SuperTeams

Using the principles of RESPECT to unleash explosive business performance.

Why RESPECT?

In studying the difference between Good Teams and SuperTeams, SuperTeams (those that consistently achieve all that is expected of them <u>and</u> raise the bar of those expectations themselves) demonstrated higher levels of respect on five dimensions:

1. Organization – team members felt and demonstrated high levels of respect for the organization itself.

2. Leadership – team members felt and demonstrated high levels of respect for the organization's leadership, including their own team's leader.

3. Team– team members felt and demonstrated high levels of respect for the team as a whole.

4. Work – team members felt and demonstrated high levels of respect for the work done by each and **every** team member.

5. Individual – each and **every** team member consistently felt respected, due to how they were treated.

Those levels of RESPECT generated and sustained high levels of individual engagement such that the team's performance was consistently high. Seven behaviors were found to correlate with and appear to be largely causal of those levels of RESPECT, engagement and, consequently, performance:

1. Recognition – frequent, ad hoc, and informal recognition for who they were and what they did, not merely for their specific contributions.

2. Empowerment – defining boundaries and authority levels but, then, genuinely allowing team members to make autonomous decisions about what to do, when and how.

3. Supportive feedback – avoiding harping on past mistakes, rather providing positive and helpful advice on how things that may not have gone as well as hoped could be done better in future – feedFORWARD more than feedBACK.

4. Partnering – knowing when metaphorically to take off any status hat, title or position of power and to hold hands with the other team member and provide genuine resource, advice, and help merely because they need it at that time.

5. Expectations – making expectations of others clear, concise, and precise and checking that they have understood exactly what is expected. AND then asking, "What do you expect of me, if anything, to enable you to achieve that for me?"

6. Consideration – demonstrating empathy and an understanding that we are all individuals, all with uniquely different needs, wants, aspirations, and personal circumstances. Not breaking rules, policies, procedures or laws but using our authority to demonstrate that consideration by "giving others a break" when they clearly need it.

7. Trust – demonstrating genuine Trust i.e., allowing others to try things without necessarily knowing they can do them – trusting their judgment – and not micro-managing or checking up on them unnecessarily. Allowing others to learn, just like we probably did when someone trusted us.

Respect

With respect comes followers and with followers come safety, support, and influence. On both a personal and professional level, we respect people for many different reasons. Below is a list of frequently cited qualities and characteristics. As you read each, identify those that you think most of your team members would say you possess and demonstrate, and those that may need some work:

Accomplished	Mentors, teaches
Authentic, genuine	Nurturing
Available	Open-minded, flexible
Compassionate, empathic	Passionate
Competent	Patient
Committed, dedicated	Positive, optimistic
Confident	Rational
Courageous	Reliable
Determined, driven	Responsible, accountable
Disciplined	Responsive
Enthusiastic	Selfless
Ethical, moral	Sensitive
Fair	Self-sacrificing
Generous	Seeks to understand others' perspectives
Grateful	Strong work ethic
Honest	Supportive
Honorable	Trustworthy
Humble, modest	Understanding
Integrity	Walk the talk
Kind	Wise
Listens	
Loyal	

NOTE:

While some behaviors suggested in this document may appear to be aimed at the team leader or manager, we can all demonstrate the vast majority of them in any team of which we are a member.

In SuperTeams, that is what we found. All team members viewed themselves as playing a role to lead the team to success.

Quick Tips For Demonstrating Respect

1. Be punctual to meetings and considerate of others' time.

2. Give credit to those who deserve it.

3. Be supportive of others' ideas during meetings.

4. Encourage fellow team members to share their suggestions and opinions.

5. Give your full attention to others when they are speaking.

6. Ask people if they would like to be put on or remain on an email distribution list.

7. Ask team members appropriate questions about their personal lives – take time to get to know them as individuals.

8. Ask another team member for advice.

9. Ask a team member how you could help him or her.

10. Invite someone you don't know well out for lunch.

11. Be patient and give others the time they need to reflect on an issue, ask questions, share their thoughts, or come to a decision.

12. Give "straight" feedback in a supportive and helpful manner.

13. Give people as much advance notice as possible when assignments are due or meetings are to take place.

14. Leave an appreciative or congratulatory note on someone's desk.

15. Let other meeting participants know in advance if you will be late, if you will have to leave early, or if you will be interrupted.

16. Introduce yourself to someone from another team.

17. Ask a team member to give you feedback on your performance.

18. Apologize when you've made a mistake.

19. Seek to understand others' perspectives, especially when you disagree.

20. When presenting your ideas, say, "I'd like to offer my perspective."

21. Let others know that you've been actively listening by saying, "Let me be sure I understand your point of view. What I believe you said is ....."

22. Respond promptly to emails, texts, posts, and phone calls.

23. Ask people how they prefer to communicate.

24. Talk to people, not about people.

25. The basics: hold the door open; say "please" and "thank you"; say "good morning," "have a nice evening," and "I hope you have a nice weekend"; look people in the eye when you speak to them; and clean up after yourself!

The Power of Recognition

The concept is simple and the research is clear. Whether in personal or professional relationships, when people feel appreciated, they engage. Even for people who say that they don't care about being acknowledged, when they are acknowledged, their engagement increases. The problem is that people with this "I don't need it" attitude often resent and resist the idea that others should need such reinforcement to "do their job." Such team members typically come across as curmudgeonly, superior, and critical, and they have a markedly negative impact on team morale and functioning.

When team members, the team leader, the team sponsor, and customers take the time to say "thank you," people work harder. And they feel better about the work they do and the people they work with.

Pay close attention to what behavior you are recognizing and rewarding, and make sure that it is not having unintended consequences. For example, if you choose to reward only productivity, you may actually reduce quality and safety compliance. You are better off paying attention to the behaviors that lead to your desired outcomes such as more and better teamwork, communication, resourcefulness, and initiative taking. Moreover, you should be strategic in which behaviors you reinforce for different team members. Always look for the behavior that, if improved, would have the biggest impact on that individual and the team.

Showing Recognition

As a team member or leader, there are several simple ways to acknowledge people—some more effective than others depending on the individual. Examples include:

1. Writing a thank you note;

2. Giving a "shout-out" via e-mail or preferably during a team meeting;

3. Taking the person for coffee;

4. Sending the person flowers;

5. Offering to give the person a hand with their work;

6. Chatting with people and asking them how things are going—especially on a personal level;

7. Sharing others' accomplishments with the team leaders or the immediate supervisor/manager.

Since we're not wired to recognize "good" behavior (we are wired primarily to survive so look for problems that need fixing), we need to figure out how to remind ourselves to do so.

What Is Empowerment?

To quote human resources expert Susan Heathfield: "Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in autonomous ways." Other factors such as providing clear expectations and ongoing feedback are also essential parts of empowering a team.

Over the past decade or so, there has been increasing attention given to empowering employees. Like most "best practices" in human resources, great organizations and leaders have always worked to empower their people. It is impossible to play full out in any meaningful way if you don't have the skills or opportunities to do so. In fact, a lack of empowerment is not only a significant reason for a team's inability to achieve its goals, but it is also a major driver of employee disengagement. No one likes to feel as though their potential is being limited. Empowered employees have the skills <u>and</u> the opportunity to use them. When team members are empowered, they are much more likely to succeed, and success leads to an increase in self-efficacy, which leads individuals to take initiative. Empowerment breeds empowerment.

But, employees aren't empowered just because you say they are. You don't bestow empowerment on team members like a queen knighting a prince. Empowering others does not mean delegating tasks irresponsibly to team members who lack the skills, experience, or decision-making authority to succeed. All too often when a team leader tells someone they are empowered, it usually means, "You are empowered as long as you do it my way." This isn't empowerment. This is maddening!

Empowering

The following questions will help you put the empowering strategies into action for yourself:

1. Identify an issue or opportunity around which you feel frustrated and disempowered—an issue that if acted upon, would positively impact you and your team. What actions can you take to be more empowered in this area?

2. What barriers will you confront?

3. Who can support you and how?

4. What is your first step?

5. By what date will you have taken this first step?

6. Who can hold you accountable?

7. How will you know if you have been successful?

The following will help you put the empowering concepts and strategies into action with others:

1. Make the expectation clear, concise and precise.

2. Clarify the authority level they have.

3. Clarify the boundaries within which they must act.

4. If delegating a specific task, make clear any reporting back that you expect e.g., this is a:
   o Type A task   Just do it, I don't to know about it;
   o Type B task   Do it but let me know of any issues that arise;
   o Type C task   Do it but keep me updated [daily, weekly, …];
   o Type D task   Decide how to do it but check that with me before going ahead;
   o Type E task   Here's how to do it [NOT really empowering, this one!].

Supportive Feedback

A lot is said about constructive feedback but we now know that we are wired to react to anything that appears to be a threat ... and any form of feedback is just that! We typically and instinctively display one or more of four types to response to feedback:

Fight	We react against it, become defensive, reject the feedback, ...;
Flight	We "run away" i.e., ignore it and avoid the provider;
Flock	We elicit support from others so that we can collectively resist it;
Freeze	We do nothing!

SuperTips For Giving Supportive Feedback

1. Choose the time and place most conducive to a positive conversation. Be sensitive to where and when to hold the conversation. Although immediately is best, it may not always be the most appropriate. Almost without exception, you want the meeting to occur in private. As soon as the behavior occurs, you might say, "I'd like to chat with you about how things turned out with the last project. When would be a good time to speak?"

2. Ask permission. Before launching into giving feedback, ask permission. For example, "I'd like to give you some feedback on the presentation you gave yesterday. Would that be OK?" Asking permission demonstrates respect for your team member. It also reduces the likelihood that he will become defensive, and, thus, they will actually "hear" you.

3. Pull first, don't push. One of the most common and significant mistakes that any coach, team leader, or team member can make is to start by *telling* the other person what they did wrong and *telling* them immediately how to fix it. This approach tends to elicit two primary thoughts: "No kidding, I screwed up—does he think I'm an idiot?" and "Stop attacking me." Effective coaching actively engages others in a discussion of what went wrong and how things could have been done differently. Again, this is a collaborative process that leads the "player" to take ownership in the problem and solution.

4. Focus on behavior. Confine your comments to specific examples of behavior. For example, "I noticed you raising your voice with that last customer." Remain as objective and fact based as possible. Do not make the feedback about the person. For example, you wouldn't want to say, "Wow, you really lost it on that last customer!" And NEVER talk about a person's attitude as in: "You've really got to change that lousy attitude." You should care about changing behaviors, not attitudes. By the way, once you change behaviors, attitudes shift as well.

5. Avoid judging. People don't want to feel as though they are being judged and found guilty by their peers. Avoid preaching and talking down to your colleagues. Instead of saying or communicating in so many words, "You really blew that!" try, "It doesn't look like that went the way you expected it to. Would you like to talk about it?" Start from the place that your team member wants to succeed.

6. Be empathic. Constructive feedback is often given when things don't go well; and under such conditions, team members naturally feel vulnerable. Start by demonstrating empathy and understanding. For example, "Looks like that was pretty rough in there." If you can authentically relate to the experience, you might say some- thing like, "Something similar happened to me last year, so I know what it feels like." Isn't this what you'd want someone to say to you?

7. Include what worked well. Avoid using absolute terms such as "always," "never," and "all." Statements built on these terms are often inaccurate and not helpful because they fail to

distinguish what worked from what didn't. They also lead to people becoming defensive and focused on invalidating the statement. For example, "That was a terrible presentation" suggests that there was nothing at all redeemable. Did the meeting start on time? Was the information accurate? Were the slides effective? When you acknowledge what worked well, you are viewed as fair, and your constructive feedback is viewed as more credible. Your feedback is also more effective because it is more targeted.

8. Take a TeamWe approach. If the situation is a problem for the individual, then it is a problem for the team. Approach every feedback conversation with the mindset of it being a collaboration. The intention is always to support the individual in such a way that he improves, which, in turn, makes the team stronger and more effective.

9. Seek to understand. Listen. Ask questions. Don't make assumptions. The first goal of any supportive feedback conversation is to fully understand the situation from your team member's perspective. We often don't have all the information and misinterpret behavior.

10. Speak from the "I" perspective with phrases such as "This is what I observed," "From my perspective," and "Your behavior came across to me as." Yours is only a perspective —treat it as such.

11. Be straight. Although yours is a perspective and you want to be respectful of the other person's view, don't beat around the bush or water down your feedback. If you do so, you risk that the other person not fully appreciating your concerns and see any real reason to change how she is doing things.

12. Describe the behavior's impact. Once you've identified the behavior, focus on its impact. For example, "So we agree that for various reasons you've been consistently late to our team meetings. What you may not realize is that others view this as disrespectful; it communicates that either the meeting is not important to you or your time is more important than theirs. Also, when you arrive late, it is disruptive and distracting, and it makes team members feel that they have to repeat themselves for your benefit. At times, we wait for you, and, thus, we start the meeting late. Can you see how your being late has quite a negative impact on the team?" Often, just this conversation can resolve the problem entirely, and if not, it is certainly an appropriate starting point.

13. Get the person's commitment. You must make sure that the team member leaves the conversation fully committed to the plan. The best way to accomplish this is to elicit the solution from the team member. For example, "We've talked about a lot of ideas. Where do you think we should go from here?" Make sure to clearly review what was decided, and ask the team member to put into writing the agreed-upon plan—doing so will ensure that every-one is on the same page and is committed to executing the plan.

14. FeedFORWARD. Most importantly and as soon as possible in the conversation move away from what went wrong. Focus on, "How can this be done better the next time a similar situation arises." Remember, the other party will fight, flee, flock or freeze if the conversation feels threatening. However that same survival instinct wants to learn about how to survive better, faster and more easily in the future. Supportive feedback is really feedFORWARD.

15. End on a positive note. Leave the person feeling positive about the conversation and decisions made. Express your confidence in his dealing with the situation now and in the future. Let him know that you are happy to lend your support whenever he may need it

Partnering

Partnering is a way of engaging with someone who clearly needs advice, instruction or support but doing so in a way that demonstrates a TeamWE approach. Often in these situations we resort to micro-managing or even simply taking over. Those disempower.

Partnering is about knowing when metaphorically to take off any status hat, title, or position of power and hold hands with the other team member, and then provide genuine resource, advice, and help merely because they need it at that time

Keys to Effective Partnering

As you might imagine, in our research we identified many factors necessary for creating effective partnerships within teams. Here are some of the key ones:

1. Clear and compelling vision. Team members cannot fully partner if they are not energized by and fully committed to a clearly defined vision. When team members don't find the vision compelling, they are much less likely to fully engage and provide maximum effort. If you don't believe in your team's vision and you have other opportunities, we recommend looking into them. Team members must share the same clearly articulated vision, or they risk misalignment of goals and efforts.

2. Core values. What are the core values of your team? What are your core values? Have you ever written them down? If not, we suggest that you take the time to do so. Core values guide your decisions and behaviors. They determine what is important to you. Core values also guide the behaviors, decisions, and cul-ture of a team. If values aren't aligned, neither will anything else be. Do your core values differ significantly from those of your team members? For example, TeamMe and TeamWe players rep resent two very different sets of core values.

3. Culture. Whether you realize it or not, all teams have cul tures. Culture matters because it drives the behavior of team members; it leads to the social mores of the group and an under-standing of how things work. How would you describe your team's culture? Do all team members fit into the established culture? Do you? Partnering and collaborating are greatly diminished when people don't believe in and support the same culture. Whenever you bring in new team members, make sure they fit into the culture from the start.

4. Clarity regarding roles and responsibilities. Effective partnering requires each team member to understand clearly the other team members' roles and responsibilities. What do you count on your team members for, and what do they count on you for? You would be surprised how often team members assume they know the answer to this question and are wrong. Have you ever been on a team when someone said, "I thought you were going to do that?!" Important tasks drop through the cracks when people make assumptions.

5. Collaboration. By definition, partnering involves active collaboration, and it is at the heart of any SuperTeam and it is an ingrained part of the culture. Many teams are composed of groups of people acting as individuals focused on accomplishing specific tasks in isolation. (Think assembly line.) If they do collaborate, it is by design and out of necessity to accomplish a specific objective – furthering the relationship is not important. Such a way of working completely misses the value of being on a team. In contrast, SuperTeams are composed of TeamWe players in partnership committed to supporting and learning from one another and to figuring out ways to make the team more successful. As we said, this is about suppressing personal ego and knowing when, metaphorically, to stand side-by-side, hold hands, and work in partnership ... irrespective of personal roles and status at the time.

Expectations

If setting clear expectations and holding people accountable are areas where you struggle, there is good news. These are very teachable skills, and the following steps will help you improve immediately. If you already *know* each of these steps, are you consistently applying them? You can contribute to most of these, **even if you are not the team leader**.

1. Ensure that all team members are clear regarding the mission of the team; all expectations should be driven by the mission.

2. Identify the specific tasks necessary to accomplish the mission.

3. Make sure that team members understand the importance of each task and their role in completing it.

4. For each task, set specific goals that include the following criteria: quality of the work, quantity of the work, resources available, and time frame. Team members must be clear regarding each of these expectations – before it's too late

5. Break down goals into smaller units so that it is easier to reach those milestones and easier to make course corrections.

6. Ensure that you have players with the right experience and skills. If you don't, either provide training or provide some form of external support. Perhaps learn yourself!

7. Make sure that team members know the priorities. (Frequent shifts in work priorities kill team member morale and productivity, and they should be avoided at all costs.)

8. Set clear parameters in terms of autonomy and decision-making authority. Team members need to know the boundaries.

9. Have team members provide regular updates to each other on progress—ideally in a morning huddle meeting.

10. Hold a more comprehensive weekly or biweekly team meeting in which not only is the progress of each task reviewed but also any obstacles are identified and solutions generated.

11. Team members must be held accountable for achieving their objectives – not merely by the team leader, but each team member holding each other team member accountable for their contributions.

12. Most importantly, when you have made any expectation of others in the team clear check that they have understood exactly what is expected. AND then, ask, "What do you expect of me, if anything, to enable you to achieve that for me?" This is the essence of teamwork – sharing expectations.

Consideration Matters

If you don't believe that showing people consideration and thoughtfulness matters, we're here to tell you that it does. Just because you might not need it doesn't mean that your team members don't. Yes, people do differ in how important it is to them, but always err on the side of too much rather than too little. Even when people say they don't care, they often do. You don't often hear people say, "Oh, that Johnny, he is just way too considerate. He should really be a little more selfish and less thoughtful."

On the list of the most critical qualities to have as a human being, empathy ranks near the top. Being able to put yourself in others' shoes and thoughtfully respond to them will earn the appreciation of everyone you ever meet. Unfortunately, empathy is very hard to teach. We would like you to consider the following: nearly everyone in your organization is dealing with heavy personal "stuff," which, quite frankly, is a often whole lot more important to them than their work.

The greatest opportunities to show consideration typically revolve around personal crises – especially when it comes to someone's health, the health of a family member, or personal crises at home or with children of other dependents. Of course, being able to show consideration in these areas requires that team members be willing to open up and share what is going on. Unfortunately, when an individual is labeled as inconsiderate, fellow team members will make little effort to get to know them on a personal level. Thus, opportunities to provide support when it is most needed are lost because the team members simply aren't aware of what that individual is going through.

So, take time to learn about your fellow team members, by demonstrating empathy and interest. The more you do this, the more open they will become and the more consideration you can show. This may feel like creating burden but this process is greatly reciprocal. Do this well and, whenever you need a little help or consideration, you will have an abundant supply on hand from your fellow team members.

Some Tips For Showing Consideration

1. Do I know you? Perhaps the most basic way to show consideration and thoughtfulness is simply getting to know someone on a personal level. Take the time to get to know the people you work with and to learn what is important to them.

2. Knock. Don't barge into people's offices or work space. Ask permission to enter. If they are on the phone or have someone else with them, return later.

3. Be considerate of others' time. If you want to speak with a team member, don't just assume that they have been waiting for you to appear; ask if they have a moment to see you or if you could schedule a good time to meet with them. Obviously, always be on time and prepared for meetings, which, unfortunately, is rarely the culture in most organizations.

4. Be careful using "ASAP." Don't dump work on others and tell them that you need it right away. Give people advance notice and ample time to get their work done. Consider asking when they might be able to get it to you.

5. Respect others' lunch breaks. Don't bother people with business issues when they are eating lunch or on some other break.

6. Be interested in others' weekend activities. Authentically ask people and be interested in what they are doing over the weekend. Getting this specific information allows you to actually ask about it on Monday, instead of the old "How was your week- end?" "Good, how was yours?" If you asked the questions before the weekend, then the question and exchange after the fact actu- ally becomes meaningful and not simply obligatory.

7. Offer your help. Offer to lend your support to others, especially around specific tasks.

8. Be supportive. Acknowledge and support people when they've had a bad day. For example, "Paul, sorry to hear that presentation didn't go too well. You'll nail the next one."

9. Help the newbies. Make sure that new hires get shown the ropes. Think about what it was like when you first joined the organization. Did people take you under their wing, or were you left to survive on your own? Let new team members know that you are going to help them get adjusted and you are happy to answer any questions they may have. But, don't disempower them.

10. Understand the needs of introverts. Introverts need time to process information. If you know that you're dealing with an introvert, don't make that person come up with an answer on the spot. Don't force him to agree to something without allowing him the time to fully consider the options and his decision.

11. Listen. Demonstrate your interest in your team members' ideas and especially their concerns. Show others that what is important to them is also important to you. Ask questions to fully understand their concerns. If you're the kind of person who loves giving advice, realize that sometimes people just want to feel heard.

12. Be empathic. Always look for opportunities to be empathic. Let others know that you care about what they are going through and you are there to help. For example, if you find out that a team member is dealing with, say, a health issue or crisis in her family, buy them a simple card and let them know that you are thinking about her.

13. Don't ask. Just do. Often when we see a person struggling with something, we ask, "Can I help you?" The person usually responds with something like, "Thanks, but I'm fine." If the nature of the help the person needs is obvious, just jump in and start helping.

14. Smile. As simple as this sounds, smiling makes other people feel good. Always frowning and being negative adversely impacts the mood of others.

15. Shhh!!! Is there anything more annoying than someone having a lengthy personal phone call loud enough for everyone around to hear? If you're going to be on a personal call, find a personal place to make that call.

16. Work together on how best to use any Work From Home or other flexible working policies.

17. Anticipate others' needs. Take care of them before they even ask. We experience such proactive behaviors as particularly considerate because it shows without question that the others are thinking about them.

18. Give your undivided attention to others. When you are having a conversation, look at the other person – not your phone or computer!

Trust Leads to Efficiency and Effectiveness

Trust – allowing others to try things without necessarily knowing they can do them – trusting their judgment – and not micro-managing or checking up on them unnecessarily. Allowing others to learn, just like we probably did when someone trusted us

This may sound odd, but the more trust there is in a relationship, the less need there is to communicate. Why? Because when you say you are going to do something, I actually trust that you are going to do it, and I don't have to worry about checking in and checking up on you. If you need something, you'll reach out; otherwise, I know you've got it. When you say or do something, I take it at face value, and I don't have to worry about any underlying personal agenda. Our relationship is not a chess match in which I have to carefully decide my next move.

When I don't trust you to do your job, my own decisions are impacted and may become compromised. For example, consider any team sport in which players pass one another a ball. Passes are often made when the intended receiver isn't even looking – the person passing trusts that the teammate will turn in time to make the play, and the receiver trusts that when they turn, that the ball will be there. That is what trust looks like on the playing field!

"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships." – Stephen Covey

SuperTips for Building Trust

1. Overcommunicate. Until you are sure that mutual trust has been developed, the more you communicate, the more transparent you appear, and the more people trust that you aren't holding anything back. If you want to build distrust, withhold information and appear secretive and selective in what you communicate.

2. Give trust. Just like respect, if you want to get trust, you've got to give it. When you show that you trust others, they are much more likely to believe that they can trust you.

3. Ask for feedback. Asking your team members for feedback shows that you respect their opinions and wish to improve. The opportunity to build trust lies in how you respond to the feedback. If you openly accept the feedback and avoid becoming defensive, you show your fellow team members that you can be trusted to receive such feedback – they don't have to worry about biting their tongue.

4. Disclose. Especially when you are new to a team or you get a new team member, take the time to get to know others and to let them know you on a personal level. The more we know about people, the more we feel that we can trust them.

5. Count on me. Again, when it comes to new relationships, let your new team members know what they can count on you for. Prove it quickly.

6. I don't know. When you don't know something, admit it. Doing so lets other people trust that you won't take responsibility for an assignment for which you aren't qualified. Also, admit- ting a weakness shows vulnerability and demonstrates that you trust your team members not to use it to their advantage or your disadvantage.

7. I blew it. Similar to admitting when you don't know something, taking ownership for your mistakes makes you vulnerable and lets your team members know that you will not try to cover up your mistakes, make excuses, or redirect blame.

8. Follow through. To state the obvious, do what you say you're going to. Don't make promises you can't keep. It is better to underpromise and overdeliver.

9.   Act with integrity. Be honest and forthright in all dealings. Always speak the truth, and do the honorable thing. Stand up for what you believe in.

10. Walk your talk. Never say one thing and do another; never be hypocritical.

11. Listen. Actively listen to others. Paraphrase, and use reflexive listening skills such as saying, "Let me make sure I understand what you're saying." In addition to showing respect, it allows others to trust that you heard and understand their views.

12. Make sacrifices. Take one for the team. Help out another team member even if it means that you'll have to give up some of your resources – for example, time that you'd be using to complete your own projects.

13. Be consistent. Be consistent in your word and work. Doing so lets your team members know that you are reliable – a critical part of being trusted.

14. Use common sense. You've got to prove to others that they can trust your judgment. For example, don't make a decision based on a rule or policy that makes no sense in a particular situation. Unfortunately, some people don't have much common sense, which then becomes a real handicap in establishing trust.

15. Give others a fair shake. Give your team members the benefit of the doubt and the opportunity to prove themselves. Be willing to compromise, and always give credit where credit is due.

16. Be brutally honest. The people we trust most in life – that is, our best friends and, hopefully, family are also those who can give us the most sensitive feedback. For example, "You've got bad breath." When people are willing to provide us with such feedback, our trust in them increases significantly.

17. Clean up. Distrust is driven by specific behaviors and incidents. Rebuilding trust is extremely difficult, and the further away you get in time from the incident, the more difficult it becomes. If you want to save the relationship, you must initiate a conversation with your team member and address the issue head on and as soon as possible after it occurs.

NOTE:

While some behaviors suggested in this document may appear to be aimed at the team leader or manager, we can all demonstrate the vast majority of them in any team of which we are a member.

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