

# TRIFECTA OF TRUST DEVELOPMENT GUIDE

## 信任三连胜开发指南

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### Build Positive Relationships

#### 建立积极的关系

##### Cooperate Rather than Compete with Others

##### 与他人合作而不是竞争

- Look for opportunities for cross-functional teams to work together.
  - 寻找跨职能团队合作的机会。
- Give recognition and credit to other teams and individuals.
  - 给予其他团队和个人认可和赞扬。
- Share knowledge and information with other groups.
  - 与其他群体分享知识和信息。
- Invite other groups or individuals outside your team to attend staff meetings and share their insights and ideas.
  - 邀请所在团队以外的其他群体或个人参加员工会议并分享他们的见解和想法。
- Find opportunities to help and assist other teams.
  - 寻找帮助和协助其他团队的机会。

##### Coach and Develop Others

##### 指导并培养他人

- Provide one-on-one coaching or mentoring to individual team members or peers. People think fondly about those that help them develop.
  - 为团队成员或同事提供一对一的指导或辅导。人们往往会非常惦记那些帮助他们发展的人。
- Schedule career development discussions with each team member.
  - 安排与每位团队成员进行职业发展讨论。
- In one-on-one conversations, set a goal to avoid giving advice. Support others in discovering their own solutions.
  - 在一对一的谈话中，为自己设定一个目标，尽量不要向对方提建议。支持对方自己发现解决方案。
- Set a self-improvement goal for one-on-one conversations (e.g., listen more, prepare better questions, or explore three options before making decisions).
  - 为一对一的谈话设定一个自我完善目标（例如，多听，准备好更好的问题，或者在做决定前探讨三个选择）。

## Inspire and Motivate Others

### 鼓舞和激励他人

- Bring positive emotions to work. Frequently convey your own passion and commitment about the work you are doing. Your emotions are extremely contagious.
  - 把积极的情绪带到工作中去。经常表达自己对工作的热情和承诺。你的情绪极具感染力。
- Schedule time to listen to your team's concerns and needs. Don't solve the concern in the moment—just listen.
  - 安排时间倾听团队的顾虑和需求。不要在当时就急着解决问题——认真倾听。
- Involve your team in identifying and adopting a difficult stretch goal. When people accomplish an imposing objective, they are more motivated and engaged.
  - 让你的团队参与确定并采纳一个具有难度的延伸目标。当人们完成一个宏伟的目标时，他们会更有动力并且更加投入。
- Brainstorm. Set aside time every week to have the team bounce ideas off each other and think creatively about business solutions.
  - 脑力风暴。每周留出一点时间让团队互相交流想法，创造性地思考业务解决方案。

## Ask for Feedback

### 征求反馈

- Ask others for feedback in a way that shows you really want to improve. Rather than say, “Was that meeting okay?” ask, “What could I have done in the meeting to significantly improve my performance?”
  - 征求他人的反馈，让他们意识到你真的希望改进。与其问“那次会议还好吗？”，不如问“在会议上，我还能做些什么来显著改善我的表现？”
- Be specific about what you are requesting feedback on.
  - 具体说明你希望他们针对哪些方面提出反馈。
- Identify the right person to give you the feedback you need and the best medium in which to ask.
  - 明确能为你提供所需反馈的合适人选,以及最佳提问途径。
- Show gratitude for the feedback you receive and express your desire for more.
  - 感谢他们提出的反馈意见，并表达出希望得到更多反馈的渴望。



## Exercise Expertise and Good Judgement

### 运用专业知识和出色判断力

#### Be a Role Model and Walk Your Talk

##### 做言行一致的楷模

- Keep commitments. Keep track of commitments you make to others. Often people agree to do something with good intentions but forget their commitment.
  - 信守承诺。记住你对别人做出的承诺。人们经常会出于好意而同意做某些事，但是却忘了自己的承诺。
- Ask for and act on feedback. Leaders who are able to effectively receive feedback are perceived as role models for their team.
  - 征求反馈，并根据反馈采取行动。能够有效听取反馈的领导者通常被视为所在团队的楷模。
- Walk the talk. Look for opportunities to be a good example and a role model. Put forth extra effort. Be an example of the behaviors you would like others to demonstrate.
  - 言行一致。寻找机会成为一个好榜样和楷模。付出额外的努力。亲身示范你希望别人表现出来的行为。

#### Anticipate Problems

##### 预见问题

- Think about what could go wrong with your plan. Once you recognize potential problems look for how they can be avoided or quickly identified.
  - 想想你的计划可能会出什么问题。一旦你认识到潜在的问题，就要寻找如何避免或快速识别它们的方法。
- Monitor your progress and regularly check if milestones are achieved. When you are busy executing it is easy to lose track of the time and the expected completion date.
  - 严格掌握你的进度，定期检查里程碑事件是否实现。如果你忙于执行任务，那么就很容易忘记时间和预期完成日期。
- Initiate change early. Look for and identify situations where change is needed. The ability to identify critical changes is an essential skill to effectively anticipate problems.
  - 尽早开始改变。寻找并识别需要改变的情况。识别关键变化的能力是有效预见可能出现的问题的基本技能。
- Look for patterns. Learn to spot new problems and recognize trends. Keep well informed by regularly reading and listening to others who are monitoring these trends.
  - 寻找模式。学会发现新问题并认识到存在的趋势。通过定期阅读相关资讯和倾听关注这些趋势的其他人的意见，掌握最新信息。

#### Connect Your Work to the Vision and Direction

##### 把你的工作与愿景和方向联系起来

- Link the vision to individual jobs and everyone's current reality. Help people understand the connection between their individual job, organizational goals and objectives, and the strategic direction of the organization.

- 将愿景与个人工作和每个人当前所处的现实联系起来。帮助人们理解他们的个人工作、组织目标和组织的战略方向之间的联系。
- Take the time to help people understand how their work contributes to broader business objectives and links to the strategy and vision. This will let them see how their work impacts the bottom line.
  - 花点时间帮助人们了解他们的工作如何有助于实现更广泛的业务目标，以及他们的工作与战略和愿景之间的联系。这将帮助他们理解他们的工作如何影响最终目标。
- Fire quickly, but after you have aimed properly. The phrase, “Ready, Fire, Aim” describes a person who is quick to act but not clear about the overall strategy and direction of the organization. Those who act quickly need to very clear about where they are going and why.
  - 瞄准目标,快速出击。“准备、开火、瞄准”一组词描述一个人虽行动迅速，但是对于组织的整体战略和发展方向却不甚清楚。那些行动迅速的人需要非常清楚自己的行动方向以及理由。

## Keep Others Informed

### 让其他人知情

- Set a goal to begin every meeting with an update on goals and progress on objectives.
  - 设定一个目标，在每次会议开始时，先了解目标以及达成目标所需要的进展的最新信息。
- Create an open-door policy. Ask your team if they feel they can approach management at any time.
  - 制定一项开放的政策。问问你的团队，他们是否觉得自己可以随时与管理层沟通。
- Communicate more in the midst of uncertainty. Keep others informed when ambiguity is encountered.
  - 面临不确定时，多多沟通。面临模棱两可的情况时，告知他人。
- Begin by asking yourself, “What would I want to know or learn more about if I were sitting in the audience?” and, “What are their biggest concerns as it pertains to this matter?” Be sure to speak to those issues.
  - 先问自己，“如果我坐在观众席上，我想更多地知道或了解什么信息？”，以及“他们对于这件事最大的顾虑是什么？”记得一定要谈谈那些问题。
- Establish a communication schedule. Most people fail to communicate important information because they assume others already know.
  - 制定沟通日程表。大多数人无法传达重要的信息，因为他们以为别人都已经知道了。



## Demonstrate Consistency

### 表现出一致性行为

#### Deliver on Commitments

##### 履行承诺

- Track your commitments. Write down the commitments that you personally make to other people and ensure that you follow through.
  - 跟踪你做出的承诺。写下你个人对别人所做的承诺，并确保你能始终履行这些承诺。
- Create a plan that addresses the classic questions of “Why, Who, Where, When, How, and How much will it cost.” While every question cannot be addressed, a reasonable amount of detail is required.
  - 制定一个解决“为什么、谁、在哪里、何时、如何以及花销多少”等经典问题的计划。如果每个问题都无法解决，则表示需要合理数量的细节信息。
- Once you have created a plan, look for creative, innovative ways to execute it. Creativity can bring life and motivation to a project.
  - 一旦你制定了计划，就要寻找有创意的、创新的执行方法。创造力可以为项目带来活力和动力。
- Be personally responsible for the results of a task, job, or problem that you take on.
  - 为你自己承担的任务、工作或问题的结果负责。

#### Insist on High Standards

##### 坚持高标准

- Set high standards. Ask others to achieve high levels of performance. Encourage others to perform at their best and always obey the rules.
  - 制定高标准。要求其他人展现出高水平的表现。鼓励他人发挥最佳水平，并始终遵守规则。
- Establish high standards of excellence for the work your team produces. Begin every staff meeting with a review of the status of the major projects within the group.
  - 为所在团队确立卓越工作标准。在每次员工会议开始时，回顾团队目前主要项目的状态。
- Get others to help raise the bar. Invite each member of your team to propose two revolutionary goals they would like to see your group pursue.
  - 让其他人协助提升团队目标。邀请团队中的每个成员提出他们希望团队追求的两个革命性目标。

#### Continuously Improve

##### 持续改进

- When you see opportunities for improvement, tactfully share your insight with others.
  - 当你发现改进的机会时，巧妙得体地与他人分享你的见解。
- Celebrate small victories rather than waiting for one giant leap in improvement. Set goals that have a reasonable chance of being achieved yet are not so easy as to be empty.
  - 但凡取得小小的胜利就应该及时庆祝，而不是一味等待取得飞跃式进步。制定一个目标，能够

实现但又不是那么轻而易举就可以实现。

- Challenge yourself to push a little harder, try a little more, put in additional time, and add extra effort into your work.
  - 挑战自己，让自己更努力一点，多尝试一点，投入更多的时间，在工作中付出更多努力。
- Look for opportunities to go far beyond what is expected of you by not only identifying problems that may not be your direct responsibility but fixing them as well. Determine if you could far exceed in quality or quantity what has been done in the past.
  - 通过发现你负责范围外的问题并妥善解决，以此超出别人对你的预期。确定你是否能在质量或数量上远远超出过去取得的成绩。

## Collaborate with Others

### 与他人合作

- Find opportunities to share your knowledge and expertise with other groups. Groups are more likely to collaborate with people they feel have good judgment in making decisions and are willing to explain the reasons behind decisions.
  - 找机会与其他团队分享你的专业知识。团队一般更愿意与他们认为的具有出色的决策判断力且愿意解释决策背后原因的人合作。
- Create networking opportunities. Initiate business lunches with peers. Invite others to present at your staff meetings. Develop and maintain effective working relationships with people outside your immediate work group. Initiate discussions with colleagues regarding ways your teams could work together more effectively.
  - 创造社交机会。与同事共进商务午餐。邀请其他人参加员工会议。除直接工作团队以外，要与其他人建立并保持有效的工作关系。就团队高效合作事宜，与同事展开讨论。
- Remove barriers. Be attentive to ways your team could take actions that would assist other groups. Ask your team members to identify ways to make working relationships more seamless inside the firm. Celebrate the successes of other departments.
  - 扫除障碍。关注你的团队如何可以用行动帮助其他团队。为了促进公司内部团结，让队员提建议，献真言。其他部门取得成绩，我们要表示祝贺。

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