

## RELATIONSHIP TRUST

# The 13 Behaviors of High-Trust Leaders Mini Session

BEHAVIOR	DEFINITION	OPPOSITE	COUNTERFEIT
<b>CHARACTER</b>			
<b>1</b> Talk Straight	Tell the truth and demonstrate integrity.	To lie or deceive.	“Spinning,” positioning, posturing, and manipulating.
<b>2</b> 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.
<b>3</b> 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.
<b>4</b> 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.
<b>5</b> 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.
<b>COMPETENCE</b>			
<b>6</b> 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.
<b>7</b> 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.
<b>8</b> 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.
<b>9</b> Clarify Expectations	Reveal, discuss, and validate expectations.	To leave expectations undefined or unclear.	Failing to pin down the specifics that facilitate meaningful accountability.
<b>10</b> 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.

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BEHAVIOR	DEFINITION	OPPOSITE	COUNTERFEIT
<b>CHARACTER AND COMPETENCE</b>			
<b>11</b> 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.
<b>12</b> 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.
<b>13</b> 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?

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## COMPETENCE—BEHAVIORS 6-10

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

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

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