

THE 13 BEHAVIOURS OF A HIGH TRUST LEADER

CHARACTER

| Behaviours | What to Say | Opposite | Counterfeit |
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| Talk Straight | Be honest. Tell the truth. Let people know where you stand. | Lie. Deceive. | "Spinning," positioning, posturing and manipulating. |
| Demonstrate Respect | Care for others and show it. Treat everyone with respect, especially those who can't do anything for you. | Show disrespect or not care about others. | Faking respect, showing respect for some but not all. |
| Create Transparency | Tell the truth, be real, genuine, open and authentic. | Hide, cover up, obscure things. | Having hidden agendas, withholding information. |
| Right Wrongs | Admit when you're wrong, apologize quickly, show humility, don't let pride get in the way of doing the right thing. | Deny, justify or rationalize wrongful behavior. | Cover up, disguise, hide mistakes until forced to admit error. |
| Show Loyalty | Give credit to others, speak about people as if they're present and represent others who aren't there. | Take credit, betray others. | Being gossipy and two-faced, appearing to give credit when they're present but downplaying their contribution and taking credit when they're not around. |

COMPETENCE

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| Deliver Results | Establish a track record of getting the right things done. Make things happen, on-time and within budget. As Yoda says, "Do or do not, there is no try." | Overpromise and under-deliver. | Delivering activities instead of results - doing busywork without accomplishing anything real. |
| Get Better | Continuously improve. Increase your capabilities. Be a constant learner. Don't consider yourself above feedback. | Rest on your laurels, become irrelevant. | Learning but never producing, force-fitting things into what you're good at. |
| Confront Reality | Tackle all issues head-on, even the "undiscussables." Address the tough stuff directly. Confront the reality, not the person. | Ignore reality, be in denial. | Focus on side issues while skirting the real issues. |
| Clarify Expectations | Disclose, reveal and validate expectations. Don't assume they're clear or shared. Renegotiate if needed/possible. | Leave expectations unclear or undefined. | Guessing. Fail to pin down specifics for meaningful accountability. |
| Practice Accountability | Hold yourself accountable first, others second. Take responsibility. Be clear on how you'll communicate how you're doing and how others are doing. Don't blame. | Not take responsibility. | Point fingers and blame others, fail to enforce consequences when expectations aren't met. |

CHARACTER & COMPETENCE

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| Listen First | Listen before speaking. Understand, diagnose, listen with ears, eyes and heart. | Speak first and listen last or not listen at all. | Listen just to formulate your response, pretend to listen. |
| Keep Commitments | Say what you'll do, then do it. Make commitments carefully and keep them at all costs. Don't break confidences. | Break commitments, violate promises. | Make vague, elusive promises that can't be pinned down. |
| Extend Trust | Extend trust abundantly to those who've earned it, conditionally to those who are still earning it. | Withhold trust. | Extend false trust - giving responsibility without authority, then micromanage, "snoopervise" and hover. |