

# Leadership and the Culture of Trust

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GILBERT W. FAIRHOLM

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Leadership is not something one does alone. It is an expression of collective, community action--unified action of leaders and followers who trust enough to jointly achieve mutual goals. The task of creating a culture conducive to interactive trust is perhaps the preeminent leadership task. This practical guide identifies the key elements leaders need to manipulate to create such a trust culture in any work environment. By learning to shape culture to meet changing needs--by learning to be continually responsive to the organization's vision as well as to the needs of a changing follower core--the leader can create the situation necessary for any successful organization, one where followers can trust others and feel free to work together to gain mutually desired goals.

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## **Leadership and the Culture of Trust** By Gilbert W. Fairholm **Bibliography**

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#### **About the Author**

**GILBERT W. FAIRHOLM** is Associate Professor of Public Administration at Virginia Commonwealth University. He is the author of *Values Leadership* (Praeger, 1991) and *Organizational Power Politics* (Praeger, 1993), a Choice Outstanding Academic Book.

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