



Scott-Moncrieff
business advisers and accountants

The Benefits of a Culture of Trust

A report by Scott-Moncrieff

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Executive Summary

Our research, conducted with IPSOS-Mori, suggests that there are low levels of trust in almost all areas of society.

It is our view that a failure to develop and maintain trust is directly linked to significant failures in many organisations across the country.

We've concluded that a lack of trust represents a significant governance failure particularly in bodies that are charged with protecting and serving the public.

We are committed to raising the profile of trust as a key part of effective governance and making it a key focus for all public sector bodies.

Trust is critical to shaping a positive culture if you want to build your organisation through customer and consumer loyalty. However, we have found that most senior management teams are unaware of just how important trust really is.

We outline how creating a culture of trust is fundamental when building a robust and resilient organisation that is ready to adapt to change and respond to its customer's needs. It is an approach that is relevant to a wide variety of organisations, whether they are in the commercial sector, the public sector or the third sector.

The purpose of this report is three-fold:

- 1 To provide organisations with a range of strategies and tools for raising the profile of trust
- 2 To help management measure the extent to which a culture of trust exists with their own organisation
- 3 To nurture and improve trust issues within the wider culture of an organisation

We explore the benefits of trust as the glue that binds a customer or consumer oriented organization together. We believe that a renewed focus on trust will lead to direct and measurable improvements in organisational performance and governance. Which in turn will lead to much higher customer and societal satisfaction.

Making 'trust' an essential characteristic by which the organisation does business is a key part of our approach.

Trust is essential in the provision of public services, in the Police, the Armed Forces, and the NHS, the provision of all National and Local services to the public. Trust is essential also in the Third Sector which provides essential services to the vulnerable and the disadvantaged. But trust is not something you can import, but it can be developed through innovative learning and development strategies.

This report provides a high level view of how this can be achieved, and will outline how it can be tailored specifically for any organisation in any sector.

Trust is like the air we breathe, nobody really notices, but when it's absent, everybody notices.

Warren Buffett

This report is divided into 5 sections.

1

Focus on the Role of Trust as an Essential Component of Corporate Culture in All Sectors of the Scottish Economy.

Trust is as vital in our financial institutions, commercial businesses, as it is with the Police, the NHS, our education system, the public sector in general and the large number of SME's on which do business with every day.

2

Outline of the Core Advantages of Building a Culture of Trust.

Organisations that shape and maintain a culture of trust will begin to see the benefits build up. Here we outline the serious and valued long-term benefits that organisations will experience – split in to three main themes; staff, customers or consumers and citizens and stakeholders (including investors, regulators and governing bodies).

3

Review of our Research Work in Scotland

We outline innovative ways in which organisations can partner with us to design, develop and implement their own in-house measure of trust.

4

Guidance on Ways to Analyse Trust as an Essential Element of Organisational Culture.

We describe the process involved, drawing attention to the research that supports using our trust culture change approach.

5

Information, References and Research That Show How Trust Helps Introduce a Positive Business Transformation.

1

The Role of Trust in the Provision of Services to the Public, the Citizen and the Customer

On a personal level, trust reassures us about our belief in the reliability, truth and ability of others. It guides us in our personal relationships and enables us make assumptions so that we can move relationships forward. But what if we had to test for trust every time we entered into a personal or commercial relationship? We would certainly waste an awful lot of time and energy.

Trust is essential in an ordered civilised society and although we have developed an advanced economy based on firm societal values and positive beliefs we can't afford to take trust for granted. Trust might be something that we expect but now it is something that we have to search for.

It may be difficult to establish and replicate but what alternatives do we have to do to ensure that we have made the right decision? How are we sure we're not putting ourselves at risk?

The Culture of Trust in Commercial Life

When it comes to exceptional relationships with staff, customers, end users and stakeholders, organisations that are built on a culture of trust have significant advantages over those that are not.

Where trust is a significant component of the business culture of a service provider, those who work for organisation (and those who depend on it) will reflect that trustworthiness with their loyalty. What's more, another major benefit to taking this approach is that a culture of trust also permeates all economic sectors.

Living in Uncertain Times: the Edelman Trust Barometer

In recent years we've witnessed an alarming number of depressing events around the business world. The global financial crisis and the demise of major financial institutions including Lehman Brothers, RBS and other high street institutions were just the start. Furthermore, the public have become cynical as a result of incidents like the MPs' expenses scandal, the News International's phone-hacking practices and the Eurozone crisis.

There has also been some disquiet about the exposure of 'whistle blowers' in the NHS, The Catholic Church, the Armed Forces, the Police, and many of our formerly trusted institutions no longer enjoy that trust.

Despite the various recovery plans that have followed, there is no doubt that this has destabilised public confidence, culminating in a breakdown of trust in how in business and politics are conducted. Trust in our institutions and organisations, both internally and externally, is critical when times are difficult. In fact, it could be said that living in a time of extreme uncertainty, the theme of trust becomes even more important.

American PR Firm Edelman, who publish an annual Trust Barometer, have reported that the level of trust in many institutions has radically declined in recent years. Many organisations' reputations, and their fortunes, have been put at severe risk simply because this simple bond of trust with the public has been broken.

Trust Matters

Organisations are slowly starting to wake up to the reality that their consumers and customers need to have a degree of trust before they can form a business relationship. For some, it has been a long slumber – others have reacted to the wakeup call and are taking action.

Much of the energy for building trust into corporate culture comes from the move to build 'Continuous Improvement' (CI) into businesses. With this trend, we find there to be an increasing need to strongly focus on actively listening to the voice of the people, and to build governance structures around more explicit 'trust' principles.

Trust has to matter. As a society we depend on certain levels of trust in order to function and prosper, and it is critical for building the foundations of social order. But perhaps more importantly, trust is the cornerstone of the workplace. Now is the time to ask if trust is critical to how your organisation functions?

Investing in Trust

Investing in the development of a strong trust culture today has far more benefits than trying to fix things after they go wrong. There are some strong beliefs that guide our thoughts on this approach.

We hold the firm view that the relationships that exist with external customers, consumers and stakeholders are a mirror image of the relationships that exist within the organisation. It is our belief that the more attention, analysis and intervention is devoted to developing relationships within the institution, the better the service will be to those external to it. Our experience and research also suggests that tight, seamless and synergistic relationships within the internal supply chain are central to retaining and winning new business.

In the not for profit or public sectors, this translates to much higher CSI ratings, positive user group and consumer support, and an increase in reputational image. The key issue here is devoting time to improving the internal supply chain before building on improving external relations with consumers and customers.

2

Benefits of Building and Maintaining Trust as the Cornerstone of the Business Culture

Why is Trust Important?

Trust in an organisation is vital to long term sustainability and success. Everything we do should be focused on building loyalty and respect in our customers and the way we operate should give us pride in the work that we do. If you work in the public or service sector, your customer is the citizen, the patient, the tax payer, the recipient of the service you provide. Trust is the strategy by which to do this.

But trust should really start at the top. Leaders in our organisations are the key players in this debate. They are the ones who should drive the business world forward and focus more on developing and nurturing trust, both within their organisation and with their customers and key stakeholders.

Understanding trust is an equally important issue. There has been too little focus on trust as a key driver of success in organisations partly because it is a difficult concept to define. In understanding trust, it is important to recognise that it is an outcome. Trust emerges from a range of cultures, beliefs and behaviours of individuals, teams, and organisations. For example, trust can come down to quite simple beliefs that individuals or organisations will be fully honest in their dealings with you, and do exactly what they say they will.

Trust is reinforced every time we remain consistent in what we say, how we behave and in what we deliver or do. If there is a disconnect between what an institution or individual states publicly as a value, and their actions, then our trust will be eroded. This is just as true for us as individuals, how we behave in teams, or with customers and clients, as it is for institutions.

In thinking about this, how many times do you hear any of the following stock phrases from leaders or politicians responding to high profile organisational or failures?

"We are doing everything we can to put this right."

"We have taken appropriate action to ensure this never happens again."

"We take patient safety/ these allegations very seriously."

"Our customers/ stakeholders/ staff are our highest priority."

When we hear these phrases, we almost certainly do not fully 'trust' them to be true. This is partly because the statements were clearly not true immediately prior to the event being addressed. These stock type responses can also be perceived as disingenuous, particularly in organisations where there are repeat governance failures.

Specific Benefits of Shaping a High Trust Culture

1 Continuous Improvement

If your organisation fails to invest in or listen to its staff and customers, there is little likelihood that you will be on the road to improvement. If you are not moving forward, you are probably falling back and not benefitting from the contributions of the people you employ. Successful organisations also pay attention to what their clients, customers and end users say about them.

In the workplace, a major advantage of building trust is its causal relationship to Continuous Improvement (CI). Trust is the platform to grow culture change through innovative CI.

Research in Economic Development indicates that, for GDP to grow and improve, job opportunities and new ways of working based on the trust model are critical. There is a little hope for innovative change if people don't feel that their managers support them in this activity.

2 Adapting to Change

Organisations that enjoy a positive reputation find it much easier to adapt to change. These 'High Trust' organisations will be able to implement changes much faster than their counterparts which are characterised by anything from indifference to resistance in their staff.

It is easier to win people over and engage with staff who are emotionally connected with their colleagues, their teams and their managers. Staff having management teams that they can trust makes uncertainty in business and the future an opportunity, rather than a challenge. Knowing 'we are all in this together', people will feel empowered to take thoughtful risks, try new ways of working, and examining better ways of delivering to their external customer or end user.

3 Team Work & Cooperation

When people trust each other, they move away from the silo mentality and start working together across boundaries. In too many organisations, and particularly in the public sector, there are turf wars across functional or geographical boundaries which act as obstacles to the effective delivery of services or obscure the purpose of an organisation. This can result in organisations becoming too inwardly focused, in turn causing them to lose sight of their key role and duty to put the customer or citizen first.

Building a 'High Trust' culture erodes the barriers that separate people by their specialism and starts to knock down the walls that sometimes exist between departments and specialisms. We know that trust encourages successful inter team co-operation and teamwork, and the building of a strong internal supply chain supporting those who consume our services.

4 Motivation & People Management

People working together across boundaries supports the notion that staff will enjoy greater job satisfaction, so the traditional role of manager adopting a need to use 'command and control' methods is rejected.

Developing a culture of Trust allows managers to 'let go' of their perceived need to over-manage, instead to encourage staff to form self-managed teams. This results in teams adopting their own self motivating practise and working with, rather than in spite of, each other.

5 Replacing Control with Trust

Creating positive self-managed teams working on joint processes has to be the goal of senior management teams and with this comes a need to map performance and remove any barriers which stop people excelling and moving up the organisation.

There is no longer a need for performance management to be a process for checking that people are doing what we need them to do. Performance management can become so much more positive and expansive, and can develop a Vision to KPI's model where 'high flyers' can be developed and retained in the business, reducing the need to lose your best people to competition. It also enables the majority of staff who have been with the business for some time, the backbone of the organisation, being motivated to new heights of performance.

'High Trust' organisations retain more of the high flyers, and encourage likeminded individuals to choose employment with you because they know you have created a culture that fits with their generational values.

Demographics and Millennials

A key issue facing trust is building from the inside out. We need to be aware of demographics shifts in both our consumer base and our staff.

Organisational cultures have to change to accommodate the customers and the staff of the future, rather than the past. We are now peopled mostly by generation X, Y and Millennials and those who manage Generation X and Y's in particular need to know that they flourish only in a climate of trust. They demand less control, and more autonomy in developing their potential. Contribution at work is just as important to them as what they do outside work.

6 Customer & Consumer Focus

'High Trust' organisations have developed superior relationships with their end users. In the Public Sector, we need to ensure that we develop a strong focus on the end user's needs and wants. We need to adopt a 'customer-focused strategy' to ensure that we meet client, end user, consumer, resident and citizen's specific needs on time and without error or defect.

By creating a 'win-win' delivery result with our customers, we can develop the needed trust that will support us in further meeting their needs.

3 Steps to Customer Journey Mapping

Step 1: Define your Objectives

Step 2: Outline the Key Stages of Your Customers' Experience

Step 3: Identify Customer 'Touch Points' and Map Customer Experience

Not all staff are 'Customer-Facing'

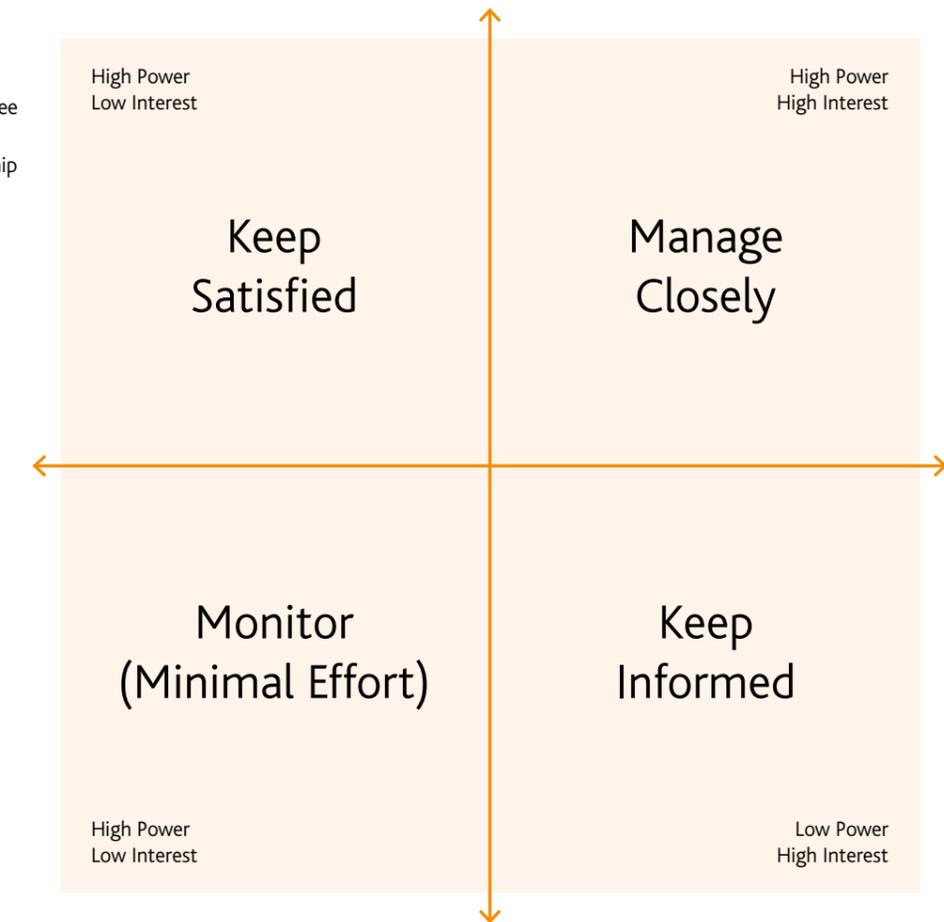
We recognise that, in many larger organisations providing services to the public, not all staff regularly come into contact with them, so it seems a little artificial to suggest insisting all staff become more customer focused.

Many may not quite understand this focus but you can convince them by declaring, although they may not have regular contact with the customer, client or consumer, they are supporting others who do. This is a great opportunity to develop a strong internal delivery system. When customers feel that they are important and their needs are being met, they assume that to be the norm. More importantly, there is also a good chance that they will not need to seek better service from others.

Satisfied customers stay longer with their service providers, and will only migrate to another supplier should a problem arise which causes them to look elsewhere. Even if this does happen, we know that if the original provider goes the extra mile, then a significant number of customers will forgive them because they trust them.

7 Embrace your Stakeholders

When your key stakeholders have a high degree of trust in your organisation, you can be sure that you have developed a win-win relationship with them. This includes risk and governance arrangements, Governing Bodies, Non Exec Teams, Statutory or Mandatory bodies, community, consumer and interest groups, economic and political bodies, residents, citizens, and the public in general.



Stakeholder Analysis

Rigorous analysis enables organisations to assess the relative Power and Influence their key stakeholders have over their organisation. This is very much about taking a good 'look in the mirror' to ask how key stakeholders view our organisation.

We can calibrate where current stakeholder perceptions are in this four quadrant model. For instance, priority should be given to address any 'stakeholder issues' in the top right hand quadrant and address different strategies and tactics depending on the relative threat or risk to your business.

Reputational risk is obviously best avoided in all organisations, but in public bodies there seems to be more focus on these relationships. This is why you need to know how your stakeholders view you and how to build a trusting relationships with them.

It may be wise to engage in a Stakeholder Analysis which will demonstrate the desired and future relationship you want to develop with your stakeholders. Now we move on to Section 3 that explores the research undertaken before moving on to Section 4 which focuses on how a major trust project can be installed and implemented.

3

Scott-Moncrieff Research: Trust in Scotland

Introduction

Our research, conducted in partnership with IPSOS-Mori shows that there are low levels of trust in public organisations and across society more generally. We believe that this lack of trust represents a significant governance failure, particularly in public bodies charged with protecting and serving the public. It is our view that a failure to focus on developing, nurturing and maintaining trust as a key leadership commitment is partly linked to significant failures in organisations. We plan to tackle this by raising the profile of trust as a key outcome from effective governance, and as a key focus for all public sector bodies.

Yet this issue is not unique to the public sector, it affects many different kinds of organisation. Recent governance failures in the banking sector, in the motor industry, and in utility companies doesn't just act to diminish levels of trust in those organisations and sectors, it also has an impact on wider society. It simply confirms and reinforces perceptions that organisations are 'in it for themselves' and don't care about the customer, as so often claimed in advertising literature.

Through this publication, we want to provide organisations with a range of tools for raising the profile of trust and for measuring the extent to which a culture of trust exists. In addition, we want to help promote, improve and nurture trust issues within the culture of your organisation.

We believe that this renewed focus on trust will lead to direct and measurable improvements in organisational performance, and in customer and wider societal satisfaction.

Our Research Outcomes on Trust

We recently asked IPSOS-Mori to survey over 1000 people in Scotland to canvas their opinion on trust across a range of organisations and professions.

Figure 1 below, provides data from that study on whether the public trust professions to 'tell the truth' and compares this to England and the rest of the UK.

Figure 2 provides data on the extent to which the same study group would tend to trust institutions.

	Trust to Tell the Truth			Do not Trust to Tell the Truth			Don't Know		
	%	%	%	%	%	%	%	%	%
Base: All	Sco Aug 15	GB Dec 14	Eng Dec 14	Sco Aug 15	GB Dec 14	Eng Dec 14	Sco Aug 15	GB Dec 14	Eng Dec 14
Doctors	93	90	90	5	8	8	2	2	2
Teachers	87	86	86	8	11	11	5	3	3
Judges	77	80	80	15	15	15	8	5	5
Clergymen/priests	64	71	71	27	24	24	9	5	5
Police	71	66	67	23	29	28	6	4	4
The Ordinary Man/Woman in the Street	66	62	61	26	30	31	8	8	8
Civil Servants	56	55	54	36	38	39	9	7	7
Managers in the NHS	52	49	50	42	43	43	6	7	8
Bankers	26	31	32	71	65	64	3	4	4
Government Ministers	19	19	20	75	76	75	6	5	5
Politicians Generally	18	16	17	78	80	80	4	4	4

Figure 1

	Tend to Trust	Tend not to Trust	Don't Know
Base: All	%	%	%
Public Services as a Whole in Scotland	81	16	3
Police Scotland	68	27	5
The Broadcast Media	34	61	5
Charitable or Voluntary Organisations	76	20	5
The Scottish Parliament	63	31	6
Your Local Council	56	37	7
Big Companies	26	66	8
The Civil Service	59	33	8
The NHS	87	11	3
The Press	12	83	5
The Scottish Government	62	33	5
Political Parties	23	70	7

Figure 2

It comes as no surprise to learn that the public still tend not to trust Politicians, bankers and journalists. People also make a distinction between professions with high levels of trust (police officers or doctors or nurses) and administrators who manage those functions (NHS managers and senior civil servants).

Focus Groups

We also held focus groups in three locations, Edinburgh, Glasgow and Aberdeen, to capture the views of people and go into more depth on the issues of trust. We did this because we wanted to work with the same people who had undertaken the telephone research. We engaged volunteers and used IPSOS-Mori staff to facilitate the events to ensure that we gathered the true opinions from the focus groups in as objective and unbiased way as possible.

General Issues Discussed at Groups

- When we talk about trust what springs to mind?
- What sorts of things determine trust?
- Does trust matter?
- How is trust won or lost?
- Are some professions and people more trustworthy than others?
- What makes you trust in an organisation?
- Are you more or less trusting than you were in the past?
- Have any recent events impacted on your trust of professions or organisations?

During the focus group sessions, the facilitators wanted to focus on professions and organisations in particular. Discussions revolved around whether the profession was trusted or not, what formed the degree of trust and if this was the case the last time people had contact with this profession. Finally, the question "what would make you trust this profession more?" was asked.

Trust in Institutions and Organisation Discussion

- Which institutions do you trust most and least? Why?
- Do you trust public institutions more than private?
- When did you last have contact with these organisations and did it cause you to trust them more or less?
- How do you find out about these institutions and what impact does the media have on you think about them?

The purpose of the focus groups was to drill deeper and reflect back some of the data for an instant and unbiased response. We also wanted to better understand the underlying reasoning behind the survey outcomes. This part of the research confirmed the following key overall research outcomes.

1 The Key Determinants of Trust from Public Point of View are:

- a. Transparency
- b. How Staff are Treated
- c. Being Ethical
- d. Showing Leadership

a. Transparency

Focus group members generally believed that our business leaders need to be more transparent in their intentions, and should reflect these intentions in their observable behaviour. There is little respect for those saying one thing and doing another. This is also apparent in the perceived failures in the delivery of public services, with examples such the Edinburgh Tram project and PFI school repairs.

In particular, we noted that transparency fits well with good governance and a more inclusive style of management. You will see in this report/ that we emphasise working on building a culture of trust within the organisation providing the service.

b. How Staff are Treated

Communication is critical here. Employees feel they are at risk if management groups fail to let everyone know their intentions clearly when there are changes coming. They often hear rumours and if management groups fail to respond to their concerns, the unofficial grapevine will take over. Falling budgets, cutbacks and head count reduction are also on most people's minds as the public purse is tightened.

Organisations cannot promise a moratorium on change. And the people directly providing public services must be included in the decision making process. We know that a highly engaged workforce is a productive one, something that is often reflected in their job satisfaction and performance.

This is one component that a Trust initiative addresses. As well as creating a Customer Service Index to monitor customer satisfaction, prudent organisations also listen very intently to employee surveys and take appropriate action.

c. Being Ethical

Being ethical is about integrity and authenticity and being honest. 'Living your values' is uppermost in people's minds, and many feel that this is lacking in some organisations that serve the public. For instance, stating values or an ethical position openly, then failing to deliver on that statement of promises, is what concerns people most. Politicians are most notably identified in this role, especially as elections approach. Doing what you say you will do is the mark of good governance. It is tough, but this is what the general public respect and value in their public services.

d. Showing Leadership

Leadership in an organisation is critical to managing change. That's because demonstrating leadership is fundamental to good governance and management of public assets and resources.

Uncertainty is no friend to an organisations or institution, especially if trust is low. Therefore, it's extremely important that people feel they are being led rather than just managed. On occasion, difficult times require difficult decisions and people need to know how this affects them as employees, residents, consumers of public services and citizens.

Leaders also need to become more self-aware of the impact of their actions and behaviours on consumers and customers. What is often perceived to be missing is strong leadership based on a model of consensus and community.

A 'High Trust' organisation resolves all these issues by creating the direction and the energy for the person who is in charge.

2 Organisations Which are Seen as Existing to Provide a Public Good are Seen as More Trustworthy than Organisations Which Exist to Make Money.

The purpose of organisations providing for the public good is not as questioned to the same degree as those in the private or the commercial sector.

From 2007 onwards, the behaviour of the banks and other financial institutions has created a distrust of many firms in the private sector. It does not help when financial organisations have had a major negative impact on the Scottish Economy. The BP Oil spillage incident in Florida, amongst various other news items such as the News International phone hacking scandal has not done much to boost confidence in ethical behaviour in the private sector.

However the NHS, the Police and Education providers are seen as struggling because of austerity and people in general feel it unfair to demand so much of them when resources are limited.

We believe that organisations need to review how their public perceive them, and build a culture of trust. Of course, this is dependent on the foresight of the leadership of these organisations.

It should also be noted that many of those in our focus groups were employed in the public sector and voiced their concerns about operating with limited resources.

3 A Key Determinant of Trust Seems to be your Age – Younger People are Generally More Trusting than Older People, Especially of Public Bodies.

We believe we are undertaking a cultural shift in what people perceive as being important in the provision of public services.

Much of our thinking is based on the major differences in the values of the different demographic groups. For instance, the older group of Baby Boomers have a different world view, mindset and expectations from those of the Generation X and Y's and the Millennials.

We believe it is important to undertake further research in this area because, increasingly, the latter demographic groups are a much higher percentage of our workplace/those who consume services. There were also some gender differences in trust and although these are not substantial, they too need further research.

4

Strategic Assessment & Review of Trust

A Strategic Assessment & Review of trust should be integrated into your business planning. There are 3 key stages and the process should be driven by senior management.

Stage 1 Soft Due Diligence: Undertake Current Assessment

Management teams need to get a handle on the relative health of their organisational culture and it is critical that they develop the right strategy based on where they are currently, rather than where they think they are. You have to know exactly where you are now before you can take a step towards improvement.

This requires the management team to focus on the scope of the project, paying attention to our Iceberg Model of Organizational culture (see diagram below). Building inside out, it is wise to see how trust operates between functions and within departments. It is helpful to assess the strengths and limitations of culture focusing on analysis of trust, culture and behaviours. This investigation is developed by tailoring existing research materials precisely to the needs and wants of the organisation.

Stage 2: Design Implementation Strategy

Here, data has been analyzed, presented and shared with the top team. Once this has been completed a strategy is then developed to build, invest and create trust – first within teams, then between organizational teams and units. Following that the focus switches to key processes using other trust models. Ideally, this is carried out by a cross-functional team from across the business. And finally, the newly developed model will filter out to the customer or consumer.

This is a staged implementation plan where key roles and responsibilities are outlined and tangible, measurable action plans are presented for approval and review.

Time is invested in looking at the 'soul of the organisation' – that is, the performance management process. We are interested in the process rather than the system, because the allocation and distribution of rewards is usually pivotal in the build-up of trust within the culture.

Stage 3: Strategy Implementation & Customer Focus

Although the end result may be the consumer or the customer, the first steps are taken inside the organisation, usually focusing on the mechanics of the performance management system. Invariably, this is central to the commitment to leadership, change and personal development. Typically, the following 12 principles are incorporated into a plan for roll out.

Principles and Tactics for Increasing Trust

1 Focus and Strategy

Have a strong focus and strategy that projects both you and the organisation as being authentic and living core values. Many organisations have mission and value statements, but few actually live by them. Being authentic in attitude and intent needs to be reflected in your behaviour.

2 Authenticity and Integrity

Saying what you will do and doing what you say is the essence of integrity. Integrity is not something that can be bought or grafted onto the organisational culture. It has to be worked upon and is central to developing a strong and positive reputation.

3 Empathise

Ideas for improvement can come along very quietly, and for this reason, individuals, teams and larger organisations need to listen intently to what the recipients of the service or behaviour are saying about the impact it has on them. If you want to act in the best interests of people, you have to start listening to their interests.

4 Deliver on Commitments

Develop a reputation for delivering to requirements and focus on implementing ideas. It is important to examine the impact of your current behaviour on your future, and also how others will respond to your current approach. Under-promising customers and colleagues is far less traumatic than over-promising something you can't deliver.

5 Critical Evaluation

Trust is based on developing new ways to seek agreement about how people, teams and organisations will behave towards each other. Growth in these areas only comes about through critical examination of one's strengths and limitations, sharing perceptions and agreeing how best to work together. If this was easy, lack of trust would be not so high up on people's agenda. You have to work for it.

6 Behaviour Change

Until behaviour changes, nothing changes. All thoughts, intent and purpose is wrapped up in people committing to behave differently, and means that someone must make the first 'leap of faith'. When you commit to this, people start trusting you simply because someone committed to go first, and this bestows a degree of trustworthiness on that relationship.

7 Real rather than Cosmetic Change

It is easy to focus on developing the right image but the recipients of service or behaviour can soon judge how genuine we are in our intent. Reject image building, and go for actions that reflect substance in the trust agenda.

8 Deal with Difficult Issues

It is easy to avoid difficult situations and even easier to avoid giving bad news. The real test of whether you operate in a culture of 'trust' is when key trust issues that need resolved are confronted and dealt with face-to-face.

9 Be an Achiever

What takes the personal, team and organisational culture to the next level requires more energy and effort to what has got you where you are today. This means setting challenging goals and ensuring you have the infrastructure and resources to enable people to act.

10 Show and Tell

To build trust in the longer term, you have to demonstrate the behaviours you want others to emulate, adopt and apply. You have to lead the way, and demonstrate the core skills that will build a high degree of trust. You have to be willing to make the first step.

11 Respect Confidences

Trust is built on people displaying degrees of honesty which are not always easy to express. Being sensitive and respecting openness is critical. People need to express themselves in a 'safe environment', so build the personal, team and organisation relationships that allow you to respect those confidences.

12 Document Progress

Vague statements of intent are insufficient to vamp up the progress you are about to make. You are not embarking upon a PR exercise, but a genuine authentic attempt to build a strong foundation in which customers and team members can have confidence. You can only demonstrate this by taking baseline measures on trust and build action plans to commit to improvement.

A Typical Trust Intervention

Initially we discuss how best to deliver the trust project with the client. This includes agreeing the purpose of the project and the likely activities and outcomes that will arise. This is usually delivered by talking with a sponsor or a short presentation on how the process could be designed for the client.

During this session we would present ideas to win top team 'buy in', discuss our trust model and desired outcomes and potential deliverables. The aim of all this is to start scoping out the trust project, identify the sponsors and set out a potential time line.

Stage 1 - Soft Due Diligence (Data Collection)

Purpose

- Project scoped, now move to data collection and analysis
- Agree on most favoured methods of data collection
- Agree timeframes

Activities

- Explore methods of data collection
- Develop time line for data collection and analysis
- Prepare interim report on progress
- Decide on participants for data collection

Outcomes

- Data collection plan agreed
- Data collected
- Train internal facilitators if required
- Clarify expectations and role and responsibilities with client

Stage 2 - Design Implementation Strategy

Purpose

- Feedback to Top Team
- Share data analysis and implications
- Health check on Cultural analysis
- Agree time lines and deliverables

Activities

- Report presented and discussed
- Options for implementation
- Process roll out defined
- Agree a staged implementation Plan

Outcomes

- Agreement on a staged implementation plan

Stage 3 - Strategy Implementation & Customer Focus

Purpose

- Implementation Plan reviewed

Activities

- Ownership for roll out agreed in the organisation
- Developing internal capability for sustaining the cultural change

Outcomes

- Implementation Plan agreed
- RACI agreed
- Internal resource taking ownership

Summary

This paper has outlined the importance to an organisation of building a high degree of trust with their employees, their customers and consumers, and their key stakeholders.

We have suggested that it is vital to develop a culture which is both reliable and robust, and we make the point that trust can take years to create and build but only minutes to lose. The important issue here is that senior management teams need to be vigilant, supporting and defending the reputation reflected by the culture of the organisation.

The effects of the 2007 global financial crisis and the demise of major financial institutions, including high street Banks, Building Societies etc. continue to persist, particularly with financial austerity measures across the public sector. These events were also in many ways just the start of the public questioning the probity, honesty, integrity and trust they had in large institutions.

Despite Central Government recovery plans that followed, there is no doubt that activities of private and public bodies has destabilised public confidence, culminating in a real, not perceived, breakdown in trust in how people and public sector institutions conduct themselves.

Additionally, the public have become cynical and distrustful of organisations as a result of the MPs' expenses scandal, News International's phone-hacking practices, the Eurozone crisis, and the deceitful practice of several automotive companies. Add to that FIFA's tarnished reputation for vote rigging associated with the hosting of the World Cup as well as corrupt practises of the IAAF, the slow delivery and shocking content of the Chilcott Report as well as how investigative journalists having exposed the expenses scandal of Politicians and MPs, and it's no surprise public confidence is at an all time low.

Trust is an essential component of corporate culture in all sectors of the Scottish economy and we have highlighted how organisations can now go and start building a 'High Trust' culture based on integrity, honesty and authenticity.

We outline our initial and our continuing research in Section 3 of this report, developing our own Barometer of Trust, which organisations can use to assess where they are and ensure that the future performance of their business is put beyond risk at every level.

We offer a three stage methodology to bring about change which is tailored precisely to the organisation and the needs of the business. Not all organisations have the same readiness for change, but we will ensure that using our strategies and toolkits will equip you with the ability to rise well above existing standards. We do this by adhering to our methodology and using our toolkit of strategies and tactics to ensure the transition is speedy and effective.

For instance, we have developed a toolkit approach to support the self-assessment and measurement of trust in organisations in terms of individual and one-to-one assessment, team self-assessment/inter-team assessment and assessment by external users, consumers, residents, citizens or your external customers.

We also have processes which support external and internal assessment using interviews, focus groups, online questionnaires. Our toolkits are designed 'with the outcome in mind' for the organisation. We can provide consultancy, coaching and training support, as well as support you in developing your own on line Trust Learning Management System.

We would like to finish the report by highlighting some of the benefits you can expect:

Externally you will build a stronger and more positive emotional bond with your customers and the public whether they are citizens, patients, customers, consumers or end users.

You will be able to create and sustain a positive culture based on positive teamwork across boundaries.

You will experience a marked increase in motivation and staff engagement which may help retain your best staff whilst empowering those who want to rise to any challenge and develop themselves.

Fundamentally, you will be confident that you are increasing the capability and the readiness of your organisation to rise to the challenge in what appears to be an uncertain future for us all.



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