
Coach Koehr's Swimming Awards Banquet Talk – March 6, 2016

The Trust Equation

- Our **biggest single goal** going into this season had **nothing to do with winning**, although winning became the natural result of accomplishing this goal:
 - Make the Team more **warm, welcoming and fun**
- What **under lied** our ability to do this was the **concept of Trust**
 - I don't think anyone would argue with me if I said that the **basis of all lasting relationships** is Trust
- **But what is Trust?**
 - It's one of those concepts that's **hard to define**
 - We **know it when it is there**
 - like we recognize a person of **Integrity or Character**
 - we **know it when we see it**
 - But have we ever thought about **why we trust** someone
 - Or what we **need to do to earn** the Trust of others?
 - It's a **lot of things**, right?
- Well let's talk a little about that right now.
 - I think I have some ideas on the topic
- Think of **someone in your life you would turn to for advice** on a wide range of topics, including sensitive ones both personal and professional (for you adults)
 - What **words** would you use to **describe this person?**
 - Get responses
- Now **save those thoughts**

- See how well they fit into one of the **four variables in this Trust Equation** that I saw recently from Trusted Advisor Associates:

$$T = \frac{C + R + I}{S}$$

- **T is for Trustworthiness.**
 - But what makes you trust someone? I mean really Trust someone?
- Well, it is a combination of four (4) things:
 - **C is for Credibility**
 - **C is about words**
 - It's about:
 - **Credentials**
 - **Truthfulness**
 - I trust what someone says about something because:
 - They have some **credentials**
 - e.g. in the professional world you might go get an MBA
 - e.g. at school, it might be those of you who have the best grades
 - e.g. on the swim team, it might be those of you with the fastest times
 - They have a **track record**
 - E.g. don't you trust Kevin when he tells you something about Backstroke
 - maybe even more than you trust me?
 - They think before they speak
 - They are **always learning**
 - e.g. Coach Lowell wasn't a swimmer, but he's always citing things he's read. That gives him credibility.

- They **tell me the truth**, even when it is hard
 - e.g. Waiter at McMahon's who tells you that the scallops are bad.
 - Don't you trust them more when they say the Boxy is good?

- **R is for Reliability**
 - **R is about actions**
 - It's about:
 - **Dependability**
 - **Predictability**
 - Are you predictable?
 - "I can trust **him or her to**"
 - Be there on time
 - **Do what he says he's going to do**
 - e.g. Coach Lowell was sick as a dog, but the practice was on my e-mail
 - **Give her best personal effort** every time she hits the water, even when she's ahead
 - **Not lose the close race**
 - Why do you think I have **Claire Kenna always anchor our relays?** Or Lauren Donohoe if you remember "**the Machine**"
 - I trust them to get it done when it really matters
 - **Think of what needs to be done** without waiting for me to think of it first
 - Do I ever think for a moment about what Mr. Dealey is doing with the entries and the meet seeding?
 - He just shows up with extra toner cartridges in case there's a problem

- He even arranged to get programs printed in advance of NoVa Catholics because he was thinking ahead
- Not surprise me
- **React in a predictable way**, even if I predict that the reaction will be very bad
 - e.g. People married for a long time generally know when their wife is going to be angry at them – in advance
- **I is for Intimacy**
 - **I is about Safety**
 - It's about
 - **Discretion**
 - **Empathy**
 - **Risk-taking**
 - This was our focus at the end of last season
 - I trust her **with my inner thoughts** or to **know my weaknesses** because I know....
 - She'll **listen to me attentively**
 - She puts down her phone, adopts my body position, repeats what I say to confirm understanding
 - She won't **share my confidentialities** with others
 - She **won't gossip** about me or my friends
 - She won't **take advantage** of or advertise my **weaknesses**
 - She'll show understanding
 - She'll tell me when I'm wrong
 - e.g. I have a business partner in Richmond who has no trouble at all telling me I'm wrong
 - He'll even tell me which of our sales people I'm not allowed to talk to so I don't cause him problems.

- She'll **back me up** if someone is talking about me
- She'll take a risk to hold me accountable
 - e.g. I was so angry at a fellow coach when they made a big deal a few exhibition entries at DAC Champs
 - When I was talking to another AD about it, she asked me, “have you talked to her about that?”
 - She held me accountable for my whining
 - That's a good example of the intimacy that I'm talking about.
 - She doesn't know me that well, but she took a risk that she'd offend me.
 - I trust her – no games
- She'll make me feel comfortable
- She'll be herself
- She bothers to know my name and things about me
 - e.g. I just hate when people ask me, “How's the family?”
 - With all of the available material, you can't ask me a question more specific than that?
- That's intimacy
 - it's safe to be vulnerable
 - I can be myself
- **S is for Self-Orientation**
 - **S is about Focus**
 - It's about
 - **Motives**
 - **Attention**
 - I can trust that he cares about
 - **Me**
 - Or people other than himself

- This is the most powerful one
 - In the mathematical sense, it is the most sensitive variable
 - A quick math lesson
 - What happens to the quotient when you increase the divisor?
 - It gets smaller
 - And vica-versa
 - So if you cut your S in half, what happens to your T?
 - It doubles
 - What would you have to do with C, R and I to double your T?
 - Unless the other two variables were very small, it would be almost impossible to double your T by increasing one of those three
 - Yet when we are trying to build Trust, it is those variables where we spend the most time
- Self-Orientation is a maturity thing
 - We are all born completely selfish
 - We cry to get what we want
 - We have to be taught to think of people other than ourselves
 - It's the legacy of Adam and Eve
- But it is hard
 - many adults never reach this point
 - Experience may have taught them all the right things to say, but their actions betray them
 - e.g. Recently, I have been involved in a **very difficult business deal** with where my joint venture partner just **could not comprehend** what I meant when I said, **“sometimes, it is not about us”**

- And she's 72 years old
- One thing I've learned in my life experience is a rule that I always try to live by
 - I'm not always successful because I'm an emotional person, but I know this
 - The surest way to be successful is to **Make Other People Successful**
- So as you try to grow up to serve God and your fellow man,
 - Remember the **differences** between
 - **Boys and Men**
 - **Girls and Women**
 - Boys take
 - Men give
 - Girls look at for their own needs and if there's anything left help others
 - Women help others first
 - Boys want to play.
 - Men fulfill their responsibilities first and then play
 - Girls aggrandize themselves
 - Women encourage others
 - Boys have a overdeveloped sense of fairness.
 - Men realize that it is not always about justice
 - Girls are quick to anger when they've been wronged.
 - Women remember the times they have wronged others before they get angry

- Boys pick their friends by what that friend can do for them
 - Men pick their friends by what they can do for that friend

- Let's go back to the person you would trust for advice on a wide range of topics, both personal and professional:
 - What words did you use to describe them?
 - Which of the four (4) variables are you describing?

- So yes, Trust IS a lot of things:
 - Can I trust **what you say?**
 - Can I trust **what you will do?**
 - Can I trust **that it's safe to be vulnerable with you?**
 - And most importantly
 - Can I trust **that you can think of someone other than yourself?**

- When I started here, I said that:
 - I don't think anyone would argue with me if I said that **the basis of all lasting relationships is Trust**
 - Hopefully you know recognize a little better about why that is true

- And hopefully, you who will be our Captains next season recognize that building the Trust of your teammates is going to be
 - The key to your personal success
 - The key to our success as a team