#### CARNEGIE

# Leveraging Trust-Building for Organizational Engagement

CC State Councils Annual Conference

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#### Presenter



#### **Emma Jones**

Executive Vice President Credo: Powered by Carnegie

"The Charming and Confident Director"







Blue Achiever • Orange Creator • Pink Sophisticate

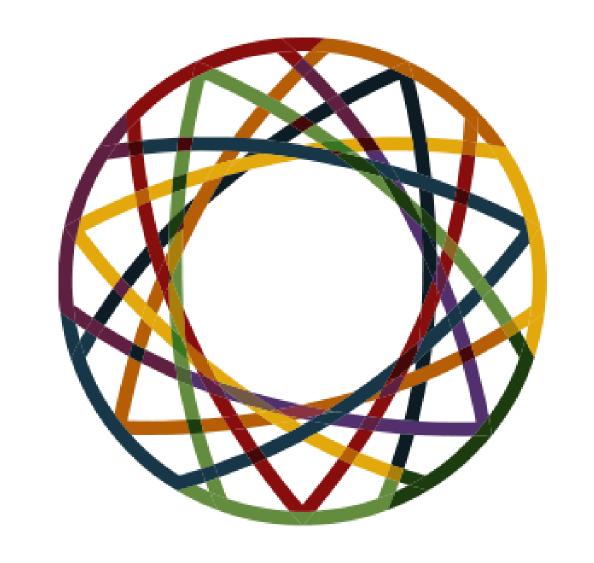
20+ years in higher ed and international ed

Keynote speaker on leadership, change, and trust in higher education

Facilitator for national leadership development programs

Curator for Credo's higher ed marketplace relationships

Executive Editor for Credo Press



# CREDO

POWERED BY CARNEGIE

Credo Overview

#### CARNEGIE

## Credo = We Believe

in the transformative impact of education.

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January 2025

## A portfolio for transformation

BRANDING MEDIA PLANNING + EXECUTION ENROLLMENT STUDENT SUCCESS INSTITUTIONAL PLANNING

- + Brand Strategy
- + Brand Deployment
- + Creative Execution
- + Market Research
- + Web Design + Development

- + Digital Channel Strategy
- + Traditional Media
- + Website
  Personalization
- + Campaign Attribution
- + Google Analytics

- + Enrollment Strategy
- + Engagement Scoring
- + Slate Optimization
- + Online Program

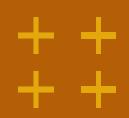
  Marketing
- + Program Readiness

- + Student Success
  Strategy
- + Retention Campaigns
- + Student Diagnostic
- + Student Engagement

- + Strategic Planning
- + Crisis Communications
- + Leadership Development
- + Public Relations
- + Campus Planning and Architecture

University Name | Creative + Research Strategy Solutions

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# Our National Partnerships

+ Higher Ed Associations & Organizations

































## Across all our work, we know...

The challenges in higher ed won't be solved by strong leaders alone.

But they won't be solved at all without strong leaders at the table.





## Why talk about trust?



## Leadership competencies:

Trust-Building 1s #1.



## Trust is foundational in the quality of our relationships.

... and is a key component of employee and stakeholder loyalty.

#### LET'S DEFINE IT.

#### Trust...

- is a positive expectation of another's motives
- is a choice
- is reciprocal
- is anticipatory

## TRUST IS INTANGIBLE - A COMPLEX SOCIAL CONSTRUCT

TRUSTWORTHINESS DOES
NOT EQUAL BEING TRUSTED

TRUST AT ANY LEVEL
REQUIRES VULNERABILITY

TRUST IS HARD TO BUILD AND EASY TO BREAK

TEAMS AND ORGANIZATIONS
MOVE AT THE SPEED OF
TRUST

### Trust Challenges





### With a Neighbor / At Your Table

+ Which of these challenges do you see most prevalently - for yourself, for your organization, for your members, for our sector?



## A Practical Model for Trust-Building

#### Transparenc

The continual sharing of information that impacts people.

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#### Capability

The observable skills required to deliver on promises.

#### Transparenc

The continual sharing of information that impacts people.

#### Reliability

Continual delivery on promises made.

#### Capability

The observable skills required to deliver on promises.

#### Humanity

Recognition of the uniqueness of each person.

#### Transparenc

The continual sharing of information that impacts people.



#### Reliability

Continual delivery on promises made.

#### Capability

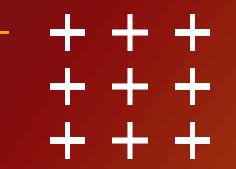
The observable skills required to deliver on promises.





### With a Neighbor / At Your Table

+ How do you think these four factors of trust contribute now - or could contribute in the future - to organizational engagement?



New Piece...

"The Return of Pandemic Leadership: Why 2025 Feels a Lot Like 2020"

#### HUMANITY

HUMILITY

PERSPECTIVE

SELF-CARE

HOPE

Trustworthy leadership intentions:

I will lead with...

**Q&A...** 

CredoHigherEd.com
CarnegieHigherEd.com



#### **Emma Jones**

Executive Vice President / Owner at Credo

