

Leveraging Trust-Building for Organizational Engagement

CC State Councils Annual Conference

Emma Jones | April 14, 2025



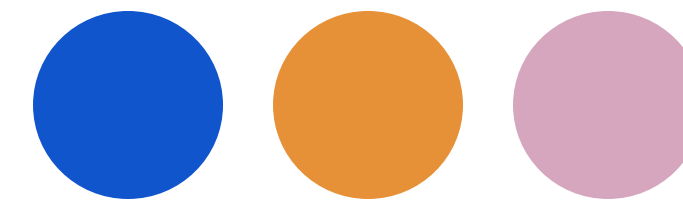
Presenter



Emma Jones

Executive Vice President
Credo: Powered by Carnegie

“The Charming and Confident Director”



Blue Achiever • Orange Creator • Pink Sophisticate

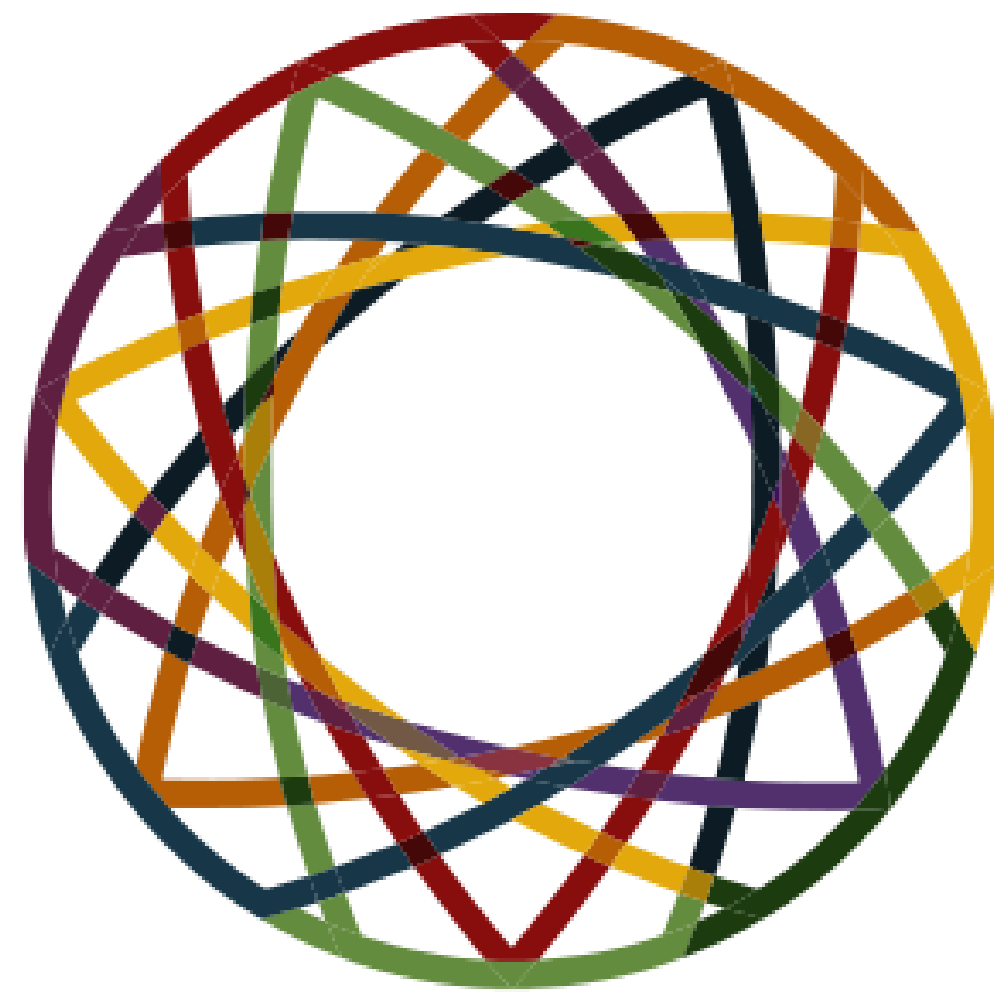
20+ years in higher ed and international ed

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



C R E D O

POWERED BY CARNEGIE

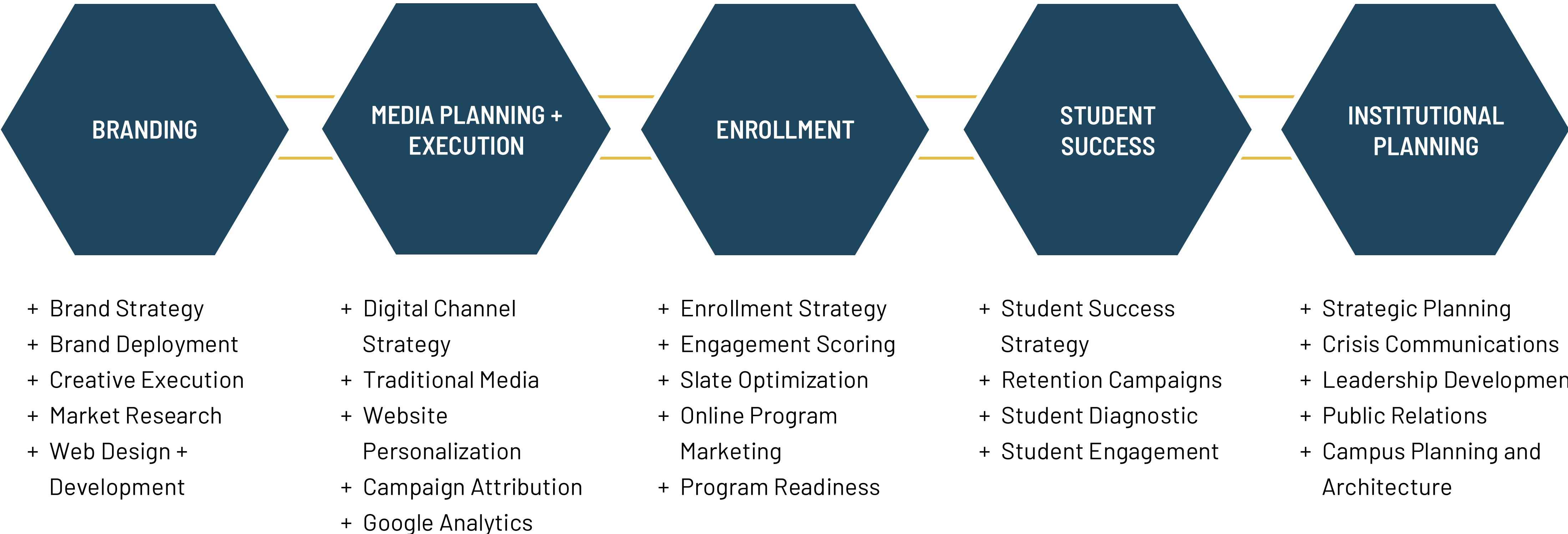
Credo = We Believe

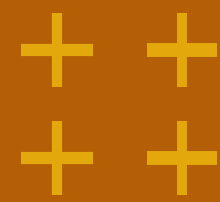
in the transformative impact of education.

January 2025



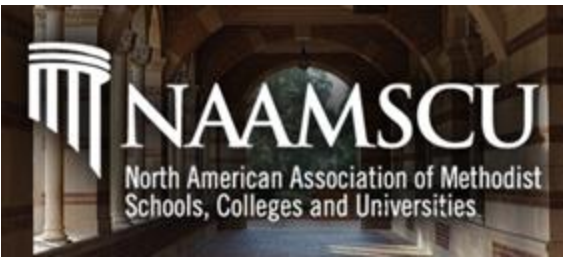
A portfolio for transformation





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

Four Factors of Trust

Transparenc

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The continual sharing of information that impacts people.



Four Factors of Trust

Transparenc

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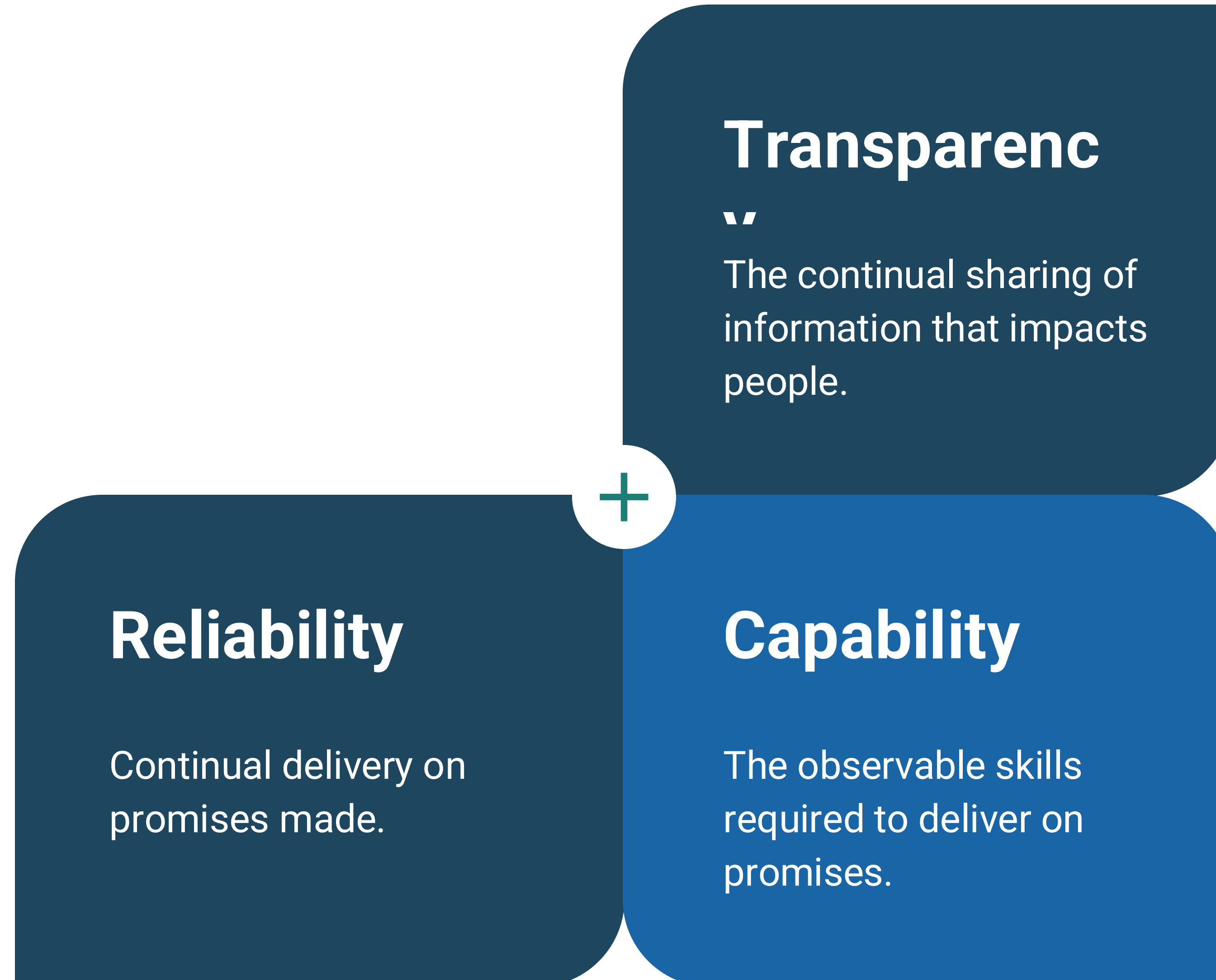
The continual sharing of information that impacts people.

+

Capability

The observable skills required to deliver on promises.

Four Factors of Trust



Four Factors of Trust

Humanity

Recognition of the uniqueness of each person.

Transparenc

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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

