

From Forest Nursery Notes, Winter 2009

**7. Building trust business essentials.** Maciver, S. National Proceedings: Forest and Conservation Nursery Associations 2007, p. 88. USDA Forest Service, Rocky Mountain Research Station, Proceedings RMRS-P-57. 2008.

# Building Trust— Business Essentials

Sandy MacIver

---

## **SANDY MACIVER**

President

KA MacIver and Associates

and

Instructor

School of Public Administration

University of Victoria, Victoria, BC

Tel: 250.472.6888

E-mail: [sandy\\_maciver@telus.net](mailto:sandy_maciver@telus.net)

MacIver S. 2008. Building trust business essentials. In: Dumroese RK, Riley LE, technical coordinators. National Proceedings: Forest and Conservation Nursery Associations—2007. Fort Collins (CO): USDA Forest Service, Rocky Mountain Research Station. Proceedings RMRS-P-57:88. Available at: [http://www.fs.fed.us/rm/pubs/rmrs\\_p057.html](http://www.fs.fed.us/rm/pubs/rmrs_p057.html)

## **ABSTRACT**

Trust is particularly vital in the leadership of organizations. Trust is built by working through joy, fear, and vulnerability, especially as it relates to trust in others and in teams. Key is learning to trust the right people in the right way in the right circumstances. In addition to proven competence and confidence in a fellow employee s or teammate s ability to get a job done, creating a trust space requires 4 people practices: being truly open; really listening; developing common passion and/or purpose; and collaboratively sharing responsibility. Continually working at those 4 practices makes it more likely that people will be honest and forthright with one another, be able to rely on one another to get a job done well, keep confidences, fulfill expected roles, and so on. The ultimate trust test is when someone takes a leap of faith with another person or with an entire team of people. Whether that leap of faith involves thoughts on how the group could improve, radical or creative ideas that would normally be withheld, feelings about progress or lack of same in a group or job, or something else, the embrace of the leap by the other person(s) is essential to achieving high-performance, bonding, and organizational success.