**Ten Ways to Build Trust**

1. **Self-disclosure**: Be open about your motivations, concerns, and uncertainties.
2. **Honesty**: Tell the truth about your beliefs and intentions.
3. **Build a personal connection**: Get to know others and let them get to know you.
4. **Transparency**: Share complete, timely, and accurate information.
5. **Encourage, don’t command**: Assume that people want to do the right thing and expect that you can influence them without coercion.
6. **Take blame, give credit**: Be accountable when things go wrong and provide recognition when things go well.
7. **Don’t play favorites**: Give equal respect and attention to the needs of all team members.
8. **Live up to commitments**: Do what you say you would by when you said you would.
9. **Be willing to learn and improve**: Be open to new ideas and welcome challenges to your way of thinking.
10. **Show humility**: Admit when you are wrong or have made a mistake.

**Ten Ways to Destroy Trust**

1. **Political maneuvering**: Act with an eye toward gaining advantage or power over others.
2. **Self-seeking**: Value your own interests ahead of others in a way that puts them at a disadvantage.
3. **Act unfairly**: Show bias or capriciousness in decisions or behavior toward others.
4. **Withhold communication**: Do not share information, solicit opinions or feedback, or respond directly to questions.
5. **Mislead or obfuscate**: Deliberately say things that aren’t true or leave out pertinent facts in order to influence the opinions or feelings of others.
6. **Question others’ motives**: Assume that people have ill-will or bad intentions.
7. **Ignore interpersonal aspect of relationships**: Treat interactions with others as transactions to be completed rather than part of an ongoing association.
8. **Be manipulative**: Conceal your actual intentions, show superficial charm or empathy, or feign sincerity.
9. **Bad-mouth others behind their backs**: Be indiscrete in sharing your negative opinions of someone while refraining from sharing your view with the person directly.
10. **Fake having knowledge**: Pretend to have the answers or project more certainty about facts than is warranted.