Using Microsoft Lync to Build Trust

Ross Smith   May 2010

"Your corn is ripe today; mine will be so tomorrow. 'Tis profitable for us both that I shou'd labour with you today, and that you shou'd aid me tomorrow. I have no kindness for you, and know that you have as little for me. I will not, therefore, take any pains on your account; and should I labour with you on my account, I know I shou'd be disappointed, and that I shou'd in vain depend upon your gratitude. Here then I leave you to labour alone: You treat me in the same manner. The seasons change; and both of us lose our harvests for want of mutual confidence and security."[1]

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[1] David Hume, Treatise on Human Nature, 1737, III, II, section 5

Overview

Microsoft is a leading software manufacturer that was founded in 1975 and has experienced tremendous revenue and organizational growth in its 35 year history. As a company, and as individuals, we value integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. All of these values contribute to building organizational trust. To help insure that high organizational trust is achieved to meet these expectations, we are experimenting in the Lync team with Trust. This paper covers some of our efforts so far to learn how to identify behaviors, actions, and language to augment trust-building communication within the organization.

The Importance of Trust in an Organization

"In a recent University of British Columbia report, economists found that trust in management is the most valued determinant of job satisfaction. They state that a small increase in trust of management is like getting a 36 percent pay increase. Conversely, the researchers found that if that same amount of trust is lost, the decline in employee job satisfaction is like taking a 36 percent pay cut."[2]

There are many reasons why trust is important in an organization. Trust is a mechanism that people can deploy to deal with uncertainty. Dr. Mike Armour, in his book "Leadership of the Power of Trust" defines trust as the "complete confidence that a person or organization will consistently try to do what is right in every given situation." Employees who work together must rely on one another, either directly or indirectly, to be successful. Even if jobs are unrelated or people are not in physical proximity, the success of the firm depends on the ability of everyone to produce. Stephen M.R. Covey, in his book, "The Speed of Trust", talks about the trust dividend – *"high trust significantly improves communication, collaboration, execution, innovation, strategy, engagement, partnering, and relationships with all stakeholders. In your personal life, high trust significantly improves your excitement, energy, passion, creativity, and joy in your relationships with family, friends, and community. Obviously, the dividends are not just in increased speed and improved economics; they are also in greater enjoyment and better quality of life."*[3]

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[2] The HR Executive's Role in Rebuilding Trust, Dennis S. Reina and Michelle L. Reina, http://www.hreonline.com/HRE/story.jsp?storyId=12160414
[3] The Speed of Trust, Stephen M.R. Covey, p. 19

Trust is a foundational element of all successful workplaces. The attributes of effective organizations all find their origins in trust. Gallup uses a Q12 survey to measure workgroup effectiveness and employee engagement[4]. Questions such as "I have the opportunity to do what I do best every day" or "I know what is expected of me at work" imply a level of trust – not only by the employee for their manager or organization, but reciprocal as well. In 1911, [Frederick Winslow Taylor](#) authored, "The Principles of Scientific Management"[5], which contained four principles:

1. Replace rule-of-thumb work methods with methods based on a scientific study of the tasks.
2. Scientifically select, train, and develop each employee rather than passively leaving them to train themselves.
3. Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task"
4. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks

In efforts that would surely delight Taylor, the U.S. Bureau of Labor Statistics has tracked Business Productivity data quarterly, since 1947.[6]
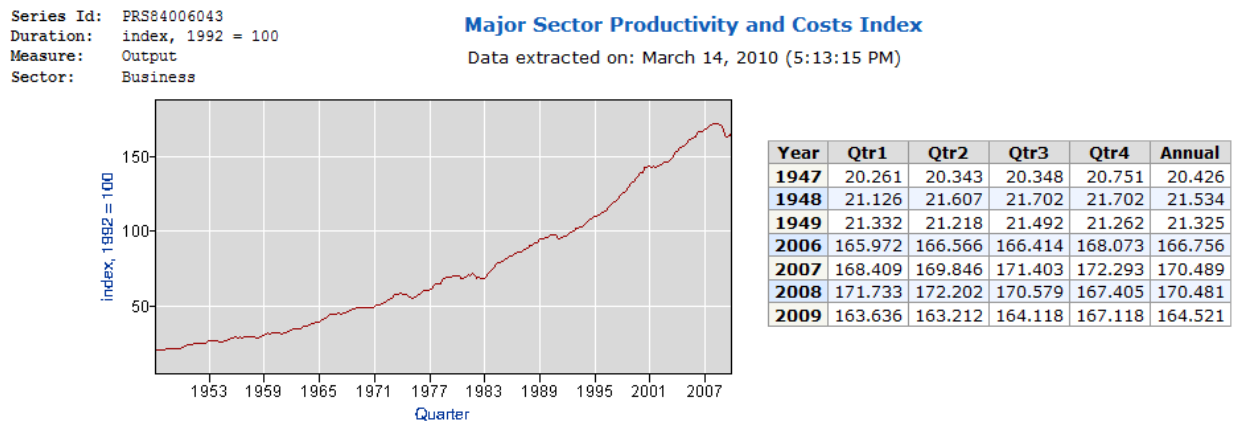

Series Id: PRS84006043
Duration: index, 1992 = 100
Measure: Output
Sector: Business

Major Sector Productivity and Costs Index
Data extracted on: March 14, 2010 (5:13:15 PM)

Year	Qtr1	Qtr2	Qtr3	Qtr4	Annual
1947	20.261	20.343	20.348	20.751	20.426
1948	21.126	21.607	21.702	21.702	21.534
1949	21.332	21.218	21.492	21.262	21.325
2006	165.972	166.566	166.414	168.073	166.756
2007	168.409	169.846	171.403	172.293	170.489
2008	171.733	172.202	170.579	167.405	170.481
2009	163.636	163.212	164.118	167.118	164.521

Figure 1 - US Bureau of Labor Statics Productivity Growth

Without a doubt, productivity is going up. It rises almost every quarter and every year. With the speed of business increasing as the Internet continues to influence tasks around the world, and the move towards mechanization of rote tasks and the corresponding rise of the knowledge worker, the

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[4] http://www.gallup.com/consulting/52/employee-engagement.aspx
[5] http://www.gutenberg.org/etext/6435
[6] http://www.bls.gov/lpc/lpcover.htm#data

global economy, and general political stability, business is moving more rapidly, and tasks are more ad hoc, one-time, and thought-based, rather than scientific, measurable, and repeatable. Therefore, Taylorism is harder to deploy. As D.W. Organ wrote in 1988 in "Organizational Citizenship Behavior: The Good Soldier Syndrome", *Organizational citizenship behaviours are vital for productivity because organizations cannot forecast through stated job descriptions the entire spectrum of subordinate behaviours needed for achieving goals.*[7]

Types of Trust

From Covey's Five Waves of Trust to Hardin's capacity for recognizing trustworthiness, there are several different models for trust. Each offers the benefit of looking at trust in a different way. Our goal here is not to imply that there is a finite list of "types of trust" and we will not propose a new model, nor try to explain others, but instead will offer a hybrid approach for the sake of efficiency. In the context of the organization, we will focus on three types of trust:

- Horizontal – do I trust my co-workers? And do they trust me?
- Vertical – do I trust my manager? And does s/he trust me?
- Organizational – do I trust this organization? And does it trust me?

Employees or members of an organization rely on one or more of these three when dealing with uncertainty in the workplace. Horizontal trust refers to the level of trust one may have with peers and co-workers. Vertical trust represents the trust an employee has in management, and organizational trust refers to level of trust one has in the organization as a whole.
For example, if a member of the organization needs some extra tutoring on a new process, they may ask a co-worker for help after work. They trust the co-worker not to expose their weakness to management. An example of vertical trust might be that the manager empowers an employee to explore a new or untested operational improvement. The employee trusts that the manager will not hold it against them if it doesn't work, and the manager trusts the employee to produce results even if things don't go as planned. Examples of organizational trust might include comments like "we take care of our own here" or "our group is always fair to people".

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[7]

Organizational Citizenship Behaviors

"The definition of organizational citizenship behaviors (OCB) is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".[8]

Organizational Citizenship Behaviors, or OCB's, are optional or voluntary behavior or "being good corporate citizens". These are the things people do in their day-to-day jobs that are not explicitly rewarded with a paycheck. An OCB is an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization'. The subordinate spontaneously goes beyond the formally prescribed job requirements (in-role behaviours) and performs non-mandatory (extra-role) behaviours without expectation of receiving explicit recognition or compensation."[9]

These are the key elements of an effective organization, as they play a key role in job satisfaction. *The effective functioning of an organization depends on employee efforts that extend beyond formal role requirements (Barnard, 1938; Katz & Kahn, 1966; Organ, 1988). Organ (1988) termed these extra efforts "organizational citizenship behaviors" (OCB), and defined them to include activities that target other individuals in the workplace (e.g., helping coworkers or communicating changes that affect others) and the organization itself (e.g., actively participating in group meetings or representing the organization positively to outsiders). A few studies have shown that OCB are positively related to indicators of individual, unit, and organizational performance (George & Bettenhausen, 1990; Karambayya, 1990; MacKenzie, Podsakoff, & Fetter, 1991, 1993; Podsakoff, Ahearne, & MacKenzie, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000; Werner, 1994)[10].*

A high trust organization will exhibit citizenship behaviors, which in turn will lead to increased productivity, innovation, and profitability. Here is an example of one of the OCB's – altruism or helping:

> How do you react if a teammate needs help with their work? If the team is all willing to pick each other up, the overall efficiency of the organization improves. However, at review time, teammates are measured against one another for rewards.

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[8] A Study to Improve Organizational Citizenship Behaviors, Chien
[9] Organ, 1988
[10] http://cobacourses.creighton.edu/MAM/2002/papers/Yen.doc

How does the helper respond if they receive a lower performance rating than the one who received the help? Will they help again next time?

Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omission is not generally understood as punishable. OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization.[11]

There are five categories of OCB's:

1. Altruism – benevolence - helping a teammate

2. Courtesy – being mindful of how your actions affect another, alerting others of changes

3. Conscientiousness – doing work beyond the minimum requirements, stays late

4. Sportsmanship – ability to work under pressure - tolerate without complaining

5. Civic virtue – helping "govern" the organization as a whole – offer constructive suggestions

OCB's could be thought of as "going the extra mile"

When I play tennis, I often open a can of tennis balls on the court. I feel strong obligation to throw away the metal top to the can I just opened, rather than leaving it to litter the court. So I do this. But I often leave behind several tops left by others, which I could easily pick up and throw away. My intuitive sense says that I am obliged not to make the situation worse, but I am not obliged to improve it. (Baron, 1998, p. 10)[12]

There is a relationship between job satisfaction and willingness to perform citizenship behaviors. It's likely that these are correlated for two reasons: employees are loyal and want to "pay back" their manager or organization, and if someone receives a positive feeling from the organization, they are likely to assume that same feeling and behave the same way. The norm of reciprocity is the social expectation that people will respond to each other in kind. "An underlying norm of reciprocity is by itself a powerful engine for motivating, creating, sustaining, and regulating the cooperative behavior required for self-sustaining social organizations."[13] Great organizations or managers who build a culture that employees enjoy may cause the employees to want to return the

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[11] http://en.wikipedia.org/wiki/Organizational_citizenship_behavior
[12] http://www.goldmark.org/livia/papers/ocb/ocb.pdf
[13] http://en.wikipedia.org/wiki/Norm_of_reciprocity

favor. Since, in many cases, in-role job performance may be constrained, employees may use extra-role behaviors such as OCB to "pay back" their manager or organization (Organ, 1977, 1990). Second, there is ample evidence in the psychological literature that persons who experience a positive affect state tend to engage in prosocial behaviors (Clark and Isen, 1982). In the organizational literature several studies produced results which suggest a significant, positive relationship between job satisfaction and OCB (Bateman and Organ, 1983; Puffer, 1987).[14]

Changes in how we Communicate

In October 1872 in Baltimore Maryland, the architect of Montreal's Windsor Station and his wife Josephine gave birth to their only daughter, Emily. She was educated at the finest schools and raised in privilege. Years later, in 1922, she published her book, "Etiquette". Soon after, the phrase, "according to Emily Post" became the final word on social conduct.

The introduction to this seminal work on manners in society begins with Richard Duffy discussing the history of the word "Etiquette" - *its origin in the commonplace familiar warning—"Keep off the grass." It happened in the reign of Louis XIV, when the gardens of Versailles were being laid out, that the master gardener, an old Scotsman, was sorely tried because his newly seeded lawns were being continually trampled upon. To keep trespassers off, he put up warning signs or tickets—etiquettes—on which was indicated the path along which to pass. But the courtiers paid no attention to these directions and so the determined Scot complained to the King in such convincing manner that His Majesty issued an edict commanding everyone at Court to "keep within the etiquettes."*
As we enter this second decade of this new millennial, the technological support for our ability to communicate is unprecedented in human history. As these advances continue, what IS digital equivalent of a "Keep Off the Grass" sign?   Is it HTTP 403? Here's a demo to help you judge. Our digital security is better than that of Louis XIV - and it's much easier to be anonymous today – but the problem persists. There are basic human mores and values that we aspire to – and communication is the primary vehicle through which society advances – but we might feel like we're unprepared for the pace and the scope of change as technology improves Whether these are 'etiquettes' placed in the grass – or if they are server log files, social norms, training classes, 403 messages, or discussions in our courts of law – we want, as a society - to put up guardrails to help us self-monitor our own behavior and communicate to others our views of the behaviors we expect

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[14] Encouraging Organizational Citizenship: The Effects of Job Satisfaction, Perceived Equity and Leadership, Schnake, Cochran, Journal of Managerial Issues, 1995.

and those we value. As society progresses with the assistance of digital communications technology, people are re-visiting these laws, mores, and values. As examples - Do I really want to be on a web chat with my boss at 7AM when I haven't done my hair or makeup? Should I fire off a quick reprimand to 100 people when it's late and I'm tired? Will it hurt my career if I dial in to a weekly meeting instead of being there in person? If it's convenient for *me* to send an IM, should I be offended if I don't get an immediate reply? These are real social issues exposed by advances in our technology – and are impacted by the quality of our tools.

In chapter XXVII of her book, Emily Post describes the importance of the quality of the communication:

The letter you write, whether you realize it or not, is always a mirror which reflects your appearance, taste and character.

With all this in mind, we wanted to introduce some of our challenges we have in the Lync Test Team. As Lync continues to expand in popularity, people's reliance on our software to deliver their message grows. The quality of our software plays an important role in the ability of people to deliver (and receive) a high quality message.

WikiHow defines communication as "the process of transferring signals/messages between a sender and a receiver through various methods (written words, nonverbal cues, spoken words). It is also the mechanism we use to establish and modify relationships."

As technologies converge in the unified communications space, people can easily flow between voice, video, and text communications. The authenticity and integrity of the message – and the success rate of its delivery – is based on the ability of the software tools to connect sender and receiver.

Our team focuses on the quality of the experience – whether that's voice, the delivery of the IM, or the ability to join a conference. Communication is important. From infancy, we literally cried to get help, and that kick-started our learning of the power of effective communication. As a society, we are moving into a new era -- the digital augmentation of our ability to communicate as humans. We don't have to grunt to our fellow cave dweller – we don't have to send smoke signals to connect with our neighboring clan – we have a new reality – think Steve Austin, the Bionic man – (note: check out the new Fast Company article on bionics) and with these powerful new communication tools and capabilities, we *are* greater, stronger, faster – but as a provider, we think that it's important for these tools are transparent and "just work" to enable sender and receiver to focus on the message.

The game of [Chinese Whispers](#), or Telephone/Stille Post/Whisper-Down-the-Lane, teaches us about the danger of low quality communications. Real time communication across the globe is the reality now, and while we are excited about the potential impact to society, we recognize our role in ensuring the integrity and quality of the experience. We also have to consider things like security, privacy, and the power of the medium. How can we build our tools to offer safeguards to the sender to self-monitor and self-assess as the size of their audience increases? We are exploring alternative [techniques](#) and focusing on building [trust in our organization](#) in hopes that it teaches us how to build trustworthy products that support trustworthy communications. Often, the sender has the biggest influence on – and goals for – the quality of the message – and can we help them help themselves. How can we learn [defect prevention](#) techniques from things like the [Outlook Forgotten Attachment Detector](#)?
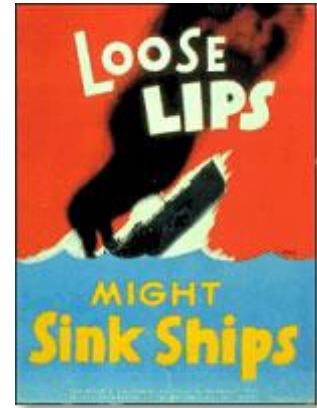
Philip B. Corbett posts a regular blog on the [New York Times](#) site called "[After Deadlines](#)" that it calls "a weekly newsroom critique of grammar, usage and style in The Times"

Technology is helping to facilitate a sea change in how we communicate. Not just how we exchange facts with one another, but emotions as well. How many people have been embarrassed by an errant email or Facebook post? Google's "Mail Goggle's"[15] is a great example of how formally "human" emotional behavior has been digitized.

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[15] http://gmailblog.blogspot.com/2008/10/new-in-labs-stop-sending-mail-you-later.html

	Boomers	Gen X	Gen Y
I get most information from	Network news, mainstream newspapers, traditional magazines, my friends	Cable news, alternative newspapers, niche magazines, my friends	Websites, e-zines, blogs, my friends
I can be persuaded with	traditional perks, public recognition, participative decision making	insiders benefits, private recognition, responsibility for	moral payoff, respect for authority figures, clear expectations, freedom
My career goals are	to have a stellar career with increasing status	to have a movable career where I am in charge	to have parallel careers with jobs I love
I resent	disrespect, being passed over	politics, trade offs	stereotyping, limits
My preferred work day is	not over until I'm done with what I set out to accomplish	getting the job done on my terms	lots of fun and working with people
I am motivated by	recognition, being valued and appreciated	trust, getting to do things my way	results, the opportunity to make tangible changes
In the media, I trust those who	give full analysis, are in a prestigous position	are irreverent, pushing the envelope	are online or books, not TV or newspapers

Figure 2 - Priorities and Attitudes[16]

Societal Demographics

Facebook: "*The trust you place in us as a safe place to share information is the most important part of what makes Facebook work. Our goal is to build great products and to communicate clearly to help people share more information in this trusted environment.*"[17]

Millenials…"embrace multiple modes of self-expression. Three quarters have created a profile on a social networking site. One-in-five have posted a video of themselves online."[18] See Figure 3

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[16] How to Talk So People will Listen, Sonya Hamlin, p. 27
[17] Facebook blog, Feb 2009 http://blog.facebook.com/blog.php?post=54434097130
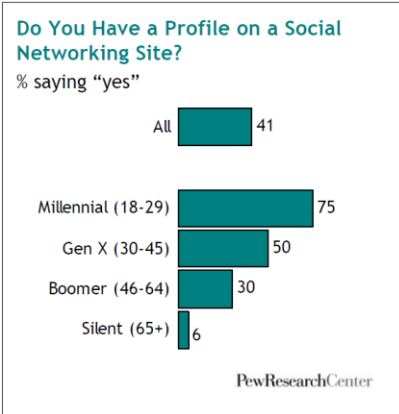[18] Pew Research

Figure 3 - Social Networking Profiles[19]

"Facebook is walking a fine line of keeping the trust of its members, and wanting to exploit them for profit", says Nicholas Carr, author of The Big Switch.[20]
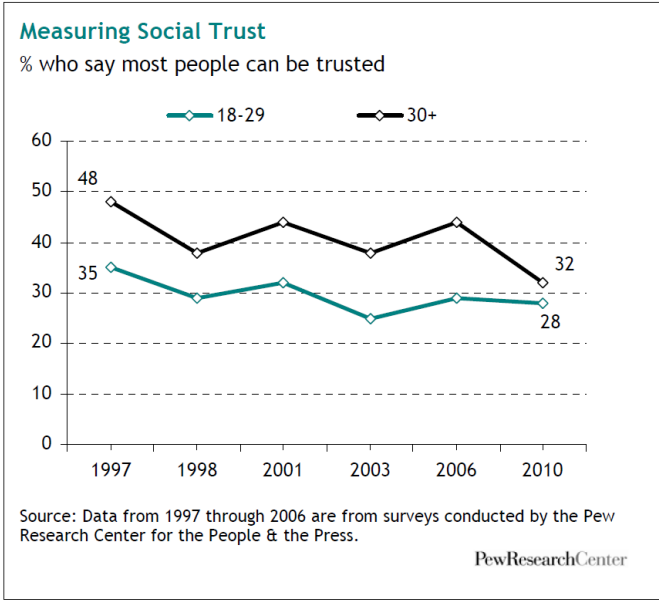

Figure 4- Measuring Social Trust[21]

Building Organizational Trust

[19] Pew Research
[20] Do you own Facebook or Does Facebook own you? NY Magazine
[21] Pew Research http://pewsocialtrends.org/assets/pdf/millennials-confident-connected-open-to-change.pdf

If we give any chance to the trustor to know in advance the move by the trustee, the rates of cooperation are higher. In practical terms, it means that if the trustee is able to commit him or herself to honor the trust, then the trustor has stronger incentives to trust. We can think about many different ways to make credible these commitments. Particularly important are the mechanisms of reputation, communication and information that flow through the decentralized network. The trustor can use information about reputation of the trustee in order to assess his or her reliability. If the network produces enough information, the population of trustees will be more willing to honor the trust, given that a defeat could have painful consequences in the future.[22]

Formal versus Informal Trust-Building Mechanisms

Trust can be increased, or substantiated through the use of formal mechanisms. Legal contracts, punishments, legislation, credit reporting, and many other formal mechanisms have been established in society over time to ensure people develop and sustain trustworthy habits. Informal mechanisms to establish or assess trustworthiness require more faith on the part of the trustor. An observation of body language, voice inflection, firmness of a handshake, confidence in topical discussions, etc. are all ways in which people can evaluate and attempt to predict how much trust to give an individual in a given situation.

Reputation, Performance, and Appearance

Reputation, performance, and appearance are powerful informal trust-influencing mechanisms. It's not possible to legislate trust – particularly in an organization.

How Lync can influence Trust Building Behaviors

Technology has enabled

Text-based instant messages eliminate many of the signals people use when communicating – body language, facial expressions, voice inflection, etc. - and by reducing the amount of nonverbal information shared between sender and receiver, instant messaging will delay trust building when compared to a face to face alternative. Audio or voice communications remove visual cues, and can

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[22] TRUST AND TRUST IN ORGANIZATIONS, Castillo, 2005, p.17

distort verbal signals. Even video communications have limitations when compared to an in-person get together. So using IM, audio, or video as a replacement for in person communication may result in delaying trust building and decisions about whether to trust and our own ability to demonstrate our trustworthiness.

One study from the University of Michigan[23] showed the impact of these alternative modalities on the emergence of trust in a social dilemma game using the four different communication situations. Sixty-six three person groups played a social dilemma game called Daytrader. In experimental research, trust is measured using mixedmotive games called social dilemmas. Well-known social dilemmas include the Prisoner's Dilemma and the Problem of the Commons. The "findings suggest that richer media are generally better for trust building and trust maintenance, although face-to-face is still the gold standard. Workers also need to be strategic about what work situations demand trust."
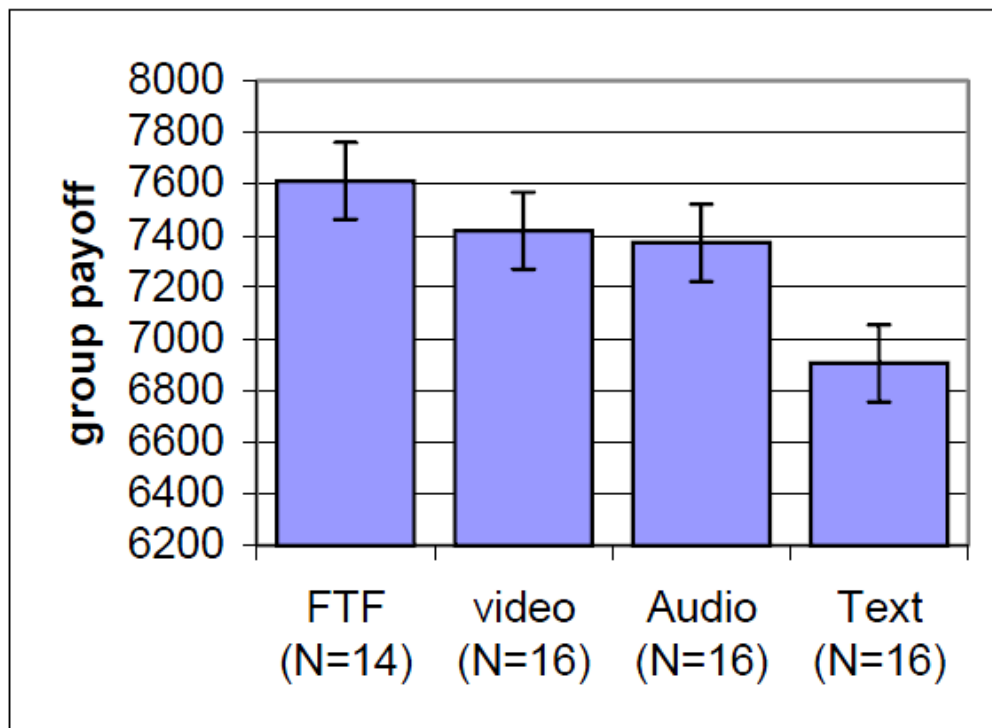

Figure 5 - Comparison of Payoff using alternative communication modalities

Subversion Analysis

An infant begins life with no option but to trust their caregiver, but over time learns to either trust or distrust - from experience. Similarly, a new employee in an organization typically wants to start

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[23] Effects of Four Computer-Mediated Communications Channels on Trust Development – Bos, Olson, Gergle et al

out trusting, but really starts with a level of trust that has been shaped by previous life and organizational experiences. Their experiences in the new organization will either help them gain a higher level of trust or they will continue to reinforce or even increase their base level of distrust.

If an organization is going to reestablish a climate of trust, there must be a reversion from distrust.

Trust Subversion Analysis Process

- Start with a specific business situation
- Select a trust-building behavior to improve
- Subvert that trust-building behavior by making the opposite trust-eroding behavior the improvement goal
- Perform a subversion analysis exercise in which participants intentionally invent the subversive actions that will make the trust-eroding behavior occur reliably.
- Prioritize the subversive actions based on their observed frequency and impact within the organization and a specific business context.
- Focus on the highest priority subversive actions and create individual and organizational improvements ("reversive actions") that prevent/mitigate them.
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For each "business context and trust-eroding behavior" permutation, capture the subversive actions and prevention/mitigation improvements and use them to extend an organizational TrustBOK (Trust Body of Knowledge). In the spirit of TRIZ[24] and the notion that somebody someplace has solved this problem, this will help build the TrustBOK as an information resource for other employees and organizations to leverage and avoid "reinventing the wheel".

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[24] http://www.systematic-innovation.com/Articles/99,%2000,%2001/Mar00-The%20Four%20Pillars%20of%20TRIZ.pdf
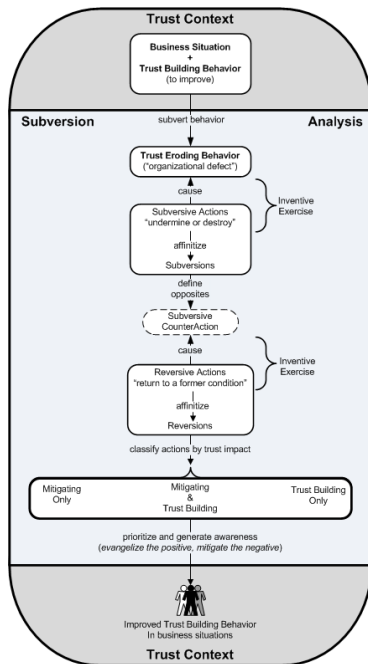
Figure 6 - Trust Subversion Analysis Flow

Language Analysis

Once the subversive actions have been identified and agreed upon, the next step is to identify language associated with the actions.

Start with a specific action in a business situation

Participants identify language associated with that action in that situation.

Trust Subversion Analysis Example

17 participants from the Microsoft Lync and Human Resources teams participated in the following example of Trust Subversion Analysis. During a one hour session, 78 subversion actions were "invented" for the trust-eroding goal of "Demonstrate a Lack of Respect" in a Team Meeting. Using affinity analysis and simple multi-voting, the highest priority subversions were identified as "Dominate", "Not be inclusive", and "Not paying attention/listening". The exercise was then reversed to invent actions that would accomplish the opposite: "Do not dominate", "Be inclusive", and "Pay attention". In all, 76 reversive actions were identified by the participants. A post exercise editing process normalized the action wording and removed redundancies.

Kinesics

Kinesics is the non-verbal behaviour related to movement, either of any part of the body, or the body as a whole. In short all communicative body movements are generally classified as kinesic. There are basically five different types of kinesics; emblems, regulators, illustrators, affective display and adaptors.[25]

- Emblems - Emblems are non-verbal cues that have a verbal counterpart. Direct replacement for words.
- Regulators - Regulators are non-verbal signs that regulate, modulate and maintain the flow of speech during a conversation. These can be both kinesic, such as the nodding of a head, as well as nonkinesic, such as eye movements. Controlling the flow of the conversation.
- Illustrators - Illustrators are used more consistently to illustrate what is being said. For example pointing to something that you are discussing about.
- Affective Display - body, or more frequently facial, movements that display a certain affective state, i.e. emotions.
- Adaptors – self-oriented tension relievers - postural changes and other movements at a low level of awareness, frequently made to feel more comfortable or to perform a specific physical function. Because adaptors are usually carried out a low level of awareness, they have been hailed as the secret to understanding what your conversation partner really thinks. A slumped posture indicates that you have low spirits, fatigued or that you feel inferior.

Not all of these translate to online communication. Certainly, there are challenges in a text-based conversation to use non-verbal communication – but emoticons are a great example of online "emblems". As the conversation moves to audio-based, raising the volume of your voice with a comment like "hey, check out what I heard yesterday" – is a good example of an illustrator. Moving to video conferencing, it's easier to apply the others to build trust. Here are a few examples:

Emblems: "OK" sign, thumbs up or down, middle finger, horizontal shaking flat hand (no more)
Regulators: nodding head, rolling the eyes, dozing off, checking a phone, moving off camera
Illustrators: pointing, yelling, clapping hands, tapping

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[25] http://amarit04.wordpress.com/2008/02/17/5-types-of-kinesics/

Affective display: smiling, frowning, look of surprise, etc.

Adaptors: harder because of limited space on webcam, but folding arms and leaning back, slumping

Using the Subversion Analysis techniques above to identify trust influencing behaviors for each of these areas will help identify how you can be more effective in using Lync and other online tools to build trust.

"So how do you measure a successful conversation? Many researchers have attempted to define a successful conversation, (Chapanis, 1967, Schober and Clark, 1989, Wilkes-Gibbs, 1986, O'Connell, Kowel, and Kaltenbacher, 1990). The later, O'Connell et al, (1990), produced a rather inflexible definition of a successful dialogue. They claim that it is the "fulfilment of the purposes entertained by two or more interlocutors." Frequently it is difficult to objectively evaluate a successful interaction. Consequently, studies tend to use highly task oriented scenarios with measurable outcomes. Thus, the study of the structure of dialogue tends to be limited to the study of task dependent interactions. Naturally this affects the parameters of our definition of the structure a dialogue. We felt it necessary to qualify this point.

Dialogue is typically structured as follows. There are sessions of turn taking by each speaker. Each session is characterised by dialogue, dialogue gaps (pauses), extended speaker turns, interruptions and eventual cessation of dialogue. A successful conversation within these parameters would exhibit the following. Smooth interchanges in speaker turns where gaps, interruptions and overlaps in dialogue are minimised.

This general structure of conversation dialogue is agreed by most of the differing research camps. Breakdowns in communication are attributable to many differing factors. Cutler and Pearson, (1987) attributed breakdowns to a failure in turn taking procedures. This view held for some time.
An opposing but equally plausible explanation of communicative breakdown. Is a failure to reach a mutual understanding. This view is offered by a group of psycholinguists known as the interactionists. They believe that a successful interaction is characterised by different paradigms to the one's I have already offered. Their belief is that a successful interaction is one that is characterised by moment to moment collaborations between the participants who co-operate to establish and maintain mutual understanding commonly referred to as "grounding" (Clark, 1989). The interactionists also do not see

interruptions, overlapping speech and gaps in dialogue as necessarily problematic in achieving

successful grounding. These same phenomena cause problems in turn-taking scenarios."[26]

Proxemics

The term **proxemics** was introduced by anthropologist [Edward T. Hall](#) in 1966. Proxemics is the study of set measurable distances between people as they interact.[1] The effects of proxemics, according to Hall, can be summarized by the following loose rule:

"Like gravity, the influence of two bodies on each other is inversely proportional not only to the square of their distance but possibly even the cube of the distance between them."[27]

While this might seem a bit unusual to consider for online communications, proximity to the microphone or webcam certainly have an influence.
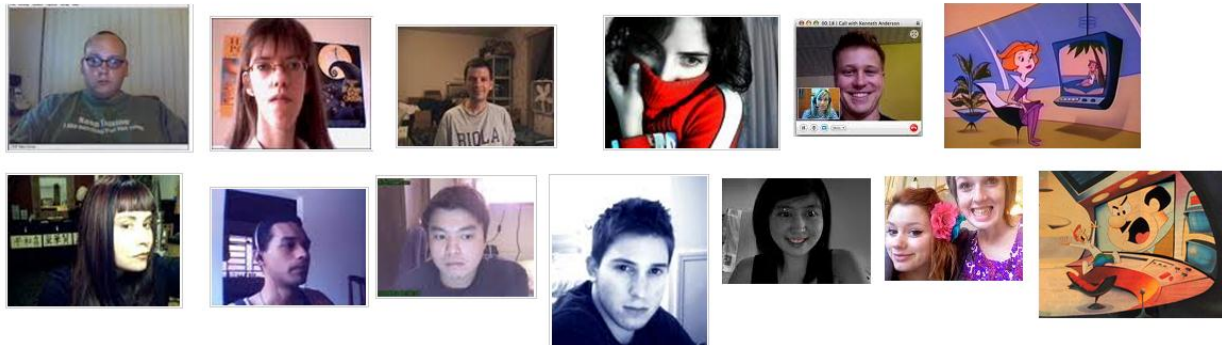
Here are some examples:

Figure 7 - A variety of webcam pictures

Which of these people would you trust? Does it look like you would trust some more than others? If so, then perhaps proxemics and kinesics DO matter in an online conversation.

The quality of the experience has an impact in this category as well. Because in many cases, the receiver has to initiate the feedback to complete the loop, if quality problems impact the ability for

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[26] http://www.psy.gla.ac.uk/~steve/crvid.html
[27] http://en.wikipedia.org/wiki/Proxemics

the receiver to acknowledge the receipt of the message, there are trust-influencing implications. This is best exemplified by the AT&T/Cingular dropped call commercials.

Proxemics also defines eight factors in [nonverbal communication](), or **proxemic behaviour categories**, that apply to people engaged in conversation:

posture-sex identifiers

> This category relates the postures of the participants and their sexes. Six primary sub-categories are defined: man prone, man sitting or squatting, man standing, woman prone, woman sitting or squatting, and woman standing.

the sociopetal-sociofugal axis

> This axis denotes the relationship between the positions of one person's shoulders and another's shoulders. Nine primary orientations are defined: face-to-face, 45°, 90°, 135°, and back-to-back. The effects of the several orientations are to either encourage or discourage communication.

kinesthetic factors

> This category deals with how closely the participants are to touching, from being completely outside of body-contact distance to being in physical contact, which parts of the body are in contact, and body part positioning.

touching code

> This behavioural category concerns how participants are touching one another, such as caressing, holding, feeling, prolonged holding, spot touching, pressing against, accidental brushing, or not touching at all.

visual code

> This category denotes the amount of [eye contact]() between participants. Four sub-categories are defined, ranging from eye-to-eye contact to no eye contact at all.

thermal code

> This category denotes the amount of [body heat]() that each participant perceives from another. Four sub-categories are defined: [conducted heat]() detected, [radiant heat]() detected, heat probably detected, and no detection of heat.

olfactory code

This category deals in the kind and degree of [odour](#) detected by each participant from the other.

voice loudness

This category deals in the [volume](#) of the speech used. Seven sub-categories are defined: silent, very soft, soft, normal, normal+, loud, and very loud.

Of these eight, voice loudness, visual code, posture-sex, sociopetal-sociofugal axis, and kinesthetic probably all have some degree of influence in an online video experience.

Lync

Text

Instant Messaging

Group Chat

Audio

Lync Call

Teleconference

Video

Video Chat

Video Conference

Mobile

Trust, Communication, and OCBs

OCBs

http://www.allbusiness.com/labor-employment/human-resources-personnel-management/11444369-1.html

Altruism

Auguste Comte coined the term altruism in 1851, on the Italian adjective *altrui.* He used it to describe self-sacrifice for the benefit of others. George H. Lewes brought it to the English language in 1853. In evolutionary biology, an organism is said to behave altruistically when its behavior benefits other organisms, at a cost to itself.[28]

The Dali Lama suggests that, *"practicing altruism is the real source of compromise and cooperation; merely recognizing our need for harmony is not enough. A mind committed to compassion is like an overflowing reservoir - a constant source of energy, determination and kindness. This is like a seed; when cultivated, gives rise to many other good qualities, such as forgiveness, tolerance, inner strength and the confidence to overcome fear and insecurity. The compassionate mind is like an elixir; it is capable of transforming bad situation into beneficial ones."* [29]

How to use Lync to be more altruistic

Invest time in your communications

It takes less than 10 seconds to send an IM. However, it's critical to make the time to think about what you want to say. Don't fire off something half-heartedly. Be empathetic, be deliberate, and be thoughtful. Today's technological advances – in instant messaging, cell phones, audio and video conferencing – offer us all a chance to build deeper relationships with more people through increased frequency, fidelity, and levels of communication. Technology does not replace the message though. What you think, what you say, and how you respect others is technology-agnostic.

"The only way to earn respect from those you work with is by building trust. This is done by meeting deadlines, following through with promises, and communicating effectively so everyone understands what you mean. Unfortunately, in the workplace, you have more control over meeting deadlines and following through than you have over people interpreting a memo or a conversation the way you want them to."[30]

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[28] http://plato.stanford.edu/entries/altruism-biological/
[29] http://www.dalailama.com/messages/world-peace/the-medicine-of-altruism
[30] http://ezinearticles.com/?How-to-Gain-Respect-Through-Communication&id=1054911

Think about others – show your appreciation

Really listen when others speak – or think about their use of language if the communication is audio or IM-based. Don't just look at what they are saying, but how they are saying it and why. Can you provide encouragement, compassion, empathy. When they communicate with you, do they feel valued? Successful?

Appreciate the world

If you have a computer, you are among the world's richest people. You were probably able to eat yesterday. Put your life in context – and share that with those you communicate with. How does your organization function relative to those starving in 3rd world countries? Appreciate what you have and hold yourself accountable.

Self Awareness

What are you saying to others? How do you treat them? Are you constantly aware of how others are feeling or do you shut them down. Is the video in sync with the audio? – are your actions and language consistent with your values? Are your values clear to others?

Be a Leader

Set an example for consideration of others, empathy, and thoughtfulness. Think about others, and what they are trying to accomplish or achieve with their relationship with you. Reach out to others (using Lync) and "touch base" – show others how important it is to communicate. People want to know that others care about them – help show others the value of relationships.

Courtesy

Courtesy comes from the 13th century Middle English word corteisie – and Merriam-Webster defines it as a "general allowance despite facts or consideration, cooperation, and generosity in providing something (as a gift or privilege)"[31]

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[31] http://www.merriam-webster.com/dictionary/courtesy

Synonyms: politeness, good manners, courteousness, consideration, civility, manners, gallantry, gentility

Antonym: rudeness

In an organization, courtesy as a citizenship behavior may be manifest in a variety of ways. Perhaps empathy, being mindful of how your actions affect a co-worker – or alerting others of changes in schedule, policies, competition, best practices, or work hours. The willingness to show consideration and cooperation with another, regardless of reward or financial incentive is indicative of a healthy organization.

There is a close relationship between courtesy and trust.. If I show you a courtesy – extend to you a general allowance despite facts – I'm extending my trust – and trusting that you will reciprocate in some way. A hotel that offers a *courtesy* shuttle to the airport is willing to provide a free service in hope that that you will return for another stay. When a team works together closely and demonstrates respect and civility to one another, they trust that those actions and behaviors are reciprocal.

There are also concepts such as professional courtesy, which dates backs to Hippocrates, and encourages physicians to treat each other without fee.

And "military courtesy", which is "an extension and a formalization of courtesies practiced in a culture's everyday life. It is intended to reinforce discipline and the chain of command, defining how soldiers will treat their superiors and vice versa. They are also thought to enhance esprit de corps."[32]

Conscientiousness

Conscientiousness is one of the "Big Five" personality traits, which also include extraversion, neuroticism, openness to experience, and agreeableness. Two personality tests that assess these traits are Costa and McCrae's NEO PI-R[1] and Goldberg's NEO-IPIP. According to these models, conscientiousness is considered to be a continuous dimension of personality, rather than a

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[32] http://en.wikipedia.org/wiki/Military_courtesy

categorical "type" of person. Scores in conscientiousness follow a normal distribution[33]. Conscientious employees are dutiful, loyal to the organization – they aim to achieve, they want the organization to be great. Conscientiousness includes the factor known as [Need for Achievement](#) (NAch)[34].

[33]
http://www.bing.com/reference/semhtml/?title=Conscientiousness&src=abop&qpvt=Conscientiousness+filetype%3Apdf&fwd=1&q=conscientiousness
[34] http://en.wikipedia.org/wiki/Big_Five_personality_traits

Exploratory and confirmatory factor analysis of the items uncovered eight facets: Industriousness, Perfectionism, Tidiness, Procrastination Refrainment, Control, Cautiousness, Task Planning, and Perseverance. Correlations between these facets and the BFI revealed that all facets related strongly to Conscientiousness. A panel of three trained personality psychologists (i.e., the authors) reviewed each scale from the IPIP (http://ipip.ori.org/), selecting 18 scales conceptually representing Conscientiousness. The panel discussed each scale to consensus, such that scales were selected only if all three agreed on inclusion. The panel examined all scales that were based on theoretical model of Conscientiousness, or theoretical model of a similar construct (as related to the adjective-based composition of Conscientiousness). All subscales of the NEO-PI-R and HEXACO-PI sub-scales were examined. Scales that included a substantial number of items (i.e., one third or more) thought to represent Agreeableness, Extraversion, Neuroticism, or Openness to Experience were discarded.[35]

The final 18 scales included were:

Achievement Striving	Activity	Cautiousness	Deliberation
Diligence	Dutifulness	Efficiency	Enthusiasm
Industriousness	Initiative	Methodicalness	Orderliness
Organization	Perfectionism	Planfulness	Prudence
Purposefulness	Self-Discipline		

This research is referenced in a section on organizational citizenship because communications influence all these areas. These behaviors are manifest in an individual's communication style and preferences.

Sample conscientiousness items

- I am always prepared.
- I follow a schedule.
- I work beyond the minimum.
- I get things done right away.
- I like order.

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[35] Empirical identification of the major facets of Conscientiousness, MacCan, Duckworth, Roberts 2008

- I expect a reply to my IM
- I leave my belongings around. (*reversed*)
- I make a mess of things. (*reversed*)
- I often forget to put things back in their proper place. (*reversed*)
- I shirk my duties. (*reversed*)

So, for example, to promote conscientiousness in an organization, diligence in communication is a necessity.

Sportsmanship

Sportsmanship is the ability and willingness to rise the occasion – the ability to work under pressure - tolerate less-than-optimal conditions without complaining. Sportsmanship is similar to the Big Five factor of Agreeableness. Sportsmanship suggests that people are willing to tolerate without complaining, or being a "good sport". Exhibiting poor sportsmanship as a loser in a competition might include blaming others, blaming external factors, avoiding responsibility, making excuses. When winning, gloating or open brashness, and bragging might be considered poor sportsmanship. The National Collegiate Athletic Association (NCAA) suggests that "Sportsmanship is a set of behaviors to be exhibited by student-athletes, coaches, game officials, administrators and fans in athletics competition. These behaviors are based on values, especially respect and integrity."[36]

"Lam et al. (1999) found that in comparison with employees from Australia and the U.S., employees from Hong Kong and Japan were more likely to consider sportsmanship and courtesy as in role behaviors. Farh et al. (2004) referred the findings to an issue of uncertainty avoidance as well as power distance. Uncertainty avoidance defined by Hofstede (1984) is to identify a culture's comfort with uncertainty as a part of their existence. Power distance dimension is the degree to which a culture accepts that there are inequalities between various groups within a culture, social classes and organizational hierarchy (Hofstede, 1984). Thus, it is possible that sportsmanship matters more in a low uncertainty-avoidance, low power distance culture, in which individuals might reasonably challenge decisions and actions by managers; in a cultural context of higher power distance and risk aversion, such challenges might be expected to be rare in any case".[37]

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[36] NCAA Sportsmanship and Ethical Contact
[37] Besides American Value, What Else Do We Know about Organizational Citizenship Behaviors in a Non-U.S. Context?, Liu, Chen, Lin

Civic virtue

Civic virtue can be defined as the employee willingness to offer constructive suggestions and willingness to help "govern" the organization as a whole. In society, civic virtue can be described as individuals aspiring to live in ways that are important to government or community success.

"Graham (2000) outlined three historical perspectives on the purpose and functioning of governance systems, each with a distinctive definition of what constitutes civic virtue for the average citizen. Governance by the elite entails a hierarchical division of labor that concentrates the proactive behaviors of Civic Virtue (CV) -information and CV-influence in the hands of a meritocratic elite. Good citizenship for ordinary citizen-subjects in such a system is limited to obedience and loyalty, with no place for responsible political participation.

Governance based on broad citizen participation, which Graham (2000) traces back to Aristotle's Politics, assumes an educated middle class that can provide moderation and stability within a constitutional governance system. Aristotle recommended wide participation in legislative and judicial functions, giving rise eventually, for example, to citizen assemblies and trial-by-jury. The result is a constitutional form of government where average citizens proactively gather information (CV-information) and, if chosen to serve, express their opinions (CV-influence).

Governance based on structural mechanisms, which Graham (2000) traces to the eighteenth century Age of Enlightenment, highlights individual rights and the design of systems to protect rights from the abuse of power (Berlin, 1970; Sinopoli, 1987). The result is a functional division of labor, with constraints on government, that grants citizens the right to participate proactively in governance, should they choose to get involved in acquiring knowledge (CV-information) and advocating their views (CV-influence)."[38]

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[38] Two Forms of Civic Virtue OCB, Graham, 2003

Getting Your Message Across

Be consistent

Be polite

Show respect

Empathize - when I ..., I imagine you feel ...

When you ... I feel... - let people know how their actions affect you

Connect with others

Use names – people like the sound of their own name

Be brief

When you ... I feel... - let people know how their actions affect others, and vice versa –

Listen quietly

Pay attention

Be deliberate and acknowledge people's feelings - "OK", "yes, I agree", "uh huh"

Offer descriptive verbs as feedback - "that sounds like it was aggravating", "you did an amazing job"

Give people their wishes in fantasy - "yes, I wish we could have done that too"

Keep is simple

Give a reason that your information is beneficial to the listener – make an offer they can't refuse

Be positive – be an optimist

Be clear about what you want – and what you can give them

Invest to engage, then deliver a request

Provide choices and options

Ask for input

Follow up in writing

Listen first

Settle the listener

Let people complete their thoughts – don't interrupt

Give advance notice

http://ezinearticles.com/?How-to-Get-People-to-Listen&id=71868

Audio

Visual

Feeler

Holistic

Why people listen? P47

What's in it for me?

Finding anyone's self interest

What you know already

Know your audience

Who's telling?

Trust

Admiration

Likeability, Openness

Personal Style

What they like, don't like

How do audiences decide?

How do you tell it?

Techniques of telling

Make it visual

Pre-Think Chart – Planning the Conversation

Sonya Hamlin, author of "How to Talk so People Listen[39]", suggests consideration of "the listeners' generation and background, as this affects their perceptions and thinking significantly, then developing a "Pre-Think" chart. Before any important meeting, conversation, or communication, ask yourself, "what do I want to happen in the exchange? Based on what you know about the other person or your audience, develop a sense of empathy and think about what's in it for the others. Next, think about emotions – your own, and others involved in the conversation. Finally, the past

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[39] http://www.sonyahamlin.com/content/talk.asp

experience you have can help you identify and predict the outcome. Think about your expectations for the conversation or presentation, and list out the expectations of others.

	Yours	Theirs
Goals		
Emotions		
Expectations		

Figure 8 – Conversation Pre-Think Chart

Trust-Building Actions/Behaviors

Individual

Be Transparent and Demonstrate Transparency

Transparent: (adjective) free from pretense or deceit **: FRANK b :** easily detected or seen through **: OBVIOUS c :** readily understood **d :** characterized by visibility or accessibility of information especially concerning **business** practices[40]

Sharing information is the key to transparency. Being transparent means letting people see more of the good, the bad, and the ugly – whether that's organizational information, or personal decisions. Letting people see more helps the flow of information in the organization. One of many suggestions on WikiHow is "Express your meaning and purposes in an unpretentious, clear, "transparent," [41]manner"

Being transparent provides more information to those deciding whether or not to extend trust. The more information the trustor has about the trustee, the more likely that trust will be extended. If the trustee is open and transparent with information – factual and emotional – then it's easier to decide whether or not to trust.

Language to use to help be transparent

Let me share more information

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[40] http://www.merriam-webster.com/dictionary/transparent
[41] http://www.wikihow.com/Be-Transparent

I'd like to show you

fill you in

How does Lync help?

Lync makes it easy to quickly disseminate information. A quick instant message to share information will help offer transparency. Lync also offers the ability for recipients to quickly respond to new information received. Use Lync to schedule an audio or video chat to further discuss new information.

Be Consistent with Words, Actions and Deliverables

Consistent: (adjective) marked by harmony, regularity, or steady continuity : free from variation or contradiction[42]

…consistency, or the consistency principle, refers to a negotiator's strong psychological need to be consistent with prior acts and statements.[43]

"The person whose beliefs, words, and deeds don't match is seen as confused, two-faced, even mentally-ill. On the other side, a high degree of consistency is normally associated with personal and intellection strength. It is the hear of logic, rationality, stability, and honest."[44]

The key to consistency lies in prioritization. It's not possible for any human being to keep track of everything. [45]

Priority Behaviors

Pick a small set of priority behaviors to focus on. Key these behaviors to individuals, situations, business context, and other unique circumstances to be more effective. For example, if you know that in times of stress, that you tend to be late, swear a lot, miss deadlines, and do sloppy work – pick one behavior and focus on that. You may not be able to solve the stress problem immediately – so prioritize the behavior to correct.

Use tangible reminders to help yourself

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[42] http://www.merriam-webster.com/dictionary/consistent
[43] Wikipedia http://en.wikipedia.org/wiki/Consistency_(negotiation)
[44] Influence: Science and Practice, Dr. Robert Cialdini, p.54.
[45] http://life.familyeducation.com/behavioral-problems/punishment/42963.html?page=2

Tangible means "real, material, or substantial." Most people know what it takes to be trustworthy. Most people are well aware of behaviors that build or erode trust. The challenge is usually being self-aware, mindful, and empathetic enough to consistently demonstrate and express the desired behaviors. A great practice to help with consistency of behavior is to put in place reminders and guardrails to keep things on track.

Be Patient – change takes time

Choose a good time to start

Think about your projects, your schedule. It's easy to say, "start tomorrow" –and that may be the right thing, but don't take on too much too soon. Look at your workload and your schedule to help prioritize the areas where you strive to improve your consistency.

Be mindful of the time of day

A routine can help dramatically with consistency. Adjust your routine to tackle your problem behaviors. If you aspire to "be consistently empathetic" pick a time of day where you know you are more likely to succeed. If you have time in the morning to adjust your behaviors from the day before, set up a routine that addresses the prioritized behaviors you want to address.

Expect a Challenge

Change is not easy.

Make a Commitment

Consistency teaches people what to expect from you. When they know what to expect, they can make a bet on your future behavior – and develop a deep sense of trust. Consistency teaches people how to predict what will happen when they interact or engage with you. If they can predict the outcome, they can be more confident in the choices they make. Being consistent will show those that you work or communicate with that you follow through and mean what you say. Your commitment to consistent behavior eases the burden on others to try to predict or guess – they can develop with more confidence, take on greater responsibility, and rise to great heights because they

can be confident that communication with you is authentic and full of integrity – because you have been consistent in your behavior.

On the other hand, inconsistency in communication can cause others to be unsure of themselves. It makes people feel unimportant, insecure, and confused. This confusion compels people to manipulate, tease, or take advantage of unclear situations. Once people learn that you mean what you say and are consistent, they will take you more seriously and think more carefully about all their behaviors and decisions. Thinking is what you want.

Language to use to help be consistent

Body Language demonstrations of consistency

Demonstrate Respect

Those who want respect, give respect – Tony Soprano

How you treat people goes a long way towards how people will treat you. Steven Covey tells the story, *"of the business student who did well on her final exam until she came to the last question: What is the name of the person who cleans your dorm? She was incredulous. How could she be expected to know the answer to that? And what in the world did it have to do with her business degree? Finally, she asked the professor if the question really counted on their final grade. Indeed it does, he replied. Most of you dream about being the president and CEO of a successful company. But success is a team effort. A good leader takes nothing for granted and recognizes the contributions made by everyone on the team – even those people who appear to do the most insignificant jobs."*[46]

Respect is one of the seven virtues of Bushido – the "Way of the Warrior" - used to describe a uniquely Japanese code of conduct adhered to by samurai since time immemorial, and loosely

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[46] Covey, The Speed of Trust, p146.

analogous to Western concepts of chivalry. This code is said to have emphasized virtues such as loyalty, honor, obedience, duty, filial piety, and self-sacrifice. [47]

Language that demonstrates respect

Demonstrate Integrity

Integrity is a virtue that's easier to notice in its absence. It's often referred to in the context of the quality of character, consistency, values, morals, ethics, respectfulness, and stability. While it's not necessarily measureable in binary (they have it or they don't) form, it's difficult to measure or "get more of".

There's a great article from Stanford   http://plato.stanford.edu/entries/integrity/

From a trust building perspective, people want to know that they can count on you. Consistency of results, ethics, and respectfulness all play into integrity. If you demonstrate that people can count on you and that you stand for something, then you are demonstrating integrity. Interestingly, people don't have to *agree* with your stance or position, they just need to know what it is and that you are standing by it. Someone who appears to waver and support the latest trend comes across as having less integrity than one who stands firm in the face of unpopularity.

Be a role model – have integrity

According to Wikipedia, the term role model was introduced by Robert K. Merton, who says that individuals compare themselves with "reference groups" full of people who occupy the social role to which the individual aspires. The term has passed into general use to mean any "person who serves as an example of a positive behavior". People look to the leader to see how to behave, and what behaviors are rewarded. The environment and culture of the team are dictated by the actions of the leader. When the leader can show integrity and trust, they become an example of positive behavior.

Empower Others

I want to look out from my porch at one of the great companies and say, "I used to work there"[48]

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[47] http://en.wikipedia.org/wiki/Bushido

[48] CSorba - Trust – the one thing that makes or breaks a leader, p. 241.

Empowerment is about letting go. Empowering others is built on the foundation of two way trust. To enable others to participate means being able to trust that they will deliver, or that you can invest in their education, should they not deliver. Empowerment is not always an option, but when it is, it's a great trust building experience for everyone. Typically, people will set their own standards higher than those that are set for them, so giving people the authority and responsibility will usually result in greater results and more success than would be achieved otherwise.

Give people freedom to explore and experiment

For a leader to give people freedom to experiment means to give them freedom to fail. Failure is an opportunity to learn and is critical to long term success. The organization benefits when the leader is able to support the team in experimentation and exploration. Failure is the risk, but the benefits of creativity, honesty, innovation, and trust outweigh the risks in a supportive environment.

Don't withhold trust because there is risk involved

A situation that is unclear or involves risk is prime opportunity to build trust. A typical work environment is usually a stable arena, where there is not a lot of opportunity to challenge the status quo. When a situation arises where a new path is opened up, or a new idea forces a situation that could result in failure, trust is a great purveyor of mitigation. However, because risk is involved, a failure can lead to a rapid decrease in the level of trust in the organization and kill future trust relationships, so handle with care. Success in this situation will accelerate the creation of trusting environment and increase the level of trust, sometimes dramatically, because the people involved took a risk together and landed safely on the other side, strengthening their bond.

Communicate Freely

Open communication is a key component of a cooperative and effective team. The culture of the team is formed by the actions of the leader, and a leader that communicates freely, transparently, and honestly will help foster a cooperative environment.

Praise publicly, correct privately

"Praise in public; criticize in private." – Vince Lombardi

Everyone makes mistakes, but that doesn't mean we like it. We like it even less when their mistakes are pointed out to others.

To build trust with others, speak highly of them in public. This does not have to be artificial, but wait for an opportunity when someone deserves praise and tell people about the accomplishment.

If they make a mistake tell them privately so they have the opportunity to correct it. Reinforcing this practice will help to build trust and encourage experimentation and risk taking. If people realize that mistakes will be corrected privately, they will be more likely to stretch themselves, worrying less than if their errors were broadcast and scrutinized in public.

- Giving praise can be more rewarding for the giver than the receiver.
- Do it often
- Praise someone when they have gone above and beyond - in any facet of what they do
- Praise when someone's performance has improved
- When people have been consistent over time (this often gets forgotten)
- Do it fast - as with Pavlov's dogs, humans respond to positive reinforcement
- Focus the praise - on people and on specifics - phrases like "you are a great team" don't work
- Be specific - "Bob, you've done a great job with cutting costs on shipping"

Just as importantly, to build trust and self-confidence, mistakes and errors must be corrected privately. We know that people will always make mistakes, and if errors are chastised publicly, then people will shy away from doing anything that might result in an error. In Colonial America, communities used the stock and the pillory to publicly shame those who err'ed. While these techniques were outlawed in the Constitution as "cruel and unusual punishment", organizations haven't necessarily taken those lessons to heart - and will often "make an example of someone" who has made a mistake in a corporate setting. This practice erodes trust - if people feel that there is a risk of public shame, they will retrench and be conservative and "safe" in how they approach their work.

How to Praise
N.Y. Times Magazine – How Not to Talk to Kids - The Inverse Power of Praise
How to Quality as a Praise Master

Credibility and Accountability

Wikipedia defines accountability as "Accountability is a concept in ethics with several meanings. It is often used synonymously with such concepts as answerability, enforcement, responsibility, blameworthiness, liability and other terms associated with the expectation of account-giving. As an

aspect of governance, it has been central to discussions related to problems in both the public and private (corporation) worlds.

Accountability is defined as "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct.

In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences."[49]

Cummings & Bromiley (1996) maintain that a person trusts a group when that person believes that the group "makes a good-faith effort to behave in accordance with any commitments both explicit or implicit, (b) is honest in whatever negotiations preceded such commitments, and (c) does not take excessive advantage of another even when the opportunity is available" (p. 303).

Hold yourself accountable

Promise and deliver. In *The Speed of Trust*, Covey defines self-trust as the foundation of the five Waves of Trust (self, relationship, organizational, market, and societal). Self-trust is about personal credibility, accountability, and confidence. If you rely on others to hold you accountable, you degrade your self-trust and the trust of others who will be forced to check on your work or worry about the delivery of results.

By holding yourself accountable, you can build a strong foundation of trust and a tradition of delivering results. Create a system for tracking tasks and goals and prioritize them so you are always focused on delivering on the highest value items. Be clear about what success means and honest with yourself about delivering. If you need to renegotiate a deadline, do it early and consciously and let others who depend on the results know.

Accountability Coach

Holding Myself Accountable

Say what you're going to do, then do what you say you're going to do

People trust others who can deliver. People trust others who are honest, self critical, confident, reasonable, and respectful. A confident person is comfortable expressing their intentions. They are not looking for approval, scared of criticism, or unsure of their conviction. Saying what you're going

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[49] http://en.wikipedia.org/wiki/Accountable#_note-0

to do expresses confidence and security. Delivering on those promises underscores credibility and builds trust by showing people that you are what you say you are.

Don't make excuses for not delivering

People make mistakes. People get busy and miss a deadline. It has happened before, and it will happen again – even to the most organized, highest performing, most credible person in the organization. People want to hear the truth, they want to hear accountability. Self confidence, trust, and security in an environment will reinforce accountability and the lack of excuse-making. If people feel safe, they will be more likely to "own up" to undesirable results and be accountable. For fun, check out these excuse generators:

http://www.zompist.com/excuse.html

Listen First

Many people spend their time preparing an answer rather than listening. Actively listening to others, empathizing, and making the effort to understand what someone is saying is a tremendous step towards building an environment of trust.

Treat People Fairly

Everyone knows the Golden Rule: "Treat people as you want to be treated." This simple principle lays the foundation for fairness and trusting people to do the right thing.
"To apply the golden rule adequately, we need knowledge and imagination. We need to *know* what effect our actions have on the lives of others. And we need to be able to *imagine* ourselves, vividly and accurately, in the other person's place on the receiving end of the action."[50]

Open and timely communication – no secrets

Keeping open communication is about more than just sharing information. It's about telling the truth in a way people can verify, keeping people in-the-loop, and getting them the information they need. Don't hide or delay the release of information. Err on the side of too much disclosure with people.

No surprises at review time

People need to know where they stand throughout the year. If they are exceeding or underperforming expectations, they need to know now. Don't wait for an official career discussion or annual review. They should know your expectations and the measures by which they are being

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[50] http://www.jcu.edu/philosophy/gensler/goldrule.htm

evaluated. Performance reviews have a direct impact on people's lives. Give them the respect they deserve.

Give honest and frank feedback

Being self-critical is a company value. We learn and grow though our experiences and interactions with others. People put a lot of passion into their work, so it is extremely important to be frank, respectful and thoughtful when asked to provide feedback.

By sharing openly, you are letting them know that they can trust your opinion and that you are there to help, and protect them from failure. It is equally important to accept criticism without being defensive or hostile. This demonstrates that you value the feedback, their opinion, and that you allow you to assimilate different or contrary ideas.

Admit mistakes and take visible blame

"A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit." - John C. Maxwell.

Too often we worry that failures or mistakes will make us look silly, unprepared, or incompetent. So we look for scapegoats and excuses to hide behind. Everyone makes mistakes.

A strong leader accepts responsibility, learns from his or her mistakes, and moves on. By owning up to your mistakes you quickly gain the respect and trust of others.

Some ideas that might help in admitting mistakes:

- Do it fast - the longer you take to "fess up", the harder it becomes.
- Don't blame others. While it's possible, or even likely, that others contributed, take ownership yourself and don't pull in others.
- Be humble - ask for forgiveness - mistakes may hurt or inconvenience others - you let them down, ask them to forgive you.
- Offer to make up for your errors - again, you probably let someone down, and offer to help repair the damage.
- Vow to do improve. Don't make the same mistake twice. Take steps to ensure you don't fall into the same trap.
- Learn from your mistakes. You've paid tuition for an education about what NOT to do, learn from it and apply that learning.

We are all human. Too often, senior leaders have been conditioned to think they have the right answers. That's not always true. We all make mistakes. A self confident, powerful leader will admit to their mistakes. As Major League Baseball works through it's steriod issues, look at how people view Andy Pettite, who admitted his mistakes, and Roger Clemens, who denies them. A confident person can build trust and credibility by owning up to their errors, and learning from them.

More resources:
http://www.wikihow.com/Admit-Mistakes
The Power of Admitting Mistakes
http://trustedadvisor.com/trustmatters/561

Give credit freely

People are much more likely to trust a leader who recognizes their accomplishments, and doesn't steal credit. Celebrate successes both publicly and privately, and give credit where credit is due. The Leadership Light newsletter summarizes this nicely. "No one person can be excellent in everything. Synergy exists by combining the strengths of those around you. Others recognize unselfish acts of praise. Sincere praise brings trust. Trust brings progress."[51]
"There is almost nothing that will decrease employee morale – and participation – more than neglecting to give credit and praise."[52]

Don't let pride get in the way of doing the right thing

The world is full of passionate people with strong personalities. Don't be right; just do the right thing. Make decisions based on what is best for the product, team, or customer, and leave your ego out of it. If your decision may be perceived to be based on pride and ego, be transparent about your decision process, or consider delegating the responsibility to someone else.

Model accountability by acknowledging mistakes and the lessons to be learned from it

"Always acknowledge a fault. This will throw those in authority off their guard and give you an opportunity to commit more." - Mark Twain
The fastest way to build trust in others is to be a model for accountability by delivering on promises and owning up to mistakes and failures. Carefully select your commitments, post them publicly or share them with stakeholders, and be brutally honest about your progress. Not everything is

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[51] http://marshaegan.com/newsletters/041501.html
[52] Boosting Employee Morale (http://www.topresults.com/Employee_Morale_-_Give_Credit_/employee_morale_-_give_credit_.html)

destined for success, and in a safe environment, failure is a healthy contributor to risk and innovation.

After a misstep, be self-critical and take the time to understand why—whatever the outcome, take something positive away from the experience without blaming others for the result. Be candid and don't make excuses, and you will see others doing the same.

How to learn from your mistakes

Multiplayer games lessons #2: Embrace of failure and iterative learning

Be Honest

"Honesty is the best policy." – Shakespeare

"If it is not right do not do it; if it is not true do not say it." – Marcus Aurelius

"The greatest way to live with honor in this world is to be what we pretend to be." - Socrates

"Live everyday with honesty, you will be happier and you will make happy everybody around you."

Honesty refers to a facet of moral character and denotes positive, virtuous attributes such as integrity, truthfulness, and straightforwardness along with the absence of lying, cheating, or theft[1].[53]

Being honest is easy – if you've always been honest. However, as children, we all learn the consequences of certain behavior and with those lessons are introduced to the concept of dishonest. We may learn the convenience of a small "white" lie, or develop an ability to avoid punishment by omitting details. Those habits may be hard to break.

To create a culture of transparency, it's important for people to be honest and share the truth willingly and frequently. There are a few reasons why honesty plays such an important role in trust. People will assume the worst if they don't hear the truth. Even partial truths can lead to the erosion of trust. If employees don't hear from the leader, they will think things are worse than they really are. If they suspect that a leader is dishonest or hiding facts, the level of trust in the organization will drop rapidly.

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[53] Wikipedia - http://en.wikipedia.org/wiki/Honesty

Honesty is one of the seven virtues of Bushido – the "Way of the Warrior" - used to describe a uniquely Japanese code of conduct adhered to by samurai since time immemorial, and loosely analogous to Western concepts of chivalry. This code is said to have emphasized virtues such as loyalty, honor, obedience, duty, filial piety, and self-sacrifice. [54]

WikiHow offers seven steps to be honest:
1. Understand the workings of dishonesty – knowing how it affects us helps with honesty.
2. Fess Up – be willing to address issues where you have been less than honest in the past
3. Think Honestly – avoid prejudices and preconceived ideas
4. Practice being honest on simple things
5. Exercise tact – emphasize the positive, and know when silence is a better choice
6. Find the balance between full disclosure and privacy
7. Remember that being honest isn't easy – it's difficult because it can make us vulnerable.

Here are a few additional things to think about when pursuing honesty as a leader. [55]
- Don't sugarcoat - there's a tendency to suggest that things will be OK - the truth is you don't necessarily know - don't gloss over bad news - be honest about what you're facing
- No cheerleading - avoid pep talks if the news is bad - people are looking for honesty, especially if they are in danger of losing their jobs
- Avoid fluff - motivate without giving a pick-me-up speech - give people real reasons to be engaged - they need to know how their work makes a difference
- Be optimistic and provide hope - strong leaders have an authentic optimism - don't rely on empty expressions - deliver messages that are hopeful.
- Make a commitment to be honest.
- Talk to others about your commitment
- Think hard before you are dishonest about anything.
- Exaggeration, sarcasm, or irony can be easily misinterpreted.
- Bending the truth or omitting important details can be mistaken for dishonesty.
- Little white lies can get out of hand
- Cover-ups can lead to bigger problems.
- When you know about other dishonesty and don't correct it, you may be dishonest too.

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[54] http://en.wikipedia.org/wiki/Bushido
[55] http://www.howtodothings.com/video/how-to-be-honest-and-realistic-with-employees

- If you find yourself lying, stop mid-sentence and correct yourself.
- Celebrate being honest, especially when it's hard.

Language that Demonstrates Honesty

"To be honest"

"Truthfully…"

Use strong, decisive words in the first person - such as "I will", "I want to make sure"

Avoid passive or indecisive phrases such as "try" "maybe" "sort of"

Body Language and Honesty

In a video conference, it's possible to look at body language and gauge how honest someone is – or how honest they feel you are being. You can look at head position – tilted heads, nodding, lowered heads, or cocked heads may be indicative of how things are going[56]. Note that not everyone is adept with a webcam, so what may appear as a deceitful lowering of the eyes may mean something different in a video conference than it does in person. You can look at whether someone has their arms folded or if they are making nervous gestures. Again, the online technology is new, and not all social mores have transferred directly, but they are worth watching for.

Give Honest Feedback

To build trust with others, it's important to earn credibility by giving honest feedback. However, be careful – because no one really wants feedback. They would like praise, not criticism. What is feedback.

The origin of the term feedback comes from electronics in the 1920's. "Information about the results of a process"[57]

Merriam-Webster defines feedback as "the transmission of evaluative or corrective information about an action, event, or process to the original or controlling source"[58]

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[56] http://www.wikihow.com/Read-Body-Language
[57] http://www.etymonline.com/index.php?search=feedback&searchmode=phrase
[58] http://www.merriam-webster.com/dictionary/feedback

Passionate

Accept innovation (ideas)

Say what you will do and do what you say / Following through on commitments to others / Follow through on promises

Lead by example

History of success

Open feedback / Open / Openness/transparency about mistakes

Respectful

Dependability

Truthful

Earn credits on tasks

Provide accurate information on questions

Taking responsibility for actions

Aptitude and passion for the work

Giving responsibility

Build a strong domain knowledge and share the same

Demonstrate knowledge

Demonstrate high technical competency

Accept different opinions

Respond quickly to requests for help/info

Promptly responding to any related issues

Help others

Being willing to help others on resolving problems

Being available to help others

Being responsive to emails

Take active ownership

Have clear close-up arond report (???)

Expertise in an area the other person is less/equally familiar with

Treat the problem as "Mine"

Willing to listen

State the real reason for agreeing/disagreeing

Being a team player

Being confident

Other Individuals

Dev delivers feature on time

Dev fixes bugs with good explanations

Managers providing constant feedback (if something went wrong the sooner we know the better)

Welcome ideas, openness and positively looking at issues

Requesting facts/opinions before key decisions

Team/Organization

Best engineering practices

Deliver project on time

Knowledge transfer (helps people page/level. It's better when everybody fully understands a problems)

Give time to explain issues

Commonly used tools across and integration as much (???)

Organization stability

Allow flexibility

Be involved in decisions that affect me of my features

Accept mistakes

Clear communication for the goals and stick to it

Realize and appreciate that IC's are important to the business

Prompt support from managers

Help from the team

Share concerns from top-down

Consistent in product strategy

Test org involved in planning (not just consulted)

Use very high standards for hiring

Minimize arguing when unnecessary

TO CATEGORIZE BELOW

Good follow up and follow thru skills

Paying attention

Be kind

Eye contact

Be kind

Build relationships

Feedback

Timely feedback instead of waiting until much later

Give honest feedback(Open and honest)

Ask for and take feedback and incorporate it

Take feedback and act on it

Good peer feedback

Take risks on others

Give big important assignments

Allow others to take control of your future

Giving a larger scoped project than they've had before

Empower

Take personal risk on another person

Give presentation opportunity

Delegate ownership

Consistency

Do as you promise/say

Predictable

Not confusing activity with results

Confident

Accountability

Show results

Accountable

Follow thru

Focus on learning

Accountable

End result

Delegating based on a goal

Make things happens against all odds

Build a schedule

Setting expectations up front before a project starts and keeping them consistent

Do what is best for our customers

Involve

Help others

Give credit liberally

Giving feedback directly to the person, privately first

Recognition of good work in public setting

Public praise for job well done

Feedom

Allow space for individual thought

Freedom

Freedom to choose approach to a problem

Giving people freedom

Openness

Openly admit doubts/mistakes

Be transparent

Open-ness

Transparency

Be transparent

State your intent clearly

Consistant

Invove in decision making

Asking for opinion

Lead by example

Praise

Promotion to a new level

Listening

Respectfully agree to disagree

Listen

Good attitude

Keep confidential (as possible)

Provide publick support

Coming to someone's defenses when someone is disagreeing with them

Honest

Smile

Be positive

Encouraging words

Friendly tone

Soliciting feedback

Adding text/introduction

Closure

Takes blame and doesn't point the finger at others

Feel like the person "has your back"

Tell the truth

Empty promises

Ethical

Transparent management

Providing consistent feedback

Strong leadership

Ethical

Takes responsibility for their actions

Admits mistakes and learns from it

Stands up for what he/she believes

Confidentiality

Walk the talk

Follows thru- does what he/she commits to

Demonstrates ethical behavior

Produces quality work is competent

Communicates openly and honestly

Treat people equally

Being honest

Taking responsibility for ones actions

Being open with ones feelings

Asking for input

Give due credit where deserved

Collaborating with others

Putting ones needs secondary

Listening to others

Not railroading or hijacking meetings

Admit fault/error when needed

Acknowledging others accomplishments

Give others the credit

Take the blame when things go south

I trust you

You know this well

Because of your expertise you can do/judge this

I like your idea

I don't understand

Trust

Honest and open communication

Collaboration

No expectations of reciprocation

Disclose information

Taking credits from others work

Be transparent

Share information

Accept failure (allow)

Share information then doesn't use it against me ?

Assures intent, positive interpretation

Respect-even during disagreement

Put teams goals first ahead of your own.

Respect of confidential information in not sharing aloud.

Keeping promises

Empowerment/work delegation

Sincere interest

Openly honest

Consistency in behavior, in messaging

Doesn't gossip behind peoples backs

Admits limitations

Shares information

Clear communication

Delivers on time

Expectations-set appropriately

Remains poised in difficult situations

Praise publicly

Follow through on promises

Trust-Eroding Actions/Behaviors

Individual

Inconsistent

Talk … no action

Passing the buck

Not taking responsibility for actions

Trying to find someone to blame

Set expectations, but not met

Say something, do something else

Ambiguity

Miscommunication

Postponing issues

Let issues go without resolution

Postponing hard talks

Other Individuals

Dev check-in email with bug fix #??? Without explanations root cause (???)

Team/Organization

Schedule changes a lot

Lack of transparency

Frequent re-orgs

No action taken on feedback

Mixed messaged from the Test/Dev orgs

Solving problems individually (we duplicate efforts)

Competitive environment

Affinity towards certain behaviors

Bugs punted too early

Uncaught bugs

Micromanagement

Micro-managing

Critical feedback of ideas

Work shared precisely (???)

Always questioning

Too much arguing without cause

Not giving a chance for all to speak in a meeting

Not listening

Consistently delay the release date

Release the product with unmet customer expectations

Delay process improvements

Feedback not followed through

TO CATEGORIZE BELOW

Assume bad intentions

Miss deadlines frequently

Placate

Forget

Excluding people

Keeping secrets

Shame

Too much directions

Micro-manage

Micro-manage

Mandateing specific actions vs. asking for result

Second-guessing or countermandating decisions

Order/direct

Telling someone exactly what to do

Micromanaging

Critical 2nd guessing

Double checking work, facts

Repeated follow-up

Too frequent status reports

My way or highway

Poor quality of work

Rudeness

Don't Manipulate

Don't blame

Interrupt

Interrupting

Yell and bang the table, foul language

Embarrass

Belittling/down playing concerns

Ignore

Ignore

Critize publicly

Undermining

Generalizing

Backstab

Lying

Lie

No context/intro

delayed response

Twisting/Stretching

Hide good/ bad news

Take credit from others/ stealing ideas

Lying

Having alternative motives

Not sharing information

Keeping secrets

Expectation of reciprocity

non-verbal communication

Blame others for mistakes

Not disclose information

Being vague/lying by omition

looking for ways to help but……………………..

Share inside knowledge/private concerns

Sabotage/Steal credit

Trust-Eroding Behavior "Goal" = Demonstrate a Lack of Respect in a Meeting

Partial list of subversive actions identified by participants to reliably "Demonstrate a Lack of Respect" in a Team Meeting (identified via Subversion Analysis):

- Berate another person
- Mock another person's comments
- Continually interrupt the meeting
- Cut short the conversation
- Run the meeting over the scheduled time
- Dismiss another person's input (ex. opinions, ideas) without explanation
- Display aggressive or negative body language
- Consistently show up late to the meeting
- Pull seniority on another person
- Talk over one another
- Say something with a condescending tone
- Exclude people from the discussion
- Do not ask for other opinions or ideas

- Conduct a side conversation during the meeting

- Talk too much

- Repeatedly refer to another person by the wrong name

- Do not engage in the meeting (i.e. listen, pay attention)

- Show no interest when other people are talking (ex. surf the web, check email)

After an affinity exercise to identify the general subversive actions, each participant voted on the top three they have observed within the context of a Team Meeting based on frequency and impact. The highest priority subversive actions were: "Dominate", "Not be inclusive", and "Not paying attention/listening"

After defining the subversive counteractions of "Do not dominate", "Be inclusive" and "Pay attention/listen", the participants focused on inventing actions to counteract these key subversions. The goal was to identify actions that would prevent or mitigate the subversions of the "Demonstrate Respect" trust-building behavior.

As an example, the following actions were identified for accomplishing "Be inclusive" and grouped by the Team Meeting role targeted by each:

Everyone
- Consider everyone's point of view

- Know the role of people in the meeting

- Respect everyone's input (ex. opinions, ideas)

- Respect the meeting schedule (ex. start and stop time, duration)

- Say a person's first name and ask their opinion

- Share your lunch with everyone

Meeting Leader
- Invite everyone that is necessary

- Discuss shared meeting goals at the start

- Provide background information for new meeting attendees

- Actively encourage everyone to participate
- Actively request another person's input (ex. opinions, ideas)
- Actively seek alternate opinions
- Give everyone a chance to express their opinions and ideas
- Let everyone spea   k
- Make decisions through voting (ex. majority, consensus)

 Attendees

- Understand shared meeting goals at the start

The results of the Trust Subversion Analysis exercise are both the trust-eroding and trust-building actions for a trust behavior in a specific business situation. Understanding both the trust-eroding and trust-building actions helps Microsoft employees become aware of their own trust-related actions and the actions of others.

With this awareness, Microsoft employees now have the opportunity to adopt specific actions that build trust and avoid those that can erode trust. For the benefit of Microsoft, and the Office Communications and Design Group, the ultimate goal is to build trust in the organization above and beyond the current trust baseline. Therefore, employees are encouraged to adopt the actions that will help increase the overall level of organizational trust before adopting the actions that simply mitigate the trust-eroding behaviors, maintaining the current level of trust at best and potentially lowering it even more.

It is rare to find specific actions that could build long-term trust based only one occurrence. One example is "Vigorously defend a colleague's right to express an alternate opinion". In most cases, trust-building actions will mitigate one occurrence and only build long-term trust through consistent and predictable application. For example, a trust-building action like "Give everyone the chance to express their opinions and ideas" applied in one meeting might mitigate an erosion of trust in the meeting leader during that meeting. However, if the person leading that meeting doesn't apply the action consistently and predictably in all of the other meetings they lead, the level of trust they gain based on their adoption of this specific trust-building action will likely not increase and persist above its current level. Therefore, the general guidance on most trust-building actions is if they are going to be adopted, they must be applied consistently to accomplish a long-term improvement in trust levels for both the individual and their organization.

The long term goal of this management innovation experiment is to use this increased awareness to encourage the behavior changes required to achieve high organizational trust and help teams across Microsoft uphold the corporate values.

CHALLENGES AND FIXES

Challenge: Getting participants to allocate time for Trust Subversion Analysis in a busy software development cycle.

Fix: Demonstrate the benefits of a Trust Subversion Analysis exercise to encourage participation. Consider using the regular weekly "42Projects" meeting to conduct Trust Subversion Analysis exercises. Participation is always voluntary, but free pizza is often used as an incentive.

Challenge: Subversion Analysis trust beyond the base level of trust a person had when they joined Microsoft.

Fix: If a new employee joins Microsoft with a strong perspective of distrust based on prior life and organizational experiences, additional training and trust-building exercises are used to minimize this"distrust baggage" and set the stage for them to become more trusting.

Challenge: Someone observes another person or group performing a subversive action that will result in trust-eroding behavior. What should they do? If they point out what the other people are doing that erodes trust, will there be consequences? Does that inhibit them from pointing out the actions and trying to change the trust-eroding behavior? How does all this influence their perception of trust in the other people and how does that impact organizational trust in the long run?

Fix: The "pointing out an action to improve trust vs. a negative consequence for pointing it out" dilemma is the kind of contradictions that the TRIZ 40 Inventive Principles are designed to help solve. One of the 40 Inventive Principles is "Preliminary anti-action" which covers "if it will be necessary to do an action with both harmful and useful effects, this action should be replaced with anti-actions to control harmful effects". An anti-action is performing an opposite action in advance to counteract the potential impact of doing what you plan to do. In this case, an anti-action could be to propose organizational training that covers the observed trust-eroding behavior and encourage everyone's participation.

Challenge: A person is aware of the actions that lead to trust-eroding behaviors and what they can do to avoid them. If that person has a concern about the consequences of trying a trust-building improvement, would that sufficiently inhibit them from trying it? For example, if they knew that withholding important information causes the "lack of transparency" trust-eroding behavior, but they also knew that trust-building behavior of telling their manager everything would cause their boss to strongly overreact, would that inhibit them from doing so? If that is the case, what would the resulting impact of that hesitancy be on the opportunity to increase overall organizational trust?

Fix: Create an organizational code word like "full disclosure" that someone can say before they describe all the important information they know. Train everyone who could be a recipient of that information that when they hear those code words, they will understand the other person it trying to be fully transparent and increase trust between them…so react accordingly.

Benefits of Building Trust

Gaining awareness of what were trust-building and what were trust-eroding actions helped people reconsider what they do in different business situation and to recognize them in the actions of other people. As an example of how awareness can influence, a Test Lead that went through the Trust Subversion exercise focused on "Demonstrate Respect in a Team Meeting" had this feedback: "I found it is very useful. I didn't realize some behaviors are not respectful to other people such as occasionally checking email, not including everyone in the discussion during team meeting etc. Now I pay attention to them during my team meeting. I mentioned such experiment to my team and it is fresh to them. I will do similar stuff in my team to help build up a respectful team environment."

Armed with the awareness of the trust-eroding and trust-building actions, we are in the process of creating a method for employees to watch for these actions and record a tally of their occurrence across a wide variety of business situations. By analyzing the impact and frequency of trust-related actions, we will be able to prioritize them and determine which should be promoted for further awareness.

Taking this analysis one step further, we are also working on identifying words and phrases that provide evidence of trust-building and trust-eroding actions. For example, terms like "thank you", "excuse me" and 'I'd like your opinion' are all words and phrases that align with the trust-building behavior of "Demonstrate respect". As part of the Lync team, we are experimenting with tools to automatically measure and analyze the words and phrases that an individual uses in their own

conversations. The individual is then informed about the language choices they tend to make and whether these help to build or erode trust. This awareness provides an opportunity for the individual to make a behavior change.

Links

http://williamhmurphy.com/files/publications/a_wakeup_call.pdf

http://www.bing.com/reference/semhtml/?title=Altruism&qpvt=altruism+filetype%3Apdf&src=abop&fwd=1&q=altruism

http://www.youtube.com/watch?v=-bJp_OShoyQ&feature=related

http://plato.stanford.edu/entries/altruism-biological/

http://www.altruists.org/ideas/economics/altruistic/

http://www.altruists.org/ideas/

http://www.allbusiness.com/labor-employment/human-resources-personnel-management/11444369-1.html

Milgram experiment http://en.wikipedia.org/wiki/Milgram_experiment