

TECHNIQUES FOR BUILDING TRUST

Demonstrate proficiency

- Be professional.
- Share cultural and geopolitical knowledge with Soldiers.
- Teach tactical and technical skills to others.

Demonstrate firmness and fairness

- Promote clear and well-defined roles, rules, and procedures.
- Right your wrongs; more than apologize, make up for mistakes you've made or take action to make sure a wrong is remedied.
- Be quick to give credit to those who deserve it.

Be accessible and open

- Keep people informed of actions and results.
- Engage other members in activities and objectives.
- Share information when possible.
- Be available to help, advise, coach, or support others.
- Be approachable.
- Keep others informed of your intent.
- Keep an open mind when approached with new ideas.

Balance inquiry and advocacy

Inquiry:

- Check your understanding by asking a question for clarification.
- Test what the other person is saying by asking for more context or an example.
- Use unaggressive language, such as asking, "Would you explain why you did this?" rather than, "Tell me why you did this."
- Explain your reasoning for inquiring.

Advocacy:

- Explain your assumptions.
- Encourage others to challenge your views.
- Give examples of your idea.
- Avoid defensiveness.

Be dependable and consistent

- Follow through on actions related to the expectations of others.
- If you have to change course, explain why changes are needed whenever possible.
- Underwrite honest mistakes.
- Take responsibility for the results of your actions.
- Demonstrate loyalty.
- Avoid acting and speaking inconsistently.

Show respect for others

- Delegate decision-making authority to the extent possible.
- Celebrate successes and acknowledge individuals or teams who are performing well.
- Accept those who come to you with new ideas or opinions and encourage them to do so, even though you won't be able to accept every idea.