Building Trust Under Pressure

The Basic Principles™
1. Focus on the situation, issue, or behavior, not on the person.
2. Maintain the self-confidence and self-esteem of others.
3. Maintain constructive relationships.
4. Take initiative to make things better.
5. Lead by example.
6. Think beyond the moment.
The Basic Principles: Tips and Tactics

1. **Focus on the situation, issue, or behavior, not on the person.**
   - Look at the big picture.
   - Avoid putting others on the defensive.
   - Make decisions based on facts.
   - Consider other points of view.
   - Turn blaming into problem solving.
   - When emotions run high, suggest a break or later meeting.

2. **Maintain the self-confidence and self-esteem of others.**
   - Openly express confidence in others.
   - Recognize accomplishments.
   - Help others express their ideas.
   - Help others expand and share their skills.
   - Show respect for people at all levels.
   - Ask others how you can improve the work environment.

3. **Maintain constructive relationships.**
   - Use every interaction as a chance to build relationships.
   - Acknowledge problems openly, honestly, and objectively.
   - Deal with conflicts as they arise.
   - Share information.
   - Ask for advice from people you normally don’t collaborate with.
   - Gather feedback from internal and external customers.
   - Meet cross-functionally to solve a shared problem.
   - Avoid jargon when speaking to people outside your area.

4. **Take initiative to make things better.**
   - Find opportunities for improvement.
   - Stay informed.
   - Act as if there is a creative solution to every problem.
   - Ask for and offer help.
   - Recognize those who take action.
   - Break a challenge into small pieces.
   - Ask people how they would solve problems they bring to you.

5. **Lead by example.**
   - Model the actions you expect of others.
   - Follow through on commitments.
   - Admit your mistakes.
   - Challenge yourself and others to try new things.
   - Sharpen your technical skills.
   - Post your goals for others to see.

6. **Think beyond the moment.**
   - Uphold ethical standards.
   - Weigh the impact of your decisions before you act on them.
   - Set objectives that motivate action.
   - Plan ahead.
   - Tell stories about ethical decisions in tough situations.
   - Represent your organization’s values to the outside world.
   - Translate strategy into terms meaningful to others.
   - Subscribe to a trade journal and identify trends to help shape goals.