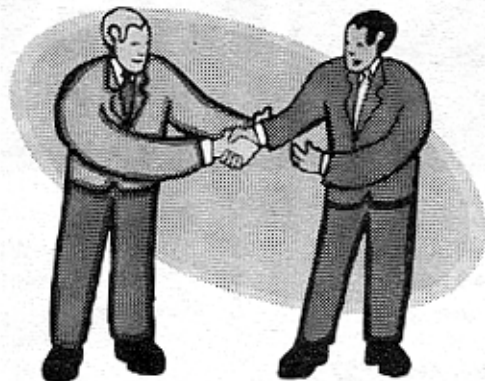


Building Trust Among Team Members



By Mark Boersma

Building trust among team members is much like a bank account—between individuals, there can either be a positive or negative balance. Sometimes there is enough trust flowing to make everyone rich, and other times, no matter how much work is put into at a particular relationship, each trust deposit yields an even bigger withdrawal. It is essential to remember that each of the four personality types—analytical, driving, expressive and amiable—perceive building trust in a different manner. A deposit in one trust account can create mistrust in another. How can you tell when this occurs?

Understanding how each personality measures deposits and withdraws will help purposefully create trust among team members and our loved ones.

To build trust with “analyticals,” you must be careful with what you say. If you are wrong, analyticals will tend to be judgmental, lose trust and question everything. Disorganization will create a great deal of pain for these individuals, because they believe that your sloppy information, analysis and direction could lead to poor decision-making.

For the “drivers,” trust is built on the ability to maintain control of any given situation and assist them in achieving their own personal goals. If drivers believe you are causing things to spin out of control, your trust account balance will remain low. If they believe you are a hindrance to their overall goals, they will lose trust in you, both as an individual and a team member.

You will create pain for “expressives” if things are no longer fun, or if you make them look bad. Make a deposit with these types of people by helping the team become excited about a task and moving it forward with a substantial amount of energy.

You will create pain for “amiabes” by creating conflict within the group. Amiables tend to look at those who create conflict as enemies, from whom the team needs protection.

Remember, building trust takes time and effort from all parties involved. Do not expect to make huge dividends from your deposits overnight; rather, be patient and continue to make timely deposits. Like a bank account, small additions will make a big difference later.

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