



## **Leading in a world of growing complexity: TRUST as a success factor Structures and organizations are changing. Are you prepared to meet the new challenges?**

**by Anne Niesen, KAN CONSULTING**

The brilliant lone warrior has become a rare figure in today's world. Outstanding results in the shortest possible time are rarely achieved without effective teamwork and networking. Today's matrix organisations reflect this reality and require employees to communicate, negotiate and act across boundaries, in a very diverse environment.

Consider the following all too familiar scenario: differences in viewpoints, preferences and working methods lead to friction and loss of time and energy. Instead of mutually complementing and encouraging each other, colleagues begin, perhaps even subconsciously, to create barriers and form opposing camps: *"What does s/he/Controlling/Marketing/xyz want now?."*

This diverts attention and efforts away from what they are employed to do i.e. meeting the business objectives. If this sounds familiar, then it's definitely time to change!

### **In a complex work environment, TRUST is the key factor in building effective teams.**

Being a well-respected expert or certified project manager is not sufficient anymore. If you don't establish and manage the multifaceted levels of trust in your team, then you are underperforming in terms of effectiveness and innovation.

Research and experience point to the same conclusion. In today's complex work environments, the only way to assure first-rate results is not by attempting to control and to 'manage', but by creating a high level of trust. Creativity, information sharing, loyalty, motivation, authority – these are all only possible if team members feel trusted and trust each other.

### **Creating TRUST means much more than a good atmosphere.**

Firstly, Trust is often regarded as something soft and "fluffy", something to do with getting on well or creating a nice atmosphere. But this is a simplistic view of Trust and underestimates its capacity to deliver real value to the team and the organisation. In reality, people build Trust based on certain perceptions of when and why others may be relied upon: Do they feel team members are competent? Do they feel people behave with integrity and are reliable? Are they open with information and do they share freely? Is everybody's strength used to its full capability?

As the leader of a diverse team, you need to realize that such perceptions vary greatly. Just consider how quickly you might feel irritated or hurt, even by people that are very close to you, because some action means one thing to you and another thing to the other person.

So creating Trust is not about being all-nice to each other. It is about taking differences out of the taboo-zone, creating transparency, providing clear guidelines and an environment where constant learning from past experience and mistakes is possible and valued.

Not surprisingly, the more diverse your team becomes, the bigger the challenge. In a global team, where complexity grows exponentially, the role of the Team Leader is to create an environment where diversity, diverging interests and conflicting loyalties result in higher – not lower – outputs. The theory sounds simple but the mechanics of implementation are often a challenge that is grossly underestimated.

### **Now it is possible to define, measure and monitor TRUST to help reach your business objectives.**

True, building trust requires time and effort – there is no shortcut! However, it is now possible to adopt a structured approach to assessing the level of Trust within your team, identifying the gaps and putting systems in place that will enable you and your team to reap the rewards of trust.

**So, why wait? Take up the challenge now and be a leader equipped to tackle the challenges of the 21<sup>st</sup> century!**

**Interested in defining, measuring and monitoring TRUST? Then read on.  
The International Team Trust Indicator (ITTI) ©**

**Why should you choose KAN CONSULTING?:**

- We are experts on international work environments.
- We know what is needed to change insights on paper to something that works for you.
- We have worked successfully with many clients since 10 years.

**Why did we from kAN Consulting chose the International Team Trust Indicator?**

- It provides relevant and hands-on results online to save your time and costs.
- It is the only tool on the market that has been excellently researched and designed for an international target group.

**Some of the organizations that have used the ITTI**

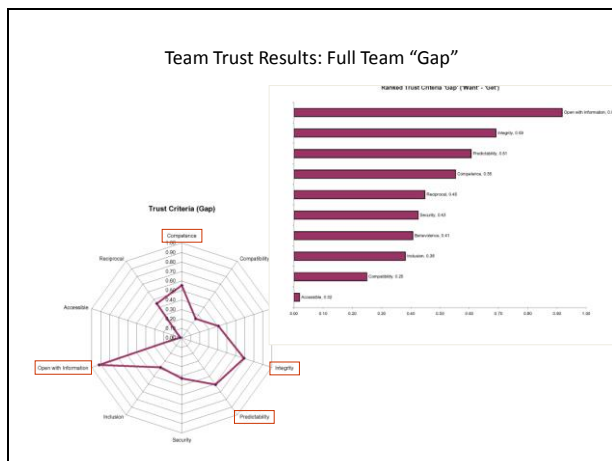
T-Mobile / World Bank / TMD / Elektrolux / SSL International / Amgen / Deutsche Bundesbank / Symantec / Rolls Royce

**The International Team Trust Indicator (ITTI) ©**

- provides a **structured way** of showing a team where its trust gaps are
  - between members of a team or work group
  - between a team and the team leader
  - between a team and the wider organisational environment in which it operates
- **measures the gaps** between what people need to be able to trust and perform and what they get.
- **Open** questions identify specific trust blockers in the team.
- A **data report** provides a **360 perspective** of trust levels within the team.
- Results for people in **different countries** can be separated out.

**The Trust Criteria**

Based on available research **10 different ‘Criteria’** were identified that people from many different cultures use to decide whether to trust others. These are: 1.Competence, 2. Compatibility, 3. Good Will, 4- Integrity, 5. Predictability, 6. Well-Being, 7. Inclusion, 8. Openness with Information, 9. Accessibility, 10. Reciprocity



**What are you waiting for?  
Let's talk and find out what works  
best for you!**

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