The Speed of Trust®
Building Strong Teams and Relationships at Work

Toolkit

The Speed of Trust® Series
The 5 Waves of Trust

**Character** is your integrity, or lack of it, and your intent, meaning your motives, values, wishes, and desires.

**Competence** is what you can do—your capabilities, talents, skills, and aptitudes. It’s about the results you get—your track record.
The 13 Behaviors of High Trust

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What you do speaks more loudly than what you say.
—Quaker proverb
## The 13 Behaviors of High Trust

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<td><strong>1. Talk Straight</strong></td>
<td>Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don’t manipulate people or distort facts.</td>
<td>To lie or deceive.</td>
<td>“Spinning,” positioning, posturing, and manipulating. Withholding information, beating around the bush, double-talking, and flattering. “Corporate speak.”</td>
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<td><strong>2. Demonstrate Respect</strong></td>
<td>Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can’t do anything for you. Show kindness in the little things.</td>
<td>To lack respect or concern for others.</td>
<td>Faking respect or concern. Showing respect and concern for some (those who can do something for you), but not for all (those who can’t).</td>
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<td><strong>3. Create Transparency</strong></td>
<td>Tell the truth in a way people can verify for themselves. Declare your intent. Get real and genuine. Be open and authentic. Operate on the premise of “what you see is what you get.”</td>
<td>To hide; to cover up; to obscure.</td>
<td>Having hidden agendas, hidden meanings, or hidden objectives. Creating illusion and making things appear different than they are. Pretending. Withholding information.</td>
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<td><strong>4. Right Wrongs</strong></td>
<td>Make things right when you’re wrong. Apologize quickly. Make restitution where possible. Demonstrate humility.</td>
<td>To deny or justify wrongs; to rationalize wrongful behavior.</td>
<td>“Covering up,” disguising, or trying to hide mistakes instead of repairing them. Failing to admit mistakes until forced to do so. Being humbled by circumstances instead of conscience.</td>
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<td><strong>5. Show Loyalty</strong></td>
<td>Give credit to others. Speak about people as if they were present. Represent others who aren’t there to speak for themselves. Don’t badmouth others behind their backs. Don’t disclose others’ private information.</td>
<td>To take all of the credit; to betray others.</td>
<td>Being two-faced: appearing to give credit to people when they’re present, but downplaying their contribution and taking the credit yourself when they’re not. “Sweet-talking” people to their face, but then badmouthing them behind their back. Gossiping.</td>
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<td><strong>6. Deliver Results</strong></td>
<td>Establish a track record of results. Get the right things done. Make things happen. Accomplish what you’re hired to do. Be on time and within budget.</td>
<td>To perform poorly or fail to deliver.</td>
<td>Delivering activities instead of results. Doing busywork or “fake work” without accomplishing real work. Overpromising and underdelivering.</td>
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<td><strong>7. Get Better</strong></td>
<td>Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems—both formal and informal. Act upon the feedback you receive. Thank people for feedback.</td>
<td>To deteriorate; to “rest on your laurels”; to become irrelevant.</td>
<td>Making “flavor of the month” improvements that never take hold. Continually learning, but never producing. Talking a good game about improving, but never doing it.</td>
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<td><strong>8. Confront Reality</strong></td>
<td>Take issues head on, even the “undiscussables.” Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person.</td>
<td>To ignore reality or act as though it doesn’t exist; to be “in denial.”</td>
<td>Pretending to confront reality while actually evading it. Focusing attention on side issues while skirting the real issues.</td>
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<td><strong>9. Clarify Expectations</strong></td>
<td>Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible.</td>
<td>To leave expectations undefined or unclear.</td>
<td>Guessing. Failing to pin down the specifics (results, deadlines, resources) that facilitate meaningful accountability. Shooting first and then drawing the target after the fact.</td>
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<td><strong>10. Practice Accountability</strong></td>
<td>Hold yourself accountable first. Hold others accountable second. Take responsibility for results, good or bad. Be clear on how you’ll communicate how you’re doing—and how others are doing.</td>
<td>To not take responsibility or “own up”: “It’s not my fault.”</td>
<td>Pointing fingers and blaming others: “It’s his fault. It’s her fault. It’s their fault.” Failing to enforce consequences when expectations are not met.</td>
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<td><strong>11. Listen First</strong></td>
<td>Listen before you speak. Understand. Diagnose. Listen with your ears...and your eyes and heart. Find out what the most important behaviors are to the people you’re working with. Don’t assume you know what matters most to others.</td>
<td>To speak first and listen last; to not listen at all.</td>
<td>Listening without understanding. “Listening” only to formulate your reply. Focusing only on your own agenda. Pretending to listen.</td>
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<td><strong>12. Keep Commitments</strong></td>
<td>Say what you’re going to do, then do what you say you’re going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honor.</td>
<td>To break commitments or violate promises.</td>
<td>Overpromising and underdelivering. Being casual with commitments. Making commitments that are so vague and elusive, you can’t be pinned down.</td>
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<td><strong>13. Extend Trust</strong></td>
<td>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 “Smart Trust” to others based on the situation, risk, and credibility of the people involved.</td>
<td>To withhold trust.</td>
<td>Extending “false trust”—giving people the responsibility, but not the authority or resources. Extending “fake trust”—acting like you trust someone, but then micromanaging, “snoopervising,” and hovering over them.</td>
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Building Relationship Trust TAP

TRUST ACTION PLAN

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

Desired Outcome
Describe your desired outcome as specifically as possible.

Current Situation
Describe the current 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 13 Behaviors as a resource.
Extending Trust — Example

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 this make you feel?

• What is the resulting impact today?
Extending Trust
Learning how to extend “Smart Trust” is a function of two factors: propensity to trust and analysis. “Propensity to trust” is primarily a matter of the heart—your willingness or tendency to trust others. “Analysis” is a matter of the mind—wisely assessing the job to be done, the risk involved, and the credibility of the organization or person involved.

The 3 Vital Variables
The 3 Vital Variables to balance and consider in extending trust:

1. Opportunity or job to be done (the situation)
2. Risk involved
   Three risk factors to consider:
   - Possible outcomes
   - Likelihood of outcomes
   - Importance and visibility of outcomes
3. Credibility (character/competence) of the person(s) involved given the situation/job
Extending Smart Trust

**Start with self.**
How do you perceive your own propensity to trust? How do others perceive it?

**Add your analysis.**
Consider the 3 Vital Variables:
1. What is the opportunity/job to be done (the situation)?
2. What are the risks (possible outcomes, likelihood of outcomes, importance and visibility of outcomes)?
3. What is the credibility of the person(s) involved?

**Use your judgment** to determine when/how to extend Smart Trust.

**Clarify Expectations** with the person(s) to whom you’re extending trust.
Define desired results and accountability. This is typically a two-way process.

**Practice Accountability.**
Invite those involved to report how they’re doing with the expectations you’ve created.
Restoring Trust

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

When others have lost your trust...
Don’t be too quick to judge. Most mistakes are unintentional; don’t make them into something they’re not.

When you have lost the trust of others...
Whether you lose others’ 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 and behave in ways that inspire trust.
Restoring Relationship Trust TAP

TRUST ACTION PLAN

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

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