

What Do Low Trust & High Trust Look Like?

Since 1972, Duncan Worldwide has worked with people and organizations in virtually every industry.

Everywhere we go, "culture" is an important issue because of its important role in either enabling or *disabling* performance.

What a Low Trust, Low Performance Culture Looks Like

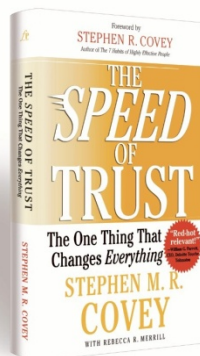
- People manipulate or distort facts
- People withhold and hoard information
- People spin the truth to their advantage
- Getting the credit is very important
- New ideas are openly resisted and stifled
- Mistakes are covered up or covered over
- Most people are involved in a blame game, badmouthing others
- There is an abundance of "water cooler" talk
- There are numerous "meetings after the meetings"
- There are many "undiscussables"
- People tend to over-promise and under-deliver
- There are a lot of violated expectations for which people make many excuses
- People pretend bad things aren't happening or are in denial
- The energy level is low
- People often feel unproductive tension—sometimes even fear



What a High Trust, High Performance Culture Looks Like

On the other hand, when clients work in high-trust, high-performance environments they find that work is pleasant, relationships are satisfying, and life in general is more positive. In that kind of atmosphere, they report seeing behaviors like these:

- Information is shared openly
- Mistakes are tolerated and encouraged as a way of learning
- The culture is innovative and creativity
- People are loyal to those who are absent
- People talk straight and confront real issues
- There is real communication and real collaboration
- There are few “meetings after the meetings”
- Transparency is a practiced value
- People are candid and authentic
- There is a high degree of accountability
- There is palpable vitality and energy—people can feel the positive momentum



**Duncan Worldwide offers training in *The Speed of Trust*.
For more information, call 816-415-1605.**

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