

TRUST BUILDING OR BREAKING



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| ANALYTICAL | <p>Builds Trust</p> <p>Research topics in advance.</p> <p>Use reliable data from credible sources to support facts and conclusions.</p> <p>Provide broad, yet accurate, summaries.</p> <p>Provide ideas that enhance values.</p> | <p>Breaks Trust</p> <p>Inaccurate data or careless assumptions.</p> <p>Only revealing data that supports the endorsed decision/conclusion.</p> <p>Guessing.</p> <p>Moving with unclear direction or continuing when someone has expressed doubt.</p> | CONCEPTUAL |
| | <p>Builds Trust</p> <p>Allow ideas to be explored.</p> <p>Listen and add to ideas.</p> <p>Communicate vision for the future.</p> <p>Encourage a safe environment for new ideas.</p> <p>Include visuals.</p> | <p>Breaks Trust</p> <p>Criticizing new ideas without first exploring the possibilities.</p> <p>Not considering future implications.</p> <p>Continuing to do the same thing that's always been done.</p> <p>Having a dismissive attitude towards new ideas or approaches.</p> | |
| STRUCTURAL | <p>Builds Trust</p> <p>Create realistic timelines and expectations (predictability).</p> <p>Value the process as well as the conclusions.</p> <p>Attention to detail and organization.</p> <p>Willingness to follow procedures and to reach a common goal.</p> | <p>Breaks Trust</p> <p>Compressed, unrealistic or no timelines.</p> <p>Not doing what you've said you'll do, when you said you'd do it.</p> <p>Breaking rules.</p> <p>Not appreciating lessons learned.</p> | SOCIAL |
| | <p>Builds Trust</p> <p>Value the relationship above the task.</p> <p>Include them in the decision-making process.</p> <p>Consider the impact on people.</p> <p>Validate feelings and emotions.</p> | <p>Breaks Trust</p> <p>Valuing task above relationship.</p> <p>Ignoring or disregarding peoples' worries, concerns or feelings.</p> <p>Criticizing people for their ideas.</p> <p>Treating someone differently in-person than when they're away.</p> | |

1/3 ← EXPRESSIVENESS → **3/3**

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| <p>Builds Trust</p> <p>Listening.</p> <p>Giving time and space to think.</p> <p>Putting it in writing.</p> | <p>Breaks Trust</p> <p>Talking over them.</p> <p>Demanding an immediate response.</p> <p>Neglecting to provide a platform to express ideas.</p> | <p>Builds Trust</p> <p>Saying what you think.</p> <p>Providing verbal confirmation.</p> <p>Allowing them to talk to you about it.</p> | <p>Breaks Trust</p> <p>Holding back thoughts or opinions.</p> <p>Stopping them from being heard.</p> <p>Neglecting to provide an opportunity to get their thoughts out.</p> |
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1/3 ← ASSERTIVENESS → **3/3**

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| <p>Builds Trust</p> <p>Working together in a friendly, open manner.</p> <p>Working towards consensus.</p> <p>Mediating conflict calmly.</p> | <p>Breaks Trust</p> <p>Using a combative or aggressive approach.</p> <p>Trying to "rile them up" or "drag it out of them."</p> <p>Challenging or "looking for a fight."</p> | <p>Builds Trust</p> <p>Not taking it personally.</p> <p>Letting them make their points.</p> <p>Accepting direct responses.</p> | <p>Breaks Trust</p> <p>Holding back thoughts, opinions or ideas.</p> <p>Abruptly ending a debate with "whatever" or "fine."</p> <p>Being indecisive about moving forward.</p> |
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1/3 ← FLEXIBILITY → **3/3**

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| <p>Builds Trust</p> <p>Explaining rationale for change.</p> <p>Relying on them to stick to their decision.</p> <p>Following through on what you say.</p> | <p>Breaks Trust</p> <p>Making changes without a valid reason or after a decision is "final."</p> <p>Not committing to a plan.</p> <p>Constantly changing direction.</p> | <p>Builds Trust</p> <p>Appreciating their willingness to change.</p> <p>Being open to new ideas.</p> <p>Being accommodating.</p> | <p>Breaks Trust</p> <p>Taking advantage of their willingness to change.</p> <p>Showing reluctance to consider new options.</p> <p>Considering only one option.</p> |
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