Extend Trust

WHAT IS EXTEND TRUST?

Show confidence in the ability of others to contribute. One of five Red Hat® Multiplier behaviors.

What this means: At its core, extending trust is about creating an environment of respect for, and confidence in, others. Trust and respect for others can be developed and demonstrated through consistent, positive expectations as well as open communication and dialogue. This is often discussed as "the golden rule" (i.e., "treat others how you would like to be treated") -- extending trust to others will provide you trust in return, making it easier to work more meaningfully and constructively together towards common goals.

Proficiency levels

At all levels, associates can take concrete steps to extend trust by appropriately sharing information, feedback, and recognition with relevant individuals, as well as following through on commitments made to others in the organization. At more senior levels, extend trust to others by being authentic in your everyday interactions and by holding others accountable for creating an environment that encourages openness and trust.

KNOWLEDGEABLE	EXPERIENCED	ADVANCED	EXPERT
Uses the behaviors to enhance personal work effectiveness. Demonstrates an understanding of the concept. Practices consistently across similar situations.	**Uses the behaviors in a way that contributes to the effectiveness of the team.** Shares understanding with others. Practices across new or unfamiliar situations.	**Uses the behaviors in a way that contributes to the effectiveness of multiple teams or a department.** Models and teaches to others. Demonstrates depth and breadth of knowledge in applying concept.	**Uses the behaviors in a way that contributes to the effectiveness of the company.** Builds through programs, processes, and systems. Is recognized as an authority or thought leader in area of expertise.

Guardrails

When practicing trust, pay attention to signals of…

UNDERUSE	OVERUSE
May not show recognition or appreciation for the contributions of others; may not consistently assume positive intent in interactions with others	May become overconfident in others; may trust in others to a degree where it becomes difficult or uncomfortable to provide constructive feedback when needed

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Ways to develop proficiency

- **Treat others with respect:** Think about how you would like others to treat you and act accordingly. Some of the ways you can show respect are: providing clear expectations in all interactions, admitting mistakes, avoiding assumptions or jumping to conclusions, and having confidence in others' abilities.

- **Provide both recognition and constructive feedback:** Help other team members improve their work and impact by providing thoughtful, constructive feedback when relevant. Equally as important, however, is recognizing and providing compliments or praise for a job well done. Recognition and feedback help others understand what they are already doing that will continue to work well, or what they should modify about their current approach.

- **Act credibly:** In order to develop trust, you have to act in a consistent, believable way. If you commit to a project, deliverable or action item, ensure you follow through. When you face setbacks or competing priorities, manage everyone's expectations and communicate any changes. Ensure that your words are backed up by your actions. To improve, try to think about times when you didn't follow through -- what was the impact on the project? What was the impact on your working relationships? Think about ways to avoid these impacts in the future.

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

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 behaviors are skills that anyone can build and develop:

CONNECT	EXTEND TRUST	BE TRANSPARENT	COLLABORATE	PROMOTE INCLUSIVE MERITOCRACY
Contribute and connect others to Red Hat's communities and shared purpose.	Show confidence in the ability of others to contribute.	Openly share information and intentions.	Invite cooperation and productive dialogue to create better solutions.	Empower others to contribute ideas and value solutions based on their merit, regardless of source.

Learn more. Get the Red Hat Multiplier overview and reference sheets for the other four behaviors.