

360 Degrees of Trust Model™ Overview

A behavioral diagnostic framework that measures how trust is built, experienced, and sustained across individuals, teams, and leadership within an organization.

Trust is not a “soft skill.” It is a critical capability that directly affects speed, cost, innovation, retention, and overall organizational performance. **Within the 360 Degrees of Trust Model, trust is defined as the confidence that people will act with integrity, competence, and respect in ways that support shared success.**

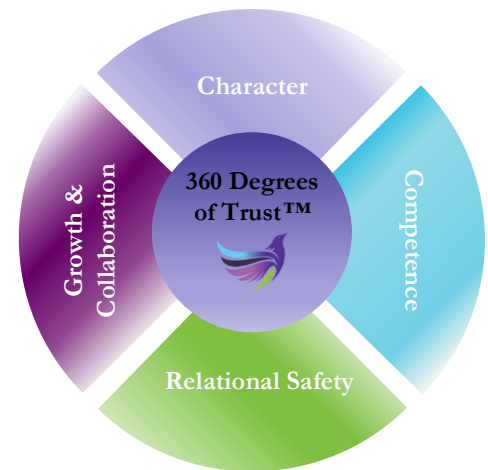
Measuring trust provides clear insight into where culture, individuals, team dynamics, or leadership behaviors may be unintentionally draining value. High-trust environments consistently produce better results, stronger collaboration, and more engaged teams.

The **360 Degrees of Trust Model** synthesizes insights from leading research in leadership, organizational psychology, and trust development to create a practical, measurable framework for building high-trust cultures.

The model measures **18 Dimensions of Trust** across **four domains (Character, Competence, Relational Safety, and Growth & Collaboration)** using feedback from **four spheres of assessment (self, supervisor, team, and leadership)**. This provides a holistic view of organizational culture, interpersonal dynamics, and team synergy.

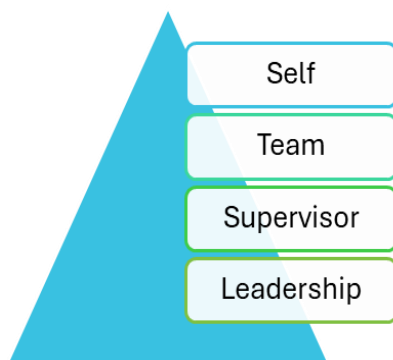
Using this tool, HR professionals and organizational leaders can measure critical workplace behaviors in real time. The model moves beyond abstract discussions of trust by assessing the specific behaviors and organizational dynamics that drive it, providing clear, actionable insight into how trust is experienced across the organization.

With this insight, organizations can diagnose where trust is strong or fragile, identify which behaviors matter most in specific contexts, and implement targeted strategies to improve leadership effectiveness, strengthen relationships, and build more resilient, high-performing teams.



The 4 Spheres of Assessment

For each portion of the survey, employees reflect on four spheres within the organization: **self, team, supervisor, and senior leadership**.



Self: How trust begins within the individual. Trust is built through self-awareness, accountability, and a commitment to personal growth. Drives accountability through self-awareness and intentional development.

Team: How trust functions between colleagues. Trust is shaped by team dynamics, shared norms, and day-to-day collaboration. Builds trust-driven collaboration and high-performance dynamics.

Supervisor: How trust is experienced in direct leadership relationships. Trust is strengthened or eroded through consistent leadership behaviors and manager-employee interactions. Shapes engagement through day-to-day leadership behaviors.

Leadership: How trust is modeled and scaled across the organization. Trust is influenced by senior leaders through decisions, communication, and organizational direction. Sets direction, culture, and trust at scale.

Organizational Score

How trust is experienced across the entire system Trust is the product of systems, structures, leadership, and behaviors working together across all levels of the organization. By integrating data from Self, Team, Supervisor, and Leadership, this score creates a true 360-degree view of trust—revealing how trust is experienced from every angle. Integrates all levels into a complete view of organizational health, highlighting where trust is strong and where focused action is needed.

From the full organizational picture to individualized reports, the model provides a clear interpretation of results along with targeted recommendations for improvement, helping organizations intentionally strengthen trust where it matters most.

18 Dimensions of Trust

The four domains represent the core dimensions of trust—who you are, how you perform, how you relate to others, and how you grow and collaborate over time.

Character	Competence	Relational Safety	Growth & Collaboration
Integrity & Values Alignment	Credibility	Psychological Safety	Growth Mindset
Fairness & Advocacy	Dependability	Connection	Valuing Feedback
Self-Accountability	Clarity	Addressing Conflict	Collaborative Authority
Self-Compassion	Transparency	Team Orientation	Grace for Mistakes
		Holding Others Accountable	Extending Trust

Foundations of the Model

The 360 Degrees of Trust model draws on decades of research in leadership, organizational psychology, and trust development. Rather than focusing on trust as a single abstract concept, the model integrates insights from several well-established frameworks to identify the specific behaviors that build or erode trust in organizations.

Research on leadership credibility and trust emphasizes the importance of character and competence, a concept widely explored in the work of Stephen M. R. Covey and others. Studies on psychological safety, particularly those led by Amy Edmondson, demonstrate that environments where people feel safe to speak openly and learn from mistakes consistently outperform those where fear and silence dominate.

Additional insights come from research on values-based leadership, vulnerability, and feedback, including work popularized by Brené Brown, as well as studies of high-performing teams that highlight the importance of trust and collaboration. The model also reflects principles found in the well-known Trust Equation, which emphasizes credibility, reliability, and relational connection as key drivers of trust.

Research in I/O psychology confirms what many employees already feel: organizational and leadership behavior doesn't just shape performance, it shapes people. Social identity theory (Hogg, 2001) and self-categorization theory both establish that individuals partially define who they are through their group memberships and through how leaders treat them within those groups. When that treatment is inconsistent, exclusionary, or trust-deficient, the impact isn't limited to engagement scores. It affects self-worth, professional identity, and psychological safety at the individual level.

The 360 Degrees of Trust model synthesizes these research traditions into a practical system that focuses on observable behaviors rather than abstract traits. By measuring how trust is expressed through everyday actions—such as communication, accountability, collaboration, and decision-making—the model provides organizations with clear insight into how trust is experienced across the workplace and where it can be strengthened.

