

**TEAM TRUST INDEX  
FOR  
SAN BERNARDINO CITY UNIFIED  
SCHOOL DISTRICT**

San Bernardino City Unified School District

June 3, 2013

Respondent Count: 1110



**FranklinCovey**  
THE ULTIMATE COMPETITIVE ADVANTAGE

SPEED OF TRUST

**IMPORTANT NOTICE:**

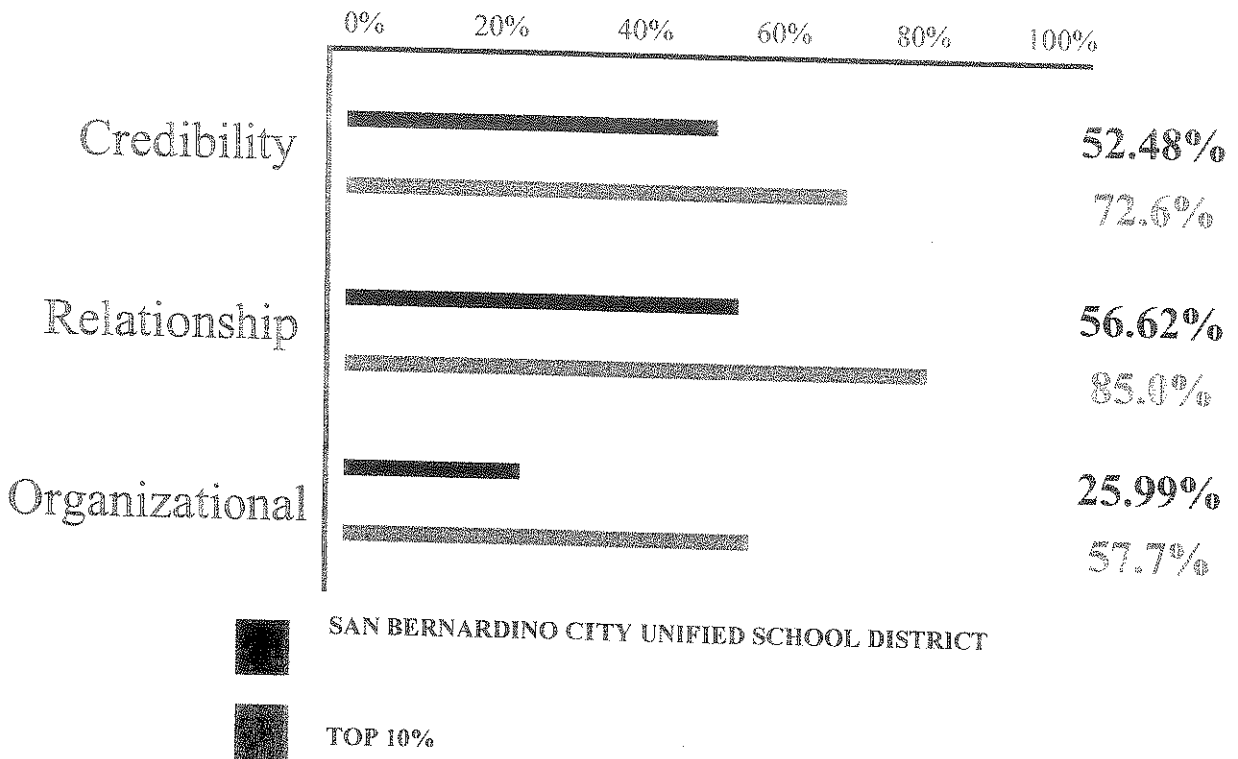
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# TTi Summary

## SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT

**SOT Index:**

**45.03%**



A score of 0-40 means your organization is incurring significant Trust Taxes; 41-85 means that you have some trust issues that are slowing you down and creating costs; 86-100 means that you are receiving a Trust Dividend and experiencing the 'great performance multiplier' - high trust - but you can always improve your "speed" of trust.

Your SOT Index is a number on a scale of 0-100, where 100 indicates world-class trust levels. The "Top 10%" scores are for comparison to a representative sample of Executive Teams in the United States and Canada in the FranklinCovey system.

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Disagree</i>	<i>Not Sure</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>1. Integrity</b>							
I am an honest person.	0.9%	0%	0.2%	0%	0.4%	20.8%	77.7%
I have a clear understanding of my values.	0.9%	0.1%	0.1%	0%	0.5%	19.3%	79.1%
My behavior is highly aligned with my values.	0.8%	0%	0.2%	0%	1.7%	30.3%	67%
I am open, authentic, and straightforward with others.	0.8%	0%	0.5%	0.3%	4.4%	35.7%	58.3%

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Disagree</i>	<i>Not Sure</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>2. Intent</b>							
I care about the people I work with.	0.6%	0.5%	0.4%	0.9%	4.2%	40.4%	53%
The people I work with know I care about them.	0.7%	0.9%	0.7%	6.5%	8.7%	46.4%	36.1%
I demonstrate respect and concern for everyone I interact with.	0.6%	0%	0.3%	0.6%	5.4%	41.8%	51.3%
I want the people I work with to win, not just myself.	0.6%	0%	0.2%	1%	2.1%	31%	65.1%

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Disagree</i>	<i>Not Sure</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>3. Capabilities</b>							
There is a high match between my talents and my responsibilities at work.	3.2%	3%	3.1%	1.4%	9.4%	39.5%	40.4%
I have mastered the skills and acquired the competencies required for my job.	0.7%	0.4%	0.6%	1.1%	6.4%	41.7%	49.1%
I possess the knowledge needed to succeed in my work.	0.7%	0.1%	0.5%	0.4%	2.9%	40.9%	54.5%
I make everyone around me better.	0.5%	0.2%	0.5%	9.4%	11.9%	49.3%	28.2%

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Disagree</i>	<i>Not Sure</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>4. Results</b>							
I consistently produce the results I'm expected to achieve.	0.7%	1%	0.7%	2.2%	6.8%	48.6%	40%
I get the right things done on time and on budget.	0.9%	0.2%	0.5%	1.7%	6.2%	46%	44.5%
I am a "go-to" person on our team.	0.7%	1.6%	1.1%	6%	10%	36.9%	43.7%
My track record gives others the confidence that I will achieve desired results.	0.8%	0.3%	0.6%	4.1%	5%	41.8%	47.4%

5. How would you rate your propensity or bias to trust people in general? I am . . .

Very Suspicious	1.7%
Suspicious	2.9%
Cautious	42%
Trusting	44.8%
Very Trusting	8.6%

6. Mark the box for each of the following 13 Behaviors regarding how YOU typically behave within the team: I . . .

	<i>Never</i>	<i>Infrequently</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
<b>Talk Straight.</b> (Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people nor distort facts. Don't spin the truth. Don't leave false impressions.)	0.3%	0.7%	4.1%	40.9%	54%
<b>Demonstrate Respect.</b> (Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.)	0%	0.3%	1.8%	32.5%	65.4%
<b>Create Transparency.</b> (Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of, "What you see is what you get." Don't have hidden agendas. Don't hide information.)	0.4%	0.5%	2.8%	35.9%	60.4%
<b>Right Wrongs.</b> (Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.)	0.2%	0.3%	2.8%	35.4%	61.3%
<b>Show Loyalty.</b> (Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.)	0.4%	0.5%	5.4%	48.5%	45.2%
<b>Deliver Results.</b> (Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.)	0.4%	0.4%	1.7%	37.2%	60.3%

6.(cont.) Mark the box for each of the following 13 Behaviors regarding how YOU typically behave within the team: I . . .

	Never	Infrequently	Sometimes	Usually	Always
<b>Get Better.</b> (Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.)	0%	0.7%	4.2%	37.3%	57.8%
<b>Confront Reality.</b> (Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. "Remove the sword from their hands." Don't skirt the real issues. Don't bury your head in the sand.)	0.2%	1.5%	11.4%	47.6%	39.3%
<b>Clarify Expectations.</b> (Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.)	0.2%	1.1%	8.6%	47.8%	42.3%
<b>Practice Accountability.</b> (Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.)	0.3%	0.4%	4%	35%	60.3%
<b>Listen First.</b> (Listen before you speak. Understand. Diagnose. Listen with your ears . . . and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers or all the questions.)	0.1%	1.1%	8.5%	52.4%	37.9%
<b>Keep Commitments.</b> (Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.)	0.1%	0.4%	1.8%	37.1%	60.6%
<b>Extend Trust.</b> (Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and character/competence of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.)	0.2%	1.7%	8%	45.9%	44.2%

7. The following questions ask you to rate the level of trust in the working relationships within the team.

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Slightly Disagree</i>	<i>Not Sure</i>	<i>Slightly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Not Applicable</i>
I trust all members of the team.	15.2%	21.4%	12.2%	13.2%	19.8%	14.8%	2.4%	1%
I trust my boss.	12.6%	8.6%	5.4%	6.4%	9.4%	23%	32.7%	1.9%
My boss trusts me.	4.1%	4.6%	1.6%	18.1%	5.9%	30.7%	32.5%	2.5%
I trust most members of the team.	5.5%	11.8%	9.8%	14.1%	19%	29.4%	9.1%	1.3%
My direct reports trust me.	1%	1.4%	0.6%	15.7%	3.8%	34.3%	24.2%	19%
I trust my peers.	1.9%	3.1%	4.6%	4.8%	21.2%	40.4%	22.6%	1.4%
My peers trust me.	0.3%	0.6%	1.4%	10.8%	7.7%	46.6%	29.8%	2.8%
There is high trust within the team.	20.4%	18.1%	12.4%	18.6%	14.5%	11.6%	3.4%	1%

8. Integrity - most members of the team	Strongly Disagree	Disagree	Slightly Disagree	Not Sure	Slightly Agree	Agree	Strongly Agree
... are honest.	1.9%	4.1%	5.1%	12.6%	15.8%	46.9%	13.6%
... have a clear understanding of their values.	1.7%	3.6%	4.1%	17.6%	15.8%	44.1%	13.1%
... display behavior that is highly aligned with their values.	2.3%	4.2%	6.7%	13.9%	21.2%	39.7%	12%
... are open, authentic, and straightforward with others.	3.5%	7%	10.3%	11.7%	21.8%	34.1%	11.6%

9. Intent - most members of the team	Strongly Disagree	Disagree	Slightly Disagree	Not Sure	Slightly Agree	Agree	Strongly Agree
... care about the people they work with.	2.3%	4.1%	5.1%	9.6%	20.6%	42.5%	15.8%
... know I care about them.	0.5%	1.4%	1.5%	19.1%	14.8%	45.9%	16.8%
... demonstrate respect and concern for everyone they interact with.	3.4%	4.6%	9.2%	8.6%	25.3%	36.5%	12.4%
... want all of us to win, not just themselves.	5%	4.9%	7.2%	12.3%	18.2%	35.8%	16.6%

10. Capabilities - most members of the team	Strongly Disagree	Disagree	Slightly Disagree	Not Sure	Slightly Agree	Agree	Strongly Agree
... have a high match between their talents and their responsibilities at work.	2.3%	4%	7.3%	13.1%	17.9%	42.4%	13%
... have mastered the skills and acquired the competencies required for their job.	2%	3.2%	6.7%	13.2%	19%	43.1%	12.8%
... possess the knowledge needed to succeed in their work.	1.4%	3.1%	5.1%	11.8%	18.3%	45.3%	15%
... make everyone around them better.	3.5%	5.1%	9.6%	13.9%	24.8%	33.5%	9.6%

11. Results - most members of the team	Strongly Disagree	Disagree	Slightly Disagree	Not Sure	Slightly Agree	Agree	Strongly Agree
... consistently produce the results they are expected to achieve.	1.9%	4.9%	7.8%	13.2%	20.5%	39.6%	12.1%
... get the right things done on time and on budget.	2.6%	4.5%	6.8%	17.5%	19.1%	38%	11.5%
...are a "go-to" person on the team.	3.5%	5.9%	9.1%	16.9%	23.8%	31%	9.8%
...have a track record that gives others the confidence that they will achieve the desired results.	3.8%	5.4%	8%	14.7%	22.6%	34.2%	11.3%

12. Now consider these 13 Behaviors as descriptors of general behavior for most members of the team:

Most members of the team...

	Never	Infrequently	Sometimes	Usually	Always
<b>Talk Straight.</b> (Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people nor distort facts. Don't spin the truth. Don't leave false impressions.)	2.2%	9.5%	32.7%	43.3%	12.3%
<b>Demonstrate Respect.</b> (Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.)	1.9%	6.7%	26.3%	49.9%	15.2%
<b>Create Transparency.</b> (Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of, "What you see is what you get." Don't have hidden agendas. Don't hide information.)	2.3%	12.1%	31.3%	42.2%	12.1%
<b>Right Wrongs.</b> (Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.)	3.6%	12.7%	32.1%	38.9%	12.7%
<b>Show Loyalty.</b> (Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.)	3.9%	14.6%	30.6%	38.9%	12%
<b>Deliver Results.</b> (Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.)	1.4%	5.8%	26.4%	51.2%	15.2%
<b>Get Better.</b> (Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.)	2.1%	8.3%	29%	45.3%	15.3%
<b>Confront Reality.</b> (Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. "Remove the sword from their hands." Don't skirt the real issues. Don't bury your head in the sand.)	3.5%	14.2%	31.6%	38.2%	12.5%
<b>Clarify Expectations.</b> (Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.)	2.3%	10.4%	33.2%	41%	13.1%
<b>Practice Accountability.</b> (Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.)	3.2%	10.8%	31%	40.9%	14.1%



12 (cont.) Now consider these 13 Behaviors as descriptors of general behavior for most members of the team:

Most members of the team...

	Never	Infrequently	Sometimes	Usually	Always
<b>Listen First.</b> (Listen before you speak. Understand. Diagnose. Listen with your ears . . . and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers or all the questions.)	2.6%	10.7%	33.5%	41.3%	11.9%
<b>Keep Commitments.</b> (Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.)	1.7%	7.8%	27.5%	48.8%	14.2%
<b>Extend Trust.</b> (Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and character/competence of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.)	3.2%	11.6%	29.7%	42.3%	13.2%

13. How would you rate the current trust level within the team	
<b>No Trust</b> (In the Team...dysfunctional environment and toxic culture. Militant stakeholders. Intense micromanagement. Redundant hierarchy. Punishing systems and structures. In Personal Relationships...dysfunctional relationships. Hot, angry confrontations or cold, bitter withdrawal. Defensive posturing and legal positioning. Labeling others as enemies or allies. Verbal, emotional and/or physical abuse.)	7.2%
<b>Very Low Trust</b> (In the Team...unhealthy working environment. Unhappy employees. Intense political atmosphere with clear camps and parties. Excessive time wasted defending positions and decisions. Painful micromanagement and bureaucracy. In Personal Relationships...hostile behaviors (blaming, accusing, name calling) followed by periods of brief contrition. Guarded communication. Constant worrying and suspicion. Mistakes remembered and used as weapons. Real issues not surfaced or dealt with effectively.)	16.7%
<b>Low Trust</b> (In the Team...common 'CYA' behavior. Hidden agendas. Political camps with allies and enemies. Many dissatisfied employees. Bureaucracy and redundancy in systems and structures. In Personal Relationships...energy draining and joyless interactions. Evidence gathering of other party's weaknesses and mistakes. Doubt about others' reliability or commitment. Hidden agendas. Guarded (often grudging) dispersing of information.)	21.7%
<b>Some Trust Issues Exist</b> (In the Team...some bureaucratic rules and procedures. Unnecessary hierarchy. Slow approvals. Misaligned systems and structures. Some dissatisfied employees. In Personal Relationships...regular misunderstandings. Concerns about intent and motive. Interactions characterized by tension. Communications colored by fear, uncertainty, doubt and worry. Energy spent maintaining (instead of growing) relationships.)	36.4%
<b>Trust is Not an Issue</b> (In the Team...healthy workplace. Good communication. Aligned systems and structures. Few office politics. In Personal Relationships...polite, cordial, healthy communications. A focus on working together smoothly and efficiently. Mutual tolerance and acceptance. No worries.)	7.5%
<b>Trust is a Visible Asset</b> (In the Team...the focus is on work. Effective collaboration and execution. Positive partnering relationships with employees and other stakeholders. Helpful systems and structures. Strong creativity and innovation. In Personal Relationships...cooperative, close, vibrant relationships. A focus on looking for and leveraging one another's strengths. Uplifting and positive communication. Mistakes seen as learning opportunities. Positive energy and positive people.)	8.6%
<b>We Have World Class Trust</b> (In the Team...high collaboration and partnering. Effortless communication. Positive, transparent relationships with employees and all stakeholders. Fully aligned systems and structures. Strong innovation, engagement, confidence and loyalty. In Personal Relationships...True joy in family and friendships characterized by genuine caring. Free, effortless communication. Inspiring work done together and characterized by purpose, creativity and excitement. Completely open, transparent relationships. Amazing energy created by relationships.)	1.9%