

Actions that support and derail trust Self-Assessment

For each of these 13 behaviours, adapted from Stephen Covey's 'Speed of Trust', assess when and with whom you have acted in a supportive or derailing way. Be as specific as you can be about the situation each time. Identify any changes that might improve each situation.

Behaviour	Supportive Actions	Derailing Actions	My Situation(s)	What I can change
Talk straight	<i>Telling the truth; being honest; letting people know where you stand.</i>	<i>Lying; giving half-truths; flattering; posturing; manipulating.</i>		
Demonstrate respect	<i>Caring for others and showing it; treating everybody with respect, especially those who can't do anything for you in return.</i>	<i>Not caring; faking respect; being selective about who you show respect to.</i>		
Create transparency	<i>Being genuine; being open; showing authenticity.</i>	<i>Having hidden agendas; withholding information; keeping secrets; pretending</i>		
Right wrongs	<i>Admitting when you are wrong; apologising quickly; showing humility.</i>	<i>Covering up or disguising mistakes until forced to admit error; letting pride get in the way; not repairing errors</i>		

Show loyalty	<i>Giving credit freely to others; speaking about people as if they were present</i>	<i>Taking credit for others' achievements; gossiping; speaking ill of people when they are not present.</i>		
Deliver results	<i>Establishing a track record of getting the right things done; making things happen on time and within budget.</i>	<i>Delivering activities instead of results; being 'busy' without accomplishing important or urgent activities; making excuses.</i>		
Get better	<i>Continuously improving; being a constant learner; seeking feedback and listening to it.</i>	<i>Learning but never producing; considering yourself 'above' feedback; being defensive when receiving feedback; becoming complacent</i>		
Confront reality	<i>Tackling tough issues; raising unspoken problems; being courageous</i>	<i>Focusing on side issues while ignoring the tough ones; assuming that things will get better by themselves</i>		
Clarify expectations	<i>Stating and discussing meaningful expectations; seeking agreement; renegotiating if needed or possible.</i>	<i>Creating vague or shifting expectations; assuming people understand without checking.</i>		
Practice accountability	<i>Holding yourself and others accountable; being clear how you'll communicate how you and others are performing.</i>	<i>Blaming; finger pointing; 'passing the buck'; 'rewarding' poor performance by not calling it out.</i>		

Listen first	<i>Listening before speaking; listening to understand and not to judge</i>	<i>Pretending to listen; listening only to formulate your response; presuming you have all the answers.</i>		
Keep commitments	<i>Making commitments carefully; saying what you'll do – and doing it.</i>	<i>Making vague, elusive promises that can't be pinned down; breaking confidences and commitments; over-promising and under-delivering.</i>		
Extend trust	<i>Extending trust abundantly to those who have earned it and conditionally to those still earning it; demonstrating a propensity to trust and encouraging the same in others.</i>	<i>Extending false trust – giving responsibility without authority, then micromanaging; withholding trust because of perceived risk.</i>		

What are you currently doing that is helping you build trust and engagement with others? Where and with whom can you do more?