

## AUTHORITY

- propensity to seek and use your decision-making ability and position power
- Tally score for section A: 0-10 points
- Extra points
  - 1. I enjoy making decisions
  - 9. What I think matters
- Maximum 30 points for Section A

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## COMPETENCE

- Propensity to seek out and complete tasks to high standards
- Tally score for section C: 0-10 points
- Extra points
  - 9. I have won awards and acclaim for my achievements
  - 10. What I do, and doing it well, matters
- Maximum 30 points for Section C

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## TRUST

- propensity to relate to others in ways that gain their confidence
  - Trust is important when there is risk
    - resource-based, physical, relational, or reputational
- Tally score for section T: 0-10 points
- Extra points

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## COMPETENCE-BASED TRUST

- The degree you respect and have confidence in other people's knowledge, skills, abilities, and judgments.
- If you selected #3 – I respect my own and other people's knowledge, skills, and judgments give yourself an extra 4-points for competence-based trust

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## CONTRACTUAL-BASED TRUST

- The degree to which you see yourself as a person of good character, virtuous, willing to do your best, to keep your word, to fulfill your promises, to carry out agreements, to act with integrity, and to do so in ways consistent with your values.
- Extra points – 2 points each
  - #2 My behaviors are consistent with my values and beliefs
  - #4 No matter what, I am myself
  - #6 I tell the truth
  - #7 I keep my word. If I say I will do it, I do it

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## COMMUNICATION-BASED TRUST

- How willing you are to share information, to share difficult truths with people, to disclose things that are important to you, to give and accept feedback (positive and constructive), and to maintain confidentiality
- Extra points – 4 points each
  - #5 I share information so that people can make good decisions
  - #10 I give and receive both positive and constructive feedback well

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