



THE 13 BEHAVIORS OF A HIGH TRUST LEADER

Instructions for Team Activity:

1. Break into small groups.
2. Divide the 13 behaviours evenly amongst the small groups.
3. Take turns within your smaller group to explain:
 - **The behaviour in your own words**
 - **How the behaviour builds trust**
 - **An example of this behaviour from your everyday work life**
 - **The opposite of this behaviour and how such "withdrawals" deplete trust.**
4. Come back together as a group and answer the following questions. *Submit your answers to these three questions by April 25th, 2018 to culture@bcpsqc.ca.*
 - Which behaviours are already demonstrated and done well on your team?
 - Which behaviours could be improved upon on your team?
 - As a team what behaviours will you focus on (commit to learning and applying) that will help build trust in your relationships?

TALK STRAIGHT	CREATE TRANSPARENCY	RIGHT WRONGS
CLARIFY EXPECTATIONS	SHOW LOYALTY	PRACTICE ACCOUNTABILITY
EXTEND TRUST	CONFRONT REALITY	<i>LISTEN</i> FIRST
DEMONSTRATE <i>RESPECT</i>	GET BETTER	KEEP COMMITMENTS
	DELIVER RESULTS	



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1. Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people nor 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. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

3. Create Transparency

Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of, "What you see is what you get." 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 personal pride get in the way of doing the right thing.

5. Show Loyalty

Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't badmouth 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 overpromise and underdeliver. 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 upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.



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8. Confront Reality

Take issues head on, even the “undiscussables.” 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. Don’t bury your head in the sand.

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 accountable. Hold 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 at all costs. Make keeping commitments the symbol of your honor. Don’t break confidences. Don’t attempt to “PR” your way out of a commitment you’ve broken.

13. Extend Trust

Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and character/competence of the people involved. But have a propensity to trust. Don’t withhold trust because there is risk involved.