The Trustworthy Leader

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Equity – Trust – Success

- Great Workplaces are better financial performers than their peers
- Trustworthy Leaders are found within great workplaces
- Perceptions of equitable sharing are higher in great workplaces than in good workplaces
Fortune "100 Best" vs Stock Market

Annualized Returns 1998-2010

- "100 Best" Reset Annually: 11.06%
- "100 Best" Buy and Hold: 6.68%
- S & P 500: 3.83%
- Russell 3000: 4.26%
Annual Return 2004-2011 lists

2004

2011

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What Trustworthy Leaders Do

- **Balancing Uncertainty and Opportunities:**
  - addressing risk, accessing knowledge, applying wisdom

- **Honor:**
  - humility, reciprocity, and position awareness

- **The Trustworthy Leader**

- **Inclusion:**
  - genuine appreciation of others, seeking of ideas, sharing benefits

- **Developing Others:**
  - people deserve full lives, are capable of many things, choose their path

- **Sharing Information:**
  - for understanding, to enable influence and to support participation

- **Followership:**
  - following is a choice, people accompany each other, create connection
Inclusion and Sharing

Trustworthy leaders create great workplaces in part by being inclusive in their practices towards all employees.

Inclusion brings with it a commitment to sharing – shared work, shared responsibility and shared reward.

Inclusive workplaces are better able to move through uncertainty to take advantage of and create opportunities in the marketplace.
Evidence of Trustworthy Leadership – Tenure

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Evidence of Trustworthy Leadership – Race

<table>
<thead>
<tr>
<th>Group</th>
<th>100 Best</th>
<th>100 Best Overall</th>
<th>Lower 100</th>
<th>Lower 100 Overall</th>
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Evidence of Trustworthy Leadership – Job Type

- 100 Best
- 100 Best Overall
- Lower 100
- Lower 100 Overall
Promoting Inclusion

• Show your genuine belief in the value of others
• Actively seek others’ ideas
• Share the benefits that are generated
Showing a Belief in the Value of Others

- We're all in this together: 84% (100 Best), 69% (Lower 100)
- Management shows a sincere interest in me as a person, not just an employee: 80% (100 Best), 62% (Lower 100)
- Management involves people in decisions that affect their jobs or work environment: 73% (100 Best), 55% (Lower 100)
- We have special and unique benefits here: 84% (100 Best), 63% (Lower 100)

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Actively Seeking Others Ideas

Management genuinely seeks and responds to suggestions and ideas.

Management involves people in decisions that affect their jobs or work environment.

Managers avoid playing favorites.

Management is approachable, easy to talk with.

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Share the benefits

- I am treated as a full member here regardless of my position: 85% (100 Best), 72% (Lower 100)
- Everyone has an opportunity to get special recognition: 80% (100 Best), 63% (Lower 100)
- People here are paid fairly for the work they do: 77% (100 Best), 62% (Lower 100)
- I feel I receive a fair share of the profits made by this organization: 70% (100 Best), 49% (Lower 100)
In a culture of shared benefits…

- Management is honest and ethical in its business practices: 89%
- Management delivers on its promises: 61%
- I believe management would lay people off only as a last resort: 71%
- Promotions go to those who best deserve them: 55%

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More people are engaged and want to stay

- I feel I make a difference here. 86% (100 Best), 78% (Lower 100)
- I want to work here for a long time. 81% (100 Best), 72% (Lower 100)
- My work has special meaning: this is not "just a job". 83% (100 Best), 74% (Lower 100)
- People look forward to coming to work here. 80% (100 Best), 61% (Lower 100)

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With Trustworthy Leadership

• More benefits are generated
• More benefits are shared fairly
• Companies are more successful
  – Financially
  – As Employers
  – As Community Members