Career Survival it is Built Upon Trust

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Lose trust, lose your job!
TRUST
How do you build trust?

Every board demands it!
It starts with you, but it’s not about you!

- Consistency
- Modeling
- Involving others – give credit don’t take it
- It’s a mutual quality, like respect
- Be flexible
- Let others trumpet your success, include the media
- Common kindness
Communication is the foundation for trust.

- Be visible and accessible
- Listening to others; open to new ideas
- Half the story is not enough
- Consistent message wherever you go
- Recognize your audience – speak in terms they understand
- Be responsive to requests
- Avoid being vague – be willing to share accurate information
BOARD COMMUNICATION: TRUST IS A MUST!

Since board members demand more and more communication from the superintendent, the superintendent must insist on the establishment of ground rules:

• Customize communication per member
  ✓ What format?
  ✓ How often?
  ✓ How extensive?
• Board members have responsibilities to the superintendent
  ✓ To communicate the culture of the district
  ✓ To keep him/her informed regarding issues that arise
  ✓ To abide by their code of ethics

• How are requests handled from individual members for additional information?
  ✓ Are all members privy to such information?
  ✓ If in writing, does it automatically go to all (both request and response)?
• Contacts with the media
  ✓ What are the procedures?
  ✓ Who will initiate?
  ✓ What issues will be handled by the board chair? – the superintendent?
  ✓ What follows?

• Regular modes of communication with members
  ✓ Weekly newsletter
  ✓ Phone calls; emails
  ✓ Personal visits
Be a Role Model That People Can Trust

• All stakeholders are important
• Look and act the part of a leader
• First to arrive - last to leave
• Understand the mutuality of respect
• Be humble – give credit where credit is due
• Demonstrate a high level of commitment and trust
How do you lose trust?

• Arrogance (I’m a people person – maybe not...)
• Hoarding information
• Not responding to questions
• Being defensive because, “I’m never wrong.”
• Taking all the credit
• Not doing what you promise
• Unwilling to delegate because, “I can do it better.”
• Not being friendly
Regaining Trust – What do you do?

• Seek help from others when you need it most

• Be willing to accept criticism and demonstrate effort to overcome mistakes

• Target the power brokers for their support

• The time element is very important – you must develop a plan to repair the damage

• In some cases, just move on