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## Are You Building Authentic Trust at Work?



“Fake it until you make it” is often used to build confidence or to change behaviors in the moment, such as “smile until you feel like smiling.” But this is poor advice for leaders who are trying to build trust with their teams.

Cultivating trust is a definite need in today’s workplace. Research from Tolero Solutions indicates that for [45 percent of employees](#), the greatest factor affecting their performance at work is that they don’t trust their leadership.

The 2016 Edelman Trust Barometer shows that even [midlevel leaders](#) don’t trust senior people. This is consistent with our findings in the book, [Why Leaders Fail and the 7 Prescriptions for Success](#). Surveys indicate that trust levels are highest with peer to peer interactions. All of our research indicates that real and sincere trust is missing in many workplaces.

### 5 Ways Leaders Can Build Trust

Leaders need to work to build and keep trust with their employees, suppliers, and customers. People in leadership positions who build trust discover that trust within the organization also spreads externally.

What can leaders and managers do?

1. **Be consistent.** No employee wants to wonder whether the action they took on Monday is going to be wrong on Tuesday. If it was okay on Monday, it should be okay on Tuesday. Set clear standards and be consistent.

2. **Provide feedback quickly and appropriately.** People in any relationship, whether at work or at home need to know when they are doing things correctly and when they are not. Providing course corrections when you are in a leadership role is not optional – it is expected. Employees should be able to trust that their managers will care enough about them to let them know both when they are being successful and when they are not.
3. **Don't shoot the messenger.** Many employees will not tell leadership when there is an issue because they are afraid of being labeled as complainers, or worse, treated as though they are the cause of the problem. Great leaders want to know when there are problems so they can fix them. They appreciate those people who help them identify and solve obstacles.
4. **Jump in when necessary.** If leaders preach the value of employees helping each other wherever they can, then managers can facilitate trust by helping out as well. That doesn't mean doing people's jobs for them. It means providing advice, guidance, and direction when needed.
5. **Tell the truth.** Tell people the truth, especially during tough situations. Let people know what is going on quickly and completely. People would rather work for an honest, straight shooter than someone disingenuous. Bad news is better than uncertainty. Jack Nicholson was wrong in the movie, A Few Good Men - people can handle the truth.

Trust is often assumed until it is broken, but once broken, it is hard to regain. Great leaders need to be mindful of their actions and work continuously to build and maintain relationships at work.

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## Multi-Generational Workers and the Remote Workforce

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Mary's recent video "Multi-Generational Workers and the Remote Workforce" [here](#) is part of her new program, Leading the Future: Sucession Planning and the Future Workforce



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## [Why Leaders Fail and the 7 Prescriptions for Success](#)

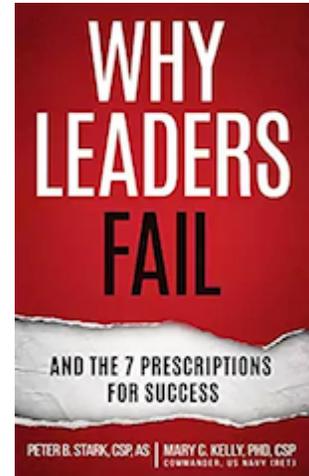
Why do so many leaders fail, and what do the best do differently? Whether you're in your first year of management or your 20th, *Why Leaders Fail* is a must read for aspiring leaders who know they need to be constantly learning, improving, and developing their leadership skills.

Leadership is at times misunderstood. *Why Leaders Fail* explains the key traits needed to lead at a higher level and unleash the power of your people.

- Garry Ridge, CEO, WD-40 Company & co-author of *Helping People Win at Work*

This book is timely and timeless! Absolutely true and relevant! Thank you, Peter and Mary for exposing the blind spots of today's leader and giving a practical blueprint to be great! It helped and inspired me as I am sure it will do for many others.

- David Horsager, researcher, strategist and bestselling author of *The Trust Edge*



[Get Why Leaders Fail and the 7 Prescriptions for Success here](#)

## [Master Your World - 10 Dog-Inspired Leadership Lessons to Improve Productivity, Profits and Communication](#)

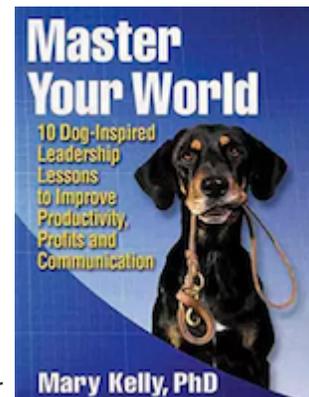
Leadership determines whether companies rise or fall. Do you want to solve your leadership challenges? Do you want your organization to operate smoother, work together, and enjoy achieving shared goals?

"Mary Kelly is a master of motivation. Mary has a wonderful sense of humor and makes a compelling case for leading productive teams in a way that really works."

- David Dye, author of *The Seven Things Your Team Needs to Hear You Say*

"After hearing Mary Kelly speak, I ran out and bought her books right away. She's smart, funny and practical -- and her books are the same. I love how she mixes her passion for animals with lessons on leadership. It makes the concepts more relatable and gives you instant ideas on how to change your leadership style for the better. Highly recommended!"

- Beth Ziesenis, author of *Nerd Know-How*



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We don't assume, so here is a brief list of what we do:

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2. **Economic updates and leadership programs, particularly for the real estate, insurance, medical, and financial sectors**
3. **Executive coaching to improve strategy, business processes, and profits**
4. **Strategic business planning retreats**

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Do you know anyone planning a conference who needs a motivational economist leadership speaker, or a business that needs a push forward? Please [contact me](#). I sincerely appreciate your referrals!

*Mary C. Kelly*



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