

Components of mutual trust – handout worksheet

This exercise engages the whole team to help them evaluate the level of mutual trust.

Character		Competence	
Intent	Integrity	Capability	Results
Caring Look out for the wellbeing of each other in the team and others	Honesty Truthful and graceful in all interpersonal communications	Skills Accomplish professional tasks with ease, speed and proficiency	Reputation Held in favourable esteem, by superiors, peers and subordinates
Transparency Clear about and seek to understand the motivations that lie behind all decision making	Fairness Act without bias, discrimination, or injustice towards all employees	Knowledge Familiar and conversant in a specific topic or subject matter	Credibility Consistently articulate ideas in a convincing and believable manner
Openness Accepting and receptive to being 'called-out' to feedback to ideas and opinions of peers	Authenticity Consistent and sincere in thought, word and action in all situations	Experience Accumulate practical knowledge through personal observation and experiences	Performance Discharge personal responsibilities with accomplishment and excellence

Components of Trust. Kind permission from Richard Barrett, The New Leadership Paradigm, Lulu 2011. Please purchase Andrew Jenkins' book: Developing High Performing Teams, SRA, 2017 for more information on how to use it.

Instructions

Working in pairs, you have a total of ten smiley faces (strength points) and a total of ten sad faces (weakness points). Allocate these to any of the 12 boxes in the of the components of mutual trust exercise below. One or more happy faces

can be added to any of the 12 components boxes that you consider are strengths within the team.

Do the same with the sad faces, which represent weaknesses or areas for improvement.

Then, work as a team and use a blank A1 (flipchart) size of the worksheet to capture all pair's scores.

Scoring Tip

In any box that contains both happy and smiley faces, then a happy and sad face will cancel each other out. For example, if a box has three happy faces and two sad faces, then you will be left with one happy face in that box.