



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 organizations 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 efforts. 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, Zacon 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:

Ricardo Bishop:

As people who live in the modest era should be revise about what going on or info even knowledge to make all of them keep up with the era that is certainly always change and move forward. Some of you maybe will certainly update themselves by reading through books. It is a good choice for yourself but the problems coming to you actually is you don't know which one you should start with. This *Built on Trust* is our recommendation so you keep up with the world. Why, as this book serves what you want and wish in this era.

Wade Diaz:

Hey guys, do you would like to finds a new book to read? May be the book with the headline *Built on Trust* suitable to you? The book was written by well known writer in this era. The actual book untitled *Built on Trust* is the one of several books that everyone read now. This particular book was inspired a number of people in the world. When you read this book you will enter the new dimensions that you ever know prior to. The author explained their concept in the simple way, thus all of people can easily to recognise the core of this e-book. This book will give you a great deal of information about this world now. To help you to see the represented of the world on this book.

Leonard Vega:

Playing with family in a park, coming to see the sea world or hanging out with friends is thing that usually you could have done when you have spare time, and then why you don't try matter that really opposite from that. A single activity that make you not experience tired but still relaxing, trilling like on roller coaster you already been ride on and with addition details. Even you love *Built on Trust*, it is possible to enjoy both. It is very good combination right, you still desire to miss it? What kind of hang-out type is it? Oh can happen its mind hangout guys. What? Still don't get it, oh come on its referred to as reading friends.

Deborah Lacey:

In this era which is the greater particular person or who has ability to do something more are more precious than other. Do you want to become one among it? It is just simple way to have that. What you are related is just spending your time not very much but quite enough to possess a look at some books. One of several books in the top record in your reading list is Built on Trust. This book which is qualified as The Hungry Mountains can get you closer in growing to be precious person. By looking up and review this guide you can get many advantages.

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