
BUILDING TRUST

SAMPLE



Building Trust Self Survey

A

As a leader or peer, I

	Almost Never	Infrequently	Occasionally	Sometimes	Almost Always	Always
Demonstrate strong task knowledge and skills	1	2	3	4	5	6
Constantly learn and build my expertise	1	2	3	4	5	6
Use my skills to assist or teach others	1	2	3	4	5	6
Know how to get things done in the organization	1	2	3	4	5	6
Have a track record of achieving results	1	2	3	4	5	6
Set SMART goals for myself and/or others to drive results	1	2	3	4	5	6
Focus on key priorities to drive results	1	2	3	4	5	6
Consistently contribute to the organization's success	1	2	3	4	5	6
Demonstrate strong planning skills	1	2	3	4	5	6
Demonstrate strong problem-solving skills	1	2	3	4	5	6
Demonstrate strong decision-making skills	1	2	3	4	5	6
Find quick solutions and make timely decisions	1	2	3	4	5	6
<i>Count how many of each number in each column were circled.</i>	Totals					

B

As a leader or peer, I

Tell the truth	1	2	3	4	5	6
Admit mistakes	1	2	3	4	5	6
Am credible and authentic	1	2	3	4	5	6
Keep confidences	1	2	3	4	5	6
Act in alignment with personal and organizational values	1	2	3	4	5	6
Encourage alignment and collaboration around organizational values	1	2	3	4	5	6
Speak positively about colleagues and the organization	1	2	3	4	5	6
Address behavior not aligned with organizational values	1	2	3	4	5	6
Make ethical decisions	1	2	3	4	5	6
Do not bend the rules	1	2	3	4	5	6
Avoid gossip and playing favorites	1	2	3	4	5	6
Create equitable solutions	1	2	3	4	5	6
<i>Count how many of each number in each column were circled.</i>	Totals					

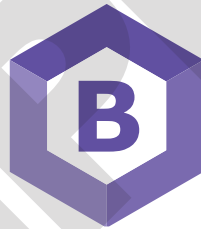
The Elements of Trust



ABLE

Demonstrates Competence

Expertise
Results
Effectiveness



BELIEVABLE

Acts with Integrity

Honesty
Values
Fairness



CONNECTED

Cares about Others

Benevolence
Communication
Rapport



DEPENDABLE

Honors Commitments

Reliability
Accountability
Responsiveness



ABLE

Demonstrates Competence

Expertise—Has demonstrated knowledge, skills, and experience

- Demonstrates strong task knowledge and skills
- Constantly learns and builds expertise
- Uses own skills to teach or assist others
- Knows how to get work done in the organization

Results—Has a track record of accomplishment; achieves goals consistently

- Has a track record of achieving results
- Sets SMART Goals for self and/or others to drive results
- Focuses on key priorities to drive results
- Consistently contributes to the organization's success

Effectiveness—Has good planning, problem-solving, and decision-making skills

- Demonstrates strong planning skills
- Demonstrates strong problem-solving skills
- Demonstrates strong decision-making skills
- Finds quick solutions and makes timely decisions

My Building Trust Action Plan

My highest element of trust is

ABLE

BELIEVABLE

CONNECTED

DEPENDABLE

My lowest element of trust is

ABLE

BELIEVABLE

CONNECTED

DEPENDABLE

Three actions I will take to increase my trustworthiness for my lowest element of trust

1. _____
2. _____
3. _____

My second lowest element of trust is

ABLE

BELIEVABLE

CONNECTED

DEPENDABLE

Three actions I will take to increase my trustworthiness for this element of trust

1. _____
2. _____
3. _____

Refer to *Building Trust At a Glance* for actions you can use to build trust.

Low Trust with Bella and Rick



Think about how well Bella demonstrated competence, acted with integrity, cared about Rick, and/or honored commitments.

What low-trust behaviors did she demonstrate?

What were the two lowest elements of trust she displayed?

ABLE

BELIEVABLE

CONNECTED

DEPENDABLE

What is the impact of these low-trust behaviors on Rick? How did he feel?

Diagnose Trustworthiness—Julie, Experienced Project Manager

Julie is a highly respected project manager for a high-tech organization. She has been running high-profile projects for about 10 years; her meetings are focused and energized and her team consistently delivers results. She is known for helping others and for being ethical. She spends a great deal of her time working one on one with her team to help them create winning solutions. She works around the clock. She doesn't get caught up in departmental drama and is fair, open, ridiculously hardworking, and approachable. Because she is so busy, Julie frequently cancels her One on One meetings with her team and forgets to post her weekly progress reports. Her team members occasionally share that they wish she would get back to them more quickly, but because her advice is so valuable, most people are willing to overlook this. However, her manager might tell her that because she has such high standards for herself, she may not be as responsive as her team needs her to be.

Is Julie ...	Behaviors
ABLE <input type="checkbox"/> Yes <input type="checkbox"/> No	
BELIEVABLE <input type="checkbox"/> Yes <input type="checkbox"/> No	
CONNECTED <input type="checkbox"/> Yes <input type="checkbox"/> No	
DEPENDABLE <input type="checkbox"/> Yes <input type="checkbox"/> No	

Rebuilding Trust

When a breach of trust occurs, there are three steps you can follow to help repair the relationship: **Acknowledge**, **Apologize**, and **Act**.

Acknowledge

- Assess which elements of trust were broken.
- Admit your mistakes.
- Invite reactions; listen with empathy.

Apologize

- Express remorse.
- Ask for a new start.
- Share your hopes for rebuilding trust.

Act

- Identify actions to take.
- Agree about how to move forward.
- Set a check-in time.

Tips for an Effective Apology

- Ask your colleague if it's the right time.
- Don't make excuses or shift blame.
- Use the word "sorry" instead of "apologize." *Apologize* denotes regret for your actions or that a mistake was made; *sorry* expresses remorse and sorrow.
- Don't use conditional language (if, but, etc.) in your apology because it shifts responsibility to the other party.
- Listen without judgment or rebuttal.

Resources for You to Use

- Building Trust Worksheet—to assess the level of trust in a relationship and plan for a trust-building conversation
- Building Trust At a Glance—a quick reference to the essential concepts of Building Trust



Resources for You to Share with Your Teammates

- Building Trust Overview—to give teammates the basic concepts of Building Trust
- Building Trust Worksheet—to assess the level of trust in a relationship and plan for a trust-building conversation