



Flexibility and Trust Survey

SAMPLE PERSON
Month Year

Trust



TRUST IS THE FOUNDATION OF ALL RELATIONSHIPS

Relationships are formed as trust develops. When trust diminishes, relationships become more distant, often leading to conflict. As stated in the **Interpersonal Flexibility** section of this report, success in dealing with others requires that you are able to gain their endorsement for your ideas, proposals or actions when it is appropriate to do so. For you to gain this endorsement from others, people need to know they can trust you. **Building Trust** is the foundation of all interpersonal skills – without that skill, other interpersonal skills will be meaningless.

Understanding the Trust Model

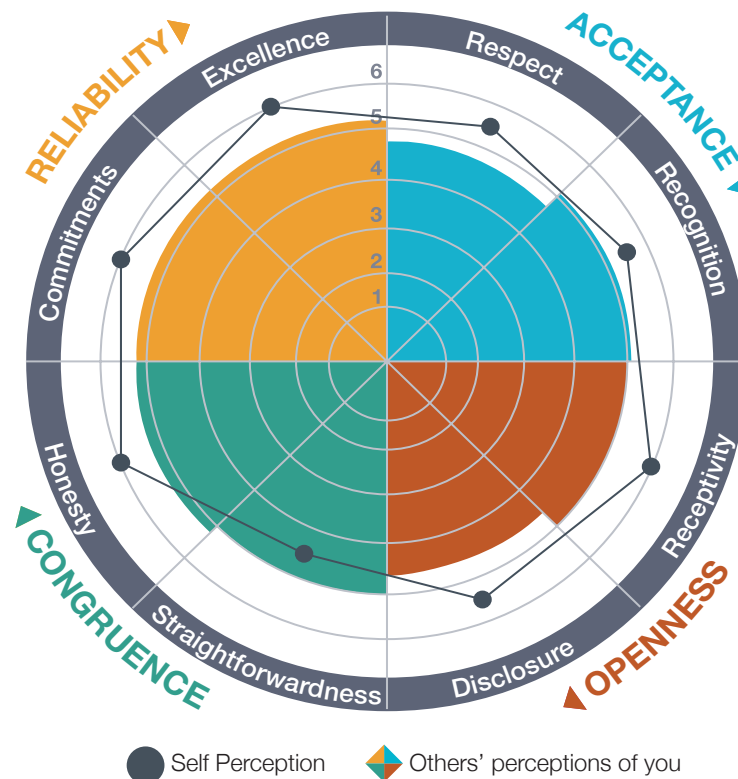
The 16 items used in this section of the Flexibility and Trust Survey were originally designed to measure trust building ability as perceived by others. Factor analysis of the data has shown that the set of 16 items unequivocally reflect two underlying subscales, **Communication** and **Consistency**. All eight Acceptance and Openness items measure Communication, and all eight Congruence and Reliability items measure Consistency. For a breakdown, see the table below.

The Behaviors that Build Trust

There are four behaviors of trust that must be present for trust to develop and be sustained. Each behavior is supported by two values. That is, when people believe in the “values that build trust” they will behave in trust building ways. The trust subscales, behavior and their supporting values are:

Subscale	Behaviors	Supporting Values
Communication	Acceptance	Respect and Recognition
	Openness	Receptivity and Disclosure
Consistency	Congruence	Straightforwardness and Honesty
	Reliability	Keeps Commitments and Seeks Excellence

VALUES THAT BUILD TRUST SCORES



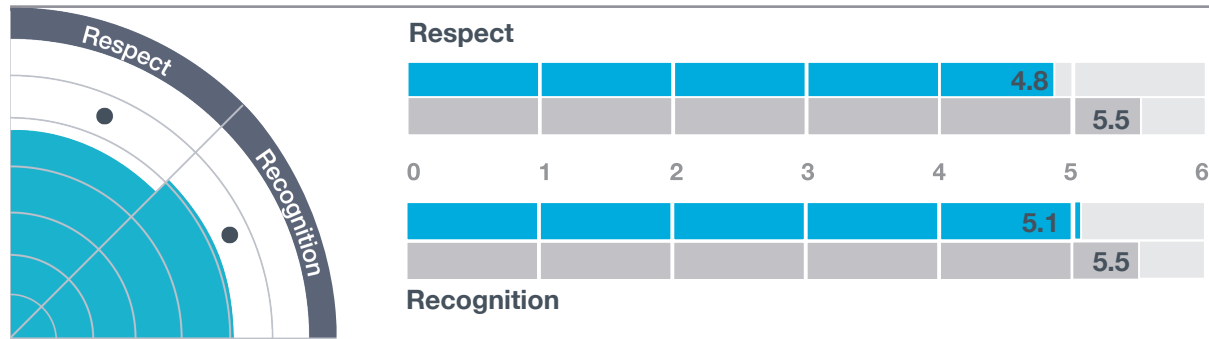
How to Read and Interpret Your Graph

The graph above shows a comparison between your self-perception and how others perceive your trust building behavior on each of the Values that Build Trust. The graph on this page gives you an overall picture of the comparison and the graphics on the following pages show your actual scores on a six point scale.

When looking at the scores for each of the items measuring the eight Values that Build Trust it may be helpful to ask yourself the following questions:

1. What does this tell me about my strengths and weaknesses in building trust with others?
2. Where are the biggest gaps between my self-perception and the perception of others?
3. What is it I need to START, STOP and CONTINUE doing in order to improve my trust building ability with others?

Acceptance



All people want to be accepted and respected for who they are, not judged, criticized or made to feel inferior. When others know you accept them for who they are, that whatever they say or do is not going to affect how you feel about them as a person, they can focus on being the best they can be. **Acceptance** eliminates the fear people have about speaking up, about being open and telling the truth. The starting point for increasing **acceptance** is to embrace the values of **respect** and recognition.

If you want someone to trust you, you need to **respect** them and let them know through appropriate, genuine **recognition**.

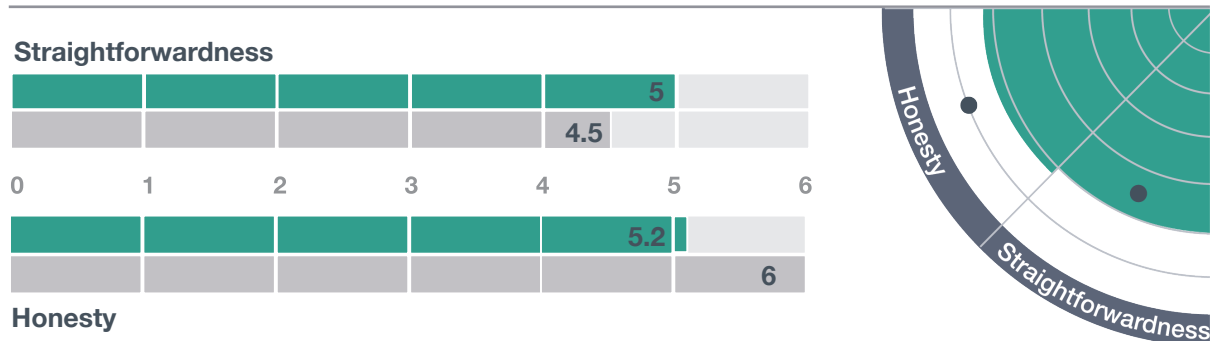
Openness



People trust and respect you more for being open, even if the news is bad. No one likes to operate in the dark. Team members want and, in most cases, need to know how they are performing and appreciate feedback. How open are you with the members of your team? Do you encourage them to share their ideas, feelings, concerns? **Openness** engages people; they want to know more about what is going on. When openness is high people are more interested in their work and how well the organization is doing. And remember, openness is a two-way street.

To increase **openness**, embrace the values of **receptivity** and **disclosure**. Be receptive to what others have to say, invite feedback and encourage team members to disclose what is on their minds and share their ideas on how results can be improved.

Congruence

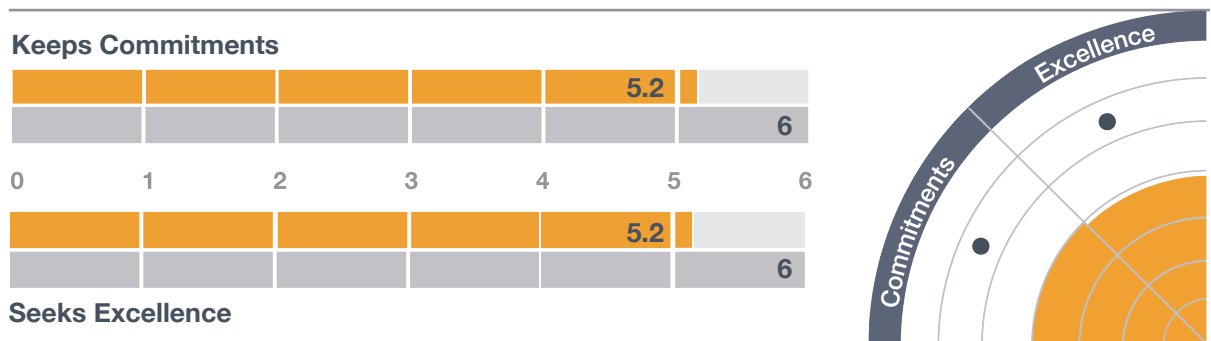


Congruence means *the same as* – what you say is the same as what you really mean, being **straightforward**. When you are not straightforward, other people tend to pick up on it. They see it in your body language, your facial expressions, or in the inconsistency in the tone of your voice.

Congruence is also about walking the talk or practicing what you preach. It is about principles, being honest and ethical. It is through your congruent behavior that others learn about your honesty and integrity.

To increase **congruence**, embrace the values of **honesty** and **straightforwardness**. It isn't easy to deliver bad news or say something that won't be popular, but in the long run, people will trust you more when they know they can count on you to tell it how it is.

Reliability



No one wants to work with someone who is unreliable. You know from experience that it is hard to have confidence in people who make promises they do not keep, or who regularly fail to meet their deadlines. It is vital to your success that you can rely on your team members to deliver the results you need from them and in turn, that your team members can expect the same of you.

To increase **reliability**, embrace the values of **keeps commitments** and **seeks excellence**. Don't make promises you're not sure you can keep and when you say you'll do something, do it to the best of your ability.



OVERALL LEVEL OF TRUST BUILDING SKILLS



Your total **Values that Build Trust** score can be combined to give you an overall trust building skills score. This score, depicted in the graph above, is a comparison of your overall observer's average score and your overall self-score.

Your overall self-rating score was: **90**

Your overall average observer's score was: **80**

When your observer's score was compared to our normed sample you were placed at: Level 2.

The levels and score range are:

Level 1: 16 – 67

Level 2: 68 – 80

Level 3: 81 – 90

Level 4: 91 – 96

This information is further broken down into two subscales of trust; **Communication** and **Consistency**. This means that your overall level of trust building skills is fundamentally determined by how well you practice communication and consistency with others.

To build trust, you need to be consistent and communicate openly. Intégro's research shows that some people are much stronger on consistency than communication, whilst others are very effective at communication, but struggle with consistency.

You may personally believe that consistency is more important than communication when building trust, or vice versa. Remember, the person you want to trust you may be the opposite. **Both consistency and communication are necessary to build and sustain trust.**

A breakdown of the communication and consistency subscales can be found on the following pages.

BUILDING TRUST THROUGH COMMUNICATION



Communication Subscale: Measures how effectively you communicate with respect; let people know that you appreciate what they do; are receptive to their ideas and opinions; and openly discuss your thoughts and feelings.

Your overall self-rating score was: **45**

Your overall average observer's score was: **39**

When your observer's score was compared to our normed sample you were placed at: Level 2

The levels and score range are:

Level 1: 8 – 31

Level 2: 32-39

Level 3: 40-44

Level 4: 45-48

Mean Communication Scores

	Average score you received from your observers	Average score of others who have taken this assessment
Shows that he or she cares about other team members	5.17	4.83
Gives new ideas a fair hearing	5.17	4.73
Encourages others	5.17	4.75
Is free with praise of other team members	5.00	4.68
Is willing to change opinion in the face of new evidence	4.83	4.63
Communicates openly with others	4.67	4.69
Keeps others appropriately informed	4.50	4.52
Gives as much value to other's skills as to his or her own	4.50	4.74



VALUES THAT BUILD TRUST

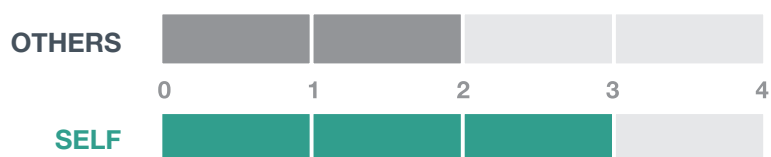
FREQUENCY SCORES

The following pages show the frequency scores of the people who rated you on the Values that Build Trust. Your self-rating is indicated by **S**.

Communication

	Almost Never					Almost Always
Respect						
16. Shows that he or she cares about other team members	0	0	0	2	1 S	3
17. Gives as much value to other's skills as to his or her own	0	0	1	2	2	1 S
Recognition						
18. Is free with praise of other team members	0	0	0	2	2 S	2
19. Encourages others	0	0	0	1	3	2 S
Receptivity						
20. Gives new ideas a fair hearing	0	0	0	1	3	2 S
21. Is willing to change opinion in the face of new evidence	0	0	1	0	4	1 S
Disclosure						
22. Communicates openly with others	0	0	0	3	2 S	1
23. Keeps others appropriately informed	0	0	0	3	3	0 S

BUILDING TRUST THROUGH CONSISTENCY



Consistency Subscale: Measures your ability to be straightforward; act with honesty and integrity, keep your commitments and seek excellence in everything that you do.

Your overall self-rating score was: **45**

Your overall average observer's score was: **41**

When your observer's score was compared to our normed sample you were placed at: Level 2

The levels and score range are:

Level 1: 8 – 36

Level 2: 37 – 41

Level 3: 42 – 46

Level 4: 47 – 48

Mean Consistency Scores

	Average score you received from your observers	Average score of others who have taken this assessment
Performs his or her responsibilities conscientiously	5.50	5.14
Confronts challenging situations when they arise	5.33	4.85
Acts with integrity	5.33	5.22
Seeks excellence in his or her responsibilities	5.17	5.14
Makes an observable effort to improve his or her skills	5.17	4.89
<i>Practices what they preach</i>	5.00	4.94
Stays with the job until it is done	4.83	5.04
Is direct when communicating with others	4.67	4.76



VALUES THAT BUILD TRUST

FREQUENCY SCORES

The following pages show the frequency scores of the people who rated you on the Values that Build Trust. Your self-rating is indicated by **S**.

Consistency

	Almost Never					Almost Always
<i>Straightforwardness</i>						
24. Confronts challenging situations when they arise	0	0	0	1	2S	3
25. Is direct when communicating with others	0	0	1	2S	1	2
<i>Honesty</i>						
26. Acts with integrity	0	0	0	1	2	3S
27. Practices what they preach	0	0	1	0	3	2S
<i>Keep Commitments</i>						
28. Performs his or her responsibilities conscientiously	0	0	0	1	1	4S
29. Stays with the job until it is done	0	0	0	2	3	1S
<i>Seeks Excellence</i>						
30. Seeks excellence in his or her responsibilities	0	0	0	1	3	2S
31. Makes an observable effort to improve his or her skills	0	0	0	1	3	1S



Building Trust Starts with Acceptance

In the work environment, **reliability** is usually the most important element of trust. You rely on others in your organization to do their job well. Your company's customers rely on your company to deliver products and services of value, that do what you say they'll do. However, the starting point in building trust with others is not **reliability**, it is **acceptance**. When we express our **acceptance** of others through **respect** and appropriate **recognition**, we are letting them know that we value them for who they are.

When people sense that we accept them and that they in turn accept us, our relationships are more likely to be characterized by a high degree of **openness**. Increased openness creates a higher level of **receptivity** to feedback and people are more comfortable **disclosing** their thoughts and feelings. Why? Because they know that they are accepted and it is safe to do so.

In an environment where there is increased **openness**, people are more comfortable being **congruent** with each other, facing up to difficult conversations through **straightforwardness** and honesty. When problems and issues can be confronted and dealt with in a constructive manner and expectations clarified, a strong sense of personal responsibility towards each other develops within teams.

As trust is strengthened through **congruence** people come to realize that others rely on them to **keep their commitments** and to do so with **excellence**. When we know we can rely on someone, it builds our **respect, recognition** and **acceptance** of them and so **trust** continues to build and grow.

Schedule a meeting to discuss further:
[Overview: Trust Within Assessments](#)

Connect, adapt, & thrive in the workplace!