

## Trust

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TRUST IS LIMITED	TRUST IS BUILT
Fear of challenging organizational policy	People "speak truth to power"
A paycheck is the only thanks people get	Recognition is abundant
There is little or no risk taking	Initiative is recognized and rewarded
Approval is required for all decisions	People are accountable for their decisions
Compliance is mandated	Excellence is inspired
Only formal leaders are listened to	Leadership is a behavior, not just a position
Leaders use the pronoun "I"	Leaders use "we"
People are copied on emails for protection	Communication is purposeful
People are nervous when a leader is near	People go about their business
People do not say "I don't know"	People feel safe to ask for help
People who are struggling are avoided	People who are struggling get help
Feedback is left unsaid	Feedback is part of normal discourse