



## 79 WAYS TO BUILD TRUST WITH COLLEAGUES

Using the [Trust Equation](#) from the books [The Trusted Advisor](#) and [The Trusted Advisor Fieldbook](#), discover 79 specific ways to increase the level of trust in your business relationships. Which one will you put into practice today?

$$T = \frac{C + R + I}{S}$$

C + R + I  
Credibility Reliability Intimacy  
S  
Self-orientation

Credibility exists in the domain of words. It is created through your credentials, truthfulness, and how you present yourself.

### CREDIBILITY

#### WORDS

“I can trust what she says about...”

Credentials  
Truthfulness

1. Know about industry trends and info, business news
2. Take the initiative to expand your knowledge
3. Ask great questions
4. Write about your areas of expertise—articles, blogs, white papers
5. Express your passion for your subject
6. Host an event that brings key stakeholders together; be the moderator
7. When you present, practice, practice, practice so your delivery is relaxed
8. Use metaphors, stories, and vivid examples to share your ideas, prove your point
9. Offer your point of view when you have one
10. Share the “why” behind your point of view
11. Be articulate and thoughtful when you express yourself
12. Find ways to demonstrate your expertise; don’t just talk about it
13. Say “I don’t know” when you don’t know
14. Never ever lie
15. Report regularly on project progress/measures
16. Combine your words with presence—a firm handshake, eye contact, confident air
17. Be humble; remember there is always more to learn

Reliability occurs when you prove yourself dependable and predictable over time.

### RELIABILITY

#### ACTIONS

“I can trust him to...”

Dependability  
Predictability

18. Set expectations up front and report on them regularly
19. Be prepared for meetings
20. Be at least on time if not early
21. Be unbelievably responsive
22. Make lots of small promises and consistently follow through
23. Announce changes immediately and acknowledge the impact—especially when you won’t deliver as promised
24. Create documents and deliverables with a consistent look and feel
25. Be rigorous about using good business practices, such as meeting agenda and notes
26. Use others’ terminology and templates
27. Establish routines in your relationships (regular meetings, emails, etc.)
28. Reconfirm scheduled events
29. Only cancel if you absolutely must
30. Dress appropriately

## 79 WAYS TO BUILD TRUST WITH COLLEAGUES (CONT.)

Intimacy exists in the domain of *emotions* and emotional connectedness. It includes a visible demonstration of empathy, discretion, and personal risk-taking—all of which make it possible for clients to flourish in a comfortable and safe working environment.

### INTIMACY

#### SAFETY

“I can trust her with ...”

Discretion

Empathy

Personal Risk-Taking

31. Be relentlessly discreet; honor confidentiality
32. Address your colleagues by name
33. Adopt a friendly tone
34. Ask something personal
35. Ask others about their feelings
36. Share something personal
37. Tell your colleague something you appreciate about him/her
38. Use colloquial language
39. Be willing to show your emotions (elation, frustration, etc.)
40. Acknowledge uncomfortable situations
41. Send a hand-written note of acknowledgment/thanks
42. Make the first move
43. Ask open-ended questions
44. Use expressive/friendly body language
45. Practice different ways of asking difficult questions or making difficult statements before you deliver them
46. Take responsibility for mistakes
47. Hold others accountable
48. Be candid—Name It and Claim It!
49. Don’t gossip or promote relationship “triangles”
50. Think in advance of how your colleague is likely to react
51. Talk more with your eyes, ears and body, and less with your mouth
52. Be empathic in all your interactions; practice Three-Level Listening
53. Celebrate success with your colleagues
54. Extend yourself—e.g., Invite colleagues to meet you outside of work, share a meal
55. “Be yourself. Everyone else is already taken.”

To be other-oriented is to be consistently focused on your colleagues’ wants and needs.

### OTHER-ORIENTATION

#### FOCUS

“I can trust that she cares about...”

Motives

Attention

56. Find out how your team defines success and how you can help them achieve it
57. Don’t jump to problem-solving—slow yourself down by counting, taking notes, vocalizing expectations
58. Set aside the “spin”
59. Let go of trying to appear clever, bright, witty
60. Be self-deprecating
61. Confront issues as they arise—being preoccupied with them keeps your attention on your own preoccupation
62. Answer direct questions with direct answers
63. Give voice to your fears
64. Know your own traps/triggers and manage them well
65. Don’t interrupt
66. Watch a tendency to name-drop
67. Call your colleague just to find out how he/she is
68. Eliminate your jargon from your conversations
69. Put the PowerPoint deck aside
70. Spend time in your colleague’s shoes—imagine what it’s like to be him/her
71. Cultivate an attitude of curiosity—think in advance about what questions you want to ask
72. Practice “thinking out loud” with your colleagues
73. Let someone else have the last word
74. Be really honest even (especially) when it makes you look bad
75. Give others credit for successes
76. Skip the “blame game”
77. Take responsibility for failed communications
78. Deliver “early and ugly”—collaborate and iterate
79. Step aside when your heart’s no longer in it