

**TOOL 10.2**

## Self-assessment: The Covey 4 cores of credibility

<b>PURPOSE</b>	
Understand the level to which one may be considered trustworthy and reflect on the skills and attributes underpinning that determination.	
<b>TIME</b>	
30 minutes	
<b>MATERIALS</b>	
<ul style="list-style-type: none"> <li>• A copy of the Self-assessment handout</li> </ul>	
<b>STEPS</b>	
<b>1.</b>	Complete the self-assessment and tally the score.
<b>2.</b>	<p>Reflect on the results.</p> <ul style="list-style-type: none"> <li>• Were you completely honest with yourself?</li> <li>• In what areas were you surprised by your rating?</li> <li>• Do you think others view you as trustworthy?</li> <li>• In which of the areas where you marked yourself lower might you want to make changes? What would those changes look like?</li> <li>• What next steps might you take?</li> </ul>

**TOOL 10.2** *cont'd***Self-assessment**

<b>PART ONE</b>		
I sometimes justify telling “white lies,” misrepresent people or situations, or “spin” the truth to get the results I want.	1 2 3 4 5 Notes:	At every level, I am thoroughly honest in my interactions with others.
At times there is a mismatch between what I think and what I say, or between my actions and my values.	1 2 3 4 5 Notes:	What I say and do is what I really think and feel; I consistently “walk” my “talk.”
I am not fully clear on my values. It’s difficult for me to stand up for something when others disagree.	1 2 3 4 5 Notes:	I am clear on my values and courageous in standing up for them.
It is hard for me to acknowledge that someone else may be right or that there is additional information out there that may cause me to change my mind.	1 2 3 4 5 Notes:	I am genuinely open to the possibility of learning new ideas that may cause me to rethink issues or even redefine values.
I have a difficult time setting and achieving personal goals or commitments.	1 2 3 4 5 Notes:	I am able to consistently make and keep commitments to myself and to others.
<b>Total Part One score</b> (possible 25)		
<b>PART TWO</b>		
I don’t really care that much about people, except those closest to me. It’s hard for me to think about concerns outside of my own challenges in life.	1 2 3 4 5 Notes:	I genuinely care about other people and am deeply concerned about others’ well-being.
I don’t think a lot about why I do what I do. I’ve rarely (if ever) tried to do deep interior work to improve my motives.	1 2 3 4 5 Notes:	I am consciously aware of my motives and I refine them to make sure that I’m doing the right things for the right reasons.

**TOOL 10.2** *cont'd*

In my dealing with others, I usually focus on getting what I want.	1 2 3 4 5 Notes:	I actively seek solutions that provide a "win" for everyone involved.
Based on my behavior, most people would not necessarily think I had their best interests in mind.	1 2 3 4 5 Notes:	Other people can clearly tell by the things I do that I really do have their best interest in mind.
Deep down, I believe that if someone else gets something (resources, opportunities, credit), that means I don't.	1 2 3 4 5 Notes:	I sincerely believe that there is more than enough of everything to go around.
<b>Total Part Two score</b> (possible 25)		
<b>PART THREE</b>		
I feel like I am not really using my talents in my current job.	1 2 3 4 5 Notes:	There is a high match between my talents and my opportunities in the work I am doing.
I have not gained the knowledge or fully developed the skills I need to really be effective at work.	1 2 3 4 5 Notes:	I have acquired the knowledge and mastered the skills required for my job.
I seldom take time to improve my knowledge and skills at work or in any other area of my life.	1 2 3 4 5 Notes:	I relentlessly upgrade and increase my knowledge and skills in all the important areas of my life.
I'm not really sure what my strengths are; I'm more focused on trying to improve in my areas of weakness.	1 2 3 4 5 Notes:	I've identified my strengths, and my greatest focus is on using them effectively.
At this point, I do not know much about how to build trust.	1 2 3 4 5 Notes:	I know how to effectively establish, grow, extend, and restore trust, and I consciously work to make it happen.
<b>Total Part Three score</b> (possible 25)		

**TOOL 10.2** *cont'd*

<b>PART FOUR</b>		
I don't have a very good track record. My resume certainly won't knock anyone's socks off.	1 2 3 4 5 Notes:	My track record clearly gives others the confidence that I will achieve desired results.
I focus my efforts on doing what I've been told to do.	1 2 3 4 5 Notes:	I focus my efforts on delivering results, not activities.
When it comes to communicating my track record, either I don't say anything (I don't want to come across as bragging), or I say too much and turn people off.	1 2 3 4 5 Notes:	I appropriately communicate my track record to others in a way that inspires confidence.
I often fail to finish what I start.	1 2 3 4 5 Notes:	With rare exception, if I start something, I finish it.
I don't worry as much about how I get the results—just that I get them.	1 2 3 4 5 Notes:	I consistently get results in ways that inspire trust.
<b>Total Part Three score</b> (possible 25)		
<b>Total questionnaire score</b> (Possible 100)		

**TOOL 10.2** *cont'd***Core One: Integrity**

The first core deals with issues of integrity. This is what most people think about when they think of trust. To many, “integrity” basically means “honesty.” While integrity includes honesty, it’s much more. It’s integratedness. It’s walking your talk. It’s being congruent, inside and out. It’s having the courage to act in accordance with your values and beliefs. Interestingly, most massive violations of trust are violations of integrity.

**Core Two: Intent**

The second core deals with the issues of intent. This has to do with our motives, our agendas, and our resulting behavior. Trust grows when our motives are straightforward and based on mutual benefit—in other words, when we genuinely care not only for ourselves, but also for people we interact with, lead, or serve. When we suspect a hidden agenda from someone or we don’t believe they are acting in our best interests, we are suspicious about everything they do or say.

**Core Three: Capabilities**

The third core deals with issues of capabilities. These are the abilities we have that inspire confidence—our talents, attitudes, skills, knowledge, and style. They are the means we use to produce results. A family doctor might have integrity and his motives might be good, but unless he’s trained and skilled to perform the task at hand (brain surgery, for example), he’ll lack in credibility in that area. Capabilities also deal with our ability to establish, grow, extend, and restore trust.

**Core Four: Results**

The fourth core deals with issues around results. This refers to our track record, our performance, our getting the right things done. If we don’t accomplish what we are expected to do, it diminishes our credibility. On the other hand, when we achieve the results we promised, we establish a positive reputation of performing, of being a producer . . . and our reputation precedes us.

Both capabilities and results are matters of competence.

PART	CORE	SCORE
One	Integrity	
Two	Intent	
Three	Capabilities	
Four	Results	
<b>Total</b>		