



Human Resources

UNIVERSITY OF COLORADO
DENVER | ANSCHUTZ MEDICAL CAMPUS

Learning and Development

Participant Guide

Speed of Trust Relationship Trust



Speed of Trust – Relationship Trust

Course Objectives

This interactive training course explores FranklinCovey’s Second Wave of Trust – Relationship -Trust. During this course, you will explore the 13 High Trust Behaviors, extending trust, and restoring trust.

Upon completion, the learner will be able to:

- Identify the 13 High Trust Behaviors, their opposites, and counterfeit behaviors
- Understand the importance of extending trust
- Determine when and how trust can be restored
- Develop a plan to develop the 13 High Trust Behaviors

Course Etiquette

- Listen actively and attentively.
- Ask for clarification if you are confused.
- Do not interrupt on another.
- Challenge one another but do so respectfully.
- Build on one another’s comments; work towards shared understanding.
- One person speaks at a time.
- Speak from you own experience, without generalizing.
- Consider anything that is said in class to be strictly confidential.

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Opening Discussion – Importance of Trust

Why is trust important when building relationships with others – personally and professionally?

Let's Discuss!

Based on your thoughts and notes above, we'll spend a couple of minutes sharing our ideas about the importance of trust.

Concept of Trust

- The Premise: The ability to **create trust** is the single most critical competency needed today - and creating it is a **learnable skill**.
- The Intent: To help you increase your ability to **develop, restore, and extend** trust in your key relationships at work and at home.
- What is Trust? Trust is born of the **character** and **competence** of a person or an organization. The opposite of trust is *suspicion*.

Group Exercise – High Trust vs. Low Trust Relationships

In this exercise, you will work with a small group and discuss the differences between high and low trust relationships. The Instructor will provide further guidance prior to organizing the groups. Depending on group size, a spokesperson may also be selected by the Instructor or could be self-selected by the group. Be sure to take good notes and actively listen during the discussions.

Think of a person with whom you have a high-trust relationship.

- What is it like to work with this person?
- How long does it take to get things done?
- What is communication like?



- What kind of results are you able to achieve?

Think of a person with whom you have a low-trust relationship.

- What is it like to work with this person?
- How long does it take to get things done?
- What is communication like?
- What kind of results are you able to achieve?

Video: Relationship Trust – Building Relationships

What can you **do** to develop trusting relationships?

What is a trust account?

Let's Discuss!

We'll spend a few minutes debriefing the video and your responses above.



13 High Trust Behaviors

In the next portion of the session, we will focus on the 13 Behaviors of high trust relationships. The 13 Behaviors are built on the 4 Cores of Credibility discussed in the Self-Trust seminar. As a refresher, the 4 Cores are Integrity, Intent, Capabilities, and Results.

On the next page is a list and a short description of all the behaviors.



Behavior #1 - Talk Straight

- Be honest and tell the truth. Let people know where you stand. Demonstrate integrity.

Behavior #2 - Demonstrate Respect

- Genuinely care for others. Show you care. Respect the dignity of every person and every role.

Behavior #3 - Create Transparency

- Tell the truth in a way people can verify. Declare your intent. Be open and authentic.

Behavior #4 - Right Wrongs

- Make things right when you are wrong. Apologize quickly. Make restitution where possible.

Behavior #5 - Show Loyalty

- Give credit to others. Speak about people as if they were present.

Behavior #6 - Deliver Results

- Establish a track record of results. Get the *right* things done. Make things happen. Accomplish what you are hired to do.

Behavior #7 - Get Better

- Continuously improve. Increase your capabilities. Be a constant learner.

Behavior #8 - Confront Reality

- Confront issues before they turn into major problems. Do not skirt the real issues.

Behavior #9 - Clarify Expectations

- Disclose and reveal expectations. Do not violate expectations. Do not assume that expectations are clear or shared.

Behavior #10 - Practice Accountability

- Hold yourself accountable first; hold others accountable second. Take responsibility for results, good or bad.

Behavior #11 - Listen First

- Listen before you speak. Do not assume you know what matters most to others.

Behavior #12 - Keep Commitments

- Say what you were going to do, and then do it. Do not break confidences.

Behavior #13 - Extend Trust

- Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others.



Group Exercise – The 13 Behaviors

In this exercise, you will work with a small group. The Instructor will provide further guidance prior to organizing the groups. Depending on group size, a spokesperson may also be selected by the Instructor or could be self-selected by the group. Be sure to take good notes and actively listen during the discussions.

Each group will be assigned 3 of the 13 Behaviors listed previously (pages 5-6) to review, discuss, and to answer the below questions.

- Group 1 & 5: behaviors 1, 2, and 3
- Group 2 & 6: behaviors 4, 5, and 6
- Group 3 & 7: behaviors 7, 8, and 9
- Group 4 & 8: behaviors 10, 11, and 12

What does it look like when your assigned behaviors are being used?

What are the opposites of your assigned behaviors?



Counterfeit Behaviors

To build trust, we know we should utilize the High -Trust Behaviors and avoid the Opposite Behaviors. But where we can sometimes get into trouble is with Counterfeit Behaviors or living in the “Counterfeit Zone.” Counterfeit Behaviors can keep teams and organizations from building trust.

“Counterfeits are particularly dangerous because although the opposites are self-evident, Counterfeit Behaviors—like counterfeit money—appear to be real, but on closer inspection reveal themselves as disingenuous.” - Stephen M.R. Covey



Video: Investment Advice and Impacts of Counterfeit Behaviors

What was the speaker's favorite counterfeit behavior?

Which of 4 Cores of Credibility did the speaker violate?



How does personal credibility affect behavior?

Let's Discuss!

We'll spend a few minutes debriefing the video and your responses above.

Why Do We Use Counterfeit Behaviors?

Select two of your favorite counterfeit behaviors.

Why we might use counterfeits behaviors?

Let's Discuss!

We'll spend a few minutes discussing counterfeit behaviors and your responses to the above questions.



The 13 Behaviors: Self – Assessment

As part of the pre-work for this professional development seminar, please plan to complete the below self-assessment.

Give yourself a 1 if you are most like the statement on the left. Give yourself a 5 if you are most like the statement on the right. Give yourself a 2, 3, or 4 depending on where you “lean.” Then, answer the three self-reflection questions at the end of the assessment.

COUNTERFEIT		HIGH TRUST	<u>Your Score</u>
Technically tell the truth, but leave the wrong impression—“spin” or manipulate.	Talk Straight ① ② ③ ④ ⑤	Be honest. Tell the truth. Don’t spin the truth.	<input type="text"/>
Fake respect or concern.	Demonstrate Respect ① ② ③ ④ ⑤	Genuinely care for others. Show you care. Show kindness in the little things.	<input type="text"/>
Make things appear different than they are. Withhold information.	Create Transparency ① ② ③ ④ ⑤	Tell the truth in a way people can verify for themselves. Declare your intent.	<input type="text"/>
Justify, disguise, or try to hide mistakes instead of repairing them.	Right Wrongs ① ② ③ ④ ⑤	Make things right when you’re wrong. Apologize quickly. Make restitution where possible.	<input type="text"/>
“Sweet-talk” people when they are present, but talk negatively about them when they aren’t.	Show Loyalty ① ② ③ ④ ⑤	Give credit to others. Represent others who aren’t there to speak for themselves.	<input type="text"/>
Deliver activities (busywork) instead of results (real work), or perform poorly.	Deliver Results ① ② ③ ④ ⑤	Establish a track record of results. Make things happen. Don’t make excuses.	<input type="text"/>
Learn but never produce. Force-fit everything into what you’re good at doing—and become irrelevant.	Get Better ① ② ③ ④ ⑤	Improve. Be a constant learner. Act on feedback you receive.	<input type="text"/>



COUNTERFEIT		HIGH TRUST	<u>Your Score</u>
Pretend to confront reality, but actually evade it or deny it.	<p>Confront Reality</p> <p>① ② ③ ④ ⑤</p>	Take issues head on. Address the tough stuff directly. Confront issues before they turn into problems.	<input type="text"/>
Fail to define results, deadlines, or resources that facilitate accountability.	<p>Clarify Expectations</p> <p>① ② ③ ④ ⑤</p>	Reveal expectations—don't assume they are clear or shared. Discuss them.	<input type="text"/>
Point fingers and blame others. Fail to enforce consequences when expectations are not met.	<p>Practice Accountability</p> <p>① ② ③ ④ ⑤</p>	Hold yourself accountable. Hold others accountable. Don't blame others when things go wrong.	<input type="text"/>
Pretend to listen or listen only to formulate your reply—not to understand.	<p>Listen First</p> <p>① ② ③ ④ ⑤</p>	Listen before you speak. Diagnose. Don't presume you have all the answers.	<input type="text"/>
Make vague, elusive commitments so you can't be pinned down.	<p>Keep Commitments</p> <p>① ② ③ ④ ⑤</p>	Say what you will do, then do what you say. Don't break commitments or confidences.	<input type="text"/>
Act like you trust someone, but micromanage her or his efforts. Give people responsibility, but no authority or resources.	<p>Extend Trust</p> <p>① ② ③ ④ ⑤</p>	Extend trust abundantly to those who have earned your trust. Learn Smart Trust based on the situation. Don't withhold trust because of risk.	<input type="text"/>

Self-Reflection Questions

Which two or three behaviors scored the *highest*?



Which two or three behaviors scored the *lowest*

What one or two actions will you take to improve one of the lowest-scoring behaviors?

Let's Discuss!

We'll spend a few minutes discussing the self-assessment and the associated questions.

- **What are your insights from the self-assessment?**
- **What might you do to enhance or improve in one behavior?**

Case Study and Tools – 13 Behaviors and Trust Scenarios

Scenario 1

You did not follow through on an important commitment to another team last week. Someone has complained, and now your boss has contacted you about it. *What will you do and say?*

Scenario 2

Your boss has a problem trusting others, including you, to work without his close supervision. He constantly looks over your shoulder, gives unsolicited advice, listens in on your calls, and reverses a lot of your decisions. You spend half your time responding to his “keep me in the loop” emails. *What will you say and do to help him extend more trust to you?*

Scenario 3

One of your co-workers talks down about you to your boss and colleagues, saying that you do everything wrong and making it look like you don't know what you're doing. He has been with the company a long time, so he has the “voice of experience” going for him. Some things your boss has said to you leave you wondering if she might believe these complaints. You have a meeting scheduled with your boss. *What will you say to her to bolster her trust in you?*

Your goal is to:

- Select 3-4 behaviors from the Trust Action Cards Index (page 13 & 14) that you would use to address the scenario



Which scenario was discussed?

Which 3-4 behaviors did the group select?

Notes

The **Trust Action Cards Index** provided on the next page, includes common trust challenges and suggested Behavior Cards to address each challenge. Use these cards to help you develop, restore, and extend trust at work and home.

Trust Action Cards Index

Use the Trust Action Cards to meet the following typical trust issues at work. Remember, always start with yourself by checking the 4 Cores of Credibility Cards.

What do I do when...	13 Behaviors Trust Action Cards
The boss doesn't trust me?	6 / 7 / 9 / 10 / 11
I don't trust the boss?	2 / 8 / 9 / 10
I make a mistake that affects other people?	1 / 3 / 4
A co-worker has let me down?	1 / 2 / 9 / 11 / 13
I'm not going to be able to meet a deadline?	4 / 6 / 7 / 8
My boss thinks I'm not delivering?	1 / 4 / 6 / 9 / 11
Customers are let down?	4 / 7 / 12
There's bad publicity?	3 / 4 / 8
I need to build trust with my co-workers?	2 / 3 / 5 / 6 / 12

Trust Action Cards Index

What do I do when...	13 Behaviors Trust Action Cards
I need to restore trust in a damaged relationship?	2 / 4 / 10 / 12
I want to gain the trust of someone older?	2 / 6 / 7 / 11
I want to gain the trust of someone younger?	2 / 3 / 5 / 13
I can't get needed resources?	3 / 9 / 10
Someone is undermining me at work?	2 / 3 / 8
People around me start talking about someone else?	2 / 5 / 8
I'm not sure what others expect from me?	3 / 9 / 10 / 11
People won't talk about important issues?	1 / 2 / 3 / 8
I feel misunderstood?	1 / 3 / 11
I'm having problems with a co-worker?	1 / 2 / 5 / 11

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Trust Action Cards Index

What do I do when...	13 Behaviors Trust Action Cards
I'm feeling overwhelmed at work?	3 / 8 / 9
I become aware that illegal/dishonest things are going on?	1 / 3 / 4 / 8 / 10
I need to delegate a task to someone?	9 / 10 / 13
I need to hold others accountable?	1 / 2 / 10 / 12
I need to negotiate an agreement with someone?	1 / 2 / 9 / 11 / 12
I want to motivate others to do their best?	5 / 9 / 10 / 13
Someone isn't performing?	1 / 8 / 9 / 11 / 13
I have to let someone go?	1 / 2 / 5 / 8
Someone fails to keep an important commitment?	1 / 2 / 8 / 11
Someone takes credit for something I did?	1 / 2 / 3

Trust Action Cards Index

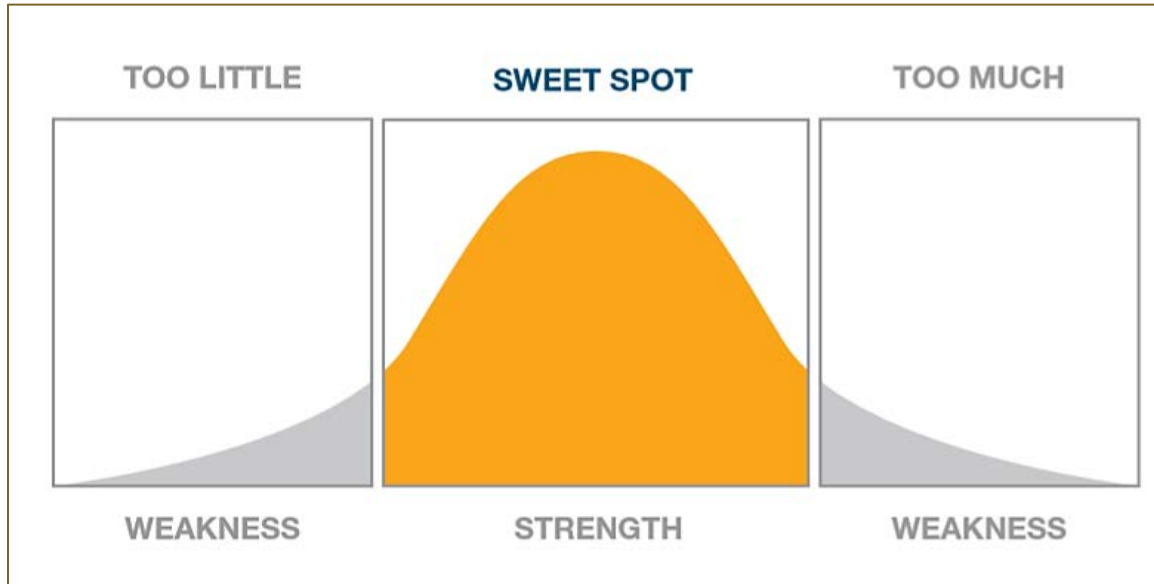
What do I do when...	13 Behaviors Trust Action Cards
We overpromise something to a customer?	1 / 3 / 4 / 9 / 12
I feel someone has been promoted or rewarded unfairly?	1 / 2 / 5 / 9
Cynicism is building up because of a lack of trust?	1 / 3 / 5 / 8 / 12
I'm tempted to cover up a mistake?	1 / 3 / 4 / 12
I get blamed for something that is not my fault?	1 / 3 / 9 / 10 / 12
I feel offended?	1 / 2 / 5 / 11
Our team suffers from a credibility problem?	3 / 4 / 6 / 7
A customer is being unreasonable?	9 / 11 / 12
I lack confidence in a co-worker?	1 / 5 / 9 / 13

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The “Sweet Spot”

Like any good thing, it is possible to take any of the 13 Behaviors to the extreme. Any strength pushed to the extreme can become a weakness. Keep the following visual in mind as you apply the 13 Behaviors.



Keep in mind these 13 Behaviors “tips”:

- It is inside out. If you are weak on the 4 Cores of Credibility, you will never succeed with the 13 Behaviors.
- Sequence matters. Some of the 13 Behaviors naturally come before others.
- The 13 Behaviors are always used in combination.
- Any of the 13 Behaviors taken to the extreme can backfire.

Notes

Developing, Restoring, and Extending Trust

For the rest of the seminar, we will focus on the skills of developing, restoring, and extending trust. One of the best ways to build trust is through specific, deliberate conversations. Below is a sample of “Trust Talk” which you can use in your conversations.



Developing a “Trust Talk”

1. **Start With Self.** Assess your own credibility and behavior before the talk.
2. **Declare Your Intent.** “It’s important to me that we have a high level of confidence in our working relationship. I’m sure there are things we can do to increase that level, and I’d like to talk with you about it for a few minutes. Is that okay?”
3. **Listen First.**
 - “Share with me three behaviors that are important to you that build trust and confidence.” (Wait for response.)
 - “Of these three behaviors, which one is most important to you?” (Wait for response.)
 - “When people don’t _____ (insert behavior), what does it look like
 - What would it look or sound like if people did _____ (insert behavior)?” (Wait for response, then reflect to ensure understanding.)
4. **Create Transparency.** “Is it all right if I share some behaviors that are important to me?”
5. **Keep Commitments.** “I will commit to these behaviors you identified. Will you let me know if I get off track?”
6. **Practice Accountability.** “Can we agree to follow up every two weeks to discuss how we are doing, and to possibly discuss new behaviors?”

Self-Reflection Question

With whom and by when will I have a “Develop Trust” Talk?



Restoring Trust

Identify someone with whom you have lost trust.

How was trust lost—was it an issue of character, competence, or both?

How important is the relationship to you, and how willing are you to restore trust?

Let's Discuss!

If time allows, we'll spend a few minutes discussing the above questions regarding restoring trust. If we do not have enough time during the session, please consider these as self-reflection questions.

Video: Restoring Trust

As you listen to the video, think about how trust can be restored in each situation.

Do you think trust can be restored in each situation?

Which of the 4 Cores of Credibility or 13 Behaviors could help restore trust?



Let's Discuss!

We'll spend a few minutes debriefing the video and discussing your thoughts on restoring trust.

3 Conditions to Restoring Trust

When restoring trust with others, there 3 three conditions to consider.

1. The nature of the loss.
2. The importance of the relationship.
3. The willingness of both parties to restore trust.

What to do when **you** have made a mistake?

Whether you lose trust through an act of betrayal, poor judgment, an honest mistake, or a simple misunderstanding, the path to restoration is the same.

- Strengthen the 4 Cores of Credibility.
- Behave in ways that inspire trust using the 13 Behaviors.

What to do when **others** have made a mistake?

Most mistakes are unintentional; don't make them into something they are not.

- Don't be too quick to judge.
- Do be quick to forgive.

Notes

Extending Trust

Think of a person who believed in you, showed confidence in you, and/or extended trust to you.

What was the situation or relationship?



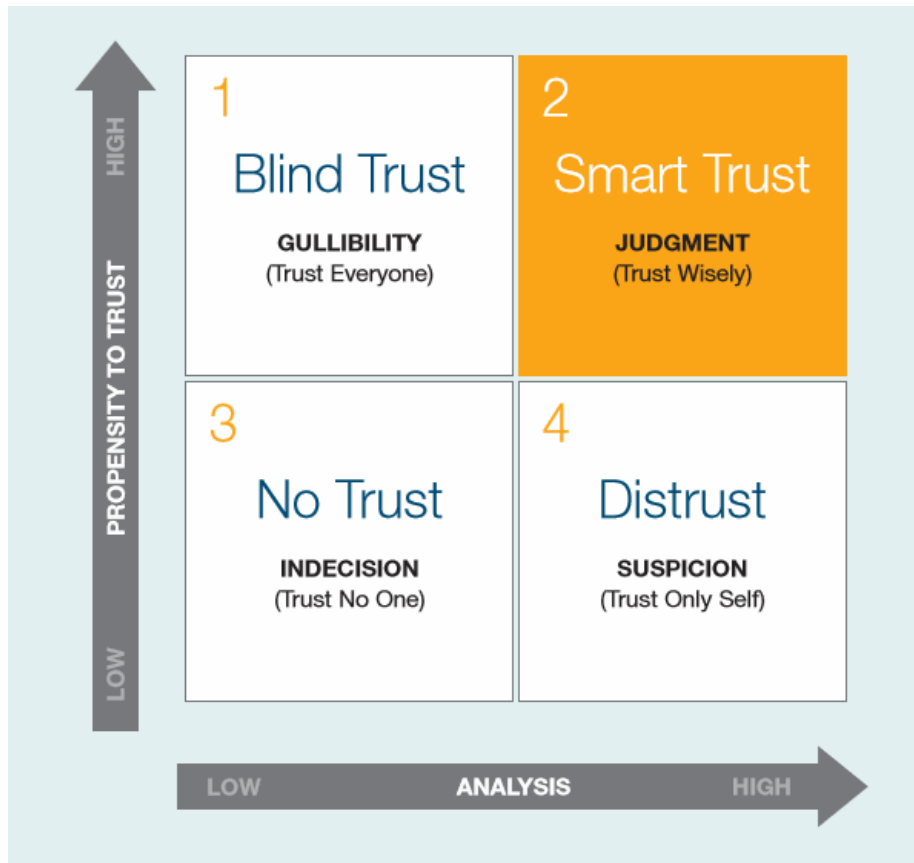
How did you feel?

What is the impact of that situation on you?

Let's Discuss!

If time allows, we'll spend a few minutes discussing the above questions and your answers about extending trust. If we do not have enough time during the session, please consider these as self-reflection questions.

Smart Trust Matrix





Learning how to extend **Smart Trust** is a function of two factors: **propensity to trust** and **analysis**.

Propensity to Trust:

- Primarily a matter of the *heart*.
- Your willingness or tendency to trust others.

Analysis:

- Primarily a matter of the *mind*.
 - The 3 Vital Variables:
 - 1. Opportunity.
 - 2. Risk.
 - Possible outcomes of the situation.
 - Likelihood of outcomes.
 - Importance and visibility of outcomes.
 - 3. Credibility of the organization or the person(s) involved.

Notes

Video – Extending Trust (Jason’s Story)

Watch the impact extending trust has on individuals and situations.

What impact did extending trust have on Jason?

What was the impact on others?



Self-Reflection Exercise – Trust Action Plan (TAP)

Below are two sample Trust Action Plans. You can use these examples as you create your own TAP on the next page. Once you have created your TAP, share it with someone you trust.

RELATIONSHIP TRUST EXAMPLE (PERSONAL)

Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

DESIRED OUTCOME

Declare your intent by describing your outcomes as specifically as possible.

The level of affection and respect will grow between my teenage daughter and me.

CURRENT SITUATION

Confront reality by describing the situation clearly and factually.

At some point, I transitioned from being the world's smartest person to the planet's dumbest person in the eyes of my 13-year-old daughter. Now she is eye-rolling and sighing at my every word and action.

ACTION PLAN

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards as a resource.

Demonstrate Respect: I will tell her how much I respect and appreciate her, and I will stand by my word by listening to her from her perspective and really trying to understand her. Show Loyalty: I will acknowledge her good schoolwork and what she does around the house. I will talk to her respectfully, and be sure to speak about others with respect. Confront Reality: I will acknowledge what this experience is like for me—how I feel when she rolls her eyes and sighs. I want to hear how she experiences me, no matter how hard the truth might be for me to hear.

RELATIONSHIP TRUST EXAMPLE (PROFESSIONAL)

Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

DESIRED OUTCOME

Declare your intent by describing your outcomes as specifically as possible.

I expect our team to succeed in producing high-quality products we can be proud of and that our customers are overjoyed with.

CURRENT SITUATION

Confront reality by describing the situation clearly and factually.

Based on survey results, our clients are dissatisfied with the products we produced last year. We are a very capable team that is not producing what is expected of us. We must change to meet the growth goals we have set for ourselves.

ACTION PLAN

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards as a resource.

Create Transparency: We need an urgent team meeting to talk honestly about customer feedback and sales data. Talk Straight: Ask two team leaders to gather causes and solutions to share at the meeting. Get Better: Implement three new mechanisms to get consistent customer feedback, and meet weekly to improve processes.



My Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

Desired Outcome

Declare your intent by describing your outcomes as specifically as possible.

Current Situation

Confront reality by describing the situation clearly and factually.

Action Plan

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards (page 13) as a resource.



My Trust Action Plan (TAP)

Use this tool individually or with a group to decide what action to take to inspire trust in a given situation.

Desired Outcome

Declare your intent by describing your outcomes as specifically as possible.

Current Situation

Confront reality by describing the situation clearly and factually.

Action Plan

Identify key actions you will take and behaviors you will model to close the gap between the situation and the outcome. Use the Trust Action Cards (page 13) as a resource.



My Key Takeaways

Based on what we discussed today, what are one or two insights from today's session?

What one thing will you take back to your job and apply?

Summary

After today's session, you are encouraged to read back through your entire participant guide, answer the self-reflection questions, and create your Trust Action Plan(s). Continue to use this material as tool for professional and personal growth.

Should you have questions, please contact your Instructor or HR.TrainingRegistration@ucdenver.edu.

Check out our Learning and Development [website](#) for additional course offerings, online training resources, custom workshop opportunities

Thank you for attending today's session.



Additional Resources – Tips for Using the 13 Behaviors

Character-Based Behaviors

Talk Straight

- Become aware of your conversation. In the middle of an interaction, stop and ask yourself, “Am I talking straight, or am I manipulating information?” If you are manipulating information in any way, figure out why. Recognize you’re paying a tax for it, and work on Integrity and Intent.
- Involve other people. Tell them, “I’m really trying to improve my ability to Talk Straight in my communications. Would you be willing to help me by giving me feedback about how I’m doing in my relationship with you?”
- Practice giving your idea in only one sentence (3x this week).
- Ask permission first, then give feedback (3x this week).

Demonstrate Respect

- Apply the “Waiter Rule.” (The Waiter Rule states that how you treat staff or those in a service role reveals a lot about your character and demonstrates how you would most likely treat your employees. It shows the true makeup of your personality and your true disposition.)
- Think about specific things you can do to show others you care: call people, write thank-you notes, don’t let there be a gap between how you feel and what you do.

Create Transparency

- Ask yourself, “Am I withholding information that should be shared?” If so, ask yourself why. Consider the tax you may be paying as a result and the dividends you could be getting by being more transparent.
- Tell the truth in a way people can verify. Get real and genuine. Be open and authentic.

Right Wrongs

- The next time you make a mistake, pay attention to your response. Are you trying to ignore it, justify it, or cover it up? Or are you quick to admit it and do what you can to make restitution?
- Give some thought to your past. Are there wrongs that have not been righted? Are there “estranged” relationships waiting to be made whole?
- The next time someone wrongs you, be quick to forgive. Try to make it easier for others to Right Wrongs.

Show Loyalty

- The next time you are in a situation where people start talking negatively about someone who’s not there, suggest they have the conversation with the individual.
- Go out of your way to give credit. Help create an environment in which everyone’s contributions are recognized, and every person is acknowledged.
- Make it a rule never to talk negatively about those who are absent. Catch your employees doing things well and share your excitement about their contributions and achievements.



Competency-Based Behaviors

Deliver Results

- Make sure you thoroughly understand the expectations. If you really want to build trust, you must know what “results” mean to the person to whom you’re delivering them.
- The next time you plan to make a commitment to Deliver Results, stop and ask yourself if the commitment is realistic. To overpromise and underdeliver will make a withdrawal every time.
- With customers or co-workers, try to anticipate needs in advance and deliver before the requests are even made. The great Canadian hockey player Wayne Gretzky said, *“I skate to where the puck is going to be, not to where it has been.”* Anticipating needs will give an added dividend to the deposit in the Trust Account.

Get Better

- Send out a “Stop/Start/Continue” inquiry to your direct reports, customers, team members, or family members.
- The next time you make a mistake, rather than agonizing over it, reframe it as feedback. Identify what you learned from it and ways you can improve your approach to get different results next time.
- Take steps to create an environment that makes it safe to make mistakes. Encourage others to take appropriate risks and to learn from failure so you can create high trust, high synergy, and high-level productivity.

Confront Reality

- The next time you are reluctant to Confront Reality, explore your feelings. Are you hesitant because of fear of the outcome or fear of the pain? Consider the consequences of not confronting reality. Confront the reality and treat people with respect.
- Work on being completely honest with yourself. Take on the challenge of aligning your life with the principles that will create the results you want to achieve.

Clarify Expectations

- When you communicate with others, recognize that clarity is power. One way of checking to see if your communication has been clear is to “check for clarity” by asking a few simple questions: “What have you understood from this conversation? As a result of our interaction, what do you see as your next steps? What do you see as mine? Do you feel that everyone is clear regarding expectations? What can we do to make things clearer?”
- Meet with each team member to discuss and Clarify Expectations—first theirs and then yours—in the next 30 days.
- Meet with three peer leaders you work with to Clarify Expectations within 30 days.

Practice Accountability

- Listen to your language and your thoughts. When things go wrong and you find yourself blaming or accusing others, stop. Step back and ask yourself, “How can I close the window and focus on the mirror?”
- Hold other people accountable for their actions. Always Clarify Expectations first so that



everyone knows what they are accountable for and by when.

- Look for ways to create an environment of accountability. Set up trust talks with your associates on matters you have agreed to work on together. Create agreements concerning responsibilities and set clear expectations. Follow through on your agreements. Give associates a person—and a culture—they can trust.
- Make it a rule never to talk negatively about those who are absent. Catch your employees doing things well and share your excitement about their contributions and achievements.

Character and Competence-Based Behaviors

Listen First

- The next time you are in a conversation, stop and ask yourself, “Have I really listened to the other person? Do I really understand how he or she feels?” If not, simply stop and do it. Set your own agenda aside and focus on understanding the other person’s point of view before you share your own.
- Do not get caught up in the illusion that you know everything or have all the answers.
- Practice letting others talk first before you make a comment in every meeting.
- Only comment after you have paraphrased another’s comment to his or her satisfaction (3x this week).
- Be the last to offer your opinion (4x this week).

Keep Commitments

- The next time you make a commitment, be sure it is realistic. Even if you must disappoint someone, it is better to do it up front than to overpromise and underdeliver.
- Make sure you follow through with what you have committed to do. If you must miss a deadline, attempt to renegotiate expectations as early as possible; don’t just ignore it and be late.
- Pay attention to your language. Realize that when you say you will do something; others see that as a commitment.

Extend Trust

- Think about a relationship where you feel someone does not trust you. Ask yourself, “Could this person’s lack of trust in me, at least in part, be a reflection of my own lack of trust in him or her?”
- On a scale of 1 to 10, determine where you are in terms of extending trust to others, either at work or at home. If you rated yourself a 5 or lower, identify one or two steps you could take to extend more trust