

# BUILDING TRUST AT WORK

## What Leaders Can Do

**Trust** means to have faith or confidence. In the workplace, team performance can suffer when individuals have doubts. Although trust takes a collaborative effort, leaders play a significant role in sustaining trust at work.

**Commit to a climate that enables.** Maintain a positive environment that demonstrates care about the workers and the work.

**Take a comprehensive approach to health and wellness.** Be an advocate for personal mental, emotional, physical, and financial health.

**Empower personal and team accountability.** Provide goals and support to facilitate achievement.

**Replace rigidity with flexibility.** Provide options and guardrails that respect competence and creativity.

**Prioritize partnership.** Support individuals through apprenticeship (sharing domain expertise), mentorship (providing guidance and support), and sponsorship (creating opportunities).

**Listen actively.** Use skills for paraphrasing, clarifying, reflecting, and summarizing.

**Communicate consistently.** Communicate clearly, early, and frequently about performance expectations and how you can help.

**Practice transparency.** Be as open as possible to reduce uncertainty. Admit mistakes, share challenges, and acknowledge when you lack the answers.

**Demonstrate empathy.** Listen to concerns and focus on individual well-being.

**Strengthen credibility through reliability.** Keep your promises, meet your commitments, and speak with honesty.

**Specify destinations but not directions.** Delegate authority to seek innovative solutions.

**Recognize effort and accomplishment.** Spotlight efforts and progress, not just outcomes.

**Embrace a mindset of growth and resilience.** Encourage stretch assignments and learning from setbacks.

**Model lifelong learning.** Seek and support professional development from formal and informal sources.

**Invest in relationships.** Respect employee needs and strengthen a sense of belonging. Build rapport into meeting agendas.

**Act with integrity and equity.**

Be guided by standards and principles, not pressure. Seek to raise all boats rather than favoring a few.



**OKLAHOMA**  
**CareerTech**