ELEVATE COMPLIANCE HUDDLE

Elevating Compliance to Higher Standards

PRINCIPLE TO PRACTICE

#46 Compliance Trust



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LOOK FORWARD

Upcoming Elevate Compliance Huddles

Today	**Compliance Trust**
Mar 24	**Compliance Leadership**
Mar 31	**GRC Solutions**
Apr 7	**Compliance Opportunities**

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Trust …



- Trust is the lubrication that makes it possible for organizations to work. - Warren Bennis
- You must trust and believe in people, or life becomes impossible. - Anton Chekhov
- Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships." - Stephen Covey
- We need to reinforce a value system where both trustworthiness and trustfulness are encouraged." - Onora O'Neill
- "Trust is like the air we breathe. When it's present, nobody really notices. But when it's absent, everybody notices." - Warren Buffett

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Who and what do we trust

- Trust the lights will turn on when you turn on the switch
- Trust food in grocery stores to be free from contamination.
- Trust our friends will be there when we need them the most.
- Trust doctors to give us their best medical advice.



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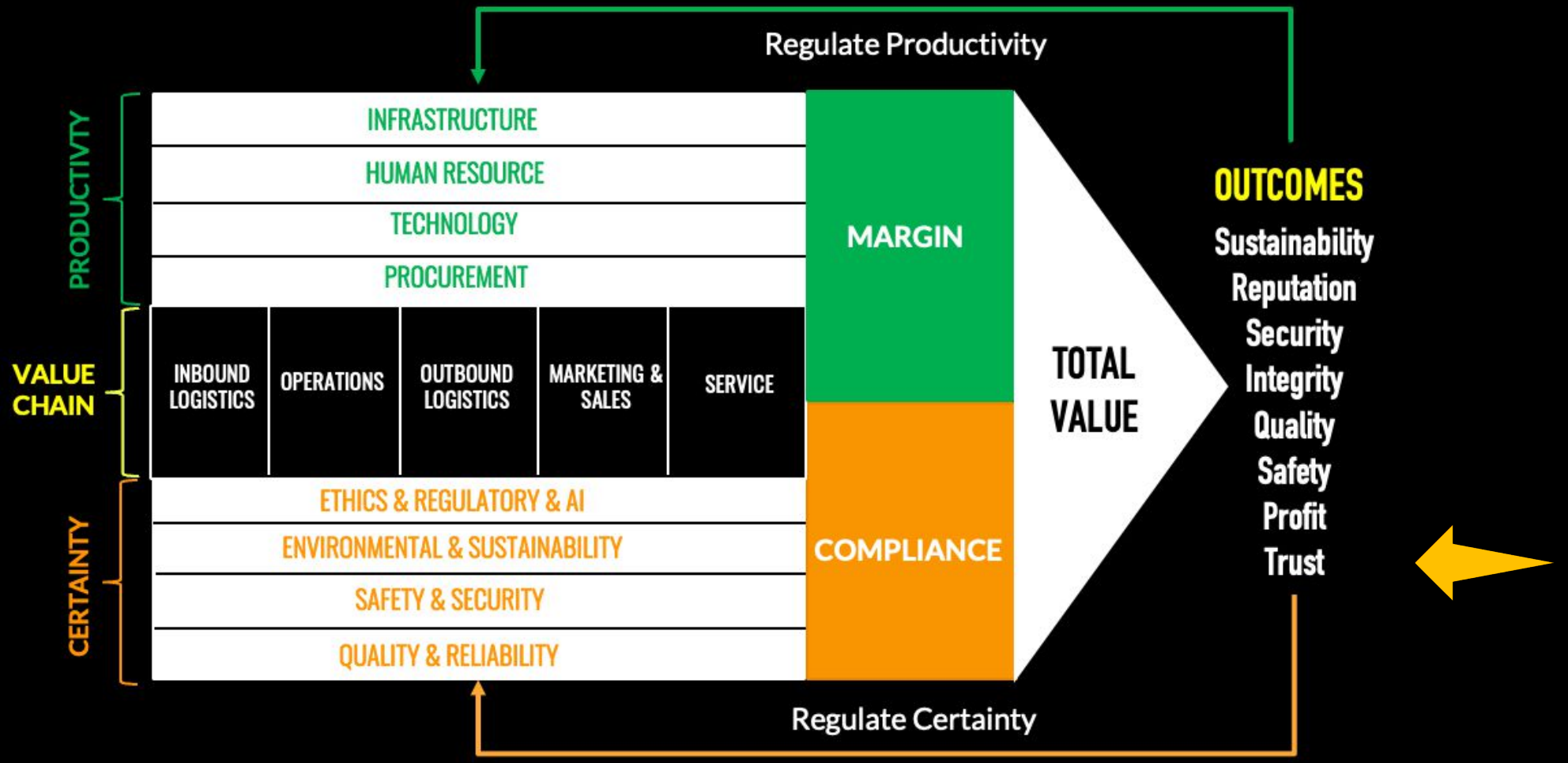
Trust is an outcome of compliance reinforced by meeting all our obligations and keeping our promises



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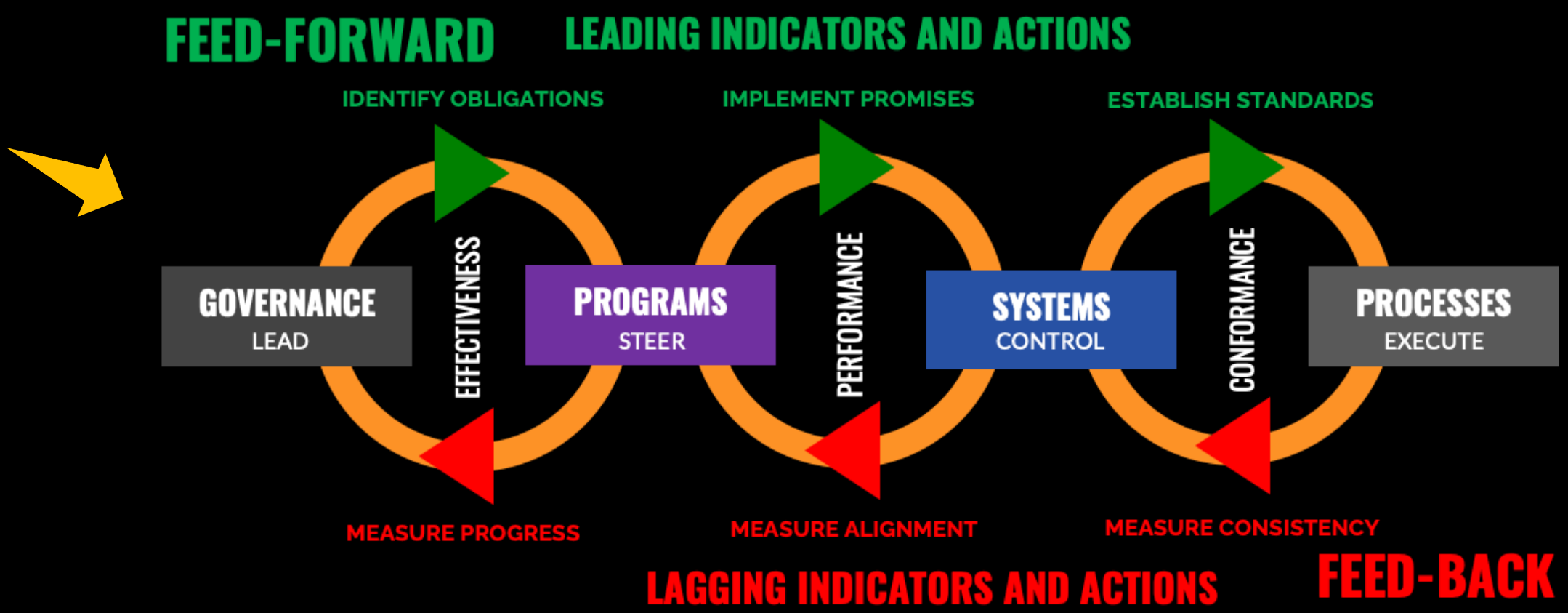
This requires compliance to be trustworthy



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And trustworthy compliance teams



- What does trust look like in the workplace?
- How do you sustain trust?
- How do you build trust?
- How do you rebuild trust once it has been lost?
- When is it ok not to trust?

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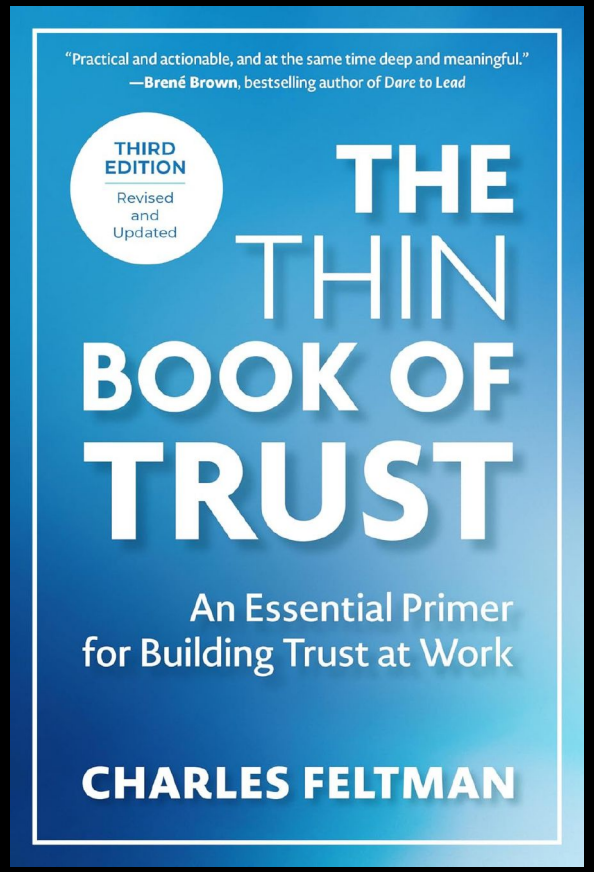
The Thin Book of Trust



"The Thin Book of Trust" by Charles Feltman distills trust in professional relationships into four essential components: sincerity, reliability, competence, and care. Feltman defines trust as making yourself vulnerable to another's actions and provides practical strategies for building and repairing trust.

The book emphasizes that trust isn't merely an interpersonal nicety but a business necessity that directly impacts organizational performance by enabling collaboration and reducing costly defensive behaviors.

Despite its brevity, the book delivers actionable insights that help leaders create high-trust environments where teams can achieve their full potential.

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How would you assess your environment for trust (1 – rarely can be trusted to10 – always can be trusted)



1. How would you rate your own trustworthiness?
2. How would you rate the trustworthiness of your co-workers, others on your team?
3. How would you rate your immediate supervisor?
4. What about your organization's top management?

1 – rarely can be trusted in any situation
5 – sometimes can be trusted in some situations
10 – always can be trusted in all situations

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Defining Trust

choosing to risk making something you value vulnerable to another person's actions.

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Think of someone you trust at work.



1. What is it you are willing to entrust to them that you consider valuable?
2. Why do you trust them with this?
3. What do the people you work with entrust to you?
4. Why do you think they trust you?

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Trust is a continuum



	Trust ←	→ Distrust
Assessment About Other Person	• I can trust this person • I am safe with this person	• It is dangerous to trust this person • This person poses a threat to me
Assessment About Self	• I am safe • I can handle whatever happens • I can be open and forthcoming	• I am not safe • I can't handle what this person might do • I need to protect myself
Associated Emotions	• Hope, curiosity, generosity, care	• Fear, anger, resentment, resignation
Behaviors	• Cooperating, collaborating, engaging in conversations, dialogue and debate of ideas, listening, communicating freely, supporting others, sharing information, offering ideas, expecting the best, willingness to examine own actions	• Defending, resisting, blaming, complaining, judging, avoiding, withholding information and ideas, expecting the worst, justifying protective actions based on distrust
Neurophysiology	• Normal to elevated levels of oxytocin. • Full availability of neocortex (the "thinking brain") and limbic system brain structures to make decisions and take action. • Ability to intervene in and change pre-programmed neural patterns.	• The brain's primary defense system (i.e. the amygdala) is "warmed up" and primed for any sign of imminent danger. • Elevated levels of adrenaline, cortisol and other "fight/flight/freeze" chemicals. • Limited use of neocortex, greater reliance on defense-related, pre-programmed neural patterns for making decisions and taking action.

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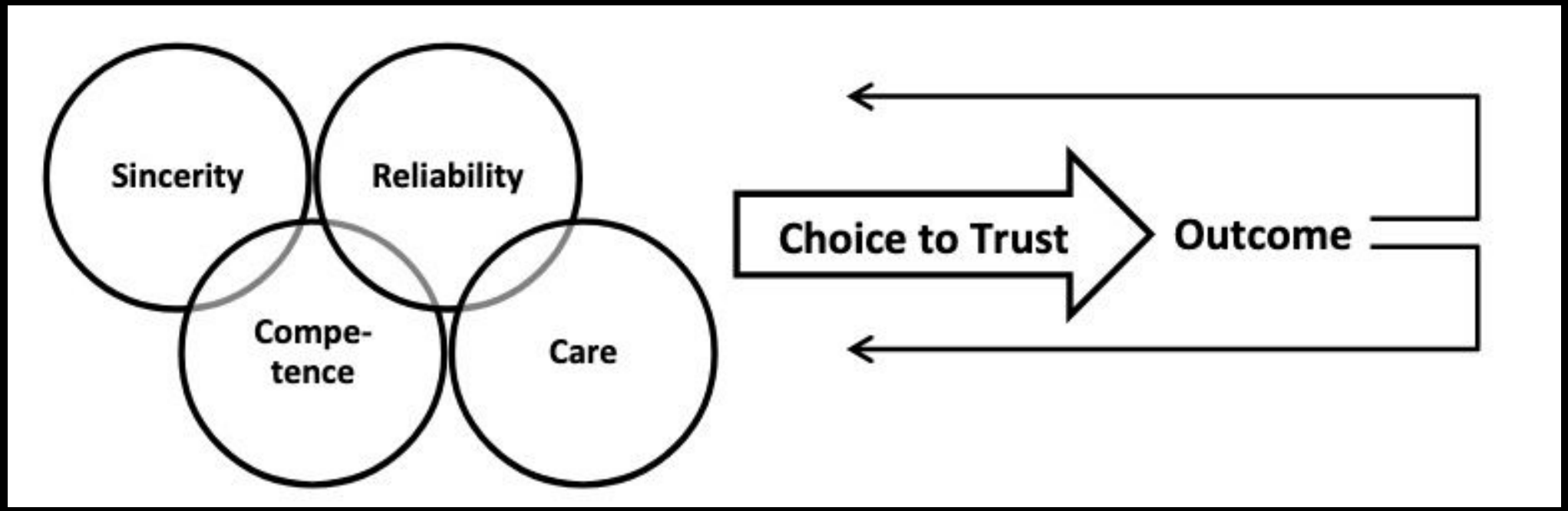
Trust Model as a choice



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Four contributing factors to building trust

- SINCERITY—is the assessment that you are honest, that you say what you mean and mean what you say; you can be believed and taken seriously. It also means when you express an opinion it is valid, and is backed up by sound thinking and evidence. Finally, it means that your actions will be aligned with your words.
- RELIABILITY—is the assessment that you meet the commitments you make, that you keep your promises.
- COMPETENCE—is the assessment that you have the ability to do what you are doing or propose to do.
- CARE—is the assessment that you have the other person's interests in mind as well as your own when you make decisions and take actions. Care is in some ways the most important for building lasting trust. When people believe you hold their interest in mind, they will extend their trust more broadly to you.

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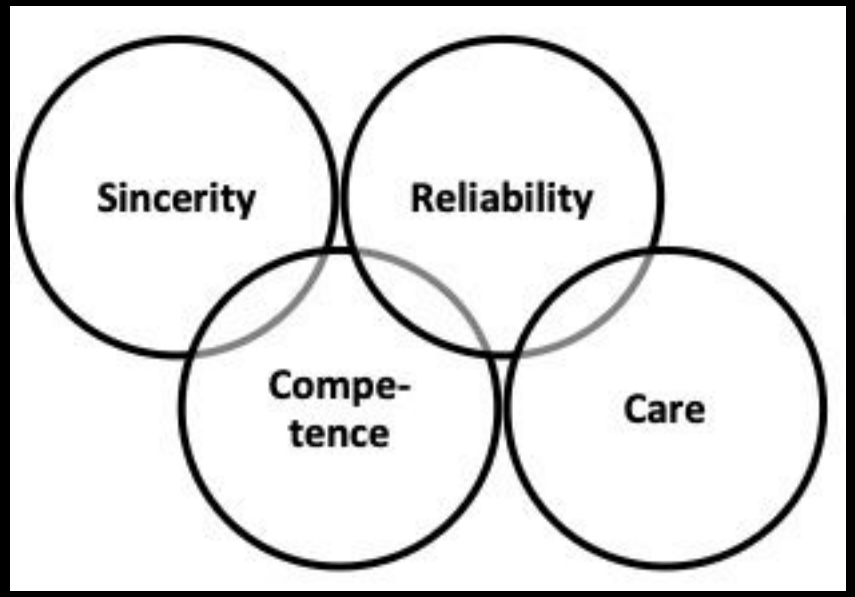
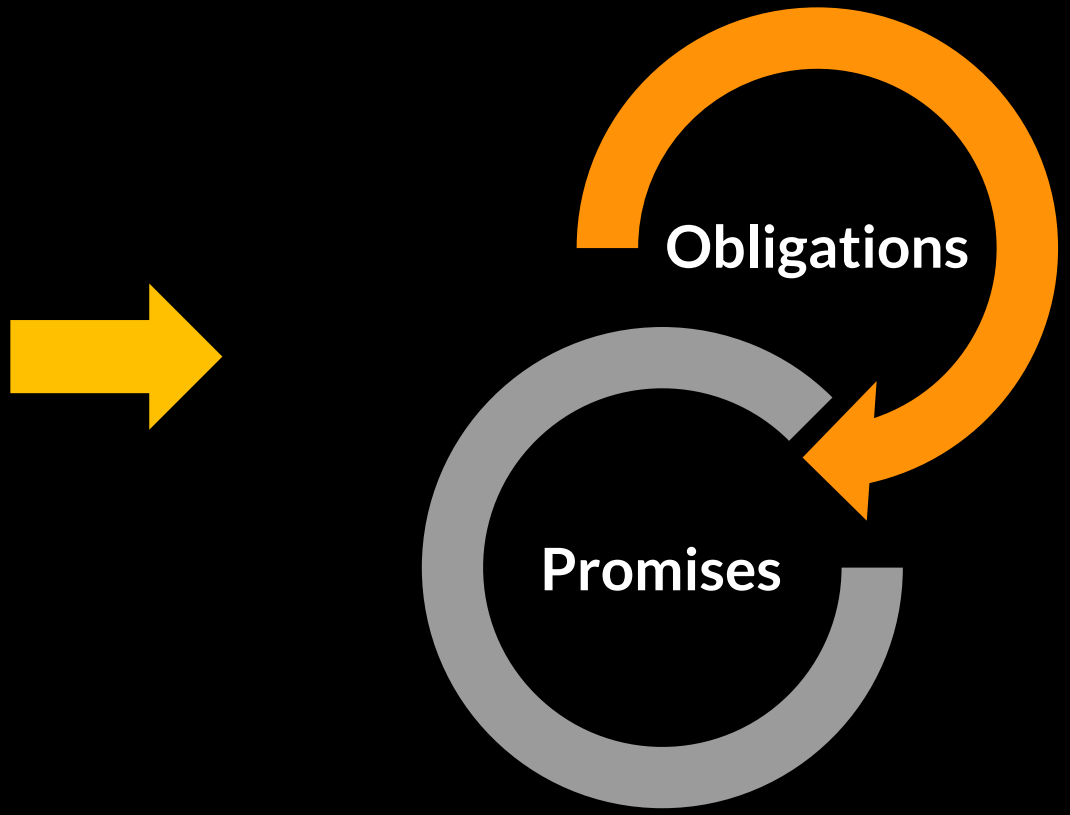
How do these factors contribute to compliance?





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6 Steps to Address Distrust



1. Decide if you are willing to talk the person about it.
2. Identify the factors you are concerned with: sincerity, reliability, competence, care.
3. Define the standard you are using.
4. Identify the specific actions or behaviors that led to your assessment of distrust.
5. Determine what you need from them to regain your trust.
6. Ask the other person if they would be willing to have a conversation with you about something that concerns you.

The only known antidote for betrayal of someone's trust is to acknowledge it and apologize for it.

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1. What are your key takeaways from today's session?
2. How would having a better trust environment help your compliance team succeed?
3. What steps could you take to improve trust?

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