

## Trustworthiness vs. Profitability

There is evidence that companies in which employees believe their managers follow through on promises and demonstrate the value they preach are substantially more profitable.

It is however a real challenge for managers to be trustworthy:

- \* Managers deal with competing groups of stakeholders and promises they make to one group may well compete with those they make to others.
- \* What was "right" yesterday may well be "wrong" today.
- \* What is "true" for an organization may be "wrong" for an individual.

"Of all the factors that can undermine behavioral integrity, among the most dangerous is managers' inability to see an integrity problem in themselves."

"Credibility is slow to build and quick to dissipate. (...) It takes evidence of only a single lie for a manager to be branded a liar."

According to: Tony Simons, *The High Cost of Lost Trust*, Harvard Business Review, September 2002