



### Building Trust



Building trust is difficult. Learning to trust the people you work with and the people on your team can be challenging. But **breaking** trust is can be a very quick process.

In a coaching engagement, we worked with a seasoned mid-level manager who was great with her people and her bosses respected her. She consistently came in under budget, and always delivered her projects ahead of schedule. She was focused, productive, and energetic.

This manager's team morale was high, and direct reports responded well to her leadership. Everyone seemed happy. From the outside, it appeared to be a perfect work environment. However, there was a huge problem; this manager did not trust her direct supervisor.

Why? Her vice president had asked her to lie. At first it was just once or twice a month. Then it became once or twice a week.

This manager was an untenable position. She refused to outright lie for her boss, and she eventually found another job. Her vice president continued to lose good direct reports and his engagement scores continued on a downward spiral until he was fired.

Little deceptions can lead to big problems. Trust is a necessary factor in the workplace, and great leaders work hard to earn, and keep, the trust and confidence of their employees.

Why does it matter if employees trust their managers?

### Mary's Updates

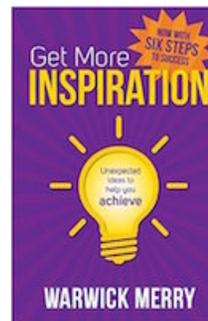
#### Stay in Touch via Social Media



Summer remains a busy conference time! This photo is from the Rocky Mountain Youth Leadership Conference at CSU Pueblo this week. Shout out to the amazing Colorado volunteers who make it happen!

I post my updates and photos to Facebook. I'd love to [stay in touch with you there!](#)

### Mary's Book of the Month



[Get More Inspiration](#)  
by Warwick Merry

**Get More Inspiration** by Warwick Merry is not a self-help, feel good book repeating tired clichés. This is an ACTION book, designed to help people move forward by documenting what they are going to do and then doing it. It is in bite-sized chunks - every "chapter" is just a half of a page long, and the remainder of the page is devoted to asking the readers questions with space for

When people do not trust their leaders, they are less productive because they are trying to figure out what is really going on in the workplace. They don't believe that their boss is telling them the whole truth. In this scenario, employees are more likely to leave their positions if another option is available to them. If you are in a leadership position and have a high rate of turnover among employees, one of the issues at play may be a lack of trust.

What undermines trust? It is a hard question to ask, and it is even harder to get an honest answer if you are the person in charge. We surveyed both business professionals and military officers and asked them what their leaders do or what they have seen leaders do that cause them to lose trust. Interestingly enough, the most frequent response was lying.

Lying, not telling the whole story or clouding intent, topped the list. Most employees consider leaders lying to their people to be the equivalent of a mortal sin; it is virtually impossible to recover from.

Part of telling the truth means the full truth, and to be fair, sometimes leaders do not have all of the information. Across the board, though, people want whatever information you have and they want it sooner rather than later.

Bad or incomplete information leads to speculation and doubt, which reduces productivity. But providing no information is worse. That gives people the idea that you are deliberately hiding something from them.

Information travels faster now than it ever has, and leaders have to work closely with their information officers and their senior leaders to make sure their people are informed.

More information, more honesty, and more often, builds trust.

*Please share your feedback on this article on [my blog](#).*

## Social Media

My personal Facebook page was attacked. Someone I do not know was posting graphic, inappropriate images causing me to change my Facebook settings to restrict these issues. To allow or disable posts by other people on your Page:

1. Click **Settings** at the top of your Page.
2. Click **Visitor Posts**.
3. Click to choose **Allow visitors to the Page to publish posts** or **Disable posts by other people on the Page**.

answers.

Warwick, from Australia, is funny, fun, and highly effective. His examples are refreshingly different, as is his perspective. This book came out this year and was just relaunched this month on Amazon. I've seen him speak to groups of business professionals and the audience loved him.

This book is great for small business people and others who are trying to find focus, clarity and action.

## Connect with Mary



## Pet Tip

Everyone knows dogs LOVE peanut butter, and it small doses or mixed with other food it is okay for dogs, BUT several brands of peanut butter and other nut butters are beginning to substitute sugar with Xylitol.

Xylitol is extremely toxic to dogs in very small doses. Ingestion can cause rapid hypoglycemia (a dangerous drop in blood sugar level) and can cause extensive damage to liver cells, both conditions are potentially fatal.

Xylitol is also why gum is so dangerous for dogs – most contain Xylitol.

Please check peanut butter labels and make sure your dog does not consume anything with Xylitol.



## What Does Mary Do?

We don't assume, so here is a brief list of what Mary does:

1. Motivational leadership keynote and breakout speaking for conferences, convention, banquets, and events
2. Women's leadership events, particularly in the real estate, housing, insurance, medical, and financial sectors
3. Executive coaching
4. Strategic business planning

If you allow visitors to publish posts, you can choose to:

- o Allow photo and video posts
- o Review posts by other people before they are published to the Page

4. Click **Save Changes**.

We can also make sure that when we are “tagged” we review it first before it goes on our timeline in Timeline review.

To turn on Timeline review:

1. Click  at the top right of any Facebook page and select **Settings**
2. In the left column, click **Timeline and Tagging**
3. Look for the setting **Review posts friends tag you in before they appear on your Timeline?** and click **Edit** to the far right
4. Select **Enabled** from the dropdown menu

Sad that we have to do this, but my MOM sees my Facebook page and she is just not ready for those kinds of images. :)

Call Mary at 719-357-7360 for a free initial consultation.

## Thank You Being Part of Our Community

Do you know anyone planning a conference who needs a motivational 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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*Would you like to use any of these articles in your newsletter or website? You can, as long as you include this at the end: With over twenty years of leadership experience and a diverse background leading teams in the U.S. and abroad, Dr. Mary Kelly makes leadership a reality for all levels of an organization. Register for her free newsletters at [www.ProductiveLeaders.com](http://www.ProductiveLeaders.com)*

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