

RELATIONSHIP TRUST

The 13 Behaviors of High-Trust Leaders Mini Session

BEHAVIOR	DEFINITION	OPPOSITE	COUNTERFEIT
CHARACTER			
1 Talk Straight	Tell the truth and demonstrate integrity.	To lie or deceive.	“Spinning,” positioning, posturing, and manipulating.
2 Demonstrate Respect	Show that you genuinely care; show kindness in little things.	To not respect or have concern for other people.	Faking respect or concern.
3 Create Transparency	Be genuine, open, and authentic. Don't hide information.	To hide; to cover up; to obscure.	Having hidden agendas, hidden meanings, or hidden objectives.
4 Right Wrongs	Apologize and make restitution. Do the right thing.	To deny or justify wrongs; to rationalize wrongful behavior.	“Covering up,” disguising, or trying to hide mistakes instead of repairing them.
5 Show Loyalty	Give credit to others and be loyal to the absent.	To take credit yourself; to betray others.	Being two-faced—appearing to give credit to people.
COMPETENCE			
6 Deliver Results	Accomplish what you are hired to do. Don't make excuses.	To perform poorly or fail to deliver.	Delivering activities instead of results.
7 Get Better	Learn and improve. Be thankful for feedback and act upon it.	To deteriorate; to “rest on your laurels”; to become irrelevant.	Continually learning, but never producing.
8 Confront Reality	Meet issues head on; address the tough stuff directly.	To ignore reality or act as though it doesn't exist; to be “in denial.”	Focusing attention on side issues while skirting the real issues.
9 Clarify Expectations	Reveal, discuss, and validate expectations.	To leave expectations undefined or unclear.	Failing to pin down the specifics that facilitate meaningful accountability.
10 Practice Accountability	Take responsibility for results; communicate how others are doing.	To not take responsibility or “own up”: “It's not my fault.”	Pointing fingers and blaming others.

RELATIONSHIP TRUST

BEHAVIOR	DEFINITION	OPPOSITE	COUNTERFEIT
CHARACTER AND COMPETENCE			
11 Listen First	Listen before you speak and don't make assumptions.	To speak first and listen last; to not listen at all.	"Listening" only to formulate your reply.
12 Keep Commitments	State your intent and then do what you say you'll do. Don't break confidences.	To break commitments or violate promises.	Overpromising and underdelivering.
13 Extend Trust	Don't withhold trust because risk is involved.	To withhold trust.	Extending "false trust"—giving people the responsibility, but not the authority or resources.

CHARACTER — BEHAVIORS 1 - 5

What behavior could I focus on to build trust in my relationships?

COMPETENCE — BEHAVIORS 6 - 10

What behavior could I focus on to build trust in my relationships?

What commitment will I make to help the team get better in behaviors 11 - 13?
