



CREATING A TRUST SURPLUS

Strengthening Confidence Across Teams
and Clients

Imagine this...



Thursday passes.





A month later...



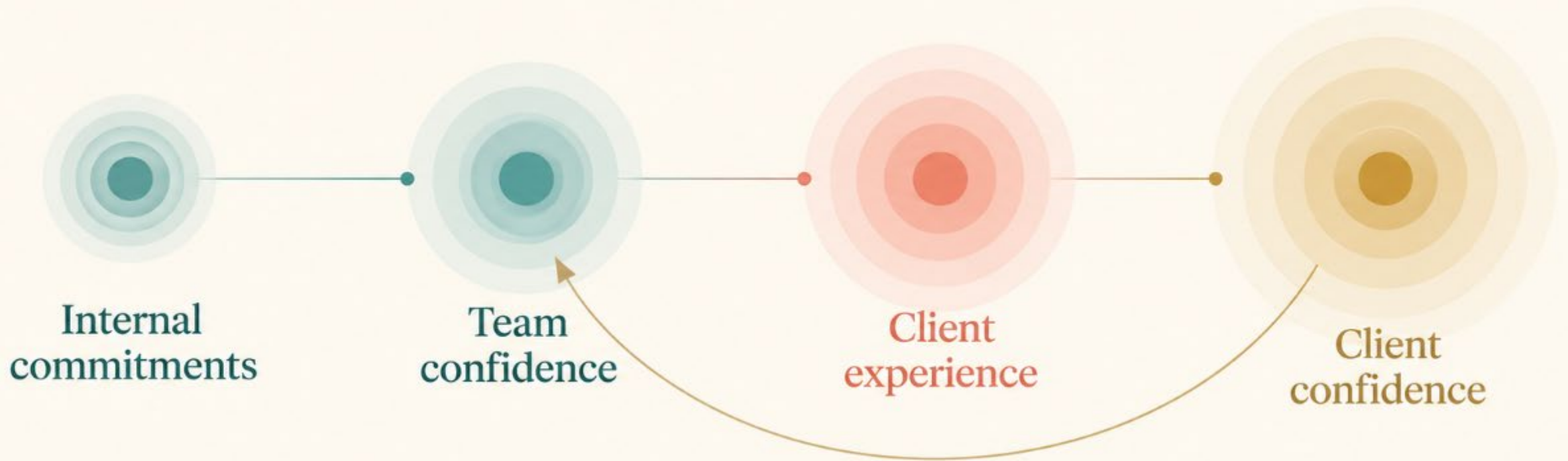
The missed deadline?

When did the relationship
begin to change?

The client having to follow up?

The lack of communication?

The Trust Ripple



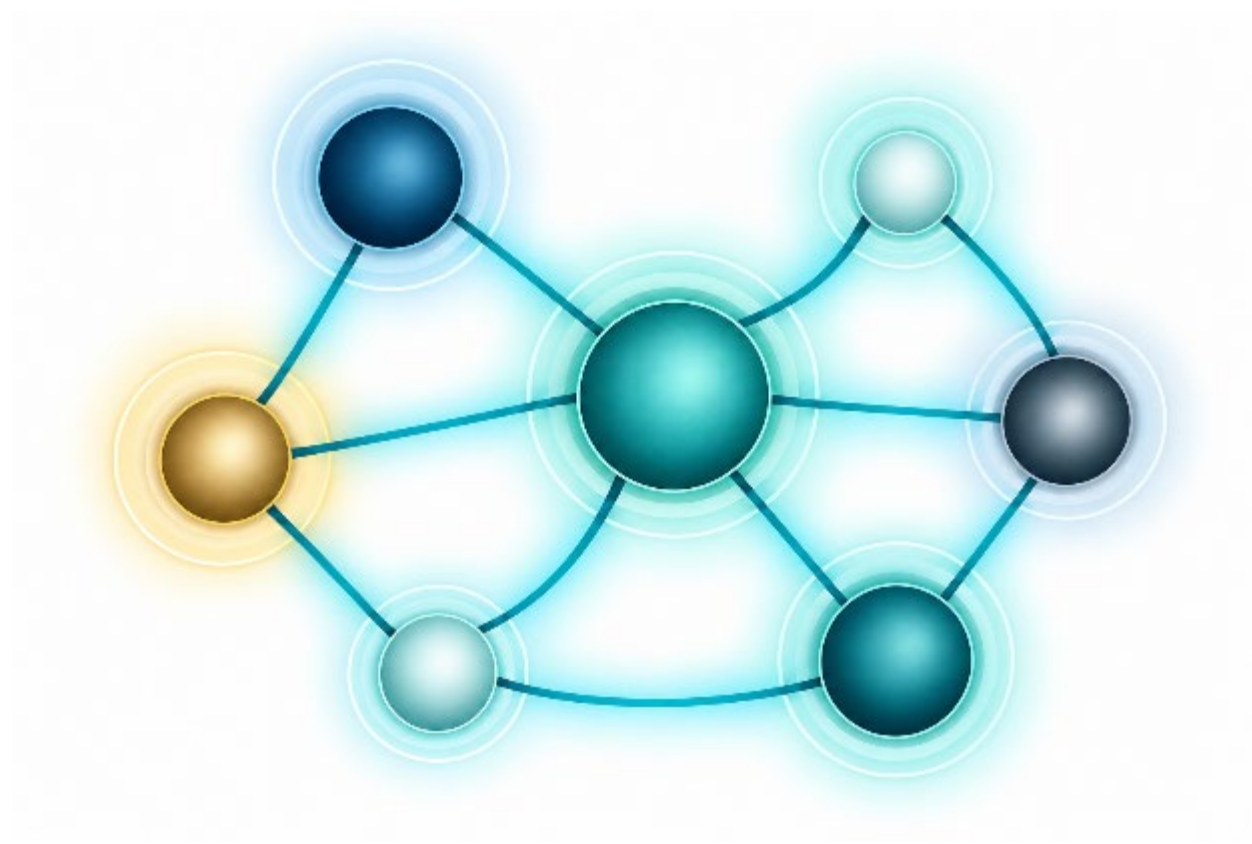
What happens inside the team eventually becomes visible outside it.

Three Dynamics of Trust



1

TRUST SURPLUS



TRUST IS ACCUMULATED EVIDENCE

People decide how closely to monitor our work based on what they repeatedly experience.

- RELIABILITY
- JUDGMENT
- TRANSPARENCY
- REGARD

WHAT A TRUST SURPLUS MAKES POSSIBLE

Less checking

- People do not need constant proof that work is moving

More candor

- Problems can surface before positions harden

Greater discretion

- You receive room to make decisions within your role

Higher-stakes work

- Others are more willing to entrust consequential assignments
- 

Predictability Matters More Than Constant Availability

- Clients do not need an immediate answer to every question
- They do need to know
 - You received the request
 - You understand what matters
 - They will hear from you again at a known time

A response deadline can build trust even when the answer is not yet available.

Table Activity



At your table, identify one everyday behavior that consistently builds confidence and one that quietly weakens it. Consider how each behavior affects both trust within the client team and confidence in the client relationship.

BEHAVIOR – What do people observe?

INTERPRETATION – What might they conclude?

UPGRADE – What would increase confidence?

Full Group Discussion

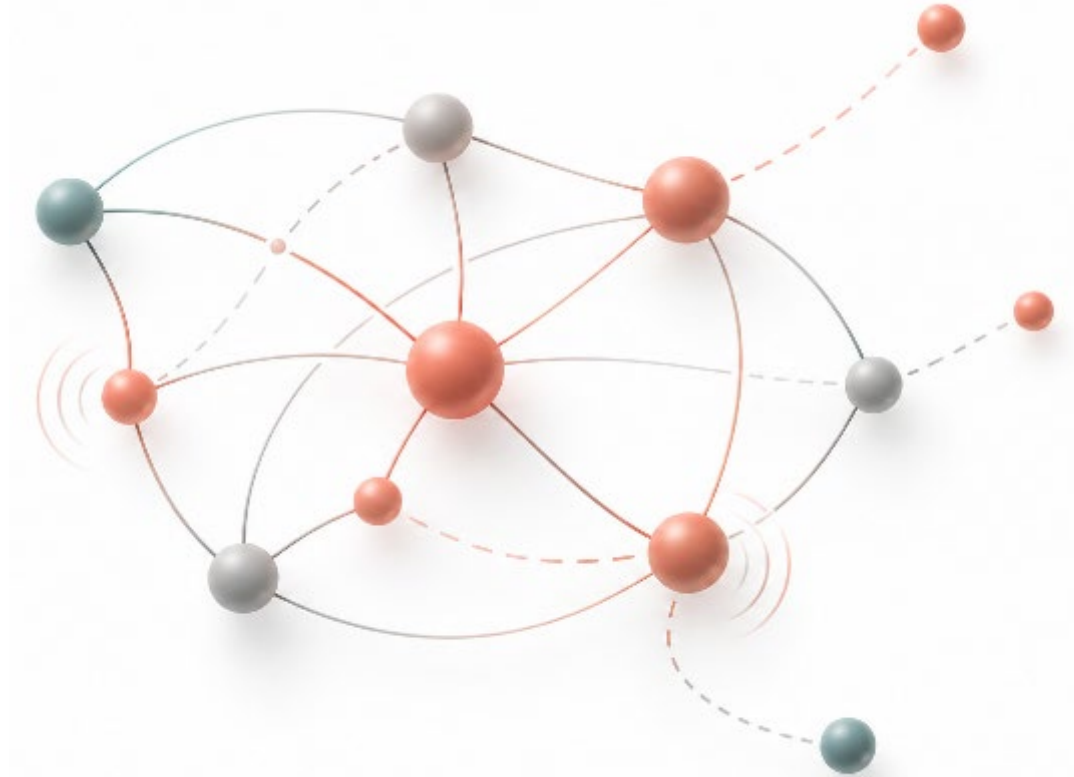
**What behaviors cause you to trust
someone with greater
independence?**

What evidence do those
behaviors provide?



2

TRUST DEFICIT



Quick show of hands...

**Who has ever had
a paper cut?**



Accumulation of Small “Paper Cuts”

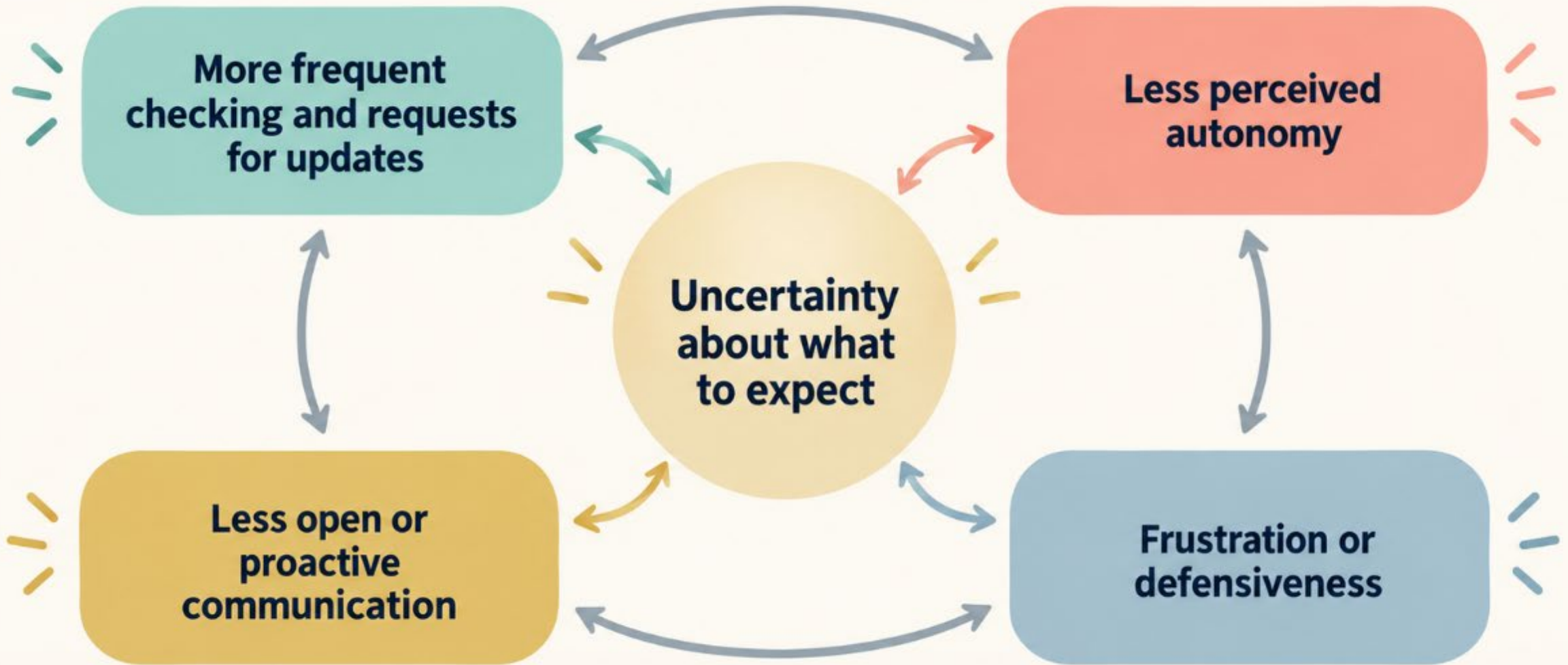
Within the client team-and across client relationship

- Teammate waits for information to move the work forward
- A handoff or decision is never fully closed out
- Deadline passes without an update to the team or client
- Client must ask whether work has started
- Colleague, or volunteer leader, surprised by information they should have received earlier

Patterns across teams and client interactions shape trust more than explanations of individual incidents.



How a Micromanagement Pattern Can Reinforce Itself



The pattern can begin at different points—and it can be interrupted at any point.

CONTROL OR CONFIDENCE?

Before labeling the behavior, ask:

Has the level of oversight recently changed?

What risk does the person believe they carry?

What information are they repeatedly seeking?

Would a predictable update rhythm reduce the behavior?

Your workload may be invisible. Your commitments cannot be.

WHAT YOU ARE MANAGING



WHAT OTHERS NEED TO KNOW

-  **WHAT I** can deliver
-  **WHEN** you will receive it
-  **WHAT I** need from you

Clients and teammates experience prioritization through the commitments we make visible.

Table Activity



A board president begins requesting twice-weekly updates and asks to approve routine communications.

At your table, discuss:

1. What might be driving the change, and who could help you understand the situation before labeling it micromanagement?
2. What coordinated response could increase confidence while preserving appropriate staff authority?

Full Group Discussion

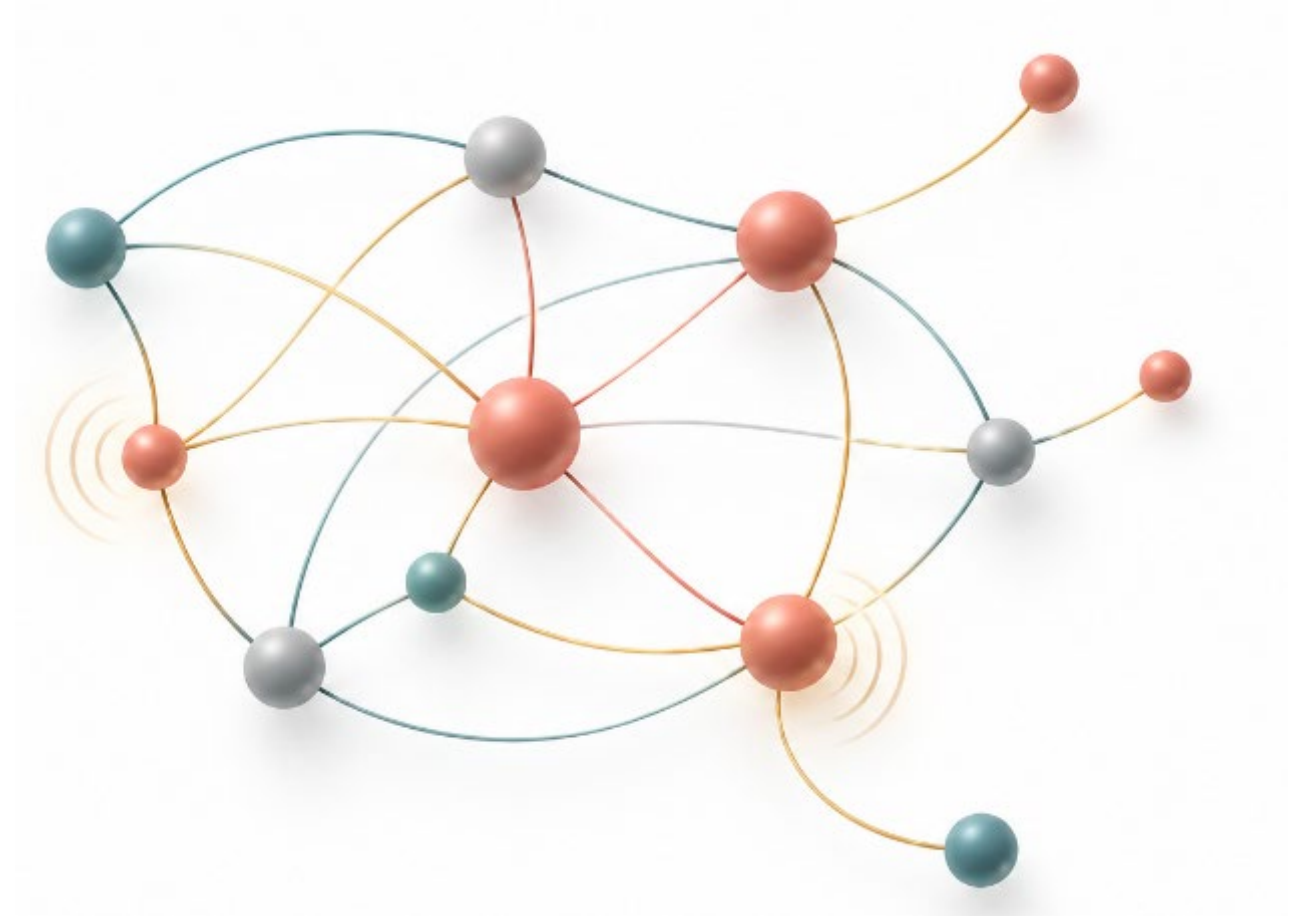
What would help you determine whether this is primarily about control or a gap in confidence?

What could the team make clearer or more predictable without giving up appropriate staff authority?



3

TRUST REPAIR



TRUST REPAIR BEGINS WITH CLARITY



NAME

Acknowledge the missed expectation or concern without becoming defensive



RESET

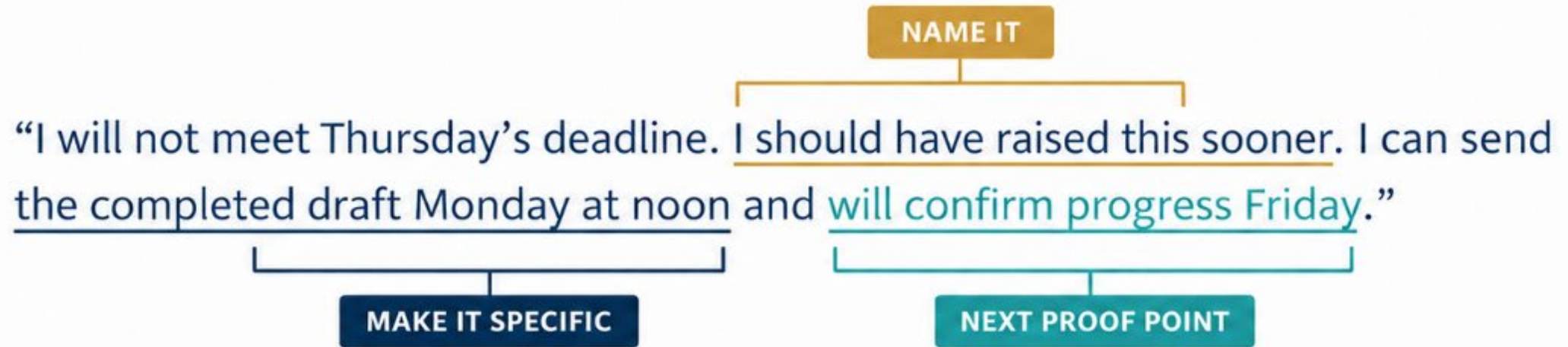
Agree on ownership, timing, and how progress will be visible



PROVE

Create repeated evidence through smaller commitments kept consistently

Language that restores confidence



NAME IT → MAKE IT SPECIFIC → CREATE THE NEXT PROOF POINT

WHEN OVERSIGHT INCREASES

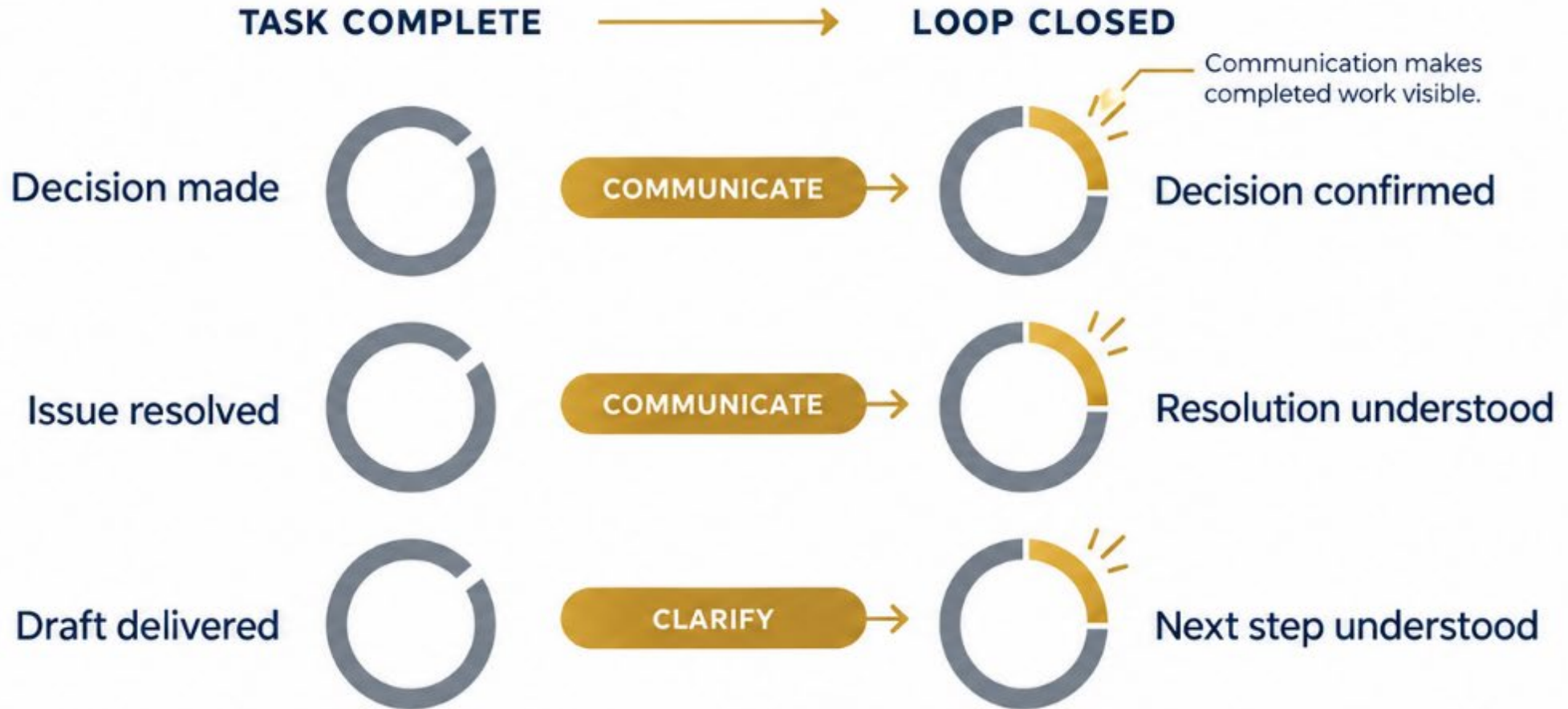
Name the observation → Ask what would create confidence

WHEN CAPACITY CONFLICTS

Make the tradeoff visible → Ask for a priority decision

Closing the loop is part of the work

Completing the work does not always close the loop.

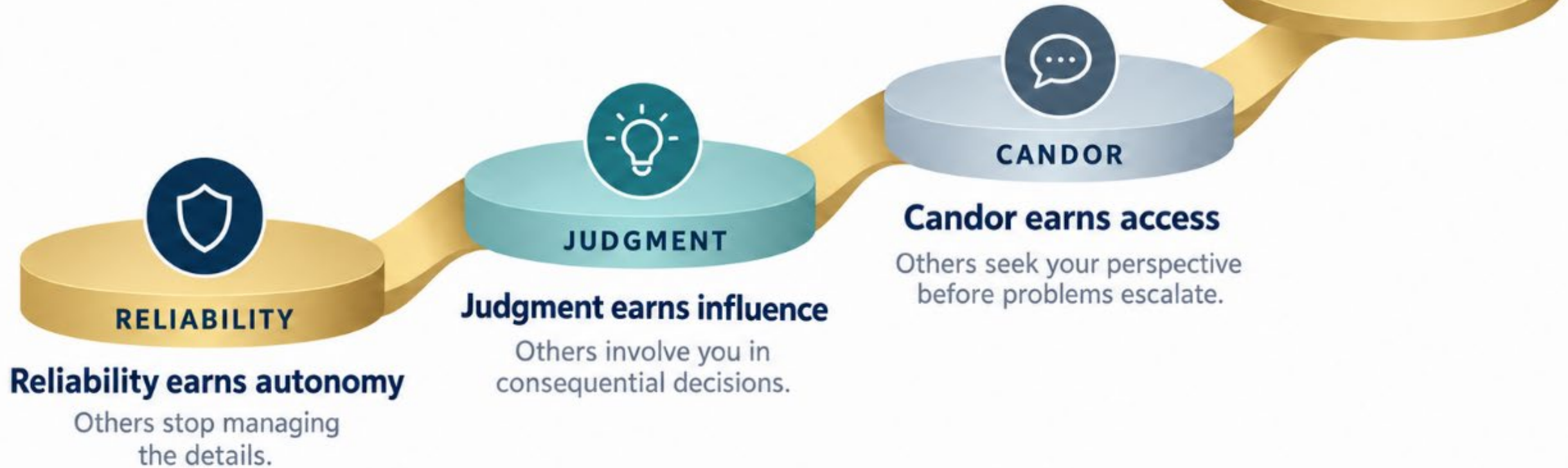


PRACTICAL TAKEAWAY

People cannot credit evidence they never receive.

Trust is career capital

Professional growth often begins before the promotion.



These forms of trust reinforce one another; they are not sequential.

PRACTICAL TAKEAWAY

The reputation you build in routine work determines the opportunities others believe you can handle.

YOUR TRUST COMMITMENT

To strengthen confidence in my work, I will...

Choose one behavior you can repeat in the next 30 days.

IMAGINE THIS...

Six months later, the client no longer asks for weekly updates.

They ask for your recommendation.

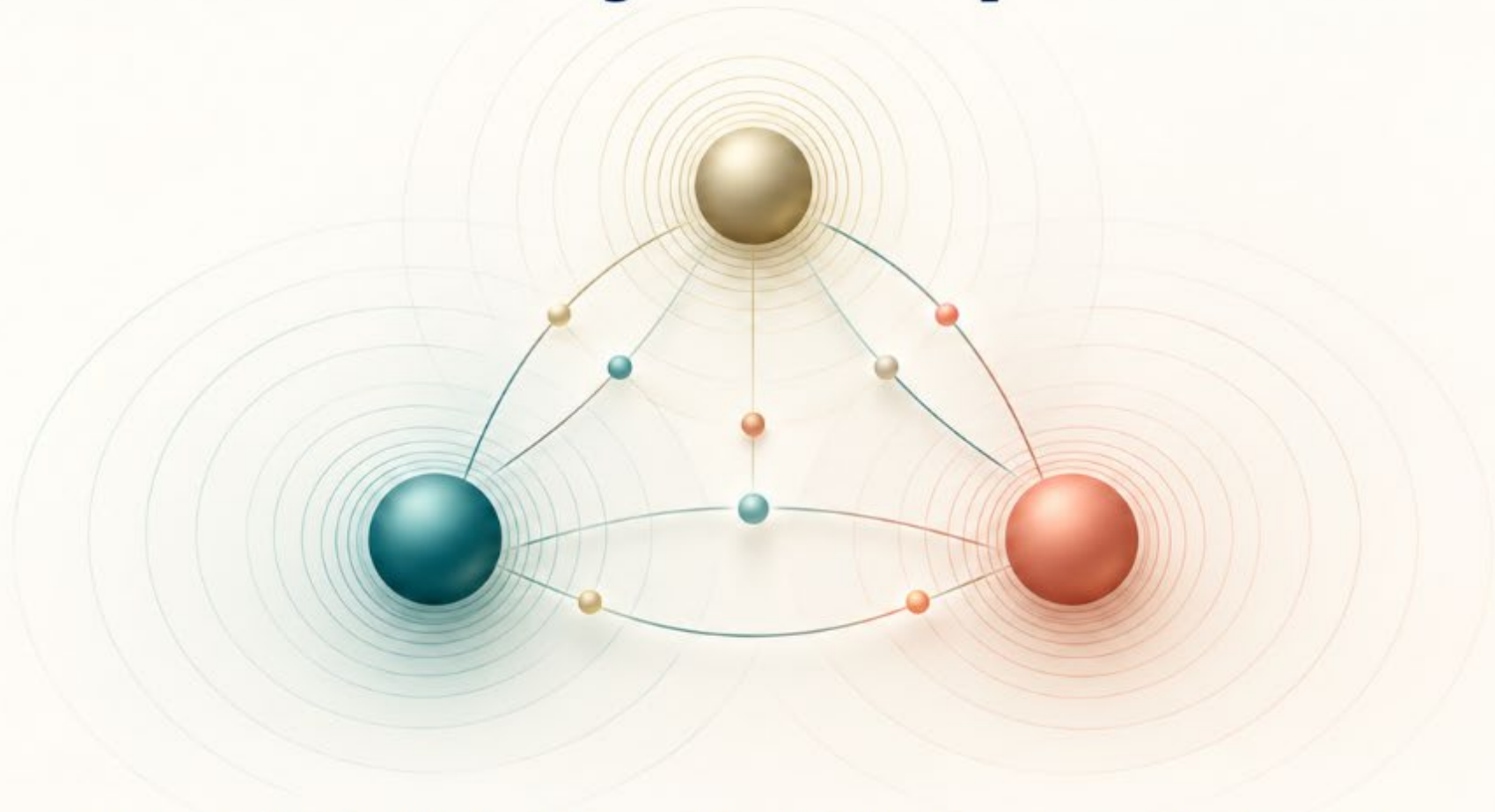
They trust you to handle the details.

They involve you earlier.

What changed?



Trust grows in the moments people learn what they can expect from us.



Be reliable. Make the work visible. Use sound judgment.

Thank You

An abstract graphic on the right side of the slide featuring a central dark teal sphere with several lines radiating from it. These lines connect to other spheres of various colors (teal, orange, gold) and sizes, some of which have concentric circles around them, creating a network-like or molecular structure.

**Linda Caradine-Poinsett,
PhD, MJ, MBA**

lcaradinepoinsett@connect2amc.com
Association Management Center