

Trust the foundation of efficiency

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How many levels of management does your organization have?

Morning Star, the largest producer of tomato products in the United States, has two. Nucor, a large producer of second generation steel, has four. Brazilian manufacturing company Semco has three.



Although those who think about spending their careers at the middle management level may cry because of these corporate culture patterns, these companies - and many others - are beating others in the competition for efficiency.

However, there is some caveat: our research shows that flat organizational structures deliver high performance only when co-workers trust each other.

This may seem obvious. Without a manager who dictates what people must do, collaborative work requires co-workers to follow their declarations. It is not clear how to create the trust of the organization. I spent eight years measuring brain activity while people worked to identify the foundations of trust, how they could be measured, and how people were more productive in high-profile cultures.

Lỗi theo lần chạy sau

I did not start from scratch. Advances in social neuroscience have shown that people have an evolutionary desire to work together to achieve group goals.

The brain that motivates cooperation is activated when the [oxytocin](#) is produced in the brain . My laboratory has identified behaviors that show confidence in another person, stimulate oxytocin production, and provide neural coordination.

Oxytocin improves teamwork by reducing the physiological stress resulting from being around others and by increasing our ability to empathize, so that we understand human behavior better.

My research revealed that the culture of trust is based on the eight factors that lead leaders. I created the acronym OXYTOCIN, so it is easy to cite it.

- **A**bout vation (*Slovakia*): recognition for excellence
- e **X**pectation (*waiting*): creating challenges,
- **Y**ield (*giving*): generous delegation,
- **T** Transfer (*Transfer*): Create Tasks
- **A**bout penness (*openness*): broad information sharing,
- **C**aring (*looking after*): intentional build relationships,
- **I**nvest (*investing*): facilitating others to develop,

- **N natural** (*natural*): being authentic and sensitive.

By measuring and acting to improve one or more OXYTOCIN factors, organizations can increase trust and gain benefits.

Learning not only shows leaders how to measure trust and builds, but helps them optimize the impact of interventions to increase trust.

Increasing trust

For example, social recognition of high performance (Ovation) has the greatest impact on brain and behavior when it occurs shortly after reaching the goal, comes from peers and is public, personal and tangible.

When a team member achieves smaller goals, a simple "thank you" will be required at the next meeting. When you reach the big goal, think about what you really want and take it to work - a box of delicious chocolate, a certificate for a parasailing trip, or a day at the spa. For most of us work and life are integrated and as long as they both develop, there is no reason for a hard separation between them.

Indeed, the transfer factor clearly recognizes the integration of professional life and gives the co-workers the ability to decide how and where they are most effective.

Initiating workplaces is to allow co-workers to set their own hours, provide them with freedom to travel, and even opt out of vacation time.

There is a war for talent - allowing self-management of energy, leaders can create a culture of high engagement, high performance and high retention.

[We invite you to the training: [Effective writing in internal communication](#) , providing the knowledge and tools necessary for every communication specialist in the organization.]

Business impact in companies with high trust

Trust provides a powerful impact on productivity.

My analysis of the nationally representative sample of US adults working in the US, collected in 2016, showed that employees in companies with high trust:

- They have a 106 percent more energy at work
- are 76 percent more engaged
- are 50% more efficient
- account for 40 percent less professional burnout
- 13 percent less sick days

In addition, 50 percent more people who work in high-trust companies plan to remain with their employer for the next year, and 88 percent would recommend their company to their family and friends as a workplace. In general, employees of high trust companies feel 56 percent more satisfied with their work.

A culture of trust means that leadership must give up control of the people around them. But, let's be honest, how much do we really control others? Do you really want to fight in this lost battle and risk losing the best talent?

Instead give strength to those who surround you, train them and trust them to act, keeping them accountable and celebrating your victories. These aspects of culture will allow you to consistently overtake the competition.

Luck at work: Trust + Goal = Joy

Science foresees that people working in high-confidence cultures who also understand the transcendent purpose of their organization (how the organization improves their lives) experience joy at work. My analysis of individual companies and national data confirms the view that trust and purpose together bring joy to work. How does it look in the case of a success rate?

Next steps

Find out if your colleagues like to work together. Once you have measured your joy at work, you can begin to intervene to inspire trust in the culture your [colleagues desire](#) .

Twenty years of research took Paul from the Pentagon to Fortune 50 for rainforests in Papua New Guinea. All this in striving to understand the neurology of interpersonal relationships, human happiness and effective teamwork. His book, [Confidence Factor: Learning to Build High Performance Businesses](#), uses neural science to measure and manage organizational cultures to inspire teamwork and accelerate business results.

