

# Trust: “Wintrich on Trust” Video Case Study

---

**Facilitator:** Watching the video twice often ensures that participants are prepared to discuss the issues. Remember that Fred Wintrich volunteered to share this story and served admirably and heroically in combat.

**Video summary:** Fred Wintrich was a battalion executive officer just before the surge in Iraq. His unit operated in a hotly contested area, averaging 11 direct fire contacts a day over the entire deployment. He discusses Trust as an imperative for mission accomplishment. Length: 1:42

## Notes:

- Wintrich talks about the importance of trust and how it is developed over time. A) How is trust developed between leaders and subordinates? B) Between Soldiers and their peers?
- What are some ways trust is built when you first arrive at your organization or unit? What are specific actions or behaviors that leaders use to develop trust?
- What are the possible consequences of distrust between leaders and subordinates? Between Soldiers?
- Why does Wintrich say, “If you don’t trust, you’re not leading very well?” What is the correlation between trust and effective leadership?
- Wintrich uses the phrase, “people earn trust.” A) How is trust “earned” in the Army? B) Between Soldiers? C) Between leaders? D) Between Soldiers and leaders?
- Wintrich mentions having units spread out over several kilometers. A) What are some of the challenges of being geographically separated from your higher headquarters? B) From your subordinate units? C) What are some specific ways you can resolve those challenges?
- How does trust relate to the *esprit de corps* of a unit?
- How does the level of expertise in a unit relate to how well the Soldiers and leaders trust one another?

-