

**A relationship with no trust is like a cell phone with no service or internet—all you can do is play games.**

Be REAL: Reveal, Engage, Acknowledge, Listen  
Show your authentic self by taking these four steps.

- Reveal information about yourself. Research shows that people want to have authentic relationships with their leaders. They want to know the person behind the title. Finish this sentence: This week I will help people learn more about me by
- Engage employees as individuals. Every employee wants to be seen and known as an individual, not just a number showing up to do a job. Get to know people individually by having regular 1:1 or small-group meetings, building rapport, and scheduling times to be together in person. Finish this sentence: This week I will engage [name of person/team] by
- Acknowledge employee contributions. People are thirsty for acknowledgment of their contributions. Authentically acknowledging the work of your team members is a great way to build trust. Finish this sentence: This week I will acknowledge [name of person/team] by
- Listen to learn. When you interact with employees, spend more time listening than talking. The simple act of listening signals to the other person that what they have to say is important and that you value what's being communicated. Finish this sentence: This week I will take time to listen to [name of person/team] by