

FIELD GUIDE TOOL #1

The Trust Diagnostic

*Chapter 1: Trust Is More Than a Personality Trait*TOOL
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DATE _____ COMPLETED BY _____

SITUATION _____

Use this tool to distinguish between personal trust and structural trust in your organization. Work through both sections honestly before reading further.

When to use it. Best used at the start of a leadership role and annually thereafter.

Section A: Personal Trust Indicators

Rate each statement on a scale of 1 to 5: 1 = Rarely true, 2 = Occasionally true, 3 = Sometimes true, 4 = Often true, 5 = Consistently true.

Statement	Score (1–5)
People on my team would describe me as fair and consistent.	
I follow through on commitments I make to my team.	
My team feels comfortable raising problems with me directly.	
I give credit generously and take accountability when things go wrong.	
My team's engagement scores reflect their experience of me as a leader.	
Personal Trust Total (out of 25):	

Section B: Structural Trust Indicators

Rate each statement on a scale of 1 to 5: 1 = Rarely true, 2 = Occasionally true, 3 = Sometimes true, 4 = Often true, 5 = Consistently true.

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Statement	Score (1–5)
Decisions are made at the right level without frequent escalation to me.	
New team members reach full productivity within a predictable timeframe.	
Performance is consistent across the team regardless of who is managing on a given day.	
Problems surface early, before they become crises.	
The team operates well when I am absent or unavailable.	
Structural Trust Total (out of 25):	

Interpreting Your Scores

Pattern	What it suggests	Where to focus
High personal, low structural	The system depends on you. Risk increases as you scale or step back.	Chapters 2–6: all five structural components
Low personal, high structural	The system works but relationship quality is limiting engagement and candor.	Chapter 4 (Communication) and Chapter 5 (Psychological Safety)
Both high	Strong foundation. Focus on sustaining under growth and change.	Chapter 6 (Continuity) as the next priority
Both low	Structural redesign is urgent. Start with Chapter 2 (Stewardship) before any others.	Chapter 2 first, then work sequentially

The Reliability Gap

Answer these two questions as honestly as you can.

Question	Your Answer
How does your team perform when you are fully present and engaged?	
How does your team perform when you are absent, unavailable, or distracted?	
What is the gap between those two states, and what does it tell you?	

Before moving to Chapter 2, confirm:

- ☐ You have scored both sections honestly, not aspirationally.
- ☐ You have noted the gap between your personal and structural trust scores.
- ☐ You have identified the reliability gap in your team’s performance.
- ☐ You know which chapter addresses your most urgent structural gap.