



**THE TRUST TEMPERAMENTS™**

# THE TRUST EQUATION

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$$\text{Trustworthiness} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-orientation}}$$

In their 2001 book, **The Trusted Advisor**, authors David Maister, Charles Green and Rob Galford identified four key factors determining trustworthiness:

- **Credibility** (words and truthfulness),
- **Reliability** (actions and consistency),
- **Intimacy** (the ability to connect on a human level)
- and **Self-orientation** (focus on others v. self)

These four factors were combined in the Trust Equation, as indicated in the graphic at the head of this article.

Subsequently, Charles Green developed [The Trust Quotient](#), a 20-question self-assessment, which helps individuals determine their own 'scores' on the trust equation – and gives them a guide for improving their own trustworthiness.

Since the development of this tool ten years ago, over 70,000 people have taken the **Trust Quotient**, and **Trusted**

**Advisor Associates LLC** has used this growing database to enrich our understanding of trust. We theorized that individuals may have certain inclinations or comfortable tendencies when it comes to trustworthiness, relying on some of these factors more than others. Selecting the top two factor scores from an individual assessment yields six possible combinations:

**Credibility** + **Reliability**

**Reliability** + **Intimacy**

**Reliability** + favorable (low) **Self-orientation**

**Credibility** + **Intimacy**

**Intimacy** + favorable (low) **Self-orientation**

**Credibility** + favorable (low) **Self-orientation**

These combinations of strengths form the six **Trust Temperaments™**.

## TRUSTED ADVISORS

# THE SIX TEMPERAMENTS

TEMPERAMENT	C	R	I	S
EXPERT	✓	✓		
CATALYST	✓		✓	
PROFESSOR	✓			✓
DOER		✓	✓	
STEWARD		✓		✓
CONNECTOR			✓	✓

**THE EXPERT**  
CR

**THE DOER**  
RI

**THE CATALYST**  
CI

**THE PROFESSOR**  
CS

**THE STEWARD**  
RS

**THE CONNECTOR**  
IS



We then tested these six combinations with several client organizations familiar with the **Trust Quotient Self Assessment**, seeking to refine and clarify the profile of each temperament.

Let's take a deeper look into each of the **Trust Temperaments™** including what they are characterized by, what drives them, what may hold them back and how they overcome certain obstacles when it comes to building trust.

## THE TRUST TEMPERAMENTS

# THE EXPERT: C+R



**The Expert** scores highly in **Credibility** and **Reliability**, the two “hard” factors in building trust. This person is relied on for expertise and follow-through.

**Experts** care about ... what others think of their work.

**Experts** are characterized by ... their reliance on well-earned expertise, and a reputation for solving the hard problems. They are often seen as the subject matter **Experts**. Chances are they did well in school, and enjoyed mastery of subjects within the rules; maybe they were “the brain” and they may still enjoy being the smartest person in the room.

**Experts** are self-governing, and generally only make commitments they know they can deliver on they say what they'll do, and do what they commit to.

**Experts** frequently love winning, and can be driven and competitive – diplomas on the wall and the trophies in the trophy case are meaningful to them.

If people think of you as reliable, informed, up-to-date and proactive, you may be an Expert.

The downside ... **Experts** frequently may believe it's a virtue to be objective and analytical; keep in mind, however, that trust depends highly on **Intimacy** (the willingness to take emotional risks) and caring about others. And remember that expertise may at times come across to others as arrogance. **Credibility** lies as much in the delivery of information as having the information.

**“Lead, follow or get out of the way.”**

*An Anonymous C + R*

**“Winning isn't everything, but the will to win is everything.”**

*Vince Lombardi*



## THE TRUST TEMPERAMENTS

# THE STEWARD: R+S



**The Steward** is Reliable and has a low, or favorable, **Self-orientation** (a high Other-orientation); others can count on them to do what they say, and to have other people's best interests in mind.

**Stewards** care about ... fulfilling the mission, taking care of the organization.

**Stewards** are characterized by ... the motto, "Do whatever it takes to meet this mission." They may not go to sleep until their work is done. Their egos don't get in the way of the work, and they have equal concern for the team and the task.

**Stewards** keep their clients' interests top-of-mind, and achieve their goals through helping others achieve theirs. People appreciate that they can see both sides of a case and think from their point of view.

**Stewards'** skill in leadership comes from a willingness to serve rather than a desire to dominate.

Other people don't worry that the **Steward** has a hidden agenda. They are generally seen as genuine, consistent, and dependable.

The downside ... others may interpret the **Steward's** willingness and

cooperative nature as a lack of ambition; in order to gain the most trust from those around them, **Stewards** need to be clear and vocal on where they stand.

**“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”**

*Margaret Mead*

**“My goal wasn’t to make a ton of money. It was to build good computers.”**

*Steve Wozniak*

## THE TRUST TEMPERAMENTS

# THE DOER: R+I



**The Doer** shows strength in **Reliability** and **Intimacy**, the “hard” factor of predictability in actions and the “softer” ability to relate to other people. Others will count on, and feel safe with, the **Doer**.

**Doers** care about ... getting the job done.

**Doers** may be characterized as ... kindly drill sergeants, tuned in to other people, but focused on getting them marching in the right direction to accomplish the task at hand. **The Doer’s** style is probably very roll-up-your-sleeves in their actions and matter-of-fact in their approach.



For the **Doer**, “my word is my bond,” and it may be hard for them to understand when others don’t do what they promised. In a project management role, this is the Temperament which ensures that deadlines are met and budgets adhered to.

The **Doer** will step up to organize a project, get things done, and make something happen, then work hard to see it through. Other people see them as grounded and often find them inspirational because of that. They trust the **Doer’s** common sense.

This is a person who will either have the answers or know where to get them. They may rely on one-to-one relationships to get things done.

Because the **Doer** is very personable, others usually are willing to follow their direction. They may be seen as go-getters who stays on task and motivates others to do the same. Other characteristics are organized, dependable, sincere and predictable. They are, at their best, both understanding and understandable.

The Downside ... **Doers** may be seen as manipulative or perfectionists, and may focus on the task at hand at the expense of seeing the overall goal. To broaden others’ trust, **Doers** need to be careful and thoughtful listeners as well.

**“I have to be prepared to do what’s necessary. And we won’t know what that’s going to be until we get there. I [am] staunchly invested. It is a joint project.”**

*Michelle Obama*

**“As for accomplishments, I just did what I had to do as things came along.”**

*Eleanor Roosevelt*

## THE TRUST TEMPERAMENTS

# THE CONNECTOR: I+S



**Connectors** combine **Intimacy** with low **Self-orientation** (a high Other-orientation.) Others may see a **Connector** as a “people person” and trust them because they know that the **Connector** cares about them. This doesn’t mean, however, that all **Connectors** are outgoing or the life-of-the-party types.

**Connectors** care about ... other people.

**Connectors** are characterized by ... magnetic and caring personalities, and they tend to accomplish things through working with others.

Clients and colleagues know that **Connectors** really care about them, and that they can trust the **Connector** with their feelings and concerns. They are approachable and personable, and usually great listeners; people often disclose sensitive personal information to **Connectors**.

Chances are that **Connectors** always know what’s going on in the organization, and can find out who do go to on any issue. **Connectors** tend to have wide networks in every part of their organizations. Others will come to them to find out what’s really going on.

**Connectors** are great at disseminating information and taking the “pulse”

around the company. They may have invaluable insights for the leaders of the organization.

The downside ... **Connectors** may be so focused on people and feelings that they hesitate to show their expertise or express their views. They can gain even great trust by showing a forceful side when they have expertise or opinions which contribute to the overall outcome of projects or experience.

**“If trust is a risk, it’s a risk I’m willing to take.”**

Oprah Winfrey

**“It’s not what you know, it’s who you know.”**

An Anonymous IS

## THE TRUST TEMPERAMENTS

# THE CATALYST: C+I



**The Catalyst** combines **Credibility** and **Intimacy**; others trust their expertise and insights, and feel safe around them.

**Catalysts** care about ... big issues, framing problems, and gaining insights.

**Catalysts** are characterized by ... brainstorming and coming up with new ideas. Others count on them to frame issues in a clear and complete way and look to them for their experience and expertise. **The Catalyst’s** ability to combine lively thinking

with attention to other people makes them valuable members on any kind of team or in any problem-solving group. **Catalysts** spark new ideas, and then fit them into a context on the issue at hand.

They may also be adept at eliciting ideas from others and incorporating them into a cohesive plan of action. Others often see **Catalysts** as synthesizers and integrators strive to keep a group balanced and insure that everyone's thoughts are taken into account.

**Catalysts** like to make up their own rules and measure their success against those rules; "conventional wisdom" is a challenge for the **Catalyst**.

The downside ... **Catalysts** often depend on other people to follow through. They may find themselves often apologizing for missing commitments (maybe made in the enthusiasm of the moment) or may become easily bored.

**"A genuine leader is not a searcher for consensus but a molder of consensus."**

*Martin Luther King, Jr.*

**"The task of a leader is to get people from where they are to where they have not been."**

*Henry Kissinger*



## THE TRUST TEMPERAMENTS

# THE PROFESSOR: C+S



**Professors** score high on **Credibility** and have low **Self-orientation**. Others trust their expertise, and also trust that their self-interest is not a ruling factor in dealings with them.

**Professors** care about ... their clients' (or students') success, and sharing ideas with them. They may also

follow the idea itself, rather than its application.

Characteristics of the **Professor** ... chances are that they love the content of your work, like thinking about it and exploring where it will go. Great ideas may sidetrack them from everyday tasks, but they never get sidetracked by ego or **Self-orientation**.

**Professors** enjoy knowledge for its own sake rather than merely for what it can benefit you personally. They share their insights and expertise, often through more impersonal means of lectures, articles and books rather than mentoring or coaching.

Chances are **Professors** are well-liked, even if other people don't feel they know them well.

**Professors** gain respect from other people by sharing new thoughts

and original insights. If their minds wander at times, it's always down an interesting path, and they are generous in sharing their journey.

The downside ... a lack of **Reliability**, a key trust component, may diminish the trust of those around them if **Professors** miss deadlines or fail to complete part of a team project. And their tendency to pursue ideas may frustrate others trying to get things done.

**“The important thing is not to stop questioning.  
Curiosity has its own reason for existing.”**

*Albert Einstein*

**“Nothing in life is to be feared: it is only to be  
understood. Now is the time to understand more,  
so that we may fear less.”**

*Marie Curie*



# THE TRUST TEMPERAMENTS

## OCCURRENCE V. EFFECTIVENESS

As may be expected, these six Temperaments are not evenly distributed across the 70,000 respondents, nor do they occur evenly within organizations. What may not be so clear is that the Temperaments are NOT all created equal when it comes to exhibiting trustworthiness and building trust with others.

Most of the respondents taking the **Trust Quotient** assessment, from which this data is drawn, came to it through some kind of business connection, and the distribution may reflect that bias. Here is the frequency of occurrence among the **Trust Temperaments™**:

<b>EXPERT</b>	<b>30%</b>
<b>STEWARD</b>	<b>20%</b>
<b>DOER</b>	<b>19%</b>
<b>CONNECTOR</b>	<b>11%</b>
<b>CATALYST</b>	<b>10%</b>
<b>PROFESSOR</b>	<b>10%</b>

Next, we looked at effectiveness, as defined by the rank order of average TQ scores for each temperament. The effectiveness ranking is quite distinct from the distribution ranking. **Doers**, who combine the “hard” factor of **Reliability** and “soft” factor on **Intimacy**, rank the highest, followed by **Connectors** and then **Catalysts**. The factor all three of these Temperaments is **Intimacy**, indicating the key of making human connections and taking emotional risks, in building trust.

When ranked by overall TQ score, or effectiveness, the Temperaments look like this:

<b>TEMPERAMENT</b>	<b>EFFECTIVENESS</b>
<b>DOER R+I</b>	<b>1</b>
<b>CONNECTOR I+S</b>	<b>2</b>
<b>CATALYST C+I</b>	<b>3</b>
<b>EXPERT C+R</b>	<b>4/5 TIED WITH STEWARD</b>
<b>STEWARD R+S</b>	<b>4/5 TIED WITH EXPERT</b>
<b>PROFESSOR C+S</b>	<b>6</b>



# THE TRUST TEMPERAMENTS

# CONCLUSIONS

**Trust Temperaments™** offer a fascinating look into our natural tendencies when it comes to building trust; these are our go-to strengths. At the same time, understanding others' Temperaments and their comfort levels makes it easier and more productive to work with other people.

Two things are important in understanding just how **Trust Temperaments™** work. First is that just slightly shoring up our weak spots makes a big difference in how others trust us. We need not (and probably cannot), totally make over our own Temperaments.

At the same time, anyone can work outside of her or his comfort zone when called on to do so. A **Connector**, for example, may become a taskmaster and lean on **Reliability** when charged with getting a project to completion. Or a **Catalyst** may tamp down her desire to come up with new ideas when the skills of a **Steward** are called for. This can become exhausting, however, when someone is required to constantly work in another way outside their own Temperament.

## THE TRUST TEMPERAMENTS

# ABOUT THE AUTHORS



### **Charles H. Green, Founder**

As founder and CEO of Trusted Advisor Associates, I'm passionate about crafting insights and ideas in ways that are memorable, and that allow people to change, beginning right now.

I specialize in commercial relationships where people in one organization get paid to persuade other people, within or outside their own organization. That includes sales, and it includes advice giving, both internal and external.



### **Kristin Abele, Director of Diagnostics**

As the Director of Diagnostics at Trusted Advisor Associates, I manage the Trust Quotient (TQ) assessment and the Multi-Rater Assessment (360), products of our diagnostics division. These tools offer an in-depth look at the trustworthiness of professionals

and the organizations in which they work. I work directly with our larger clients, including Fortune 500 (and equivalents globally), as well as with higher education institutions.



### **Sandy Styer, Client Manager**

In addition to working as general manager of Trusted Advisor Associates, I create and apply diagnostic tools to guide the success of Trusted Advisor clients. These tools – such as the Trust Quotient quiz – help people get at the root of questions that, when resolved, help

people and organizations build more trust.