

# TRUST IN THE WORKPLACE

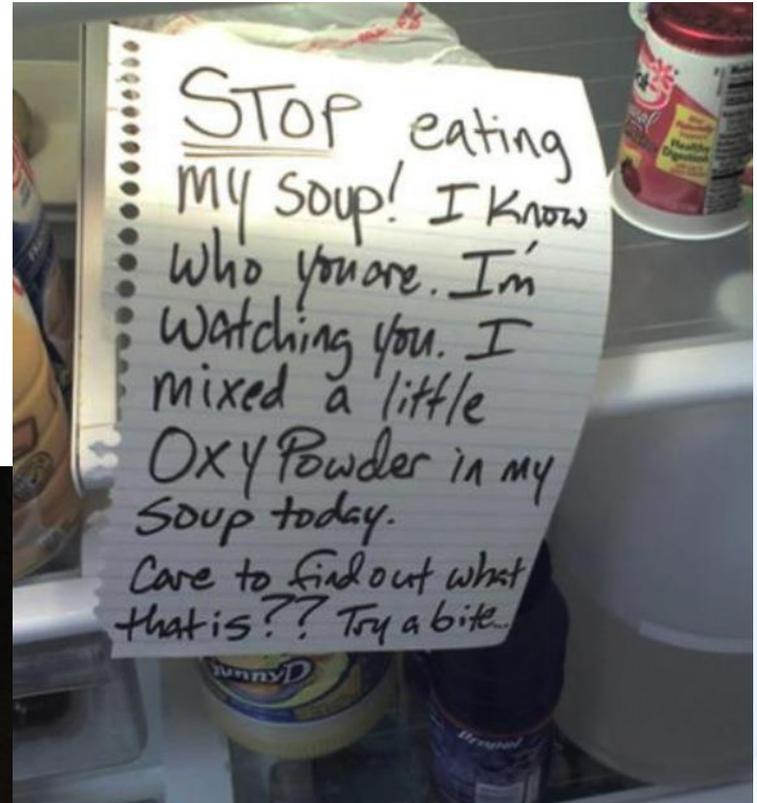
Susan Wente, Ph.D.

Provost and Vice Chancellor for  
Academic Affairs

# WHAT IS TRUST?

“Belief that someone or something is reliable, good, honest and effective” – *Merriam Webster*

“Willingness to put oneself at risk based on another individual’s actions” – *Human Capital Institute*



# TRUSTING LEADERS AND MENTORS

Graduate Student Instructor



MCB Course Director



MSTP Program Co-Director



Department Chair



Assoc VC for Research  
Sr. Assoc Dean



1984 1988 1991 1993 1994 1995 1996 1998 2001 2002 2008 2009 2010 2014



Phil Stahl, Ph.D.



Arnie Strauss, M.D.



Lee Limbird, Ph.D.



Jeff Balsler, M.D., Ph.D.



Chancellor Zeppos

*Background text (rotated):*  
 B.S., University of Iowa, Iowa City  
 Postdoctoral Fellow: Department of Biochemistry, University of California, Berkeley, California  
 Postdoctoral Fellow: Memorial Sloan Kettering Cancer Center, NYC  
**First RO1 Assistant Professor**, Washington University School of Medicine, St. Louis, MO  
 First postdoc trainee joins Beckman Foundation Young Investigator Award, 1996-1998  
**Second RO1** Associate Professor, Cell Biology & Physiology, Washington University School of Medicine, St. Louis, MO  
 First Graduate Student Defends John H. Exton Award, 2001-2003  
 Assistant Vice Chancellor for Research, Vanderbilt University School of Medicine  
 68th publication  
 Associate Vice Chancellor for Research, Vanderbilt University School of Medicine  
 Renewed RO1 to

# TRUSTING MY COLLABORATORS

- Building trust within and between teams
- Sharing unpublished data?!
- Trust as the launch pad that takes your work to the next level



*John York, Professor  
of Biochemistry*

# DO YOU TRUST YOUR COLLEAGUES?

- Do you ask your colleagues for input on projects?
- Do you collaborate on projects?
- Do you delegate tasks?
- How often do you check in on your employees as deadlines approach?
- Do you believe your supervisor has your best interest at heart?
- Does your boss “play favorites?”

# WHY TRUST MATTERS

- Productivity
- Collaboration
- Engagement
- Retention



# CREATING A TRUSTING ENVIRONMENT

- People feel safe communicating their ideas, opinions
- People have a shared sense of commitment and responsibility
- People are acknowledged and rewarded for their work
- Everyone is treated fairly, regardless of rank
- Transparency and shared understanding is encouraged
- People and teams can take risks and are allowed to “fail,” learn from their mistakes

*- Human Capital Institute Survey*

# BUILDING TRUST – LEADERSHIP MATTERS

More than 80% of workers surveyed found that being effective in their work requires a high degree of trust in their leaders.



# LEADERSHIP ACTIONS THAT BUILD TRUST

1. **Set employees up for success by providing tools, resources, and learning opportunities**



Welcome,  
Lauren Benton!

An On-Boarding  
Toolkit for Deans

- ✓ *Policies*
- ✓ *Resources*
- ✓ *Helpful Hints*

# LEADERSHIP ACTIONS THAT BUILD TRUST

1. Set employees up for success by providing tools, resources, and learning opportunities
2. **Provide adequate information about decisions**



VANDERBILT  UNIVERSITY

*The Open Dore*  
THE PROVOST'S NEWSLETTER

January 2015

Dear Faculty and Staff Colleagues,

Welcome to the first issue of *The Open Dore*, my official monthly newsletter – launched in 2015 to bring in the new year!

I chose to name the newsletter *The Open Dore* for two reasons. First, it is my hope that you will view my office as always having an open door. I believe that building partnerships and collaborations is the best way to take on any challenge and further our discovery and learning missions. I look forward to meeting more of you and to building those partnerships in the days ahead.

Second, for me the image of an open door has special meaning. Throughout my life, my family and mentors have always encouraged me to be open to possibilities. I've come

[More about my journey to the Provost's office, approach to balancing the sciences and humanities, growing up in Iowa and more.](#)

# LEADERSHIP ACTIONS THAT BUILD TRUST

1. Set employees up for success by providing tools, resources, and learning opportunities
2. Provide adequate information about decisions
3. **Seek input prior to making decisions**

## Strategic Plan Town Hall Meetings

April 6, 4-5 pm, SLC, Board of Trust Room

April 7, 12-1 pm, Mayborn 204

April 16, 4-5 pm, Light Hall 208

**JOIN US!**

**Open to all faculty, staff and students!**



# LEADERSHIP ACTIONS THAT BUILD TRUST

1. Set employees up for success by providing tools, resources, and learning opportunities
2. Provide adequate information about decisions
3. Seek input prior to making decisions
4. **Consistently act in alignment with the company's values**

## VU Values and Visions

1

We must offer an absolutely outstanding educational experience for all our students.

2

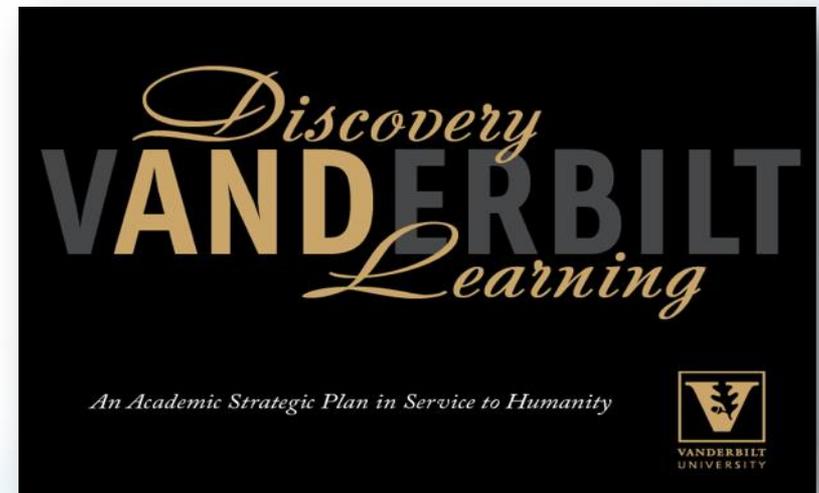
We must undertake world-class research that produces new and important discoveries that address important problems and questions

3

We must guarantee these first two goals are mutually reinforcing so as to ensure Vanderbilt's impact on society is deep and enduring

# LEADERSHIP ACTIONS THAT BUILD TRUST

1. Set employees up for success by providing tools, resources, and learning opportunities
2. Provide adequate information about decisions
3. Seek input prior to making decisions
4. Consistently act in alignment with the company's values
5. **Give employees an inspiring shared purpose to work toward**



# OUR CULTURE

In Support of our Commitment to  
Collaboration, Creativity and Civility

