

## Module 17: Building trust

Review the *key practices of building trust*.

**Highlight** any of the practices that may be difficult for you as you move into a management role.

<b>Building Trust Chart</b>	
<b>KEY PRACTICE</b>	<b>DESCRIPTION</b>
<b>Integrity</b>	DO what you say. Follow through, meet deadlines, and keep your promises. This is not occasionally, but all the time. In the rare instances where you cannot deliver, take responsibility, explain, apologize when appropriate.
<b>Values</b>	People need to know what you stand for in order to assess if you have integrity or not. Study after study shows that people assess trustworthiness based on how well you live in alignment with your values. They can do this faster if they know what your values are. They don't have to like your values to trust you.
<b>Ethical Choices</b>	Ethics are an important aspect of integrity. How they differ is that each culture or society has its own laws and norms that determine what's considered ethical within that context. Acting ethically is about being in alignment with the agreed-upon standards of that community. Certainly, the workplace has some agreed-upon standards, like not discriminating against people.
<b>Listening Skills</b>	When you listen to others without judgment, it makes it easier for them to open up. Be a place where people can bring their concerns, needs, priorities. You can't give them everything they want. But, listen and respond with respect, you'll build trust with every conversation.
<b>Accountability</b>	Part of managing is taking risks and making decisions. Sometimes you'll be successful, and sometimes you won't. Blaming others or making excuses, damages trust. Taking credit for other people's work, harms trust too. So, be accountable for your actions, both good and bad. Admit your mistakes and be proud of your wins.
<b>Honest Communication</b>	Your word needs to mean something. Follow through on promises. Sometimes honesty is hard. It means that you offer realistic assessments, critiques, and clear opinions. The other person may not like what you have to say or may be hurt by it, but trust is built on people knowing that you'll be honest. Find ways to communicate honestly and clearly, but also with kindness and empathy
<b>Feedback</b>	How you handle feedback is part of building trust. If you get defensive or shoot the messenger, you will harm the trust you have built. As a manager, you have power in the relationship. So, intentionally seek feedback and then make changes. Remember, people leave a boss, not a company
<b>Safe Risks</b>	As a manager, you need to create a culture where it's safe to take risks. Be open to hearing ideas that are different from yours. Don't allow your employees to treat each other poorly. Don't tolerate behavior that undermines safety. Be clear about how performance issues are handled. People feel safer if they trust that the process will be fair. While it takes time to build trust, it can be destroyed overnight. One violation on your part can undo months of hard work. So, make trust one of your top and ongoing priorities.