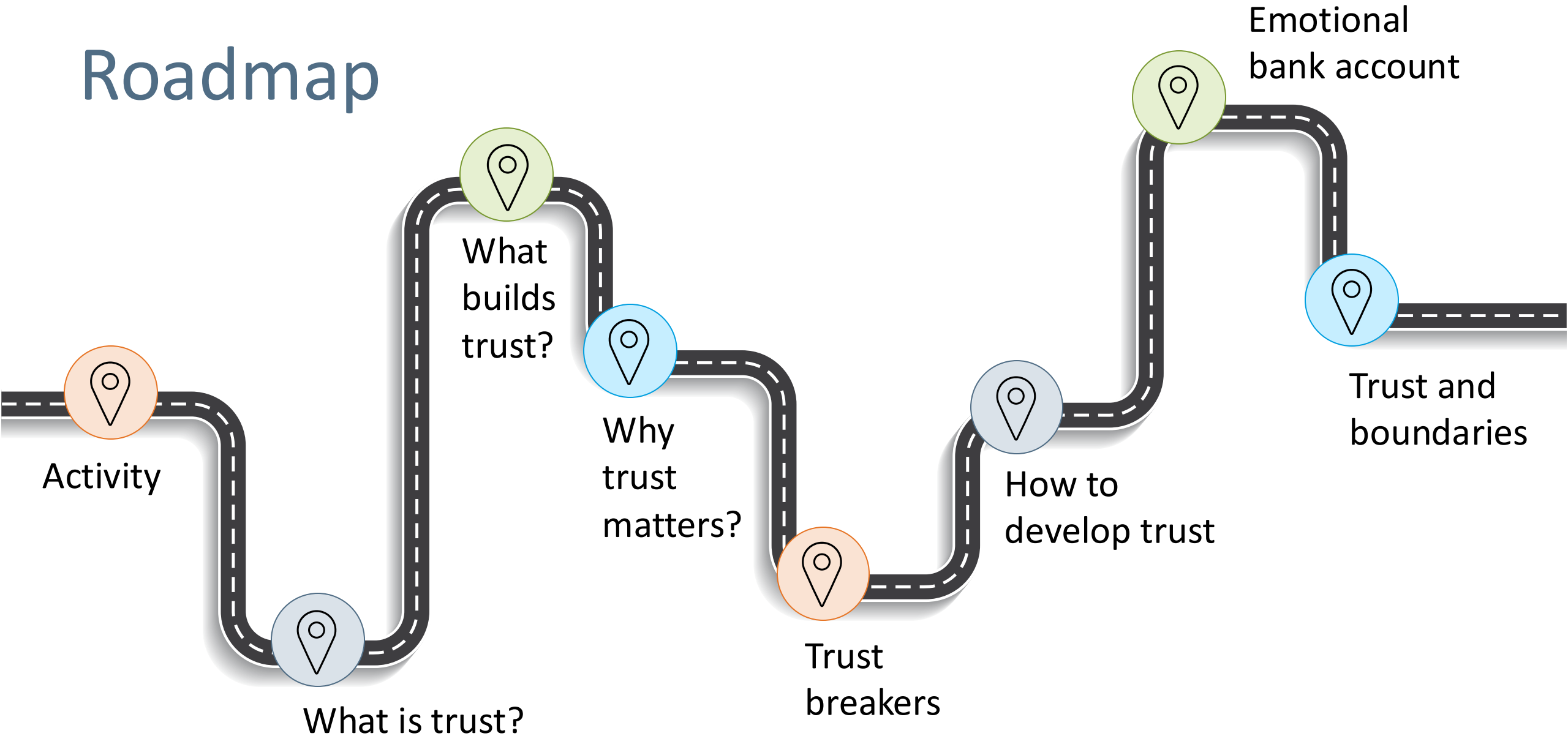


Integrity in Action: Practical Trust Building for Public Procurement

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.”

—*Stephen Covey*

Roadmap



Activity

In small groups, discuss a person that you do not trust.

- What actions or activities lead to that?

In same small groups, discuss a person that you trust implicitly.

- What actions or activities lead to building that trust?
- Did that person ever do something that you perceived as negative?
- Did you still trust them after that?

Trust: What is it?

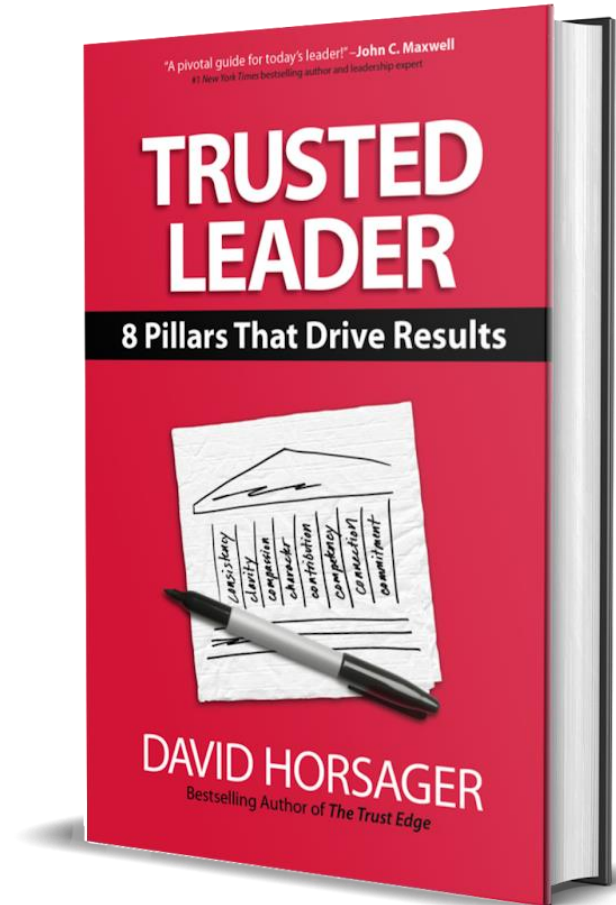
- Belief in the reliability, truth, ability, or strength of something or someone
- Earned through patterns of behavior, not statements of intent



Trust: What Builds It?

8 Pillars of Trust

- Clarity
- Compassion
- Character
- Competency
- Commitment
- Connection
- Contribution
- Consistency



Trust: Why It Matters

- Increases speed of decisions
- Reduces risk
- Improves outcomes
- Amplifies leadership and impact
- Strengthens relationships



Trust: Why It Matters in Public Procurement

Trust has two targets:

- People
- System



Trust: Why It Matters in Public Procurement

- Builds reputation for transparency and fairness
- Protects public funds and public confidence
- Enables fair competition and healthier supplier markets
- Reduces time spent documenting
- Reduces friction
- Sustains legitimacy

“Trust takes years to build, seconds to break, and forever to repair.”

— *Amy Rees Anderson*

Trust Breakers

Process Breakers

- Moving goalposts without explanation
- Changing requirements without clarity
- Unequal access to information (real or perceived)
- Vague or unsupported evaluation documentation
- Inconsistent enforcement of policies or contract terms

Trust Breakers

Communication Breakers

- Overpromising timelines
- Under-communicating delays
- Tone issues (defensive, dismissive, “because I said so”)
- Lack of clarity in requirements or expectations

Trust Breakers

Ethical Breakers

- Conflicts of interest unmanaged or managed silently
- Selective transparency
- Confidential information handled carelessly

Trust Breakers

Performance Breakers

- Inability to solve problems
- Underperformance without accountability
- Failing to follow through
- Accountability

Building Trust Across Departments

1. Lead with Positive Intent

- Assume they are trying to solve a problem
- Give benefit of the doubt
- Don't assume maneuvering

Building Trust Across Departments

2. Communicate Like a Partner

- Trade jargon for clarity
- Be calm and steady
- Explain the “why” behind constraints
- Questions = better understanding

Building Trust Across Departments

3. Be Proactive, Not Reactive

- Understand budget cycles and operations
- Anticipate needs and barriers
- Offer solutions, not just policy citations
- Shift from roadblock to ally
- Create training program and tools for departments
- Survey departments regularly

Building Trust With Suppliers

1. Make Process Predictable

- Say what you will do and do it
- Provide clear evaluation and award criteria
- Separate requirements from preferences

Building Trust With Suppliers

2. Communicate With Clarity

- Use plain language
- Explain changes: reason + impact + next steps
- Debrief respectfully and specifically

Building Trust With Suppliers

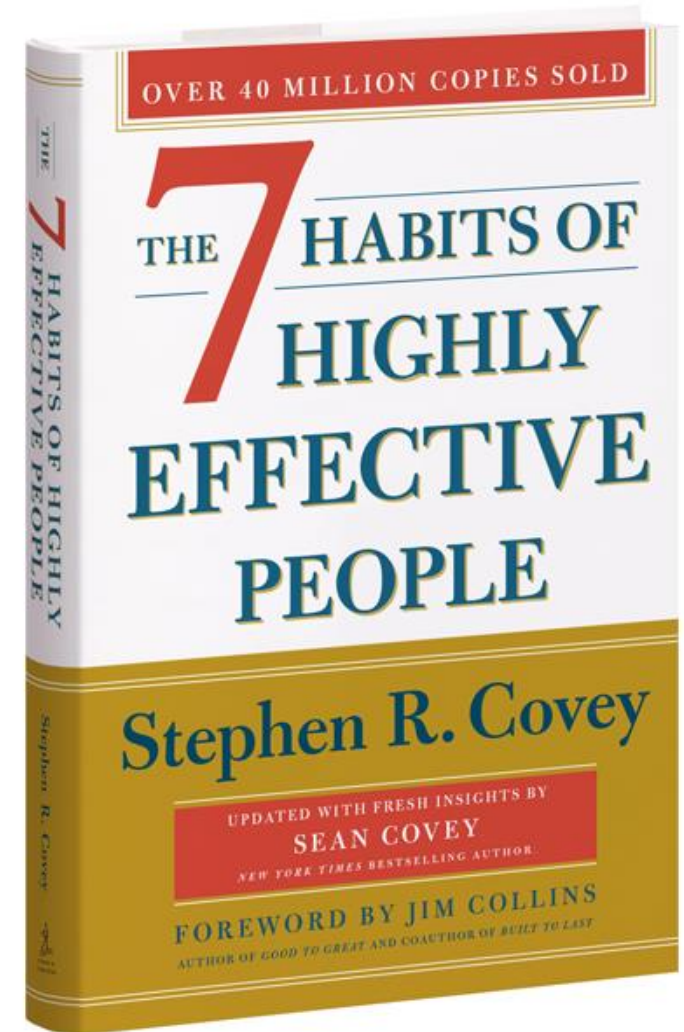
3. Protect Fairness

- Provide equal access to information
- Document consistently
- Maintain confidentiality

Emotional Bank Account

Deposits

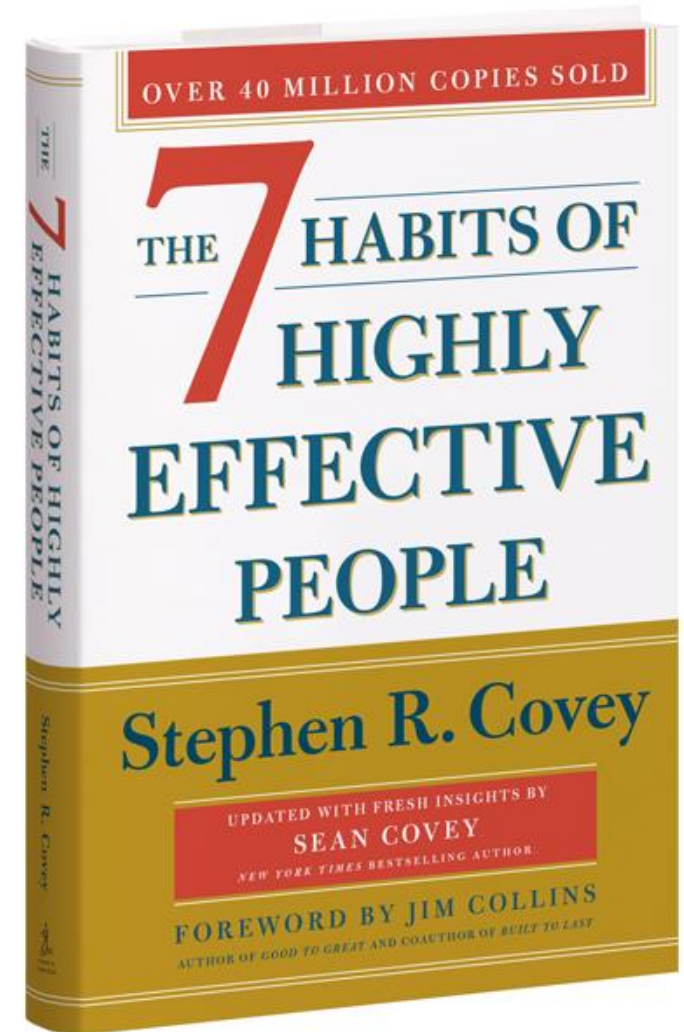
- Follow through on commitments
- Active listening
- Celebrating other's successes
- Embrace vulnerability
- Showing kindness
- Providing clear boundaries



Emotional Bank Account

Withdrawals

- Being late
- Being nonresponsive
- Blaming others
- Talking negatively about some
- Inconsistency



Trust and Boundaries

- We are not perfect and will not act perfectly
- Exhibiting trustworthy behaviors does not mean you're a doormat
- Understand what you can control vs. what you cannot
- Strong trust environments still have boundaries and oversight; they just rely less on constant escalation
- Protect your principles

At the End of the Day...

People won't remember how many POs you processed. They remember how you made them feel.



Open Forum

- What are you doing at your entity to develop and build trust?



Thank you!



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