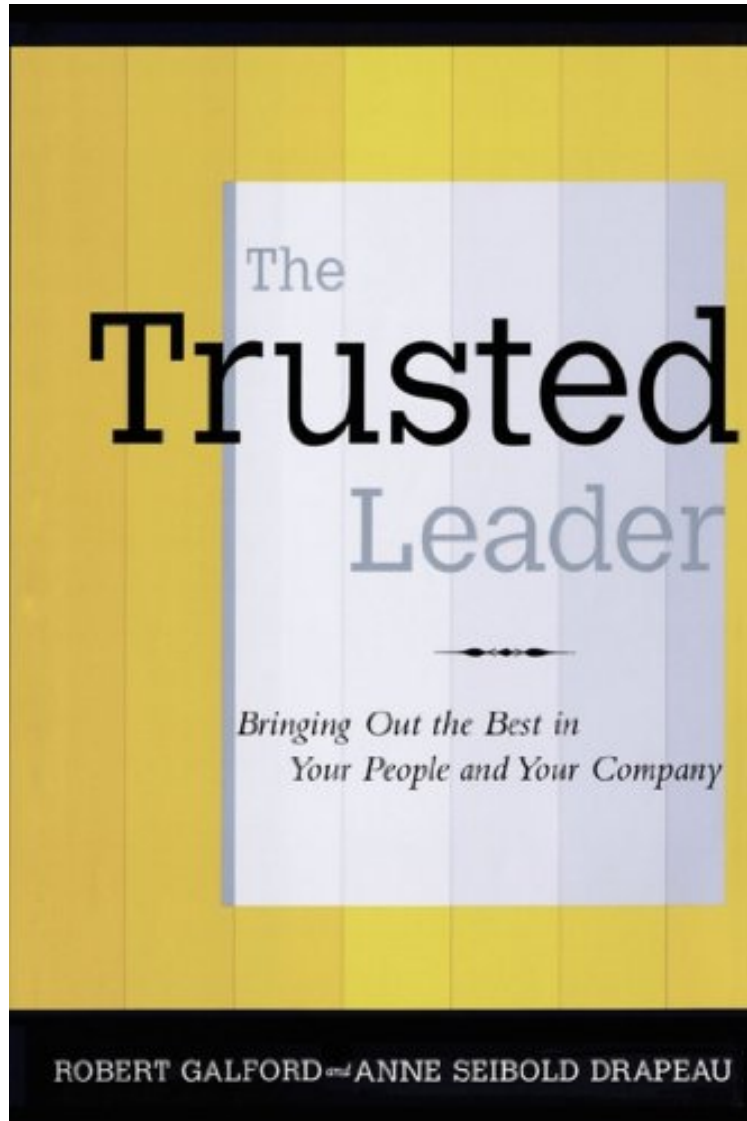


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The Trusted Leader

Robert M. Galford, Anne Seibold Drapeau
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Robert M. Galford, Anne Seibold Drapeau : The Trusted Leader before purchasing it in order to gage whether or not it would be worth my time, and all praised The Trusted Leader:

0 of 0 people found the following review helpful. One of the best 'self-help' books I have seen in a long time. By Michael Melcher I bought this book thinking I would use it to get 'talking points' for a business English student whom I was coaching. To my surprise and delight, however, I am finding that the content and exercises contained in this book are helping me to dramatically improme my own 'believability' as a coach and private tutor as well. 5 of 5 people found the following review helpful. A Timely, Landmark Book for All Leaders By Donald Mitchell Would you like to work with and for people you trust? Would you like to have their trust in return? What level of trust do you have now in

your colleagues and leaders? How does that make you feel? How would you like to feel at work, instead? If you feel strongly about improving any of those dimensions of your work life, this is the best book I have seen on the subject for what leaders can do. Trust is actually a little simpler than this book makes it seem. Most of us trust those who look out for our interests as well as their own, care about us, explain why they are doing whatever they are doing, and listen to our concerns. That point gets a little lost in the underbrush of analyzing trust, and how it is built, lost and reacquired from various organizational perspectives. The book's strength comes in three areas. First, there's self-assessment in the beginning that I found very revealing about how well trust is being generated at work now. Second, the authors tackle many painful, difficult situations at work and discuss how they can be addressed in more constructive, trust-building ways (such as layoffs, surviving mergers, sudden departures of key people, teams that are failing, and emotionally out-of-control colleagues and bosses). Third, there are an impressive number of case histories that most readers will recognize as being similar to something that has happened in their own work places (like cheating to get bonuses, egomaniacs running amok, insensitive comments in public, resentment after promotions), and excellent discussions of principled ways to handle them. The only way that this book could have been improved in what it addresses would have been by having quantitative expressions of how the participants in some of these situations reacted to what happened. Any leader will benefit by reading these lessons and becoming more sensitive to the implications of their words, actions and inaction. I also suggest that leaders review relevant sections in the book whenever they see a touchy situation building, as well as just after having made a hash of some organizational situation for ideas to help remedy their mistakes. If you are looking for how trust relates back out to nonorganizational stakeholders (such as customers, end users, suppliers, partners, lenders, stakeholders and the communities that the organization affects) those dimensions are mostly ignored except as isolated dimensions of some case histories (if the team is ineffective, the client usually notices and complains or gets a new supplier). After you finish reviewing all of the interesting ideas for doing better here, think about what you can do tomorrow morning to start building more trust by trusting others more.

Donald Mitchell Co-author of *The 2,000 Percent Solution*, *The Irresistible Growth Enterprise* and *The Ultimate Competitive Advantage*

0 of 0 people found the following review helpful. weLEAD Book Review by the Editor of leadingtoday.org

By Greg L. Thomas

The Trusted Leader is a book that has long been needed. Trust is a subject that has woefully been lacking in many past books on leadership and in some respected educational institutions that should have been teaching it. The result of this neglect is evident in the daily news, which has been reporting on the indictment or conviction of numerous business executives for corruption. Our jaded generation is skeptical of most positions of leadership for good reason. For too many, the importance of trust has been clouded by personal greed. Galford and Drapeau boldly discuss this subject with clarity, common sense and research. The authors wrote this book primarily for those in senior leadership roles, but its content is certainly applicable to most anyone. This book is composed of fourteen chapters within five parts or themes. The parts are logically presented and include...

Part One: An Overview Of Trusted Leadership
Part Two: Identifying And Applying The Tools Of Trusted Leaders
Part Three: How Trusted Leaders Work
Part Four: Defining Moments
Part Five: Building Trust In Perspective

The Trusted Leader is a comprehensive discussion of trust beginning with the definition of trusted leadership and concluding with the importance of leaving a legacy of trust when you depart the organization. As the authors state, "we feel strongly that creating a community of trusted leaders who can then help trust permeate through all levels of an organization—particularly in today's business context—is critical to every company's long-term survival and success." Galford and Drapeau have written this book using their own research, personal observations and case examples. They offer a series of interactive exercises to determine where trust can be supplemented and improved. In addition, they also offer some diagnostic tools to help the executive rebuild trust. A remarkable "Self-Assessment" tool presented in chapter 2 is one that you will want to revisit often! ...As a credit to its authors, this book was envisioned and started before the Enron, Global Crossing, Adelphia Cable, Tyco and WorldCom scandals broke. It is timely and its message is long overdue. If you want to study a vital yet unfrequented area of leadership, *The Trusted Leader* is definitely a book you will want in your personal library.

As today's headlines remind us, trust is the hot-button issue in business today, especially for investors, managers, workers, and consumers. More than ever before, the success of an organization depends on leadership that fosters strong connections across teams and among bosses, colleagues, and subordinates. Companies are in urgent need of trusted leaders, but how can managers meet that need? "Be trustworthy" is the short, logical answer, of course. But being trustworthy and building trust in an organization are not one and the same thing. The former is an inherent part of a person; the latter requires developed talent and considerable skill. Based on highly specific research and experience that covers a wide spectrum of managers and organizations, *The Trusted Leader* identifies the three critical types of trust that leaders need to master: strategic trust, organizational trust, and personal trust. It introduces a practical and effective formula for building organizational confidence, and provides a unique analysis of the obstacles to trust and the sources of resistance to the building of trust inside organizations. Through a series of interactive exercises, executives will learn how to determine where trust is missing and how it can be supplemented in people, departments, and even whole companies. Perhaps most timely are the book's series of diagnostic tools and skills that

help executives rebuild trust that has been broken or betrayed. As business insiders and authors Robert Galford and Anne Seibold Drapeau show, trust inside a company provides focus, fuels passion, fosters innovation, and helps employers to hire and retain the best employees. Trust inside, the authors argue, also builds trust outside by gaining credibility with today's skeptical consumer. Trust is all too frequently overlooked in other leadership books, and is even more important today as companies face uncertain customer demands and the pressures to compete successfully in a whiplash market. Crises, restructurings, mergers, downturns, and executive departures are often trust-destroyers. The Trusted Leader examines those defining moments, and helps leaders turn such situations into trust-building experiences, creating a culture and legacy of trust throughout the organization at large. Rich in true stories, examples, and practical advice, The Trusted Leader guides leaders on how to climb the ladder of trust and how to secure their legacy as trusted leaders. For managers of all levels, The Trusted Leader is the only comprehensive guide for building trust inside an organization -- the key to every company's long-term survival and success.

.com Who do you trust at work and who trusts you? By inviting readers to answer these two questions, authors Galford and Drapeau get their arms around the slippery yet strategic dimension of trust in organizations. The Trusted Leader is grounded in their research and experience in executive development. The authors define three areas of trust, including strategic trust (assurance the organization is doing the right things), organizational trust (belief in the way things are being done), and personal trust (confidence between leader and employees). These ideas are illuminated through self-assessments and definitions of the competencies of a trusted leader. One standout chapter introduces the enemies of trusted leadership, from the big daddy syndrome and the revenging angel to the rainmaker/jerk. Another section details how defining events such as downsizing can build or break trust. The book would have been strengthened by a clearer explanation of how trust inside the organization translates into gaining the confidence of outside clients and customers. Still, in this era of headline-grabbing corporate trust-breakers, Galford and Drapeau define what it means to be trustworthy. In their capable hands, trust stops being an intangible noun and becomes an active verb. --Barbara Mackoff
From Publishers Weekly
With Wall Street teeming with questionable characters and their equally questionable practices, trust is a hot topic these days; Galford and Drapeau have perfect timing with their handbook for becoming an executive employees can actually put their faith in. A knitting-together of management theory, real-life anecdotes and snappy tools and self-assessment quizzes, the book tries gamely to be both authoritative and accessible. Its strongest section is a discussion of the "enemies of trusted leadership"-office archetypes ranging from power-hungry control freaks to underperforming slackers-who can undermine what a CEO is trying to achieve. The authors also share helpful tips on how leaders can handle brutal situations (e.g., mass layoffs) with the appropriate amount of class. Although at times weighed down with turgid writing and an overabundance of lists, the book succeeds in distilling what the authors readily admit is an "intangible:" the essence of great leadership. Copyright 2002 Reed Business Information, Inc. Richard D'Aveni Professor, Amos Tuck Graduate School of Business at Dartmouth, author of Hypercompetition The Trusted Leader is extraordinarily well written, engaging, and insightful about an ordinarily inscrutable topic. Building trust is the critical success factor of management, yet it is often nonexistent in today's world. This book is a must-read for every MBA and anyone aspiring to move up the corporate ladder or holding a position of authority. Read it and succeed as a leader and a person.