

TRUST AND YOU

Trust works in a reciprocal way: When you give it, you get it. But you have to take action to make it happen – whether it's to establish trust where none exists, expand trust where it has a foothold, or safeguard trust that already seems solid. This assessment is all about action. It will reveal what you're doing to build trust – and what you can start doing to make more progress.



According to its linguistic roots, the word **trust** is related to the words **strong**, **faithful**, and **true** – and the word **true** is related to **tree**.

It makes sense. You don't bury an acorn and expect a tall oak the next day. It takes persistence, patience, and faithful watering to grow an enduring tree. The same is true for trust.

INSTRUCTIONS: As you read each statement, think about it in terms of your everyday actions at work. Ask yourself: *How often do I do this?* Check one of the boxes on the right to mark your answer.

IMPORTANT: Your responses should reflect your actions as they are – and not as you'd like them to be. Only by having an accurate read of the current situation can you find your biggest opportunities for improvement.

✓ Respond using this scale:

1 never	2 rarely	3 sometimes	4 usually	5 always
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1. When I have scheduled meetings and other appointments, I show up on time.

1	2	3	4	5
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2. When I have to miss an appointment or deadline, I give a good reason.

1	2	3	4	5
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3. When people ask me for help, my first reaction is to say yes.

1	2	3	4	5
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4. When I have information that can help someone, I pass it along to them.

1	2	3	4	5
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5. When interacting with people of different backgrounds and experience levels, I treat everyone with equal respect.

1	2	3	4	5
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6. When I make mistakes that affect people, I apologize.

1	2	3	4	5
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7. When I'm in a workplace conversation that turns to gossip, I walk away.

1	2	3	4	5
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8. When a situation develops in which people start taking sides, I try to stay above the fray and remain neutral.

1	2	3	4	5
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✓ Respond using this scale:

1 never	2 rarely	3 sometimes	4 usually	5 always
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Continued from the previous page

9. When I tell people that I'm going to do something for them, I follow through and get it done.

1	2	3	4	5
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10. When I want to communicate directly with someone in my work area, I try to have a conversation in person instead of sending an e-mail or text.

1	2	3	4	5
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11. When someone asks me for information that I don't have, I get it for them or I put them in touch with someone who can.

1	2	3	4	5
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12. When people share their ideas for doing things differently at work, I ask questions to learn more.

1	2	3	4	5
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13. I can identify a strength or talent that each of my immediate co-workers brings to the workplace.

1	2	3	4	5
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14. When I'm thanking people or commenting on a job well done, I acknowledge all the people who helped make it happen.

1	2	3	4	5
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15. When people are relying on me and my work for them falls short, I take whatever extra steps are necessary to make it right.

1	2	3	4	5
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16. When someone approaches me with a work-related concern, I take time to listen – or if I'm too busy at that moment, I offer a time when I'll be available.

1	2	3	4	5
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17. When there's a sensitive topic that needs to be talked about, I bring it up and guide the group in constructive conversation.

1	2	3	4	5
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18. When problems arise at work, I look for facts to understand what really happened – instead of jumping to conclusions and placing blame.

1	2	3	4	5
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19. When I sense that a person isn't trusting me, I look for positive actions that I can take on my own to improve the situation.

1	2	3	4	5
---	---	---	---	---

20. When new and undeniable facts challenge my long-held opinions, I open my mind and adjust my thinking.

1	2	3	4	5
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END ASSESSMENT



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After completing the assessment, follow these steps to turn your checkmarks into insights and action steps:

1 Write it right now

What came to mind while you completed the assessment? Use the space on the right to write down any first impressions or immediate discoveries.

- Perhaps you thought of a new way to look at a longstanding situation.
- Maybe you recalled something that’s especially relevant.
- Maybe the assessment jogged your memory of a long-ago work situation that involved trust.

NOTES

2 Add them up

Turn back to the previous two pages, and add up the numbers in all of the boxes you checked. You will come up with a total ranging from 20 to 100. Read the suggestions that correspond to your rating.

20-40	41-60	61-80	81-100
<p>There is considerable room for improvement.</p> <ul style="list-style-type: none"> • Review the items in this assessment, pick out one or two that call for immediate action, and get started. The key is to take a few steps in the right direction as soon as possible – and then build on your early traction and do more. • Is there someone in your workplace who can team up with you on this? It always helps to have a sounding board who can also give a diplomatic push when needed. 	<ul style="list-style-type: none"> • Recognize and maintain your strengths while identifying two or three areas that need the most improvement. • Develop actions you can implement right away, but be specific. <p>For example, instead of saying you will “communicate better,” define exactly <i>what</i> you need to communicate and <i>how</i> you will do it better.</p>	<p>You are taking important steps to strengthen trust, but you can and should do more, because trust needs to be tended to on a regular basis.</p> <ul style="list-style-type: none"> • Review your assessment and uncover at least one new trust-building action you can take. • Consider starting a dialogue with some of your colleagues. When people talk about trust, the concept gains visibility and prominence. And that’s what gets people thinking about what <i>they</i> can do to strengthen trust. 	<p>Going forward, you need to lead the way in bringing greater trust to your workplace. Here’s how:</p> <ul style="list-style-type: none"> • Constructively raise issues of trust, in order to build awareness. • Start and facilitate trust-related dialogue among colleagues. • Guide the conversation so it moves beyond talk ... and leads to positive action. • Help people reframe trust-related problems and breakdowns so they can find practical opportunities for improvement.



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3 Think more about your opportunities for improvement

Below are all 20 action statements. Return to the two assessment pages, and mark the statements below that you rated 1 or 2 on the 1-to-5 scale. Then, read the text on the right side of this page to see how these actions differ: Are they short-term or long-term? Do they require simple action on your part, or do they call for an inside-out change in your perspective? As you think about this, you'll get clearer on what you can and should do to strengthen trust in your workplace.

1. When I have scheduled meetings and other appointments, I show up on time.
2. When I have to miss an appointment or deadline, I give a good reason.
3. When people ask me for help, my first reaction is to say yes.
4. When I have information that can help someone, I pass it along to them.
5. When interacting with people of different backgrounds and experience levels, I treat everyone with equal respect.
6. When I make mistakes that affect people, I apologize.
7. When I'm in a workplace conversation that turns to gossip, I walk away.
8. When a situation develops in which people start taking sides, I try to stay above the fray and remain neutral.



These actions are fairly straightforward. They require little if any planning. You can commit to any of these immediately.

9. When I tell people I'm going to do something for them, I follow through and get it done.
10. When I want to communicate directly with someone in my work area, I try to have a conversation in person instead of sending an e-mail or text.
11. When someone asks me for information that I don't have, I get it for them or I put them in touch with someone who can.
12. When people share their ideas for doing things differently at work, I ask questions to learn more.
13. I can identify a strength or talent that each of my immediate co-workers brings to the workplace.
14. When I'm thanking people or commenting on a job well done, I acknowledge all the people who helped make it happen.



These actions are straightforward as well, but they require a higher level of commitment and involvement on your part.

15. When people are relying on me and my work for them falls short, I take whatever extra steps are necessary to make it right.
16. When someone approaches me with a work-related concern, I take the time to listen – or if I'm too busy at that moment, I offer a time when I'll be available.
17. When there's a sensitive topic that needs to be talked about, I bring it up and guide the group in constructive conversation.
18. When problems arise, I look for facts to understand what really happened – instead of jumping to conclusions and placing blame.



This third category steps you up to a higher level of required commitment. Included here are actions that can have a profoundly positive impact on trust.

19. When I sense that a person isn't trusting me, I look for positive actions that I can take on my own to improve the situation.
20. When new and undeniable facts challenge my long-held opinions, I open my mind and adjust my thinking.



These can require significant introspection and change on your part.

