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# How Intelligent Trust Is The Key For High Performing Workplaces



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Two diverse businessmen shaking hands in office photo credit: Getty GETTY

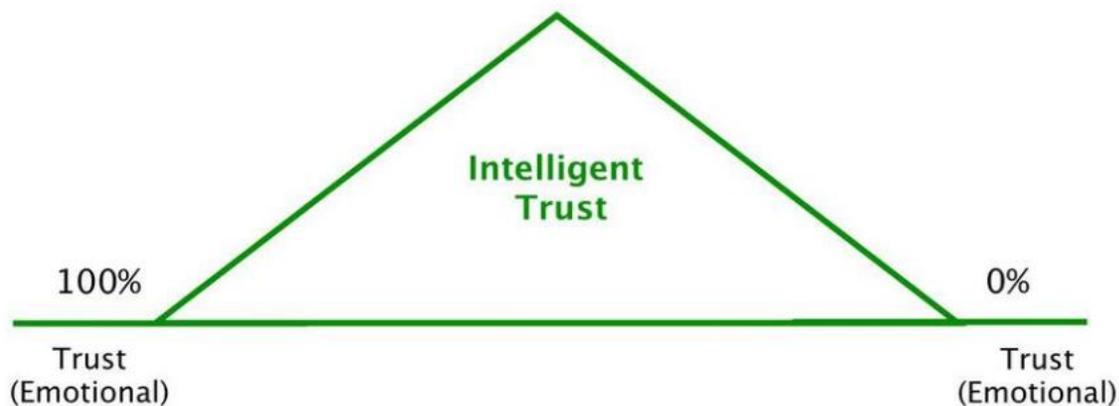
Compared with people at low-trust companies, people at high-trust companies report 74% less stress, 106% more energy at work, 50% higher productivity, 76% more engagement, 29% more satisfied with their lives, and 40% less burnout. Paul J. Zak author of *The Trust Factor: The Science of Creating High Performing Companies*, has invested decades researching the neurological connection between trust, leadership, and organizational performance. In a 2007 *Harvard Business Research journal*, he has proven the direct link between oxytocin levels and empathy, essential for creating trust-based relationships and trust-based organizations. With a direct correlation between the amount of oxytocin a persons' brain

produces and the level of trust they feel in any given situation, the higher the oxytocin, the higher the empathy and the trustful connection.

Building trust is a crucial attribute to success, and when established effectively it will get the best of people, relationships and services. 🐦 Above all components between people, trust is considered the most essential and nonnegotiable. Trust is thus, a key aspect of human relations ensuring high levels of satisfaction and productivity within companies. However, according to PWC's 2016 Global CEO Survey 50% of CEOs worldwide consider lack of trust to be a significant threat to their organizational growth. 🐦 Managers are still afraid of entrusting their teams. Employees still considering their bosses as intimidating elements to be carefully approached. Whenever trust is set in place, is not always done healthily. So how to get it right, so we are able to avoid initial suspicion or final disappointment and build trustful relationships satisfactorily?

is the answer!

There is a spectrum of trust on which people can be categorized as "totally trustful" at one end and "never to be trusted" at the other. Based on our own emotional assessment driven by what we want the most (positive) or we fear the most (negative) we tend to place our relationships in one or the other extreme. For an overwhelmed manager struggling to achieve the monthly goals, the recently hired employee will be seen as a source of hope and dreams for betterment. For the teammate expecting the deserved promotion, he could eventually be seen as an unexpected treat to be watched out.



As emotions always kick before than intelligence in human processes, it is natural to place this "emotional trust" on others. However, setting people at one or the other end of the spectrum is not the accurate choice that will drive us to a well informed and fair relationship-building.

Intelligent trust otherwise, is something that it is established based upon what it is known for sure. It implies to trust others not on the basis of our hopes or fears but according to the real information that we have about them. It means to formulate the question. What can I trust? Instead of the emotional-drive one of Can, I trust this? 🐦 This intelligent approach to trust enables accurate assessment, management, and strategic planning allowing us to build relationships and expect from others on the basis of what they can be trusted to do within a specific situation and according to what is known for sure.

An intelligent trust will ensure a balanced decision-making process and strategic thinking as it helps to:

1. **Put trust into context**

Hopping for the best or for the worst of a relationship is the natural tendency of positive and negative people. However, hopes are unfounded decisions based on desires and longings instead of on real facts. With intelligent trust in place, our thoughts, ideas, emotions, and actions toward others become powerful drivers of positive reactions. 🐦 It helps us to trust people on what it is reasonable to trust avoiding exaggerations or distorted visions of reality adapted to our needs. Intelligent trust helps us to see people the way they are and expect from them according to their real strengths and weaknesses.

2. **Avoid emotional barriers and pressures for trust.**

The intelligent trust question *What can I trust in this person or What can I trust this person to do?* Will help you to avoid the possible emotional barrier of "cannot be trusted" as well as a final disappointment of a half-baked "total trust." Emotional trust is a very high-risk strategy for relationship building. There are very few people who can match with a 100% trust being placed in every situation. The same way and hopefully, almost nobody deserved to be categorized in a 0% trust.

A mother towards her son could be seen as the closest to a 100% trust-like. However, the intelligent trust option will not rely on a mother to point out her sons' weaknesses. Your efficient and well-qualified teammate could deserve the closest to a 100% of trust for delivering the expected business outcomes. However, the intelligent trust option within a promotion competition framework, will not fully trust him to flatter your virtues in front of the common manager.

3. **Help to build sustainable relationship and strategies**

Intelligent trust remains far from the ends of the spectrum and evaluates and create strategies on the basis of concrete facts and situations. Be based on what can be trusted by each person will ensure a healthy and both parts satisfactory relationship-building. While never giving up on trust, the intelligent one will show us how to expect from others the best of what they can achieve without making them feel the pressure of what ideally we would like them to be or to deliver. Making people feel safe, relax and value is critical for building sustainable and trustful relationships. 🐦

Science has spoken very clearly. It is time to balance emotions with intelligence and give back trust to humanity!