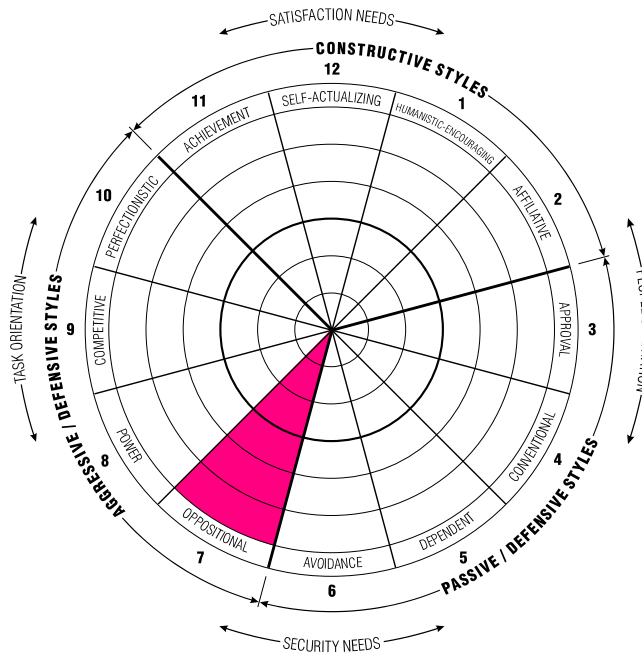


# The Oppositional Mindset

Attitudes, Values and Beliefs for Working Effectively with People



## Oppositional

Seven o'clock position

**Style Description: distrustful, opposes new ideas, cynical, critical of others**

Measures our tendency to use the defensive and aggressive strategy of disagreeing with others, and to seek attention by being critical and cynical. While clarifying and refining ideas by asking probing questions can be a valuable skill, oppositional people often use it destructively. Instead of using questioning techniques to gain information or improving something, oppositional people typically choose to verbally assault others to gain feelings of importance and self-satisfaction. Oppositional people typically love to argue. A strong need for recognition prompts them to respond to others with skepticism and sarcasm.

## **You May Feel A Need To Be Skeptical And Critical**

Your high Oppositional score indicates that you often seek attention by being critical and cynical. You may be using this behaviour to a degree that is ineffective and unhealthy for you.

In a sense, your oppositional leadership style is a mirror that reflects back what you said about yourself; however, it is very likely that the existence of the Oppositional style in your response repertory prevents you from seeing the reality of how you described yourself.

It is probable that you will reject the image you cast and cast aside the opportunity for serious thinking about yourself. Instead, we hope that you will read this section describing Oppositional thinking with an open mind. You might even have a sense of quiet pride in your ability to stop things around you with your negative attitudes. You may feel less skilled in managing trust and distrustful behaviour well it occurs, thus you are “on guard.”

Your opposition may take many forms but, at any given time or place, your position is most likely to be “against.” There are probably good reasons, at least in your own mind, for why you take this position. Assuming that you are somewhat open for an argument (and we suspect you generally love them), we suggest that your opposition does little for you, except to defend you from imagined assaults by others or the world at large.

Nobody builds the kind of barriers you have constructed without fearing attack and assault. Possible candidates for your nomination of enemy of the day will not be in short supply, yet you have what might be the ultimate dilemma: Wondering who your enemy is, and never considering it may be you. You are likely to have distinguished yourself from the crowd and may have isolated yourself from others. You tend to take a skeptical stand toward the ideas and opinions of others. You usually prefer to oppose things indirectly; as a consequence, it is often difficult for others to know exactly what you are thinking. Consider the benefits you think you get as a result of using this style.

Scoring high on the Oppositional scale generally indicates that you have a distrustful view or take a negative view of life and other people: As a self-appointed critic, you may consider yourself to be above others. Insecurity and self-criticism rests below the surface of this style. Your tendency to be unforgiving and to hold grudges can put strain on your relationships. Your possible reputation as a nay-sayer can build barriers to effective communication, connection and keeps others away from you; in fact, keeping others away can be the primary motive behind use of the Oppositional style. Once “aloof” others can’t hurt you.

You may have produced a high Oppositional score because you are currently feeling angry and disappointed. Is there a particular group of people or specific situation that may be provoking these feelings? You would benefit from exploring the series of choices you have made as a result of your tendency to be oppositional. It describes the characteristics of oppositional behaviour, discusses the origin of such an idea and suggests ways you can reduce or eliminate this ineffective approach.

## **How You May See Yourself**

Your higher score on the Oppositional scale indicates that these characteristics may describe you:

- The ability to be skeptical and objective.
- A tendency to seem aloof and detached from people.
- An excessive need to be critical and look for flaws in everything.
- A negative, cynical, verbally attacking attitude.
- A sarcastic sense of humour.
- A belief that some or most people are not trustworthy.

## **Oppositional Thinking:**

Others can find it frustrating to work for and with highly oppositional leaders. Because they have difficulty trusting and accepting things at face value, these leaders often assume the role of “watch dog,” attempting to keep others on their toes by constantly questioning them, and being skeptical and sarcastic. Oppositional leaders are typically ambivalent regarding the issues confronting them. They will generally wait until a position is stated and then arbitrarily oppose it, most often without good reason.

These leaders are prone to changing their minds in mid-stream, and will sometimes go back and criticize those ideas with which they previously agreed. Although oppositional leaders give the impression that even the highest-quality work product isn't good enough, their insecurities work against their own capacity to be original and innovative – to them, it is probably much easier (and safer) to criticize than to create.

## **Oppositional-based Thinking: Low Range Under 35% (Most Effective)**

You lack strong tendencies towards being oppositional, and can usually accept others and their view. You may be interested in hearing opinions that differ from yours, can approach others easily, and tend to listen with an open mind. Trusting others is a foundational to your interested in working with others.

## **Oppositional-based Thinking: Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, your score suggests a healthy skepticism that might now always allow you to accept things at face value. Although you may have periods where you give in to counterproductive oppositional behaviour, you are usually able to act as a member of the “loyal opposition”. Others may see you as “questioning” or “abrasive” if you are too blunt and sarcastic.

If you scored closer to the High range, you can be highly judgmental and critical at times. You may not be easily influenced by the opinions of others and occasionally go out of your way to take a rigid, opposing view. Although you are capable of admitting your mistakes, you tend to see greater fault in others than you do in yourself. You most often blame others when feeling pressured or when things aren't going your way.

## **Oppositional-based Thinking: High Range 65% and Above (Least Effective)**

You tend to take a rigidly skeptical stand towards others. This approach originates in a belief that your ideas are superior to anyone else's. While you can be direct, you are more prone to opposing things indirectly. This tendency to criticize in a roundabout way often makes it difficult for people to know what you are thinking, and may cause them to see you as manipulative. You tend to set yourself apart from others as a self-appointed critic.

Others may see you as relentless in your criticism of them and their ideas. Your tendency to be cynical usually masks feelings of low self-esteem. You probably tend to believe that you don't “need” people, and your reputation as a nay-sayer is likely to prevent effective communication and keep others away.



Decreasing the Oppositional Style

<https://podcasts.apple.com/au/podcast/127-oppositional-style/id1371885437>

I=1000508249080

## Your Oppositional Score is High

This high score suggests the following characteristics: You may:

- Can ask appropriate questions to help others think more clearly.
- May not always accept things at face value.
- Can be an effective critic when an idea or plan lacks definition.
- Are capable of standing firm on an issue and voicing your opinion.
- May adopt a negative attitude and blame others when feeling under pressure.
- Are not easily influenced by the opinions of others.

Suggestions: Use tact and diplomacy. If you must disagree, take a more positive approach. Praise others more often. Don't criticize out of habit. When you like something, say so. Listen more attentively and think before you speak. Withhold the urge to reject something until you are sure you fully understand it.

## Becoming More Effective: Action Steps to Change

Now that you have reviewed the Oppositional Style, review the following suggested actions, and rate them in terms of your perceived need for change, where 0 is little or no need and 3 is a strong need.

- |  |         |
|--|---------|
| 1. Be less cynical and more open to new ideas.                           | 0 1 2 3 |
| 2. Learn to work with people rather than against them.                   | 0 1 2 3 |
| 3. See constructive criticism as helpful and accept it less defensively. | 0 1 2 3 |
| 4. Focus on what is "right" rather than what is "wrong."                 | 0 1 2 3 |
| 5. Argue less; discuss more.   | 0 1 2 3 |
| 6. Be less quick to judge others.  | 0 1 2 3 |
| 7. Learn to trust others more.   | 0 1 2 3 |
| 8. Improve my listening skills.  | 0 1 2 3 |
| 9. Ask questions constructively, rather than attacking others' ideas.    | 0 1 2 3 |

Any statement that you have rated as a two or three you should integrate into your action plan "Process for Change".

## Changing Your Behaviour Can Result in These Benefits

- A considerable improvement in the quality of your relationships.
- More trust
- A more positive attitude.
- The ability to use your effective questioning techniques in a more productive, less antagonistic way.
- Less defensiveness in the face of criticism.
- Greater acceptance of your need to be closer to others.
- An awareness of the importance of knowing all the facts before giving an opinion.
- An increased appreciation for the benefits of a supportive approach to others.
- Improved listening skills.
- A more flexible attitude toward the input of others.

# Oppositional Behaviours Defined

*Core Thinking Patterns for Individual, Team and Organizational Effectiveness*

## An Oppositional Culture...

Characterizes organizations in which confrontation prevails and negativism is rewarded. Members gain status and influence by being critical and thus are reinforced to oppose the ideas of others and to make safe (but ineffectual) decisions. While some questioning is functional, a highly oppositional culture can lead to unnecessary conflict, poor group problem solving and “watered-down” solutions to problems.

Oppositional thinking measures our tendency to use the defensive and aggressive strategy of disagreeing with others, and to seek attention by being critical and cynical. While clarifying and refining ideas by asking probing questions can be a valuable skill, oppositional people often use it destructively. Instead of using questioning techniques to gain information or improving something, oppositional people typically choose to verbally assault others to gain feelings of importance and self-satisfaction.

Oppositional people typically love to argue. A strong need for recognition prompts them to respond to others with skepticism and sarcasm. This behaviour may mask a fear of getting too close to people and always is rooted in issues of trust. By behaving in ways that cause others to become defensive, oppositional individuals can succeed in pushing people away.

## Organizational (OCI) Behaviours of Oppositional-based Thinking

- oppose new ideas
- play the role of the "loyal opposition"
- question decisions made by others
- oppose things indirectly
- look for mistakes
- remain aloof from the situation
- stay detached and perfectly objective
- refuse to accept criticism
- be hard to impress
- point out flaws

## Group (GSI) Behaviours of Oppositional-based Thinking

1. was there an atmosphere of conflict and disagreement.
2. were members made to feel they had to defend their viewpoints.
3. were ideas opposed too quickly (rather than added to a list of alternatives to be considered).
4. were ideas and suggestions subjected to too much criticism.
5. were people's ideas “put down” and negated.
6. were members good at giving criticism (but not necessarily good at taking it).

## Individual (LSI) Behaviours of Oppositional-based Thinking

- doesn't accept criticism well
- blames others for own mistakes
- critical of others behind their backs
- doesn't talk about things directly
- never opposes authority directly
- distrust others
- resentful
- cynical
- suspicious
- hard to impress
- opposes things indirectly
- usually against things
- opposes new ideas
- slow to forgive a wrong
- concerned with status
- negative
- complaining
- unfeeling
- stubborn
- snobbish

## **The Oppositional Mindset - What Can You Change?**

You can't always change or influence the people around you, but you can control your reactions to them. These reactions originate in your *thoughts*, or the way you perceive and process information and experiences. Your thoughts are powerful resources; what you think defines who you are and what you do in every aspect of your life. By modifying what you think, you can change how you behave.

### **Using the LSI to Initiate Change in Your Oppositional Mindset**

Completing and reviewing your LSI / LSI 360 is the vital first step in the process of changing your behaviour. The inventory has undergone over 45 years of extensive research, and has been established as a valid, reliable way to help you take an objective look at yourself.

You can use the LSI to:

- Understand what you were like now, and will cause you to be that way.
- Recognize the consequences of your behaviour and how it affects yourself and others.
- Pinpoint your own unique strengths, as well as any "stumbling blocks" to your effectiveness.
- Identifying more constructive ways of thinking and behaving.
- Decide what aspects of your behaviour you want to change.
- Develop a specific strategy to help bring those changes about.

### **Moving from Thought to Action**

Merely completing an LSI / LSI 360 leadership assessment will do little to advance your desire to improve yourself in the Oppositional area. To receive the fullest benefit from the inventory, devote some time to interpreting your LSI scores (by reading your customized leadership assessment report), thinking about what you learned, and setting goals around what you want to change. Below are some helpful change guidelines to assist you, followed by a thorough plan of action you can complete to most effectively direct your efforts.

### **Oppositional Mindset Change Guidelines**

1. Acknowledge and except all aspects of yourself. Remember, the question is not "am I a good or bad person?" but rather "what is preventing me from being more effective in the Oppositional area, and what can I do to improve?"
2. Recognize that your sense of self-worth *is not* connected to your LSI scores or the impressions others have of you on an LSI 360 assessment. You are worthwhile because you were a human being - tying your self-worth to outside factors can limit your ability to make positive changes in your behaviour.
3. Specifically define what you want to change about being more Oppositional and why. Clearly describing an aspect of your behaviour, stating the problems it creates for you, listing why you want to change it, and detailing the actions you plan to take will properly focus the change process.
4. Increase your confidence by concentrating on what you do well. Overcome your preoccupation with failure by focusing on your successes. Make a list of all you do well, and read it when you were feeling under confident.
5. Practice using more effective Oppositional behaviours in your mind. These "practice sessions" will gradually begin to affect your real-life performance in 1;1 or group interactions. Picture yourself deliberately changing what you decided to change. Then, imagine yourself as you will be after successfully making the change.

## Changing Oppositional Mindsets - Action Planning Worksheet

**Step 1:** My score for the Oppositional Thinking Style is \_\_\_\_\_ (percentile)

**Step 2:** My score on Oppositional means I tend to believe that:

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### Step 3: Significant Influences

We think and behave as we do because we have been influenced by significant people and situations in our lives. Consider *your* life: try to identify and isolate the influences you've experienced that may be associated with the style.

Significant Person (or situation) \_\_\_\_\_

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Ideas / Behaviours You Might Have Learned \_\_\_\_\_

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**Step 4:** Consider the consequences of using the style and list them as indicated below.

#### Personally

##### Positive Consequences

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##### Self-Defeating Consequences

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#### Professionally

##### Positive Consequences

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##### Self-Defeating Consequences

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**Step 5: Consider how your life would be different if you change your behaviour to be less Oppositional.**

**Some Positive Differences**

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**Some Negative Differences**

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**Step 6: Changing your Oppositional behaviours**

Changing your Oppositional behaviour involves changing your mind regarding some ideas you hold around how you value and interact with people and approach tasks. Consider what you will have to give up and what you will gain. What cherished ideas must you challenge? Go back to your LSI leadership report and review both the words and statements that identify this style and your responses to them.

How would you like things to be different? (Same suggestions below)

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**Becoming More Effective: Continuing To Improve**

To further increase your effectiveness, the following suggestions can help you learn to use opposition more constructively.

- Stop assuming that others admire you for your stands; it is usually just the opposite — they will see you as an obstacle to be overcome.
- Realize that this posture is quite self-defeating and does not increase your effectiveness.
- Realize that this style keeps others at arms length from you. Try to take a more positive approach to others: In other words, try to stop complaining and carping. Experiment with this approach for one week and you will notice a difference in others' reactions to you. If you are an entrenched oppositionist, they will probably ask you what is wrong. Withhold the urge to reject an idea until you fully understand it. If you don't understand something, say so. Try asking thoughtful, constructive questions— and listen to the answers.
- Trust others. You may fear being close to others, but you can learn to rely on people by being more open and honest. If you share more of yourself, many will share in return. This helps encourage close relationships.
- Try seeing criticism in a more positive light. When someone is critical of you, evaluate what the person is saying. Is the criticism valid and constructive? Can you gain something from this feedback to improve your performance? Remember criticism works only when the person accepts it.
- Praise others instead of putting them down. Give compliments more often. If you like something, say so. Don't reject something or someone merely out of habit. Try to catch people doing things right.
- Recognize that others have something valuable to contribute. Seek out others' opinions and consider them objectively. Listen more attentively to those around you.
- Use your oppositional tendencies to the benefit of yourself and others. Become the "loyal opposition": The person who asks appropriate questions to get others to think clearly.
- Try to refrain from questions that are self-enhancing.



**Step 7: What barriers now exist to making this change?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 8: How can you overcome these barriers? Try to *challenge your assumptions* about your behaviours.**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 9: What will you gain by making this change and becoming less Oppositional?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

**Step 10: What do you plan to do to bring this change about?**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

**Step 11: Seeking Support**

Depth psychologists know that our capacity for growth relates to our ability to internalize and take personal responsibility for the following three parts of our lives –

- a) Insight** (self awareness and internal motivation to grow and transform is essential here - LSI mindset assessment helps by providing a language and framework);
- b) Endurance** (courage and alignment with your core values helps here);
- c) Action** (moral strength and motivation to grow / learn helps here).

Seek support for your change efforts. Ask one or two trusted family members, friends or work members for their help. Solicit feedback from them on your progress.

With whom will you share your intentions and plans to change? \_\_\_\_\_

How can they best assist you? \_\_\_\_\_

**Step 12: Accountability** - By what date do you intend to take action? \_\_\_\_\_

## Trust - The Glue of Society

**What is Trust?** Trust and distrust are attitudes that affect the way we think, the way we feel, and the way we act. Trusting, we are more likely to let ourselves be vulnerable to others, to allow ourselves to depend on others, to cooperate, too confide. We feel relaxed, comfortable, safe, and at ease. Trust also affects our understanding of other people, our sense of who they are and what they are doing. In fact, it affects our basic conception of human nature and our general sense of what sort of world we live in. Trust is in essence an attitude of positive expectation about other people, a sense that they are basically well intentioned and unlikely to harm us. To trust people is to expect that they will act well, that they will take our interests into account and not harm us. A trustworthy person is... one who has both good intentions and reasonable competence. Trust is also a relational attitude: one person trusts another, or several others, or a group. When we trust, our positive expectations have two basic dimensions: character and competency.

### Core of Trust # 1: Integrity

The first core deals with issues of integrity. While integrity includes honesty, it's much more. It's integratedness. It's walking your talk. It's being congruent, inside and out. It's having the courage to act in accordance with your values and beliefs. Interestingly, most massive violations of trust are violations of integrity.

### Core of Trust # 2: Motivation (or Intent)

The second core deals with issues of intent. The other intends to act well and does not intend to do harm. This has to do with our motives, our agendas, and our resulting behaviour. Trust grows when our motives are straightforward and based on mutual benefit—in other words, when we genuinely care not only for ourselves, but also for the people we interact with, lead or serve. Both integrity and intent are matters of character. Basic Needs and Human Motivation Substantial research suggests that people are highly motivated to feel safe and secure, competent, connected to others, and autonomous and authentically engaged in the way that they lead their lives.

### Internal Motivation

The forces that come from within a person to energize him/her to behave in a particular way is referred to as internal motivation. One of the ways you can have an impact on your internal motivations is through how you define tasks in your day. To maximize the potential for increased motivation, each individual should experience the following:

**1. Knowledge of Results** - an awareness of where he/she stands with respect to performance. Knowledge of results is facilitated when the work activity provides direct and clear information regarding how well the task is being performed (e.g., direct contact with end users). Immediate and direct feedback allows the individual to quickly respond to any error and provides valuable information in a timely manner.

**2. Responsibility** - the perception that performance is the result of personal initiative or effort, rather than the result of simply following directions provided by someone else. Responsibility is fostered by allowing people the freedom to determine 'how' the work will be carried out (also referred to as autonomy). If you plan how you approach your work, you are more likely to feel a sense of responsibility and ownership of the results of the actions you have chosen.

**3. Meaningfulness** - the perception that the work is consistent with one's own system of values. You can affect the degree to which you experience these conditions through the following ways. Meaningfulness is intensified when the task involves: a) using a number of different skills; b) doing an entire, identifiable piece of work from beginning to end; and c) having an impact on others either internal or external to the organization. People tend to attach greater value and importance to jobs that challenge their skills, affect others, and/or are readily identifiable

# Trust - The Glue of Society

## Core of Trust # 3: Competence

The third core deals with issues of capabilities. The other person knows enough to be capable or skilled of doing what is required in the situation. These competencies are the abilities we have that inspire confidence – our talents, attitudes, skills, knowledge, and style. They are the means we use to produce results.

## Core of Trust # 4: Results

The fourth core deals with issues around results. This refers to our track record, our performance, our getting the right things done. If we don't accomplish what we are expected to do, it diminishes our credibility. On the other hand, when we achieve the results we promised, we establish a positive reputation of performing, of being a producer... and then our reputation precedes us. Both capabilities and results are matters of competence. "A good leader is probably no different in any culture in the sense that a good leader must have credibility. That is something one establishes... based on the way one handles himself and by his established track record."

## Social and Interpersonal Trust

Trust exists not only between people who know each other - intimates, friends, and colleagues - but also as an attitude towards people with whom we have only a slight personal acquaintance or perhaps none at all. We trust doctors, dentists, school principals, and store keepers, whom we encounter as individuals and rely and depend on, but do not know well. In a more remote sense, we generally trust meat packers, car mechanics, airport maintenance personnel, and drivers on the road. Although these forms of social trust are so essential to modern life that social theorists have referred to trust as "social glue," we tend not to notice trust unless it begins to break down. Social trust and interpersonal trust are different in significant ways. Interpersonal trust is based on experience, sometimes deep and intimate experience, with another individual. In some cases of social trust we may have limited experience with the other persons involved; in others we have none at all. In each case, our actions, expectations, and feelings differ because the context is different. Despite these differences in experience and emotional tone, it is neither an accident nor a logical mistake that the word "trust" should be used across personal and broadly social contexts. In all these contexts, when we trust we confidently expect reliable behaviour that will not harm us; we have expectations that go beyond what evidence would strictly warrant; we interpret what is said and done according to these expectations; we are vulnerable; and we accept our vulnerability.

## Trust and Belief Systems

Our trust is based on our beliefs, and our beliefs are grounded on evidence from experience. Trust is not pure faith; we need not trust blindly. Often we have an intuitive sense of whom we can trust and whom not, relying on a lifetime of experience of human expressions, gestures, and character. One might say, "I knew she'd be good." Or, "The moment I saw him, I knew I could trust him." Or, "There was something fishy about him right from the start." Trust is a risky business because the people whom we trust can let us down, and we are vulnerable to harm when they do so. It is important to attend to the risks of trust and not to take the simplistic view that trust is always good. Sometimes we trust too easily and risk a great deal in doing so. Our trust is generally based on experience with other people; on the basis of that experience, we construct a characterization or picture of them. But other people are free agents, with dimensions and depths that go far beyond our beliefs about them. We never fully or completely know another human being. Nevertheless, when we trust, we feel confident that another's words and gestures represent that person as he or she is; we do not feel that we have to probe a superficial appearance to make estimations as to what the real person is like. Trust, then, is an attitude that affects our emotions, beliefs, actions, and interpretations. When one person trusts another, he or she has a positive feeling towards that other person and positive expectations about what the other is likely to do. Trust is based on the belief that the trusted person is competent and well motivated and therefore likely to live up to these positive expectations.

## **Trust & Links to Well-Being**

The research and literature by Tim Kasser (2002) proposes that one's well-being, effectiveness and quality of life increases when these four sets of needs are satisfied, and decreases when they are not. There are at least four sets of needs that are basic to the motivation, functioning and well being of all humans. They are the needs for;

1. safety, security and sustenance;
2. basic competency and self-esteem;
3. connectedness to self and others; and
4. autonomy and authenticity.

## **What Actions Indicate Trust-worthiness?**

When we are deciding whether to trust or to distrust someone, we want to know what sort of person that individual is. We try to determine this by reflecting on things that he or she has said and done. Especially significant for trustworthiness are... honesty (truth-telling, respect for property); sincerity (as opposed to hypocrisy); promise-keeping; keeping confidences and other forms of loyalty; reliability (performing expected tasks, keeping appointments, promptness); dependability (disposition to do what is needed in a situation); competence (as pertinent to context role); and concern for others (non-manipulativeness, protectiveness, and a capacity for empathy and sympathy). In addition to dishonesty, unreliability, and manipulateness, characteristics giving reasons for distrust include defensiveness, inability to admit to making a mistake, and evasiveness or failure to accept responsibility. In deciding whether to trust someone, we try to get an overall sense of the person's character. In a particular context, we focus on those aspects of character especially relevant to our well-being in the circumstances at hand and those that may affect us, insofar as we are vulnerable to the actions of the other person. A sense of the whole person, derived from information about a limited range of actions and statements, is then projected onto those circumstances of concern to us. **WHAT IS SIGNIFICANT FOR TRUST** If we trust someone, we simply feel confident that he/she will do what the situation requires. Trust is simpler than distrust. Insofar as we can trust, we can rule out certain possibilities and complexity is reduced. If we trust someone, we believe that he/she will do the appropriate thing.

## **Speed of Trust - Key Behaviours**

Speed of Trust. Simply put, trust means confidence. The opposite of trust — distrust — is suspicion. There are thirteen specific behaviours in every collaborative and high trust, high performing culture. Invest in these and trust will thrive and the guardedness of oppositional thinking will decline for self and others.

Behaviours #1: Straight Talk

Behaviours #2: Demonstrating Respect

Behaviours #3: Creating Transparency

Behaviours #4: Right Wrongs

Behaviours #5: Show Loyalty

Behaviours #6: Deliver Results

Behaviours #7: Get Better

Behaviours #8: Confront Reality

Behaviours #9: Clarify Expectations

Behaviours #10: Practice Accountability

Behaviours #11: Listen First

Behaviours #12: Keep Commitments

Behaviours #13: Extend Trust

*“You can ignore the principles that govern trust - but they will not ignore you.” - Stephen Covey*