



ONE HUMAN MOVE · A TRUST RECESSION TOOL

The *Trust* Audit

Everyone is auditing budgets for the new financial year. Almost no one is auditing trust — and yet trust is the balance sheet no CFO can see. This is a two-minute scorecard across the three layers of trust. The catch: you'll rate **where you think you are** against **where your people would say you are**. The gap between those two columns is the work.

Personal Trust

"Can I rely on you?"

Built through consistency — doing what you said you'd do, clear expectations, modelling the behaviour you ask of everyone else. Personal trust thrives on being clear and being consistent.

Public Trust

"What story do people believe about us?"

The shared reputation of the culture — what people repeatedly see, repeat, reward and retell. Whether they believe the values have weight, or are decorative posters for the lunch room.

Relational Trust

"Can we stay connected across difference?"

The trust that sits between people when the meeting gets tense or the feedback lands badly. Not forced harmony — the ability to stay connected enough to solve the problem, even when you don't see the world the same way.

HOW TO USE IT

1. For each statement, score two numbers from 1 (not true) to 5 (completely true).
2. **You:** where you honestly think you are. **Them:** where you think your people would rate you if they answered anonymously.
3. Add each column per layer. Then look at the gap. The bigger the gap, the more your self-image and your reputation have drifted apart — and that drift is where trust quietly leaks.

The Scorecard

Score 1-5 in each box. You = where you think you are. Them = where they'd say you are.

	YOU	THEM
● Personal Trust — <i>Can I rely on you?</i>		
I consistently do what I said I would do, even under pressure.		
Expectations, roles and the rules of the game are clear to my people.		
I model the behaviour I expect — no gap between the values on the wall and the corridor.		
When I drop a commitment, I name it rather than letting it quietly disappear.		

Personal Trust totals → You ___ / 20 Them ___ / 20 Gap ___

● Public Trust — <i>What story do people believe about us?</i>		
People here believe the culture is fair and the process can be trusted.		
The stories repeated about us match the values we claim.		
Our values have weight in real decisions, not just on posters.		
I actively repeat and live the shared story of who we are.		

Public Trust totals → You ___ / 20 Them ___ / 20 Gap ___

● Relational Trust — <i>Can we stay connected across difference?</i>		
People feel safe telling me the truth without being punished for it later.		
I stay connected enough to solve problems even when we disagree.		
I practise repair — I can say 'that landed badly, can we reset?'		
People believe I'll treat them fairly when they're not in the room.		

Relational Trust totals → You ___ / 20 Them ___ / 20 Gap ___

READING YOUR GAP

Gap of 0-2 per layer: your self-image and your reputation are close. Trust here is solid — protect it.

Gap of 3-5: you're rating yourself higher than your people likely would. This is the quiet leak — the drift that becomes a trust recession one small moment at a time.

Gap of 6+: a significant blind spot. The good news from the essay holds — recovery doesn't require a decade. It requires a decision, repeated.

Trust takes courage and kept micro-promises. Time just accumulates the evidence.

If this is the year your leadership team or sales conference makes trust the strategy, that's the room I love to be in. **Start a conversation →**