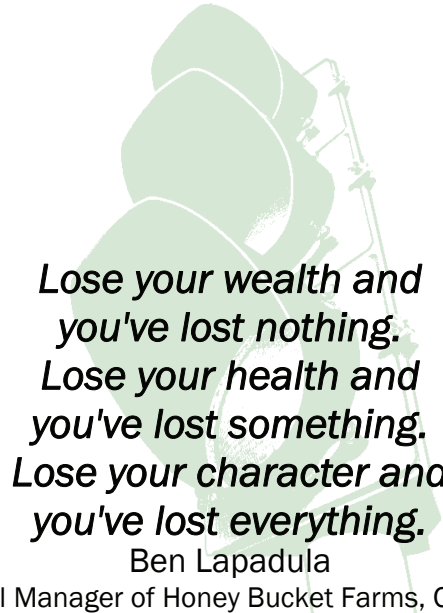


How do I build trust and credibility?



*Lose your wealth and
you've lost nothing.
Lose your health and
you've lost something.
Lose your character and
you've lost everything.*

Ben Lapadula

General Manager of Honey Bucket Farms, California

How do I build trust and credibility?

Leaders who DO everyday leadership know trust and credibility come from doing the right things: Where attitudes and actions match personal *and* organizational values and commitments.

How do I build trust and credibility?

DO	DON'T
1. Be consistently 100% honest	1. Use half-truths, spin or avoid
2. Say “I don't know; I'll find out”	2. Pretend to be someone you're not
3. Lead by example – hold yourself to a higher standard	3. Say one thing and do another
4. Do what's right – stick to decisions or admit mistakes	4. Cut deals with people or be a pushover
5. Commit to the extent of your knowledge and authority	5. Overcommit to things outside your control
6. Make decisions when you need to	6. Freeze and get overrun
7. Circle back to interested parties – with follow-up, feedback, information or an answer	7. Leave people wondering
8. Maintain confidences and trust of those who are absent	8. Break confidences or talk behind people's backs

How do I build trust and credibility?

DO 1: Be consistently 100% honest

Why? Mark Twain said: “If you tell the truth, you don’t have to remember anything.” And you won’t leave people wondering: “Was that the truth...or not?”

What is “100% honest?” *Always* telling the truth and being clear about what you haven’t shared.

What’s the DO attitude? Realize that lying may be your attempt to control the situation and dictate what people think and do. Remember that “little white lies” and spinning the truth for your own benefit don’t work. With selective honesty, you’ll eventually get caught in a lie.

Why is this hard to DO? Sometimes the truth is difficult to say and for others to hear; you may have to point out a flaw in yourself or in others.

What’s the DO reward? Daily you create trust with other people. One hundred percent honesty builds strong relationships of trust.

CAUTION! While you should always tell the truth, some information might be shared on a “need to know basis.” You don’t always have to tell everything you know. Be willing, however, to tell people why you can’t tell them something. (For example, you may have privileged information about a job candidate that you cannot share until the information is public.)

MORE CAUTION! Being 100% honest is not a license to use harsh and insensitive statements (e.g., “He’s a real jerk!”).

- Ask: Do I exaggerate or lie to make myself look better (more knowledgeable or competent)? Do I exaggerate or lie to make others feel better? Why?
 - Take the “audience” test: Can you say what you want to say in a room full of your peers, your boss, your parents or your kids?
 - Assume people you talk to *will* compare notes. What will they think if and when their notes don't match? (e.g., You told Todd there wasn't a budget crisis. You told Cassandra we needed to slash overhead by 40%.)
 - Keep track of your discussions, commitments and lessons learned. Review them weekly for honest and consistent decision-making. Ask yourself:
 - * Am I truthful?
 - * Do I deal openly and fairly with others?
 - * Do I value and reward people for their honesty?
 - Your success:
-
-

Connected DOs:

9—Trust people and check their work when necessary

40—Be completely clear about your follow-up—what you will do and won't do

45—Be honest with yourself; know what you do know and what you don't

DON'T 1: Use half truths, spin or avoid

How do I build trust and credibility?

DO 2:
Say “I don’t know; I’ll find out”

Why? If you fake that you know, eventually you will get caught, and team members won’t believe you even when you’re right.

What’s the DO attitude? “Fake it until you make it” doesn’t work for this DO. If you don’t know something, admit it. Then go find the answer and follow up with whomever needs to know.

Why is this hard to DO? Your pride can make it difficult to admit that you don’t know something. It takes more time initially to track down answers than to pretend you know something.

What’s the DO reward? People will trust what you DO say. You will get the information needed to make the right decisions. Plus, people hate it when you pretend to know something you don’t.

CAUTION! Don’t use “I don’t know” as a cop-out for dealing with difficult issues.

- Work out why you have a hard time saying “I don’t know.” Is the pressure to know everything internal (e.g., ego, insecurity) or external (e.g., prestige, power, peers)? When you know what drives your actions, you’ll know what to change.
 - Ask your boss: What should I know in my position and what are your expectations?
 - Ask your team: As your boss what are your expectations of me?
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- Adopt the *Answer Golden Rule*: “Give answers to others as you would have them give answers to you.”
 - Keep track of questions you committed to answering and the date/time when you answered them.
 - Your success:
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Connected DOs:

19—Ask for help

30—Face up to issues and deal with them

44—Ask open-ended questions

DON'T 2:
**Pretend to be someone
you are not**
