Built on Trust

By Arky Ciancutti M.D., Thomas L. Steding Ph.D.

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Praise for Built on Trust "*Built on Trust* is a gem . . . a powerful and distinct contribution because it integrates our highest human aspirations with organizational and management effectiveness. . . . Every lesson learned here will last and inform a lifetime." -- Paul Hawken, founder, Smith & Hawken, and author of *Growing a Business and Ecology of Commerce* "The timing for *Built on Trust* is perfect. Just as the Net is transforming virtually every aspect of business and personal life, it is also fundamentally redefining the notions of trust and loyalty. As the authors suggest: We're just at the beginning of an incredible revolution, and there isn't a moment to waste!" -- Eric Schmidt, CEO, Novell, Inc. "The principles of trust and commitment have become part of the very framework that makes Women.com the company we are today. We talk openly with each other about issues and risks that we all face. The result is an open, decentralized organization where people support each other through an incredible bond of camaraderie and friendship. The Trust Model works and belongs in every modern organization and system." -- Marleen McDaniel, chairperson and CEO, Women.com "*Built on Trust* is a PhD in getting fellow humans to cooperate instead of fight in order to get what every organization wants: success. I've used their methods in five of my companies to happy results." -- Dan Lynch, founder, Interop, Lynch Enterprises "Uplifting, yet hard-headed. Practical advice for creating high performance organizations." -- Michael Rothschild, president and CEO, Maxager Technology, Inc., and author of *Bionomics* "If you want to improve the speed and quality of execution in your company, read *Built on Trust*. The winners in today's business world will be the ones who can execute superior business strategies better and faster . . . a surefire process for doing exactly that. Use it or lose." -- Dan Thomas, president, Focus, and author of *Business Sense*

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Editorial Review

Amazon.com Review
Long before "values" and "character" became the dominant themes in presidential politics, a handful of business leaders discovered that ultimate success or failure was largely determined by the way they treated their stakeholders. In *Built on Trust*, Silicon Valley consultants Arthur Ciancutti and Thomas Steding contend that conscious creation of a true values-based enterprise--stemming directly from an open and honest environment of mutual trust--will produce the kind of effective and enduring competitive advantage that popular "management programs du jour" never could. With the help of two fictional companies that employ different operational philosophies, the authors show exactly how such an approach might work and how it can be put into place appropriately in various corporate settings. The centerpiece of their plan is the flexible Trust Model, which addresses both individual and organizational needs. Ciancutti and Steding detail its implementation from creation to buy-in and maintenance. They also include specific objectives and helpful tools, including a self-assessment questionnaire along with step-by-step directions. This easily absorbed book fully describes the formulation of a program that can realistically reflect the beliefs and needs of an organization. It also shows that the organization can continue to meet the program's individualized guidelines over the long haul. *--Howard Rothman*

From the Back Cover
"Authentic trust can transform the work experience . . . and give you a competitive advantage you couldn't get any other way." -- From the Introduction to *Built on Trust* Imagine arriving at work tomorrow morning and discovering that your employees have stopped gossiping and started speaking up about their ideas and concerns, completing tasks on time, and conducting productive meetings. Sound like a dream? This is the reality at leadership organizations around the world. When people trust one another, the negative energy generated by their fear, frustration, and suspicion turns into a positive force for innovation, growth, and change. The authors of *Built on Trust* invite you to start building your culture of trust today based on their simple, time-tested Trust Model. Results will follow quickly. The authors have discovered that people are willing to trust once explicit guidelines are in place. If the Trust Model is followed faithfully, your organization will become more innovative and self-starting. Your rewards are:

- Greater efficiency self-regulation
- Inspired performance from loyal teams
- Increased capacity for a wide range of ideas
- Deeper meaning and stronger relationships
- Enduring competitive advantage

Built on Trust helps you wade through muck, the frustration and anxiety that are part of too many working relationships. You'll be given the clues to muck, insight into its causes, and detailed advice on how to turn this sludge into fertilizer. You will be able to design guidelines for a trust culture that supports your values and mission. Based on two simple but essential components, closure and commitment, the Trust Model eliminates uncertainty about who is going to do what and when and puts an end to promises that are made to be broken. When people understand exactly what's required of them and can count on others to keep their commitments, they become open to other trust model principles. *Built on Trust* reminds leaders that everyone has a passionate desire to contribute and a natural inclination to give. *Built on Trust* helps you set an emotional direction for your organization that creates "win-win" experiences consistently for your employees, customers, and shareholders. *Built on Trust* helps you establish a culture of trust within your organization--quickly and permanently. The Trust Model helps you achieve extraordinary levels of

satisfaction among employees, customers, and shareholders. Discover how to eliminate fear and greed, gossip and buzzing, and muck. Learn how to encourage 100 percent closure, commitment, sound risk, and open communication. Targeting both the culture within companies as well as the perception from outside, Silicon Valley business consultants Arky Ciancutti and Tom Steding will help you identify the qualities that make for a trustworthy organization and then show how that knowledge can be used to make changes closer to home. Written with wit and energy and filled with anecdotes from their various top-level clients--Yahoo!, IBM, Hewlett-Packard, Boeing, Chevron, Nortel, and Bank of America among others--*Built on Trust* is an entertaining and informative read that can be absorbed over the weekend and implemented Monday morning!

About the Author
Arthur R. (Arky) Ciancutti, M.D.

As a physician, author, speaker, and facilitator, Arky has been teaching teamwork and change since 1974. He has created customized courses and "train the trainer" systems for IMB USA, IBM International, Applied Materials, and many others. As CEO of Learning Center, Arky also teaches teamwork and change skills to organizaitons throughout the world.

Teaching Background:

Dr. Ciancutti's interest in effective teamwork grew out of his work as an Emergency Department physician. He helped establish the first specialist Emergency Departments at several hospitals, including Marin General Hospital, responsible for all ambulance traffic in Marin County. During these years, he noticed that health care delivery was sometimes compromised by ineffective communication, confusion about priorities, or overlapping effots. His subsequent research led to an identification of the components of successful working relationships. He began teaching teamwork and stress management "preventive medicine" in 1973.

Dr. Ciancutti has taught teamwork and leadership at the Stanford Sloan Program, Graduate School of Business, Stanford University. He is the first non-employee in IBM's history to teach the IBM Basic Beliefs (Respect for the Individual) to IBM management. In 1992, he developed and delivered the course on Change Management for IBM. In 1993, he supplied IBM USA and IBM International with a turnkey risk management system, one of three core courses in use for IBM's current turnaround. Also in 1993, he facilitated the Financial Improvement Process, through which employees themselves trimmed $25 million per year in overhead at the University of California San Francisco Medical Center. He developed turnkey systems and customized courses for leading companies since 1976.

A graduate of Swarthmore College and Case Western Reserve University School of Medicine, he completed his specialty training in pediatrics at the University of California Medical Center in San Francisco. He practiced pediatrics and emergency medicine from 1970 to 1979. Dr. Ciancutti is also the founder of the Brewery Gulch Inn in Mendocino, California.

Keynote Topics Include:
* Teamwork
* From Them vs. Us to Trust
* How to Change

In April 1999, Dr. Arky Ciancutti received the Speaker Achievement Award from TEC, an international organization of CEO's: "For your performance as TEC Worldwide Speaker and your contribution to increasing the effectiveness and enhancing the lives of CEO's".

References:

In the last several years, Dr. Ciancutti has addressed Senior Management groups including: Soar (San Francisco 49ers physicians), Interop, Environmental Service Products, Swinerton & Walberg, IBM, Spinecare, Federal Home Loan Bank, Leadership Forum, San Francisco Chamber of Commerce, Fox & Carskadon, UCSF Medical Center, Dexter Hysol, Utilicorp, Guittard Chocolates, Zacson Corporation, Gordon Chong Architects, Knight-Ridder Information, Consilium, Women.com (now iVillage.com), WorldRes, SRI International, Jamcracker, Intellicorp, Tilia, ADP, and others. He has made many media appearances, including regular contributions to national radio and the print media. His current book, Built on Trust (CB/McGraw-Hill), with co-author Tom Steding, Ph.D., has been a best seller in Silicon Valley for months. He is also a popular speaker known for his lively and humorous presentations on leadership, teamwork and on converting "them vs. us" situations to trust.

Users Review

From reader reviews:

Jonathan Scott:

What do you regarding book? It is not important along? Or just adding material when you require something to explain what yours problem? How about your extra time? Or are you busy individual? If you don't have spare time to try and do others business, it is make one feel bored faster. And you have spare time? What did you do? All people has many questions above. They have to answer that question since just their can do that. It said that about e-book. Book is familiar on every person. Yes, it is proper. Because start from on jardín de infancia until university need this specific Built on Trust to read.

Earline Shepler:

Playing with family in a park, coming to see the water world or hanging out with pals is thing that usually you have done when you have spare time, after that why you don't try thing that really opposite from that. One activity that make you not feeling tired but still relaxing, trilling like on roller coaster you have been ride on and with addition info. Even you love Built on Trust, you could enjoy both. It is fine combination right, you still wish to miss it? What kind of hangout type is it? Oh occur its mind hangout people. What? Still don't buy it, oh come on its referred to as reading friends.

Mitchell Boone:

The book untitled Built on Trust contain a lot of information on that. The writer explains your girlfriend idea with easy means. The language is very simple to implement all the people, so do not necessarily worry, you can easy to read that. The book was written by famous author. The author provides you in the new period of literary works. It is easy to read this book because you can please read on your smart phone, or product, so you can read the book inside anywhere and anytime. If you want to buy the e-book, you can open up their official web-site and also order it. Have a nice read.

Robert Delaney:

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