

# REINA TEAM TRUST SCALE® FEEDBACK REPORT

## Sample Team 3 Reina Trust Building February 2016



**Reina**

A TRUST BUILDING® CONSULTANCY

*Based on the Reina Trust & Betrayal Model® from the Best Selling Book*

**Trust and Betrayal in the Workplace**  
**Building Effective Relationships in Your Organization**

by Dennis Reina, PhD and Michelle Reina, PhD



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The Reina Team Trust Scale® assessment has been developed by Dennis Reina, PhD, and Michelle Reina, PhD, co-founders of the Reina Trust Building Institute, A Trust Building® Consultancy.

The Reina Team Trust Scale® and corresponding Reina Team Trust Scale® Feedback Report are based on the Dimensions of Trust: The Three Cs® and the comprehensive Reina Trust & Betrayal Model®, from the book *Trust & Betrayal in the Workplace*, third edition by Dennis Reina, PhD and Michelle Reina, PhD.

Drs. Reina extend appreciation and acknowledgment of the following individuals who have contributed to the research, rigor, and development of this assessment:

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Jon Mickelson, MA  
Amanda Fallon, MBA

Trust Building®, The Reina Team Trust Scale®, The Reina Leadership Trust Scale®, The Reina Organizational Trust Scale®, The Reina Individual Trust Scale®, Reina Trust & Betrayal Model®, Dimensions of Trust: The Three Cs®, Trust of Character®, Trust of Communication®, and Trust of Capability® are registered trademarks owned by the Reina Trust Building Institute, LLC. Capacity for Trust® is a trademark of the Reina Trust Building Institute, LLC.

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# Introduction

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## What is the Reina Team Trust Scale®?

The Reina Team Trust Scale® is a research-based, statistically valid and reliable, Likert scale, self-report. It is designed to measure the level of trust within a team using the research-based Reina Trust & Betrayal Model®, from the book, *Trust and Betrayal in the Workplace, third ed. (Reina & Reina)* This model identifies The Dimensions of Trust: The Three Cs®: Trust of Character®, Trust of Communication®, and Trust of Capability®.

### MEASUREMENT APPROACH

- Focuses on a behavioral approach to systemic Trust Building® through the lens of the Reina Trust & Betrayal Model®.
- Uses 48 multiple-choice questions (referred to as quantitative components) and 3 open-ended questions (referred to as qualitative components).

### KEY FACTS

- Created based on independent research conducted at the Reina Trust Building Institute.
- Statistically valid and reliable assessment developed over 20+ years.

## Benefits of the Reina Team Trust Scale® Feedback Report

The Reina Team Trust Scale® Feedback Report is designed to assist your team in building trust. The report:

- Provides your team a **baseline Total Trust Score** and identifies specific behavioral areas where trust is high, moderate, low, and very low within your team.
- Helps your team understand how the behaviors team members practice with one another **build or break trust**.
- **Raises awareness** of how your team members' behaviors collectively contribute to team trust.
- Reveals your team's **strengths and opportunities** in relation to trust and uncovers how they impact collaboration and effectiveness.
- Provides your team with a tool to **measure and monitor** progress in developing collaborative, trustworthy relationships.
- Helps your team commit to specific **actions to strengthen trust** every day.

# What the Reina Team Trust Scale® Measures

## Dimensions of Trust: The Three Cs®

The trust behaviors outlined in this Feedback Report are based on the Reina Trust & Betrayal Model®'s Dimensions of Trust: The Three Cs®: Trust of Character®, Trust of Communication®, and Trust of Capability®. The model pinpoints **specific behaviors** that **build and break trust** within each of the Dimensions of Trust.

For additional insight, find a detailed discussion of the Dimensions of Trust: The Three Cs® and the comprehensive Reina Trust & Betrayal Model® in the book *Trust & Betrayal in the Workplace*, third edition, by Dennis Reina, PhD and Michelle Reina, PhD.



**Trust of Character®** represents mutually serving intentions. When you have Trust of Character® in your team, you have faith that others will behave according to your expectations of them, and that you don't need to waste time "watching your back" or worrying about motives or hidden agendas. Trust of Character® is the **foundational dimension of trust** your team needs to be effective.

**Trust of Communication®** represents openness, honesty and disclosure. When you have Trust of Communication® in your team, you and others provide information to one another, are open and honest, work through issues and concerns, and offer feedback in the spirit of deeper learning and growth. Trust of Communication® **creates the environment of transparency and collaboration** that your team needs to thrive.

**Trust of Capability®** represents confidence in skills and talents. When you have Trust of Capability® in your team, you and others believe you are each capable of managing your responsibilities and performing in your roles. You seek input, engage one another in decisions, and help one another learn new skills. Trust of Capability® **encourages team members to be accountable** to each other and **enables the innovation** your team needs to be competitive.

# Understanding Your Reina Team Trust Scale® Feedback Report

## Reina Team Trust Scale® Scores and Levels of Trust

The Reina Team Trust Scale® (TTS) is comprised of 48 survey items that measure the full range of behaviors within the Dimensions of Trust: The Three Cs®. Survey questions measure how frequently members of your team perceive trust building and trust breaking behaviors being practiced, according to the following legend:

**AN** = Almost Never, **O** = Occasionally, **H** = Half of the Time, **F** = Frequently, **AA** = Almost Always

Respondents were also offered the option of no opportunity to observe the behavior - **NO**. To ensure assessment validity this option was limited to three items.

In this feedback report, both trust building and trust breaking behaviors are shared. For scoring purposes, questions that represent trust breaking behaviors are denoted by the phrase "Absence of" following the question. Higher scores are desirable for these questions, as they imply a trust breaking behavior that is infrequently or almost never practiced. The absence of trust breaking behaviors contributes to the presence of trust building in your team.

**Example:** For the behavior "Members of this team accept credit for work they did not perform (Absence of)", high scores are more desirable as they suggest team members do NOT take credit for others' work, while low scores suggest team members do take credit for others' work.

Each of the Dimensions of Trust: The Three Cs® receives its own Trust Score. Your team also receives a comprehensive Total Team Trust Score.

Using the Reina Assessment Database, a Reina Norm Group average rating is provided. The Reina Norm Group allows your team to compare your Trust Scores against an extensive normative set of other teams.

## Trust scores include...

**TEAM TRUST SCALE® SCORES** All behavior ratings have been averaged and converted to the 3-digit Reina Trust Scale ranging from 100-500. These scores place your team within one of four levels of trust ranging from **Very Low** to **High** (please refer to the Legend below to see how the Trust Levels are defined).

**PERCENTILE RANKS** These percentiles help your team to see how you compare to other teams in the Reina Norm Group. A percentile rank of 50 indicates the median or middle score of the norm group and is used to provide a context for your team's scores. In this Feedback Report norms are provided for Total Team Trust as well as each of the Dimensions of Trust: The Three Cs®.

## Trust Scale

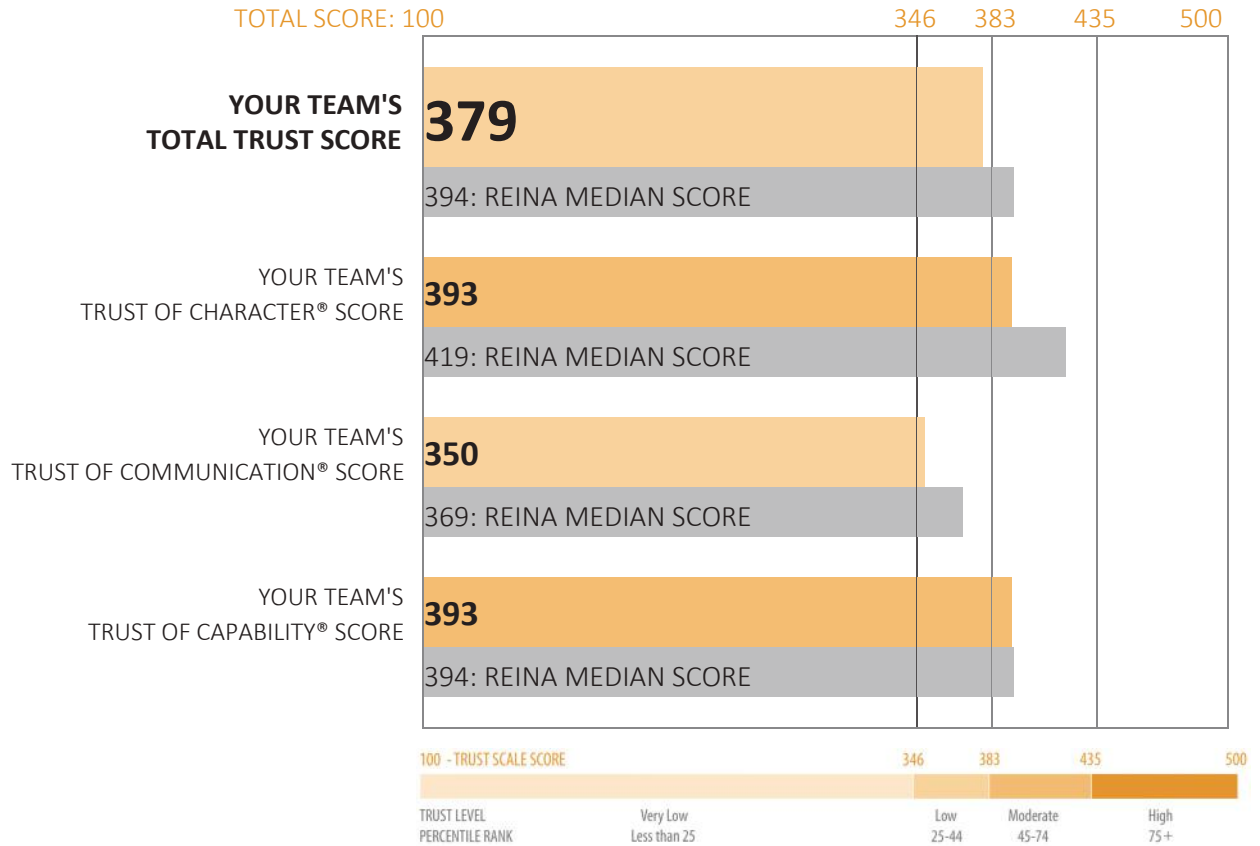




# Section 1: Overview

## Your Team Trust Profile: July 2017

Your Team Trust Profile gives you a snapshot of your team's Total Trust Score and corresponding scores for each of the Dimensions of Trust: The Three Cs®. You will see how your scores compare with the Reina Norm Groups.



**14**  
Number of Members Invited to Participate

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**13**  
Number of Respondents

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**93%**  
Response Rate

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**379**  
Total Trust Score for Your Team

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**Low**  
Your Team Rated Trust Level

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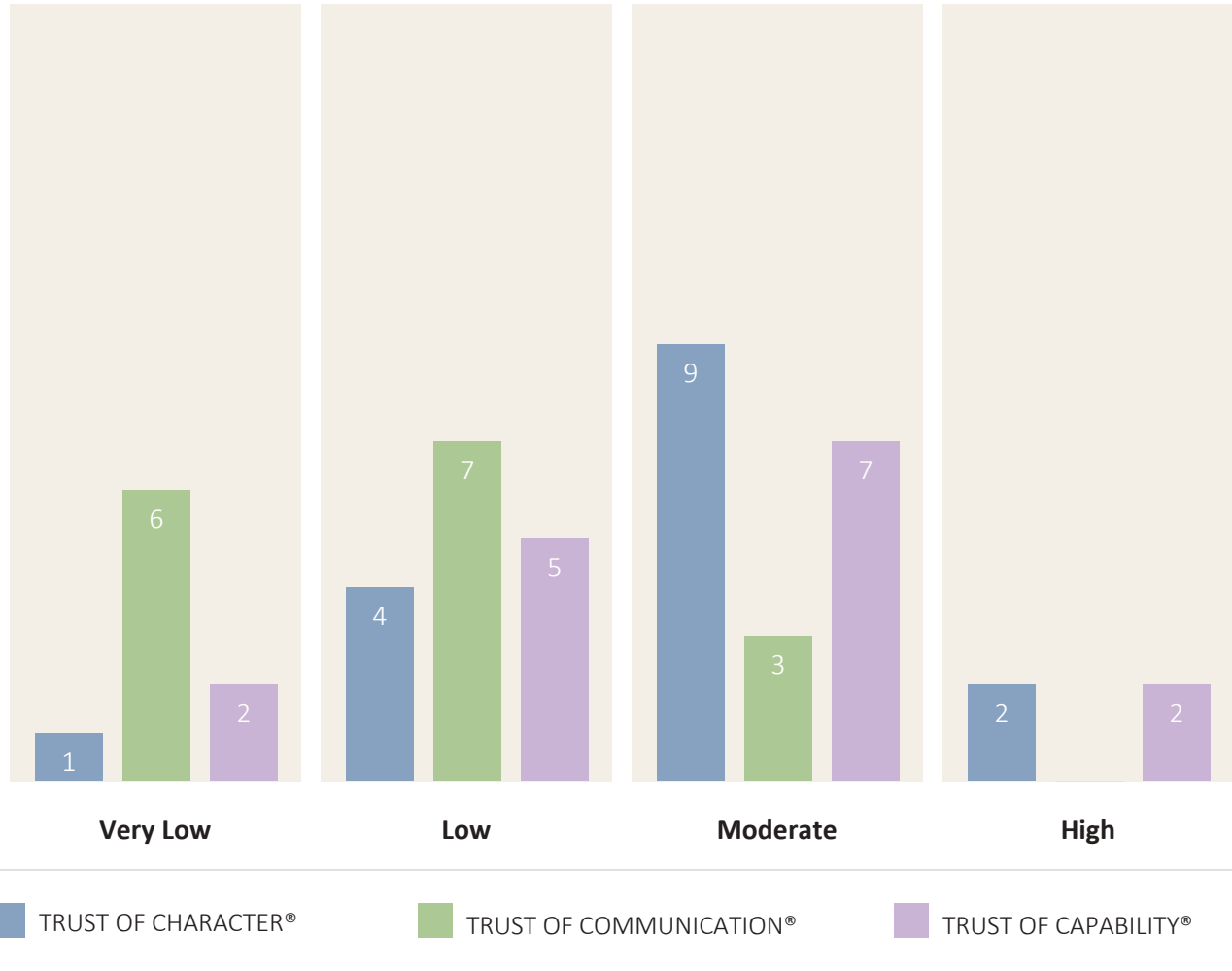
**42nd Percentile**  
of the Reina Norm Group Ratings

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## Section 2: Strength & Opportunity Trust Profile

### Team Trust Frequency Distribution

The frequency distribution bar chart below shows you the number of behavioral items members of your team rated in each of the Dimensions of Trust: The Three Cs® and their corresponding Trust Levels: **Very Low, Low, Moderate, High**. There are sixteen behavioral items for each Dimension of Trust.

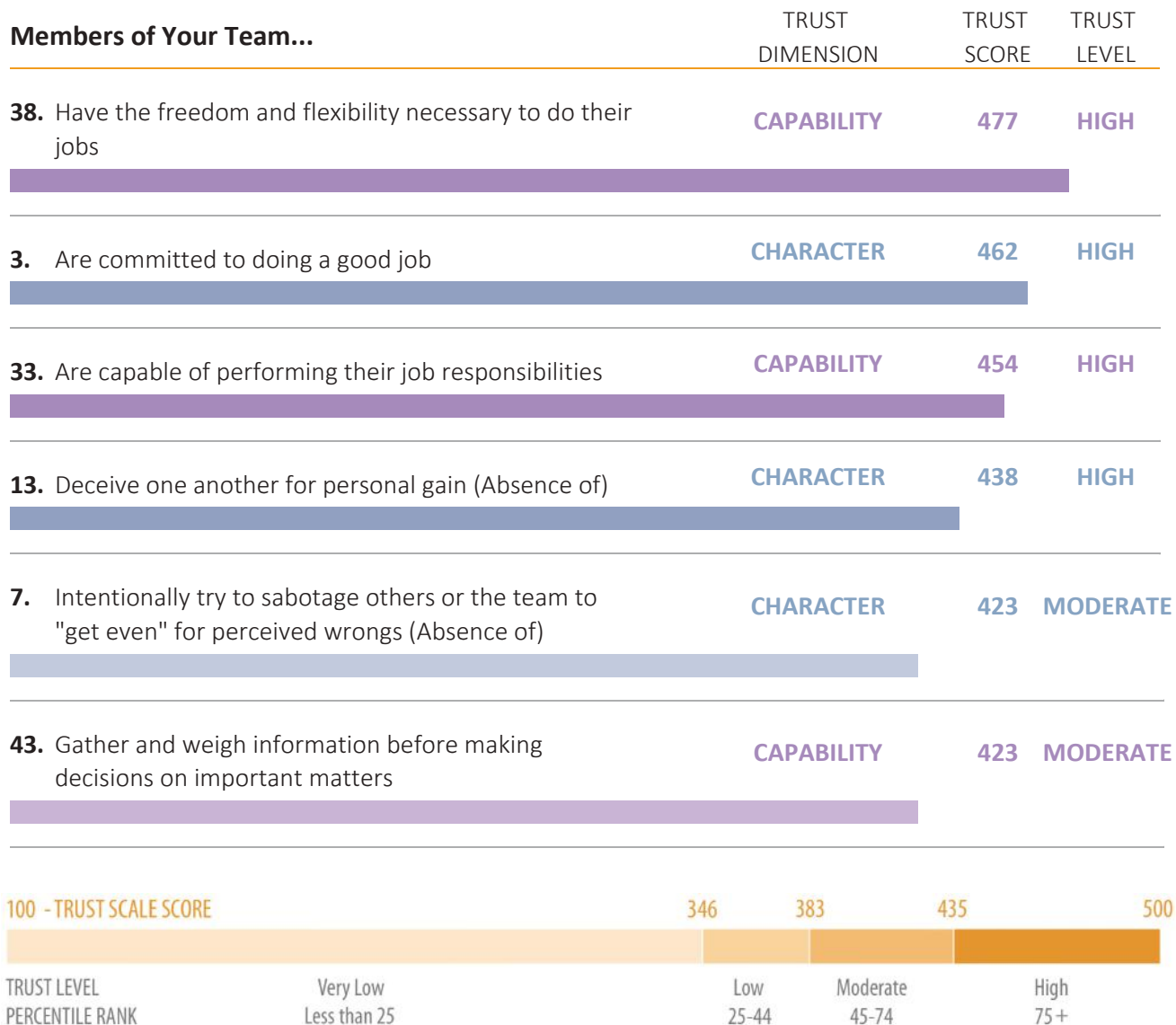




## Your Team's HIGHEST Trust Building® Behaviors

Following are the highest rated behaviors within the Reina Team Trust Scale® survey. These represent areas of trust building strength in your team. The graphic bars illustrate the Trust Level of each question's score.

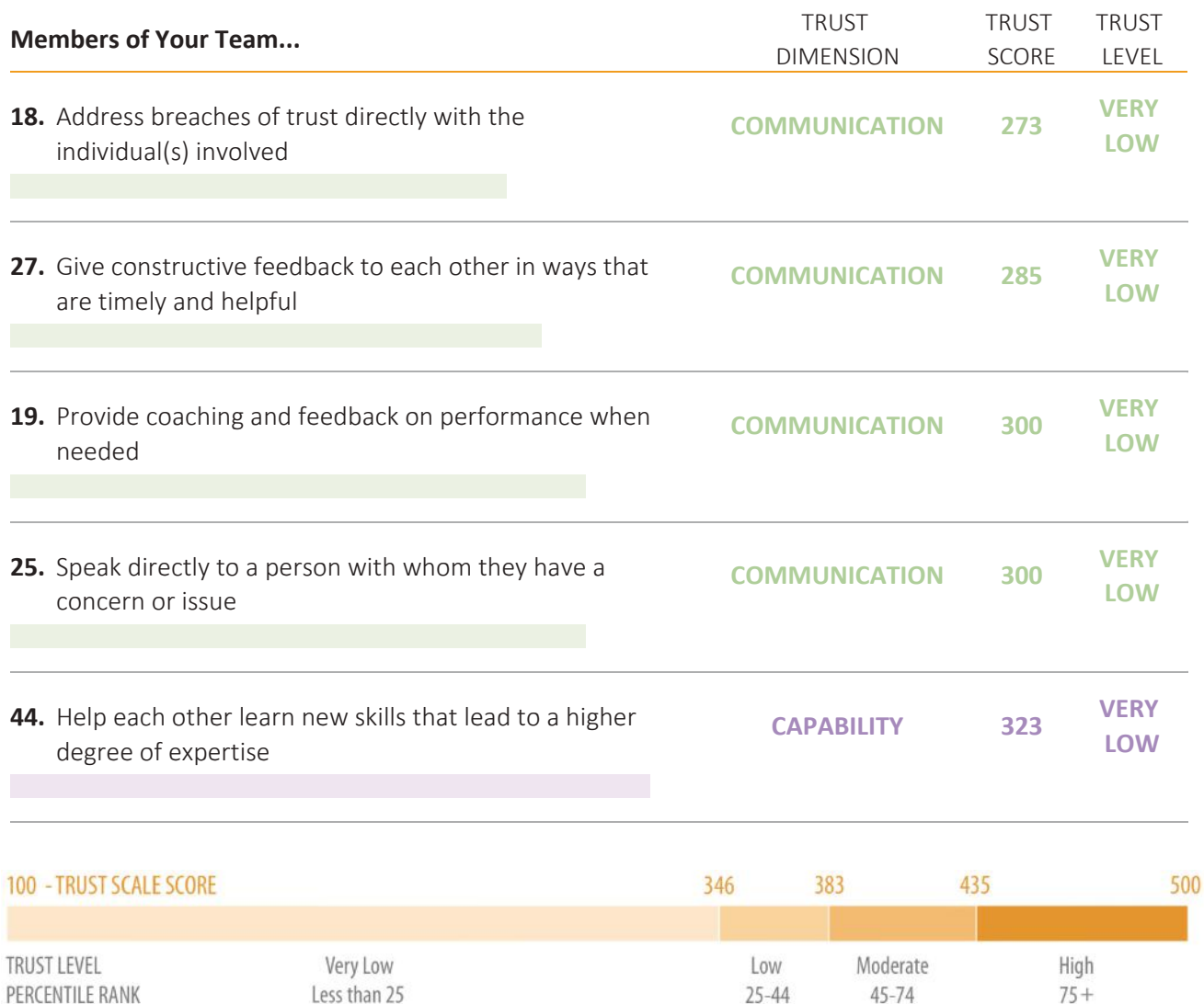
Note: High scores for behaviors with "Absence of" language means your team members infrequently or almost never demonstrate these behaviors.



## Your Team's LOWEST Trust Building® Behaviors

The following behaviors were the lowest rated behaviors within the Reina Team Trust Scale® survey. These represent areas of greatest opportunity for your team. The graphic bars illustrate the Trust Level of each question's score.

Note: Low scores for behaviors with "Absence of" language means your team members frequently or almost always demonstrate these behaviors.



## Areas of Greatest Trust Differences

The distribution of scores indicate team members alignment in their perceptions of how frequently they practice trust building and trust breaking behaviors. Below are the top questions your team answered with the greatest variation. The number under each question frequency refers to the number of responses by team members to that frequency. These represent areas for further exploration.

Members of Your Team...			TRUST DIMENSION	TRUST SCORE	TRUST LEVEL
<b>10.</b> Accept credit for work they did not perform			<b>CHARACTER</b>	<b>369</b>	<b>LOW</b>
ALMOST NEVER 6	OCCASIONALLY 3	HALF OF THE TIME 0	FREQUENTLY 2	ALMOST ALWAYS 2	
<b>48.</b> Support each other's professional development			<b>CAPABILITY</b>	<b>331</b>	<b>VERY LOW</b>
ALMOST NEVER 3	OCCASIONALLY 1	HALF OF THE TIME 1	FREQUENTLY 5	ALMOST ALWAYS 3	
<b>29.</b> Are reluctant to share information with each other			<b>COMMUNICATION</b>	<b>377</b>	<b>LOW</b>
ALMOST NEVER 5	OCCASIONALLY 4	HALF OF THE TIME 1	FREQUENTLY 2	ALMOST ALWAYS 1	
<b>13.</b> Deceive one another for personal gain			<b>CHARACTER</b>	<b>438</b>	<b>HIGH</b>
ALMOST NEVER 10	OCCASIONALLY 1	HALF OF THE TIME 0	FREQUENTLY 1	ALMOST ALWAYS 1	
<b>26.</b> "Shoot the messenger" who brings bad news to their attention			<b>COMMUNICATION</b>	<b>408</b>	<b>MODERATE</b>
ALMOST NEVER 7	OCCASIONALLY 3	HALF OF THE TIME 1	FREQUENTLY 1	ALMOST ALWAYS 1	



# Section 3: In Depth Item Analysis

## Trust of Character® Behavior Scores

Below are your team's average scores for questions related to Trust of Character® in descending score order. The graphic bars illustrate the Trust Level of each question's score.

Members of Your Team...	TRUST SCORE
3. Are committed to doing a good job	462
13. Deceive one another for personal gain (Absence of)	438
7. Intentionally try to sabotage others or the team to "get even" for perceived wrongs (Absence of)	423
12. Are generally consistent in their behavior	408
1. Are dependable and you can count on them to follow through	400
9. Follow up when delegating to each other	400
2. Keep agreements or renegotiate if they cannot	392
11. Give each other the responsibility along with the authority to do their jobs	392
15. Agree on the purpose of this team	392
16. Support one another and the common good of the team	392
4. Send mixed messages by saying one thing and doing another (Absence of)	385
14. Live by the values they espouse; they "walk the talk"	377
5. Have expectations that are appropriate - not too high or too low	369
10. Accept credit for work they did not perform (Absence of)	369
6. Act with mutually serving intentions and do not have hidden agendas	354
8. Are clear and explicit in their expectations of each other	338
<b>100 - TRUST SCALE SCORE</b>	<b>346    383    435    500</b>
TRUST LEVEL	Very Low    Low    Moderate    High
PERCENTILE RANK	Less than 25    25-44    45-74    75+

**Note:** High scores for behaviors with "Absence of" language means your team members *infrequently or almost never* demonstrate these behaviors. Low scores for behaviors with "Absence of" language means your team members *frequently or almost always* demonstrate these behaviors.

## Trust of Character® Frequency Counts

This frequency counts chart tells you how many team members answered each Trust of Character® question along the frequency scale, from Almost Never to Almost Always.

**AN** = Almost Never, **O** = Occasionally, **H** = Half of the Time, **F** = Frequently

**AA** = Almost Always, **NO** = No Opportunity to Observe

<b>Trust Building Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
1. Are dependable and you can count on them to follow through	0	2	2	3	6	0
2. Keep agreements or renegotiate if they cannot	0	2	2	4	5	0
3. Are committed to doing a good job	0	0	0	5	8	0
5. Have expectations that are appropriate - not too high or too low	0	2	4	3	4	0
6. Act with mutually serving intentions and do not have hidden agendas	0	4	2	3	4	0
8. Are clear and explicit in their expectations of each other	0	3	5	2	3	0
9. Follow up when delegating to each other	0	1	2	6	4	0
11. Give each other the responsibility along with the authority to do their jobs	1	1	0	7	4	0
12. Are generally consistent in their behavior	0	2	0	6	5	0
14. Live by the values they espouse; they "walk the talk"	0	3	2	3	5	0
15. Agree on the purpose of this team	0	3	1	3	6	0
16. Support one another and the common good of the team	0	3	0	5	5	0
<b>Trust Breaking Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
4. Send mixed messages by saying one thing and doing another	3	8	0	1	1	0
7. Intentionally try to sabotage others or the team to "get even" for perceived wrongs	9	1	0	3	0	0
10. Accept credit for work they did not perform	6	3	0	2	2	0
13. Deceive one another for personal gain	10	1	0	1	1	0



## Trust of Communication® Behavior Scores

Below are your team's average scores for questions related to Trust of Communication® in descending score order. The graphic bars illustrate the Trust Level of each question's score.

Members of Your Team...	TRUST SCORE
26. "Shoot the messenger" who brings bad news to their attention (Absence of)	408
17. Communicate openly and honestly with each other	385
24. Openly admit and take responsibility for the mistakes they make	385
23. Gossip or participate in unfair criticism about other people (Absence of)	377
28. Point out risky situations or areas of caution to each other	377
29. Are reluctant to share information with each other (Absence of)	377
20. Share confidential information inappropriately (Absence of)	369
21. Actively strive to build supportive and productive relationships	369
31. Speak constructively to each other	362
32. Are truthful with each other	354
22. Speak their mind even when others disagree	331
30. Receive constructive feedback without getting defensive	331
19. Provide coaching and feedback on performance when needed	300
25. Speak directly to a person with whom they have a concern or issue	300
27. Give constructive feedback to each other in ways that are timely and helpful	285
18. Address breaches of trust directly with the individual(s) involved	273
100 - TRUST SCALE SCORE	346    383    435    500
TRUST LEVEL	Very Low    Low    Moderate    High
PERCENTILE RANK	Less than 25    25-44    45-74    75+

**Note:** *High scores* for behaviors with "Absence of" language means your team members **infrequently or almost never** demonstrate these behaviors. *Low scores* for behaviors with "Absence of" language means your team members **frequently or almost always** demonstrate these behaviors.

## Trust of Communication® Frequency Counts

This frequency counts chart tells you how many team members answered each Trust of Communication® question along the frequency scale, from Almost Never to Almost Always.

**AN** = Almost Never, **O** = Occasionally, **H** = Half of the Time, **F** = Frequently

**AA** = Almost Always, **NO** = No Opportunity to Observe

<b>Trust Building Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
17. Communicate openly and honestly with each other	0	3	1	4	5	0
18. Address breaches of trust directly with the individual(s) involved	2	2	5	1	1	2
19. Provide coaching and feedback on performance when needed	1	3	4	5	0	0
21. Actively strive to build supportive and productive relationships	0	2	4	3	4	0
22. Speak their mind even when others disagree	1	3	2	5	2	0
24. Openly admit and take responsibility for the mistakes they make	0	2	1	7	3	0
25. Speak directly to a person with whom they have a concern or issue	1	2	6	4	0	0
27. Give constructive feedback to each other in ways that are timely and helpful	1	4	4	4	0	0
28. Point out risky situations or areas of caution to each other	0	4	0	4	5	0
30. Receive constructive feedback without getting defensive	0	3	5	3	2	0
31. Speak constructively to each other	0	2	3	6	2	0
32. Are truthful with each other	1	1	4	4	3	0
<b>Trust Breaking Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
20. Share confidential information inappropriately	5	3	1	4	0	0
23. Gossip or participate in unfair criticism about other people	3	8	0	0	2	0
26. "Shoot the messenger" who brings bad news to their attention	7	3	1	1	1	0
29. Are reluctant to share information with each other	5	4	1	2	1	0





# Trust of Capability® Behavior Scores

Below are your team's average scores for questions related to Trust of Capability® in descending score order. The graphic bars illustrate the Trust Level of each question's score.

Members of Your Team...	TRUST SCORE															
38. Have the freedom and flexibility necessary to do their jobs	477															
33. Are capable of performing their job responsibilities	454															
43. Gather and weigh information before making decisions on important matters	423															
36. Are unwilling to consider new ideas or methods (Absence of)	408															
39. Avoid looking for ways to improve their skills and work processes (Absence of)	408															
42. Micromanage each other (Absence of)	408															
46. Have confidence in the judgment of each other	408															
47. Give each other latitude to make decisions	408															
45. Fail to take action on important and pending matters (Absence of)	400															
34. View mistakes as an opportunity to learn	377															
41. Keep current with the latest information, skills, and technologies needed to do their jobs	375															
37. Have confidence in their ability to keep up with the changing demands made of them	369															
35. Are given the training necessary to do their jobs	362															
40. Seek the input of their co-workers in order to solve problems	354															
48. Support each other's professional development	331															
44. Help each other learn new skills that lead to a higher degree of expertise	323															
<table border="1"> <tr> <td>100 - TRUST SCALE SCORE</td> <td>346</td> <td>383</td> <td>435</td> <td>500</td> </tr> <tr> <td>TRUST LEVEL</td> <td>Very Low</td> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> <tr> <td>PERCENTILE RANK</td> <td>Less than 25</td> <td>25-44</td> <td>45-74</td> <td>75+</td> </tr> </table>		100 - TRUST SCALE SCORE	346	383	435	500	TRUST LEVEL	Very Low	Low	Moderate	High	PERCENTILE RANK	Less than 25	25-44	45-74	75+
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TRUST LEVEL	Very Low	Low	Moderate	High												
PERCENTILE RANK	Less than 25	25-44	45-74	75+												

**Note:** High scores for behaviors with "Absence of" language means your team members infrequently or almost never demonstrate these behaviors. Low scores for behaviors with "Absence of" language means your team members frequently or almost always demonstrate these behaviors.

## Trust of Capability® Frequency Counts

This frequency counts chart tells you how many team members answered each Trust of Capability® question along the frequency scale, from Almost Never to Almost Always.

**AN** = Almost Never, **O** = Occasionally, **H** = Half of the Time, **F** = Frequently

**AA** = Almost Always, **NO** = No Opportunity to Observe

<b>Trust Building Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
<b>33.</b> Are capable of performing their job responsibilities	0	1	0	3	9	0
<b>34.</b> View mistakes as an opportunity to learn	1	2	0	6	4	0
<b>35.</b> Are given the training necessary to do their jobs	1	2	1	6	3	0
<b>37.</b> Have confidence in their ability to keep up with the changing demands made of them	0	2	1	9	1	0
<b>38.</b> Have the freedom and flexibility necessary to do their jobs	0	0	0	3	10	0
<b>40.</b> Seek the input of their co-workers in order to solve problems	2	0	2	7	2	0
<b>41.</b> Keep current with the latest information, skills, and technologies needed to do their jobs	1	0	3	5	3	1
<b>43.</b> Gather and weigh information before making decisions on important matters	0	1	0	7	5	0
<b>44.</b> Help each other learn new skills that lead to a higher degree of expertise	2	2	1	7	1	0
<b>46.</b> Have confidence in the judgment of each other	0	2	0	6	5	0
<b>47.</b> Give each other latitude to make decisions	0	2	0	6	5	0
<b>48.</b> Support each other's professional development	3	1	1	5	3	0
<b>Trust Breaking Behaviors - Members of Your Team...</b>	<b>AN</b>	<b>O</b>	<b>H</b>	<b>F</b>	<b>AA</b>	<b>NO</b>
<b>36.</b> Are unwilling to consider new ideas or methods	5	6	1	0	1	0
<b>39.</b> Avoid looking for ways to improve their skills and work processes	5	6	0	2	0	0
<b>42.</b> Micromanage each other	6	4	1	2	0	0
<b>45.</b> Fail to take action on important and pending matters	6	4	1	1	1	0

## Rank Ordering of Trust Behavior Scores

Below are your team's average scores for all 48 Team Trust Scale® questions in descending score order.

Members of Your Team...	TRUST DIMENSION	TRUST SCORE
38. Have the freedom and flexibility necessary to do their jobs	CAPABILITY	477
3. Are committed to doing a good job	CHARACTER	462
33. Are capable of performing their job responsibilities	CAPABILITY	454
13. Deceive one another for personal gain (Absence of)	CHARACTER	438
7. Intentionally try to sabotage others or the team to "get even" for perceived wrongs (Absence of)	CHARACTER	423
43. Gather and weigh information before making decisions on important matters	CAPABILITY	423
12. Are generally consistent in their behavior	CHARACTER	408
26. "Shoot the messenger" who brings bad news to their attention (Absence of)	COMMUNICATION	408
36. Are unwilling to consider new ideas or methods (Absence of)	CAPABILITY	408
39. Avoid looking for ways to improve their skills and work processes (Absence of)	CAPABILITY	408
42. Micromanage each other (Absence of)	CAPABILITY	408
46. Have confidence in the judgment of each other	CAPABILITY	408
47. Give each other latitude to make decisions	CAPABILITY	408
1. Are dependable and you can count on them to follow through	CHARACTER	400
9. Follow up when delegating to each other	CHARACTER	400
45. Fail to take action on important and pending matters (Absence of)	CAPABILITY	400
2. Keep agreements or renegotiate if they cannot	CHARACTER	392
11. Give each other the responsibility along with the authority to do their jobs	CHARACTER	392
15. Agree on the purpose of this team	CHARACTER	392
16. Support one another and the common good of the team	CHARACTER	392
4. Send mixed messages by saying one thing and doing another (Absence of)	CHARACTER	385
17. Communicate openly and honestly with each other	COMMUNICATION	385
24. Openly admit and take responsibility for the mistakes they make	COMMUNICATION	385
14. Live by the values they espouse; they "walk the talk"	CHARACTER	377



## Rank Ordering of Trust Behavior Scores (cont.)

Members of Your Team...	TRUST DIMENSION	TRUST SCORE
23. Gossip or participate in unfair criticism about other people (Absence of)	COMMUNICATION	377
28. Point out risky situations or areas of caution to each other	COMMUNICATION	377
29. Are reluctant to share information with each other (Absence of)	COMMUNICATION	377
34. View mistakes as an opportunity to learn	CAPABILITY	377
41. Keep current with the latest information, skills, and technologies needed to do their jobs	CAPABILITY	375
5. Have expectations that are appropriate - not too high or too low	CHARACTER	369
10. Accept credit for work they did not perform (Absence of)	CHARACTER	369
20. Share confidential information inappropriately (Absence of)	COMMUNICATION	369
21. Actively strive to build supportive and productive relationships	COMMUNICATION	369
37. Have confidence in their ability to keep up with the changing demands made of them	CAPABILITY	369
31. Speak constructively to each other	COMMUNICATION	362
35. Are given the training necessary to do their jobs	CAPABILITY	362
6. Act with mutually serving intentions and do not have hidden agendas	CHARACTER	354
32. Are truthful with each other	COMMUNICATION	354
40. Seek the input of their co-workers in order to solve problems	CAPABILITY	354
8. Are clear and explicit in their expectations of each other	CHARACTER	338
22. Speak their mind even when others disagree	COMMUNICATION	331
30. Receive constructive feedback without getting defensive	COMMUNICATION	331
48. Support each other's professional development	CAPABILITY	331
44. Help each other learn new skills that lead to a higher degree of expertise	CAPABILITY	323
19. Provide coaching and feedback on performance when needed	COMMUNICATION	300
25. Speak directly to a person with whom they have a concern or issue	COMMUNICATION	300
27. Give constructive feedback to each other in ways that are timely and helpful	COMMUNICATION	285
18. Address breaches of trust directly with the individual(s) involved	COMMUNICATION	273

100 - TRUST SCALE SCORE

346

383

435

500

TRUST LEVEL  
PERCENTILE RANKVery Low  
Less than 25Low  
25-44Moderate  
45-74High  
75+

## Section 4: Qualitative Data: Your Voices

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### Question 1: What are three behaviors that positively influence trust within your team?

Below are the verbatim responses from your team to this question.

social activity positively influences trust effective communication by the Head of

When team members speak directly to the person concerned. Times when important conversations includes ALL the team. When team members speak up in a meeting - participate and own their contribution.

Sharing information Openness Understanding

Pro-active communication before implementation. Giving others an opportunity for a voice before something is published or implemented. Sharing of ideas and asking questions. "Have you ever had" "Have you ever come across"? Constructive criticism face to face

1. Speaking with the person involved in a situation rather than others who were not involved. 2. Keeping privileged information private and not sharing with others. 3. Supporting one another's decisions.

Open communications Increased feedback both positive or negative Supportive environment

.Openness in communications .Sharing of information .Belief in others abilities and being given 'carte blanche' to use them.

Being open and transparent Not excluding anyone - seat at the table Just taking the time to listen

Support Confidence Guidance

1. Confidence in yourself and then each other 2. Open communication with team members 3. Trust in our leadership

1. Sharing information and objectives 2. Providing direct, positive feedback rather than talk to others 3. Complement each others strengths (utilise diversity)

Communication Delegation Recognition

## Question 2: What are three behaviors that negatively influence trust or cause people to feel hurt, disappointed, or let down within your team?

**Below are the verbatim responses from your team to this question.**

people not sharing information excessive amounts of gossip members that are out to impress the boss but betray their colleagues

Not being clear about expectations - then complaining when those expectations are not met. Failing to speak up - fearful of repercussions. Inconsistent decision making. .

Communication without explanations

Talking to others about a perceived issue rather than the direct person Inconsistency between decisions Speaking up when we don't see something right. Sometimes speaking in an open forum like DRs with a negative input can cause harm even though it was meant for good

1. People making others look bad to make themselves look good. 2. People aligning themselves to others who they perceive to be 'closer' to the boss. 3. People making decisions which support their agenda or their direct reports as opposed to what is best for the business.

Receiving the same feedback differently from different sources - confusion Communications fragmented - constantly playing catch up Different expectations

.Being set up to fail .Being delegated issues which others could have easily resolved. .Lack of commitment to the common goal.

Talking about others behind their back. Not following through with work related promises Excluding others

Inability to allow some to do their role Controlling Inability to confront others

1. Lack of communication 2. Team members being excluded from key discussions 3. Dishonesty and lack of commitment

1. Talking about some one to others instead of direct to the person involved 2. Undermining ability and questioning capability 3. Not contributing to change and/or opportunities to improve

Lack of completion of delegated task Lack of confidence in peoples ability Lack of accountability

### Question 3: In your opinion, what behaviors could improve the level of trust within your team?

**Below are the verbatim responses from your team to this question.**

restructure the team and ensure effectiveness of roles. Does the competitive nature exist because of high insecurity levels and demarkation concerns? Are the correct roles respresented in the management team? it may be time for long standing members of the team to consider opportunities outside of the IOC.

Defining roles and the scope of that role - responsibility and accountability - both for the project and BAU. Sharing information (not withholding it) to support the whole of the team. Taking accountability by speaking honestly and directly to the DR concerned - not going to Paul.

Be able to take feedback as constructive All voices to be about pro-active and positive reinforcement. It is constructive feedback and we need to speak up when we have an issue and then move on More consultation before changes are implemented. We have a forum to deal with change but often changes are rushed in or made without consult which causes angst and confusion

1. Everyone to treat each other the same and not have alliances or 'splinter' groups. 2. Everyone to speak openly and honestly regardless of consequence/reaction. 3. Everyone to do their own job and not worry about the jobs of others.

Remove road blocks Reduced meetings Streamline communications

.Open communications .Sharing of information

Be more open with what each other is trying to achieve. Remove hidden agendas - or trust that others don't have hidden agendas Discuss you issues with the person directly

Communicate openly with team members without the fear of conflict Allow yourself to receive constructive feedback Trust

1. Open, respectful communication 2. Clear objective setting 3. Better understanding and valuing of diversity

Trust needs to be earned. Continued clear objectives fo all Equal distribution of workload Having team members reporting on their items giving confidence to all work is progresing



# APPENDIX: Transforming Trust Within Your Team

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## Trust Tips and suggestions for improving trust within your team.

### Leverage your team's trust building® strengths (refer to high to moderate scores)

- Acknowledge your team's trust building strengths.
- Note specific behaviors that provide a foundation of trust. Talk about what members do to practice those behaviors.
- Discuss how to leverage and build upon these behavioral strengths.

### Acknowledge your team's trust building® vulnerabilities (refer to moderate to very low scores)

- Note specific behaviors that cause trust to be vulnerable. Explore what team members experience that contributes to the vulnerability.
- Consider the impact of this vulnerability and what opportunities exist to rebuild trust.
- Think about behaviors you can practice to help your team rebuild trust.

### Strengthen Trust:

#### For Trust of Character® consider:

- Expectations of each other that are, or are not, being met or need to be clarified or renegotiated.
- Agreements that are not met consistently and why. For instance, are you and others saying yes when you need to say no? Work together to create a list of agreements that will guide your work together.
- What members need from each other to do their best work and how you can think and act with others in mind.

#### For Trust of Communication® consider:

- Information that needs to be shared or clarified more consistently.
- Issues and concerns that need to be surfaced, discussed and addressed.
- How to create a supportive environment in which team members feel safe to admit their mistakes and view doing so as a growth opportunity.

#### For Trust of Capability® consider:

- How team members can acknowledge the abilities and skills of one another.
- How to involve team members in important matters that impact the team.
- How team members can help each other learn new skills.

For further guidance on:

- **Strengthening Trust:** refer to the book: *Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization, 3rd ed.* Reina, Reina, 2015 (Berrett-Koehler). Chapters 2-4 reference the Dimensions of Trust: The Three Cs®.
- **Rebuilding Trust:** refer to the book: *Rebuilding Trust in the Workplace: Seven Steps to Renew Confidence, Commitment and Energy*, Reina, Reina, 2010 (Berrett-Koehler)