

## Trust

### WHAT IS TRUST?

Demonstrating a general belief in others' ability to make a contribution. One of five Red Hat® Multiplier behaviors.

### Proficiency levels

As proficiency increases, **trust** looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
<p>Is viewed as capable and possessing integrity</p> <p>Understands and appreciates others' perspectives and contributions</p> <p>Builds trust by sharing and inviting feedback</p> <p>Has "thick skin," meaning is not easily affected when navigating through tension-filled interactions, but rather maintains effective relationships and builds trust among peers and customers in the process</p>	<p>Demonstrates trust in colleagues; has faith in their talent and trusts their intent to work toward common goals</p> <p>Treats others with respect</p> <p>Initiates difficult or uncomfortable communications when needed</p> <p>Has positive expectations and outcomes when working with other departments or teams</p>	<p>Builds trust by demonstrating a personal commitment to modeling Red Hat's core values (is willing to "walk the walk")</p> <p>Holds others accountable for modeling Red Hat's core values in balance</p>	<p>Builds relationships internally and externally that drive the business forward</p> <p>Creates and fosters venues for constructive dialogue across the company</p> <p>Acts as a role model in building trust with colleagues, customers, partners and communities</p>

### Guardrails

When practicing trust, pay attention to signals of...

UNDERUSE	OVERUSE
<p>Too little trust looks like:</p> <ul style="list-style-type: none"> <li>Does not show appreciation for the contributions of others</li> <li>Follows through inconsistently on commitments to others</li> </ul>	<p>Too much trust looks like:</p> <ul style="list-style-type: none"> <li>Trusts an associate to undertake an assignment without providing necessary direction or context</li> <li>Allows strong personal relationships to cloud judgement</li> </ul>

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### Ways to develop proficiency

- Only agree to things you intend to do; follow through on your commitments and promises
- Be direct and clear about your expectations, and ask others to do the same
- Give and receive objective feedback; help others improve their work—without criticizing it
- Address difficult issues with others person-to-person and in private
- Be willing to be wrong, and allow others to admit being wrong; avoid judgement
- Work with others to make Red Hat more successful; build the necessary relationships with other teams and people outside of Red Hat so you can execute on strategic opportunities
- Communicate in authentic and consistent ways even when the information may be very difficult for people to hear

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**“You build an enormous sense of trust when you take responsibility for your mistakes and share the rationale for your decisions.”** - *The Open Organization*

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### WHAT IS THE RED HAT MULTIPLIER?

The Red Hat Multiplier is a set of five behaviors that define leadership in open organizations. While some people are more naturally inclined to behave in this way than others, each of the five is a skill that anyone can build and develop:

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
Building a sense of community where associates feel strongly connected to Red Hat.	Demonstrating a general belief in others' ability to make a contribution.	Openly sharing information that contributes to the work of others.	Engaging multiple sources to generate the optimal solution.	Rewarding the best ideas, no matter where they come from.

### Learn more

- Get the Red Hat Multiplier overview and reference sheets about the other four behaviors