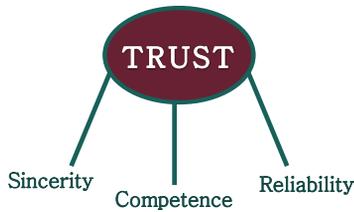
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## *Trust: an assessment of risk...*

In three domains:



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## *Why is trust so important?*

We can only achieve so much in life  
working independently.

Our possibilities multiply when we  
trust others and are trusted by  
others.

In the presence of trust, risk goes  
down and results go up.

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## *Trust begins with language*

### **Request**

*when you assess that you need help and ask for it*

### **Offer**

*when you assess that you can help someone else and offer it*

### **Promise**

*when a request or offer has been accepted*

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## *How we make requests*

### **Direct**

*"I ask that you..."*

*"I request that..."*

*"Will you please..."*

### **Indirect**

*"I want or need..."*

*"Why don't you..."*

*"...needs to be done"*

### **Really indirect**

*"My coffee cup is empty..."*

*"The conference room is a real mess..."*

*"It's almost nine o'clock..."*

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## *An effective promise*

Five Elements:

*Customer*

*Provider*

*Specific action*

*Timeline*

*Conditions of satisfaction*

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## Conditions of satisfaction

The particulars of the request that matter to the customer.

*Do the laundry*

*Clean your room*

*Help with back to school night*

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## Promise making

### PROMISE



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## What constitutes a promise?

**Request + acceptance = promise**

*No acceptance, no promise*

**Offer + acceptance = promise**

*No acceptance, no promise*

*Once a promise has been made,  
trust is at stake.*

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## *Power of a promise*

Promises change the future the moment that they are made.

*The hay wagon ride*  
*The new principal*

Think of a pending promise...

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## *Responding to a request*

Promise

Counteroffer/negotiation

Promise-to-Promise

Decline

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## *Declining a request or offer*

How many ping pong balls?

“Every acceptance is many declines.”

The art of declining

*Make it clear that you decline*  
*The variable is your willingness*

### ***Remember***

*You are declining the request – not the customer*

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## How we decline

### Direct

*"I have another commitment"*

*"I am unwilling to do that"*

### Indirect

*"I really don't think I'll be able to..."*

*"I'm not sure"*

### Really indirect

*"There aren't enough hours in the day..."*

*"I really have to go this thing..."*

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## Options in managing a promise

### Keep it

*builds trust*

### Revise it

*but how, when and how often*

### Revoke it

*but how, when and how often*

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## Broken promises

People make mistakes.

They break promises.

What happens next is very important.

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