Building Trust

*Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.*

**Key Actions**

- **Operates with integrity**—Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- **Discloses own positions**—Shares thoughts, feelings, and rationale so that others understand personal positions.
- **Remains open to ideas**—Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.
- **Supports others**—Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

**Questions**

1. There are many ways to show respect to others. What ways work best for you? Give me a specific example.
2. Give me an example of what you have done to earn others’ trust.
3. Sometimes we are asked to do something that we don’t think is right. Tell me about a time when this happened to you. What did you do? What happened?
4. Tell me about a time at work when you objectively considered others’ ideas, even when they conflicted with yours.
5. We don’t always work with people who are ethical or honest. Give me an example of a time when you saw another employee do something that you thought was inappropriate. What did you do? What happened?
6. Often there are people in an organization who deserve more credit than they receive. Tell me about a time when this happened. What did you do?
7. When meeting or orienting a new employee, what have you disclosed about the new person’s manager/supervisor/team leader? Peers? The job? The organization?
8. It’s often easy to blur the distinction between information meant to be kept in confidence and information meant to be shared. Can you give me an example of when you were faced with this dilemma? What did you do?
9. Tell me about a time when your manager/supervisor/team leader asked you to do something that you didn’t think was appropriate. How did you respond?
10. Company policies vary regarding employees’ personal use of office equipment (e.g., photocopiers). Tell me about a time when you used company equipment for personal reasons.

Questions for people who are applying for sales positions

11. Have you ever refused to sell something to an external customer because you knew the product or service didn’t meet the customer’s needs? Give me an example. What happened?

12. In anticipation of closing a big sale, it can be easy to offer the customer a little more than we can actually deliver or to exaggerate the capabilities of our product/service. Describe a time when you were in this situation. What happened?

13. We don’t always feel comfortable selling our product/service to every external customer we encounter. Tell me about a time when you felt uncomfortable selling a product/service to a customer. Why? What did you do? What was the result?

14. Give me an example of how you persuaded a customer to buy more of a product/service or a higher-priced product/service.

Questions for people with little work experience

15. We’ve all had close friends or classmates come to us for help on assignments/projects they were expected to complete on their own. Can you tell me about a time when this happened to you. How did you respond?

16. What is the best evidence you have that other people trust you?

17. We’ve all received credit for an accomplishment that actually was a joint effort. Can you tell me about a time when this happened to you. What did you do?