Trust has a direct impact on the speed at which change can take place. If there is trust then the person asked to change will accept what is being requested of them. If they do not have trust, they may still implement the changes but only after identifying, researching and assessing all of the possible options available to them, which will take time and delay the process of change.

Five elements of trustworthiness:

1. Be reliable – do what you said you were going to do, when you said you would do it.
2. Be predictable – be clear about your values and your positions on different issues so that others can understand your reactions to events.
3. Be congruent – make sure there is consistency between how you ask others to behave and how you behave yourself.
4. Be open – give honest feedback, do not avoid difficult conversations and welcome honest feedback in return.
5. Be loyal – give credit to others for their work and provide your support when it is needed.

Use these factors as ideas for behaviours you want to adopt to increase your level of trustworthiness:

1. Vulnerability – be open about how you feel and how a situation has affected you emotionally.
2. Active listening – give your full attention to people and demonstrate that you are listening to them by repeating back some of what they have shared so they know you have heard them.
3. Brutal honesty – this is good for some but not good for everyone so choose when to use this carefully. When it is used, it shows you care enough to be honest and not shy away from challenging conversations.
4. Read the room - have a good “people” radar, monitoring how others are reacting to things.
5. Honouring commitments – a promise not a maybe makes you reliable.
6. Expectation management – under promise, over deliver
7. Carefully curated words – not judgemental – demonstrating your loyalty and your willingness to share credit for success.
8. Be generous with your time, don’t rush people when they come to you for help and when they are feeling vulnerable.
9. Authenticity of your message, aligning your body language and the words that you use.
10. Credibility – demonstrate that you are impacted by the change as well, so others can follow your lead
11. Being predictable – as a leader people need to be able to predict your reactions as it promotes honesty and openness.
12. Being an exemplar – do what you say and say what you do. Consistency of response creates believability that you will behave similarly in similar circumstances.
13. Accept that you don’t know everything and role model asking for help.
14. Accept when you fail and be honest about it – humble/honest = self-awareness
15. Care about the outcome of what you are being told, don’t just listen, be prepared to act.