

As a result, the current thinking is to setup set of controls and policies in the manner employees are "governed".

Corporate controls and policies are critical foundational requirements of good Governance with the intent to express clear direction on the things which are fundamental, basic, important and therefore most enduring in running business.

But here is the problem, the more controls you place, the more organisational trust declines.

For example, organisation must adopt a 'need to know' access strategy, meaning users can only access the data they need to do their job.

That's all very well, but what perception does it portray? That it lacks trust in its people and what they can do? Anyway, an employee with determination and motivation will most likely find another way to access data, even though that they are not authorised to do so.

What can organisation do to develop a strong level of internal trust?

Provide Real Value Support

Some of the best ways to address the human risk factor in an organisation is by engendering real time investment in programs for people's education, training and support. An organisation with a strong sense perceived trust signals to the employee the organisation values and cares for them.

The criticality of these programs is important. They assess and analyse the real human performance within the organisation. By creating a plan for sustained improvements and introducing a series of real time education interventions and training, which targets behavioural changes will encourage a 'risk aware' culture. This is critical as people make decisions every day that balance security against the imperative of making the business work.

Provide Real Value Job Satisfaction / Engagement

Involves the extent to which employees are excited by and absorbed in their work. And they typically evolve around several key factors:

- Mentally challenging work including opportunities
- Adequate compensation and recognition
- Career opportunities
- Friendly & helpful colleagues
- Working to a set of shared and common goals
- Flexibility in the workspace.

Demonstrate Respect

Respect is fundamental behaviour that demonstrates caring and concern. The overarching principle is the intrinsic worth of the individual. And this a direct relationship to trust and to the bottom line.

Leaders and manager must lead with example. When employees believe that their managers care and follow the same principles as everyone else, how willing are they to give their best? Be innovative? To collaborate? Very much so!

What is the value of developing high level internal trust for organisations?

1. **Increased in Value** – Those with higher level of trust typically earn four times greater earning than the broader market and deliver more value to their customers.
2. **Growth Acceleration** – Those organisations with high trust not only outperform low-trust organisations but develop a vehicle whereby customers buy more, buy more frequently, refer more and stay longer with high-trusting organisations.
3. **Enhanced Innovations** – High trusting organisations tend to be more innovative in the products and service they offer, because they are more willing to share and take risks for the greater good.
4. **Improved Collaboration** – High trusting organisations foster greater collaboration and team environment which is key to success in the dynamic global economy.
5. **Stronger Partnering** – High trusting organisations engender stronger partnerships because they understand relationship.
6. **Better Execution** – High trusting organisation are able to execute their strategies quicker, better, faster and cheaper.
7. **Greater Loyalty** – High trusting organisation elicit far greater loyalty from their primary stake holders, customers, suppliers, distributors and investors.

In summarising

If you don't have enough incentives to address the importance in engendering and growing trust within the organisation, then you are paying a toll, a heavy and wasted "tax". While, these "taxes" may not show up conveniently on the income statement as "trust taxes", they are still there disguised as other problems.

I invite you then to put on your "trust hat" so that you can see what is happening below the surface. It only takes a single person to place your organisation at risk because of disengagement, office politics, bureaucracy and or other negative environment situations.

Having said that, there are massive positive dividends when organisation garner a high level trust.

"...If the work environment is ethical, productive and positive, people will stay – and stay committed. They'll drive your company forwards."

Kent Murdoch, President and CEO O.C. Tanner Company

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