

This document guides you through a reflection on behaviours that create successful leadership.

"an opportunity to look back, determine which two or three behaviours would make the greatest difference, and create an action plan to create change. ... [to] build trust, that will improve your relationships...".

-- Stephen M.R. Covey in *The Speed of Trust: The one thing that changes everything*.

In his book, *The Speed of Trust*, Stephen Covey proposes that Trust "is, if developed and leveraged, that one thing that has the potential to create unparalleled success and prosperity in every dimension of life. ... It undergirds every relationship, every communication, every work project, ... every venture in which we are engaged. ... Yet it is the most neglected, most underestimated possibility of our time." [page 1]

To help us understand and increase trust, he has researched **13 behaviours of high-trust leaders**. And while some say behaviour cannot be changed, Covey holds that it IS possible to change our behaviours – and that "the difference between the people who change behaviour and those who don't is a compelling sense of purpose" [page 129].

We are not used to thinking in terms of vision for a *relationship*... but in absence of intention, a relationship still develops its own character and tone, so why not work to shape the one we want?

Reflection, part one

Name one person with whom you have an important personal or business relationship – where you would benefit from more positive, enjoyable, productive interactions.

And now: Purpose. What is your 10,000-foot level, best possible vision for this relationship?

Name a 2nd person with whom you have an important personal or business relationship – where you would benefit from more positive, enjoyable, productive interactions.

And now: Purpose. What is your 10,000-foot level, best possible vision for this relationship?



Instigator, team whisperer, life coach, holding space for change

+49 151 5066 0940

deb@deborahpreuss.com

<http://abiggerga.me>

<i>Reflection, part two (i)</i>		
<p>For the first relationship you identified, score your own current behaviour against the definitions provided. Consider LO to be "almost never" and HI to be "almost always".</p>		
BEHAVIOR	LO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> HI CURRENT PERFORMANCE	OPPOSITE / COUNTERFEIT
<i>CHARACTER – BASED BEHAVIORS</i>		
Talk Straight	_ _ _ _ _ _ _	Lie, spin, tell half-truths, double-talk, flatter
Demonstrate Respect	_ _ _ _ _ _ _	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you.
Create Transparency	_ _ _ _ _ _ _	Withhold information; keep secrets; create illusions; pretend
Right Wrongs	_ _ _ _ _ _ _	Don't admit or repair mistakes; cover up mistakes
Show Loyalty	_ _ _ _ _ _ _	Sell others out; take the credit yourself; sweet-talk people to their faces and bad mouth them behind their backs.
<i>COMPETENCE – BASED BEHAVIORS</i>		
Deliver results	_ _ _ _ _ _ _	Fail to deliver; deliver on activities, not results.
Get Better	_ _ _ _ _ _ _	Deteriorate; don't invest in improvement; force every problem into your one solution.
Confront Reality	_ _ _ _ _ _ _	Bury your head in the sand; focus on busywork while skirting the real issues.
Clarify Expectations	_ _ _ _ _ _ _	Assume expectations or don't disclose them; create vague and shifting expectations
Practice Accountability	_ _ _ _ _ _ _	Don't take responsibility: "it's not my fault!"; don't hold others accountable.
<i>BOTH CHARACTERS AND COMPETENCE</i>		
Listen First	_ _ _ _ _ _ _	Don't listen; speak first, listen last; pretend to listen; listen without understanding.
Keep Commitments	_ _ _ _ _ _ _	Break commitments; violate promises; make vague and elusive commitments or don't make and commitments.
Extend Trust	_ _ _ _ _ _ _	Withhold trust; fake trust and then snoopervise; give responsibility without authority.

Note: for each Behaviour, there is a chapter in Covey's book, with "Trust Tips" at the end of each chapter.



Deborah Preuss

Instigator, team whisperer, life coach, holding space for change

+49 151 5066 0940 deb@deborahpreuss.com <http://abiggerga.me>

Reflection, part two (ii)

For the 2nd relationship you identified, score your own current behaviour against the definitions provided. Consider LO to be "almost never" and HI to be "almost always".

BEHAVIOR	LO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> HI CURRENT PERFORMANCE	OPPOSITE / COUNTERFEIT
<i>CHARACTER – BASED BEHAVIORS</i>		
Talk Straight	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Lie, spin, tell half-truths, double-talk, flatter
Demonstrate Respect	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you.
Create Transparency	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Withhold information; keep secrets; create illusions; pretend
Right Wrongs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't admit or repair mistakes; cover up mistakes
Show Loyalty	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Sell others out; take the credit yourself; sweet-talk people to their faces and bad mouth them behind their backs.
<i>COMPETENCE – BASED BEHAVIORS</i>		
Deliver results	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Fail to deliver; deliver on activities, not results.
Get Better	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Deteriorate; don't invest in improvement; force every problem into your one solution.
Confront Reality	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Bury your head in the sand; focus on busywork while skirting the real issues.
Clarify Expectations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Assume expectations or don't disclose them; create vague and shifting expectations
Practice Accountability	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't take responsibility: "it's not my fault!"; don't hold others accountable.
<i>BOTH CHARACTERS AND COMPETENCE</i>		
Listen First	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Don't listen; speak first, listen last; pretend to listen; listen without understanding.
Keep Commitments	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Break commitments; violate promises; make vague and elusive commitments or don't make and commitments.
Extend Trust	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Withhold trust; fake trust and then snoopervise; give responsibility without authority.

Note: for each Behaviour, there is a chapter in Covey's book, with "Trust Tips" at the end of each chapter.



Deborah Preuss

Instigator, team whisperer, life coach, holding space for change

+49 151 5066 0940 deb@deborahpreuss.com <http://abiggerga.me>

Reflection: Leadership Behaviours

As you worked, you might have noticed areas of strong trust-building, and areas where you could do more to lead by example and strengthen the relationship. Go back and circle two or three behaviors where change is most desirable.

Optional: Make a brief plan for building more trust in the areas you circled. Note: Covey maintains that

"the quickest way to break trust is to violate a behavior of *character*; **the quickest was to build trust** is to demonstrate a behavior of *competence*." [page 230]

Reflection, part three

Create your action plan.

List actions, make them measurable, and include a timeframe commitment (to yourself).

What can you do to remind you of your personal commitments, above?

What will you do to ensure that you periodically check in on your progress with this plan?


Deborah Preuss

Instigator, team whisperer, life coach, holding space for change

+49 151 5066 0940

deb@deborahpreuss.com

<http://abiggerga.me>