

# Do Not Duplicate

## The 4-Cores of Credibility

1. Integrity-Are you Congruent?
2. Intent-What is your agenda?
3. Capabilities-Are you relevant?
4. Results-What's your track record?

## The 13 Behaviors of High Trust

Behavior	Opposite	Counterfeit
1. Talk Straight- Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are.	To lie or deceive.	Beat around the bush, withhold information, engage in double-talking, flattery, positioning, posturing, manipulating and "spinning", technically telling the truth, but leaving the wrong impression.
2. Demonstrate Respect-Genuinely care about others. Show you care. Respect the dignity of every person and every role. Show kindness in little things. Be "effective" with other people.	To lack respect or concern for others.	Fake respect or concern; show respect and concern for some (those who can do something for you), but not for all (those who can't) Be "efficient" with people.
3. Create Transparency-Be open and authentic. Declare your intent. Let down your guard. Admit mistakes publicly. Be transparent about not being transparent when you must (e.g., when the law or professional ethics require it). Operate on the principle "What you see is what you get."	To hide; to cover up; to obscure.	Have hidden agendas or deceitful objectives. Create illusions, pretend, "seem" rather than "be." Make things appear different from reality.
4. Right Wrongs-Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recovery." Demonstrate humility. "Close the loop" by doing what it takes to restore the flow of trust.	To deny or justify wrongs; to rationalize wrongful behavior.	Hide mistakes instead of repairing them. Fail to admit mistakes until forced to do so. Be humbled by circumstances instead of conscience.

<p>5. Show Loyalty-Give credit to others. Routinely recognize the contributions of others. Speak about people as if they were present. When you must talk about others, check your intent. When things go well, look through the window at others. When things don't go well, look in the mirror at yourself.</p>	<p>To talk all the credit; to betray others.</p>	<p>Be two-faced. Give credit to people when they're present, but downplay their contributions when they are not. Sweet-talk people to their faces while badmouthing them behind their backs.</p>
<p>6. Deliver Results-Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't make excuses.</p>	<p>To perform poorly or fail to deliver.</p>	<p>Deliver activities instead of results. Do busywork without accomplishing real work. Overpromise and underdeliver.</p>
<p>7. Get Better-Continuously and meaningfully improve your systems and processes. Increase your capabilities. Be a consistent learner. Deliver feedback systems-formal and informal. Act on the feedback you get.</p>	<p>To deteriorate; to "rest on you laurels"; to become irrelevant.</p>	<p>Make "flavor of the month" improvements that never take hold. Talk a good game about improving, but never do it. Try to force-fit everything into what you're already good at.</p>
<p>8. Confront Reality-Take the tough issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation in conversations. Confront the reality, not the person.</p>	<p>To ignore reality or act as though it doesn't exist; to be "in denial."</p>	<p>Pretend to confront reality while actually evading it. Focus attention on side issues while skirting the real issues.</p>
<p>9. Disclose your expectations. Don't assume that expectations are clear or shared. Discuss them. Validate them. Renegotiate them if needed. Don't violate expectations.</p>	<p>To leave expectations undefiled or unclear.</p>	<p>Guess. Fail to pin down the specifics (results, deadlines, resources). Shoot first and aim after the fact. "Redefine" expectations and deliver on your redefinition."</p>
<p>10. Practice Accountability-Hold yourself accountable. Take the responsibility for results-good or bad. Avoid finger-pointing, blaming, or punishing others' but don't "over-own" bad results, taking the blame for everything.</p>	<p>To deny responsibility; to fail to own up.</p>	<p>Pretend to be responsible. Hold meaningless performance reviews. Fail to enforce consequences when expectations are not met. Punish people instead of holding them accountable for producing results.</p>

<p>11. Listen First-Listen before you speak. Diagnose. Listen with your ears, and your eyes and heart. Listen quietly or repeat briefly what others say when a lot is at stake. Don't assume you know what matters most to others. Don't presume you have all the answers.</p>	<p>To speak first and listen last; or not to listen at all.</p>	<p>Listen without understanding. Pretend to listen. Listen only to formulate your own reply. Focus only on your own agenda.</p>
<p>12. Keep Commitments-Say what you're going to do, then do what you say-keeping commitments at all cost. Be careful about making commitments and extra careful about implicit commitments. When there's a conflict between commitments, use the "Ten-Year Rule": "Ten years from now, which of these will I be glad I did?"</p>	<p>To break commitments or violate promises.</p>	<p>Be careful, vague, or elusive about commitments. Avoid commitments altogether.</p>
<p>13. Extend Trust-Trust abundantly those who have earned it; extend trust conditionally to those who are earning it. Take stock of the situation, risk, and credibility of people involved; then lean toward trusting rather than withholding trust.</p>	<p>To withhold trust.</p>	<p>Extend "false trust" –giving people the responsibility, but not the authority or resources. Micromanage. "Snoopervise."</p>

FranklinCovey. "The Speed of Trust".