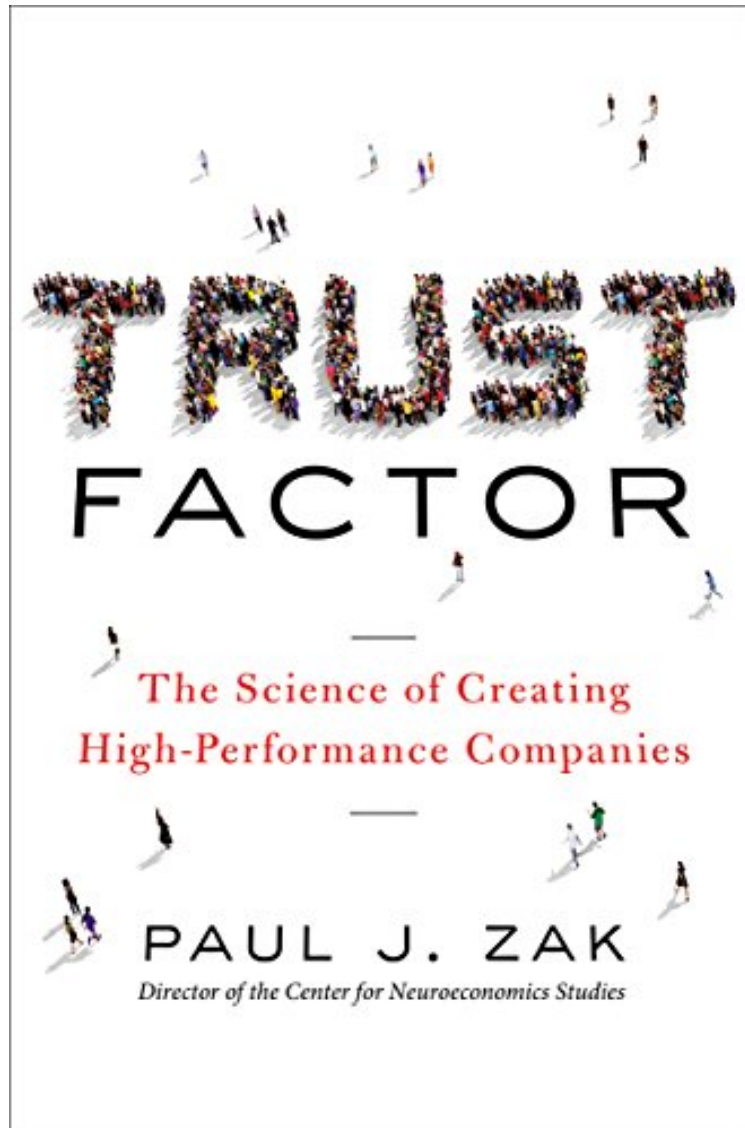


Trust Factor: The Science of Creating High-Performance Companies

Paul J. ZAK

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Paul J. ZAK : Trust Factor: The Science of Creating High-Performance Companies before purchasing it in order to gauge whether or not it would be worth my time, and all praised Trust Factor: The Science of Creating High-Performance Companies:

3 of 3 people found the following review helpful. A compelling roadmap to high performanceBy Roger DooleyWe've all seen (or been part of) organizations with cultures that were, if not actually toxic, far from motivating. When team members are disengaged, the organization is much less effective. Turf-grabbing and butt-covering can become more

important than fulfilling the company's mission. In *Trust Factor*, Paul Zak goes way beyond hugs and oxytocin to show that greater trust leads to better organizational performance. He then defines eight factors that statistically explain 100% of the variations in trust in organizations. Conveniently, their first letters spell O-X-Y-T-O-C-I-N. That acronym may sound gimmicky, but Zak documents each factor with research from his and other labs. Each chapter includes relevant anecdotes and examples from real-world companies. These examples contribute not only to the credibility of the material but also to the readability of the book. Each chapter includes a few action items at its close to encourage readers to act on what they are reading. The first factor, for example, is Ovation. Zak shows how recognition affects attitude and performance, and explains the right and wrong way to invoke this factor. (Hint: your "Employee of the Month" award may be doing more harm than good.) One aspect I liked was Zak's emphasis on business experiments. Too many business books say, "Do this, it will work." Of course, no single approach or solution is right for every organization or problem. Zak encourages the reader to implement ideas as experiments with a defined checkpoint where the results are evaluated. Not only does this facilitate acceptance of changes, it also helps convince executives who might otherwise reject new ideas. I found the recommendations in *Trust Factor* to be clear and actionable. There's plenty of data to back them up, too, which will be needed when convincing others that change is a good idea. It's almost certain that in a climate that has been distrustful for years there will be pushback from some team members. Change isn't easy, but Zak provides the tools to persuade. Of necessity, I read dozens of business books each year. (Preparing for a weekly podcast alone accounts for 50+.) It's very early to make this call, but I'm confident *Trust Factor* will be one of my top ten book recommendations for the year. 1 of 1 people found the following review helpful. Must Read! By Dr. Chet I. Wyman Phenomenal book. I look at it as Lencioni on steroids. Takes a lot of ideas that others (Lencioni, Ferazzi, Maxwell) have talked about and brought the science in to explain the basis of the human behavior. Zak tells great stories regarding both his research and interview/experiences with some of the great business leaders/companies of our time. He has a good grasp of both the business side as well as the neurochemical basis of great leadership principles. Zak has an interesting background (approach) as an economist now neuroscientist who works both in the field and the lab to understand human behavior and organizational dynamics. I highly recommend this book. 0 of 0 people found the following review helpful. Trust is number one By Peter Blok Although Zak is slightly dogmatic in his approach and leaves little room for questions or doubt, the strong element of his argument is that workers need autonomy in their work. This is confirmed by many academics. He is not very critical about tech giants like Google and LinkedIn who are first of all collecting data for their own benefit and not so much to please their users.

For decades, alarms have sounded about declining engagement. Yet companies continue to struggle with toxic cultures, and the low productivity and unhappiness that go with them. Why is "culture" so difficult to improve? What makes so many good employees check out? Neuroscientist Paul Zak shows that innate brain functions hold the answers. It all boils down to trust. When someone shows you trust, a feel-good jolt of oxytocin surges through your brain and triggers you to reciprocate. This simple mechanism creates a perpetual trust-building cycle—the key to changing stubborn workplace patterns. Drawing on his original research, Zak teases out science-backed insights for building high-trust organizations. *Trust Factor* opens a window on how brain chemicals affect behavior, why trust gets squashed, and ways to consciously stimulate it by celebrating effort, sharing information, promoting ownership, and more. The *Trust Factor* survey, data, and examples support the action plans. Engagement programs and monetary rewards are Band-Aids on broken bones. To get to the root of the problem, you've got to go deeper. Packed with examples from The Container Store, Zappos, and Herman Miller, *Trust Factor* harnesses our neurochemistry to effectively cultivate work places where trust, joy, and commitment compound naturally.

"Paul is an outstanding researcher and communicator of ideas, and his work could really transform your organization from the inside out." —Roger Dooley, The Brainfluence Podcast "Paul Zak's book is fascinating and contributes to the body of work on trust and organizational culture." —Skip Prichard, Leadership Insights "It's time to imagine a new path forward built on trust and experimentation, unveiling inherent courage in people and fostering innovation. Dr. Zak's will show you the way." —LinkedIn Pulse "Many books focusing on soft skills do not provide the evidence to support the findings. In this book, direct evidence is presented to support the value of the trust factor and its ability to change the culture in an organization." —PM World Journal "For anyone interested in the powerful side of building trust and creating joyful, high-performance workplaces, the lessons are basic. They are the essence of being joyful and human." —Vancouver Business Journal From the Inside Flap Companies have tried everything from "golden handcuffs" to gourmet meals to gimmicks like "karaoke Fridays" to retain their best employees and keep them engaged, but the only thing that really works, according to a decade of research conducted by neuroscientist Paul Zak, is building a high-trust culture. Employees in high-trust organizations are substantially more productive, have more energy at work, and stay with their employers longer. They collaborate more effectively with coworkers, suffer less chronic stress, and are happier than employees working at low-trust companies. And they

earn higher salaries because they generate so much more profit than those at low-trust organizations. In *Trust Factor*, Zak lays out the eight ways his research shows you can actively design and manage a high-trust culture: **Ovation**: In a survey of 100,000 employees, 79 percent said "lack of appreciation" made them quit. Cultures that celebrate members motivate them too, provided the celebrations are handled correctly. **EXpectation**: Annual reviews are ineffective and no one likes them anyway. Creating difficult, but achievable, goals engages the brain's reward system and better engages employees. **Yield**: When you let employees take control of their work, they accomplish more and find new ways to innovate. **Transfer**: Nearly two-thirds of employees dream of autonomy. Let them decide what teams and tasks they want to contribute to, and you elevate their productivity. **Openness**: Transparency creates high levels of trust by relieving the stress of not knowing and, thus, wondering and worrying. So, share more information. **Caring**: Caring promotes empathy and social bonds, from which engagement springs. If you care about them, they'll care about you. **Invest**: Companies that invest in employees' career and personal growth—whole person development—see much higher rates of retention. **Natural**: Vulnerability is not weakness. Honesty is not embarrassing. Both are strengths that invite collaboration, which leads to greater performance. The old adage "trust begets trust" is true, and neuroscience proves it. By using hard science to optimize soft skills, *Trust Factor* offers a fresh approach to understanding why we behave as we do and how to spur dramatic, positive changes in even the most entrenched workplace cultures. Paul J. Zak, PhD, is the founding director of the Center for Neuroeconomics Studies and professor of economics, psychology, and management at Claremont Graduate University. He led the team of scientists that first made the connection between oxytocin and trust, and his TED talk on the topic has received over a million views. He has appeared on CNN, Fox Business, Dr. Phil, Good Morning America, ABC World News Tonight, and is the author of *The Moral Molecule*. From the Back Cover Why is "culture" so difficult to improve? What makes so many good employees check out? Neuroscientist Paul Zak shows that innate brain functions hold the answers. When you show that you trust a person, oxytocin surges through their brain and triggers a reciprocal act. This simple mechanism creates a perpetual trust-building cycle, and works to change stubborn workplace patterns. Drawing on his original research, Zak teases out science-backed insights for building high-trust organizations. *Trust Factor* opens a window on how brain chemicals affect behavior, why trust gets squashed, and ways to consciously stimulate it by celebrating effort, sharing information, promoting ownership, investing in employee growth, and more proven strategies. Packed with examples from The Container Store, Zappos, Herman Miller, Google, and dozens more, *Trust Factor* harnesses our neurochemistry to cultivate workplaces where trust, joy, and commitment compound naturally. "If you're intentional about building great culture, *Trust Factor* can help you get there. In his latest work, Zak offers compelling research, thought-provoking stories and actionable steps that can help close the gap present in most organizations. A great resource for anyone wanting to create a high performance people-centric organization where everyone thrives!" — Bob Chapman, author, *Everybody Matters* and CEO, Barry-Wehmiller Companies "In this exciting new book, Paul Zak considers "all employees as [ultimately] volunteers"; and "trust" as the critical ingredient in getting those "volunteers" to work together. Uniting economics with neuroscience, Zak gives fascinating down-to-earth examples of how to practically apply these insights." — George Akerlof, 2001 Nobel Laureate in Economics "Trust Factor is essential reading for every business leader and a must-read for anyone interested in the true secret of every successful business: a robust, healthy culture. Paul not only shows us why cultures of trust are critical, but more importantly, he provides a wealth of data and practical guidelines for how to build a thriving organization." — Doug Rauch, former CEO of Trader Joe's "Combining his interest in human socialization with his biomedical research, Dr. Paul Zak and his team have examined a connection between how we're rewarded with positive feelings and emotions when we do things with people we trust. Lacing this together with Peter Drucker's timeless leadership wisdom presents an interesting opportunity for all of us to become better people, better partners, better leaders, and more effective contributors to society." — Curt Pullen, Chairman of the Advisory Board, The Drucker Institute, and former Executive Vice President and President of North America, Herman Miller "Trust is at the core of loyalty, advocacy and satisfaction—with employees, customers and other stakeholder groups. Understanding the principles Paul reveals and how to operationalize them will change the way we think about how we create, motivate and sustain high-performance organizations that deliver business results." — Donna Peebles, former SVP, AIG "With his scientific understanding of oxytocin, Zak provides a set of glasses for looking at how trust motivates people at work, even as he romps through inspiring stories from the cultures of successful organizations." — David Nott, President, Reason Foundation "Although trust is certainly a worthy aspiration, what if it could be more? What if your organization could better understand it, link it to engagement and performance, and build a culture that fostered it? What if your organization could use trust as competitive advantage? *Trust Factor* provides actionable advice—grounded in neuroscience—on how your organization can use trust to fuel higher levels of engagement and performance." — Walter McFarland, coauthor of *Choosing Change* and Board Chair Emeritus of the Association for Talent Development