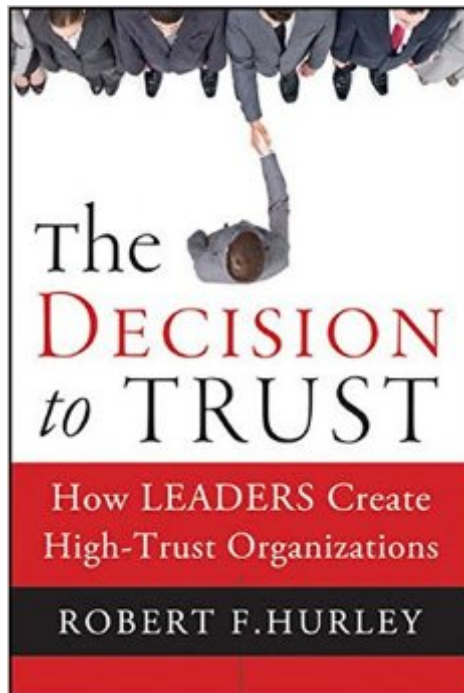


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# The Decision To Trust: How Leaders Create High-Trust Organizations



## Synopsis

A proven model to create high-performing, high-trust organizations Globally, there has been a decline in trust over the past few decades, and only a third of Americans believe they can trust the government, big business, and large institutions. In *The Decision to Trust*, Robert Hurley explains how this new culture of cynicism and distrust creates many problems, and why it is almost impossible to manage an organization well if its people do not trust one another. High-performing, world-class companies are almost always high-trust environments. Without this elusive, important ingredient, companies cannot attract or retain top talent. In this book, Hurley reveals a new model to measure and repair trust with colleagues managers and employees. Outlines a proven Decision to Trust Model (DTM) of ten factors that establish whether or not one party will trust the other Filled with original examples from Daimler, PriceWaterhouse Coopers, Goldman Sachs, Microsoft, QuikTrip, General Electric, Procter and Gamble, AzKoNobel, Johnson and Johnson, Whole Foods, and Zappos Reveals how leaders in Asia, Europe, and North America have used the DTM to build high-trust organizations Covering trust building in teams, across functions, within organizations and across national cultures, *The Decision to Trust* shows how any organization can improve trust and the bottom line.

## Book Information

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## Customer Reviews

Obviously, a decision to trust anyone or anything is based on factors that vary from one person to another, from one situation to another. In this book, Robert F. Hurley's purpose is to explain "why some people, groups, organizations, and institutions have been able to defy the overall trend of

declining trust - how they have created trust even in environments where change, uncertainty, and risk exist." Indeed, given the trend to which Hurley refers, the even greater importance of trustworthiness is good news for those who have earned it and bad news for those who haven't. Hurley introduces the Decision to Trust Model (DTM) that can be used to make better trust more understandable and manageable and explains how to Make better decisions about who and what to trusto Allocate trust-building energy by appreciating how others make trust decisionso Identify the root cause of trust issueso Offer concrete interventions and reforms that enhance trusto Identify in which situations trust can and can't be developedo Establish and enhance trust at different levels and to varying extentIt should be emphasized that, with appropriate modifications, the DTM has almost unlimited applications. Its potential value is incalculable. Hurley suggests six (6) reasons for the decline of trust (Pages 16-21) and then explains how it manifests itself at different levels: individual (i.e. people don't trust each other), structural (i.e. departments don't trust other departments), and cultural (i.e. distrust pervades throughout the given enterprise). "In high-trust collectives, people and groups are invited to move beyond their narrow self-interests and commit to common goals.

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