

Worksheet: The SE Leadership Value Proposition and Trust Profile

This shows specific ways that TRUST is viewed and displayed at the organizational level. It identifies key areas for concern and action. Use it to diagnose the current status of your organization and to clearly identify priorities for a trust initiative.

Using the framework below, and design it with at least one entry per cell.

		A	B	C	D
		Collaboration	Medium- to Long-Term Perspective	Transparency	Other Focus
1	External Relationships. How your organization relates to other organizations.	<i>Example: You work together with customers, suppliers, and others to respond innovatively to opportunities and problems.</i>	<i>Example: You consider past, present, and future when negotiating a current deal with people outside of the organization.</i>	<i>Example: Your organization is open and honest in its dealings with people outside of it.</i>	<i>Example: In working with customers, suppliers, and clients you put their needs first, not yours.</i>
2	Leadership. How your leaders behave, both within and outside the organization.	<i>Example: Your leaders seek opinions and work together with employees at all levels as part of the decision-making process.</i>	<i>Example: Your leaders are willing to sacrifice short-term gains for the long-term benefit of the organization.</i>	<i>Example: Employees understand your leadership's rationale for making decisions.</i>	<i>Example: Your leaders set the right examples by putting others first, even at the expense of short-term gain.</i>
3	Structure. How your organization is set up to get work done.	<i>Example: It's clear your teams/groups/divisions coordinate their efforts.</i>	<i>Example: There's an executive handoff between the people who sell the work and the people who do the work.</i>	<i>Example: Employees understand who does what at your organization.</i>	<i>Example: Your leaders set the right examples by putting customers first, even at the expense of short-term gain.</i>

		A	B	C	D
		Collaboration	Medium- to Long-Term Perspective	Transparency	Other Focus
4	Rewards. How virtues and values are positively reinforced.	<i>Example: Your organization encourages collaboration.</i>	<i>Example: Your organization acknowledges people for doing the right thing from a long-term perspective.</i>	<i>Example: Your employees feel fairly dealt with regarding money, advancement, and recognition.</i>	<i>Example: You can ensure that your rewards and incentives don't get in the way of employees' doing the right thing.</i>
5	Processes. How work actually gets done.	<i>Example: There is no need to go around the system to get things done at your organization.</i>	<i>Example: your internal business processes encourage long-term thinking (for example, strategic planning, project planning).</i>	<i>Example: The way things get done at your organization is clear to employees.</i>	<i>Example: Your planning and reporting processes (for example, account planning, management reporting) encourage a focus on your customers.</i>