

Organizational Trust Assessment Tool

Dimension	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Working Atmosphere <div style="border: 1px solid black; width: 80px; height: 30px; margin-left: 10px; text-align: center; line-height: 30px;">score</div>	Toxic, open warfare, sabotage, grievances, lawsuits, criminal behavior	Intensely political with clearly defined camps and parties, unhealthy environment	Extensive grumbling, some camps and parties are visible	Some grumbling is visible from dissatisfied employees	No obvious grumbling, minimal office politics	Focus on work, strong creativity and innovation	High level of engagement, innovation, confidence and loyalty
Personal Relationships <div style="border: 1px solid black; width: 80px; height: 30px; margin-left: 10px; text-align: center; line-height: 30px;">score</div>	Highly dysfunctional relationships with verbal, emotional and physical abuse	Constant worrying and suspicion, mistakes remembered and used as weapons	Energy draining and joyless interactions, guarded dispersal of information	Tension, regular mis-understandings, difficulty in growing relationships	Polite and cordial interactions, general tolerance and acceptance	Close relationships, uplifting and positive interactions, positive energy	Amazing energy creating by relationships, true joy characterized by caring and love
Management Style <div style="border: 1px solid black; width: 80px; height: 30px; margin-left: 10px; text-align: center; line-height: 30px;">score</div>	Overbearing, micro-management, grid-locked decision-making	Painful micro-management, excessive time wasted defending positions and decisions	Common CYA behavior by managers and employees, hidden agendas, public blaming	Managers complain about their employees, someone is often blamed for a mistake	Reasonably open and honest communication, occasional private blaming	Positive partnering relationships, mistakes seen as learning opportunities	Very positive relationships with high level of transparency, problems are considered “gems”
Policies and Procedures <div style="border: 1px solid black; width: 80px; height: 30px; margin-left: 10px; text-align: center; line-height: 30px;">score</div>	Highly redundant bureaucracy, excessive controls	Extensive bureaucracy and control systems	Bureaucracy and redundancy found in most systems and structures	Some bureaucratic rules and procedures	Aligned systems and structures	Helpful systems and structures	Fully aligned and highly efficient systems and structures

Total score

Total score	Trust level	Performance
22-28	High	+20% to +40%
19-21	Normal	0%
12-18	Low	-20% to -40%
04-11	Very Low	-60% to -80%

- 1) For each row, select the most accurate cell for your organization
- 2) Enter the Level # for your selected cell in the “score” box
- 3) Add up the four scores and enter the total in “total score” box
- 4) Look up trust level and performance impact in table on the left

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 Adapted from *The Speed of Trust*, by Stephen M. R. Covey (2006, 2018)