

Together HR professionals and the people-leaders of an organization can fuel the discretionary-engagement differences that power business success. Strengthening our efforts to *build, extend and restore trust* can increase the quality of results we, as HR, affect within the whirlwind of our companies.

A review of these questions may help you identify the ways you are currently reaping dividends from the trust you've built with your leadership partners. Exploring them honestly may spotlight some opportunities for you or your team to reduce any trust-taxes.

Trust in your CAPABILITIES can strengthen your credibility and allow others to see your competence

- Do I know my strengths? Do my colleagues know my strengths? Do my leadership partners know my strengths? Am I using them in ways that build trust?
- Am I strategically using my natural *talents* in ways that build trust and minimize my energy-drain while impacting the business?
- Do I find ways to starve my weaknesses by teaming up with others who are strong in those areas and learning from them, and do I build trust by partnering to produce good results together?
- Do I take advantage of opportunities to use my strengths to build trust in unique or high-value situations?
- Do I seek to partner with others who are not as strong where I am strong in order to increase the trust others have in me?
- Do I know where my HR capabilities are weak, and do I have a plan for strengthening those areas of talents, attitudes, skills, knowledge, and maybe even my style?

The perception of your INTEGRITY can weaken or strengthen the credibility of your character in the view of others

- Am I willing to admit when I may have made mistakes, misrepresented a viewpoint, or caused misunderstanding by failure to clarify? Or does my over-confidence and resistance to being questioned give the impression that I think I am always right?
- Do my actions, when working with my business partners, validate the things that I *say* are important to me... my values and beliefs? Do they see me 'walk my talk'?
- Do I hesitate to communicate courageously when it is possible that popular business plans or practices could result in negative employee impacts, legal vulnerabilities, ethical questions or other business-impacting dangers?
- Do I exhibit the humility to stand in the face of opposition and to show I am more concerned with *doing* what is right than with proving that I am right?
- Do my business partners trust that I will act according to the principles we have both agreed to, even when it's hard to do?
- Do I capitalize on self-awareness opportunities like soliciting and applying feedback consistently, prioritizing mentor conversations, applying and validating self-assessment results, and growing by adjustment of personal habits?
- Do I evaluate my commitments before I make them in a way that allows me to consistently meet deadlines and keep obligations to my business partners?
- Do I show openness by exercising the humility it takes to seriously consider others' viewpoints? Do I build trust by showing others I'm willing to challenge the way I see the world?

Your INTENT builds trust in your character, as you demonstrate that you strive to be equitable and impartial in your decisions.

- Do I consciously demonstrate a genuine desire to act in the best interest of everyone involved?
- Do I uncover my real intent through honest evaluation of my multi-layered motives? Asking ourselves the "whys" 5 times can help to uncover when we have motives stemming from self-interest.
- Do people question my motives or agenda? Do I watch for confusion about my motives, and then find ways to state it, demonstrate it, clarify it, or discuss it to build trust and reduce suspicion?
- Do I behave like I believe there are enough credits, rewards, recognitions, and benefits for everyone's interests to be served?

Consistent RESULTS are critical to building the trust your business partners need to have in your competence

- Do I care enough about building the trust of business partners to track my results and then look for times to use that data to help build business-trust in the value HR brings?
- Do I ensure that HR results are helping to drive business results? Am I honest when those results may require an adjustment in the expected business projections?
- When unforeseen realities impact HR results, do I face those realities and ensure I'm still getting results in the right and ethical ways, even if my results are not as stellar as projected?
- Do I filter my actions through the lens of targeted-results, so I avoid slipping into an 'activity-mindset' that just looks sufficiently busy during the activity-measured culture of today's business?