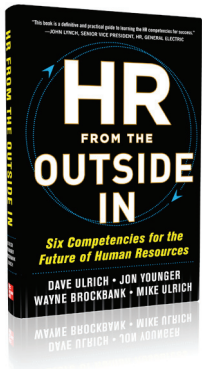


# HR

FROM THE

# OUTSIDE

IN



# TOOL 4.2



## *Trust Levels Audit*

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# [4.2] TRUST LEVELS AUDIT

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The competency domain of “credible activist” is the cornerstone of HR professional effectiveness. High performing HR professionals and leaders are seen as both credible and proactive. They build effective relationships with line managers and employees at all levels, and model improvement through self-awareness and a commitment to the HR profession. But, credible activism starts with trust: earning trust through results that are delivered in the right way, at the right time, with the right impact on the organization.

David Maister, Rob Galford and their colleagues developed a simple but very powerful formula for building trust between professional service providers (e.g., lawyers, consultants, accountants). They offered that trust might be described by the following equation:

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Perception of Self Interest}}$$

Credibility: Do I have confidence this individual has the skill and ability required?

Reliability: Has the individual consistently met commitments in past?

Intimacy: Do I have a personal relationship with the individual vs a “transactional” relationship?

Perception of Self-Interest: Who’s interest is this individual serving – mine or her or her own self-interest?

We find this a very helpful way to express and measure the degree to which HR professionals are seen as trusted partners and colleagues. Use the attached worksheet to assess where you and your team members or colleagues stand as credible activists who build trust through results.

( see [worksheet](#) on next page )

# [4.2] TRUST LEVELS AUDIT

**Directions:**

Circle the number that most closely approximates how you feel about each trust element.

Trust Element	Self Rating (1 low, 5 high)	Stakeholder Ratings (1 low, 5 high)	Opportunity for Improvement
Credibility	1 2 3 4 5	1 2 3 4 5	
Reliability	1 2 3 4 5	1 2 3 4 5	
Intimacy (personal relationship)	1 2 3 4 5	1 2 3 4 5	
Perception of Self-Interest	1 2 3 4 5	1 2 3 4 5	
Average	1 2 3 4 5	1 2 3 4 5	

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