



Great Place To Work®

Trust is the strategy
that works anywhere
and anytime



Trust in practice

Many leaders say: "We trust our people." But is that really the case? Let's take the example of the request for a new laptop, with an average value of €1500.

In many organizations such an application has to go through different people, who all have to agree. The words sound good, but ten people who must agree? For a €1500 laptop? That way you spend more on the time your employees spend approving the request than the value of the laptop.

And what effect does this have on the experience of your employees? Maybe they are not really trusted to make their own choice....

01

The signals of trust versus distrust

02

The 5 levels of trust

03

The building blocks of trust in the workplace

04

The profit of trust

05

In 7 steps to more trust

Investing in trust always pays off

Want to get started with your organizational culture, but aren't sure where to start? The first step is a baseline measurement to discover what's going on in the workplace and where you stand now.

Click on the red button below to schedule a free online consultation with one of our experts. After the call, you will receive a customized proposal.

- ✓ Personal advice
- ✓ Free and non-binding
- ✓ At your convenience

[Book a consultation](#)

Do you have a question or comment?

Phone: [020 260 06 94](tel:0202600694)

Email: NL_info@greatplacetowork.com

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Great Place To Work For All™

These are the next steps

1. Consultation

Schedule a free, non-binding consultation with one of our experts at a time that's convenient for you.

2. Proposal

You will receive a collaboration proposal based on the package that best fits your organization and goals.

3. Start date

After signing the proposal you agree on a start date for the baseline measurement.

4. Baseline measurement

Get an impression of how you are doing now.

5. Getting started with the results

Based on the results you will start working on your culture. Your Customer Success Manager will support you in this.

Trust versus distrust.

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The quality of interactions determines success

Trust is a big word with far-reaching consequences for all the relationships we enter into. It affects our lives 24 hours a day, because trust determines the quality of every interaction and relationship. It's a maker or a cracker.

Yet there is little understanding of its meaning and its impact is often underestimated. Trust can therefore be the most neglected aspect in an organization.

When people can be themselves and trust each other and their leaders, they are much more likely to dare and want to use their full potential. It ensures that cooperation between people, in teams and between departments runs optimally.

There is positive energy, innovation and focus on the things that are really important for the success of the organization.

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Employee experience and trust

Employee experience is the sum of all perceptions an employee has about the interactions with the organization where he or she works. Think of all the experiences with the employer, managers, colleagues, customers and the working environment.

All these experiences together form the image that an employee has of an organization. The degree of trust in an organization plays an important role in this.

Experiences within organizations with a lot of trust:

- I am seen here as a human being
- My input is proactively requested
- I dare to express my dissenting opinion
- I feel safe here and can be myself
- Communication is clear and straightforward
- There is little bureaucracy and I get to make my own decisions
- Making mistakes is allowed
- I can share my personal problems
- I am treated fairly

Experiences within organizations with little trust:

- I'm a number here
- My input is not requested
- I dare not give my dissenting opinion
- I don't feel safe here and I can't be myself
- Communication is stiff and unclear
- There is a lot of bureaucracy and I have to ask a lot of people for permission
- Mistakes are punished
- I dare not share my personal problems
- I don't feel treated fairly

5 levels of trust.

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Trust is the secret to organizational success

Trust can seem soft and intangible at first glance. But in reality it is very pragmatic and works excellently.

It consists of two aspects, both of which you can develop: character and competence. Character is about intentions, motives and integrity. Competence is about capabilities, results and skills.

Self-confidence and confidence in one-to-one relationships

If you can't trust yourself, how can others trust you? With self-confidence, it becomes easier to establish trusting relationships with others.

The next step is to build trust in one-to-one relationships. The secret to this is that you build it up in the smallest moments. Every interaction is an opportunity to really connect with someone.

Trust in and between teams

The next level is trust in and between teams and departments. This level already becomes a bit more complex, as interpersonal relationships become part of the dynamic.

You build trust at this level by developing teams and aligning leadership accordingly.

Trust in the organization and of the customer

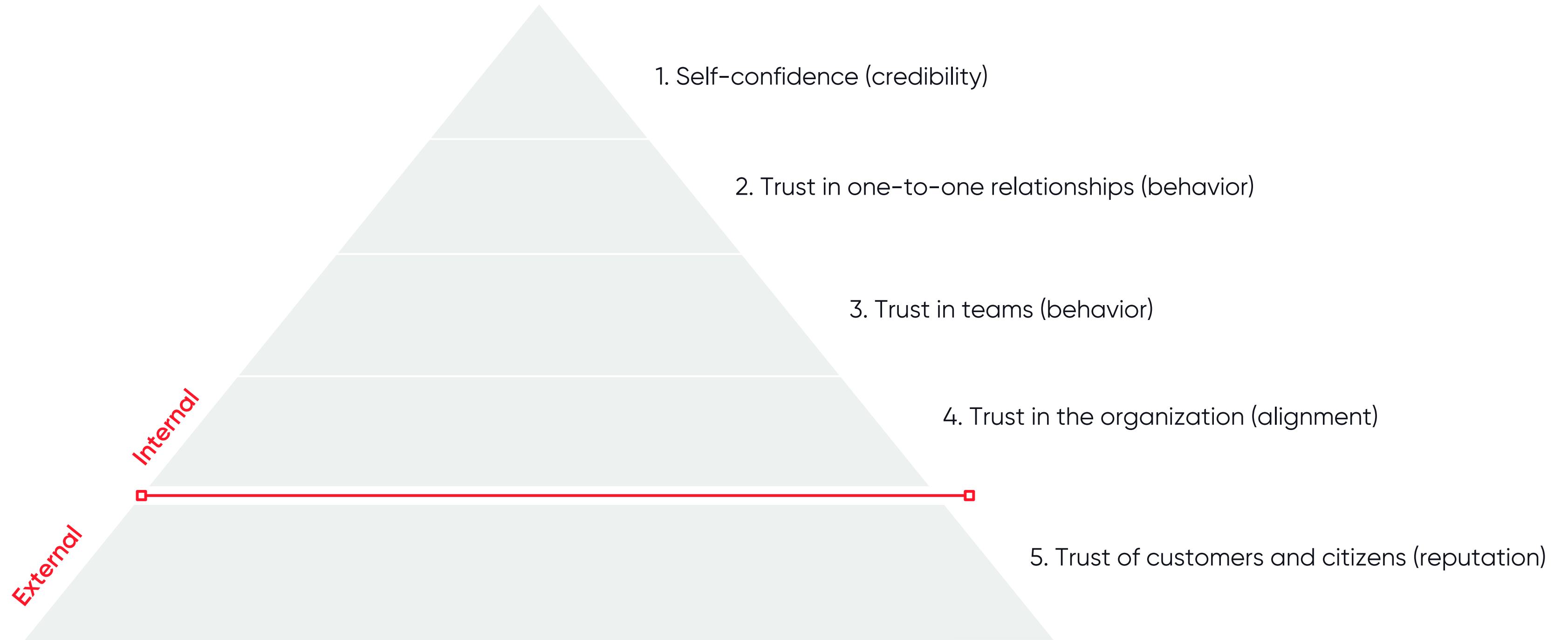
Trust in the organization is influenced by all systems, processes, policies and frameworks that guide all day-to-day behavior in the organization. It is important that these systems are designed and aligned with each other in such a way that they promote trust between people, teams and departments.

Ultimately, this results in the trust that customers have in your organization. We also call this reputation, which is not entirely unimportant for the success of your organization.

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5 levels of trust



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Building blocks of trust.

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How to build trust in an organization?

In organizations, there are three dimensions that determine the degree of trust: credibility, respect and honesty.

Credible leadership

Credibility means that leaders communicate regularly and transparently and that they are open to questions and feedback. Credibility is also about acting with integrity and being competent as a leader. In addition, they give people a lot of confidence and freedom.

How do you handle it?

- ✓ Share information openly and honestly
- ✓ State expectations
- ✓ Be approachable for questions and feedback
- ✓ Give people trust
- ✓ Make your actions match your words

Respect and appreciation

Respect means that employees receive support in the performance of their work, both in terms of development and facilities. Employees are also involved in decisions and they can share their ideas and suggestions.

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Furthermore, respect means that there is a safe working environment with a focus on the individual.

How do you handle it?

- ✓ Offer development opportunities and facilities
- ✓ Show appreciation
- ✓ Involve employees in decision making
- ✓ Create a safe and healthy work environment
- ✓ Encourage a good work-life balance

Fair treatment of everyone

Transparency about decisions encourages a sense of fairness. If employees do not know why a certain choice was made, this can lead to a negative perception of the decision. Everyone, no matter who you are or what you do, should be seen as fully fledged.

How do you handle it?

- ✓ Offer fair pay
- ✓ Recognize everyone
- ✓ Let everyone feel like a full member
- ✓ Be transparent about promotions
- ✓ Do not allow discrimination

**"A good leader treats you with respect and fairness.
And challenges you in a committed way to help you
develop further."**



Michael C. Bush
Global CEO Great Place To Work

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The profit of trust.

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Without trust comes hassle. This starts with sarcastic jokes, excuses and gossip. Eventually it leads to awkward communication and deliberate antagonism, and in the worst cases, discontinued communication and employee departures. A lack of trust costs everyone a lot of time, energy and money.

A high level of trust causes people to openly share their ideas, constructively engage in conflict with each other, and people simply enjoy working with each other. It accelerates productivity as there is less hassle and therefore focus on the real work.

Trust not only pays off in numbers, it is also felt in the culture, atmosphere and customer friendliness.

Here are the key outcomes:

Focus

Because there are no distractions, caused by, for example, awkward communication, everyone can focus on achieving the goals.

Creativity

People dare to express their ideas and opinions. Innovation flourishes and employees derive more satisfaction from their own work.

Collaboration

Employees work better together when they trust each other. They trust that they can count on each other when needed.

The importance of trust

Great Place To Work measures workplace trust using the Trust Index employee survey. This survey consists of 60 statements about 5 universal values.

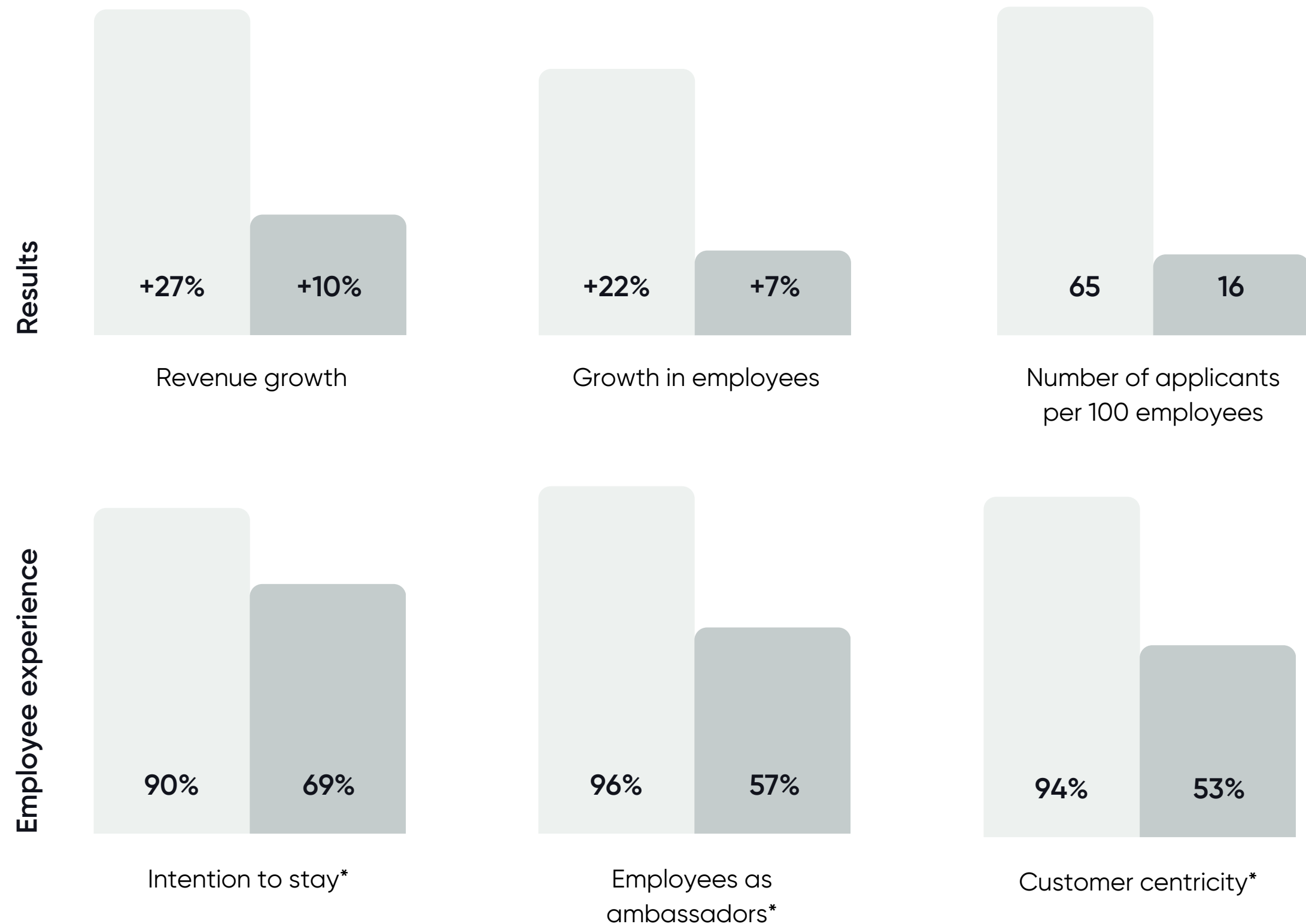
We see big differences in business results between organizations that score high on trust and those that score lower on trust.

*These scores are based on the following statements:

- I want to work here for a long time
- I would strongly endorse my company to friends and family as a great place to work
- Our customers would rate the service we deliver as "excellent"

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● Organizations with a Trust Index score between 90% and 100% in 2022-2023

● Organisations with a Trust Index score lower than 70% in 2022-2023

Financial and mental consequences

A low culture of trust can have financial implications with regard to absenteeism, burnout, turnover and the recruitment of new employees:

- One day of absenteeism costs an average of €260 ([source](#))
- Per employee, absenteeism due to work stress costs €11,000 in salary costs ([source](#))
- Recruiting a new employee costs an average of €4,500 ([source](#))
- Replacing an employee costs 21% of that employee's gross annual salary ([source](#))

The average amount an organization spends on absenteeism costs per employee is 1.5 times the annual salary. This is the absence of the person himself, including the replacement costs (think of loss of production, registration and guidance).

In addition to the financial consequences, absenteeism especially has a great impact on the employee himself. As an organization, you have a responsibility to create a safe working environment and also to be there for your employees when things are not going well. Moreover, absenteeism not only impacts the life of the employee himself, but also the people around him or her.

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Calculation example

In this example, we assume an organization with 1,000 employees and an average annual salary of €38,000 in 2022 (CPB).

Absenteeism rate: 5.6%*
Absenteeism costs per year: €2,128,000

Organizations that are Great Place To Work-Certified have an average absenteeism rate of 3.9%. In this example, that results in the following numbers:

Absenteeism costs per year: €1,482,000
Cost savings per year: €646,000

Obviously, this is a big step. Suppose absenteeism decreases to 4.5%. That yields the following cost savings:

Cost savings per year: €418,000

*Average absenteeism rate in the Netherlands in 2022 (CBS).

In 7 steps to
more trust.

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See each employee as valuable. Give them confidence. This does not mean endlessly giving opportunities to people who do not perform, but see mistakes as opportunities to improve.

04

Listen to your employees: ask how they are doing and involve them in decisions.

07

Be aware of (preferred) behaviors in the small moments.

02

Create leadership support for this belief. Exemplary behavior is essential here.

05

Design your policies and programs in a way that increases trust at different levels.

03

Measure trust in your organization. Data provides insight and guidance to engage in conversation about trust, with the goal of building and maintaining trust.

06

Pay attention to (team) coaching.

Tips for more trust

You build trust in every interaction, every day. Use these five tips every day in your doings to build more trust with those around you.

1. Take time. For example, when you include colleagues in your ideas and when you ask for each other's opinions. Give each other time to process information and take time to build trust.
2. Reflect on your own behavior. Are you aware of your own (preferred) behavior? Can others trust you? Do you trust others and do you show that in your actions?
3. Express yourself. Show openness, ask for help and admit when you have made a mistake. Do this out of yourself and make it personal.
4. Be social. Make a genuine connection the people around you. Take advantage of small moments, such as lunch. In these moments you build the strongest trust.
5. Be tolerant. Be open to other people's opinions. See this as an opportunity for more innovation in your organization.



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"Great Place To Work has been researching trust within organizations through Trust Index for over 30 years. Recent studies by Covey, Lencioni and Google reaffirm our key research result: within the best performing teams, employees were found to name a very high degree of psychological safety as the most important driver of their success. The basis of this is trust."



René Brouwers
CEO at Great Place To Work the Netherlands



About Great Place To Work

Great Place To Work helps organizations create a culture of trust. We do this using the Trust Index, the employee survey we use to measure trust, pride and camaraderie. Every year, we conduct this employee survey in more than 10,000 organizations worldwide.

We believe that trust is the basis for better individual performance, better team performance and better business results. Growth and innovation then follow naturally.

Our philosophy is based on more than 30 years of experience in 60 different countries.

[Let's meet!](#)

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