TRIFECTA OF TRUST DEVELOPMENT GUIDE

Build Positive Relationships

Cooperate Rather than Compete with Others

- Look for opportunities for cross-functional teams to work together.
- Give recognition and credit to other teams and individuals.
- Share knowledge and information with other groups.
- Invite other groups or individuals outside your team to attend staff meetings and share their insights and ideas.
- Find opportunities to help and assist other teams.

Coach and Develop Others

- Provide one-on-one coaching or mentoring to individual team members or peers. People think fondly about those that help them develop.
- Schedule career development discussions with each team member.
- In one-on-one conversations, set a goal to avoid giving advice. Support others in discovering their own solutions.
- Set a self-improvement goal for one-on-one conversations (e.g., listen more, prepare better questions, or explore three options before making decisions).

Inspire and Motivate Others

- Bring positive emotions to work. Frequently convey your own passion and commitment about the work you are doing. Your emotions are extremely contagious.
- Schedule time to listen to your team's concerns and needs. Don't solve the concern in the moment—just listen.
- Involve your team in identifying and adopting a difficult stretch goal. When people accomplish an imposing objective, they are more motivated and engaged.
- Brainstorm. Set aside time every week to have the team bounce ideas off each other and think creatively about business solutions.

Ask for Feedback

- Ask others for feedback in a way that shows you really want to improve. Rather than say, "Was that meeting okay?" ask, "What could I have done in the meeting to significantly improve my performance?"
- Be specific about what you are requesting feedback on.
- Identify the right person to give you the feedback you need and the best medium in which to ask.
- Show gratitude for the feedback you receive and express your desire for more.

Exercise Expertise and Good Judgement

Be a Role Model and Walk Your Talk

- Keep commitments. Keep track of commitments you make to others. Often people agree to do something with good intentions but forget their commitment.

- Ask for and act on feedback. Leaders who are able to effectively receive feedback are perceived as role models for their team.

- Walk the talk. Look for opportunities to be a good example and a role model. Put forth extra effort. Be an example of the behaviors you would like others to demonstrate.

Anticipate Problems

- Think about what could go wrong with your plan. Once you recognize potential problems look for how they can be avoided or quickly identified.

- Monitor your progress and regularly check if milestones are achieved. When you are busy executing it is easy to lose track of the time and the expected completion date.

- Initiate change early. Look for and identify situations where change is needed. The ability to identify critical changes is an essential skill to effectively anticipate problems.

- Look for patterns. Learn to spot new problems and recognize trends. Keep well informed by regularly reading and listening to others who are monitoring these trends.

Connect Your Work to the Vision and Direction

- Link the vision to individual jobs and everyone's current reality. Help people understand the connection between their individual job, organizational goals and objectives, and the strategic direction of the organization.

- Take the time to help people understand how their work contributes to broader business objectives and links to the strategy and vision. This will let them see how their work impacts the bottom line.

- Fire quickly, but after you have aimed properly. The phrase, "Ready, Fire, Aim" describes a person who is quick to act but not clear about the overall strategy and direction of the organization. Those who act quickly need to very clear about where they are going and why.

Keep Others Informed

- Set a goal to begin every meeting with an update on goals and progress on objectives.

- Create an open-door policy. Ask your team if they feel they can approach management at any time.

- Communicate more in the midst of uncertainty. Keep others informed when ambiguity is encountered.

- Begin by asking yourself, "What would I want to know or learn more about if I were sitting in the audience?" and, "What are their biggest concerns as it pertains to this matter?" Be sure to speak to those issues.

- Establish a communication schedule. Most people fail to communicate important information because they assume others already know.

Demonstrate Consistency

Deliver on Commitments

- Track your commitments. Write down the commitments that you personally make to other people and ensure that you follow through.

- Create a plan that addresses the classic questions of "Why, Who, Where, When, How, and How much will it cost." While every question cannot be addressed, a reasonable amount of detail is required.

- Once you have created a plan, look for creative, innovative ways to execute it. Creativity can bring life and motivation to a project.

- Be personally responsible for the results of a task, job, or problem that you take on.

Insist on High Standards

- Set high standards. Ask others to achieve high levels of performance. Encourage others to perform at their best and always obey the rules.

- Establish high standards of excellence for the work your team produces. Begin every staff meeting with a review of the status of the major projects within the group.

- Get others to help raise the bar. Invite each member of your team to propose two revolutionary goals they would like to see your group pursue.

Continuously Improve

- When you see opportunities for improvement, tactfully share your insight with others.

- Celebrate small victories rather than waiting for one giant leap in improvement. Set goals that have a reasonable chance of being achieved yet are not so easy as to be empty.

- Challenge yourself to push a little harder, try a little more, put in additional time, and add extra effort into your work.

- Look for opportunities to go far beyond what is expected of you by not only identifying problems that may not be your direct responsibility but fixing them as well. Determine if you could far exceed in quality or quantity what has been done in the past.

Collaborate with Others

- Find opportunities to share your knowledge and expertise with other groups. Groups are more likely to collaborate with people they feel have good judgment in making decisions and are willing to explain the reasons behind decisions.

- Create networking opportunities. Initiate business lunches with peers. Invite others to present at your staff meetings. Develop and maintain effective working relationships with people outside your immediate work group. Initiate discussions with colleagues regarding ways your teams could work together more effectively.

- Remove barriers. Be attentive to ways your team could take actions that would assist other groups. Ask your team members to identify ways to make working relationships more seamless inside the firm. Celebrate the successes of other departments.

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