

"The 4 C's of Creating Trust"

While most leaders show abilities in one or more of these, understanding what each means in building trust and how to practice each will advance you as a leader who is trustworthy.

- **Commitment:** Leaders deemed trustworthy work daily to set and complete goals and objectives. When you honor your commitments, people have faith you will do it again in the future. Further, they trust they can come to you with new ideas and suggestions, because it creates a sense of safety and security. Commitment is above all, honoring your word. If you make a promise, you must keep it.
- **Caring:** People who trust their leaders have a high sense that they truly care about them. They show sincere concern for each of them as individuals and for the well-being of the overall organization they lead. They ensure that the people they lead have the equipment, training, skills, and compensation required for them to lead successful lives outside of work. Remember, no one cares how much you know, until they know how much you care.
- **Consistency:** Being viewed as fair-minded, steady at the helm, and accountable are key components of establishing consistency as a leader. Showing up the same way, day-in and day-out, demonstrates to your people that you are reliable. Your consistency serves as a role model by holding yourself and others to the same standards of accountability. This in turn motivates your people to work harder and exceed performance goals.
- **Competence:** Leaders who are trusted by their followers are above all, competent. Competence is defined as possessing the necessary skills, abilities, and know-how to perform the job duties effectively. People admire competent leaders. However, just as the other three cannot successfully create trust alone, competent leaders earn their reputation by how they show their competence. Uncaring leaders can be competent, but find it difficult to establish trust, because their people don't think they care. Doing your job well is certainly a key part of establishing a reputation of competence.



THE 13 BEHAVIORS of HIGH TRUST LEADERS – SELF ASSESSMENT

“Vulnerability-based trust” depends on people being able to tell the truth without trying to score points off one another. Assess your behaviors to build trust within the leadership team. Place an (X) in the most applicable column. Be honest as possible.

Behavior	Not at All	Rarely	Sometimes	Often	Very Often
1. Talk Straight – Be honest. Tell the truth & leave the right impression. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.					
2. Demonstrate Respect – Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you.					
3. Create Transparency – Tell the truth in a way people can verify. Get real and be genuine. Be open and authentic. Err on the side of disclosure. Don't have hidden agendas. Don't hide information.					
4. Right Wrongs – Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice “service recoveries.” Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.					
5. Show Loyalty – Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad mouth others behind their backs. Don't disclose others' private information.					
6. Deliver Results – Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't over promise and under deliver. Don't make excuses for not delivering.					
7. Get Better – Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems— both formal and informal. Act on the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges.					
8. Confront Reality – Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the “sword from their hands.” Don't skirt the real issues.					
9. Clarify Expectations – Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.					
10. Practice Accountability Hold yourself and others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing—and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.					
11. Listen First – Listen before you speak. Understand. Diagnose. Listen with your ears—and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers—or all the questions.					
12. Keep Commitments – Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to “PR” your way out of a broken commitment.					
13. Extend Trust – Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust. Don't withhold trust when there is risk involved.					