

THE REINA LEADERSHIP TRUST SCALE® FEEDBACK REPORT

PREPARED FOR SAMPLE LEADER D

Reina Trust Building

October 2017



Reina

A TRUST BUILDING® CONSULTANCY

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

Trust and Betrayal in the Workplace, 3rd edition
Building Effective Relationships in Your Organization

by Dennis Reina, PhD and Michelle Reina, PhD



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

The Reina Leadership Trust Scale® and The Reina Leadership 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.

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Rae Newton, PhD
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Amanda Fallon, MBA

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Introduction

What is The Reina Leadership Trust Scale®?

The Reina Leadership Trust Scale® (LTS) is a statistically valid and reliable, Likert scale assessment designed to measure the level of trust in your workplace relationships.

The LTS is built upon the research-based systemic Reina Trust & Betrayal Model®. This model identifies the sixteen behaviors that drive the Dimensions of Trust: The Three Cs®: Trust of Character®, Trust of Communication®, and Trust of Capability®.

An overview of the Reina Dimensions of Trust: The Three Cs® is provided on page 4 of this report. For a comprehensive exploration of the entire model, see *Trust and Betrayal in the Workplace, third edition (Reina, Reina)*.

MEASUREMENT APPROACH

- Measures the level of trust in your relationships behaviorally and systemically, highlighting how trust is influenced both by the behaviors you practice and the behaviors you don't practice.
- Measures how you and others perceive your behavior.
- Comprised of 48 multiple-choice questions (referred to as quantitative components) and 3 open-ended questions (referred to as qualitative components).

KEY FACTS

- Developed through 25 years of independent research conducted at the Reina Trust Building Institute.
- Psychometrically sound and routinely refined through rigorous testing.

Benefits of The Reina Leadership Trust Scale® Feedback Report

The Reina Leadership Trust Scale® Feedback Report is designed to assist you in understanding the level of trust in your working relationships with others. This Feedback Report will help you understand how you perceive your own behavior, how others perceive your behavior, and how the behaviors you practice build or break trust with others. The report:

- **Raises your awareness** of the behaviors you practice that build and break trust.
- **Reveals strengths and opportunities** to cement your leadership effectiveness.
- **Pinpoints specific, daily actions** to repair and build trust.
- **Equips you with a tool to measure and monitor** your progress in developing collaborative, trustworthy relationships.

What The Reina Leadership 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 (shown below) 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 Trust of Character® is present in your working relationships, others experience you as clear and realistic in your expectations of them, and they know what they can expect from you. You deliver as promised, are consistent in your behavior, and act with others' well being in mind. Trust of Character® is **foundational to your leadership trustworthiness and effectiveness.**

Trust of Communication®

represents openness, honesty, and transparency. When Trust of Communication® is present in your working relationships, you provide information to others to do their jobs, tell the truth, and work through issues directly with those concerned. You treat mistakes as opportunities to learn and offer constructive feedback in the spirit of deeper understanding and growth. Trust of Communication® **demonstrates your ability to be transparent and collaborative.**

Trust of Capability®

represents confidence in skills and talents. When Trust of Capability® is present in your working relationships, people believe you're capable of managing your responsibilities and performing your role. You leverage your skills and abilities, and you take your leadership development seriously. You ask for help when needed, seek input on decisions, and support others to learn new skills. Your Trust of Capability® **encourages people to take risks, be innovative and fulfill their potential.**

Understanding The Reina Leadership Trust Scale® Feedback Report

Participants

The Reina Leadership Trust Scale® (LTS) is a 360° assessment that measures the full range of behaviors within the Dimensions of Trust: The Three Cs®. In this LTS Feedback Report, we refer to the people who assessed you as **Raters**. Raters fall into four categories: **Boss**, **Direct Report**, **Peer**, and **Other**. We also use the categories **Self** and **All Raters**. Self refers to your self-assessed scores, while All Raters refers to the average scores of all of the Raters who participated in the survey.

Note: Self scores are not used in calculating All Raters scores.

Questions and Responses

Through 48 multiple-choice questions, the LTS measures how both you and your Raters perceive **you** practicing trust building and trust breaking behaviors, 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** (No Opportunity to Observe Behavior). To ensure assessment validity, this option was limited to three responses per Rater.)

Open-ended questions in Section 4 allow you to receive robust qualitative feedback as well.

Note: The language "Absence of" is used in this report. We use this language to indicate when LTS questions focus on trust *breaking* behaviors. Higher scores are desirable for these questions, as they represent trust breaking behaviors that are infrequently or almost never practiced.

Example: For the behavior "This leader micromanages his/her employees (Absence of)," high scores are desired, as they suggest you do NOT micromanage. Low scores suggest you DO micromanage.

Definition of Terms

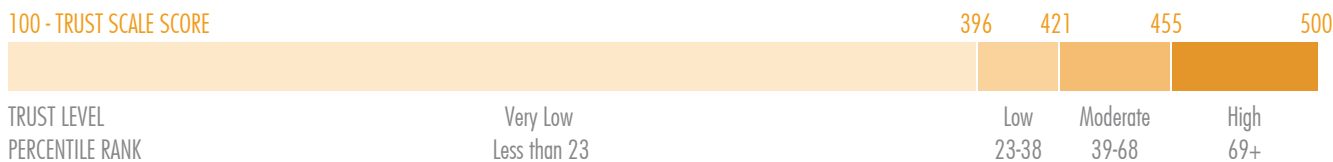
In this report, we use the terms **Trust Scores**, **Trust Levels**, **Percentile Ranks**, **Reina Norm Group**, and **Reina Median Score**.

THE REINA LEADERSHIP TRUST SCALE® SCORES are generated by averaging your behavior ratings and converting them to the 3-digit Reina Trust Scale, which ranges from 100-500. These Trust Scores place you within one of four **TRUST LEVELS** ranging from **Very Low** to **High**.

PERCENTILE RANKS are provided to help you see how you compare to other leaders in our global database, which we call the **REINA NORM GROUP**. A percentile rank of 50 indicates the median or middle score of the Reina Norm Group, and is referred to as the **REINA MEDIAN SCORE**.

Please refer to the legend below to see the interplay of your Trust Scores, Trust Levels, and Percentile Ranks.

Total Trust Scale



Section 1: Overview

Rater Participation

The following number of invited Raters completed your assessment:

RATER CATEGORY	# INVITED	# COMPLETED	% COMPLETION
BOSS	1	1	100%
DIRECT REPORT	4	4	100%
PEER	4	3	75%
OTHER	2	2	100%
ALL RATERS	11	10	91%

In total, you had a 91% Response Rate to your assessment.

How Rater Category Information is Reported:

In order for a Rater's responses to be considered "complete", he or she must provide a numerical answer to at least 45 of the multiple choice assessment questions. A response of **NO** does not count as a numerical answer.

The category "All Raters" is the compilation of the Boss, Direct Report, Peer, and Other categories. Scores in the All Raters category are represented as overall average scores from the total sum of Raters, excluding Self scores.

PROTECTED RATER CATEGORIES:

Peer and Direct Report are protected Rater categories. To maintain anonymity, three Raters in each of these categories must complete the assessment in order to receive an item-level score. If either category contains feedback, but from less than three Raters, the two categories are combined into one overall "Direct Report/Peer" Rater category.

For your reference, below is a list of all participants who you invited to complete The Reina Leadership Trust Scale® assessment. To maintain anonymity, the list does NOT identify those individuals who completed the assessment.

Boss

Direct Report

Peer

Other

Section 1: Overview

Your Leadership Trust Profile: October 2017

You Leadership Trust Profile below gives you a snapshot of your Total Trust Scores and Total Trust Levels (for both Self and All Raters categories). Note that the All Raters score is the average combined score from all of your Raters excluding your Self score. You can see how your All Raters results compare to the Reina Norm Group by looking at the Reina Median Score. Breakdowns of your Total Trust results by Rater category are also given.

Your Self Total Trust Level

471

Your Self Total Trust Scale Score

HIGH

Your Self Trust Level

Your All Raters Total Trust Level

381

Your All Raters Total Trust Scale Score

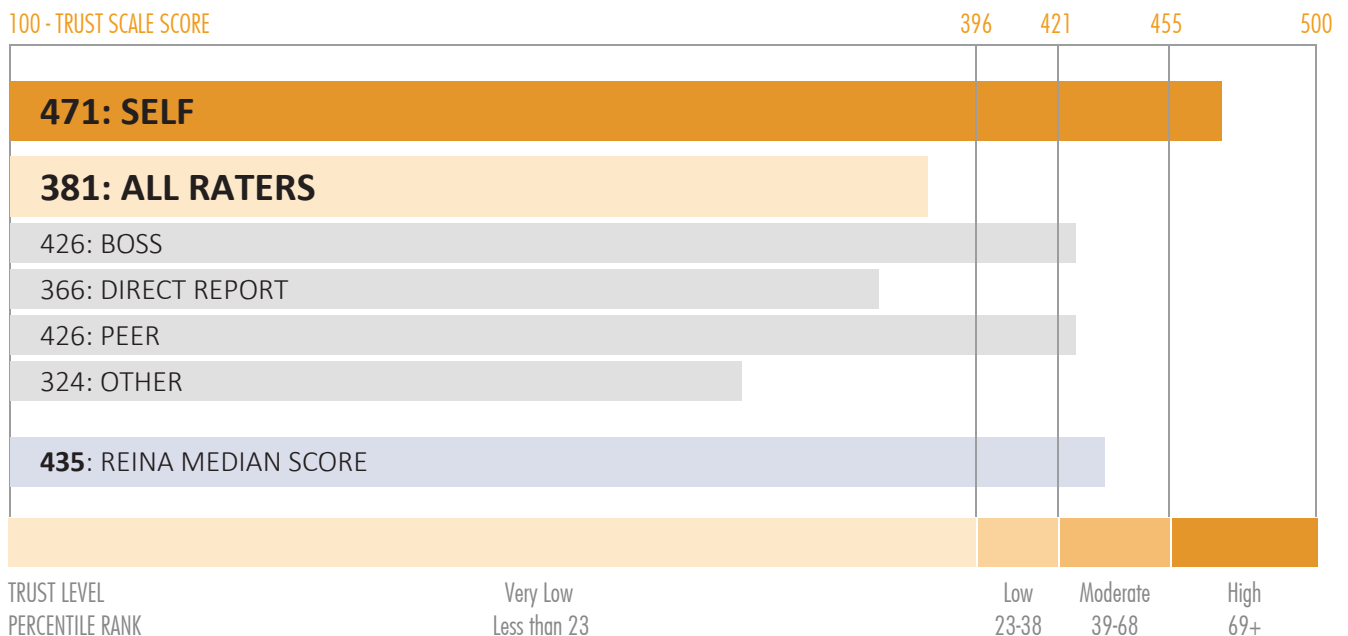
VERY LOW

Your All Raters Trust Level

17th PERCENTILE

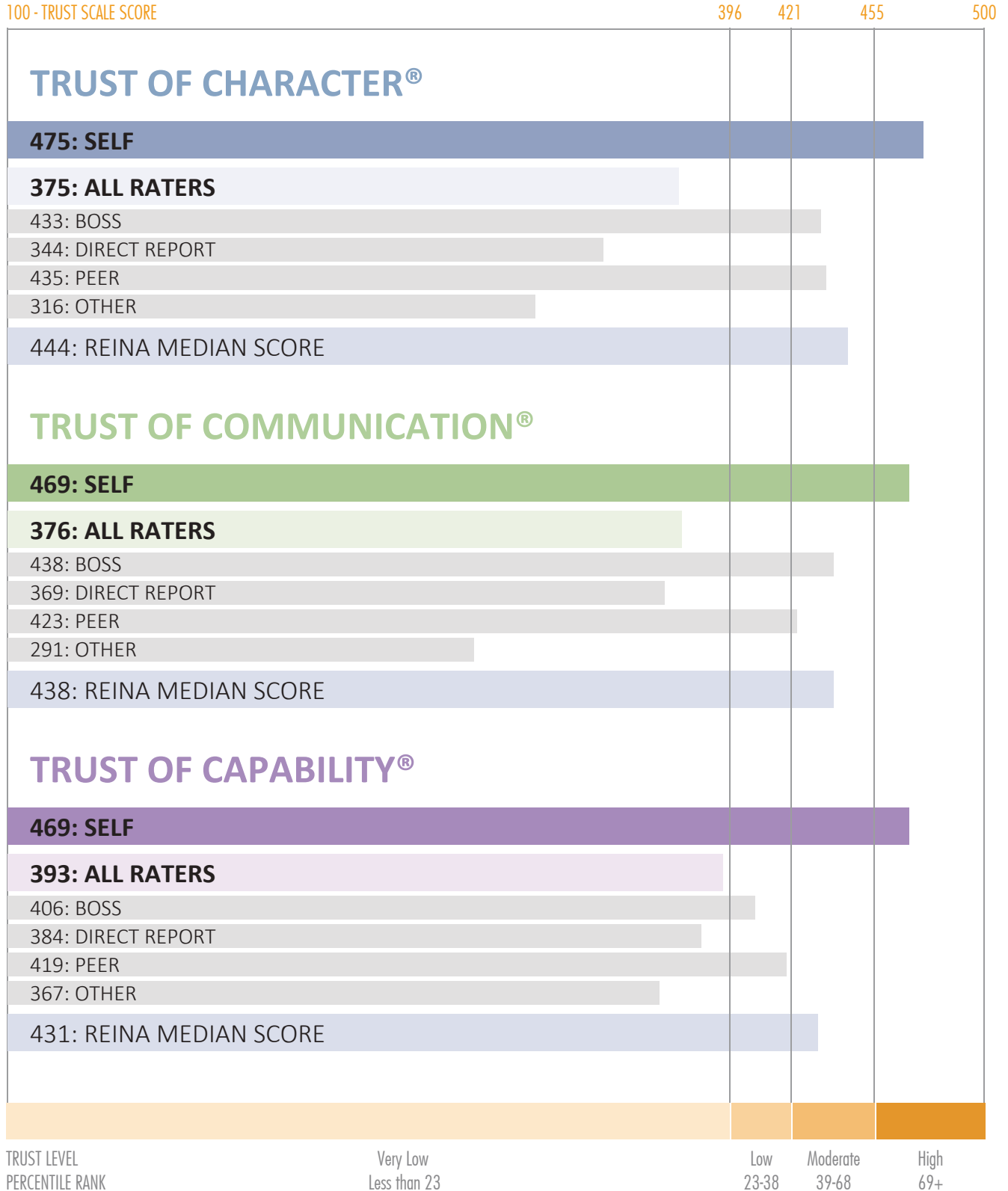
of the Reina Norm Group Ratings

TOTAL TRUST SCALE SCORES



Relational Comparison by Trust Dimension

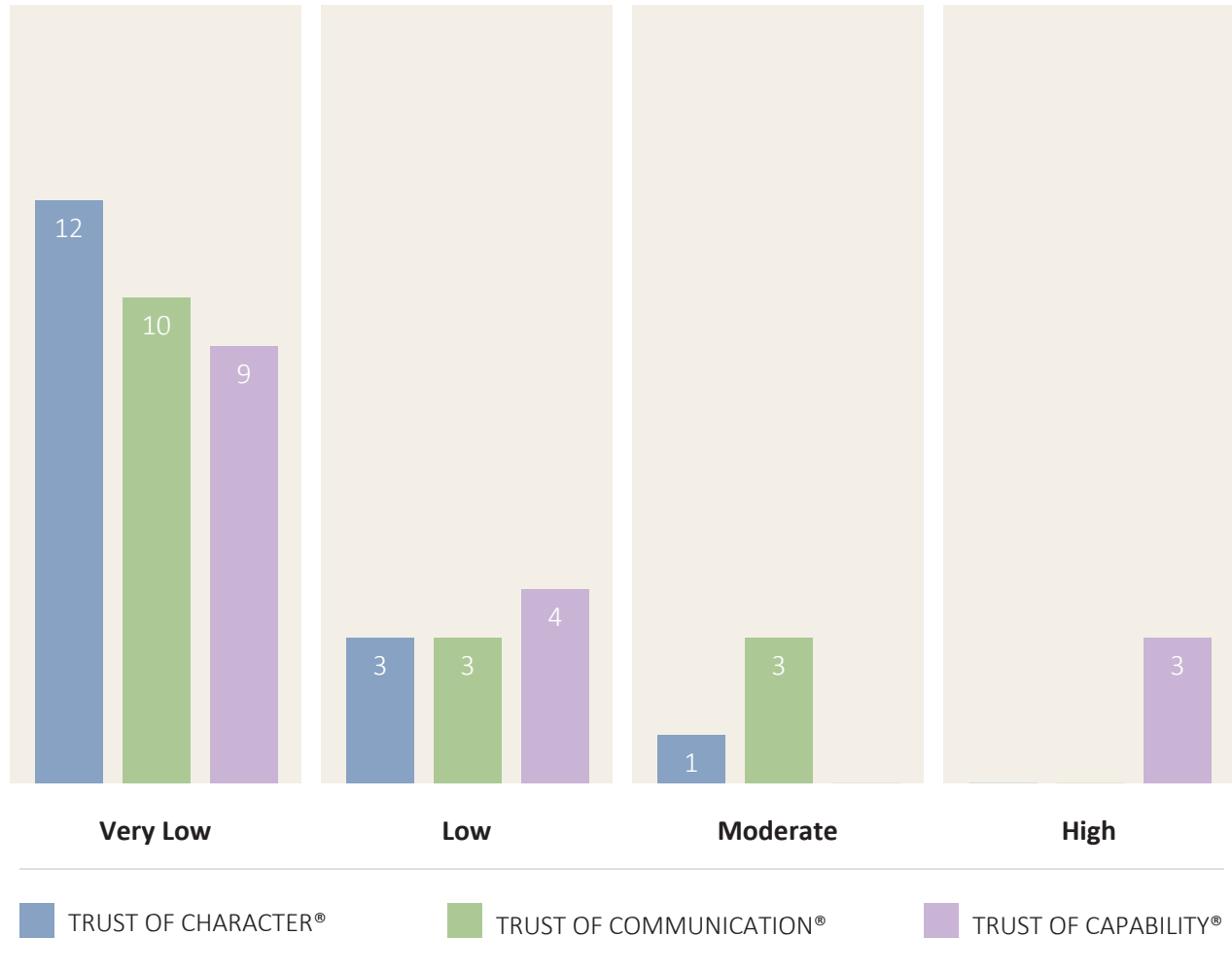
The graphs below allow you to see the breakdown of your Trust Scores according to Rater category in each Dimension of Trust. Note that the All Raters score is the average combined score from all of your Raters excluding your Self score. The Reina Median Score allows you to see your All Raters scores in relation to the Reina Norm Group.



Section 2: Strength & Opportunity Trust Profile

Trust Frequency Distribution (All Raters Category)

The frequency distribution bar chart below shows the number of behaviors your Raters rated within each Trust Level (Very Low, Low, Moderate, High) across each of the Dimensions of Trust: The Three Cs:® Trust of Character®, Trust of Communication®, Trust of Capability®. There are sixteen behavioral items for each Dimension of Trust. They are color coded by trust dimension. The frequencies are based on the All Raters category.



Your HIGHEST Trust Building® Behaviors

Below are the behaviors your Raters scored the highest within The Reina Leadership Trust Scale® assessment. These behaviors represent your areas of perceived Trust Building® strength. The graphic bars correspond with the Trust Scale Score for each question, based on the Trust Scale at the bottom of the page.

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

This Leader...	TRUST DIMENSION	ALL RATERS TRUST SCORE	ALL RATERS TRUST LEVEL
25. Is a "bottle neck" to getting things done (Absence Of)	CAPABILITY	460	HIGH
36. Fails to take timely action on important matters (Absence Of)	CAPABILITY	460	HIGH
42. Is unwilling to consider new ideas for accomplishing tasks (Absence Of)	CAPABILITY	460	HIGH
7. Fails to do what he/she says he/she will do (Absence Of)	CHARACTER	450	MODERATE
8. Neglects to share necessary information with others (Absence Of)	COMMUNICATION	450	MODERATE

100 - TRUST SCALE SCORE	396	421	455	500
TRUST LEVEL	Very Low	Low	Moderate	High
PERCENTILE RANK	Less than 23	23-38	39-68	69+

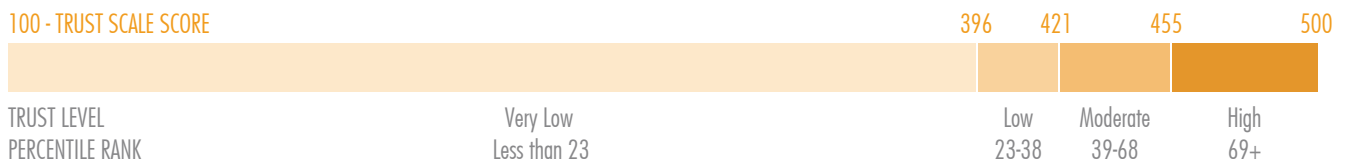
Note: In rare instances, the number of tie scores exceeds the number of scores that can be displayed on this page. Refer to pgs. 22-23 for the full range of item scores.

Your LOWEST Trust Building® Behaviors

Below are the behaviors your Raters scored the lowest within The Reina Leadership Trust Scale® assessment. These behaviors represent your areas of perceived Trust Building® opportunity. The graphic bars correspond with the Trust Scale Score for each question, based on the Trust Scale at the bottom of the page.

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

This Leader...	TRUST DIMENSION	ALL RATERS TRUST SCORE	ALL RATERS TRUST LEVEL
2. Receives constructive feedback without getting defensive	COMMUNICATION	300	VERY LOW
13. Gives people the "benefit of the doubt"	COMMUNICATION	310	VERY LOW
37. Provides coaching and feedback on performance when needed	COMMUNICATION	320	VERY LOW
29. Lives the values he/she espouses by "walking the talk"	CHARACTER	330	VERY LOW
30. Is clear and explicit in his/her expectations	CHARACTER	330	VERY LOW
47. Interacts with others in mutually serving ways	CHARACTER	330	VERY LOW



Note: In rare instances, the number of tie scores exceeds the number of scores that can be displayed on this page. Refer to pgs. 22-23 for the full range of item scores.

Areas of Greatest Trust Differences (Self and All Raters Categories)

Listed below are the behaviors where your Self scores and your All Raters scores were most different, indicating the areas of greatest variability in perceived level of trust between you and all of your Raters. Research shows that differences of 89 points or greater may be considered significant and warrant further attention. A negative difference indicates that your Self score is less than your All Raters score.

This Leader...	DIMENSION OF TRUST	SELF SCORE	ALL RATERS TRUST SCORE	DIFFERENCE		
13. Gives people the "benefit of the doubt"	COMMUNICATION	500	310	190		
SELF						
ALL RATERS						
30. Is clear and explicit in his/her expectations	CHARACTER	500	330	170		
SELF						
ALL RATERS						
20. Is consistent in his/her behavior	CHARACTER	500	340	160		
SELF						
ALL RATERS						
4. Gives constructive feedback to his/her employees in ways that are timely and helpful	COMMUNICATION	500	350	150		
SELF						
ALL RATERS						
18. Keeps confidential information appropriately	COMMUNICATION	500	350	150		
SELF						
ALL RATERS						
100 - TRUST SCALE SCORE		396	421	455	500	
TRUST LEVEL		Very Low		Low	Moderate	High
PERCENTILE RANK		Less than 23		23-38	39-68	69+

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

Note: In rare instances, the number of tie scores exceeds the number of scores that can be displayed on this page. Refer to pgs. 13,16 and 19 for the full range of item scores.

Section 3: In Depth Item Analysis

Trust of Character®: Behavioral Report

Below are the scores for all of your Rater categories as well as your Self score for each Trust of Character® question. Note that the All Raters category represents the average score of all your Raters combined, excluding your Self score. All Raters scores are listed in descending order.

This Leader...	ALL RATERS	BOSS	DIRECT REPORTS	PEERS	OTHER	SELF
7. Fails to do what he/she says he/she will do (Absence Of)	450	500	425	467	450	400
15. Keeps agreements or renegotiates if he/she cannot	410	400	400	467	350	500
9. Provides adequate resources to accomplish assigned goals	400	400	400	467	300	500
23. Is dependable and you can count on him/her to follow through	400	500	375	433	350	500
6. Operates with "hidden agendas" (Absence Of)	390	400	425	400	300	500
33. Sends "mixed messages" by saying one thing and doing another (Absence Of)	390	500	350	467	300	500
31. Gives employees the authority and responsibility needed to do their job	380	400	325	433	400	500
34. Lacks consistency - it is difficult to anticipate his/her needs or behavior (Absence Of)	380	500	325	467	300	500
40. Fails to "lead by example" and practice what he/she preaches (Absence Of)	380	500	350	433	300	500
43. Is unclear about his/her expectations (Absence Of)	370	400	325	400	400	500
17. Clearly defines roles and responsibilities for achieving the team's goals and objectives	356	*	300	467	300	500
16. Expectations are appropriate - not too high or too low	350	400	325	400	300	400
20. Is consistent in his/her behavior	340	500	275	433	250	500
29. Lives the values he/she espouses by "walking the talk"	330	400	300	400	250	400
30. Is clear and explicit in his/her expectations	330	300	275	400	350	500
47. Interacts with others in mutually serving ways	330	400	325	433	150	400

Note: High scores for behaviors with "Absence of" language means you infrequently or almost never demonstrate these behaviors. Low scores for behaviors with "Absence of" language means you frequently or almost always demonstrate these behaviors. Note: (*) indicates a rating of No Opportunity to Observe, (-) Indicates no Rater in this category.

Trust of Character®: Frequency Counts

This frequency counts chart tells how you and each individual Rater who completed your assessment 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

Trust Building® Behaviors - This Leader...

9. Provides adequate resources to accomplish assigned goals

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	0	1	2	0	0	1	0	1	0	0

15. Keeps agreements or renegotiates if he/she cannot

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	0	1	2	0	0	1	0	0	1	0

16. Expectations are appropriate - not too high or too low

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	1	1	2	0	0	0	0	1	1	1	0	0	0	2	0	0	0

17. Clearly defines roles and responsibilities for achieving the team's goals and objectives

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	0	1	0	2	0	2	0	0	0	0	0	1	2	0	0	1	0	1	0	0

20. Is consistent in his/her behavior

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	1	0	1	0	2	1	0	0	0	0	1	0	2	0	0	1	1	0	0	0

23. Is dependable and you can count on him/her to follow through

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	1	0	0	0	1	3	0	0	0	0	0	2	1	0	0	0	1	1	0	0

29. Lives the values he/she espouses by "walking the talk"

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	1	2	1	0	0	0	0	1	1	1	0	0	1	1	0	0	0

30. Is clear and explicit in his/her expectations

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	1	0	0	0	0	2	1	1	0	0	0	0	1	1	1	0	0	0	1	1	0	0

31. Gives employees the authority and responsibility needed to do their job

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	1	1	2	0	0	0	0	0	2	1	0	0	0	0	2	0	0

47. Interacts with others in mutually serving ways

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	1	1	2	0	0	0	0	1	0	2	0	1	1	0	0	0	0

Trust of Character®: Frequency Counts (Cont.)

AN = ALMOST NEVER O = OCCASIONALLY H = HALF OF THE TIME F = FREQUENTLY AA = ALMOST ALWAYS NO = NO OPPORTUNITY TO OBSERVE

Trust Breaking Behaviors - This Leader...

6. Operates with "hidden agendas"

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	2	1	1	0	0	0	2	0	0	1	0	0	0	1	0	1	0	0

7. Fails to do what he/she says he/she will do

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	1	0	0	0	0	1	0	0	0	0	0	2	1	1	0	0	0	2	1	0	0	0	0	1	1	0	0	0	0

33. Sends "mixed messages" by saying one thing and doing another

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	0	2	2	0	0	0	2	1	0	0	0	0	0	1	0	1	0	0

34. Lacks consistency - it is difficult to anticipate his/her needs or behavior

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	0	2	1	1	0	0	2	1	0	0	0	0	0	1	0	1	0	0

40. Fails to "lead by example" and practice what he/she preaches

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	1	0	3	0	0	0	2	0	1	0	0	0	0	1	0	1	0	0

43. Is unclear about his/her expectations

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	0	2	1	1	0	0	1	1	1	0	0	0	0	2	0	0	0	0

Trust of Communication®: Behavioral Report

Below are the scores for all of your Rater categories as well as your Self score for each Trust of Communication® question. Note that the All Raters category represents the average score of all your Raters combined, excluding your Self score. All Raters scores are listed in descending order.

This Leader...	ALL RATERS	BOSS	DIRECT REPORTS	PEERS	OTHER	SELF
8. Neglects to share necessary information with others (Absence Of)	450	400	450	433	500	500
24. Looks for ways to blame others (Absence Of)	440	500	425	467	400	500
45. Lacks sincerity and candor (Absence Of)	440	500	450	433	400	500
19. Gossips about other people (Absence Of)	410	500	425	433	300	400
22. "Shoots the messenger" who brings bad news (Absence Of)	410	500	400	467	300	500
10. Actively strives to build supportive relationships	400	500	400	433	300	500
1. Points out risky situations or areas of caution to his/her employees	390	400	400	433	300	500
5. Speaks directly to the person with whom he/she has a concern or issue	380	400	375	433	300	400
38. Takes responsibility for the mistakes he/she makes	360	500	325	433	250	500
46. Communicates openly and honestly	360	400	400	400	200	500
4. Gives constructive feedback to his/her employees in ways that are timely and helpful	350	300	375	400	250	500
12. Makes insinuating remarks or slighting digs about other people (Absence Of)	350	500	300	333	400	400
18. Keeps confidential information appropriately	350	500	350	400	200	500
37. Provides coaching and feedback on performance when needed	320	300	375	400	100	400
13. Gives people the "benefit of the doubt"	310	400	225	433	250	500
2. Receives constructive feedback without getting defensive	300	400	225	433	200	400

Note: High scores for behaviors with "Absence of" language means you infrequently or almost never demonstrate these behaviors. Low scores for behaviors with "Absence of" language means you frequently or almost always demonstrate these behaviors. Note: (*) indicates a rating of No Opportunity to Observe, (-) Indicates no Rater in this category.

Trust of Communication®: Frequency Counts

This frequency counts chart tells how you and each individual Rater who completed your assessment 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

Trust Building® Behaviors - This Leader...

1. Points out risky situations or areas of caution to his/her employees

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	1	2	0	0	0	1	0	2	0	0	1	0	1	0	0

2. Receives constructive feedback without getting defensive

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	3	1	0	0	0	0	0	1	0	2	0	0	2	0	0	0	0

4. Gives constructive feedback to his/her employees in ways that are timely and helpful

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	3	0	0	0	0	1	1	1	0	0	1	1	0	0	0

5. Speaks directly to the person with whom he/she has a concern or issue

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	1	0	2	1	0	0	0	1	0	2	0	0	0	2	0	0	0

10. Actively strives to build supportive relationships

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	4	0	0	0	0	1	0	2	0	0	1	0	1	0	0

13. Gives people the "benefit of the doubt"

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	2	0	1	1	0	0	0	0	1	0	2	0	0	1	1	0	0	0

18. Keeps confidential information appropriately

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	1	0	0	0	2	2	0	0	0	1	0	0	2	0	0	2	0	0	0	0

37. Provides coaching and feedback on performance when needed

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	2	1	0	0	0	1	1	1	0	2	0	0	0	0	0

38. Takes responsibility for the mistakes he/she makes

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	0	1	0	0	0	3	1	0	0	0	0	1	0	2	0	0	1	1	0	0	0

46. Communicates openly and honestly

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	4	0	0	0	0	1	1	1	0	0	2	0	0	0	0

Trust of Communication®: Frequency Counts (Cont.)

AN = ALMOST NEVER O = OCCASIONALLY H = HALF OF THE TIME F = FREQUENTLY AA = ALMOST ALWAYS NO = NO OPPORTUNITY TO OBSERVE

Trust Breaking Behaviors - This Leader...

8. Neglects to share necessary information with others

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	2	2	0	0	0	0	1	2	0	0	0	0	2	0	0	0	0	0

12. Makes insinuating remarks or slighting digs about other people

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	1	0	0	0	0	1	0	0	0	0	0	0	1	2	1	0	0	1	1	0	0	1	0	0	2	0	0	0	0

19. Gossips about other people

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	1	0	0	0	0	1	0	0	0	0	0	1	3	0	0	0	0	2	0	1	0	0	0	0	1	0	1	0	0

22. "Shoots the messenger" who brings bad news

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	1	2	1	0	0	0	2	1	0	0	0	0	0	1	0	1	0	0

24. Looks for ways to blame others

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	1	3	0	0	0	0	2	1	0	0	0	0	0	2	0	0	0	0

45. Lacks sincerity and candor

SELF RATED						BOSS					DIRECT REPORT					PEER					OTHER								
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	2	2	0	0	0	0	2	0	1	0	0	0	0	2	0	0	0	0

Trust of Capability®: Behavioral Report

Below are the scores for all of your Rater categories as well as your Self score for each Trust of Capability® question. Note that the All Raters category represents the average score of all your Raters combined, excluding your Self score. All Raters scores are listed in descending order.

This Leader...	ALL RATERS	BOSS	DIRECT REPORTS	PEERS	OTHER	SELF
25. Is a "bottle neck" to getting things done (Absence Of)	460	500	450	500	400	500
36. Fails to take timely action on important matters (Absence Of)	460	400	475	433	500	500
42. Is unwilling to consider new ideas for accomplishing tasks (Absence Of)	460	400	450	467	500	500
14. Excludes others from the decision-making process (Absence Of)	420	400	400	433	450	500
44. Supports his/her employees' continuous growth and development	410	400	400	433	400	400
11. Provides the freedom and flexibility necessary for people to do their jobs	400	400	375	433	400	500
41. Refuses to allow others autonomy in their job (Absence Of)	400	400	400	433	350	500
26. Strives to improve his/her own skills and abilities	390	400	400	400	350	400
21. Challenges his/her employees in ways that motivate them to learn and grow	370	400	375	400	300	500
32. Allows his/her employees to participate in decision-making	370	400	350	400	350	500
27. Helps his/her employees learn new skills	360	400	375	400	250	400
28. Treats mistakes as an opportunity to learn	360	400	350	433	250	500
35. Micromanages his/her employees (Absence Of)	360	400	375	300	400	500
39. Seeks the input of others in order to solve problems	360	400	350	400	300	400
48. Takes an active role in his/her employees' advancement	360	400	325	433	300	400
3. Gives employees the training necessary to do their jobs	356	400	300	400	400	500

Note: High scores for behaviors with "Absence of" language means you infrequently or almost never demonstrate these behaviors. Low scores for behaviors with "Absence of" language means you frequently or almost always demonstrate these behaviors. Note: () indicates a rating of No Opportunity to Observe, (-) Indicates no Rater in this category.*

Trust of Capability®: Frequency Counts

This frequency counts chart tells how you and each individual Rater who completed your assessment 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

Trust Building® Behaviors - This Leader...

3. Gives employees the training necessary to do their jobs

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	4	0	0	0	0	0	1	1	1	0	0	0	0	1	0	1

11. Provides the freedom and flexibility necessary for people to do their jobs

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	2	1	0	0	0	1	0	2	0	0	0	1	0	1	0

21. Challenges his/her employees in ways that motivate them to learn and grow

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	3	0	0	0	0	1	1	1	0	0	0	2	0	0	0

26. Strives to improve his/her own skills and abilities

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	1	1	1	0	0	0	1	1	0	0

27. Helps his/her employees learn new skills

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	3	0	0	0	0	1	1	1	0	0	1	1	0	0	0

28. Treats mistakes as an opportunity to learn

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	2	2	0	0	0	0	0	2	1	0	0	1	1	0	0	0

32. Allows his/her employees to participate in decision-making

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	0	1	0	0	0	0	1	0	0	0	0	2	2	0	0	0	0	1	1	1	0	0	0	1	1	0	0

39. Seeks the input of others in order to solve problems

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	0	2	2	0	0	0	0	1	1	1	0	0	1	0	1	0	0

44. Supports his/her employees' continuous growth and development

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	1	0	2	0	0	0	0	2	0	0

48. Takes an active role in his/her employees' advancement

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
0	0	0	1	0	0	0	0	0	1	0	0	0	1	1	2	0	0	0	0	0	2	1	0	0	1	0	1	0	0

Trust of Capability®: Frequency Counts (Cont.)

AN = ALMOST NEVER O = OCCASIONALLY H = HALF OF THE TIME F = FREQUENTLY AA = ALMOST ALWAYS NO = NO OPPORTUNITY TO OBSERVE

Trust Breaking Behaviors - This Leader...

14. Excludes others from the decision-making process

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	2	0	1	0	0	0	1	1	0	0	0	0

25. Is a "bottle neck" to getting things done

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	1	0	0	0	0	0	2	2	0	0	0	0	3	0	0	0	0	0	0	2	0	0	0	0

35. Micromanages his/her employees

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	0	3	1	0	0	0	0	2	0	0	1	0	1	0	1	0	0	0

36. Fails to take timely action on important matters

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	3	1	0	0	0	0	2	0	1	0	0	0	2	0	0	0	0	0

41. Refuses to allow others autonomy in their job

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0	2	0	1	0	0	0	0	1	1	0	0	0

42. Is unwilling to consider new ideas for accomplishing tasks

SELF RATED						BOSS						DIRECT REPORT						PEER						OTHER					
AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO	AN	O	H	F	AA	NO
1	0	0	0	0	0	0	1	0	0	0	0	2	2	0	0	0	0	2	1	0	0	0	0	2	0	0	0	0	0

Rank Ordering of Scores: All Raters Category

Below is a complete list of your All Raters scores for each behavior, ranked from highest to lowest.

This Leader...	TRUST DIMENSION	ALL RATERS TRUST SCORE	ALL RATERS TRUST LEVEL
25. Is a "bottle neck" to getting things done (Absence Of)	CAPABILITY	460	HIGH
36. Fails to take timely action on important matters (Absence Of)	CAPABILITY	460	HIGH
42. Is unwilling to consider new ideas for accomplishing tasks (Absence Of)	CAPABILITY	460	HIGH
7. Fails to do what he/she says he/she will do (Absence Of)	CHARACTER	450	MODERATE
8. Neglects to share necessary information with others (Absence Of)	COMMUNICATION	450	MODERATE
24. Looks for ways to blame others (Absence Of)	COMMUNICATION	440	MODERATE
45. Lacks sincerity and candor (Absence Of)	COMMUNICATION	440	MODERATE
14. Excludes others from the decision-making process (Absence Of)	CAPABILITY	420	LOW
15. Keeps agreements or renegotiates if he/she cannot	CHARACTER	410	LOW
19. Gossips about other people (Absence Of)	COMMUNICATION	410	LOW
22. "Shoots the messenger" who brings bad news (Absence Of)	COMMUNICATION	410	LOW
44. Supports his/her employees' continuous growth and development	CAPABILITY	410	LOW
9. Provides adequate resources to accomplish assigned goals	CHARACTER	400	LOW
10. Actively strives to build supportive relationships	COMMUNICATION	400	LOW
11. Provides the freedom and flexibility necessary for people to do their jobs	CAPABILITY	400	LOW
23. Is dependable and you can count on him/her to follow through	CHARACTER	400	LOW
41. Refuses to allow others autonomy in their job (Absence Of)	CAPABILITY	400	LOW
1. Points out risky situations or areas of caution to his/her employees	COMMUNICATION	390	VERY LOW
6. Operates with "hidden agendas" (Absence Of)	CHARACTER	390	VERY LOW
26. Strives to improve his/her own skills and abilities	CAPABILITY	390	VERY LOW
33. Sends "mixed messages" by saying one thing and doing another (Absence Of)	CHARACTER	390	VERY LOW
5. Speaks directly to the person with whom he/she has a concern or issue	COMMUNICATION	380	VERY LOW
31. Gives employees the authority and responsibility needed to do their job	CHARACTER	380	VERY LOW

Rank Ordering of Scores: All Raters Category (Cont.)

This Leader...	TRUST DIMENSION	ALL RATERS TRUST SCORE	ALL RATERS TRUST LEVEL
34. Lacks consistency - it is difficult to anticipate his/her needs or behavior (Absence Of)	CHARACTER	380	VERY LOW
40. Fails to "lead by example" and practice what he/she preaches (Absence Of)	CHARACTER	380	VERY LOW
21. Challenges his/her employees in ways that motivate them to learn and grow	CAPABILITY	370	VERY LOW
32. Allows his/her employees to participate in decision-making	CAPABILITY	370	VERY LOW
43. Is unclear about his/her expectations (Absence Of)	CHARACTER	370	VERY LOW
27. Helps his/her employees learn new skills	CAPABILITY	360	VERY LOW
28. Treats mistakes as an opportunity to learn	CAPABILITY	360	VERY LOW
35. Micromanages his/her employees (Absence Of)	CAPABILITY	360	VERY LOW
38. Takes responsibility for the mistakes he/she makes	COMMUNICATION	360	VERY LOW
39. Seeks the input of others in order to solve problems	CAPABILITY	360	VERY LOW
46. Communicates openly and honestly	COMMUNICATION	360	VERY LOW
48. Takes an active role in his/her employees' advancement	CAPABILITY	360	VERY LOW
3. Gives employees the training necessary to do their jobs	CAPABILITY	356	VERY LOW
17. Clearly defines roles and responsibilities for achieving the team's goals and objectives	CHARACTER	356	VERY LOW
4. Gives constructive feedback to his/her employees in ways that are timely and helpful	COMMUNICATION	350	VERY LOW
12. Makes insinuating remarks or slighting digs about other people (Absence Of)	COMMUNICATION	350	VERY LOW
16. Expectations are appropriate - not too high or too low	CHARACTER	350	VERY LOW
18. Keeps confidential information appropriately	COMMUNICATION	350	VERY LOW
20. Is consistent in his/her behavior	CHARACTER	340	VERY LOW
29. Lives the values he/she espouses by "walking the talk"	CHARACTER	330	VERY LOW
30. Is clear and explicit in his/her expectations	CHARACTER	330	VERY LOW
47. Interacts with others in mutually serving ways	CHARACTER	330	VERY LOW
37. Provides coaching and feedback on performance when needed	COMMUNICATION	320	VERY LOW
13. Gives people the "benefit of the doubt"	COMMUNICATION	310	VERY LOW
2. Receives constructive feedback without getting defensive	COMMUNICATION	300	VERY LOW

Section 4: Your Voices

Comments from You and Your Raters

Question 1:

What are the top three behaviors I currently demonstrate that build trust in my working relationships?

1. I communicate and practice active listening. 2. I have a trusted knowledge base about the process. 3. I frequently follow up on tasks & goals of direct reports.

What are the top three behaviors this leader currently demonstrates that build trust in his or her working relationships?

This was very difficult to do because we have not worked together very long, but I sense that (he) is open and honest in his communication. His passion for _____ are evident to all. I sense that he says what is on his mind even if it may not be the easiest route.

Extends trust Open to discussion Candid

1) A genuine interest in the success of his subordinates. 2) Constantly advocating for this business unit and the people within. 3) Believes that the success of his team will lead to his success.

He establishes expectations but allows others to figure out how to get there. He will provide support and resources when they are needed. He provides clarity of vision.

Commanding personality Involvement in decisions Vision

Follows up Ask for help Consistent

(He) regularly has open conversations with his team. (He) allows his subordinates to make decisions on their own. (He) gives timely feedback to his subordinates when needed.

He communicates often. He strives to better RPM and move the plant forward and often shares his aspirations for the plant. He trusts his management team and utilizes them to their full extent.

* (He) is transparent and inviting. He seeks the ideas and opinions of his management team to help make decisions that will impact the development of the company. He seeks oneness from the team. *He will tell you he trusts you. (He) is very trusting, even when he shouldn't be. (He) doesn't have a problem learning from the people that are below him. He respects their thoughts and opinions. * If he say he's going to do it, he does it! You can count on him to do exactly what he says he will do.

Question 2:

What are the top three behaviors I currently demonstrate that break trust or cause people to feel hurt, disappointed, and let down?

- I have in the past talked about or complained about a direct report to another direct report. - I struggle giving open feedback in a timely manner. - I have in the past not been 100% consistent in my approach to holding others accountable.

What are the top three behaviors this leader currently demonstrates that break trust or cause people to feel hurt, disappointed, and let down?

I get the impression that having some of the tough conversations with subordinates is not always easy for (him). This avoids good coaching and developmental opportunities that may be lost and may leave those associates feeling let down in the long run.

Inconsistency Easily offended Insensitive

1) Inconsistency in: mood, communication, expectations, attitude, decision making and adherence to policies that he made. 2) Establishing a deadline, then changing that deadline without any communication. 3) Over reacting - Not taking the time to understand circumstances before criticizing a decision or action.

On occasion expressing too much emotion can distance employees. Having unclear expectations on assignments can cause others to be let down when their work doesn't meet expectations. When expectations and appreciation for work done are inconsistent between employees, this breaks trust and leaves people feeling disappointed.

Occasionally does not "practice what he preaches" Can come across slightly self-serving at times It seems like everything can be a top priority at times

Seems to have a hidden agenda Gossips about individuals

(He) doesn't reach out often to get feedback on the quality of his services. (He) doesn't self track the quality of his service, or at least doesn't broadcast it. (He) doesn't share his goals related to the quality of his service.

Delivery of information, it can be a harsh or abrasive. Directive approach. Often tells how end results should be achieved rather than leading the team to achieve those results on their own. Emotional based decisions.

* (He) can be very emotional. When things don't play out the way he had anticipated, he can make someone feel hurt or disappointed. * (He) has a sense of entitlement. He wants to be respected because of his role within the company. When those lines are crossed he will remind you that he's the boss. Sometimes this isn't communicated very well, because the emotions creep into his reactions.

Question 3:

What three behaviors, if practiced, would most improve the level of trust between myself and others?

- Stop talking about direct reports to other direct reports. - Have the difficult discussion quickly. - Be consistent in holding others accountable.

What three behaviors, if practiced, would most improve the level of trust between this leader and others?

Have the tough conversations to allow for growth in all associates.

Consistency Resolve Deliberation

1) Consistency in decisions and action. 2) Clear communication of expectations and deadlines. 3) Maintain downward communication using the established chain of command.

Tone down the emotions expressed when unpleasant situations arise and evaluate them objectively. Ensure expectations are clear. Continue to give others ownership of solutions while holding them accountable to outcomes.

Better prioritization of goals and expectations Unless proven otherwise, give benefit of doubt Lead by example

Establish boundaries Give up the "I am a victim" mentality Speak with "good" purpose

(He) could reach out more often to get feedback on the quality of his services. (He) could self track the quality of his service, and broadcast the results. (He) could share his goals related to the quality of his service.

Work on regulating emotions when making business decisions. Separate his feelings about the situation from what is best for the business. Ability to separate himself as the boss, rather than as a friend. Positively interact with hourly employees on the floor, on a more regular basis.

* Control his emotions. * Keep subjective opinions to himself. Don't believe that everyone is his friend. Understand that people will use his opinions against him. Keep it Professional! * Be humble. When he doesn't handle a situation properly, OWN IT. Apologize if necessary. Learn from it and move on.