



## The ROCC of Trust: At a Glance

(Reliability, Openness, Competence, Compassion)

*Trust is the willingness to be vulnerable to another person in the face of uncertainty in a situation where there is potential for significant loss.\**

\*Mishra, Aneil, and Mishra, Karen. (2008). *Trust is Everything*. Raleigh, NC: Lulu Press.  
<http://www.lulu.com/content/2196924>

ROCC Principles	Pledge for Building Mutual Trust & ROCC Star Skills	Tips & Traps
<b>Reliability</b>	<p><i>We promise to be reliable in our work together. We promise to tell each other if there are problems that will keep us from meeting our agreed upon deadlines.</i></p> <ol style="list-style-type: none"> <li>1. Inform colleagues<sup>†</sup> when you can't keep your commitments</li> <li>2. Do what you say you will do</li> <li>3. Deliver on your promises early<sup>‡</sup></li> </ol>	<p><b>Tips:</b> Show up on time, all the time. Make sure your deeds follow your words.</p> <p><b>Traps:</b> Create different standards for different stakeholders, be arbitrary in enforcing your organization's policies, make promises you can't keep.</p>
<b>Openness</b>	<p><i>We promise to be open and honest with our colleagues. We agree to tell the truth about our work together.</i></p> <ol style="list-style-type: none"> <li>1. Do not lie to colleagues</li> <li>2. Identify and tell colleagues what they need to know</li> <li>3. Tell colleagues the whole truth even if it hurts you</li> </ol>	<p><b>Tips:</b> Schedule regular time to share information with colleagues; take concrete steps to be more open and honest.</p> <p><b>Traps:</b> Be afraid to be the first person to share information; forget to treat the information you receive from colleagues with care and respect.</p>
<b>Competence</b>	<p><i>We promise to do our best work for each other. We plan to exceed each other's expectations.</i></p> <ol style="list-style-type: none"> <li>1. Fix your mistakes</li> <li>2. Do your job</li> <li>3. Exceed colleagues' expectations</li> </ol>	<p><b>Tips:</b> Identify your strengths and weaknesses and build on them to serve your community. Approach your career as a lifelong learning opportunity.</p> <p><b>Traps:</b> Avoid additional learning opportunities or forget that you can learn new skills; demonstrate concretely what you can do.</p>
<b>Compassion</b>	<p><i>We promise to care about each others' interests and to promote each others' well being</i></p> <ol style="list-style-type: none"> <li>1. Don't take advantage of a colleague</li> <li>2. Identify common interest and find a way to support your colleagues</li> <li>3. Help colleagues even if it means subordinating your own interests</li> </ol>	<p><b>Tips:</b> Surprise a colleague by remembering something special about them; listen to a colleague for five minutes and see how it makes them feel; ask a colleague what you can do to help.</p> <p><b>Traps:</b> Create artificial barriers based on your position; spend time focusing on your own interests; waste time focusing on how you've been wronged.</p>

### Pillars of Leadership

**Courage, authenticity, and humility are leadership behaviors that foster trust.**

<sup>‡</sup>Numerical key: 1 – minimum level of skill, 2 = moderate, 3 = high

<sup>†</sup> Colleagues refer to everyone we have an interaction with – coworkers, supervisors, managers, customers, patients, students, faculty, staff, etc.

<b>Trusting Tactics</b>	<b>ROCC Star Behaviors:</b>	<b>Traps</b>
<b>Keep the Door Open</b>	Make it known that you have time when colleagues need it. Set aside a specific amount of time to bump into others. Document your conversations so that you can follow through.	Allow distractions to interfere when colleagues come to talk to you; forget to include employees at all levels in open communication; create artificial barriers.
<b>Listen Deeply</b>	Look into a colleague's eyes when they are speaking. Take the time and clarify thoughts and feelings to make sure you fully understand their viewpoint.	Interrupting; being impatient or defensive with colleagues expressing feelings.
<b>Put Yourself in Their Place</b>	Be prepared to change direction based on what you hear. Let others lead you when they see the big picture. Get out of the way once you have empowered them.	Let the hierarchy get in the way; forget that you are only one person even if you are the leader; fail to communicate to everyone involved.
<b>Go Where You're Needed</b>	Identify the important people to visit, set appointments and follow through. Bring the attitude that you want to learn from others.	Create status barriers; forget to share what you learn; forget to thank colleagues for sharing their time.
<b>Humbly Ask for Help</b>	Be willing to admit you don't know everything. Be willing to trust others first. Encourage everyone to find common ground.	Be afraid to ask for help; forget to include everyone's viewpoint; be afraid to tell the truth so your colleagues truly understand your business.
<b>Set High Expectations</b>	Be willing to set the bar high. Encourage colleagues' talents, especially complementary talents.	Overreact when someone throws you a curveball; set low expectations.
<b>Make Work a Game</b>	Become a coach. Find ways to share more information. Create a reward system which encourages teamwork.	Be a hall monitor; create incentives for people to work at cross purposes; be stingy in sharing success.
<b>Be Clear &amp; Consistent</b>	Communicate your goals and purpose to employees and customers. Make sure your walk matches your talk.	Forget the details that support your goals and mission; forget the must do's (wash your hands).
<b>Be Persistent</b>	Surround yourself with people you can trust Find sources of stamina to draw on when challenged Find ways to continually improve your services	Be fearful of trying something new; forget to invest in your employees so that they can help you grow; neglect to put the right team in place for the journey
<b>Help People Hope</b>	Learn to be a good listener. Spread optimism. Advocate for those who are most vulnerable.	Forget to take the time to know the whole person; forget that your colleagues are people as well as professionals; be discouraged by challenging situations.
<b>Be Courageous &amp; Outrageous</b>	Have the courage to employ enthusiasm. Share your stories about your values and beliefs. Encourage others to share their stories.	Forget to share your passion about what's important; assume everyone knows your expectations; forget to have fun.
<b>Think "Thank You"</b>	Be generous in thanking others for their help. Find useful and unusual ways to thank others. Recognize that everyone has an important part to play and appreciates being remembered.	Forget how easy it is to make someone smile; fail to thank people regularly; forget that others have hard days too.
<b>Partners in Trust</b>	Partner with colleagues to help them achieve their goals. Encourage colleagues to communicate with you and with each other to solve problems.	Forget that customers' priorities should be yours; neglect to share ideas that can help others; fail to find 'win-wins.'
<b>Rebuilding Trust</b>	Apologize proactively and appropriately when you are wrong. Communicate clearly with timelines during a crisis.	Think it's too late to apologize especially if others' feelings are hurt; shut down during crisis.
<b>Achieving the Next Level</b>	Renew yourself regularly. Use stories to track your achievements and enlarge your purpose.	Assume you are exercising all your talents; limit your vision; fail to value and leverage diversity.