



Post-Training Support

Deficiency in Trust

This tool supports the following ways to building trust:

1. Operate with integrity
2. Disclose your own position(s)
3. Remain open to ideas
4. Support others

Needs Analysis

Do you work with someone you don't fully trust? Do you understand why the trust level isn't high? In this activity you will analyze a low-trust relationship and learn what types of behavior damage trust.

Procedure

1. Think about the people you work with regularly—peers, customers, managers—and the trust levels in these relationships. Select a relationship in which you questioned, at least once, whether you could trust this person.
2. Use the following table to describe the primary reason for low trust in the relationship. Identify as many contributing factors as you can.

Relationship	Low trust reasons	Other factors
<i>Example: My manager</i>	<i>No promotion in two years</i>	<ol style="list-style-type: none"> 1. <i>Does not champion my work.</i> 2. <i>Does not communicate what is expected of me.</i>



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Integrity

Review the Off-Key Actions and Over Actions in the Pitfalls checklist to further analyze the low-trust relationship. Think back over your interactions and select the behaviors the other person performed.

Integrity Issues	
Covers own flanks (CYA)	<input type="checkbox"/>
Breaks promises	<input type="checkbox"/>
Mixes messages	<input type="checkbox"/>
Sugarcoats	<input type="checkbox"/>
Undermines others' efforts	<input type="checkbox"/>
Turns consistency into rigidity	<input type="checkbox"/>
Discloses too much	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>

Examine your list.

- How many behaviors did the other person demonstrate? How have they affected your trust in him or her?
- What other lessons can you draw from this analysis?



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Discloses own positions

Review the integrity issues to analyze the trust relationship. Think back over your interactions and select the behaviors the other person performed.

Discloses own positions	
Mixes messages	<input type="checkbox"/>
Sugarcoats	<input type="checkbox"/>
Withholds information	<input type="checkbox"/>
Excess justification for actions	<input type="checkbox"/>
Discloses too much	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>

Examine your list.

- How many behaviors did the other person demonstrate?
- How have they affected your trust in him or her?
- What other lessons can you draw from this analysis?
- Add new ideas to your list.

Open to ideas

Review the Off-Key Actions and Over Actions in the Pitfalls checklist to further analyze the low-trust relationship. Think back over your interactions and select the behaviors the other person performed.



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Open to ideas	
Assumes others' ideas aren't worthwhile	<input type="checkbox"/>
Shoots the messenger	<input type="checkbox"/>
Makes assumptions about others' reactions	<input type="checkbox"/>
Turns consistency into rigidity	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>

Examine your list.

- How many behaviors did the other person demonstrate?
- How have they affected your trust in him or her?
- What other lessons can you draw from this analysis?
- Add new ideas to your list.

Supports others

Review the Off-Key Actions and Over Actions in the Pitfalls checklist to further analyze the low-trust relationship. Think back over your interactions and select the behaviors the other person performed.

Supports others	
Assumes others' ideas aren't worthwhile	<input type="checkbox"/>
Covers own flanks (CYA)	<input type="checkbox"/>
Shoots the messenger	<input type="checkbox"/>
Undermines others' efforts	<input type="checkbox"/>
Makes assumptions about others' reactions	<input type="checkbox"/>
Withholds information	<input type="checkbox"/>



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Abandons associates in difficulty	<input type="checkbox"/>
Over Action: Supports others overzealously	<input type="checkbox"/>
Over Action: Discloses too much	<input type="checkbox"/>
Over Action: Over-delegates	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>
Other:	<input type="checkbox"/>

Examine your checklist.

- How many behaviors did the other person demonstrate?
- How have they affected your trust in him or her?
- What other lessons can you draw from this analysis?
- Add new ideas to your list.

Notes