

TRUST

TRUST. WE ALL KNOW IN OUR HEARTS WHAT IT MEANS TO TRUST
SOMEONE, AND ALMOST EVERYONE KNOWS WHAT IT FEELS LIKE TO
HAVE OUR TRUST IN SOMEONE BETRAYED. BUT IF SOMEONE ASKED
US TO DEFINE TRUST, WE WOULD PROBABLY FIND IT DIFFICULT, IF
NOT IMPOSSIBLE TO DO. ON THE SURFACE, TRUST SEEMS SO SIMPLE

and straightforward. But when we're pushed to give a precise definition, trust suddenly becomes elusive and complicated. Why is it that we trust one person, but not another? And how do we behave differently toward someone we trust versus someone we do not? Regardless of whether or not we can define trust, almost everyone would agree on its importance. Without it, even the most basic human intentions would break down. How could we enter goods, contract for services, or make appointments without an element of trust? With trust, we find it possible to enter into friendships, marriages, partnerships, and business agreements. Clearly, trust is the essential ingredient in practically every relationship — whether at home or work. Trust. We all know in our hearts what it means to trust someone. And almost everyone knows what it feels like to have our trust in someone betrayed. But if someone asked us to define

the ultimate test

Interpretive Report

Report prepared for:

CHARYL LEISTER

February 19, 2009

This report presents your results from **Trust-The Ultimate Test**. It includes interpretive information about your scores, detailed charts and questions for considering trust in the relationship you evaluated, a trust improvement plan, and reflection questions for other trust relationships.



EVIDENCE OF TRUST

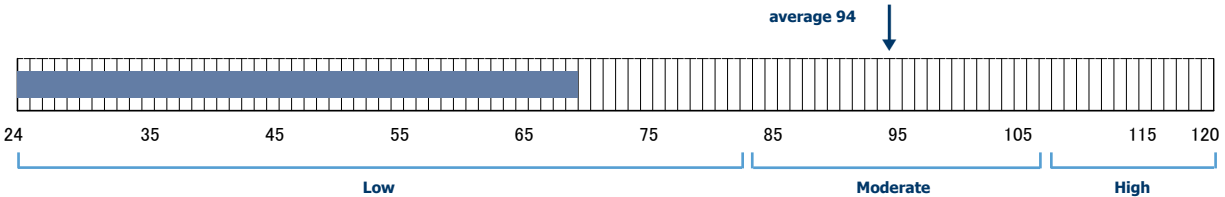
The Self-Evaluation assessed four key categories of evidence of trust:

- Evidence of Lack of Monitoring
- Evidence of Benevolence
- Evidence of Openness
- Evidence of Risk Taking.

Your scores on these four categories, looked at individually and as an overall total score, will help you to answer the question, “Am I behaving as if there is trust?” A description of the four individual evidence of trust categories follows on pages 3-6.

The following chart provides you with a broad picture of your trust behavior in the relationship you evaluated. It is important to remember that this is a benchmark comparison of how you view this relationship compared to how other people who have taken this assessment evaluated their relationships. In other words, your score on this and other charts within this report should be viewed only as a starting point in determining what changes you may need to make in your trust behavior in this relationship.

The remaining pages in this report contain charts and information that will further your understanding of your trust behavior in this and other relationships.

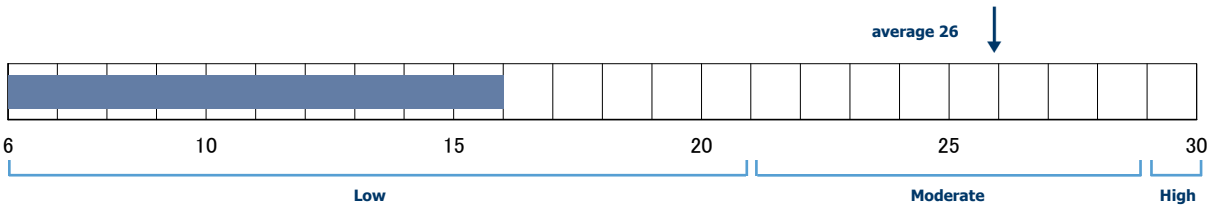


Your Evidence of Trust Score

Evidence of Lack of Monitoring

When we trust someone we tend to give that person considerable leeway or freedom to act without controls in place. For example, a parent may decide not to assign an exact curfew time to a teenage child, a spouse may place no spending limits on joint credit accounts, and a supervisor may eliminate the procedure of “clocking in.”

In contrast, when we do not trust someone we tend to rely on rules or put controls in place to make sure that his/her actions are acceptable. For example, a supervisor may install software on an employee’s computer to monitor the number of keystrokes made on an hourly basis, a parent may position a video camera to record the actions of a child care provider, and a spouse who travels frequently may hire a private detective to track the actions of their spouse.

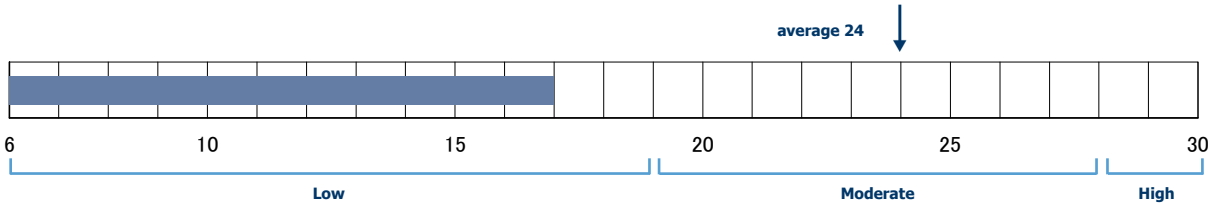


Evidence of Lack of Monitoring

Evidence of Benevolence

When we trust someone we are likely to *freely* undertake actions that will benefit the person in some way — without *immediately* expecting something in return. We do so because high levels of trust are established and sustained, at least in part, by a natural giving and receiving of caring behaviors over time. This reciprocity goes beyond the mindset of, “I’ll scratch your back if you scratch mine,” and extends into a proactive, willing, and mutual exchange.

In contrast, when we do not trust someone we are unlikely to *freely* undertake actions that will benefit the person, whether directly or indirectly. For example, we would be unlikely to go out of our way to help him/her or to pass along potentially useful information — unless we saw some benefit for ourselves. Nor would we go beyond what our formal obligations or roles required of us.

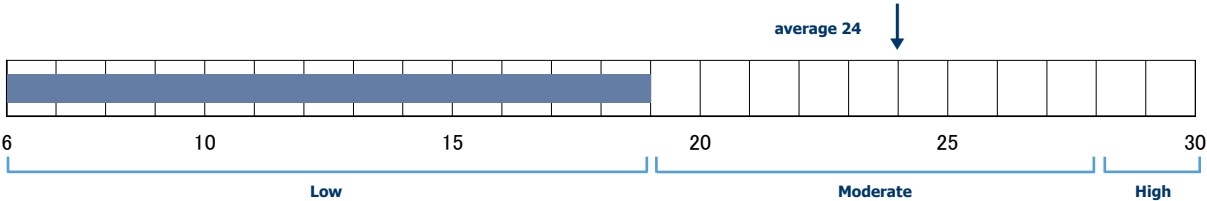


Evidence of Benevolence

Evidence of Openness

When we trust someone we are likely to feel little need to censure or restrict the flow of information to him/her. We do not worry about revealing our true selves — even aspects that may be unflattering — and we do not hesitate to share promising ideas, interests, or prospects. Most telling perhaps is that we keep very few secrets from this person and feel comfortable disclosing confidential information to him/her.

In contrast, when we do not trust someone we are unlikely to be completely open or forthright with that person. For example, we may limit how much information we reveal about ourselves or choose to disclose only flattering, vague, or neutral personal data. We may camouflage our true feelings or beliefs for fear that the other person will ridicule them or use the information against us. And we may avoid sharing any ideas or interests that the other person may disagree with or find unwelcome.

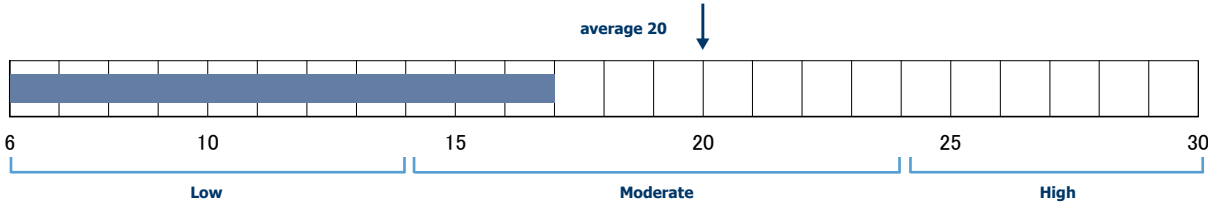


Evidence of Openness

Evidence of Risk-Taking

When we trust someone we feel comfortable placing ourselves at risk based on the person’s actions. This is because we feel reasonably confident that we won’t be disappointed or hurt as a result of relying on the person. Examples of the risks we take when we trust someone include allowing that person to make commitments or decisions on our behalf without first asking our permission, or sharing information with the person that he/she could use against us. Simply put, we believe that the person will not take advantage of our vulnerability, but rather will act in a way that protects us — or at least does no harm.

In contrast, when we do not trust someone we are unlikely to place ourselves at risk based on the person’s actions. This is because most people would consider it foolhardy to place their well-being at risk based on the actions of someone they do not trust — there is simply too much chance that they could be disappointed or potentially hurt. To minimize this possibility, we are likely to engage in protective strategies with people we don’t trust. For example, we may withhold information they could use against us or check that they have followed through on commitments before acting ourselves.



Evidence of Risk-Taking

. . . at the heart of character is an old-fashioned value that is overlooked and underrated. Trust. Every human transaction rests, either explicitly or implicitly, on a foundation of trust . . . or lack thereof.

Norman W. Brown

Retired Chairman & CEO

Foote, Cone & Belding

THE IMPORTANCE OF TRUST

Trust. We all know in our hearts what it means to trust someone. And almost everyone knows what it feels like to have our trust in someone betrayed. But if someone asked us to define trust, we would probably find it difficult, if not impossible to do. On the surface, trust seems so simple and straightforward. Yet when we're pushed to give a precise definition, trust suddenly becomes elusive and complicated. Why is it that we trust one person, but not another? And how do we behave differently toward someone we trust versus someone we do not?

Regardless of whether or not we can define trust, almost everyone would agree on its importance. Without it, even the most basic human interactions would break down. How could we order goods, contract for services, or make appointments without an element of trust? With trust, we find it possible to enter into friendships, marriages, partnerships, and business agreements. Clearly, trust is the essential ingredient in practically every relationship — whether at home or work.

Trust — The Ultimate Test was designed to focus your attention on ways that you express trust, as well as distrust. The Self-Evaluation and this report will help you look at trust from the perspective of your relationship with another person. By considering the level of trust that is evident in this relationship, as well as some of the reasons behind that trust (or lack thereof), you will develop a deeper understanding of trust and how to build it.

FACTORS AFFECTING YOUR DECISION TO TRUST

Many factors figure into our decision to trust another person. Among these factors are our individual tendency to trust, our history or experience with the other person, how we view that person’s ability to carry out commitments, how similar (or different) we are, and our relative power or authority. Within work-based relationships, the organizational environment is yet another factor that affects our decision to trust.

To better understand some of the reasons why your Overall Evidence of Trust Score may be moderate, high, or low, it can be helpful to look at these factors and consider how each one may be affecting your expression of trusting behavior in this relationship. The following sections provide a short discussion of each factor and help you explore the potential impact it may have had on your individual results. Because each relationship is unique, you may not find it necessary to complete every section. Table 1 will help you identify which sections are most applicable to your situation. *We do recommend that everyone complete the first section on individual tendency to trust.*

Factor	Consider completing this section if . . .
Individual Tendency to Trust page 9	✓ Everyone should complete this section.
History/Experience page 10	You have known the other person for some time.
Competence/Ability page 12	You have a strong opinion about the other person’s competence or ability.
Similarities and Differences page 14	You are very similar to OR very different from the other person.
Relative Power/Authority page 16	One of you has more power or authority than the other.
Organizational Environment page 18	You are evaluating a work-based relationship.

Table 1. List of Factors in the Decision to Trust

Individual Tendency to Trust

Each of us has an individual tendency to trust — or not to trust, as the case may be. This tendency tends to be a fairly stable trait, much like shyness or assertiveness, but it can be heightened or diminished based on life experience. For example, you may be generally very trusting of others, but a negative experience may have caused you to start being more careful about extending trust.

Your individual results on the Self-Evaluation should be viewed in light of your tendency to trust. Completing Chart 1 will help you do this. Start by noting how you rated yourself on the “Tendency to Trust” scale before you took the assessment. Then compare it to your *Evidence of Trust Score*.

My Tendency to Trust is:	9	on a scale from 1 (Never Trust Others) to 10 (Always Trust Others)
My Overall Evidence of Trust Score is:	69	LOW

The intersection of your “Tendency to Trust” rating and your *Evidence of Trust Score* is shown in Chart 1. Record your responses to the question(s) given for your combination of scores.

		Tendency to Trust greater than or equal to 5	Tendency to Trust less than 5
Overall evidence of Trust Score greater than or equal to 82		Is your Overall Evidence of Trust Score realistic based on your experience to date with the other person? That is, has this person given you good reason to trust him/her?	What aspect of this relationship or the other person has helped you to override your general tendency <i>not</i> to trust?
Overall evidence of Trust Score less than 82		What aspect of this relationship or the other person has caused you to override your general tendency to trust?	Is your Overall Evidence of Trust Score realistic based on your experience to date with the other person? That is, has this person given you good reason <i>not</i> to trust him/her?

Chart 1. Individual Tendency to Trust

History/Experience

One of the factors that contributes to our decision whether or not to trust someone is our experience with that person over time. For instance, has this person taken actions in the past that would cause us to question his/her trustworthiness? Or has this person generally taken actions or demonstrated behaviors that have enhanced our perception of his/her trustworthiness? Keep in mind that not only do we take into account how this person has behaved with respect to us, but also how we have seen him/her treat others whom we know or with whom we are familiar.

A lack of experience with someone can be an impediment to trust. That's because we have no track record on which to base our predictions of that person's behavior in future situations. As Peter Drucker (1997) says, "The fundamental foundation of any relationship is knowing in advance what to expect from the other side." One way people overcome this problem is to inquire into the person's background with others who are in a position to know.

To consider how your historical experience with someone may have affected your Overall Evidence of Trust Score for this relationship, check those actions in Chart 2 that apply to this person. Then, for each action that applies, try to think of an example and record it in the space provided. You may not be able to complete this chart if the relationship you have chosen to evaluate is relatively new. In fact, for new relationships, a low Overall Evidence of Trust Score may be realistic.

This person has . . .	✓=Yes	Example of This Action
come through for me or someone I know.		
let me down.		
broken a promise or commitment.		
taken an action that was inconsistent with his or her spoken beliefs.		
taken an action that I expected based on what I know of him or her.		
taken an action that I found surprising based on what I know of him or her.		
said one thing but done something else.		
done what he or she said he or she would do.		
broken a confidence.		
kept a confidence.		
confided in me or opened up to me.		
withheld information from me.		

Chart 2. History/Experience

Competence/Ability

Another factor that contributes to our decision whether or not to trust someone is our assessment of that person’s *ability* to carry out a commitment or otherwise act in a manner that is favorable to us. This separates good intentions alone from good intentions backed by the ability to deliver on a promise. For example, we may believe that an administrative assistant is sincere when he/she offers to compile our expense report, but if he/she has never been trained to do so or has demonstrated difficulty with math, then we are unlikely to trust that person to carry out that task.

Conversely, just because someone is competent doesn’t mean he/she can be trusted. That is, he/she may have the ability, but not the motivation or desire to act in a manner that benefits you. For example, a peer who is an outstanding presenter may offer to alleviate your overly full schedule by calling on a customer for you, but if his/her intent is to undermine your relationship with the customer, then you would be unwise to trust him/her to carry out that task.

Completing Chart 3 will help you think about this issue. As you respond to the items in the chart, interpret the word “task” to mean a specific responsibility or commitment, that you are considering relying on this person to carry out. This responsibility or commitment may or may not be employment-related. For example, in a husband-wife relationship, it could refer to a wife trusting a husband to handle bill-paying responsibilities while she is away on a business trip.

This person . . .	✓=Yes	Example or Explanation
has successfully completed a similar task.		
has failed at or performed poorly on a similar task.		
has the education or training necessary to perform this task.		
lacks the education or training necessary to perform this task.		
has shown an aptitude for this sort of task.		
has not shown an aptitude for this sort of task.		

Chart 3. Competency/Ability

Similarities and Differences

The more similarities we share with someone, the easier it is for us to trust that person. That’s because we tend to develop loyalties or bonds based on membership in groups, whether they be organizational, national, religious, political, or hobbies. It’s easier to trust those with whom we (apparently) share values and interests. We also tend to think, “the more someone is just like me,” the more that person can be trusted.

Conversely, the more we differ, the harder it is for us to trust. This is not to say that trust cannot be developed between people who have fundamental differences, but it is important to understand and appreciate the special challenges that those differences may present. Completing Chart 4 will help you identify how similarities or differences may be affecting the level of trust in this relationship.

Check (✓) one in each row	We are similar	We are different	I do not know
Culture/Ethnicity			
Native Language			
Age/Generation			
Socio-Economic Status			
Religion/Spiritual Belief System			
Political Affiliation/Party			
Sexual Preference			
Regional/Geographic Location (or home town)			
Educational Level			
Other:			

Chart 4. Similarities and Differences

Relative Power/Authority

Another factor that can affect our decision to trust someone is the degree to which that person has power or authority over us. It can be difficult to develop a sense of trust in someone who has some power or authority over us due to position, title, or role. This is because we tend to feel more vulnerable in our dealings with someone who can exercise control over us. In effect, these relationships ask the less powerful person to place him/herself at even greater risk than usual as a result of trusting behavior. Examples of these situations include one-on-one relationships such as supervisor-employee, parent-child, or teacher-student.

Viewed from the opposite side, we may also have greater difficulty trusting someone who has less power or authority than we do. That’s because we may come to question whether trusting behavior on that person’s part is genuine or if he/she feels coerced into acting that way because of our position or role. For example, a supervisor may suspect that employees are working hard only because they fear for their jobs.

It is important to understand that trust is not a given, even when both of the parties in a relationship are essentially equal in power, authority, and influence. Despite this equality, trust can still be difficult to develop because of the tendency people have to compete. Marsha Sinetar (1988) calls this the “one winner” mentality. Relationships between team members, spouses, friends, co-workers, and siblings fall under this category.

Completing Chart 5 will help you to become aware of how your power or authority relative to the other person may be affecting your trust in him/her. Please note that it is possible for *both* of you to have any one type of power. For example, both of you may be experts — only in different fields — or both of you may have some influence over the other’s compensation, which can occur in organizations that gather team member input for annual performance reviews.

Types of Power (✓ all that apply)	Who has this type of power?	
	I do	The other person does
The power of position — has formal or legal authority over the other person.		
The power of expertise — knows more about a vital subject than the other person.		
The power of personality — influences the other person through personal magnetism or charisma.		
The power of rewards — influences the other person’s pay, benefits, advancement, allowance, or privileges.		
The power of potential harm — can punish or issue sanctions against the other person.		

Chart 5. Relative Power/Authority

Organizational Environment

(Please note: If you are using this instrument to evaluate a work-related relationship, you should probably read and complete this section. Otherwise, you may proceed directly to “Reflecting on What You Have Learned,” on page 20.)

Institutions and organizations have the ability to either encourage or frustrate the development of trust among their members. These supportive or discouraging climates are created through the use of social norms, structures, and policies. Completing Chart 6 will help you to think about some of the ways that your organization encourages trust among its members. It will also help you to identify aspects of your organization that may discourage trust.

My Organization . . .	✓	Actions that encourage trust (+)	✓	Actions that discourage trust (-)
supervises its members by		defining expected results.		closely observing them.
motivates its members by		setting challenging but achievable goals to meet a clearly defined mission.		stressing competition between members of the organization.
disseminates information to		anyone who needs it in order to perform his or her job.		a few select members based on rank.
handles mistakes, errors, and failures by		identifying what was learned and how to do better in the future.		searching for someone to blame and then publicly punishing him or her.
develops its members by		encouraging people to move laterally.		allowing people to move only when they are ready for a promotion.

Chart 6. Organizational Environment

REFLECTING ON WHAT YOU HAVE LEARNED

Now that you have explored the issue of trust by considering your personal behavior in a single relationship, it is important to reflect on your behavior in a broader range of interpersonal relationships.

1. How does your individual tendency to trust affect other interpersonal relationships, both in your personal and work life? Could it benefit any of these relationships for you to discuss your tendency to trust or not trust with the persons involved?
2. Think about a high-trust relationship (other than the one you may have considered in this assessment). What evidence of trust do you observe in your behavior with that person? What aspect of this relationship or person most influenced your decision to trust this person? Would you change your behavior in this relationship based on what you have learned?
3. Think about a low-trust relationship (other than the one you may have considered in this instrument). What evidence of distrust do you observe in your behavior with that person? What aspect of this relationship or person most influenced your decision not to trust this person? Would you change your behavior in this relationship based on what you have learned?
4. Think about a one-on-one relationship where there is a significant difference in power or authority between you and the other person. How has this affected your decision to trust this person?

CREATING A TRUST IMPROVEMENT PLAN

Building trust is hard work. It takes the combined efforts of two people who have a commitment to developing a relationship based on honest, consistent, and benevolent interactions. To boost the level of trust in this relationship, there are probably changes you should make in your daily interactions with the other person. But you can't build trust alone. Most likely, you'll need the other person to make changes, too.

The actions listed below will help you to think about the changes that one of you or both of you may need to make in order to build trust. As part of your trust improvement plan, you may even choose to discuss these changes with the other person. If you do, this list of actions can serve as a great discussion starter.

- ❑ **Act with integrity/walk your talk.** Making sure that what you say and do is in line with what you really believe is the essence of integrity. And a reputation for integrity is what helps others come to trust you.
- ❑ **Protect the interests of people who aren't present.** The fact that you "stuck up" for the person will undoubtedly get back to him/her, and you will become a trusted friend.
- ❑ **Listen.** People find it hard to trust others who don't listen to them, for how can you act in their best interests if you aren't aware of what those interests are?
- ❑ **Be sensitive and respectful.** Trust and openness go hand-in-hand, but to be open, people need to feel safe expressing their true ideas, opinions, and beliefs.
- ❑ **Take the leap.** "... trust always requires someone to go first." and the reward for this courage is that, "... in most cases, trusting others makes them more trustworthy." (Weatherup in Shaw)
- ❑ **Make realistic commitments and then keep them.** Over-promising and under-delivering is a sure way to erode others' trust in you. Remember: your current actions are the basis for others' predictions about your future behavior.
- ❑ **Judge substance, not image.** Others generally realize when they have been evaluated on looks alone, and feeling disrespected, they often reciprocate with suspicion rather than trust.
- ❑ **Offer status reports and forecasts.** Keeping others informed about your actions and future plans helps them feel more comfortable, which makes them less likely to check up on you.
- ❑ **Confront tough issues.** When you duck difficulties, others see you as less than honest. Sweeping unpleasantness under the rug makes others wonder what else you're hiding.
- ❑ **Display your talents.** If you want to earn others' trust, you need to provide frequent, consistent demonstrations of what you are capable of.
- ❑ **Set high expectations.** By establishing high expectations, you are implicitly saying you believe the person can and will deliver.
- ❑ **Rigorously evaluate people.** When you are clear about someone's strengths and weaknesses, you can feel safe giving them freedom in those areas in which they excel.

TRUST IMPROVEMENT PLANNING QUESTIONS

1. Of the action tips listed in “Creating a Trust Improvement Plan,” which ones do you believe would have the most positive effect on the level of trust in this relationship?
2. Of the actions you listed in response to question one, circle those that you are willing to take. What changes in your personal behavior will these actions require?
3. What are some of the obstacles/barriers that may make it difficult for you to take those actions?
4. What could you or the other person do to help you overcome those barriers?
5. What actions would you like to see the other person take in order to build the level of trust in this relationship?

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