

THE 13 BEHAVIORS OF A HIGH TRUST LEADER

	Behaviors	What to Say	Opposite	Counterfeit
CHARACTER	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 and show humility. Don't let pride get in the way of doing the right thing.	Deny, justify or rationalize wrongful behavior.	Covering up, disguising or hiding 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 undeserved 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	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."	Over promise 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.	Focusing 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. Failing 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 taking responsibility.	Pointing fingers and blaming others. Failing to enforce consequences when expectations aren't met.
CHARACTER & COMPETENCE	Listen First	Listen before speaking. Understand, diagnose and listen with ears, eyes and heart.	Speak first and listen last or don't listen at all.	Listening just to formulate your response or pretending 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.	Making 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.	Extending false trust - giving responsibility without authority, then micromanaging, "snoopervising" and hovering.