THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT

Trust in Leaders 2018

In collaboration with:

NORTHERN POWER WOMEN

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Please reference this report as follows:
The Institute of Leadership & Management (2019) "Trust in Leaders 2018" available from www.institutelm.com/resourceLibrary/Trust2018.html

Our Research: why now?

Since the 2008 financial crash, we have heard with increasing frequency about the importance of the trust we place in organisations, and their leaders. Events that undermine that trust seem to be common place across the private, public and third sectors; no industry is immune. Our health services are regularly affected by stories of poor trust arising from issues with lack of capacity and concerns over services (Triggle, 2013; Pymm, 2018). Our finance industry has still to rebuild trust eroded by the financial crash (Semmens, 2018) and charities have been subject to reports of serious misconduct (Cusworth, 2019).

Globalisation and the fourth industrial revolution contribute to a constantly evolving business environment producing new legislative demands and a range of new challenges that leaders now face, often forcing difficult decisions (Walker & Hayton, 2018). There are many examples of poor decision-making by leaders that have resulted in an erosion of trust between leaders and their employees. Often, where there are perceptions of reduced trust following an event or decisions, workers report low levels of trust internally in the preceding time frame. There is evidence that where managers in large organisations engage with, explore and involve staff in key decisions there is both greater trust and better outcomes, as solutions are better thought out (Nicolaides, 2018). Whereas, the exclusion of input from workers, with only managers making decisions, can lead to significant erosion of trust and lack of foresight, as was seen in the collapse of Carillion in early 2018 (Nicolaides, M., 2018). When instances of poor decision making become public, it often later emerges that there have been poor levels of internal trust.

Trust flourishes, or not, within organisations, and it is often only when this has gone badly wrong internally that it becomes public knowledge through news reports and social media. Trust is a central requirement for performance and productivity. Indeed, internal trust perceptions of workers differentiate the top and bottom performers in FTSE100 index organisations (PWC, 1999). Employee trust in leaders is closely associated with organisational and financial performance, product and service quality also increase when there are greater levels of trust. Trust erodes when employees feel unsupported, for example, through restricting paid overtime, reducing access to training associated with their role, or the reorganisation of roles, that they are unprepared for (Brown et al. 2015).

Without trust in their leaders, staff fail to deliver on their organisation's core strategy (PWC, 1999). High levels of trust in leaders increase staff commitment, reducing staff turnover, decreasing stress and increasing staff positivity to bring greater stability within the workplace (Kiffin-Petersen & Cordery, 2003; Ferres et al, 2004; Costa et al, 2001). For workplaces to be successful, trust is not a 'nice to have', but rather an essential requirement of the intrinsic culture.

The context for the Research

In 2009 The Institute of Leadership & Management undertook research to develop and validate the Index of Leadership Trust (ILT). The ILT provided sophisticated measurements to analyse six core dimensions of trust. The research was repeated during 2010 and 2011, providing a measure of the trajectory of trust in line managers and CEOs over a 3-year period. The data collected enabled us to calculate an overall trust score and a more detailed breakdown of six core dimensions of trust; ability, understanding, fairness, openness, integrity and consistency.

Previously we found that there was a moderate level of trust in organisations but there was scope for improvement; CEOs were less trusted than direct line managers (although the gap between them was closing towards 2011), and the third sector consistently outperformed the private sector, which outperformed the public sector. In 2009 and 2010 female CEOs were more trusted than male CEOs, a gap that narrowed in 2011.

With trust being a recurring issue that is ever present in the news headlines, The Institute decided to revisit this topic and undertake fresh research to provide useful insights into the current perceptions of the trustworthiness of today's organisations and their leaders. In this new research we continued to investigate the original six dimensions of trust and have added 'accessibility'

The seven dimensions of trust:

Ability: the leader's ability to do their job

Understanding: displaying knowledge and understanding of their employees' roles and responsibilities

Consistency: behaving in a reliable and predictable manner

Integrity: striving to be honest and fair in decision-making

Fairness: behaving fairly and showing concern for the welfare of employees

Openness: being receptive to ideas and opinions

Accessibility: being available to staff

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Research Highlights

We measured seven dimensions of trust, establishing a trust score out of 100. Our key findings include:

- Line managers are more trusted than CEOs
- Levels of trust in line managers has remained stable since 2011
- Levels of trust in CEOs has decreased since 2011
- CEOs perform least well in the dimension of trust that focuses on understanding the roles of their employees
- Female leaders are more trusted than male leaders, both at the level of CEO and the level of line manager
- CEOs are more trusted in smaller organisations than in larger organisations
- Line managers are most trusted in the third sector compared to line managers in private and public sectors
- Public sector employees have the lowest levels of trust in their CEOs
- Newer employees trust CEOs and line managers more than those who have been in their roles for longer periods of time
- Younger employees are more trusting than older employees
- First time managers are the most trusting of their line managers
- Senior leadership team members have greater trust in CEOs compared to other levels
- Respondents in Wales trust their line managers less than respondents in other regions of the UK

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Our Findings

Trust in CEOs and line managers

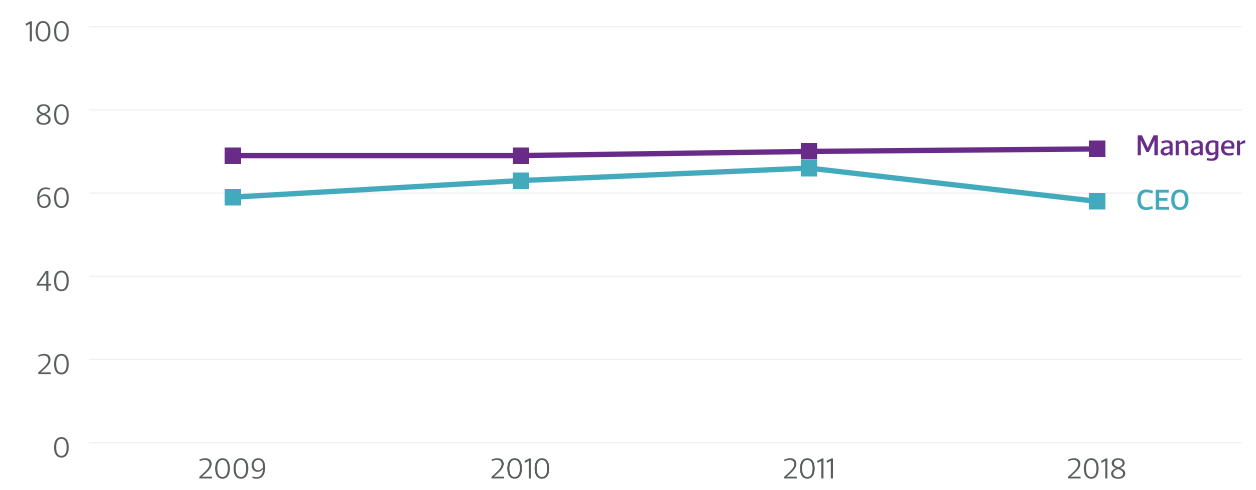
In our previous research CEOs lagged behind managers in the level of trust reported by respondents. However, our previous Trust Index research, spanning 2009, 2010 and 2011 demonstrated that by 2011 CEOs had begun to close the gap with line managers (Figure 1). In our latest research, where we measure trust through a score out of 100 that is comparable to the previous indexed score, we find that while trust in line managers remains stable (with a slight increase of 1 point), there is a large drop in the level of trust afforded CEOs. This drop has led to a 13-point gap (the largest we have seen in our trust research) in the trust score between line managers and CEOs, compared to a 6-point gap in 2011 (Figure 1).

In examining the individual dimensions of trust we find that although there is a gap between line manager and CEO performance in all dimensions, the largest gap is in understanding the role of the employees, where line managers score 75 (good) and CEOs score 48 (poor). We further find that line managers and CEOs score 74 (good) and 53 (satisfactory) for accessibility, 74 (good) and 55 (satisfactory) for openness, and 67 (good) and 53 (satisfactory) for consistency. CEOs score over 70 (good) for their ability and integrity and, although still lagging behind line managers, on the whole employees view CEOs as having strong core skills and being very principled.

LINE MANAGERS ARE MUCH MORE TRUSTED BY WORKERS THAN CEOs

CEOs earned particularly low scores on the dimensions of trust that are rely on close association or relationships with employees. It can be very challenging for CEOs, particularly in larger organisations, to have the connectivity with employees that engenders trust; to enable access in busy schedules and to have the openness to respond to challenge. It can also be difficult to have and to demonstrate an understanding of, colleagues' roles who are very far removed within a hierarchy.

Figure 1 Trust score for line managers and CEOs from research in 2009 through to 2018



TRUST IN CEOs HAS DECLINED SINCE 2011

"I am a management consultant and as such work in lots of diverse industries and operations. I specialise in delivering sustainable cultural change and as such I always try to develop and build trusting relationships with all levels of client personnel. However, many operatives openly state that they do not trust the management team and especially the GM/CEO of the company in most cases."

Male Independent Private Sector Financial Consultant

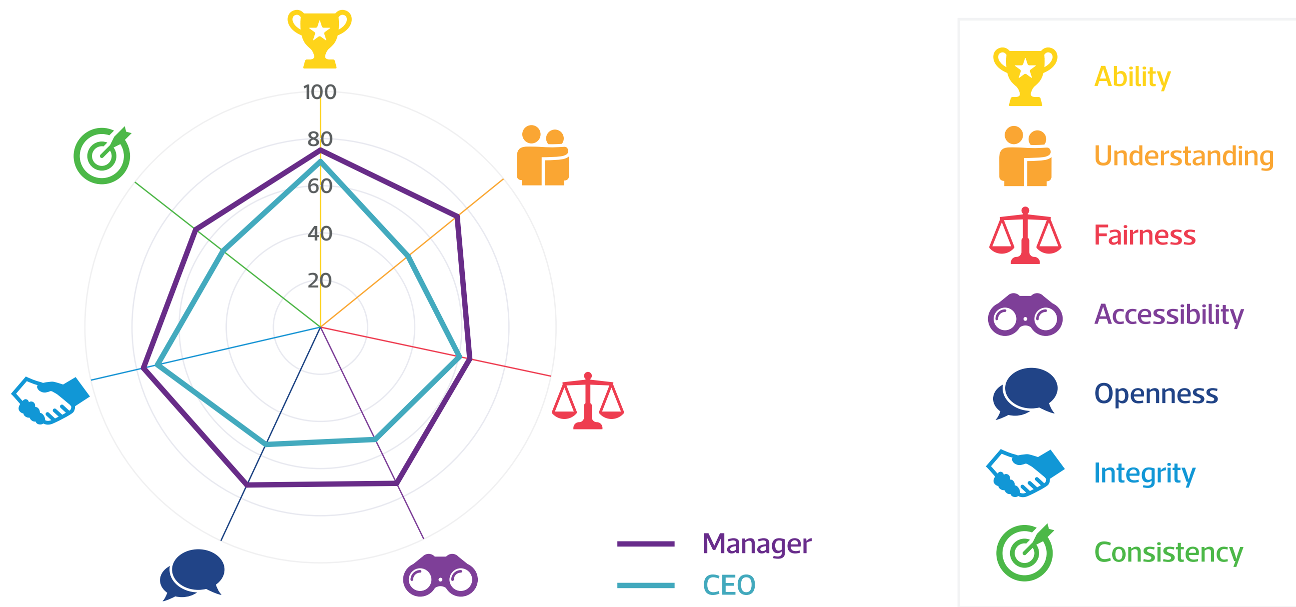
"I've found that trust is especially difficult to manage when companies are in flux, or financial difficulties. Which is exactly the time where senior management should make additional efforts to build trust across teams."

Male Senior Manager, Retail

"I enjoy working for the organisation and trust in my colleagues and peers. My line manager is probably the best I have had throughout my career. He is always available (contacts me if he is busy). I appreciate the role and the opportunities I have been given."

Male Middle Manager, Utilities

Figure 2 A comparison between the performance of CEOs and managers against the seven dimensions of trust



Differences in trust between men and women in positions of seniority

There is a small, but relevant, difference between trust in people of different genders in positions of authority. Overall trust in male and female CEOs is currently at 59 and 61 respectively and in managers 71 and 73. The largest gaps are in openness and accessibility (Figure 3 and 4).

In the first trust index research in 2009, men in CEO and line management positions showed a deficit compared to their female counterparts. However, in 2011 this gap had narrowed, and male and female CEOs were equally ranked with a trust score of 66 (The Institute of Leadership and Management, 2011). In 2018 we found men are falling slightly behind women and being less trusted in senior positions. Both male and female CEOs have weaker performance in the same trust dimensions; understanding the roles of their staff, accessibility, openness and consistency (Figure 3). We see that male and female line managers also have similar strengths and weaknesses (Figure 4), with consistency being very similar for both genders, falling just within adequate range (53.5 men and 53.6 for women).

WOMEN ARE MORE TRUSTED THAN MEN

> "Our CEO is an honest and enterprising lady with clear knowledge in her attempt to steer the organisation forward."
>
> Male Senior Manager, Education

> "It is very cliquey and male-dominated."
>
> Female First Time Manager, Public Sector

Figure 3 Trust score for male and female CEOs

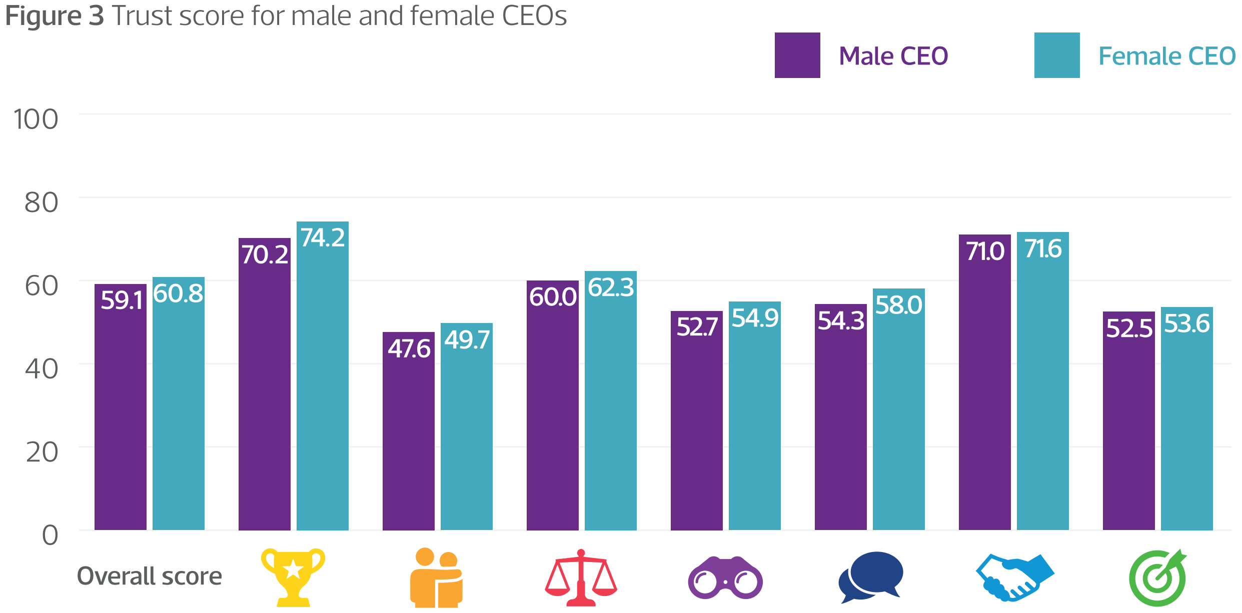
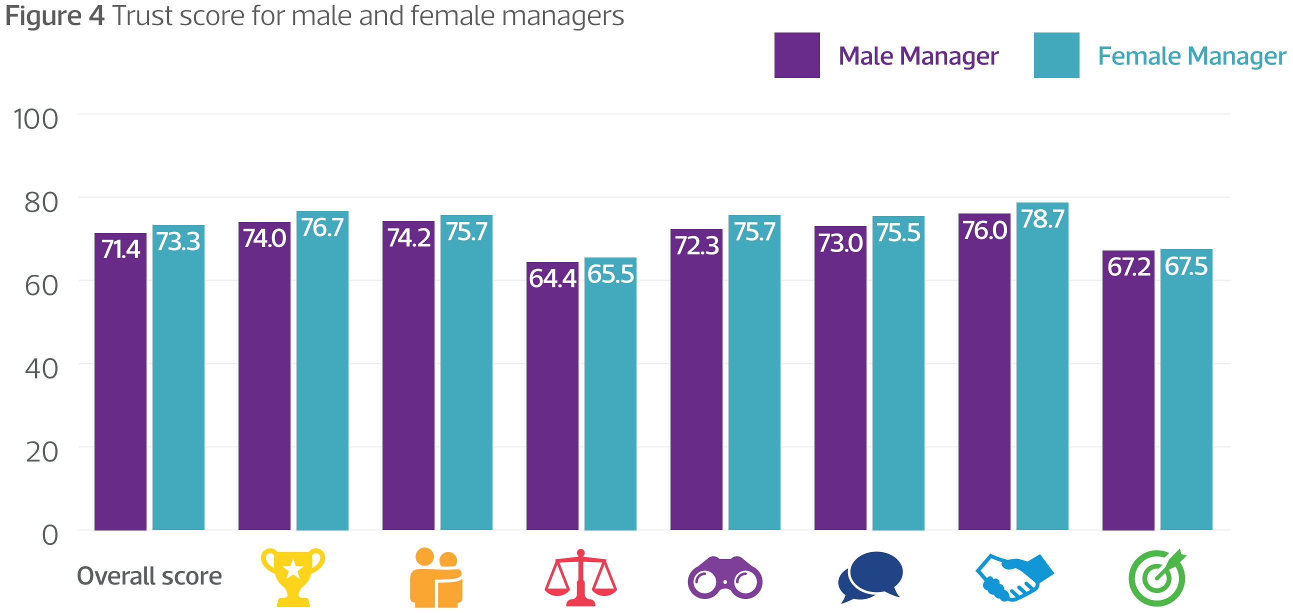


Figure 4 Trust score for male and female managers



The impact of organisation size on trust

As noted above, when it comes to trust, line managers consistently outperform CEOs. This performance gap increases as organisations get larger (Figure 5); it is likely this is perpetuated by the distance of the employee from CEO both through their function and within the organisational hierarchy.

When we drill into the dimensions of trust we can see that there are only small differences between performance across each of the seven dimensions of trust for line managers, with slightly weaker performance for consistency and fairness (Figure 6). However, when we examine performance in each of the dimensions for CEOs, we observe a clear pattern of increasing deficits within the dimensions as organisations increase in size. This pattern is particularly emphasised in the dimensions of openness, accessibility, understanding and consistency (Figure 7). These are core challenges for CEOs, particularly in organisations over 500 people.

Understanding of employees' roles is a reported trust score of under 50 (poor) in organisations of 500-999 employees (trust score = 47) and even lower in organisations of over 1000 employees (trust score= 41). In organisations of over 1000 people we also see trust scores are poor for CEOs' accessibility (score=47), consistency (score =47) and openness (score = 49) (Figure 7). However, although CEOs in smaller organisations are more trusted than those in larger organisations, even those CEOs in smaller organisations are not achieving the levels of trust inspired by line managers.

TRUST IN CEOs DECREASES AS ORGANISATION SIZE INCREASES

"What's most important within my workplace is trust, honesty and care. My organisation upholds and take these seriously."

Female Senior Manager, Private Sector, Health (organisation size <50)

"Trust within the immediate team is strong, it becomes more diluted through the wider organisation."

Female Team Leader, Public Sector, Education (organisation size >1000)

"Working for an extremely large organisation makes trust difficult when you don't always know the people you are working with on any given project."

Female Senior Manager, Third Sector, Education (organisation size >1000)

Figure 5 Trust score for line managers and CEOs

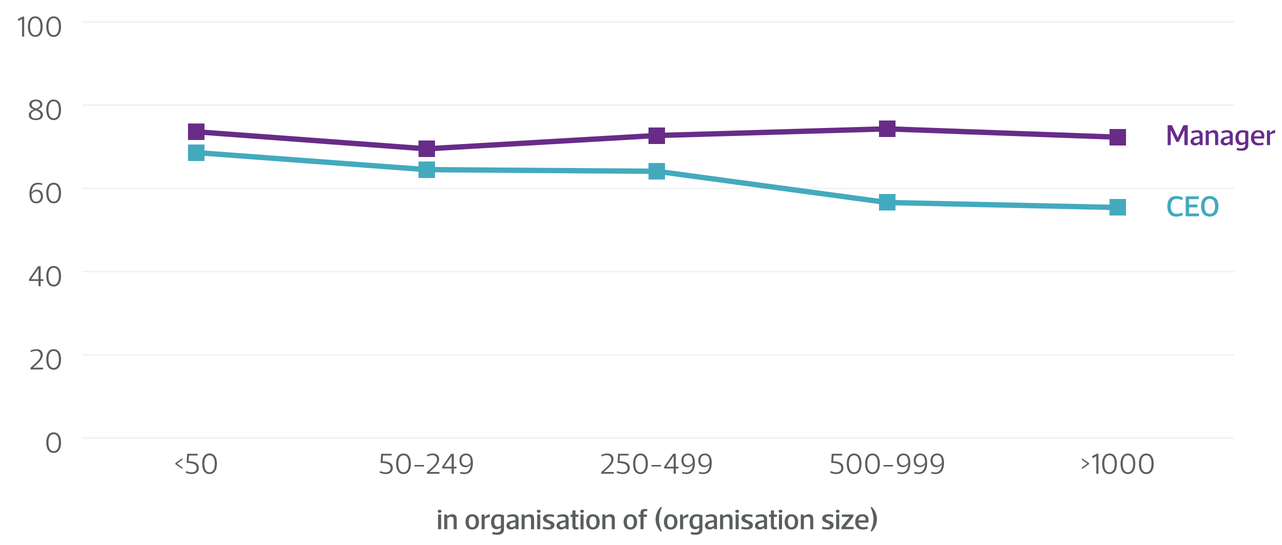


Figure 6 The impact of organisational size on trust in the line manager (scoring out of 100)

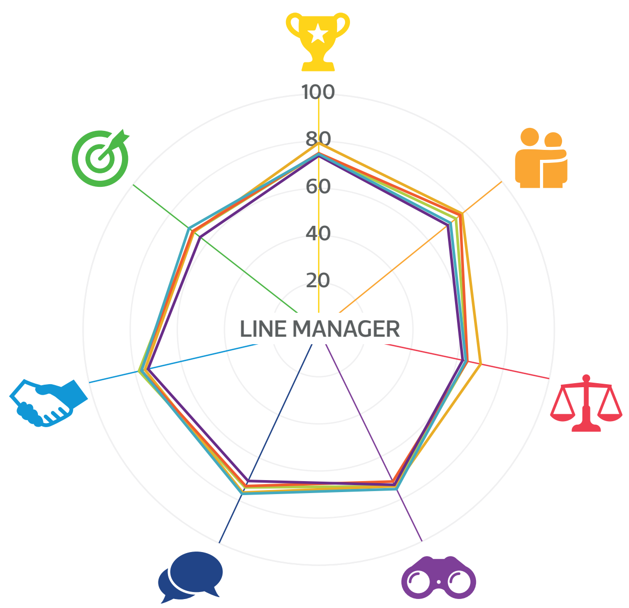
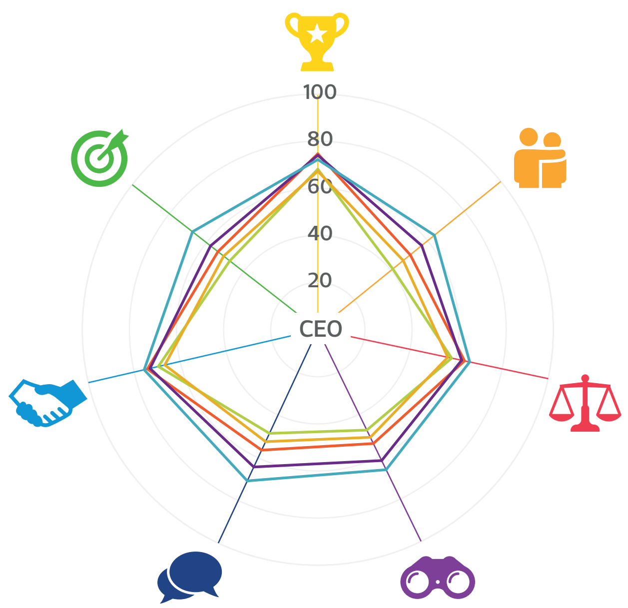


Figure 7 The impact of organisational size on trust in the CEO (scoring out of 100)



in organisation of (organisation size):

>1000 500-999 250-499 50-249 <50

The relationship between sector and trust in line managers and CEOs

We find that public sector CEOs are least trusted (trust score 57) and private sector CEOs are most trusted (trust score 61.2), closely followed by third sector CEOs (trust score 60.7). Although the difference is relatively small, the 4-point difference is still significant.

Third sector line managers are the highest rated (trust score 76.5), followed by public (trust score 73.1) and private sector (trust score 69.7).

In all three sectors trust has dropped in CEOs, the third sector has experienced the greatest drop in trust since 2011, from a score of 69 to 60.7 (8-point decrease) and are now very slightly out performed by private sector CEOs. Although private sector CEOs are now top ranked for organisational trust, they have experienced a 4-point decrease in their trust score since 2011, dropping from 65 to 61. Public sector CEOs have dropped from 62.5 to 57 (a 5-point decrease) since 2011.

THIRD SECTOR LINE MANAGERS ARE THE MOST TRUSTED

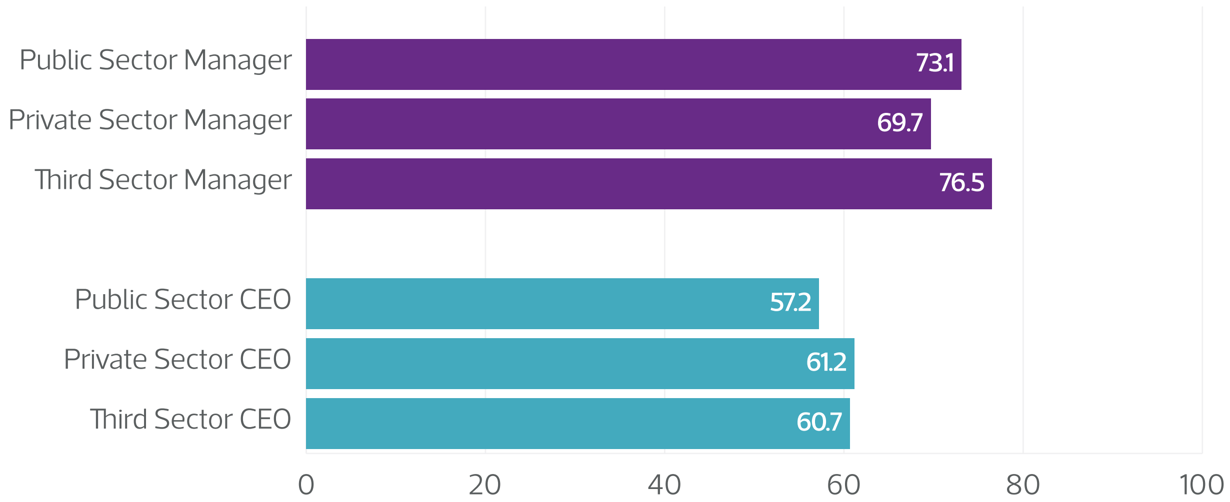
TRUST IN CEOs IS LOWEST WITHIN THE PUBLIC SECTOR

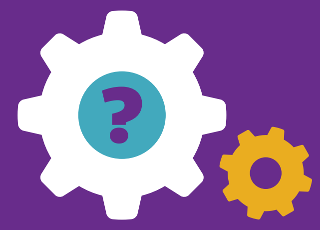
It is notable that the public sector now scores marginally within the adequate range. It is difficult to extrapolate whether the decrease in trust is due to internal factors associated with the conduct of the CEOs or more affected by external events. Many of the respondents discussed change and the impact of change, which could be leading to decreased stability and related decreased trust in CEOs.

Looking within the dimensions, we find that there is a bigger gap in "consistency" scores given to line managers within third sector (76, good), scoring 11 more than private (65, adequate) and 9 more than public (67, adequate) than there is between the other dimensions. We also find larger gaps in the dimensions of fairness and openness (8 and 9 points between the top and bottom respectively) than we observe within the other dimensions (Figure 9). Despite the 9-point difference between sectors on openness, all sectors score above 70 (this would be considered good performance) so line managers can be pleased with their performance.

CEOs scored higher on the dimensions of trust of integrity and ability in third sector (73 and 72, good), private sector (71 and 73, good) and public sector (70, good and 68, adequate). CEOs are least trusted in the dimension of understanding employees' roles; this is reported as poor in the public sector where they score 44, dropping from a previous score of 55 in 2011. CEOs in the third sector are also reported as poor at understanding employees' roles with a score of 49, dropping from a previous score of 68; a large 19-point decrease. CEOs in all sectors have much work to do on understanding, accessibility, openness and consistency (Figure 10).

Figure 8 Trust score in line managers and CEOs within public, private and third sector organisations (scores out of 100)





CEOs IN THIRD AND PUBLIC SECTOR PERFORM POORLY WHEN IT COMES TO UNDERSTANDING EMPLOYEES' ROLES

> "The trust is low as we are going through a lot of changes. The communication is improving but is still not where it needs to be and thus people assume or make judgements which are not always based on facts."
>
> Male Employee, Public Sector

> "This is a large, complex organisation but our objectives are clear. What is less apparent at times is why a bullying approach is mistaken as being a strong leadership skill."
>
> Female Middle Manager, Public Sector

> "[about trust] There is none. Every sentence that is written is scrutinised and any suggestion of change, growth or moving with the times is met with a strong sense of tradition and keeping everything the same."
>
> Male Senior Manager, Private Sector, Legal Services

Figure 9 Scoring of the dimensions of trust in line managers within public, private and third sector organisations (scores out of 100)

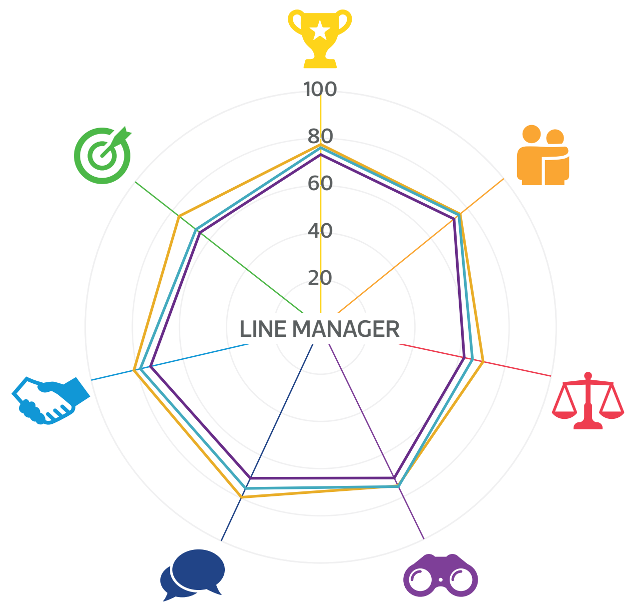
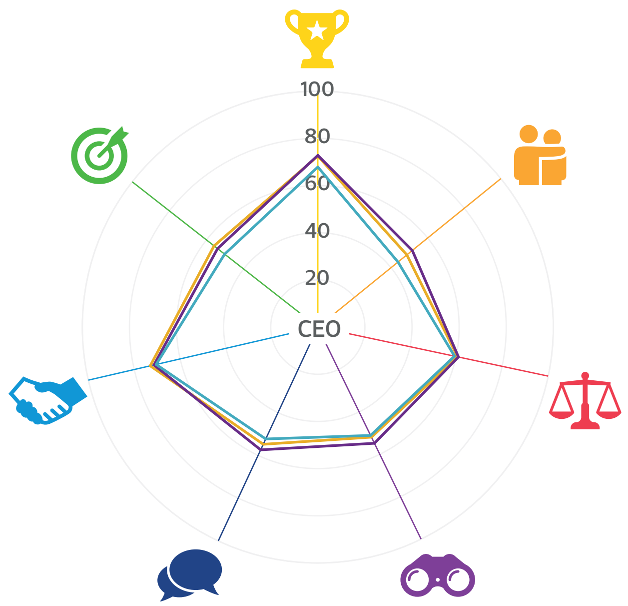


Figure 10 Scoring of the dimensions of trust in CEOs within public, private and third sector organisations (scores out of 100)



Public Sector Private Sector Third Sector

Trust in different industries

Once again, we find CEOs are consistently outperformed by line managers in all industries examined*. In the industries where we were able to make comparisons we found that CEOs in financial related industries are the most trusted by their employees (with a trust score of 62, adequate). This may be reassuring given the financial service and banking crisis of 2008, yet their score remains only adequate. Health service CEOs come in a close second (with a trust score of 61, adequate).

Local and national government CEOs are the least trusted (with a trust score of 55, adequate). The next least trusted CEOs and the least trusted line managers are in engineering and manufacturing (scoring 57 and 68 respectively, adequate), closely followed by education (scoring 58, adequate, and 70, good), and government CEOs only adequate scoring 55.

Interestingly, although local and national government have the least trusted CEOs, they have the most trusted line managers (with a trust score of 74, good). Line managers in health and financial service related industries are also rated good on trust, with scores of 73 and 72.5 respectively. Line managers in engineering and education fare slightly worse, graded as adequate with scores of 67.5 and 69.5 respectively.

THE MOST TRUSTED CEOs WORK IN FINANCIAL SERVICE RELATED INDUSTRIES

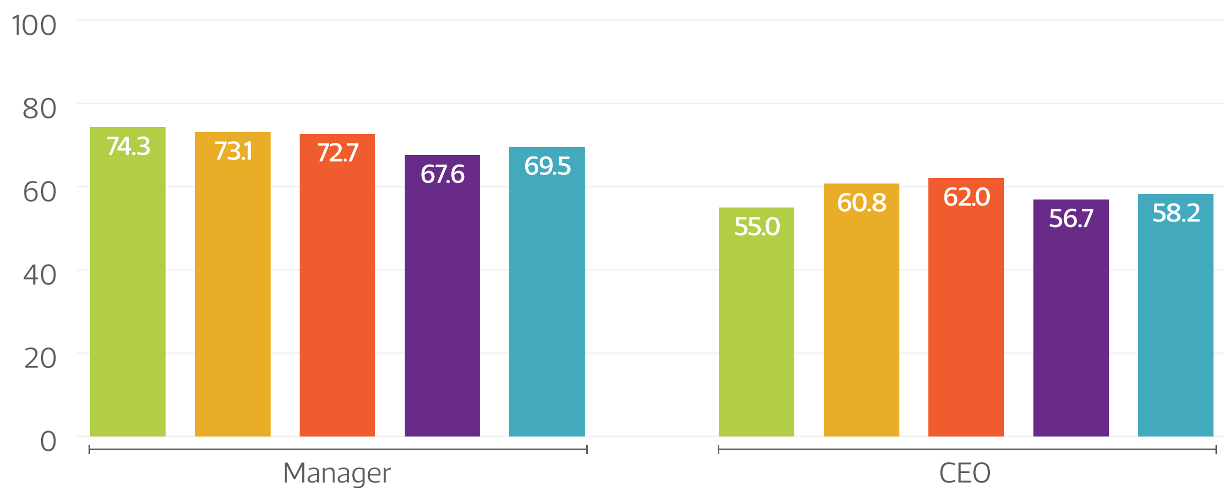
LOCAL/NATIONAL GOVERNMENT CEOs ARE THE LEAST TRUSTED

Comparisons with the previous trust index research reveal that the ratings for CEOs in education and local/national government organisations with over 1000 employees have dropped. Trust ratings for CEOs in local/national government with over 1000 employees have dropped by 3 points on the scale, from 57 to 54, in the education sector organisations with over 1000 employees see a 5-point drop from 55 to 50. However, there are improvements in the performance of CEOs in organisations of over 1000 employees in the health industry, which has increased from a trust score of 52 to a trust score of 58. CEOs in education and local/national government organisations face significant challenges in building trust with their employees and are close to levels that are considered poor by their employees.

> "We are very fortunate in that Trust is one of our values and we pay close attention to these. We have a culture of honesty and empowerment which really helps trust to thrive."
>
> Female Middle Manager, Private Sector, Health

> I try to live by my principles, but this becomes increasingly difficult when faced with open deception."
>
> Employee, Engineering/Manufacturing Industry

Figure 11 Trust score in line managers and CEOs within different industries (scores out of 100)



Local/National Government/Public Sector | Health | Financial Services/Banking/Insurance | Engineering/Manufacturing | Education

Figure 12 Scoring of the dimensions of trust in line managers within different industries (scores out of 100)

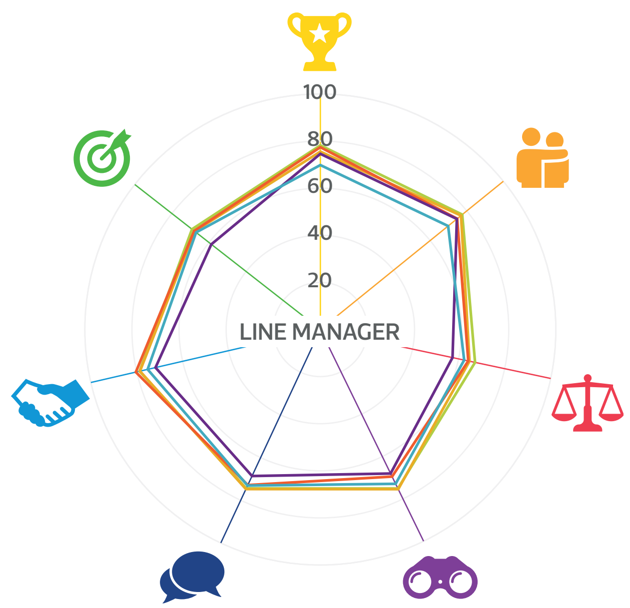
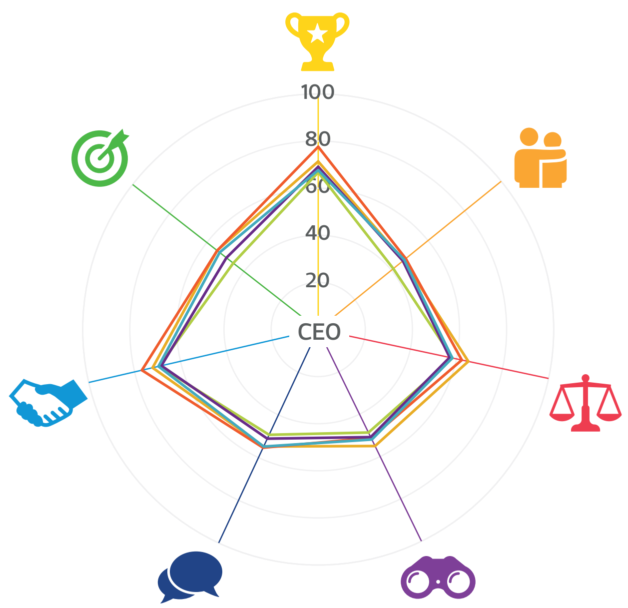


Figure 13 Scoring of the dimensions of trust in CEOs within different industries (scores out of 100)



Local/National Government/Public Sector | Health | Financial Services/Banking/Insurance | Engineering/Manufacturing | Education

*Only industries with sufficient representation are included in this element of the analysis

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The impact of 'time in post' on trust

The highest levels of trust in both line managers and CEOs came from employees who had been in post for less than one year, with trust scores of 75 and 56.4 respectively. As tenure increases and individuals spend more time in an organisation there is a steady decrease in trust, resulting in a 5-point gap in trust in line managers and a 9-point gap in trust in CEOS, between the newest and longest in post (Figure 14). This is particularly interesting as there were many respondents who repeated the importance of building trust over time within the workplace, which we do not seem to find in practice. There are many possible reasons for this and perhaps longer exposure to an organisation brings greater clarity about internal issues.

EMPLOYEES WHO HAVE BEEN IN POST FOR SHORTER PERIODS OF TIME TRUST LINE MANAGERS AND CEOs MORE

Figure 14 Respondents' length of time in organisation and how they score their line manager and CEO on trust

YOUNGER EMPLOYEES ARE MORE TRUSTING THAN OLDER EMPLOYEES

OLDER EMPLOYEES FEEL THEY ARE MORE TRUSTED

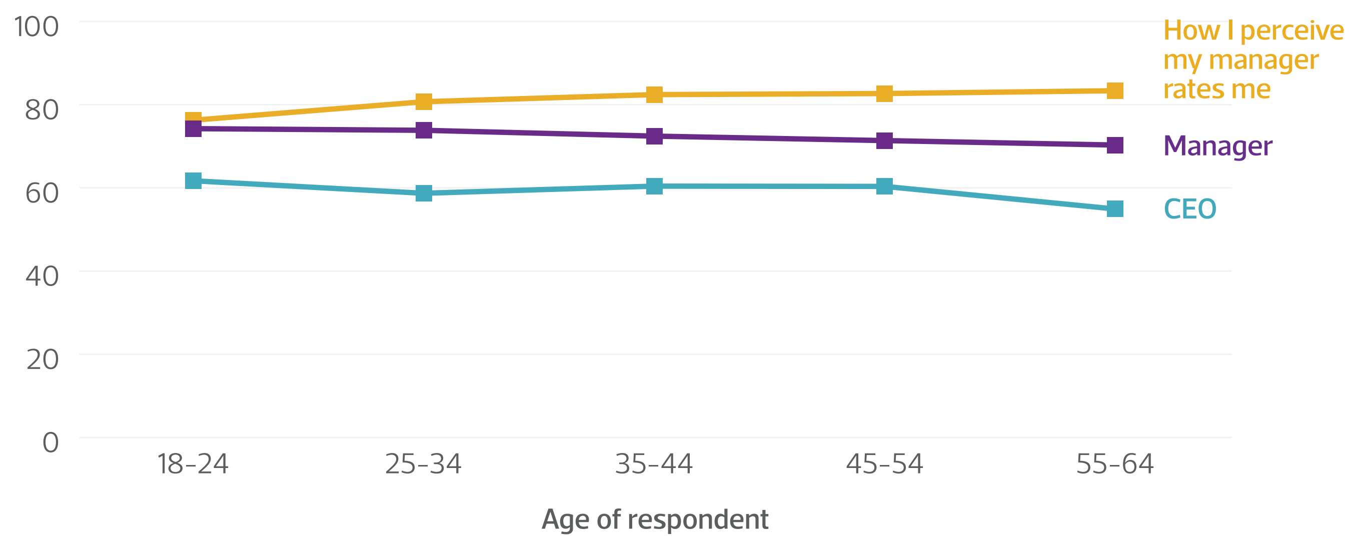
> "It is a very difficult operating environment. The CEO equivalent is a very difficult person to work with and good people regularly leave and are very difficult to replace."
>
> Male Employee, Public Sector, Education

The impact of age on trust

As respondents get older their level of trust in line managers decreases steadily*, from a score of 74, given by 18-24-year olds, to a score of 70, given by 55-64-year olds (Figure 15). We find a similar trend in trust in CEOs, with trust scores dropping from 62, given by 18-24-year olds, to 55, given by 55-64-year olds. The data suggests that either people get more discerning, or more cynical, with age.

In our research we also captured participants' perceptions of how much their managers trusted them. Across the board, respondents rated themselves as being more highly trusted by their line managers, than they rated their own line managers. However, it is interesting to note that as respondents age, they deem themselves more trusted than their younger counterparts, perhaps reflecting greater levels of confidence in the more mature and more experienced members of the work force (Figure 15).

Figure 15 The impact of age on level of trust in CEOs, managers and how much people feel they are trusted



*We also collected data on 65-74 year olds and 75 and over, however numbers were insufficient for inclusion within this analysis

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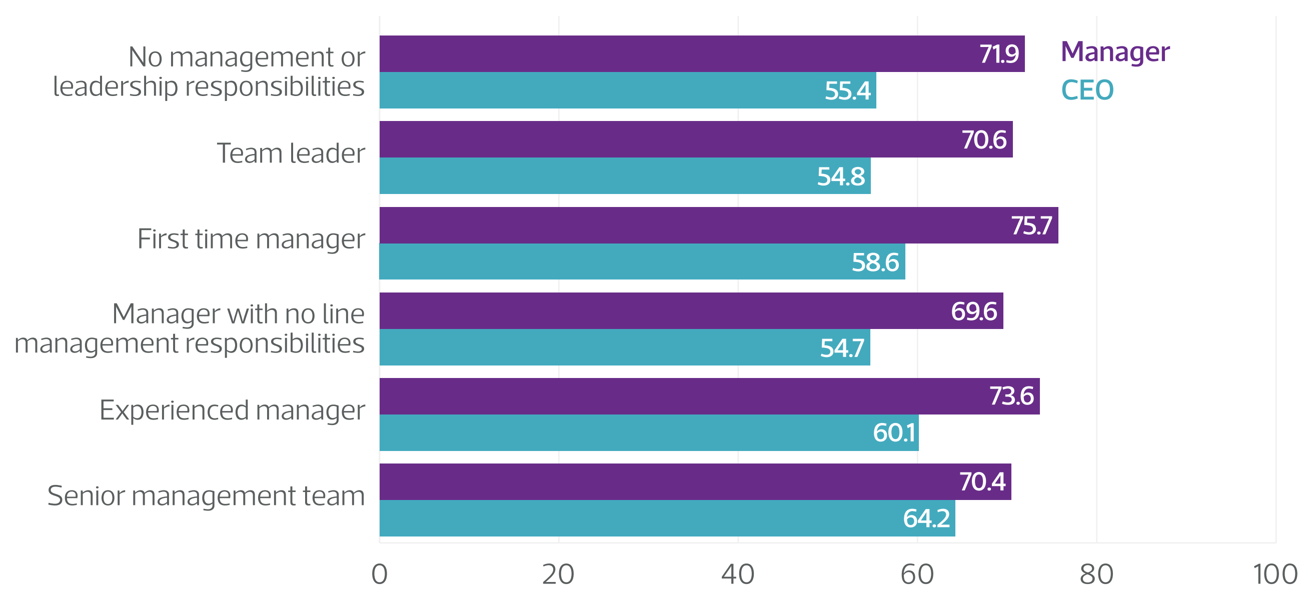
The impact of position in organisational hierarchy on trust

First time managers are more trusting of line managers than any other group within the organisational hierarchy*, giving line managers a trust score of 75.7 (good). One might speculate that this reflects the support that first time managers are given a greater level of support as they transition into their role. The lowest trust scores given to line managers was 69.6 (adequate) by managers with no line management responsibilities. The other groupings all scored line managers with a grading of good (over 70), as seen in Figure 16.

FIRST TIME MANAGERS ARE THE MOST TRUSTING OF LINE MANAGERS, MANAGERS WITH NO LINE MANAGEMENT RESPONSIBILITIES ARE THE LEAST TRUSTING OF LINE MANAGERS

In contrast, CEOs are most trusted by those in senior management teams, who give CEOs a trust score of 64 (Figure 16). There is a 10-point drop to the lowest scoring respondents, managers with no line management responsibilities, who give CEOs a trust score of 54.6; team leaders and staff with no line management responsibilities also score CEOs low giving them trust scores of 54.8 and 55.4 respectively. Here we see evidence that the further removed staff are from the CEO within the hierarchy, the less the CEO is trusted; this confirms the earlier findings which highlighted the correlation between increasing organisational size and less trust in CEOs because they are less connected to the workforce. It is noteworthy that although senior leaders rate their CEOs highest on trust, the CEO trust score is still only 64 (in the adequate range) by those who work in closest association with CEOs.

Figure 16 Trust in line managers and CEOs from employees in different tiers of an organisation hierarchy



*Note that there were insufficient numbers of respondents within the following categories for inclusion in the analysis; graduate trainees, people in their first job, CEOs, gig workers and interim workers

MEMBERS OF SENIOR MANAGEMENT TEAMS TRUST CEOs THE MOST

"There is no trust in my organisation. Complete lack of trust at the moment because of the environment senior management has created."

Female Manager, Public Sector, Education

"Trust is earnt. If you lead by example the rest will follow."

Female Middle Manager, Private Sector, Catering

"It is easier to build trust with people whom you deal with on a daily basis, I have never met my CEO for example, so I don't know whether they are trustworthy or not, but I'd like to think that they are!"

Female Team Leader, Public Sector

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Trust differs in different parts of the UK

We found some regional differences in levels of trust within organisations in different parts of the UK. There was a 10-point difference in trust scores given to line managers and a 5-point difference in trust scores given to CEOs.

People in south west England had the greatest levels of trust in both their line managers (a trust score of 77) and CEOs (a trust score of 62). While those in Wales rated their line managers at the lowest levels (a trust score of 68) and their CEOs in the higher range (a trust score of 61). The least trusted CEOs are in north west England and east England, where CEOs are given a trust score of 57.

Line managers in Wales are rated as the least trusted while those in the SW of England achieved the highest scores.

CEOs in the south west of England are rated better on trust than CEOs elsewhere in the UK, however their score is only adequate at 62 leaving significant room for improvement. CEOs in the north west and east of England have the greatest work to do in order to become more trusted within their organisations.

EMPLOYEES IN WALES ARE LEAST TRUSTING OF THEIR LINE MANAGERS

THOSE IN THE NORTH WEST OF ENGLAND TRUST THEIR CEOs LEAST

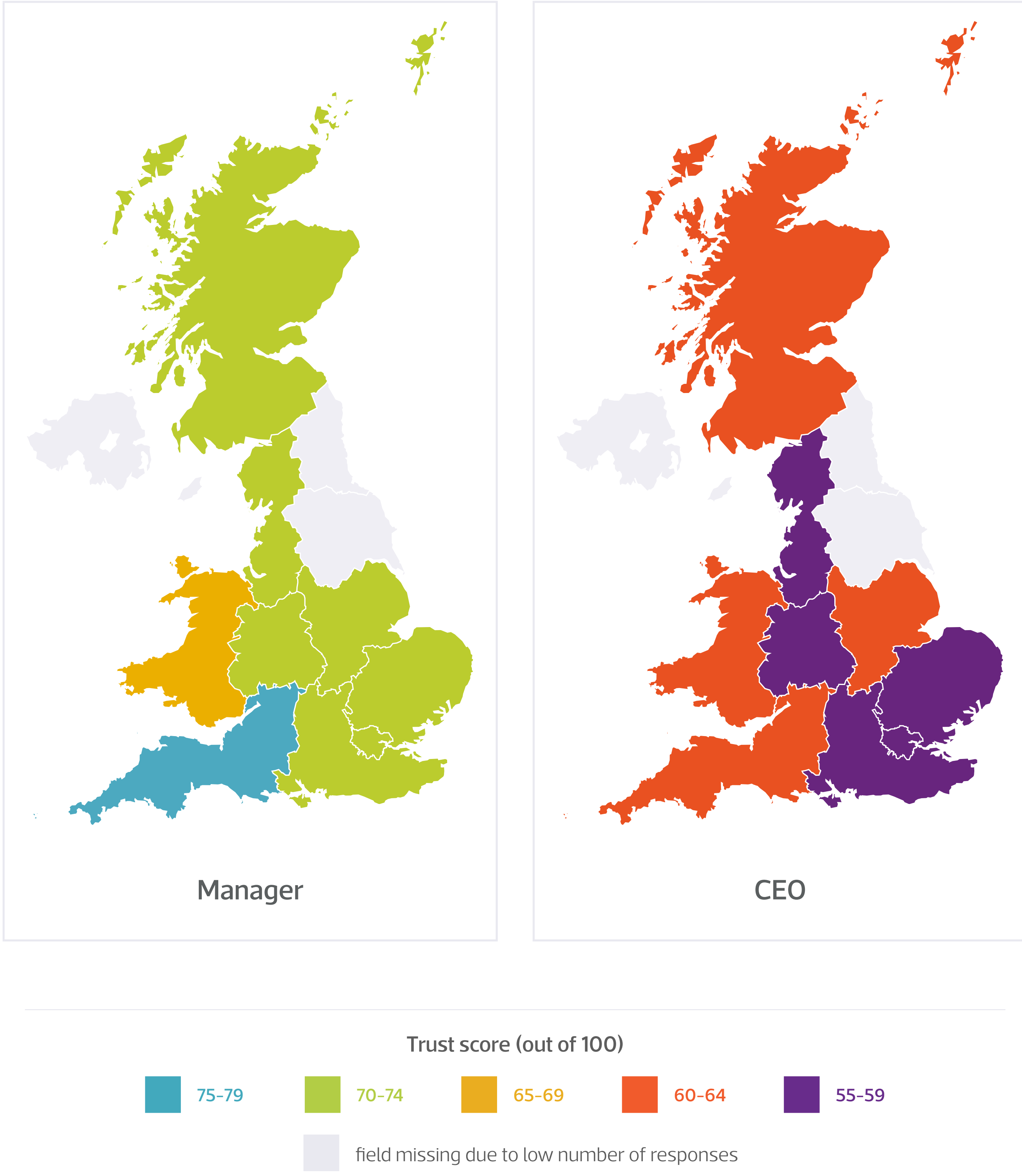
"EMT and SMT have clear objectives that they are not sharing with the rest of the organisation. They have made decisions which are now not working out, but they are not recognising this to deal with the proposed risk."

Female First Time Manager, Public Sector, East England

"Lack of trust in and from management infects the whole team, making it more difficult to rely on one another. In some cases this appears to be a deliberate strategy of line managers… deliberately pitting the team they manage against one another, in the hope their own inefficiencies are masked by this."

Female First Time Manager, Private Sector Education, NW England

Figure 17 Geographical differences in how much people trust their line manager and CEOs within the UK



Conclusions

Employees report that they trust their CEOs considerably less than they did seven years ago (The Institute of Leadership and Management, 2011), but trust in line managers has improved slightly. The decreased levels of trust, risk reduced productivity, staff focus and higher turnover of staff (Brown, 2015; PWC, 1999).

Effective leadership is reliant on trust at all levels. We found the largest gaps in trust of CEOs in those who are furthest removed from CEOs within the hierarchy; this is particularly reflected in larger organisations where it is more challenging to feel a personal connection with the CEO. Staff who work more closely with CEOs also rate CEOs more highly on trust.

Age and time-in-post correlates with trust; younger employees have higher levels of trust. Despite many of our respondents reporting that it takes time to build trust, those who have been in their positions for the least amount of time have the greatest levels of trust in their managers and CEOs.

We found differences in levels of trust regionally throughout the UK, with people in Wales being the least trusting of their line managers, but among the most trusting of CEOs. Respondents in the south west of England reported the highest levels of trust in both their managers and CEOs.

Within the specific dimensions of trust we find that where CEOs score lowest are most on understanding, suggesting that they are poor at understanding the roles of their staff; a score that has deteriorated since 2011. Understanding is closely followed by consistency, accessibility and openness; CEOs' scores in these dimensions fall just into the adequate range (Figure 2).

CEOs are rated highly for integrity and ability with scores in the 70s. The score drops to 60 for fairness.

Female CEOs outperform male CEOs with the biggest reported gaps in their ability and their openness; this gap had begun to close but has since widened.

"If you had asked me only three or four months ago the very same questions in this survey, my answers would have been somewhat different. A big downturn in profits for the company has put my role at risk and the open and honest ways in which I was previously engaging with those colleagues has now become quite cold and led me to perceive their conversations with a little doubt and non-belief. Trust is a fickle thing and can be driven and maintained by many inputs.."

Male, Independent Consultant,
Private Sector, Engineering

Recommendations

As one of our respondents commented "Trust is a fickle thing and can be driven and maintained by many inputs."

Ask them

We are often told that employees suffer from survey fatigue, especially when it comes to engagement surveys, but if you want to raise levels of trust in the organisation ask people what that might look like. What are the sorts of actions that managers need to take to be more trusted.

Safeguard the future

Leaders and managers at every level need to create an environment where they trusted to make the right decisions. In these somewhat turbulent geopolitical times building greater levels of trust offers a greater sense of confidence that, whatever the impact of external events, there is a willingness to face them together.

Work at relationships

The lack of understanding on the part of CEOs of the contributions individuals make, whilst understandable, obviously causes concern. There is no substitute for being interested in what people do, asking them and listening to the responses. Trust is relational and, as with any other, effort needs to be put into that relationship.

A united front

Although female managers overall scored slightly higher than their male counterparts, all face similar challenges in building trust. An honest analysis of the gender composition of senior teams, an articulated and clearly shared commitment to action would help improve levels of trust for all senior managers.

Appreciate the demands of line management

Line managers are more trusted across all the dimensions of trust. This undoubtedly takes effort and is a work in progress. Individuals in line management positions need to persist in working on their relationships, engaging with and supporting their staff .

Don't forget the long servers

As with new customers, it's often the 'new' that gets the attention; there is often a focus on connecting with the newest employees through induction programmes and on-boarding activities. Consider how this level of interest and engagement can be extended to longer standing employees.

Development for everyone

Although cynicism seems to increase with age, longer working lives mean that more effort is needed to engage and involve older employees who demonstrate declining levels of trust. This group are often denied training and development opportunities but in making such opportunities available could revitalise the relationship.

Please reference this report as follows:
The Institute of Leadership & Management (2019) "Trust in Leaders 2018" available from www.institutelm.com/resourceLibrary/Trust2018.html

Methodology

The Institute of Leadership and Management surveyed 834 members in November 2018.

The trust score metric is based on a substantial body of academic research into the factors that determine leadership trust; the questions were drawn from the dimensions of trust developed for The Institute's previous work "The Index of Leadership Trust" (The Institute of Leadership & Management, 2011). Changes in the overall trust score and in each dimension score demonstrate real trends, the seven dimensions captured are:

- **Ability:** the leader's ability to do their job
- **Understanding:** displaying knowledge and understanding of their employees' roles and responsibilities
- **Fairness:** behaving fairly and showing concern for the welfare of employees
- **Accessibility:** being available to staff
- **Openness:** being receptive to ideas and opinions
- **Integrity:** striving to be honest and fair in decision-making
- **Consistency:** behaving in a reliable and predictable manner

Participants ranked the seven dimensions from 1-10, the data was then calculated to give a score out of 100 for each dimension; calculating the scores on a range of 0-100, in order for the scores to be comparable to the index of leadership trust research (The Institute of Leadership & Management, 2011).

Respondents were also given the opportunity to provide free text responses reflecting on trust in their workplace, representative quotes are included. The survey collected demographic data enabling comparative data analysis.

The survey was conducted in line with the Market Research Society (MRS) Code of Conduct. All responses were anonymous, but respondents were asked if they would be willing to be contacted for PR purposes and were incentivised to participate.

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