

# Action Builders:

## Building Trust by Doing

**Accountable // Takes ownership for actions and results, and never blames when something goes wrong.**

- **Reliability:** *Try this:* Arrive a few minutes early for your next meeting to show reliability.
- **Openness:** *Try this:* Share one lesson learned from a mistake with your team.
- **Collaboration:** *Try this:* When something goes wrong, ask “how can we fix this together?”
- **Integrity:** *Try this:* Admit one oversight and explain what you’re doing to correct it.

**Aligned // On the same page and aligned in thinking and actions.**

- **Clarity:** *Try this:* Ask a teammate if your work supports the team’s current priorities.
- **Understanding:** *Try this:* Restate what someone said in your own words to confirm alignment.
- **Teamwork:** *Try this:* Co-create one solution with a teammate instead of working solo.
- **Shared Values:** *Try this:* Connect your next suggestion back to a company value.

**Available // Is responsive when needed and makes time for people.**

- **Support:** *Try this:* Make time today to check in with a teammate who might need support.
- **Validation:** *Try this:* Acknowledge someone’s perspective before offering input.
- **Respect:** *Try this:* Reply to a message within the same day, even if just to say “Got it.”
- **Consistency:** *Try this:* Set regular office hours when teammates know you’re available.

**Balanced // Prioritizes the success of others in balance with their own success.**

- **Shared Purpose:** *Try this:* In your next team update, point out how a teammate’s success also helps you reach your own goals.
- **Transparency:** *Try this:* Share one of your personal goals during your next check-in.
- **Fairness:** *Try this:* Recognize another person’s contribution before mentioning your own.
- **Harmony:** *Try this:* Share credit equally in your next team accomplishment.

**Committed // Does what they say they are going to do.**

- **Dependability:** *Try this:* Complete one task earlier than promised this week.
- **Accountability:** *Try this:* Clearly state what you’ll deliver and check in once it’s done.
- **Consistency:** *Try this:* Send a progress update on a recurring responsibility.
- **Collaboration:** *Try this:* Split a deliverable with a teammate so you share the load.

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### Confidential // Ensures what is said between people stays between people.

- **Openness:** *Try this:* Let someone know their comment stays between you.
- **Respect:** *Try this:* Keep a colleague's story out of group conversations.
- **Safety:** *Try this:* Reassure someone they can speak freely with you.
- **Integrity:** *Try this:* Politely decline to share details when asked about another person.

### Consistent // Delivers predictable and positive results day after day.

- **Stability:** *Try this:* Provide one small, reliable update each day.
- **Credibility:** *Try this:* Follow through on exactly what you promised this week.
- **Clarity:** *Try this:* Outline deliverables in advance so others know what to expect.
- **Reliability:** *Try this:* Commit to a recurring routine (like weekly check-ins) and stick to it.

### Courageous // Does not avoid difficult situations or conversations.

- **Innovation:** *Try this:* Pitch one bold idea in your next brainstorming session.
- **Transparency:** *Try this:* Share one idea you aren't sure is great in a discussion.
- **Safety:** *Try this:* Address a tension directly instead of letting it linger.
- **Respect:** *Try this:* Bring up an issue calmly to show you respect the relationship.

### Prepared // Plans ahead, arriving equipped and ready to make progress.

- **Foresight:** *Try this:* Draft an agenda before your next meeting.
- **Clarity:** *Try this:* Jot down your three key points before presenting.
- **Efficiency:** *Try this:* Gather needed resources ahead of time so the team can act quickly.
- **Stability:** *Try this:* Share prep notes early so others feel confident walking in.

### Responsible // Shows up on time, honors deadlines, and fulfills expectations.

- **Respect:** *Try this:* Set reminders for your meetings and try to arrive five minutes early.
- **Dependability:** *Try this:* Give a quick status update before the deadline so teammates know they can count on you.
- **Reputation:** *Try this:* Track your commitments and check them off visibly.
- **Security:** *Try this:* Use a shared calendar to keep everyone updated on deadlines.

# Insight Builders:

## Building Trust by Sharing Knowledge

### **Communicative // Is willing to customize messages to better connect with others.**

- **Flexibility:** *Try this:* Tailor your next message—bullet points for detail-lovers, big-picture summary for vision-thinkers.
- **Empathy:** *Try this:* Acknowledge someone's perspective before offering your own.
- **Clarity:** *Try this:* Rewrite one note with simpler, more direct language.
- **Inclusivity:** *Try this:* Ask teammates how they prefer to receive updates.

### **Concise // Clear and direct in communication.**

- **Efficiency:** *Try this:* Limit your next email to three sentences or fewer.
- **Transparency:** *Try this:* Start with your main message in the first line.
- **Clarity:** *Try this:* State your request in one sentence.
- **Respect:** *Try this:* Time yourself and keep your next update under one minute.

### **Humble // Maintains humility regarding own knowledge, including a willingness to admit when they are wrong.**

- **Self-Awareness:** *Try this:* Share one area where you're actively learning.
- **Accountability:** *Try this:* Acknowledge one oversight and what you learned from it.
- **Humility:** *Try this:* Ask others for advice before finalizing a decision.
- **Collaboration:** *Try this:* Say, "I'd love your perspective on this" in your next conversation.

### **Learning // Consistently and continually seeks to learn and grow.**

- **Competence:** *Try this:* Read a short article and share one takeaway with your team.
- **Confidence:** *Try this:* Share a resource that's helped you improve your skills.
- **Adaptability:** *Try this:* Ask a teammate to show you a new tool or process.
- **Transparency:** *Try this:* Bring one new idea from your learning to your next meeting.

### **Listening // Gives full attention and asks good questions to better understand.**

- **Respect:** *Try this:* Put away distractions and make eye contact in your next conversation.
- **Rapport:** *Try this:* Ask one thoughtful follow-up question.
- **Validation:** *Try this:* Paraphrase back what someone said to confirm understanding.
- **Clarity:** *Try this:* Ask, "Can you tell me more about that?" before responding.

# Insight Builders:

## Building Trust by Sharing Knowledge

### **Problem Solver // Sees challenges as puzzles that can be solved together.**

- **Cohesion:** *Try this:* Reframe the next challenge as “our puzzle to solve.”
- **Respect:** *Try this:* Invite each person to contribute one idea before moving forward.
- **Communication:** *Try this:* Ask, “What haven’t we considered yet?”
- **Inclusion:** *Try this:* Specifically ask the quietest voice in the room for their idea.

### **Receptive // Is willing to trust other people's ideas even if they do not fully agree.**

- **Respect:** *Try this:* Highlight one strength in someone’s idea before sharing concerns.
- **Empathy:** *Try this:* Say, “Help me see it from your perspective.”
- **Collaboration:** *Try this:* Try out one idea that’s not your own.
- **Growth:** *Try this:* Ask, “What could I learn from this viewpoint?”

### **Selfless // Uses own expertise to benefit others without needing credit.**

- **Genuine Intent:** *Try this:* Quietly offer guidance to a teammate without expecting recognition.
- **Reputation:** *Try this:* Share a resource that improves someone else’s work.
- **Team Cohesion:** *Try this:* Step in when a colleague is overloaded.
- **Reliability:** *Try this:* Check in regularly with teammates and ask, “How can I help?”

### **Transparent // Is open about priorities, thoughts, experience, and biases.**

- **Openness:** *Try this:* Explain the “why” behind one of your decisions.
- **Collaboration:** *Try this:* Share your decision-making process during planning.
- **Integrity:** *Try this:* Name one assumption you’re bringing to a discussion.
- **Respect:** *Try this:* Invite teammates to share their reasoning by modeling it yourself.

### **Understanding // Graceful and understanding when others display ignorance or mistakes are made.**

- **Resilience:** *Try this:* After a mistake, highlight how the team can bounce back.
- **Acceptance:** *Try this:* Remind your team that errors are part of learning.
- **Openness:** *Try this:* Ask, “What did we learn from this?” instead of “Who messed up?”
- **Safety:** *Try this:* Thank someone for speaking up about a misstep.

# Connection Builders:

## Building Trust Through Relationships

### Caring // Takes time to show personal interest in others.

- **Rapport:** *Try this:* Ask someone about their weekend or hobby before diving into work.
- **Loyalty:** *Try this:* Follow up on a teammate's personal milestone (birthday, achievement, family update).
- **Safety:** *Try this:* Reassure a colleague that it's okay to try new ideas without judgment.
- **Empathy:** *Try this:* Set aside five minutes to check in with how someone is really doing.

### Collaborative // Easily works with others, including those with diverse opinions.

- **Teamwork:** *Try this:* Ask, "What do we want to accomplish together?" before starting a project.
- **Accountability:** *Try this:* Assign roles together and check progress as a team.
- **Confidence:** *Try this:* Publicly highlight someone's valuable input during a meeting.
- **Transparency:** *Try this:* In the next team meeting, explain the why behind doing something and ask for questions to confirm understanding.

### Inclusive // Actively looks to involve others.

- **Diversity:** *Try this:* Invite someone from a different team or background into your next brainstorm.
- **Empowerment:** *Try this:* Give everyone the opportunity to share their perspective.
- **Collaboration:** *Try this:* Share information across teams instead of keeping it to your group.
- **Safety:** *Try this:* Start a discussion by saying, "All ideas are welcome here."

### Positive // Maintains an optimistic attitude and a good sense of humor.

- **Connection:** *Try this:* Add a word of encouragement in your next group chat.
- **Stress Relief:** *Try this:* Bring a touch of humor to lighten a tense moment.
- **Engagement:** *Try this:* Celebrate progress, not just outcomes.
- **Safety:** *Try this:* Say, "I believe we can figure this out" when challenges arise.

### Protective // Stands up for others, particularly under pressure or when things go wrong.

- **Resilience:** *Try this:* Step in to support a teammate who's being challenged.
- **Cohesion:** *Try this:* Say, "we're in this together" when the team faces setbacks.
- **Confidence:** *Try this:* Remind your team that mistakes won't cost them your trust.
- **Growth:** *Try this:* Shift a post-mortem conversation toward lessons learned.

# Connection Builders:

## Building Trust Through Relationships

### **Respectful// Engages people with honor and kindness.**

- **Openness:** *Try this:* Let someone finish fully before you respond.
- **Inclusivity:** *Try this:* Acknowledge every idea in a meeting before moving on.
- **Harmony:** *Try this:* Use neutral, respectful language when disagreeing.
- **Safety:** *Try this:* Thank someone for taking a chance, even if it didn't work out.

### **Self-Aware // Maintains a balanced self-view and can see impact on others.**

- **Openness:** *Try this:* Ask a teammate how your approach affects their work.
- **Confidence:** *Try this:* Pause and take a breath before responding in a tense moment.
- **Respect:** *Try this:* Point out a peer's strength that complements your own.
- **Empathy:** *Try this:* Regularly check in with team members who might communicate differently.

### **Supportive // Consistently offers encouragement, help, or assistance, especially in difficult times.**

- **Reliability:** *Try this:* Offer help before being asked when you see someone overloaded.
- **Openness:** *Try this:* Tell teammates, "You can always ask me for support."
- **Collaboration:** *Try this:* Offer to share the load on a challenging project.
- **Commitment:** *Try this:* Follow through on every promise to back someone up.

### **Trusting // Is willing to depend on others, believing in their ability and intentions.**

- **Team Strength:** *Try this:* Delegate a meaningful task and let the person own it.
- **Problem-Solving:** *Try this:* Ask others for input before making a decision.
- **Empowerment:** *Try this:* Let a teammate lead a section of the next meeting.
- **Safety:** *Try this:* Say "I trust your judgment" when assigning responsibility.

### **Vulnerable // Lets people in and is open about experiences, failures, and feelings.**

- **Transparency:** *Try this:* Share one personal lesson learned from a mistake.
- **Collaboration:** *Try this:* Say "I need your help with this" in a real situation.
- **Safety:** *Try this:* Talk about a past challenge before asking someone to share theirs.
- **Innovation:** *Try this:* Share an idea you're unsure about and invite feedback.

# Breakers:

## Eroding Trust Through Self-Interest

### **Arrogant // Makes others feel stupid, lesser than, or out of touch.**

- **Undermines Confidence:** *Watch out for:* Dismissing ideas quickly when you're stressed about results.
- **Destroys Safety:** *Watch out for:* Reacting with sarcasm when someone shares a "basic" idea.
- **Breeds Distrust:** *Watch out for:* Making decisions without input to "save time."
- **Erodes Respect:** *Watch out for:* Highlighting your expertise at the expense of others.

### **Deceptive // Is not completely truthful, omits information, and/or avoids being transparent.**

- **Creates Uncertainty:** *Watch out for:* Staying silent about small issues, assuming you'll fix them later.
- **Fosters Doubt:** *Watch out for:* Sharing only partial context so your choice looks stronger.
- **Undermines Integrity:** *Watch out for:* Avoiding admitting when you made an error in judgment.
- **Hinders Accountability:** *Watch out for:* Leaving out your role in a mistake during updates.

### **Dominating // Attempts to exert too much control over people or situations.**

- **Undermines Autonomy:** *Watch out for:* Micromanaging small tasks when deadlines are tight.
- **Weakens Relationships:** *Watch out for:* Insisting your approach is the only right one.
- **Stifles Creativity:** *Watch out for:* Rejecting ideas that don't match your own.
- **Generates Stress:** *Watch out for:* Demanding constant updates instead of trusting progress.

### **Excluding // Does not let certain people in and limits outside influence.**

- **Marginalizes:** *Watch out for:* Skipping someone's input because it feels inconvenient.
- **Divides:** *Watch out for:* Going to the same few people for feedback every time.
- **Breeds Resentment:** *Watch out for:* Holding side conversations that leave others out.
- **Stifles Collaboration:** *Watch out for:* Making decisions in private instead of involving the group.

### **Inauthentic // Is not transparent and only connects with others to serve personal interests.**

- **Selfishness:** *Watch out for:* Offering help only when it benefits your visibility.
- **Division:** *Watch out for:* Showing up for high-profile projects but skipping the routine work.
- **Resentment:** *Watch out for:* Praising someone publicly but criticizing them privately.
- **Suspicion:** *Watch out for:* Exaggerating your role in a team achievement.

# Breakers:

## Eroding Trust Through Self-Interest

### **Nitpicker // Consistently focuses on problems; calls out others' mistakes openly.**

- **Fosters Fear:** *Watch out for:* Pointing out typos or small slips in public.
- **Blocks Communication:** *Watch out for:* Interrupting someone mid-sentence to correct details.
- **Hurts Collaboration:** *Watch out for:* Spotlighting flaws instead of progress.
- **Lowers Morale:** *Watch out for:* Nitpicking during celebrations or milestones.

### **Political // Goes around or over others instead of working directly with those responsible.**

- **Undermines Authority:** *Watch out for:* Assigning work without consulting the project lead.
- **Breeds Resentment:** *Watch out for:* Making decisions without informing key stakeholders.
- **Disrupts Communication:** *Watch out for:* Giving instructions that contradict the team leader.
- **Erodes Trust:** *Watch out for:* Keeping conversations private to push your own agenda.

### **Prejudice // Is overly biased toward one's own opinions, ideas, and viewpoints.**

- **Blocks Collaboration:** *Watch out for:* Dismissing an idea because it came from someone less experienced.
- **Creates Resentment:** *Watch out for:* Consistently favoring your own ideas in group settings.
- **Kills Innovation:** *Watch out for:* Shutting down suggestions that feel unfamiliar.
- **Weakens Unity:** *Watch out for:* Aligning only with people who already agree with you.

### **Self-Centered // Looks out for their own interests, especially under duress.**

- **Hurts Collaboration:** *Watch out for:* Stepping back when group projects get risky.
- **Withholds Info:** *Watch out for:* Holding onto updates until asked directly.
- **Distracts Focus:** *Watch out for:* Steering discussions back to your priorities.
- **Lowers Morale:** *Watch out for:* Celebrating personal wins without acknowledging the team.

### **Unreliable // Is inconsistent with meeting commitments, is disorganized, and/or lacks of attention to detail.**

- **Broken Promises:** *Watch out for:* Saying “yes” too often and missing deadlines.
- **Incomplete Tasks:** *Watch out for:* Rushing deliverables and leaving others to fix them.
- **Disorganization:** *Watch out for:* Forgetting tasks because you didn’t track them.
- **Inconsistency:** *Watch out for:* Alternating between strong performance and dropped commitments.