

## The 8 Elements of Trust

|   |  |  |  |
|---|--|--|--|
| <p><b>Reliability</b></p> <p>Do what you say you will do</p> <p>Don't overpromise</p> <p>Balance competing priorities</p>   | <p><b>Accountability</b></p> <p>Take responsibility for your intention <i>and</i> impact</p> <p>Own your mistakes</p> <p>Apologize and make amends</p> | <p><b>Generosity</b></p> <p>Give others the benefit of the doubt</p> <p>Offer to help</p> <p>Include others and share recognition</p>                      | <p><b>Integrity</b></p> <p>Choose courage over comfort</p> <p>Practice vs profess values</p> <p>Honor confidentiality</p> <p>Have clear boundaries</p>     |
| <p><b>Vulnerability</b></p> <p>Engage fully in moments of risk, uncertainty and emotional exposure</p> <p>Be open and real</p> <p>Share failures and ask for help</p> | <p><b>Transparency</b></p> <p>Communicate openly</p> <p>Share information broadly</p> <p>Communicate so clearly that you cannot be misunderstood</p>   | <p><b>Care</b></p> <p>Intentionally build relationships</p> <p>Demonstrate regard for the <i>whole</i> person</p> <p>Respect other people's boundaries</p> | <p><b>Yield</b></p> <p>Empower others</p> <p>Enable employees to complete and manage their work as they see fit</p> <p>Ask for others' ideas and input</p> |

## Team Trust Signals

### Low Trust

- People manipulate or distort facts
- People withhold or hoard information
- People spin the truth to their advantage
- New ideas are openly resisted and stifled
- Mistakes are covered up or covered over
- People regularly badmouth and blame others
- People tend to overpromise and underdeliver
- People often feel unproductive tension
- There are a number of undiscussables

### High Trust

- Information is shared openly
- Mistakes are tolerated and encouraged for learning
- The culture is innovative and creative
- People are loyal to those who are absent
- People talk straight and confront real issues
- There is real communication and collaboration
- People share credit abundantly
- Transparency is a practiced value
- People are candid and authentic

## Team Trust Assessment

On a scale of 1-4, how would you rate your team as a whole on each element of trust?

**Scoring:**

- 1 = rarely
- 2 = sometimes
- 3 = often
- 4 = always

| Element        | Rating |
|----------------|--------|
| Reliability    |        |
| Accountability |        |
| Generosity     |        |
| Integrity      |        |
| Vulnerability  |        |
| Transparency   |        |
| Care           |        |
| Yield          |        |

## Individual Reflection

What's the number one element that would contribute to higher trust within your team?

**Bottomline**, what's the underlying **barrier** that you see in your role as a leader to fostering this element of trust in your team?

State 1-3 strategies that you've tried or are currently putting into practice to build trust in this area.

## Breakout Room 1 Instructions

**Client (1 minute):** State the element your team would benefit from building trust in. Bottomline the underlying barrier that's currently in your way. Provide high-level context on what you've tried so far.

**Consultants (6 minutes):** Imagine that you are trust experts that have been brought in to help this team establish a high-trust culture. Engage in a collaborative brainstorm and **advise** the leader on concrete strategies they can utilize to enhance trust. (*Types of advising include sharing knowledge and sharing relevant personal experiences.*)

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## Breakout Room 2 Instructions

| Barriers to Trust |            |                 |            |             |                |
|-------------------|------------|-----------------|------------|-------------|----------------|
| Armor             | Power Over | Bullying        | Blaming    | Gossiping   | Cover-Ups      |
| Perfectionism     | Favoritism | Back Channeling | Comparison | Harrassment | Discrimination |

Which barriers are currently contributing to the erosion of trust within your team?

What team norms (implicit/explicit) or systems may be encouraging trust-eroding behaviors within your team?

As a leader, what specific actions could you take to transform trust-diminishing behaviors into trust-building behaviors?

## Trust Building Strategies

Encourage team members to share what constitutes deposits and withdrawals.

Conduct a live trust pulse to gauge what is currently sustaining and/or building trust within the team and what is eroding trust (e.g., systems, behaviors, etc.)

Actively encourage all team members to regularly share failures and learnings with one another, and model this behavior as the leader.

## State Your Commitment

What are you committed to doing to foster greater levels of trust within your team?