

# A Strengths Lens on Becoming a Trust Advisor

Your Strength	Credibility	Reliability	Intimacy	Self-Orientation
<b>Achiever</b>	Others can count on me and my belief in hard work and diligent effort.	When I make a commitment to the team or an individual on the team, I deliver on what I say I will do.	I make connections by working alongside the team to develop bonds, trust, and respect.	I focus on self-achievement and accomplishments instead of how the team can work together to accomplish goals.
<b>Activator</b>	I demonstrate integrity by showing my actions reflect my words.	I am there for others to remove bottlenecks and consistently there to provide support.	Rapid actions on behalf of another person shows that I care. This helps create a bond more rapidly than idle words.	I focus on promoting my own agenda.
<b>Adaptability</b>	I show others I am there for them without a personal agenda, which leads to trust in showing I am there to participate with them, not manipulate the situation or person.	I can respond to the task at hand and my awareness of the immediate situation and attentiveness to others helps me to care for others in the moment.	I help others trust in their ability and help them believe in what they can do leading to self-confidence in their abilities.	I continually adapt and change team situations without considering others – only my agenda.
<b>Analytical</b>	Others trust I have done my homework and feel comfortable following my recommendations without additional follow-up.	I support others by acting as the “truth finder” of information that can cause conflict or confuse others.	When others are overwhelmed by data and decisions, I can help by sorting out what’s real and what can improve their odds in a difficult situation.	I use data to tell the story I want to lead people in the direction of regardless of other input.
<b>Arranger</b>	I am open and transparent about my thought process that helps others understand and follow my reasoning.	When others feel overwhelmed with confusion and dissonance, I can help show how all the pieces can be arranged to fit together and reduce the chaos.	I foster mutual respect by being honest and transparent with others.	I figure out how all the pieces and resources can be arranged for maximum productivity without getting others involved.
<b>Belief</b>	I ensure fairness and unity by clearly communicating to others the behaviors expected of everyone, including myself.	I demonstrate by Belief talent in actions that speak far louder than words. Individuals can rely on me to be clear on my expectations.	I act as a servant leader.	I expect others to adhere to the ethical foundation I demand of myself.
<b>Command</b>	You can be counted on to say what you think. The team can be	I provide an honest assessment when asked to weigh in on	Your directness builds trust and strong relationships.	My values and actions are not consistent – team

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	confident that you won't change your mind once you leave the room.	decisions and help individuals to see the "why" behind the decision.		members see my emotions as to not be authentic and overly direct.
<b>Communication</b>	I am consistent with my words and actions. This conveys integrity and shape trust with others.	I can help others see the "big" picture and what is needed in both the short- and long-term.	I help individuals put their emotions into words to help them pinpoint key issues they are trying to communicate.	I use my strong communication strength to "spin" information to fit my own needs.
<b>Competition</b>	I can help the team/department to assess achievements and identify "best in class" practices to move the team to high performance.	Help others see the potential in themselves that they may not have and help them to build on their strengths.	I can bring out the "fun" site of competitiveness to help create emotional bonds within the team.	Regardless of the task or situation, I want to win at all costs.
<b>Connectedness</b>	Build respect with individuals through matching action to values and respecting/embracing the differences of others.	I can help bring calm in times of chaos. I can help others put current difficulties into perspective to move forward.	I seek mutual bond by discovering areas of commonality and building a strong relationship from there.	My values and philosophy of life serves my own self-interests.
<b>Consistency</b>	I demonstrate my respect for rules, guidelines and principles that sets the tone for equality and encourages peaceful compliance.	I express my expectations to other so they can count on consistency in the application of these things.	I set clear rules and adhere to them. I make sure I am always there for them, which builds strong relationships.	My actions are superficial and are not seen as authentic as I am not consistent with my actions.
<b>Context</b>	I demonstrate the importance of understanding past to put upcoming things into context.	I can consistently boil down complex ideas or proposals to their most basic elements that helps others understand the original purpose and reasoning behind them.	I am willing to be vulnerable and share stories to build trust and strong relationships.	I am fully focused on the past and unable to move forward by looking at new ways to do things.
<b>Deliberative</b>	I build trust and respect by doing things right and doing the right things.	I take time to thing before making decisions.	I provide genuine praise and recognition to individuals.	I am overly cautious about decisions, which could hinder timelines.
<b>Developer</b>	I take a growth-nurturing approach when helping individuals realize their potential. I am seen as an inspirational mentor.	I help provide others with a safe environment where individuals can both make mistakes and thrive.	I genuinely want to be there to help others grow and develop in their current and future responsibilities.	I try to force my views on others even if they are not ready to lean in and trust my motives.

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<b>Discipline</b>	I consistently deliver on expectations set by others. I help the team to execute what is expected to build trust amongst the team and others.	I share timelines with others to show the consistent progress being made. Others will come to respect and trust the team with projects because of the consistent actions and results provided.	In holding myself to set standards and following through with actions, I demonstrate integrity and others trust I will get things done.	I expect others to possess the same level of discipline and structure when doing their work.
<b>Empathy</b>	When discussing sensitive information with individuals, they value my input as they know I will allow them the freedom to express what they need.	I consistently bring patience and understanding to a situation and do not jump to judgement.	Because trust is paramount, others feel comfortable approaching me to share thoughts, feelings, concerns, and needs.	My intuit abilities can lead me to wanting to “take care” of others when they do not want or need that – they may just want someone to listen.
<b>Focus</b>	I know what’s important and where to focus attention. I work with the group to appropriately delegate essential work that helps build high performance.	Others trust my judgement as I can help bring focus to the items that should be addressed and worth the team’s time versus non-essential items.	I can build a secure environment for others when planning long-term goals.	I forget that someone else’s focus is not the same as mine. I need to remember that others are responsible for their own decisions.
<b>Futuristic</b>	My realistic attitude helps build trust and confidence in the visionary ideas presented for the team and organization.	My natural ability to look ahead allows me to help the team to see trends (good and bad) on the horizon that can help to guide the team/department/organization.	I can make strong connections with other by listening to their dreams, ideals, etc.	I focus on pushing my ideas of vision and what the future state could look like and not fully consider ideas from others.
<b>Harmony</b>	Others can trust me to reduce conflict and friction for the greater purpose of the team/department/organization.	I help ensure that all voices are heard and have a say to make sure the environment is one of trust and respect – even to individuals who are quieter.	By seeking common ground between individuals and teams, I build harmony and trust that enhances one-on-one and group relationships	Because I do not enjoy conflict and want to focus on areas of agreement, I may try to overlook the conflict and push for fast agreements.
<b>Ideation</b>	I demonstrate how new ways of thinking and working can improve us as a team and make work easier.	I show how my ideas can improve our performance reliably.	I help personalize my ideas by first understanding what ideas others have.	I am fully focused on m ideas and blind to what others might think about my ideas.
<b>Includer</b>	I show awareness of those who feel left out and try to include them and help to give them a voice.	I work to include all members for their individual contributions.	Others can rely on me to find common ground and recognize contributions each person makes to the whole.	My wanting to include all can appear to be I want to be friends with everyone and be seen as self-serving.

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<b>Individualization</b>	I can see the unique qualities of individuals and how that can be used to increase performance, set up teams, etc.	My insights of others help to build relationships bot inside and outside of the department.	People trust my instincts when it comes to understanding people and groups and how to build relationships with others.	Sometimes I am seen as having favorites based on who I stand behind and support, which leads to distrust.
<b>Input</b>	I make sure that the information I provide is both current and accurate. In addition, I help others distinguish between facts and fiction so information provided can be defended.	I take responsibility to do thorough research and provide others with information they need to succeed.	Others can depend on me for help and know that I will use my resourcefulness to aid them in their projects.	I gather information for my own use and do not share that with the broader group.
<b>Intellection</b>	I am respectful and give my honest opinion to others to help them avoid pitfalls and mistakes.	Others depend on me to forthright and help them succeed.	I build relationships with others by engaging them in intellectual discussions to understand their point of view.	If others do not see things the same as I do, I scrutinize their ideas and efforts.
<b>Learner</b>	I am willing to rely on others that are more knowledgeable than me in areas and am willing to admit that I am still learning.	I co-learn with the team, and they can trust that I will learn what needs to be done to help the team be successful	I show my respect and appreciation of those who know more than me and are considered “experts” in their area of expertise.	I focus learning on what is important to me and will help me become more “advanced” rather than co-learning and sharing information.
<b>Maximizer</b>	Others can trust me because I am always striving for excellence—no shortcuts or half measures!	I always find ways of measuring my performance of my team and staying accountable to high standards.	I study what makes others successful by getting to know them and replicating their strategies and approaches to my work.	No solution is every “good enough” for me, so I keep cycling through options and never really settle on one.
<b>Positivity</b>	The praise I provide others is genuine and never empty or false.	I find ways to create a positive environment for the team and insulate them from the negativity that can be contagious.	I provide genuine praise for accomplishments that are timely and specific.	I use this strength to mask negativity or things that need to be addressed by using false humor and disingenuous praise.
<b>Relator</b>	Amongst the chaos and changing environment, others can rely on importance I place on building	I make it a point to schedule enough 1:1 time with individual team members to ensure they are	I build close and strong relationships with individuals	I avoid expanding my relationships with others and rely on “close” and

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	relationships and setting the path to success.	being heard and I can assist in removing any obstacles that may come their way.	through personal connection and time.	“comfortable” relationships, which is seen as having “favorites”.
<b>Responsibility</b>	When I believe the team or individual is involved in something that is not right, I make sure to gather information from all parties to ensure the right course of action is taken to resolve the issue.	I take psychological ownership of my commitments to the team, department, and organization and hold	I understand the importance to recognize individuals for their moral strength and integrity.	My sense of responsibility leads to micromanaging individuals and situations.
<b>Restorative</b>	I help individuals and teams feel safe by my ability to help put a plan together to turn around issues and problems.	I work with the team to identify problems and figure out the best course of action for resolving what is wrong.	I am committed to helping others solve problems and address concerns.	I see the flaws and shortcomings versus looking to show appreciation for current levels of performance.
<b>Self-Assurance</b>	I show confidence in the decisions being made that help the team move forward.	I have the confidence that the decisions I make will help the team move forward.	I make individuals aware of my decision-making process, so they have confidence in what I am doing and see me as trustworthy.	I am overly independent and self-assured, which isolates others from the process.
<b>Significance</b>	I take the time to think about what needs to be achieved and what it means to the present as well as the future of the team and department.	I can lead the charge in taking on “big risks” for the team. In addition, I have the confidence to find the solution needed to get there.	I am candid about my motives to gain the trust and respect of others.	I am independent and seek recognition over including others.
<b>Strategic</b>	I have a sound process for approaching projects, decisions, etc. that are required of the team so that we look at all angles to take the best path forward.	I enlist the help of good “thought” partners when making decisions.	I get others involved when making decisions to uncover options and working towards a shared solution.	I look at things so high-level, I lose site of what the immediate needs of the team are.
<b>WOO</b>	My ability to meet and greet a variety of individuals helps me produce valuable information that can be shared with the team.	I have a wide base of support that can help move initiatives forward for the team and department.	I can build networks of trust, support, and communication by contacting and relating with a wide range of people.	My actions can appear to be superficial and only wanting to get to know someone for what they can do for me.