



Building Trust with Employees

During the Great Realization

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Author Introduction



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The Pandemic

Created an environment where most of the workforce found themselves having a much different work experience than before.

- Remote work is possible
- Flexibility in my job is possible
- My loyalty may not be reciprocated
- My best interests may not always be the best interests of my organization

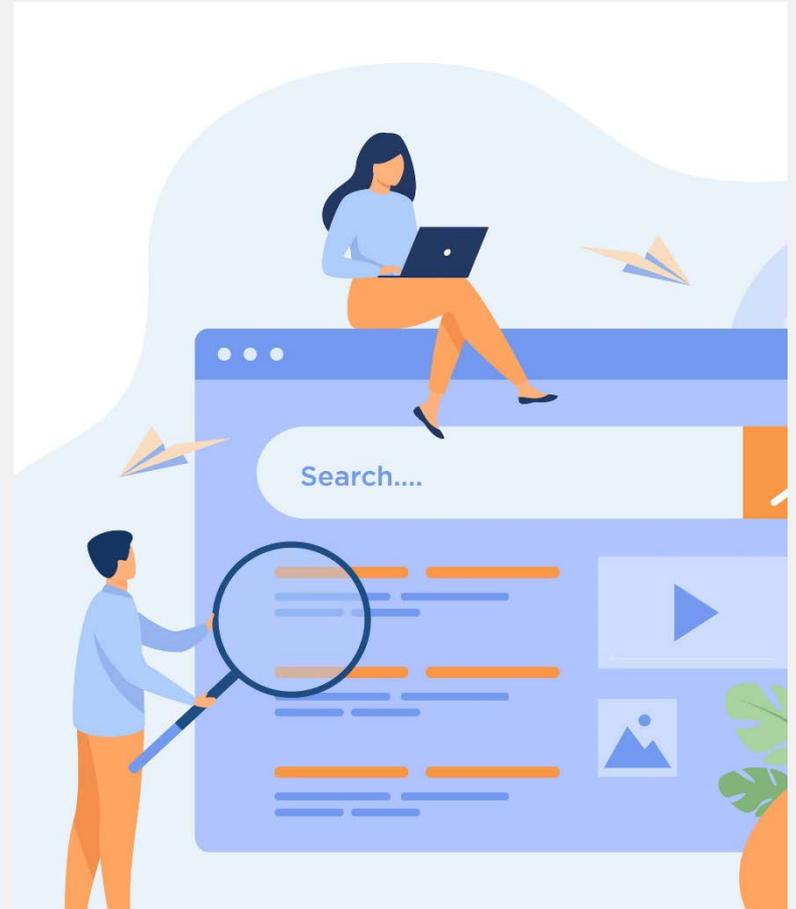
I have to
OWN my life



The Great Realization

The workplace I knew before March 2020 does not have to be the workplace I know now.

- More access to information about opportunities
- More remote work possibilities
- More self-awareness about values
- More choices in general



The Great Resignation

As the Great Realization occurred, it is not surprising that the Great Resignation took off.

- Trend began prior to pandemic
- Q2 2021: 11.5 million Americans resigned from their jobs
- By July 2021, a further 8.4 million potential workers were unemployed even though there were a record breaking **10.9 million open positions**
- \$200 billion potential negative impact if 80% of jobs filled

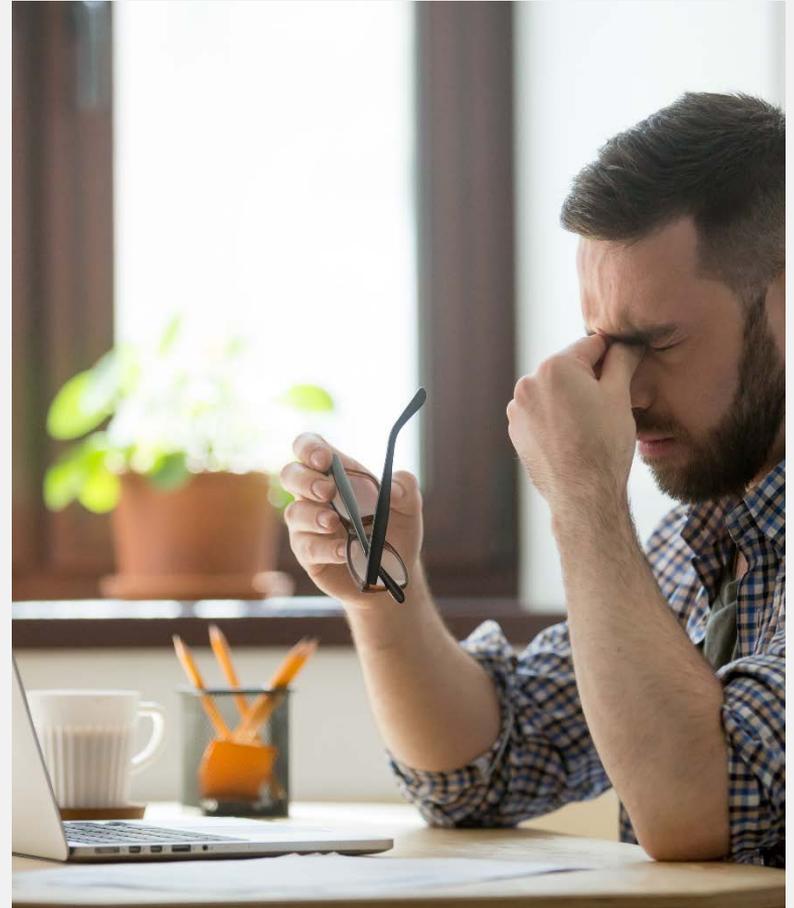


For Leaders

The workplace I knew before March 2020 is no longer the workplace I am in now.

- Flexibility means fitting work into life, not just working from home
- Burn-out is real and my employees have limits
- Money is not the answer
- Lose the communication, lose the community
- When the rules change, trust is tested

**My work is not
their life**



Why Do I Stay?

- I'm recognized and respected
- I trust and am trusted
- Emotionally invested in my work and my team
- Personal contribution makes a difference

All of these are based on a foundation of trust.



Intentional Trust

Trusting cultures and non-trusting cultures will be created whether you are intentional or not.

- You don't decide if you are trusted
- Trust is not rhetoric, it is observation
- Trust is an ongoing relational element. You should have it before you need it
- Trust is always personal

Trustworthiness = Credibility + Reliability + Intimacy
Self-Orientation

Credibility	Words Is earned by expertise and by being up-front about your limitations
Reliability	Actions Consistency and Dependability
Intimacy	Emotions Not about revealing personal details, but rather, making the business of the organization personal and understand the sensitivities of others
Self-Orientation	Motives The degree to which you focus on your own concerns when interacting with others



A photograph of a man and a woman shaking hands in an office. The man is on the left, wearing a light blue shirt and glasses. The woman is on the right, wearing a dark blue polka-dot shirt. They are both smiling. The background is a blurred office with windows and desks. A semi-transparent blue overlay covers the entire image, and the text "Building Trust Intentionally" is written in white across the center.

Building Trust Intentionally

Check your Mindset

How do we keep people from quitting?

How do we earn people's lasting trust and loyalty?

Employees will go where they get the best offer.

Employees are telling us exactly what they need and we should listen.

This is a difficult moment, but things will eventually get back to normal.

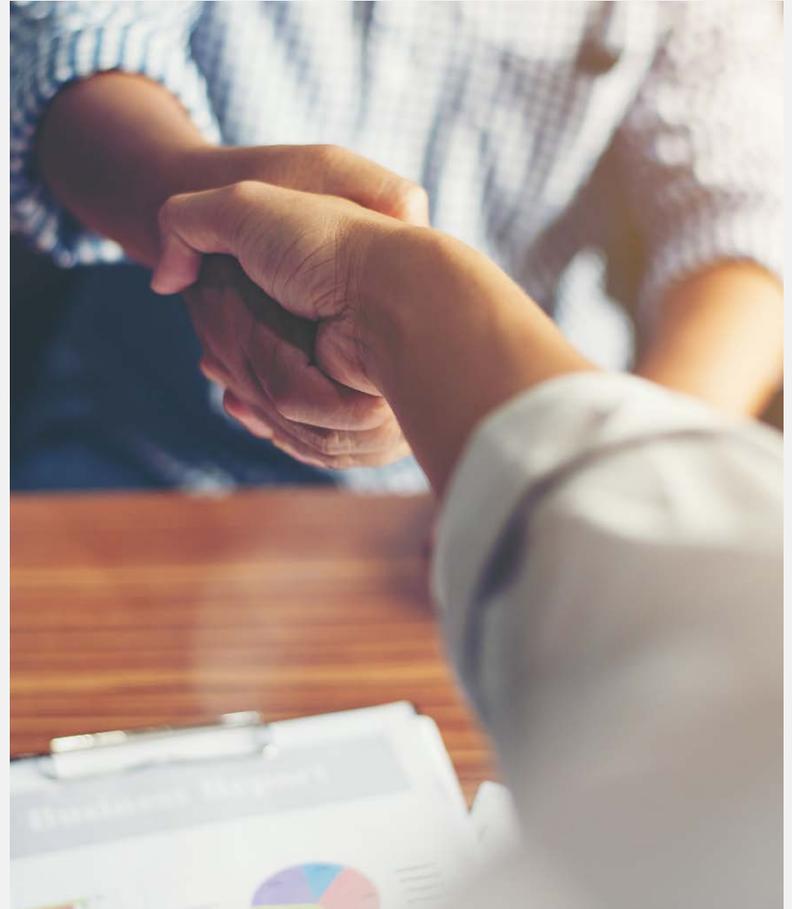
This is a paradigm shift and our best chance to make the changes we need for long-term retention.



Be Honest with Yourself

1. Are you trustworthy?
2. Do you actually trust your employees?
3. If you knew more about the desires and priorities of those that work for you, would it matter?

If the answer is “No” to any of the above, start there.



Create an Environment Difficult to Leave

Autonomy: The need to direct your own life and work.

- Rethink current controls: office hours, dress code, project assignments, etc.

Mastery: The desire to improve and do my best in an endeavor that is important to me.

- Development chosen in collaboration with your employee.

Purpose: The feeling that what I do is a contribution to larger goal or outcome.

- Take the time to explain why your employee is doing what they are doing. Why does it matter?



Start This Today

- Set aside the time to listen to your employees, collectively and individually.
- Observe behaviors. Are people hesitant to talk to you or overly formal? Do they apologize for being an imposition?
- Show respect through treating your employees as people rather than workers.
- Tell the truth and admit mistakes. Take transparency as far as you can.
- Trust them. If you have employees that you cannot trust, determine the cause and deal with it.

