



*Great Leaders
Great Organizations
Lasting Results*

Trust is the Foundation of All Relationships

by Dr. Brad McRae, CSP

Relationships are built on trust and at least a certain amount of trust is necessary to achieve successful negotiations and to ensure that the terms of the negotiation are implemented in the future. It is important to note that trust can be difficult to achieve and may take a great deal of time to establish, but it can be lost in the blink of an eye.

Among the questions that Master Negotiators ask themselves are: *What might be causing a lack of trust for one or both parties that is negatively effecting the chance of having a successful negotiation?* Another thing you need to ask is “*What can we do to restore trust?*” Several options are listed below. If you have some additional options please email them to me at Brad@BradMcRae.com.

- Increase honesty*
- Better communication*
- More timely communication*
- Increase reliability and/or dependability*
- Increase transparency*
- Increase openness*
- Increase understanding*
- Increase emphasise on the relationship*
- Explore hurt feelings on one or both sides*
- Talk about past accomplishments*
- Talk about past shared good times*
- Talk about how the conflict will affect business/personal relationships, mutual friends/colleagues, family members and/or other acquaintances*
- Talk about how meeting or running into each other may prove difficult or embarrassing in the future*
- Apologize for anything you said that was or could have been taken the wrong way.*
- Other: _____*

Two or more parties can make an agreement on how they will treat each other in the future. As well, 90% of breakdowns in trust are predictable and preventable. In addition, to create lasting behavioural change, a one-time change is not likely to be sufficient. We need to think of a course of action that is comprised of multiple changes to bring about a change in attitude. An easy way to remember this is that: “Trust equals performance over time”.

On the other hand, there also is a time when you will need to sever contact with the other party. Among the reasons for severing contact are:

- ___ *An egregious and/or very serious breach of trust*
- ___ *An out-and-out refusal to listen to your side of the situation*
- ___ *A complete lack of integrity*
- ___ *Lying about an important aspect of the negotiation*
- ___ *Using false objective criteria to gain an unfair advantage*
- ___ *A reliance on dirty tricks*
- ___ *Going over your head and forming an unholy strategic alliance against you*
- ___ *A serious violation of your core values such as respect, honesty, fairness, loyalty and integrity*
- ___ *Feeling threatened because they use too much force or coercion*

In the space below or on another sheet of paper, keep track of where being trusting worked for you and where being too trusting worked against you.

Exercise: List three cases where being too trusting worked for you.

1.

2.

3.

List three cases where you ended up being too trusting and it worked against you.

1.

2.

3.

For more information on how you can develop and/or enhance your leadership, negotiating and presentation skills, contact:

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ALDI offers courses and keynotes on: “Tipping Point Leadership”, “Become a Master Negotiator” and “Become a Master Presenter”. Custom-designed courses can also be created to meet an organization’s specific needs and requirements.