

The ROCC of Trust: At a Glance

(Reliability, Openness, Competence, Compassion)

*Trust is the willingness to be vulnerable to another person in the face of uncertainty in a situation where there is potential for significant loss.**

*Mishra, Aneil, and Mishra, Karen. (2008). *Trust is Everything*. Raleigh, NC: Lulu Press.
<http://www.lulu.com/content/2196924>

ROCC Principles	Pledge for Building Mutual Trust & ROCC Star Skills	Tips & Traps
Reliability	<p><i>We promise to be reliable in our work together. We promise to tell each other if there are problems that will keep us from meeting our agreed upon deadlines.</i></p> <ol style="list-style-type: none"> 1. Inform colleagues¹ when you can't keep your commitments 2. Do what you say you will do 3. Deliver on your promises early[∇] 	<p>Tips: Show up on time, all the time. Make sure your deeds follow your words.</p> <p>Traps: Create different standards for different stakeholders, be arbitrary in enforcing your organization's policies, make promises you can't keep.</p>
Openness	<p><i>We promise to be open and honest with our colleagues. We agree to tell the truth about our work together.</i></p> <ol style="list-style-type: none"> 1. Do not lie to colleagues 2. Identify and tell colleagues what they need to know 3. Tell colleagues the whole truth even if it hurts you 	<p>Tips: Schedule regular time to share information with colleagues; take concrete steps to be more open and honest.</p> <p>Traps: Be afraid to be the first person to share information; forget to treat the information you receive from colleagues with care and respect.</p>
Competence	<p><i>We promise to do our best work for each other. We plan to exceed each other's expectations.</i></p> <ol style="list-style-type: none"> 1. Fix your mistakes 2. Do your job 3. Exceed colleagues' expectations 	<p>Tips: Identify your strengths and weaknesses and build on them to serve your community. Approach your career as a lifelong learning opportunity.</p> <p>Traps: Avoid additional learning opportunities or forget that you can learn new skills; demonstrate concretely what you can do.</p>
Compassion	<p><i>We promise to care about each others' interests and to promote each others' well being</i></p> <ol style="list-style-type: none"> 1. Don't take advantage of a colleague 2. Identify common interest and find a way to support your colleagues 3. Help colleagues even if it means subordinating your own interests 	<p>Tips: Surprise a colleague by remembering something special about them; listen to a colleague for five minutes and see how it makes them feel; ask a colleague what you can do to help.</p> <p>Traps: Create artificial barriers based on your position; spend time focusing on your own interests; waste time focusing on how you've been wronged.</p>
Pillars of Leadership	Courage, authenticity, and humility are leadership behaviors that foster trust.	

[∇]Numerical key: 1 – minimum level of skill, 2 = moderate, 3 = high

¹Colleagues refer to everyone we have an interaction with – coworkers, supervisors, managers, customers, patients, students, faculty, staff, etc.

Keep the Door Open	<p>Make it known that you have time when colleagues need it.</p> <p>Set aside a specific amount of time to bump into others.</p> <p>Document your conversations so that you can follow through.</p>	<p>Allow distractions to interfere when colleagues come to talk to you; forget to include employees at all levels in open communication; create artificial barriers.</p>
Listen Deeply	<p>Look into a colleague's eyes when they are speaking.</p> <p>Take the time and clarify thoughts and feelings to make sure you fully understand their viewpoint.</p>	<p>Interrupting; being impatient or defensive with colleagues expressing feelings.</p>
Put Yourself in Their Place	<p>Be prepared to change direction based on what you hear.</p> <p>Let others lead you when they see the big picture.</p> <p>Get out of the way once you have empowered them.</p>	<p>Let the hierarchy get in the way; forget that you are only one person even if you are the leader; fail to communicate to everyone involved.</p>
Go Where You're Needed	<p>Identify the important people to visit, set appointments and follow through.</p> <p>Bring the attitude that you want to learn from others.</p>	<p>Create status barriers; forget to share what you learn; forget to thank colleagues for sharing their time.</p>
Humbly Ask for Help	<p>Be willing to admit you don't know everything.</p> <p>Be willing to trust others first.</p> <p>Encourage everyone to find common ground.</p>	<p>Be afraid to ask for help; forget to include everyone's viewpoint; be afraid to tell the truth so your colleagues truly understand your business.</p>
Set High Expectations	<p>Be willing to set the bar high.</p> <p>Encourage colleagues' talents, especially complementary talents.</p>	<p>Overreact when someone throws you a curveball; set low expectations.</p>
Make Work a Game	<p>Become a coach.</p> <p>Find ways to share more information.</p> <p>Create a reward system which encourages teamwork.</p>	<p>Be a hall monitor; create incentives for people to work at cross purposes; be stingy in sharing success.</p>
Be Clear & Consistent	<p>Communicate your goals and purpose to employees and customers.</p> <p>Make sure your walk matches your talk.</p>	<p>Forget the details that support your goals and mission; forget the must do's (wash your hands).</p>
Be Persistent	<p>Surround yourself with people you can trust</p> <p>Find sources of stamina to draw on when challenged</p> <p>Find ways to continually improve your services</p>	<p>Be fearful of trying something new; forget to invest in your employees so that they can help you grow; neglect to put the right team in place for the journey</p>
Help People Hope	<p>Learn to be a good listener.</p> <p>Spread optimism.</p> <p>Advocate for those who are most vulnerable.</p>	<p>Forget to take the time to know the whole person; forget that your colleagues are people as well as professionals; be discouraged by challenging situations.</p>
Be Courageous & Outrageous	<p>Have the courage to employ enthusiasm.</p> <p>Share your stories about your values and beliefs.</p> <p>Encourage others to share their stories.</p>	<p>Forget to share your passion about what's important; assume everyone knows your expectations; forget to have fun.</p>
Think "Thank You"	<p>Be generous in thanking others for their help.</p> <p>Find useful and unusual ways to thank others.</p> <p>Recognize that everyone has an important part to play and appreciates being remembered.</p>	<p>Forget how easy it is to make someone smile; fail to thank people regularly; forget that others have hard days too.</p>
Partners in Trust	<p>Partner with colleagues to help them achieve their goals.</p> <p>Encourage colleagues to communicate with you and with each other to solve problems.</p>	<p>Forget that customers' priorities should be yours; neglect to share ideas that can help others; fail to find 'win-wins.'</p>
Rebuilding Trust	<p>Apologize proactively and appropriately when you are wrong.</p> <p>Communicate clearly with timelines during a crisis.</p>	<p>Think it's too late to apologize especially if others' feelings are hurt; shut down during crisis.</p>
Achieving the Next Level	<p>Renew yourself regularly.</p> <p>Use stories to track your achievements and enlarge your purpose.</p>	<p>Assume you are exercising all your talents; limit your vision; fail to value and leverage diversity.</p>