

Building Trust – 13 Behaviours

Source: Stephen Covey, *The Speed of Trust*

| | BEHAVIOUR | DEFINITION | OPPOSITE | COUNTERFEIT |
|------------------|----------------------------|--|---|--|
| CHARACTER | | | | |
| 1 | Talk Straight | Tell the truth and demonstrate integrity | To lie or deceive | “Spinning”, position, 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 | Apologise and make restitution. Do the right thing. | To deny or justify wrongs; to rationalise wrongful behaviour/ | “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. |

| 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 under delivering. |
| 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 |

