



# TRUST

## UNWRAPPED

A STORY OF ETHICS, INTEGRITY AND CHOCOLATE

DAN COLLINS & DAVID THOMPSON



# Introduction

This book is different from most business manuals, hopefully as it's more fun to read, more concise, not stuffy and full of truth.

Sometimes the thought of wading through an academic tome is too much and we are tempted to relax with a novel instead, feeling slightly guilty that we aren't keeping up with the latest management thinking. In *Trust Unwrapped* we use the time-honoured medium of story to put across our message, supported by easy to reference facts, quotes and news items on the left-hand pages.

So if you have a couple of hours spare while you wait for a flight or sit on a train, enjoy the story. If on the other hand you are rushing to find some data to back up a presentation or training session then spend ten minutes scanning these pages and see if the book can outperform Google!

*“A competitive culture endures  
by tearing people down.”*

**Jules Henry, Anthropologist**



Laura muttered to herself under her breath as she walked through Despatch back towards the executive offices. Either side of her were pallets of various products, all stacked and sealed and ready for distribution. As she walked past the pallets, stacked one on top of each other and towering above her, something caught her eye. She stopped and looked more closely. She had thought she spotted the familiar logo out of the corner of her eye. She was right – the brown and gold logo was recognisable anywhere. Four pallets, stacked high with boxes of Dairy Gold – two hundred boxes per pallet to be precise. Together, the four pallets were exactly what Laura had promised to Jackmans, and what Kevin couldn't produce for her in time. Laura walked around the pallets looking for a delivery address – who were these set aside for? she wondered. The pallets were loosely tied together with twine, keeping them together to make sure that they were delivered as one. Laura traced the twine around the pallets until she found what she was looking for: an A4 piece of a paper with the delivery address scribbled in black marker pen: World Foods Mart, Oxford.

Laura opened up the leather folder that she carried everywhere with her and ripped off a sheet of paper from the pad. After taking the pen from the little loop of leather

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## Dasani Debacle

In 2004, in an attempt to offer a healthier alternative to sugary soda, Coca-Cola entered the lucrative UK bottled water market, a sector dominated by products derived from volcanic springs and mountain streams. Dasani purified water was backed by a multi-million pound launch. Just two weeks after launch, impurities were found in the product leading to total product recall.

The situation worsened as editorial coverage revealed that the source of the water was not a mountain spring as many consumers had assumed, but the same water supplied to homes across the South of England by Thames Water. Coca-Cola were simply bottling tap water, albeit after passing it through a purification process.

Although no one was harmed by the impurities, Dasani's reputation in the UK was damaged beyond repair and, despite Dasani being one of Coca-Cola's leading brands around the globe, it has never been relaunched in the UK.

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in the crease of her folder, she turned the paper landscape, leant on the pallet of Dairy Gold in front of her, and wrote JACKMAN'S HILLINGBOROUGH in large capital letters. Then, after stopping to look behind her to make sure that she wasn't seen, she ripped off the piece of paper that hung from the twine and replaced it with the one that she had just written.

Laura snuck the original delivery note into her leather folder and continued on her journey towards the executive offices, a smug smile on her face.

*“We need people in our lives with whom we can be as open as possible. To have real conversation with people may seem like such a simple, obvious suggestion, but it involves courage and risk.”*

**Thomas Moore, Irish Poet**





The journey home was not a pleasant one. The repercussions of what she had just done slowly began to dawn on Laura. She would have to tell her parents, so proud of her for rising to such a prestigious role within Gabriels, a company which meant so much to their family, that she had been fired. She would have to tell Tom. She would have to find another job, and quite quickly. But who would take her on when they found out the real reason for her leaving Gabriels? Laura was despondent.

Laura's thought pattern was interrupted by the loud rumble of a bus behind her. As she happened to be walking past a bus stop at that very moment, she stuck out her arm and the bus pulled up alongside her.

"Where to darlin'?" asked the bus driver smiling.

"Erm, I'm not sure" said Laura feeling out of her depth – it had been quite some time since she had travelled on public transport. She grappled with her handbag, and fumbled around for her purse, beginning to sense that most of the other passengers were now staring at her with a mixture of disbelief and frustration that her apparent dithering was keeping them all waiting.

"Do you go anywhere near Dahomey Road?"

"We go down the High Street, which is just round the

## Mistakes

The key to creative, happy and motivated staff is the freedom to make mistakes and learn from them. You can only learn from a mistake once you have admitted (even just to yourself) that a mistake has been made. Admission of a mistake makes learning possible by moving the focus away from blame assignment and towards understanding. Learning from mistakes requires three things:

- Putting yourself in situations where you can make interesting mistakes
- Having the self-confidence to admit to them
- Being courageous about making changes

corner, sweetheart, that do you?" he asked, clearly seeing that Laura wasn't a regular bus traveller.

Laura smiled. "That's fine, thank you."

Laura made her way down the bus, reaching for the handrail to steady herself as the bus lurched away from the bus stop. She flopped down into a seat next to an older lady, and put her purse away. When she had settled herself, she looked to her left and smiled at the old lady who had moved her bag so that Laura could take the empty seat. The old lady responded accordingly.

"Don't you get the bus very often then, dear?" asked the old lady.

Sensing that she wanted some conversation, Laura obliged.

"No, not that often" she said. "I usually drive everywhere," and with that her bottom lip began to quiver.

"Oh, sorry, my love, I didn't mean to upset you."

Laura turned and smiled, wiping away the tears with her forefingers. "I'm ok, it's fine, thank you, really, I'm fine."

"Yes, us girls have a habit of saying "I'm fine" when really that couldn't be further from the truth!" she added, with more than a hint of playful sarcasm in her voice. "And usually, there's a man involved!" she continued, nudging Laura playfully.

Laura smirked. "Yes, there is a man involved as it happens..." and before she could continue, her new friend stopped Laura in her tracks.

"I knew it!" came the triumphant reply. "So, come on, let's have it, what's he done?"

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## **A problem shared is a problem halved**

During times of anguish it is often easier to share our concerns with a stranger than a friend. In the UK and Ireland the Samaritans provided telephone support to nearly 5 million anonymous callers, emailers and branch visitors in despair during 2007.

The rise of internet chat rooms, counselling and coaching indicates a growing willingness to trust a stranger with our concerns ahead of friends and family.

To be an effective trusted stranger or indeed friend we must be able to demonstrate empathy.

"The quality of feeling as another feels, to experience another's reality from that person's point of view."

Wittig and Belkin, 1990

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“Well, it’s quite complicated, but basically he fired me. But it’s all my own fault.”

“Oh dear. Well that’s not what I expected you to say” replied the old lady, slightly embarrassed.

“When I left the house this morning, I didn’t expect to be sitting on a bus in the afternoon, having been fired by JJ Gabriel.”

“Fired by JJ? Goodness me, however did you manage that? He’s meant to be such a lovely man, and so good to his staff. You must have done something really bad for him to take such a drastic course of action.”

“Well, yes, I suppose I did. With hindsight I can’t quite believe that I did it, to be honest.”

“And what is ‘it’, dear? What did you do exactly?” she asked, with apprehension clear in her voice at what this young woman was about to disclose.

Laura sighed, as if to centre herself. “I look after...” she paused. “Sorry, I used to look after some products at Gabriels, and I suggested that we launch a new product and be economical with the truth about the source of the product.”

“You mean to lie?” asked the old lady, with a disapproving air.

Laura sighed again. “Yes.”

“Well, I can see why he fired you.” she said, deadpan, shuffling in her seat.

Laura was taken aback by the response. She had been so friendly and understanding up until this point. Clearly she wasn’t impressed either. Laura’s feeling of guilt, which

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## **“Tell them I’m not here”**

In his book ‘Thank God It’s Monday’, Mark Greene tells a story of an experienced secretary who takes a job as personal assistant to a high ranking military leader. On the first day she was putting a call through to her new boss from a particularly demanding client. On hearing who was on the line, the respected leader asked his new PA to tell the caller he was out, as do so many managers every day.

“I can’t do that, you are here” came the response from the new secretary.

After a pause she continued, “If I lie *for* you now, you won’t know when I’m lying *to* you.”

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had slightly dissipated whilst she was speaking to her new found friend, resurged with a vengeance.

The two sat in silence. Clearly what Laura had disclosed had killed the conversation stone dead.

The bus continued on its journey, with people bustling past Laura at every stop to go about their business.

“I lied once” came the soft voice from beside her. In fact it was so soft that Laura couldn’t be sure that she actually heard it correctly. She turned to look at the old woman who was gazing out of the window, apparently misty eyed.

“Sorry, did you say something?” asked Laura.

Turning to face her, her eyes belied the fact that she had been crying.

“Whatever’s the matter?” Laura asked with genuine concern.

“I lied once” repeated the woman.

“It cost me my happiness, my future, my life” she continued, her voice drifting to a whisper as she spoke.

Laura was dumbstruck. This woman, who had been so sweet and unassuming, was now contemplative, and more than a little upset.

“I’m sorry – I didn’t mean to burden you with my problems. I certainly didn’t want to upset you. I’m so sorry.”

She patted Laura on the arm, and smiled meekly.

“It’s fine, dear, you just brought back some memories that I would rather forget, that’s all.”

The two women exchanged a warm hearted glance. The old lady shuffled in her seat so as to move her body to face





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## **Traders' lies generate £100 million profit**

One Wednesday in March 2008 shares in the fifth largest UK bank, HBOS, fell by 17% in the first hour of trading. All as a result of untrue rumours of a liquidity crisis at HBOS circulating London trading floors by email.

It is widely believed that these emails were created by an opportunist trader who may well have achieved £100 million profit on the shares' rapid descent in value and subsequent rise to normal levels within a matter of days.

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Laura, and took a deep breath as if to brace herself. Laura sensed that she was about to hear something important.

“It was a long time ago, but you know, it has haunted me ever since.”

Despite her embarrassment that she had quite unintentionally upset a random person on the bus, Laura felt compelled to listen.

“I made a huge mistake, my dear, when I wasn’t much older than you are now. I told a single, dreadful lie that, with hindsight, ended costing me my happiness. I was never able to repair the damage of that lie. Not a day goes by when I don’t pine for what could have been and wish I could turn the clock back.”

She fixed Laura with an intense stare and took her young friend’s hand in hers. She patted it softly as she spoke.

“Make amends, my dear. Don’t let your lie consume your life the way that it has consumed mine.”

Just as she turned towards the window, Laura saw that the old lady had tears welling in her eyes.

This woman’s lie had affected her whole life. Was that to be Laura’s destiny? As she contemplated this possibility, she became overcome with a feeling of despair.

*“Great things are not done by impulse, but by a series of small things brought together.”*

**Vincent Van Gogh**



Today had been particularly busy for Steve at the deli. The queue had again been snaking out of the door for most of the day, and he and William collapsed onto a couple of patio chairs just as soon as they brought them into the shop after another exhausting day.

“You know what, Will, I don’t think we can cope with this level of demand for much longer, do you?”

“I tell you, I’ve never worked as hard in my life!” replied his assistant, exhaling as he stretched his legs out in front of him and put his hands behind his head.

“I think it’s time we thought about expanding. There’s a unit that’s become available on the other side of town that might be worth looking at, and that would give us exposure on both sides of town. It’ll give us a big catchment area, save some of our customers from travelling, and also give us an opportunity to broaden our reach somewhat.”

“Good idea – maybe we could even start selling more local organic produce – there are a few really big farms over that way.”

“Right – that would give people a real alternative to the supermarkets. Yeah, I like it – I’ll look into that tomorrow.”

## Trust can reduce stress

When people fail to trust colleagues, they have a tendency to:

- Attend unnecessary meetings in case people talk behind their back
- Request to be copied in on unnecessary emails
- Fail to delegate
- Experience anxiety that they may be passed over for promotion
- Conclude that when things don't go their way that a plot exists against them
- Not ask for help in case they are seen as weak

“Only thing is though, with my wife about to have the baby, I wouldn’t be able to make it over there every day – that’s an extra half an hour, and I’m going to be needed at home, mate.”

“Mmmm, I hadn’t thought of that. I don’t fancy rushing between two delis either, to be honest. That’s not going to go down well at home either” said Steve, rolling his eyes. William laughed. They both knew that one of the reasons Steve had left Gabriels was to give himself a better work-life balance, so that he could spend more time with his family while they were growing up. Getting back into the long hours that he had felt obliged to chalk up when he was in full-time employment didn’t interest Steve, and certainly wouldn’t please his wife. Yet he had discovered such a winning formula with the delicatessen, Steve knew that there was a golden opportunity here that was his for the taking. He was torn.

Just at that moment, Steve’s eyes came to rest on the box of *true* bars sitting on top of the counter. It made him think for a moment.

“You know what? I think I might just have a solution. Pass me the phone, Will.”



## About the Authors

After starting his career with a global engineering company Dan Collins founded *Fresh Tracks* in 1991. Through a combination of innovative training events and consultancy *Fresh Tracks* have helped businesses in sectors as diverse as pharmaceuticals, banking and housing to create better workplaces. The prompt to write *Trust Unwrapped* came from seeing how the best teams seem to operate with high degrees of trust, whilst failing teams always struggle to trust one another.

Dan regularly speaks on issues of teamwork, motivation and trust to audiences around the world.

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David Thompson has been developing people since 1990. During his career he has worked in a number of organisations such as Sainsbury's, Canon, Morgan Stanley, Merrill Lynch, and latterly ABN AMRO, where he held the position of Senior Vice President, Head of People & Organisation Development.

David is the author a number of books including *Career Helium*, an inspirational story that will change the way you view work. David has also been the teambuilding expert on Channel 4's *Big Brother's Little Brother*, and is a popular speaker and facilitator, with audiences regularly describing his style as 'engaging and entertaining'.

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Trust Seminars and workshops can be hosted by the authors and accredited facilitators.

*Trust*, a 15 minute training film suitable for all audiences, can be purchased or rented from [www.trustunwrapped.com](http://www.trustunwrapped.com)

# Trust – the invisible thread that binds the world together.

Just think about it for a second. Your relationship with your partner, your children, your boss, your clients. Without trust, how would those relationships change? What would they be worth?

By holding trust central to the personal philosophies that underpin the way you live your life at work and at play, your rewards will be collaboration, strong meaningful relationships and ultimately greater success.

Trust Unwrapped takes a unique approach to this subject. Follow the story of a young woman who, in her quest to reach the top of the corporate ladder, loses sight of the importance of trust and in so doing crashes her career in a spectacular fashion; concurrently real life facts, stories, quotes and cartoons are included alongside the text to provide a fresh and factual insight into this vital ingredient of modern day life.

*"The quickest way to build a business to be proud of is to make sure every member of the leadership team reads this book."*

Ted Smith, Chief Executive Officer, Craegmoor Healthcare

*"An entertaining and provocative read for anyone wishing to understand the business case for ethical corporate conduct."*

David Molian, Bettany Centre for Entrepreneurship, Cranfield School of Management



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