

The Organizational Trust Survey Report

*Published by Triscendence, LLC
In collaboration with Newfield Network, Inc.*

Introduction

The Organizational Trust Survey (OTS) is built around a core of 72 behaviorally-based statements, which help reveal the level of trust an individual has for her/his peers, managers, senior leaders and the organization as a whole. These responses when integrated across all respondents provide senior leaders with a broad picture about the level of trust in their organization, and create a conversation around possible ways forward.

The report integrates summaries of the results from these statements with the demographic profile of the respondents and any verbatim comments provided by the respondents. Together these provide a comprehensive view for a leadership team.

Organizational Trust Report Results Summary

SAMPLE

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ABC

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www.triscendence.com
1. 804.363.7342 tel.

info@triscendence.com
1. 804.364.3277 fax

Dimensions of Trust

Before describing the results in the report, we provide a brief overview of the Dimensions of Trust. This is to help the reader understand the basic premise on which the survey and the report have been built.

This overview covers the assessments we make when deciding whether to extend trust, how we attend to trust and the actions we take to build, maintain and restore trust.

The Dimensions of Trust

Assessments of Trust

Trust assessments are judgments or opinions we have about another's sincerity, competence and reliability, and which determine how we will coordinate action with her/him.



An assessment of **sincerity** is our belief that others do not intend to deceive us.



An assessment of **competence** is our belief that others have the ability to do what they promised.



An assessment of **reliability** is based on the experience that others have fulfilled their promises consistently over time.

Attentiveness to Trust

This dimension deals with our readiness to engage in, and provide the opportunity for, conversations related to the current levels of trust in a relationship. It also shows our willingness to address any concerns that may arise.

Actions of Trust

This dimension includes the steps we take to build, maintain or restore trust.



We build trust appropriately with others for the sake of delivering on commitments.



Our need to **maintain** trust arises from a recognition that people and situations are always changing.



The actions we take to **rebuild** trust arise out of our willingness to acknowledge previous breakdowns of trust and restore the relationship to a former productive level.



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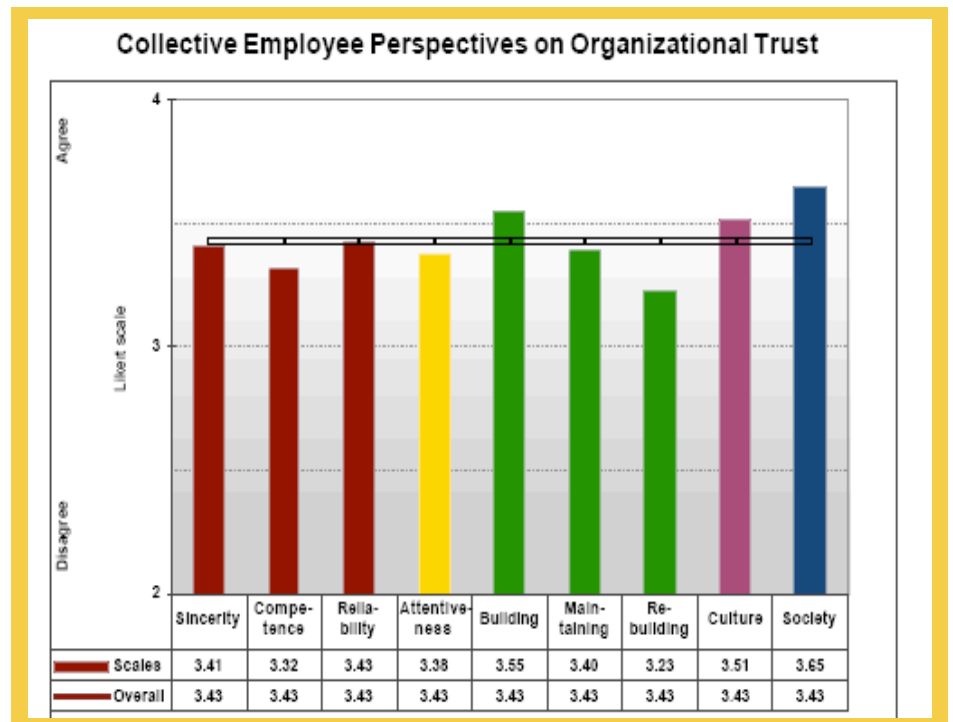
Demography

Background information about the company and the demography is summarized in text form. This includes the results of any organization-specific demography (for example job role) that may have been requested.

Summary Measures of Trust

The results of the survey are presented graphically as a summary across all respondents. The charts depict the average trust scores for each of the trust dimensions measured.

The summary provides a high level organizational view and may be supplemented (on request) with scores for different groups specified at the outset of the survey.



Through their responses, respondents provide measurements across the trust dimensions for their peers, their managers and their senior leaders.

The overall scores are broken down to provide a more detailed rating of how peers, managers and senior leaders are rated by survey respondents.

Scales	Sincerity	Competence	Reliability	Attentiveness	Building	Maintaining	Re-building
Peer items	3.37	3.56	3.43	-	3.33	3.33	3.30
Manager items	3.41	3.33	3.67	3.53	3.64	3.52	3.40
Sr. leader items	3.22	3.20	3.19	3.07	3.59	3.37	2.91



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One specific demographic grouping is formed by how respondents view themselves – i.e. as individual contributors, managers or senior leaders. The standard report includes the results broken down in this way.

Overall Trust		3.43								
Scales		Sincerity	Compe- tence	Relia- bility	Attentive- ness	Building	Main- taining	Re- building	Culture	Society
Outlook of all employees		3.41	3.32	3.43	3.38	3.55	3.40	3.23	3.51	3.65
Employee level	Individual contributor outlook	3.38	3.25	3.31	3.45	3.52	3.38	3.26	3.25	3.73
	Manager outlook	3.73	3.67	3.71	3.56	3.64	3.50	3.41	3.89	3.75
	Senior leader outlook	3.13	3.08	3.30	3.10	3.50	3.32	3.00	3.49	3.44

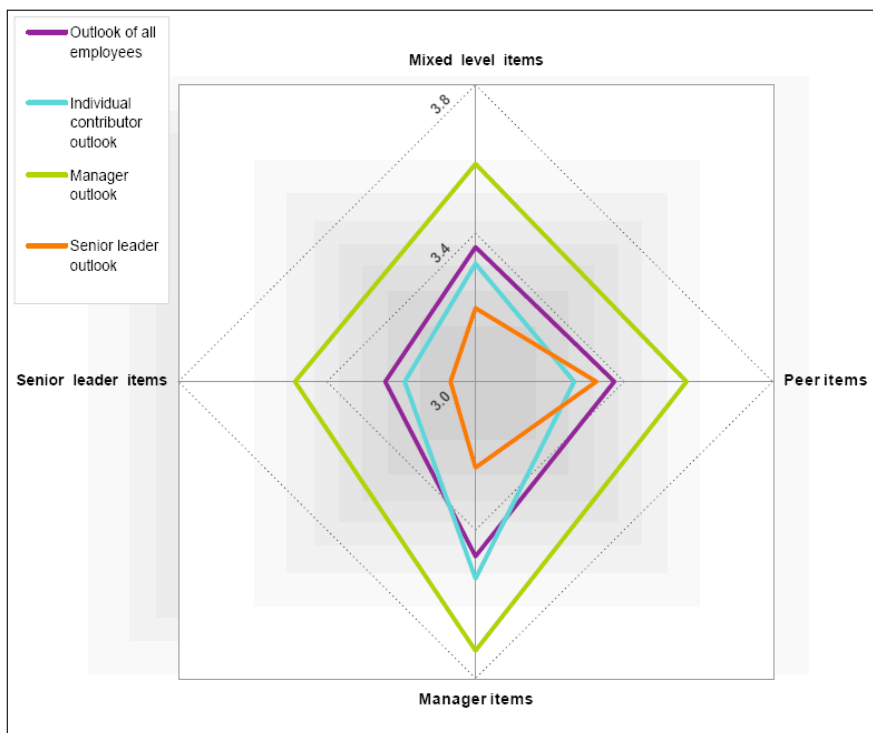
Trust scales – Copyright © 2007 Triscendence LLC. All rights reserved.
Individual contributors = 11 Managers = 8 Senior leaders = 8

Further Exploration of the Results

Many methods and approaches useful for further exploration will be suggested by the data themselves and in conversation with the client organization.

One approach, provided in the standard report, explores whether there are any systematic differences in the way respondents, who have identified themselves as individual contributors, managers or senior leaders, view their own peers, managers and senior leaders.

Bird's-Eye View of the Trustworthiness of Peers, Managers and Senior Leaders



Trust item groupings – Copyright © 2007 Triscendence LLC. All rights reserved.

Peers items: Referring to co-workers, team members you work with on a daily basis
Managers items: Referring to your direct supervisor, head of department/section that you directly report to
Senior leaders items: Referring to the people responsible for setting direction at the highest levels



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For each of the analyses, charts, diagrams and summaries, a brief explanation is provided. In addition, suggestions are made as to how to interpret the findings and to gauge their significance to the Organization.

Presenting the results from each of the OTS Statements

The report concludes with the detailed results for each of the 72 statements sorted into the different domains of trust that they represent. This allows for a more detailed exploration of which issues are driving the summary level scores presented earlier in the report.

These detailed tables (including both frequency and % scores) help the reader identify possible courses of action for the Organization or indicate additional analyses that may be useful. A couple of examples are shown here.

Example Distribution of Trust Perspectives

<i>The first row of figures for each statement reveals the number of people for that category (i.e., frequency, or f).</i>	1	2	3	4	5	Total avg.
<i>The second row of figures for each statement shows the corresponding percentage (%).</i>	Strongly disagree	Disagree	In between	Agree	Strongly agree	3.43

Distribution of Scores for Sincerity

3.41

My peers raise issues of trust with me directly.	f %	0 0.0	6 22.2	12 44.4	9 33.3	0 0.0	3.11
My manager balances my interests with that of our organization.		1 3.7	7 25.9	5 18.5	13 48.1	1 3.7	3.22
Senior leaders put the interests of our organization ahead of their own.		0 0.0	6 22.2	12 44.4	7 25.9	2 7.4	3.19

Distribution of Scores for Building Trust

3.55

My peers request action on promises that are not kept.		0 0.0	5 18.5	12 44.4	7 25.9	3 11.1	3.30
My manager lets me speak openly without negative consequences.		1 3.7	4 14.8	6 22.2	10 37.0	6 22.2	3.59
Senior leaders demonstrate an understanding of our organization's challenges.		0 0.0	1 3.7	11 40.7	10 37.0	5 18.5	3.70

The verbatim comments provided by respondents to the two open-ended questions are provided in their entirety in a separate appendix and provide additional insights, provoke discussion and create new ideas for the client Organization. Any themes observed in the verbatim responses will be included.

