

Twelve (12) Cornerstones for Building Hope and Trust in an Organization

1. **Respect your followers.** Recognize the basic equality of all people. Respect is built on a mutual understanding that you and your members all have a stake in the organization's future and success.
2. **Watch how you say it.** Cultivate a calm and considered approach. Voice tone is critical, and timing can be crucial as well. How, when, and where you say something can be actually more important than the message itself.
3. **Do what you say you're going to do.** Be short promise and long on fulfillment. Your credibility is at stake.
4. **Communicate openly.** Let people know what's going on. Be open and consistent, sharing information, as it becomes available and inviting questions and comments from your members.
5. **Listen and don't argue.** Listening speaks louder than words in conveying respect and trust. If you don't understand or agree with someone, ask more questions. Find out where the other person is coming from. Be patient and considerate.
6. **Avoid putdowns.** Be sensitive about your members' feelings. You may be seen as being insecure and lack of caring on your part.
7. **Point out the positive.** Notice good things about people and talk about them.
8. **Appreciate what others have to say.** Show people that you value their perspectives – especially if they differ from yours. If you focus on asking rather than telling, you'll be amazed at what you learn.
9. **Acknowledge that trust is a mutual exchange.** Don't expect others to trust you more than you trust them.
10. **Gradually increase trust.** Trusting others takes time, as it is based on behaviors.
11. **Be truthful with yourself.** Leading by example, and doing the right thing in accordance with your values.
12. **Show your human side.** Share your mistakes, your hopes, and your dreams. Members will respect and appreciate your honesty and your humanity.

Adopted from "Motivating Employees", by Anne Bruce and James S. Pepitone, McGraw-Hill, 1999.