

Book Review
The Speed of Trust:
The One Thing that Changes Everything

By Steven M.R. Covey
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The Rosen Journal invites book reviews that provide resources related to Rosen Method practice. This review of *The Speed of Trust: The One thing that Changes Everything* by Steven M.R. Covey offers some practical insights for private practice-management and for involvement with professional associations and organizations.

This title intrigued me. Trust is a significant subject for most Rosen Method practitioners as we work with our clients. We may have extensive experience in examining how trust manifests in the body, and this book invites us to also examine how trust shows up in our professional and business relationships. Consider what fosters trust in your work life. Perhaps the material in this book will encourage you to reflect on how the development of trust in your business practices can foster excellence.

Covey, the son of the well-known organizational expert, Dr. Steven Covey, received his MBA at Harvard and uses clear examples from his own work experience in this practical book. He notes that almost every action either increases trust, or decreases it. Covey discusses what builds trust, what erodes trust, and how trust is a factor for enhancing productivity and creating satisfying relations -- whether you're looking at work or personal relationships. Most of the focus in this book is for business settings, although Covey does discuss personal aspects of trust and community applications. This is a topic that should interest many Rosen Practitioners who are involved with local community efforts and larger professional associations and international efforts to promote Rosen work.

Covey investigates ways in which character and competence, personal integrity and performance, form the foundation of trust in work settings. Covey identifies factors that lead to increased trust, for example, character and competence. It's not enough to offer just one of those two. If you are good at what you do but people have reason to mistrust your ethics, your efforts will not be as successful. Or, you can be a model of fine character and integrity, but if you're not good at doing what you commit to, or somehow fail to follow through, you'll be unlikely to garner trust there as well. He counsels that it is important to remember that what we do has far greater impact than anything we say. Good words may signal intent and create hope, and when they are followed with validating behavior they can increase trust. But when the words and behavior do not match, there is a failure of trust.

The book came to me as a resource for work in my position as a Senior Study Director with a large research organization, Westat. Supervisors in our company have access to a library of books that help one to provide skillful supervision and trust is an important factor in supervision with co-workers and also when working with external organizations. In his book, Covey identifies 13 specific behaviors that build trust, and spends a chapter on each:

- * Talk Straight
- * Demonstrate Respect
- * Create Transparency
- * Right Wrongs
- * Show Loyalty
- * Deliver Results
- * Get Better
- * Confront Reality
- * Clarify Expectations
- * Practice Accountability
- * Listen First
- * Keep Commitments
- * Extend Trust

He identifies multiple waves of trust. The first trust wave is Self-Trust (credibility driven). Then comes the Relationship-Trust (consistent behavior driven) wave, an Organizational-Trust (alignment driven) wave, a Market-Trust (reputation driven) wave, and finally a Societal-Trust (giving back or contribution driven) wave. Covey also discusses how trust is especially important in our fast-paced global economy and says that when things are happening quickly and decisions need to be made in the moment, trust becomes a critical element in how we make a choice or take an action.

In one chapter Covey writes about a behavior that helps to develop trust and he names it “create transparency.” He discusses the reputations companies and organizations build through the manner in which they conduct their affairs. Are they known for being real and genuine, for telling the truth in a way people can verify? Or do they hide or obscure, do they have secrets or withhold information? He reveals that consumers, our clients or our customers are more likely to trust an organization that has a spirit of disclosure. When a company invests in opening things up, it can assure people that there is nothing to hide. This fosters trust. He suggests we ask ourselves and our organizations, “Am I (or are we) withholding information that should be shared?”

Patricia Aburdene, author of *Megatrends 2010* offers that: “Transcendent values like trust and integrity literally translate into revenue, profits and prosperity.” There are many layers that we operate on, as individuals, in our interactions with our clients, in the settings where we practice, with professionals with whom we work in our local communities and on our national and international Rosen organizations.

I found this book offered information that inspired me to reflect on how I could strengthen the professional trust I foster in all of these relationships.

Covey also includes a chapter on Restoring Trust When it Has Been Lost which includes helpful insights on restoring organizational trust, relationship trust, self-trust and how to restore trust when you are the one who no longer trusts another organization or individual. In this section, he expands on the importance of forgiveness, sharing examples of Nelson Mandela and Mahatma Gandhi.

Finally, he also describes the importance of having faith and trust in others, citing the inspiration that comes when one person believes in another. Although we may have references to this in our lives as parents, coaching our children to assume more and more responsibility through our trust in them, it is also a critical skill in supervision, and in sharing responsibility in organizations and associations of professionals. We can learn new ways to coach and support colleagues who might be new at certain responsibilities, by inspiring them through our trust in them. Covey says, “Extending trust to others rekindles the inner spirit -- both theirs and ours. It touches and enlightens the innate propensity we all have to trust, and be trusted.”

I found this book led me to consider ways that I might enhance the trust factors of my private practice and my work with several professional organizations. For example, Covey suggests that trust can be en-

hanced when we apologize for our mistakes, not just making up but making the relationship whole again by taking action. He considers it going the extra mile. You rectify your mistake and then give a little more as an incentive. In a business setting this might mean accommodating a need to cancel an appointment suddenly. When you call to apologize and cancel the appointment, he suggests offering an extra gift certificate or some way to compensate, for example a massage therapist might offer one of her businesses lotion products to accommodate the inconvenience the client may have experienced.

To do this in a professional association context uses the principles of humility, integrity and restitution. So when disagreements or challenges arise in professional association settings, the concept would be to take careful action as you respond and not to try and deny or justify wrongs, or to rationalize or excuse wrongful behavior. I have tried this with a group I serve on as an advisory board member. I found in my second year of service my schedule was too tight and I felt less able to attend every meeting. Covey advises professionals to admit mistakes and be humble. Everybody makes mistakes; the issue is what you do about them. He advises the path of humility and courage instead of the path of ego and pride.

I was especially intrigued by his chapter on building confidence in others through our extension of trust in them. When someone believes in you and trusts you even when few others do, it can help you grow and lead you to a new understanding of your own capabilities. He says that extending trust to others rekindles the inner spirit, both theirs and ours. When a colleague asked me to lead an opening session of a large group where we were teaching, I felt that she was taking a chance on me as I had not done this in this type of group. However, despite my nervousness, I felt empowered by her belief in me and was able to find a place within me that was clear and articulate and capable of offering strong words the group needed to hear.

I hope to apply some of these ideas in my work as a supervisor by letting my more junior colleagues figure things out their own way and perhaps discovering new and innovative ways to do our work together. It is about trust, and letting go and having faith in others. It sounds similar to what happens in our Rosen work! This book is particularly important reading for anyone in a leadership role in any organization. Covey notes that "when we expect more, we tend to get more, when we expect less, we tend to get less." I hope that by strengthening an understanding of our own behaviors in our business as Rosen Method professionals, we can improve how our work is seen and understood and trusted out in the world.

"I bring you the gift of these four words: I believe in you."

– Blaise Pascal, French physicist and mathematician