



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks  
Episode 019: Who Can You Trust? There's Only Three Ways to Know  
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**Daphne Scott:** Welcome to the Super Fantastic Leadership Show with Daphne Scott and...

**Katie Hendricks:** Katie Hendricks!

**Daphne:** This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun.

**Katie:** Wahoo!

**Daphne:** You know, after I do our lead-in, I always wait. I'm like, "What's Katie going to come up with next?" It's just my favorite...

**Katie:** Yep. "What's Katie going to do today?"

**Daphne:** I know. It's like my favorite part.

**Katie:** Katie doesn't know.

**Daphne:** I know. That's why I love it so much, because I know you're over there just improvising. I love it. I love it. Okay, okay, okay. Well, I'm happy to be with you today, Katie, and on this week's show we are talking about and exploring trust. *Dun dun dun.*

**Katie:** *Dun-dun-dun.*

**Daphne:** How to build it and how to destroy it!

**Katie:** Oh good, and then how to build it again.

**Daphne:** And how to build it again.

**Katie:** Building the blocks up and then knocking them down.

**Daphne:** Yes, yes. Such a thing to do in life, isn't it? Well, before we get on to trust, we want to do our appreciation moment. I love that we start our show with appreciation.

**Katie:** I do too.

**Daphne:** There's one person in particular who I really want to appreciate and who has influenced my leadership greatly through his input into my life, and he has supported me in the changes I've made. He's my dear friend Larry Benz. Larry is a CEO, and he is a big, big, big-time guy in the physical therapy world and is also the person who told me about the Master's of Applied Positive Psychology program at UPenn, which I will be participating in this year.

**Katie:** Ahh.

**Daphne:** He has been a wonderful influence on me and what I'm up to in life. So Larry, if you're listening, my appreciation goes to you.

**Katie:** Mmm. Wonderful.

**Daphne:** Yes.

**Katie:** Wonderful. Today I'm thinking of my Leadership and Transformation group and what incredible colleagues and investigators and explorers they are. I really have been experiencing that we're a group of colleagues who are exploring... We're kind of what I call consciousness enthusiasts. I so appreciate your participation, my LAT group. I know some of you listen to this and are also just involved in sharing leadership in the world in so many fabulous ways.

**Daphne:** Yes, and conscious leadership.

**Katie:** Yes.

**Daphne:** Leadership in a different way that I think... Katie, you're working, and I love hearing you appreciate your group. Your work with leadership and what that really means has definitely been groundbreaking for me in my life. Now I'm appreciating you, Katie.

**Katie:** All right! See how it happens? It just keeps rippling and spiraling!

**Daphne:** Yeah!

**Katie:** That's the great thing about appreciation!

**Daphne:** It sure is. All right, well, speaking of appreciation, today we're going to talk about trust. This topic comes up so often in the world of leadership and in the world of organizations and the world of politics and all of these other things. It's about trusting our leaders and what it really means to have trust and what trust is in life, and I thought this would just be a great topic to bring to one of our many episodes.

**Katie:** Oh, I think it's wonderful. I'm so glad you brought it up. I've heard that so many different times.

**Daphne:** Sure.

**Katie:** Usually it's thrown out as a kind of challenge.

**Daphne:** Yeah.

**Katie:** "How do I know I can trust you?"

**Daphne:** Oh, that is exactly how it's talked about, yeah! How do we know who we can trust?

**Katie:** Right.

**Daphne:** Yes.

**Katie:** How do we know who is trustworthy?

**Daphne:** Yes.

**Katie:** I think it's really wonderful that we're bringing it up, and the big benefit of understanding trust is you really understand that trust is a byproduct.

**Daphne:** Yeah.

**Katie:** You can't go directly for trust.

**Daphne:** Yeah. Oh, that's so great. You know, Katie, one of the things that was so astounding to me when I started kind of riffing a little bit and getting our notes together and stuff for today's show... I was amazed at the lack of definition for what people meant when they said, "How do we build trust? How do I know if I can trust you?" No one was really defining what they meant by the word *trust*.

**Katie:** That's so interesting because I ran into the same thing when I started exploring integrity, because so many companies say, "We operate with full integrity, and we like to have integrity with our customers," but nobody could define it for me. Nobody had any idea what it meant. What I have come to and what I want to offer to our listeners is that trust is a byproduct of reliable agreements.

**Daphne:** Yes. Boom. I do what I say I will do, and I don't do what I say I won't do.

**Katie:** Yeah, and it just sounds so simple.

**Daphne:** Yeah, it can't be that simple! Yeah, it has to be more complicated, right? Honestly, Katie, when I was reading about it, that was sort of... At different points I just felt myself spinning. I was like, "No one is really defining what they mean by trust."

**Katie:** It really is true.

**Daphne:** Yeah.

**Katie:** Often, though, in the whole realm of "I do what I say I will do," well, what about if I don't do what I say I'm going to do, but I have a really good story about why I didn't?

**Daphne:** A good reason?

**Katie:** "I have a really good reason!"

**Daphne:** Yes. Yes.

**Katie:** "Yeah, it's a really good reason, and I have a really good excuse, and it's very dramatic, and it has trips to the hospital and..."

**Daphne:** "Yeah, and just horrible things that have happened... buildings falling down around me and..." Yes. Katie, I think that's what fits so well into the pattern of drama, right? Again, we keep coming back to drama within teams and drama within our relationships, and then we come back to 100 percent responsibility and all of this starts to really fit itself in very nicely.

**Katie:** They all coincide because... What I'm hearing in my head is if I give somebody the feedback of, "Well, we were going to meet today at 1:00, and when you didn't come by 1:15, I went on to do something else," and then the other person comes back with, "Well, you don't always keep your agreements either..." They go into attack mode.

**Daphne:** Yeah.

**Katie:** Rather than really looking at, "Wow, if I want to build trust, the only way to do that is to do what I say I'm going to do and to not do what I say I'm not going to do, because then I become reliable. When I translate that whole sense of trust, it means I can count on the other person.

**Daphne:** Yeah. Exactly... either to do what they said they were going to do or not do what they said they weren't going to do, right?

**Katie:** Right!

**Daphne:** Yeah, and that comes right back to what you were saying too, Katie, when you said *trustworthiness*. As I was looking some things up, I came across this talk from Onora O'Neill. It was a TEDx she did on trust in 2013, and I thought what she had to say about trust was so brilliant.

**Katie:** Oh, cool! What'd she say?

**Daphne:** Well, what she said was that her aim is not to have more trust. You're going to love this. She was like, "My aim is not to have more trust." This is actually the quote. "My aim is to have more trust in the trustworthy but not in the untrustworthy."

**Katie:** Oh, good. I hope she defines what those are.

**Daphne:** She does. Thank goodness, she does. This is one of the things she really woke me up to as I was kind of looking into this. I'm going to give you her criteria for trustworthiness.

**Katie:** Oh, cool!

**Daphne:** When she said it, I was like, "Oh my gosh! This is the only person so far who I've heard really define this in any of this content I've looked at!" Here's what she said. She brings up three criteria for trustworthiness, okay? First, the person is competent.

**Katie:** Uh-huh.

**Daphne:** They can do what they say they can do or not do. Second, they're reliable.

**Katie:** Yeah.

**Daphne:** And third, they're honest.

**Katie:** Oh yeah. That's beautiful. That's beautiful.

**Daphne:** I thought so too.

**Katie:** It's also three things, which is easy to remember.

**Daphne:** Yeah, you can just say, "CRH: competent, reliable, and honest." Yeah, and I thought it pointed so well to... One of the big questions we have is, "Well, how do I know who I can trust?"

**Katie:** Right.

**Daphne:** Right? And one of the things I loved... Katie, you said this somewhere. You and I were talking about this in a different context, but we were talking about how you know... Like if you're going to hire someone to do something or someone to work at your house, just how those first couple of communications go...

**Katie:** Right. How do they respond to our first agreements?

**Daphne:** Yes. Yes.

**Katie:** They're usually really simple ones, like the new person who I have hired to do some handyperson work around the house...

**Daphne:** Mm-hmm.

**Katie:** One of our first agreements was, "Can you come over tomorrow in the morning? What time is good for you?" He showed up at the time he said he was going to show up.

**Daphne:** Yeah.

**Katie:** So he gets a check in the "reliable" column.

**Daphne:** Yes! Which is great, and then he'll keep getting checks in the "reliable" column until one day (maybe) when he doesn't, right? Then we can make our choices from there.

**Katie:** Right.

**Daphne:** I think that's one of the big points. It's not an all-or-nothing sort of thing; building trust and trustworthiness is through a pathway of consistent behaviors over time.

**Katie:** Yeah, that's beautiful. I was also thinking about how it doesn't mean you have to be perfect.

**Daphne:** No.

**Katie:** I was just thinking about O'Neill's criteria of honesty. Suppose something does come up or you've broken an agreement for one reason or another.

**Daphne:** Yes.

**Katie:** It's that you're authentic about it, you're honest about it.

**Daphne:** Yeah.

**Katie:** "I realize I just really screwed up our meeting time. I put it in my calendar on the wrong week, and I just noticed it this moment. I really regret any inconvenience. I want to find out what we can do to repair this and hear anything that's going on for you, like any wobbles that are going on for you." If you've broken an agreement or you've done something that is unreliable, you can repair it by being honest.

**Daphne:** Yeah, and boy, Katie, I was really appreciating how vulnerable that sounded, you know? Your vulnerability to be able to say, "Oh, I know I sort of dropped the ball on this or got our times confused. What can I do to repair trust if there's any...?" I'm paraphrasing what you're saying, but, "What can I do to repair trust, and what are your feelings?" Just the vulnerability that comes with that and how powerful that is...

**Katie:** Yeah. I think you might consider it to be vulnerability, but I consider it to be really contact.

**Daphne:** Mmm.

**Katie:** I'm willing to really be in full contact with another person. I'm willing to be influenced by them.

**Daphne:** Yeah.

**Katie:** I'm willing to let them see me, and there's a whole other element of this that I just want to bring up really briefly that has to do with where we learn about trust. As human beings, we learn about trust in our first six months of life.

**Daphne:** Wow.

**Katie:** None of us could talk then, even the really, really precocious ones. Our minds hadn't formed concepts like trust.

**Daphne:** Yeah.

**Katie:** But we had the experiences that laid down the template, the context for our ability to trust. That has to do with whether or not we got our needs met. Did people notice when we were uncomfortable or wet, wanted to be held or didn't want to be held, didn't like the peas, wanted something to drink, or wanted to be tickled? Were people interested in meeting our needs?

**Daphne:** Yeah.

**Katie:** There's just a huge amount of research about how this influences our ability to trust or not to trust later in life, and the good news is that if you've had experiences where other people appeared untrustworthy to you (in other words, they don't meet your needs, and they don't really treat you as the special, precious person you are), you can repair that as an adult. There are lots of different ways to do that.

**Daphne:** Yeah. That's really powerful, and I think that really can speak to our previous episode on mindfulness and automatic behaviors. Well, trust or distrust can be driven from a long, long time ago.

**Katie:** From a very long time ago, and the great news is you can create a whole new context for trust, like the world is a welcoming place for you.

**Daphne:** Yes.

**Katie:** There are lots of ways we do that, and we (Gay and I) especially do that in many of our longer trainings. We show people how to really repair those early trust issues that particularly show up in our close relationships and then generalize out into our other relationships at work and our leadership and our friendship kinds of roles.

**Daphne:** Mm-hmm. That's so powerful and necessary. One of the things I'd like to also look at, Katie... We're sort of talking about it from the angle of, "Can I trust Person X out there?" but one of the things I like to talk about with myself is, "Do I experience myself as trustworthy?" I think this was a big awakening for me, if you will, when I started to look at my own projections of distrust out in the world.

**Katie:** Mmm.

**Daphne:** And how my relationship with trust and myself... Meaning, did I keep my agreements with myself?

**Katie:** Yeah.

**Daphne:** Right? How I showed up: that was a big one. In other words, if I want to build relationships with people (which is really what we're talking about now, maintaining our relationships and building our relationships with others)... Well, if I wanted people to trust me, did I show up in a way that was worthy of their trust? How did I show up to myself? One thing I learned quickly was that if I didn't show up to myself as trustworthy, guess what?

**Katie:** Guess what? Yeah.

**Daphne:** I probably wasn't going to show up to others as worthy of their trust either.

**Katie:** Yeah. I think there's pretty much a consistency about that.

**Daphne:** Yeah. I think so too. I think so too. Again, knowing my own biases... Right? I think the other piece of it was I looked at how if you would have asked me, "Well, are you trustworthy?" I would have said, "Sure! Of course! Of course I am!" But I had to really look deeper to say, "Well, when am I not? When do I show up not as reliable?"

**Katie:** Right, and then (for me) it becomes something to learn.

**Daphne:** Yes. Totally.

**Katie:** It's not an opportunity to feel bad or judge myself or take myself out of the game.

**Daphne:** No.

**Katie:** It's an opportunity to really look at, "Okay. Oh, I need to learn how to do what I say I'm going to do, so how come I don't? Hmm. Well, maybe I say yes before I've actually thought about it."

**Daphne:** "No! Me?"

**Katie:** "Maybe I say yes to things I don't really want to do."



**Daphne:** Yeah. Yes. Maybe I get so interested in so many things that I overcommit myself.

**Katie:** Yes.

**Daphne:** Yeah.

**Katie:** And then things just inevitably will drop out. What it's reminding me of is a resource I want to make sure everybody knows about. It's on our website, [www.hendricks.com](http://www.hendricks.com). If you go to Genius and go to Free Stuff, you'll find 23 videos on integrity skills.

**Daphne:** Yes!

**Katie:** Quite a few of them have to do precisely with being competent, reliable, and honest. There is a whole set of them on the skills of agreements, how to really become skillful in the area of agreements so you can become trustworthy to yourself and to others.

**Daphne:** Mm-hmm. Yeah. Is that also where you have the integrity...? You did a four-part series on integrity. It's just one of my favorite series that you've done, I think. When you talk about integrity...

**Katie:** We have the handout on the four pillars of integrity.

**Daphne:** Yeah! Yeah, that's great!

**Katie:** Within those four pillars, there are 23 skills.

**Daphne:** There you go.

**Katie:** All of that is up on our website, and it's free.

**Daphne:** It's free stuff for our friends out there.

**Katie:** It's free stuff. Exactly. It's actually labeled that way to be really clear.

**Daphne:** It really is. Yeah, which is great. So check that out on [www.hendricks.com](http://www.hendricks.com). Look at Free Stuff and skills of agreement for sure on Gay and Katie's website. Yeah, it's wonderful, and the videos you make are just fantastic.

**Katie:** Well, they give you company to actually incorporate these skills and to do them one at a time. We've been practicing for 3 1/2 decades, so we'd like it to be quicker for others.

**Daphne:** Thank you for reducing our learning curve.

**Katie:** Yes. We're doing our best.

**Daphne:** Yes, very helpful. Okay, good. Coming back to this trust idea, keeping this going... One of the things that people will say (I've heard this, and I'm sure you have too, Katie)... We'll get on Yelp or Angie's List and all of these different resources we have and look for input on experiences people have had, for example. Going by history, it can be a jumping off point, but it's not necessarily the best choice, I don't think, versus having your own experience.

**Katie:** Yeah.

**Daphne:** Because so much of context (we talked about context in our second episode, actually) can drive situations for people. Now I imagine that if you saw a long laundry list of history there, that might be different, but so much of the context people are in can drive some of their behaviors, can drive what can look like a lack of trustworthiness.

I think that's something that's really important to take into consideration as we're working with people and with each other and with ourselves. Let me give an example. I show up, and I've had a really tragic event occur in my life. I can't imagine what that is right now, but it was some event after which I'm not necessarily as present as I normally am.

**Katie:** Right.

**Daphne:** Maybe I break some agreements. I think this is pointing to what you were saying earlier too, Katie, around how it's not about being perfect, right? That's why the honesty and cleaning up anything we've broken with another person, I think, is so important. I guess what I'm saying here, Katie, is I'm not a big fan of just going by history.

**Katie:** Oh no. I totally agree, because you can also manipulate the words and say just the right phrases or use some marketing book to make yourself look good.

**Daphne:** Right.

**Katie:** What I like to do is a very low level of exchange to begin with.

**Daphne:** Yeah.

**Katie:** That's what I was talking about when I referred to making a small agreement and seeing how the person relates to that, so when I'm interviewing for a new person on our team, the very first thing is, "Do they show up on time?"

**Daphne:** Yeah! Or do they show up late for the interview?

**Katie:** Exactly.

**Daphne:** I've had that happen more than once.

**Katie:** Exactly, and I pay attention to those because the other thing people will do is overlook those original signs.

**Daphne:** Yes.

**Katie:** They're always there, so if you're not just looking at data but you're actually using your body intelligence, you're noticing, "How do I feel?"

**Daphne:** Yes.

**Katie:** "How am I comfortable? Am I breathing easily? Do I feel tension? Do I feel open with this person, or do I feel more closed?" Those all offer incredibly valuable information.

**Daphne:** So incredible. Boy, let's say more about that. I just noticed my energy level came way up as you talked about that, Katie. How we feel in our bodies is sort of the gut check, if you will, of when we're interacting with another person and then having the data points. Really, what does it feel like in my gut? Do I find myself kind of going, "Ehh, I don't know..." as they're talking?

**Katie:** Exactly. I will now actually speak to those.

**Daphne:** Yeah. Yeah.

**Katie:** I do my best to do that in a way that is not blaming. I'll say, "You know, I noticed my mind wandering while you were talking, and I feel curious about that," or, "When you talked about your past, I noticed my energy really went down." Then I'll see how they respond to it.

**Daphne:** Yeah. Yeah, and for those of you who haven't had an experience of talking like that to another person... My experience is there's usually a...

**Katie:** Yes, I realize that might need translating.

**Daphne:** There's usually a big moment of silence as they look at me like, "What?"

**Katie:** But see, I want them to know that I am not the usual person.

**Daphne:** Yes. Well, I think this is really worth speaking to because what you're saying, Katie, around... As my energy level started going up, what you were speaking to was how we can do what I call the *skip-over*.

**Katie:** Right.

**Daphne:** I can skip over my knowing, and here are the reasons why I would do it. I could skip over my knowing about my trust level already, right out of the gate with another person, because I want to be nice.

**Katie:** I want to be nice and want them to like me. I mean, after all, they hardly know me. I hardly know them. I call it the override.

**Daphne:** Yeah. Yours sounds more articulate than mine.

**Katie:** Every interaction is really a microcosm of the whole.

**Daphne:** Yes.

**Katie:** If I'm responding from wholeness and I'm seeing the other person as whole, I want to invite them into responsibility and authenticity, and I want to appreciate them right away.

**Daphne:** Yeah! Right away.

**Katie:** I'm not going to wait.

**Daphne:** "I think you should hold on to it for at least like six weeks until you get to know them. Then you can be authentic."

**Katie:** Right. I think that's how a lot of people date.

**Daphne:** Yeah, I think so too. Definitely. Well, I can be just as guilty as the next guy. You know, you're like, "I don't want to say anything, and I don't know..." Then what do we do? We run out. We go talk to somebody else about it, and we toil with ourselves. It's just a really fun game.

**Katie:** It can be a very amusing game, but what gets dropped in that is any ability to actually build trust, because it's one interaction after another. It's actually kind of like a game of toss.

**Daphne:** Yeah. Very much so.

**Katie:** I toss the ball. Does the other person actually catch it, or do they drop it, or does it bounce off of their face?

**Daphne:** Right.

**Katie:** Do they actually toss it back to me, or do they throw it like in dodgeball?

**Daphne:** Yeah. Yeah, which is so important. That actually has everything to do with trust too. Do they give and receive in a way that's helpful to the whole and not just themselves, right?

**Katie:** Right.

**Daphne:** Yeah, that's so important. So now what? We're talking about trust in leadership, and the point I really wanted to make here too, Katie, and where I really wanted to spin this on its head is it's not about whether or not your organization is trustworthy. It's not about whether or not you can trust the politicians. What I'm really wanting to point to here is this is really simple. At the end of the day, this idea of trustworthiness and then trust is actually very simple when we put it up against keeping agreements, honesty, and owning our areas of competence or incompetence.

**Katie:** Yes. Beautiful. Yeah, I totally agree in that whenever somebody makes it more complicated, I know we're dealing with an issue of integrity.

**Daphne:** Mm, say more about that. That's really great.

**Katie:** Because then they're getting dramatic.

**Daphne:** Yeah.

**Katie:** They're either going to be coming at it as, "I'm the victim here and you're the villain," or, "I'm the victim and I want you to rescue me."

**Daphne:** Mm-hmm.

**Katie:** Or, "I'm going to come in and handle everything by just taking over." They'll be in one of the positions on the triangle, and we'll know that because the person will get dramatic. At the core, it's really very simple. I have a long track record now of doing what I say I'm going to do and not doing what I say I'm not going to do. I've created that track record, so I feel trustworthy.

**Daphne:** Mm-hmm.

**Katie:** I feel confident that if I say I'm going to do something, I will do it.

**Daphne:** Yes. That's powerful.

**Katie:** It gives me a certain level of freedom and also uncomplicatedness, you know?

**Daphne:** Yes.

**Katie:** I don't have debris hanging around, and I think anybody who practices the simple skills you were talking about, Daphne, can create that for themselves.

**Daphne:** I completely agree, and boy, I loved what you said there about it being uncomplicated, because life gets very uncomplicated when you commit to having your life that way and start moving in that direction and aligning yourself with the skills and behaviors that go along with creating that. It becomes very uncomplicated very quickly.

**Katie:** Very uncomplicated, and then you have a lot more free time, and you have a lot more fun.

**Daphne:** Boom! Done.

**Katie:** Yep.

**Daphne:** Well, I love that, and we'll wrap it up.

**Katie:** Okay!

**Daphne:** What a perfect way to end the show, Katie, with the word fun!

**Katie:** Super!

**Daphne:** Great! Well, we hope you enjoyed this podcast and you remain more inspired than ever, and check us out on iTunes too. Oh, Katie, we had a very nice 5-star rating from Seattle Mom of 3. I think I know exactly who that is, and Kristen, if you're listening, thank you for the rating and for listening to our show.

**Katie:** Oh, cool!

**Daphne:** That will wrap this episode up, and keep living a Super Fantastic Leadership life!