

PROFICIENCY SCALE FOR INTERPERSONAL TRUST



Interpersonal Trust *A team climate where it is safe to take risks, knowing that team members will not embarrass or reject those who speak up.*

Unproductive Teamwork	Productive Teamwork	Transformational Teamwork
Manipulating for personal gain	Communicating positive intentions with congruence and integrity	Having a high degree of transparency and working for the common good of all
Communicating often carries negative messages	Making more positive than negative communications	Pervading team interactions—an upbeat and optimistic spirit
Focusing on selves more frequently than talking about others	Focusing on others more frequently than selves	Servicing others assumes priority over personal concerns
Behaving without backing teammates	Supporting, encouraging, appreciating teammates	Valuing others, regularly communicated
Risking considered dangerous	Risking valued for possible gain	Risking intelligently, a team characteristic

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