# *Assess:*

## WHERE ARE YOU WHEN IT COMES TO BEING TRUSTED?

**1** **Which signs of high trust are present in your organization?**

○ **Your organization has clear, shared moral norms, communicated with and demonstrated to the people you want trusting relations with.** They see your organization act on those norms and hold everyone accountable for them. These are rules or expectations driven by values.

○ **The communities you serve are embedded in your organization** — or better yet, they lead the work. Staff reflects the composition of the communities served. Your organization shares and shifts power to those most impacted by the issues it works to address. They have substantial control over decision-making, not just more responsibility.

○ **People are not hunkered down in survival mode.** They are stepping out of their bubbles, seeking out others, being open to new ideas, and trusting more and more people. Those engaging with you do so with responsiveness and vulnerability.

○ **People engaging with your organization feel welcome, have agency and participate in ways meaningful to them.**

○ **There is a spirit of optimism within and around your organization.** Optimism is a broad emotional and rational outlook on the future — the judgment and belief that things will turn out for the best. Optimism is future-oriented. If hope says "a better world is possible," optimism claims "a better world is the more likely outcome." It is an antidote to that skepticism, pessimism and despair that results from low trust.

○ **There is a strong sense internally and externally that your organization places public interest over self-interest** — for instance, people and the planet before profit.

○ **There is a growing in-group,** i.e., more and more people who embrace and exhibit the same moral norms and trust that others will as well. The choir is growing.

○ **Your organization is conflict-resilient.** There is continual communication, especially when conversations get hard. It holds difficult discussions, acknowledges breaches of trust and takes steps to repair them.

○ **Communities and partners seek out your organization,** and there is measurable positive word of mouth about your organization and team.

○ **There is visible accountability,** including your organization listening and leading with empathy, taking feedback and acting on it. Communities are invited to provide honest and open input. Your organization checks assumptions and responds to their needs. Public accountability also includes transparency, responsibility, fairness, efficiency, responsiveness and honesty. Your organization institutes and upholds processes and practices that ensure people are accountable for bad outcomes regardless of intentions.

○ **Your organization treats growing social trust as a valuable goal in itself.**

**2**   **Based on your answers above, with whom does your organization have high trust now? With whom could your organization do a better job?**

**3**   **How is your organization delivering on what it says it will do? How is your organization sharing that in a way that resonates with those who need to know about it and believe it? Is there consistency in delivering on promises across all levels of the organization, with partners and communities? Where are areas of improvement to focus on?**

**4**   **Are you experiencing lack of trust, mistrust and/or distrust? How is it manifesting (consider social traps, hypocrisy, weak access points that are causing confusion or doubt, etc.)?**

**5**　**What structures, processes and incentives (positive and negative) does your organization have in place that hold it accountable to make sure staff and the organization are being trustworthy? What feedback loops do you need to put in place to keep track of trust?**

**6**　**Does your organization's reputation as a trustworthy partner outweigh negative perceptions? Who are the people or groups that see you as trustworthy?**

**7**　**How does your organization actively work to repair trust when it falls short of its stated values?**