

"Incredibly vital message for today!" —Zig Ziglar

# TRUST EDGE

*Based on bestselling author David Horsager's  
research and book, THE TRUST EDGE*

## FACILITATOR GUIDE

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A lack of trust is your greatest expense.

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# LEARNING OBJECTIVES

Trust is not just a soft skill.

**WE ADHERE TO** a “Learn, Do, Teach” methodology that allows you to first **learn** the content, followed by an **activity** that allows you to develop yourself and contextualize the content. Finally, we will help you understand the nuances of the content so you are able to **teach** it to others effectively.

After this program, you should be able to:

- ✓ Identify how trust impacts the bottom line
- ✓ Recognize why a lack of trust is your biggest expense
- ✓ Define Trust
- ✓ Explore the 8-Pillar Framework™ for building trust
- ✓ Implement the 90-Day Quick Plan™ process for solving your top challenges
- ✓ Recognize the team/organization’s core strategy
- ✓ Practice the ODC Method to clarify expectations, improve business relationships, and reduce interpersonal conflict
- ✓ Utilize the SPA Method for appreciating others
- ✓ Discuss accountability and what really works
- ✓ Create your values to increase productivity and make decisions faster, more accurate, and less stressful
- ✓ Recognize how to rebuild trust when it has been broken
- ✓ Identify magnetic and repelling traits
- ✓ Apply the DMA Strategy to get the most important things done every day
- ✓ Use the 6 E’s of Contribution to delegate and motivate your team to contribute at the highest level
- ✓ Identify your “enders” and “repeaters” to consistently hit peak performance
- ✓ Create a Trust Shield to look at the most important areas in your life, and apply your strengths in the workplace
- ✓ Develop a 90-Day Quick Plan™ to solve your top challenges

# PROGRAM OVERVIEW

Trust is the world's most valuable resource.

**TRUST EDGE CERTIFICATION** focuses on the 8 Pillars of Trust™: Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution, and Consistency. For each pillar, participants will learn trust concepts, assess personal behaviors, and gain pragmatic skills to put these trusting behaviors into practice with the people they manage and lead.

This program is designed for leaders—and everyone can be a leader!

## PROGRAM BENEFITS

*Trust Edge Certification* helps you enjoy the greatest competitive advantage of all time—TRUST. Trust ultimately leads to faster results, deeper relationships, and a stronger bottom line.

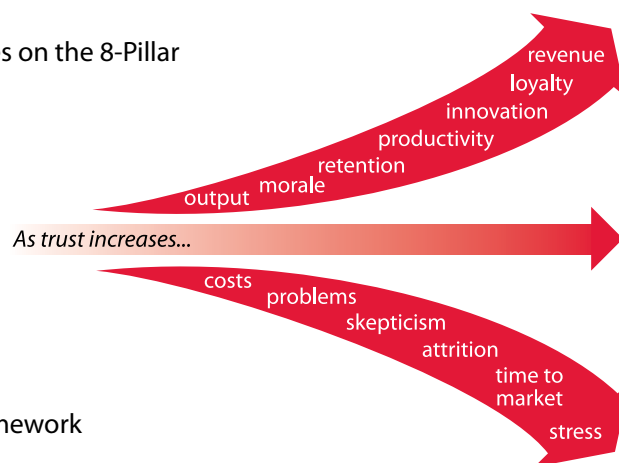
Here are the benefits this program can deliver for your managers and for your organization:

### For leaders:

- Identify the business case for leading with the Trust Edge
- Increase awareness of personal strengths and opportunities on the 8-Pillar Framework™
- Increase effectiveness in managing productive, loyal, innovative, and engaged teams
- Design specific goals that can be immediately implemented
- Increase clarity of purpose and align strategy with daily actions

### For the organization:

- Align organizational values and strategy to the 8-Pillar Framework
- Support operational and measurable business results
- Promote a culture of innovation, creativity, high morale, and loyalty



## PROGRAM DESIGN

*Trust Edge Certification* uses the concepts and tools foundational to David Horsager's research and teachings to provide participants with a pragmatic understanding of the "hard" skills of trust.

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*(Program Design, cont'd.)*

Through video clips, self-assessment, dialogue, case studies, and experiential activities, participants will:

- Be able to use the 8-Pillar Framework to solve personal and organizational challenges
- Recognize the bottom-line impact of trust
- Understand how the 8-Pillar Framework can impact their organization, departments, teams, and personal relationships
- Learn actionable tools and strategies to gain the Trust Edge
- Learn how to transform behaviors and create an action plan for implementing new skills

# THE TRUST EDGE BRAND

Consistency is the only way to build a brand or reputation.

WHEN CLIENTS HIRE OUR TEAM, WE WANT THEM TO EXPERIENCE OUR BRAND. We want our materials, people, processes, and all other components to be consistent. Here’s a snapshot of our brand and our values. *Thank you for representing us well!*



**TRUST EDGE**  
LEADERSHIP INSTITUTE

We develop **trusted** leaders and organizations.

### MISSION

Our mission is **to develop trusted leaders and organizations**. We know trust will bring faster results, deeper relationships, and a stronger bottom line.

### WE VALUE

1. Excellence of service
2. Integrity of actions
3. Love of others
4. Celebration of opportunity
5. Trustworthiness in everything

### WE EMBODY

- Gratitude to God
- “Figure it out” mentality
- “Count on me” character
- Premium product
- Consistency onstage & off
- Positivity & encouragement
- Daily results

### BRAND CHALLENGE

To quickly express the relevance and impact of TRUST.

### BRAND TENSIONS

Trusted .....	^	Fun
Integrity .....	^	Engaging
Passionate .....	^	Grounded
Empathetic .....	^	Results-oriented
Confident .....	^	Humble
Leadership .....	^	Service
Timeless .....	^	Timely
Classy .....	^	Fresh
Enduring .....	^	Visionary
Consistent .....	^	Unique
Focused .....	^	Flexible
Research-based .....	^	Actionable
Deep .....	^	Simple
Values-Based .....	^	Corporate Excellence
Personal Life-change .....	^	Professional Impact

# TRUST EDGE BIASES

## RESEARCH

### *8-Pillar Framework™*

We believe being “research-based” is crucial. The foundation of the framework was established in research from David Horsager’s graduate work.

### *Trust Outlook®*

Trust Edge Leadership Institute continues to produce annual research on Trust across industries and around the world to stay fresh and relevant on the current impact of trust.

## RELEVANCE

### *Start with self*

We believe Human Capital Development and Learning & Development Initiatives only work if they start with a person. We don’t believe organizations get better, we believe individuals do. If we start with individuals, there is a chance of actual big-scale change.

### *Simple, usable*

People act on simplicity, therefore we value actionable content.

### *Globally applicable*

The 8-Pillar Framework is validated globally and has been used in international reform, governments, professional sports teams, etc. We also believe in contextualization to bring added relevance to specific groups.

## REINFORCEMENT

### *Variety*

We believe in using a blend of learning styles from reflection and discussion to videos and activities.

### *Notetaking*

We know that those who take notes remember more than those who don’t. For that reason, we have included space for notetaking at the end of each section and encourage you to note what stands out so you can come back to it as you begin your own facilitation.

# THE TRUSTED FACILITATOR

Trust multiplies influence and impact.

## FACILITATION SKILLS

To deliver an effective Trust Edge facilitation, Certified Partners should be skilled in the art of establishing an engaging and creative training environment for adult learners. In addition to having basic training skills and facilitation experience, Certified Partners should be able to:

- Guide participants in setting individual and group expectations for the learning process.
- Respect differences and encourage others to do the same.
- Establish a confidential and safe environment for participants to share ideas and personal stories.
- Encourage participants to communicate honestly and openly providing a trusted environment to express opposing viewpoints and concerns.
- Attend to any questions and/or concerns expressed by the participants.
- Listen well and value the contributions, thoughts, and ideas of participants.
- Confidently manage group dynamics.
- Remember that an exceptional training experience means having a great model, great content, and a great coach. Consider the importance of these three components as you prepare.
- Utilize the challenges/problems they are facing as conduits to solidify the concepts and skills. Continue bringing them back to these situations they face, give them skills that might work to overcome them, and then let them work in teams to take the first steps.
- Use time wisely in order to provide an efficient and useful experience. Don't waste people's time.

## KNOW YOUR ROLE

During a training session, your primary role is to facilitate the process of learning and move people toward positive action. This involves managing the environment, encouraging participation, dealing effectively with disruptions, and providing just the right amount of emphasis on key content points. In most cases, you do not need to be an expert in the content. As long as you create the opportunity for them to contribute, adult participants will share pertinent examples and relevant life experience. Your challenge then becomes making sure comments and stories are linked back to support the training topic.

Depending on your specific situation, you may also have responsibilities prior to or after a training session. If you are involved in pre-training assessment or session coordination, or are responsible for post-training review and application, it will be important to align your efforts with organizational policies and goals and gain management support.

*(cont'd. on next page)*



*(Trusted Facilitator, cont'd.)*

The Trust Edge material is aligned to business strategy and organizational effectiveness. It is most important that a leader from the organization be present at the kickoff to represent the business case for providing this training and the reason behind the interest in embracing the Trust Edge concepts.

Certified Partners should plan to meet with or be briefed by senior management in order to reinforce key messages and to align training with organizational goals. You should be aligned with the leader selected to briefly share at the beginning of the training, someone who will represent the organization's commitment to developing and gaining the Trust Edge.

## KNOW HOW TO CONNECT

You may have people from a wide range of backgrounds and experiences in your session, so here are some things to keep in mind to help make sure everyone gets as much out of the session as possible.

### 1. Acknowledge reality.

People in your session have real lives and real jobs—just like you. When you acknowledge that reality—with all its imperfections, challenges, and frustrations—and make it part of your discussions, people will feel safe enough to really open up, explore, and learn.

### 2. Care about the material.

Take the time to really understand how trust impacts your participants on an individual and organizational level. It is useful to relate the training to specific organizational initiatives or vision and value statements. It's also helpful if you can think about how trust affects you personally. Spend some time coming up with a few positive or humorous examples from your own experience that are appropriate for use in this setting. Again, the more honest and open you are, the more you will be able to connect with the group and the more participants will learn and enjoy the training session.

### 3. Welcome resistance—and do not take it personally.

Remember, what you are presenting requires participants to be self-reflective about their ability to behave and lead in a trustworthy manner. Some of the concepts may bring up challenging organizational, team, or personal experiences and viewpoints. Even when you are doing a great job as a facilitator—maybe especially when you are doing a great job—you may run into some pushback from participants. That is okay. It means they are thinking and paying attention!

### 4. Make it relevant.

Real life does not stop for people just because they are participating in a training session. Just like you, they probably have way too much to do and way too little time to do it. So, if you want to cut through the noise, capture their attention, and keep things moving as a way to respect their time.

# TOP 10 FACILITATOR TRAITS

Humility is the first step to ability.

## 1. Prepared

Know the content, have the room ready, and be there with plenty of time.

## 2. Storyteller

Sharing relevant stories helps the message stick so participants connect content to real life.

## 3. Congruent

No one is perfect, but it is critical to be the same person “onstage as offstage.”

## 4. Balanced

The ability to balance facilitation and instruction, research and simple actions, fast moving with reflection, and a variety of people and styles goes a long way in building trust with participants.

## 5. Technology-savvy

Ability to use needed technology for projection of videos, power point, and audio will often depend on you.

## 6. Flexible

It puts everyone at ease when you are able to adjust because lunch arrives early or the sound system gives you trouble.

## 7. Good Manager

The ability to manage time as well as a variety of people puts participants at ease and helps them focus on what is most important.

## 8. Caring

Care for attendees and passion for the content inspires engagement and impact.

## 9. Focused

Focus on individuals and acknowledge their reality, but also focus on time and desired outcomes for the whole group.

## 10. Relevant

Making the content relevant to the audience and being able to share how it fits their objectives and overall strategy creates more buy-in and greater results.

# TRUST EDGE TWENTY

Trust increases or decreases with every interaction.

## GOOD FACILITATION QUESTIONS

1. What do you notice or what stands out to you about that?
2. Share a specific time when that worked well.
3. What did you change and what happened as a result?
4. What would be the benefit if that worked?
5. What is the cost of doing it that way?
6. What would that look like if it became all you envision?
7. What has your experience with this been like?
8. How is this different from what you have tried before?
9. What are you observing from what you just did?
10. How can you record or measure those observations?
11. That's interesting, tell me more.
12. Can I make a suggestion?
13. Can you think of others who have overcome this same hurdle?
14. What resources do you currently have available?
15. Interesting, why would you ask or do that?
16. When and where could you do that?
17. Who could help you with that?
18. What do you think you need to do in order for that to happen?
19. What could be the next step to test that idea?
20. How? How? How?

# TRUST EDGE MATERIALS

Trust is the greatest motivator.

**THESE MATERIALS ARE DESIGNED** to provide all the information you need to conduct effective training sessions.

These materials include:

- ✓ This Guide
- ✓ Participant worksheets
- ✓ Slide deck with embedded video elements

Use the provided scripts at the end of each section as a starting point as you prepare for training, but feel free to insert your own style, experience, and examples into the session. If you are new to training or the program content, follow the step-by-step instructions and use the scripted language to help you stay focused on the key points and facilitate an effective session. Feel free to take notes in the boxes provided as you prepare.

There is always more than one way to approach setting up and positioning activities. This Guide provides best practices, based on trainer review and general market needs. Should you have any questions about how to best conduct a particular activity for your organization's unique needs, please contact Trust Edge Leadership Institute at 651-340-6555 or email [Info@TrustEdge.com](mailto:Info@TrustEdge.com).

## ICON KEY

**SAY** Follow the script provided

**DO** *Do the action described*

**SHOW** *Show the appropriate PowerPoint slide or embedded video*

## TERMS TO KNOW

**Shout-outs** – This is a commonly-used Q&A time. It should move very quickly. Ask the stated question in a way that elicits responses from the audience. Hear the response and quickly affirm it, possibly repeating what was said or giving a 5-second example. Resist the urge to drag this out. Receive only a handful of responses before moving on.

**Video** – A video-based example from *The Trust Edge* author, David Horsager. These clips are used to introduce and/or teach the principles of each pillar. Videos are embedded and set up to play right away when you click on that slide.

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*(How to Use, cont'd.)*

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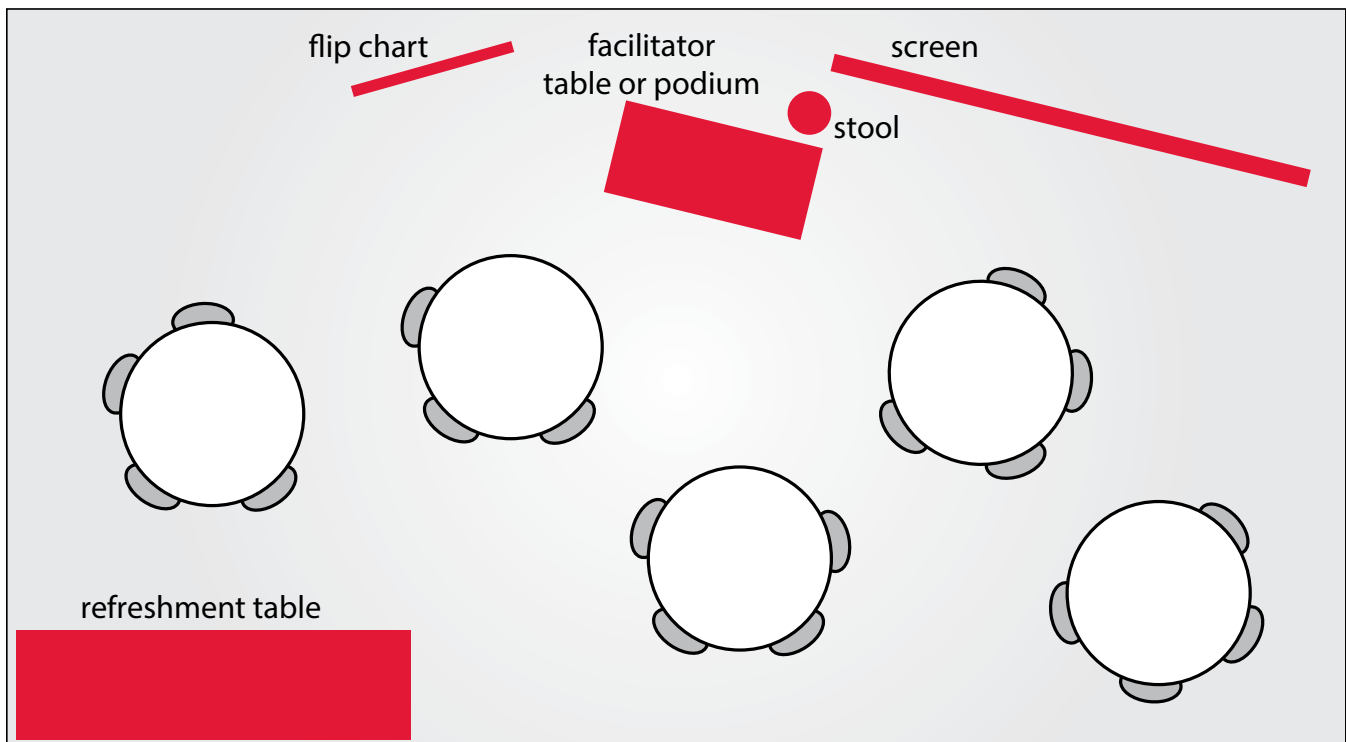
# IN-PERSON EVENT

You will never get one big chance to be trusted in your life;  
you will get thousands of small ones.

## LOCATION

- ✓ Choose a quiet meeting room or other relatively secure environment.
- ✓ Make sure all seats have a clear view of all visuals.
- ✓ Make sure all seats are arranged so participants can see you and see/talk easily to other participants. (Table rounds or pods of 4-6 work best.)
- ✓ Make sure you know how to adjust lighting for various activities.
- ✓ Verify that your meeting place is accessible and equipped for participants with disabilities or special needs.
- ✓ Make sure you know where emergency exits/weather shelters are located.

## Suggested Room Layout



(cont'd. on next page)

(In-Person Event, cont'd.)

## MATERIALS AND EQUIPMENT

- ✓ This Guide
- ✓ Slide deck and projector to play slide deck with embedded videos. Bring your own clicker to advance slides. Test to make sure the video clips play and that the color and volume are set correctly.
- ✓ Participant worksheets or notebooks (for each attendee)
- ✓ Flip charts (at least one sheet per attendee)
- ✓ Flip chart easel
- ✓ Fresh no-bleed markers (enough for every participant)
- ✓ Sticky notes, two pads for each table
- ✓ Cardstock paper folded in half for name tents (see Trust Edge Platform for template)
- ✓ Name tags for each person—make first name twice as large as last name (see Trust Edge Platform for template)
- ✓ Have on hand: tape, scissors, painters tape
- ✓ Timer
- ✓ A bell/sound effect to get participants' attention after group activities
- ✓ Water for every participant

### Optional, but recommended

- ✓ A podium and a stool for yourself
- ✓ Coffee, tea, and extra water
- ✓ Mints and chocolates (Dove or Lindt with red foil are a nice touch)
- ✓ Small bowls at each table for snacks
- ✓ Red and white flowers, red and white napkins, or anything else that helps the experience be true to our brand
- ✓ Courtesy monitor, if possible

## COMMUNICATION TO CLIENT

- ✓ Encourage participants to read *The Trust Edge* and *Trusted Leader* ahead of time, if possible.
- ✓ Ask participants to bring their specific results they are trying to achieve.
- ✓ Encourage client to plan for ample food and drink at lunch and breaks so participants can have the energy and attentiveness to get the most out of their experience.

# VIRTUAL EVENT

Opportunities will open for those who are consistent.

## PREPARATION

### General

- ✓ Plan ahead. Practice content and technology well in advance (with a mock participant if you can!)
- ✓ Practice the names of participants
- ✓ Invite individuals to ask questions and share comments by email in advance of the meeting
- ✓ Consider having backup assistance for your event (scribe, timekeeper, note taker or monitor(s) for the questions/comments in the chat or to join breakout groups)
- ✓ If applicable, create a designated place for shared documents Google Drive, OneNote, Dropbox, etc
- ✓ Expect a slightly slower pace than a traditional, in-person meeting.

### Internet Connection

- ✓ Connect to hardwire internet for the highest quality experience
- ✓ Use a Lan cable instead of a wireless connection

### Location

- ✓ We recommend using Zoom for virtual group events (or any platform that allows you to do breakout groups)
- ✓ Remove all distractions. Avoid multi-tasking during a meeting. Turn off all notifications, disable email pop-ups, silence phones, and close unnecessary documents.

### Audio

- ✓ Use an external microphone (instead of your device's internal microphone). For ease of use, consider using a headset with a microphone.
- ✓ Have the microphone close for speaking (approx. 5 inches, depending on the device)
- ✓ Find a quiet, private space where you won't be disrupted for best quality sound
- ✓ Stand up (if able) for best voice projection

### Video

- ✓ Use an external video camera and set to landscape format
- ✓ Set up a nice background or upload a high-quality, professional background image
- ✓ Wear a solid color or very simple pattern
- ✓ Raise the computer so the camera is near your eye level
- ✓ Face toward natural light (window) or turn on a ring light/desk lamp for video clarity
- ✓ Set participants to Speaker View for presentation and Gallery View for discussions

*(cont'd. on next page)*



*(Virtual Event, cont'd.)*

## VIRTUAL MEETING TIPS

### Opening the Event

- ✓ Plan for some participants to arrive early; have a slide up that will be displayed 5-10 min prior to the start time.
- ✓ Start building connection while you are waiting to start by inviting attendees to respond in the chat to an open-ended question. (Ex: "Understanding that there is a lot going on right now, what is currently bringing you joy?") After they have posted in the chat, invite attendees to scroll up the feed to read what others are sharing
- ✓ Establish freedom and respect: Tell participants that they can sit, stand, or move around as needed. Acknowledge that this is a smart group of learners, leaders, etc.

### During the Event

- ✓ Plan ahead for kindly acknowledging late arrivals; before or after breaks works well (Ex: "Welcome, \_\_\_\_\_. Glad you could be here!").
- ✓ Be energetic! Bring encouragement and vibrance to your facilitation by using positive reinforcement, smiling, and celebrating small wins (silent clapping or thumbs up is effective).
- ✓ When speaking, look directly into the camera to create best eye contact with the participants.
- ✓ Smile!
- ✓ Address participants by name when talking directly to them.
- ✓ Allow brief pauses to think and reflect before calling for an out loud response.
- ✓ Establish clear expectations and instructions for participation: raising hand, etc.
- ✓ Set a defined time period during the meeting to address concerns, questions, and top-of-mind thoughts. This helps the session stay focused while still addressing immediate concerns or issues.

### Taking Breaks

- ✓ Build in time for participants to have moments to reset.
- ✓ During a long virtual training, plan on a higher frequency of very brief breaks to maintain energy.

### Closing the Event

- ✓ Be respectful by ending the meeting on time. Be prepared to cut part of the agenda, if needed.
- ✓ Use a powerful and personal closing story to finish the meeting.
- ✓ Invite participants to share a highlight from the meeting.
- ✓ After a meeting, participants may linger and discuss topics of the day. Encourage camaraderie and tell them how long the meeting will remain open!

*(cont'd. on next page)*

*(Virtual Event, cont'd.)*

## ENGAGEMENT TECHNIQUES

Engagement tools are just as vital virtually as they are in an in-person meeting! Most small-group techniques (case studies, small group discussions, reflection time) can be used virtually as well as in person.

### Breakout Groups

- ✓ Randomize or pre-select your small groups.
- ✓ Practice using breakout groups on your platform
- ✓ Kindly and quickly establish who will share first in a breakout—every minute is valuable!
- ✓ Plan specific lengths and times for breaks/breakout groups (Ex: “We’ll take 10 minutes and come back to together at \_\_ o’clock PM CST.”)
- ✓ As a leader, consider joining different sub-groups throughout your event.

### Shout-outs

- ✓ Find creative ways to call on participants. (Ex: Alphabetically by name, person with the longest last name, person in a different time zone, person with the nearest birthday.)

### Discussions

- ✓ Have a backup plan! Be ready with extra questions, thoughts, and takeaways so the entire time is used well.
- ✓ Set clear expectations for discussion lengths. Allow extra discussion time virtually to counteract any digital complexity. Consider using a visual countdown timer as well.

### White board

- ✓ To increase interaction, consider using an online whiteboard to visually discuss topics.
- ✓ Set up your whiteboard in advance. Practice multiple times prior to the meeting!

### Group response system

- ✓ Word clouds and polling answers with percentages can increase engagement through a quick survey of the group.

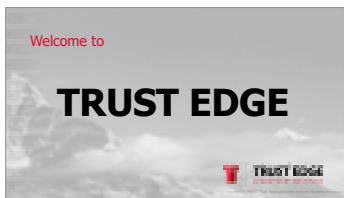
### Music

- ✓ Consider using music during arrival, returning from breakout rooms, and during breaks.

# TEACHING THE CASE FOR TRUST

A lack of trust is your greatest expense.

*Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.*



**SHOW** Slide 1 – Title

**DO** Have this up and loaded before participants arrive.

**SAY** Welcome to Trust Edge Training! Introduce yourself to the group and share why you care about building trust.

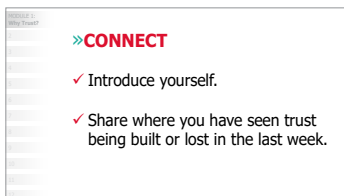
I'm really excited to go through this course together and to see the impact of building trust as we apply the tools throughout each of the 8 Pillars of Trust!



**SHOW** Slide 2 – Why Trust Video

**SAY** Today's goal is to define trust, to understand why trust matters, and to start seeing how trust is affecting us individually and in our workplace.

**DO** Click again to play the 2-minute video on this slide: "Why Trust?"



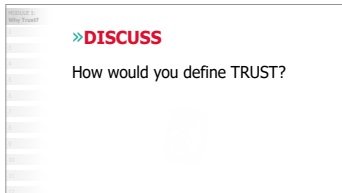
**SHOW** Slide 3 – Connect

**DO** Facilitate a brief introduction for the participants to get to know each other. For larger groups, have participants share in pairs, triads, or table groups (or via breakout rooms virtually).



**SHOW** Side 4 – Quote

**DO** Read Slide 4



**SHOW** Slide 5 – Discuss

**SAY** Pause and think about this for a second. How would you define trust? What words, phrases, or pictures come to mind for defining what trust IS?

**DO** Facilitate a 3-minute group discussion or have people share with a partner sitting near them.

Other questions to consider:

- What can cause you to lose trust with someone or something?
- What has been a consequence you've felt or observed of losing trust with an organization, brand, or person?



**SHOW** Slide 6 – Trust Definition

**SAY** Trust Edge Leadership Institute defines trust as “the confident belief in a person, product, or an organization.”



**SHOW** Slide 7 – Trust Edge Definition

**SAY** The difference between “Trust” and “The Trust Edge” comes down to what actually happens when trust is authentically built. The Trust Edge is the competitive advantage gained when other confidently believe in you.

**DO** Click to drop down the fill-in-the-blank

»» **DISCUSS**

- ✓ Name a **high trust** individual or organization.
- ✓ Share what makes them high trust to you.

**SHOW** Slide 8 – Discuss

**DO** Have the participants break up into small groups of 3-5 people (or breakout rooms virtually).

Spend at least 3 minutes discussing the above, then come back together and do call-outs to hear what the groups discussed.

Case for Trust

**SAY** Trust influences us all the time, at work and at home. Here's a video that shares more about its impact.

**SHOW** Slide 9 – Case for Trust Video

**DO** Play 3-minute video: Case for Trust

»» **DISCUSS**

What key points or statements stood out to you?

**SHOW** Slide 10 – Discuss

**DO** Lead brief discussion. What are the key points or statements that stuck out to you from the video?

**#1 reason**  
people want to work  
for an organization?

**Trusted  
Leadership!**  
-Trust Outlook®



**SHOW** Slide 11 - #1 Reason

**SAY** The annual research study out of Trust Edge Leadership Institute, *Trust Outlook*®, found that the #1 reason people want to work for an organization is TRUSTED LEADERSHIP.



**SHOW** Slide 12 – 48%

**SAY** The study also found that almost half of all Americans have invested \$1,000 or more based purely on trust.

» **DISCUSS**

Where have you seen **TRUST** impact:

- ? Innovation
- ? Leadership
- ? Risk
- ? Diversity
- ? Sales
- ? Agile
- ? Net Promoter Score
- ? Marketing
- ? Reach
- ? Learning

**SHOW** Slide 13 – Discuss

**DO** Lead a brief discussion or ask participants to discuss with a partner near them. Where have you seen trust impact one of these areas for good or for bad? Discuss for a few minutes. How have you seen that impact played out over time?

**What does TRUST do?**

- ✓ Drives innovation
- ✓ Expands leadership
- ✓ Mitigates risk
- ✓ Leverages diversity
- ✓ Speeds up sales
- ✓ Accelerates agile
- ✓ Increases NPS
- ✓ Amplifies marketing
- ✓ Furthers reach
- ✓ Enables learning

**SHOW** Slide 14 – Trust Outcomes

**SAY** Trust is our most crucial tool. These are just SOME of the ways that trust can maximize our efforts.

**DO** Call out a few of the bullet points and give an example or two of your own about when you've seen trust impact those areas.

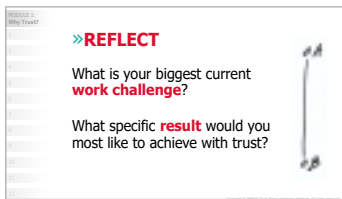
» **REFLECT**

What is a **lack of trust** costing you?  
Your team?  
Your organization?

**SHOW** Slide 15 – Reflect Cost

**SAY** Mr. Olsen's trust benefits were time, money, and loyalty. Some other factors in this trust equation include safety, productivity, retention, efficiency, redundancy, stress.

**DO** Have people share by either pairing up or ask for shout-outs. What do you think a lack of trust is costing you? What's it costing your team? What about your organization as a whole.



**SHOW** Slide 16 – Reflect Impact

**SAY** Think for a moment... What is your biggest current work challenge? What is ONE result you would like to achieve with trust? Remember, trust can improve innovation, safety, loyalty, retention, culture, and efficiency... so take a couple of minutes to write down your biggest current work challenge and the result you would like to achieve with trust, and then we'll come back together in a few minutes.

**DO** Allow 2-3 minutes for quiet reflection.



**SHOW** Slide 17 – Apply It

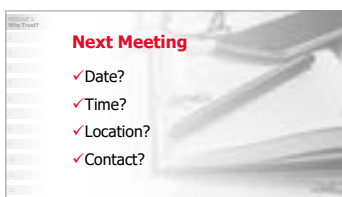
**DO** Review:

- Recap how this module's focus impacts the team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- For question #3, have participants talk in pairs or do a group shout-out.

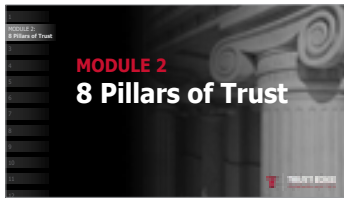


**SHOW** Slide 18 – Quote

**DO** Read Slide 18



**SHOW** OPTIONAL Slide 19 – Session Break



**SHOW** Slide 20 – 8-Pillar Title

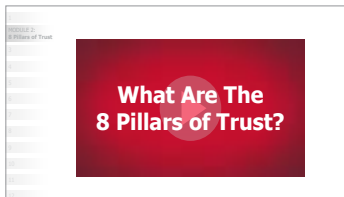
**SAY** We have now defined trust and gone through the Case for Trust: why a lack of trust is our biggest expense. Next, we are diving into the overview of the 8-Pillar Framework™ for building trust.



**SHOW** Slide 21 – Discuss

**DO** Facilitate a discussion. How have you noticed the impact of TRUST in your role? What can you DO to build trust?

**SAY** Let's take a look at how the 8 Pillars of Trust fit together. These 8 Pillars all originated from David Horsager's original research on the impact of trust.



**SHOW** Slide 22 – 8-Pillar Video

**DO** Play 5-minute video: 8 Pillars of Trust



**SHOW** Slide 23 – Outlook

**SAY** Trust Edge Leadership Institute facilitates an annual research study on trust. Here are a few of the findings and quotes of interviewees from the 2022 Trust Outlook® research. If you have questions or want to learn more, you can find information at TrustOutlook.com.

**DO** Read one of the quotes that stands out to you.



MODULE 2  
8 Pillars of Trust

» **DISCUSS**

Which pillar have you seen **impact** your organization the most in the last week?

8 PILLARS OF TRUST

1	CLARITY	5	COMMITMENT
2	COMPASSION	6	CONNECTION
3	CHARACTER	7	CONTRIBUTION
4	COMPETENCY	8	CONSISTENCY

**SHOW** Slide 24 – Discuss

**DO** Take a few minutes to facilitate discussion with participants.

**SAY** How have you seen one of the eight pillars impact your work in the last week? Maybe you've noticed a clarity issue in a recent meeting. Maybe you observed someone on your team demonstrate high-character or strong competency. Let's hear some examples of where you've seen trust impact your week in the last week.

MODULE 2  
8 Pillars of Trust

» **APPLY IT!**

- ✓ Complete the self-assessment.
- ✓ What did you notice?

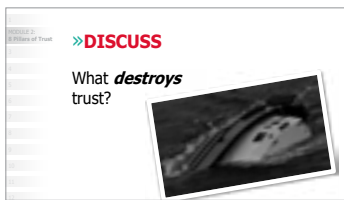
**SHOW** Slide 25 – Apply It

**DO** Guide the participants to complete their self-assessment (In-person: printed handout ; Virtually: link to the platform). Consider having the participants pair up and share what they noticed and then facilitate a brief discussion with the whole group.

Optional questions to ask:

- What surprised you most from your results?
- Which results did you anticipate seeing? Why is that?
- Which pillar would you like to know more about after completing the assessment?

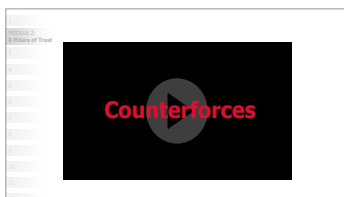
**SAY** To start building trust, we have to get honest with ourselves about our strength and growth areas. This self-assessment gives us a launching point to identify these areas, so keep this handy and feel free to reference it throughout the course as you consider how to apply this in your unique role.



**SHOW** Slide 26 – Discuss

**SAY** The pillars give us a framework for building trust and help us become aware of the counterforces to trust. The faster we can recognize these counterforces (or barriers) to trust, the more quickly we can overcome them. So, what are some things that destroy trust?

**DO** Facilitate a brief group discussion or ask participants to share their thoughts with a partner.



**SAY** Let's take a look at some of the counterforces of trust next.


**SHOW** Slide 27 – Counterforces Video

**DO** Play 3-minute video: Counterforces

MODULE 2  
8 Pillars of Trust

» **DISCUSS**

How have you seen any of these **counterforces** affect trust in your team or organization?



**SHOW** Slide 28 – Discuss

**SAY** Let's bring this into our current contexts. How have you seen one of these counterforces affect trust in your team or organization?

**DO** Facilitate a conversation based on the answers participants may have about examples of counterforces. For example:

- **CLARITY:** ambiguity, overly complex...
- **COMPASSION:** apathy, hate, any "isms" ...
- **CHARACTER:** Lying, cheating, dishonesty...
- **COMPETENCY:** No new learning, still doing it the same old way...
- **COMMITMENT:** Selfishness...
- **CONNECTION:** Isolation, siloing...
- **CONTRIBUTION:** Lack of results, excuses, overwhelmed...
- **CONSISTENCY:** Unexpected, flip-flopping, "flavor of the day" ...

MODULE 2  
8 Pillars of Trust

» **APPLY IT!**

Pick one pillar that you think would help **strengthen** your team over the next 90 days.

8 PILLARS OF TRUST	1	CLARITY	5	COMMITMENT
	2	COMPASSION	6	CONNECTION
	3	CHARACTER	7	CONTRIBUTION
	4	COMPETENCY	8	CONSISTENCY

**SHOW** Slide 29 – Apply It Strengths

**DO** Have participants split into groups of approximately 3 people and discuss. Encourage participants to think about **WHY** that one pillar they are discussing would help strengthen their team.

MODULE 2  
8 Pillars of Trust

» **APPLY IT!**

- ✓ What does this mean to **US**?
- ✓ What does this mean to **YOU**?
- ✓ What are you going to **DO** about it?



**SHOW** Slide 30 – Apply It

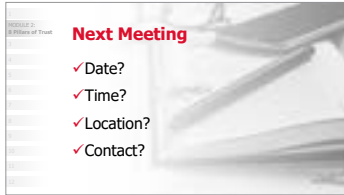
**DO** Review:

- Recap how this module's focus impacts this team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about.
- For question #3, do a pair and share or group shout-out.



**SHOW** Slide 31 – Quote

**DO** Read Slide 31



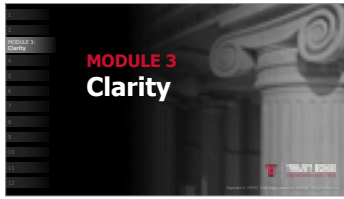
**SHOW** Slide 32 – OPTIONAL Session Break Slide

# TEACHING CLARITY

People trust the clear and distrust the ambiguous.

*Use the script provided until you feel confident giving the presentation.*

*Enter your own script in the boxes below to contextualize the content for your context.*



**SHOW** Slide 33 – Clarity Title

**SAY** Welcome back! Let's continue our discussion by jumping into the first pillar of trust, which is Clarity.

We'll differentiate between *Strategic Clarity* and *Communication Clarity*, and we will also create a 90-Day Quick Plan™, practice the How? How? How? Strategy, and learn the ODC Method, which stands for Outcome, Deadline, and Clarifying Questions. We'll get into this more later in the module.



**SAY** To start us off, here is a quick video from David about Clarity.

**SHOW** Slide 34 – Clarity Video

**DO** Play 2.5 minute video: Clarity Overview



**SHOW** Slide 35 – Quote

**SAY** So, boiled down, clarity matters because people trust the clear but distrust the ambiguous and they also distrust the overly complex.

» **REFLECT**

- ✓ What is one way you could have **given** more clarity in the last week?
- ✓ What is one way you could **ask for more** clarity from someone else in the upcoming week?

**SHOW** Slide 36 – Reflect

**DO** Give participants time for self-reflection here and encourage them to write down their responses. Bring group back together for a brief, whole-group discussion.

**Two Areas of Clarity**

- ✓ **Strategic** clarity affects everything from your mission and vision to your daily actions.
- ✓ **Communication** clarity affects how every message is shared and understood.

**SHOW** Slide 37 – Areas of Clarity

**SAY** Let's go back to the two main areas of clarity, strategic clarity and communication clarity, that David mentioned in the video. Strategic clarity affects everything from your mission, your vision, and even your daily actions...while communication clarity affects how every message is shared and understood.

**2 Tools to Increase Clarity**

- ✓ **90-Day Quick Plan™**  
Increases Strategic Clarity
- ✓ **ODC Method**  
Increases Communication Clarity

**SHOW** Slide 38 – Increase Clarity

**SAY** Under strategic clarity, one of the primary trust-building tools is the 90-Day Quick Plan and under communication clarity, one of the primary strategies is the ODC Method.

**SAY** Let's look at the 90-Day Quick Plan and how it can be used to build clarity.

**SHOW** Slide 39 – 90-Day Quick Plan Video

**DO** Play 6-minute video: 90-Day Quick Plan

**90-Day Quick Plan**

**90-Day Quick Plan™**

1. Where am I right now?
2. Where do I want to be in 90 days?
3. Why am I going?
4. **HOW** am I going to get there?
5. **HOW** am I going to get there?
6. **HOW** am I going to get there?

**SHOW** Slide 40 – 90-Day Quick Plan

**SAY** Here is the 90-Day Quick Plan again...The critical piece here is using the How? How? How? Strategy...asking HOW until we get to something we can do differently, starting today or tomorrow. It's not as easy as it seems to get down to a crystal-clear HOW. The best "final how" almost always has a who/what/when/where attached.

**»APPLY IT!**

- ✓ Choose **one thing** you would like to accomplish at work this quarter.
- ✓ Apply the How, How, How™ process.

**SHOW** Slide 41 – Apply It

**SAY** Remember, keep asking HOW until you have a who/what/when/where for something you can do today or tomorrow to move towards accomplishing that goal.

**DO** Take about 5-10 minutes to facilitate individual application time for the How? How? How? Process.

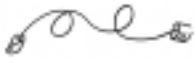
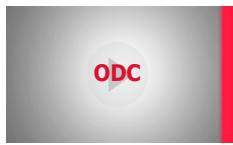
**DO** Bring the group back together and do shout outs from a few participants to share their goal for the next 90 days and the final HOW that they can do today or tomorrow.

Optional questions to consider:

- What is the final 'HOW' for that goal?
- Is it specific (who/what/where/when)?
- Does it depend on anyone else?
- Does it require a trigger to get the ball rolling?
- Is it something that can be done today or tomorrow?

**Communication Clarity**

Communication = Shared Meaning

**SHOW** Slide 42 – Communication Clarity**SAY** Communication can be verbal or non-verbal, but ultimately communication comes down to shared meaning.**SAY** Under communication clarity, we have the ODC Method. Here's a video from David on how to apply the ODC Method for clear communication.**SHOW** Slide 43 – ODC Video**DO** Play 1 minute video: ODC**ODC Method**Communicate **clear** expectations:

- O** = Outcome explained
- D** = Deadline set
- C** = Clarifying questions asked

**SHOW** Slide 44 – ODC Defined**SAY** The ODC method helps teams practice clarity on the ground level. The best chance for success on tasks or projects is with clear outcomes communicated, a deadline set, and an opportunity for clarifying questions given.**>>APPLY IT!****Practice ODC:**

- ✓ Think of a current priority.
- ✓ What is the **Outcome** expected?
- ✓ What is the **Deadline**?
- ✓ What **Clarifying** questions still need to be asked?

**SHOW** Slide 45 – Apply ODC**DO** Facilitate a brief activity in small groups, or as one large group if you prefer.





**SHOW** Slide 46 – Apply It

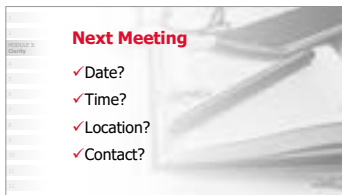
**DO** Review:

- Recap how this module's focus impacts the team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 47 – Quote

**DO** Read Slide 47



**SHOW** OPTIONAL Slide 48 – Session Break

# TEACHING COMPASSION

People put faith in those who care beyond themselves.

Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.



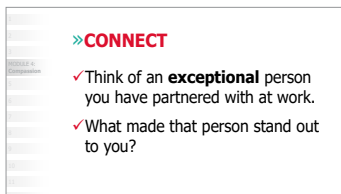
**SHOW** Slide 49 – Compassion Title

**SAY** Next, we are looking at how the Compassion pillar impacts trust.



**SHOW** Slide 50 – Quote

**SAY** Compassion affects trust because people put faith in those who care beyond themselves. If our employers, colleagues, friends, or families don't experience compassion from us, our trustworthiness as a whole is negatively affected.



**SHOW** Slide 51 – Connect

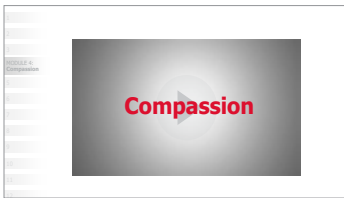
**SAY** Think of an exceptional person who you've partnered with at work. What made that person stand out to you?

**DO** Facilitate a brief discussion, first in pairs and then as a whole group.



**SHOW** Slide 52 - #1 Reason

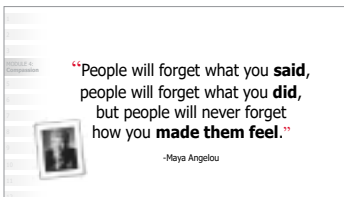
**SAY** The *Trust Outlook*® found that the number one reason people leave an organization is because of not feeling appreciated! One way to increase compassion is to focus on showing genuine appreciation for people and their work.



**SAY** Here's a further look at why compassion is a pillar of trust.

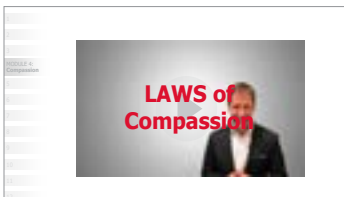
**SHOW** Slide 53 – Compassion Video

**DO** Play 2-minute video: Compassion



**SHOW** Slide 54 – Maya Angelou Quote

**SAY** Maya Angelou said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel!"



**SAY** Here are four ways to build compassion in the workplace. Trust Edge Leadership Institute calls them the LAWS of Compassion.

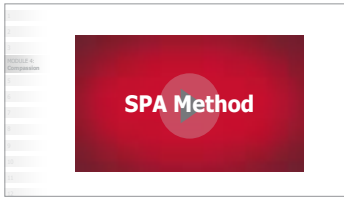
**SHOW** Slide 55 – LAWS Video

**DO** Play 1-minute video: LAWS of Compassion



**SHOW** Slide 56 – LAWS Defined

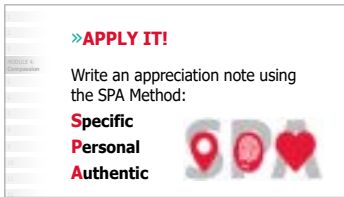
**SAY** Here are the LAWS of Compassion again. These are ways we can build compassion on a daily basis. Remember, using the LAWS builds compassion which increases trust because people put faith in those who genuinely care and have intent beyond themselves.



**SHOW** Slide 57 – SPA Video

**DO** Play 30-second video: SPA method

**SAY** Under “Appreciate” from the LAWS of Compassion, David shares a method for showing appreciation that can actually affect culture change. It’s called the SPA Method.



**SHOW** Slide 58 – SPA Defined

**DO** Have participants spend a few minutes writing a thank you note to a colleague.




**SHOW** Slide 59 – Quote

**SAY** The “W” of the LAWS of Compassion is “wake up and be present.” To help us be present, we can work to minimize our distractions.

» **REFLECT**

In 40 seconds, list all of the things that **distract** you during a workday.



**SHOW** Slide 60 – Reflect

**DO** Facilitate brief self-reflection and then do quick call-outs of what the participants wrote down.

**Common Daily Distractions**

- ✓ Email notifications
- ✓ Physical discomfort
- ✓ Checking phone
- ✓ Gossip
- ✓ Unnecessary meetings
- ✓ Junk e-mail and mail
- ✓ Social media alerts
- ✓ Complaining

**SHOW** Slide 61 – Distractions

**SAY** Many of these distractions came up in our discussion... Most of us experience multiple of these every day, but remember, we can only control what WE do and not what others do. So, on your worksheet or in the margins, write down a couple ways you can help yourself minimize distractions.

» **DISCUSS**

How can I focus on **people** and **priorities** amid common distractions?



**SHOW** Slide 62 – Discuss

**SAY** What we want to be careful about here is minimizing distraction but not at the expense of trust and relationships. So how can you and I focus on people and priorities amid common distractions?

**DO** Facilitate a brief group discussion.

» **APPLY IT!**

- ✓ What does this mean to **US**?
- ✓ What does this mean to **YOU**?
- ✓ What are you going to **DO** about it?



**SHOW** Slide 63 – Apply It

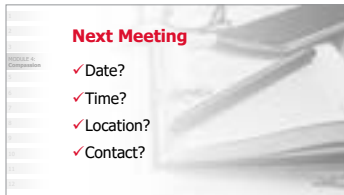
**DO** Review:

- Recap how this module's focus impacts this team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- Finally, for question #3, do a pair and share or group shout-out.



**SHOW** Slide 64 – Quote

**DO** Read Slide 64



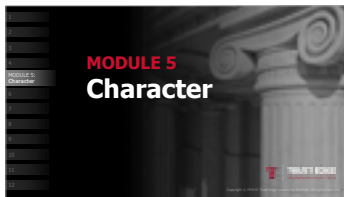
**SHOW** OPTIONAL Slide 65 – Session Break

# TEACHING CHARACTER

People notice those who do what's right over what's easy.

*Use the script provided until you feel confident giving the presentation.*

*Enter your own script in the boxes below to contextualize the content for your context.*



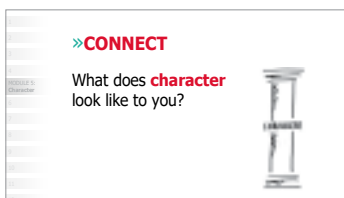
**SHOW** *Slide 66 – Character Title*

**SAY** So, here's where we are: we have a case for trust, the pillar overview, and 2 of the 8 pillars (clarity and compassion). Now we are looking at how the CHARACTER pillar impacts trust.



**SHOW** *Slide 67 – Quote*

**SAY** Character affects trust because people notice those who do what is right over what is easy.



**SHOW** *Slide 68 – Connect*

**SAY** What does character look like to you? Shout out some words or phrases that come to mind.

**DO** *Facilitate a brief conversation around character. How do you define character? How do you define integrity?*



**SAY** Let's take a look at the overview video for character.

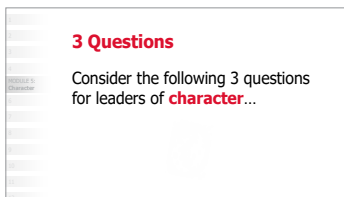
**SHOW** *Slide 69 – Character Video*

**DO** *Play 5.5-minute video: Character*



**SHOW** *Slide 70 – Integrity Stat*

**SAY** According to the American Management Association, Integrity ranks #1 as the desired quality managers most want from their leader.



**SHOW** *Slide 71 – 3 Question*

**SAY** Regarding leaders of character, we have 3 questions to consider.



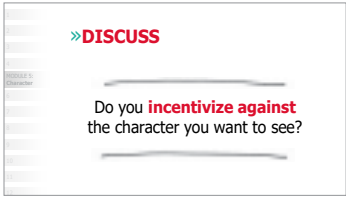
**SHOW** *Slide 72 – Reflect: Question 1*

**SAY** Often, rather than being admired by strangers, the greatest leaders seem to be MOST respected and loved by those closest to them.

What would your kids or closest friends say about you? Would you want to follow you? Why or why not?

**DO** *Encourage participants to write a reflection for a couple of minutes.*





**SHOW** Slide 73 – Reflect: Question 2

**SAY** As an example, some sales teams are systemized against the values the organization says they want to have. Some countries even say they want a certain trait in their policing culture, yet taking bribes systemizes against that. A school or sports team may say they want a certain character, yet allowing bullying or extreme sarcasm can systemize against the character they want to have as a team.

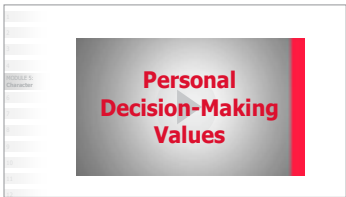
Are there any ways that your team or organization is systemizing against the character you want to see?

**DO** Facilitate a brief discussion.



**SHOW** Slide 74 – Reflect: Question 3

**SAY** One way to increase character congruency is to define personal decision-making values. Let’s listen to David share more on how personal values impact trust.



**SHOW** Slide 75 – Values Video

**DO** Play 3.5-minute video: Personal Decision-Making Values



**SHOW** Slide 76 – Apply It: Decision-Making Values

**SAY** Remember these are guiding values to help you make decisions. These are not life priorities like “family” or “friends.”

Often, they work best as phrases. Some examples would be phrases like, “Do unto others as you would have them do unto you” OR “Honor the people who are absent.”

Personal values could also be words like “respect,” “excellence,” or “loyalty.”

**DO** Have participants spend about 5-10 minutes individually creating and/or defining their personal values.

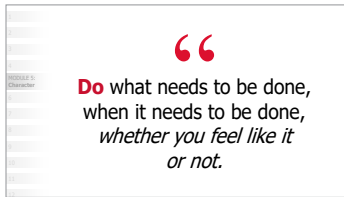
**DO** Regroup after around 5-10 minutes and do group shout-outs to see what personal values the participants came up with and HOW they will help guide decision-making.



**SHOW** Slide 77 – Apply It

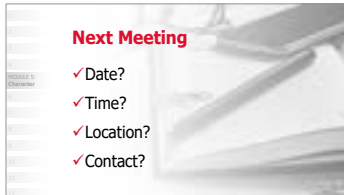
**DO** Review:

- Recap how this module’s focus impacts the team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 78 – Quote

**DO** Read Slide 78



**SHOW** OPTIONAL Slide 79 – Session Break

# TEACHING COMPETENCY

People have confidence in those who stay fresh, relevant, and capable.

*Use the script provided until you feel confident giving the presentation.*

*Enter your own script in the boxes below to contextualize the content for your context.*



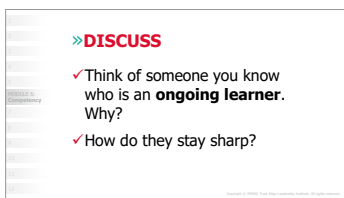
**SHOW** *Slide 80 – Competency Title*

**SAY** Here's where we are: we've been through the Case for Trust, the 8-pillar overview and 3 of the 8 pillars (Clarity, Compassion, Character). Next, we are looking at how the Competency pillar impacts trust.



**SHOW** *Slide 81 – Quote*

**SAY** Competency matters because people have confidence in those who stay fresh, relevant, and capable.



**SHOW** *Slide 82 – Discuss*

**SAY** Who do you know that represents competency? Think of someone you know who is an ongoing learner? What makes them that way?

**DO** *Facilitate a group discussion for 5 minutes.*



**SAY** Here is a further look at competency from David.

**SHOW** *Slide 83 – Competency Video*

**DO** *Play 4-minute video: Competency*



**SHOW** *Slide 84 – Input/Output Graphic*

**SAY** As David said, “Input equals output.” When we prioritize the RIGHT input, we increase our competence and therefore increase trust. But getting the input takes work; it’s not automatic.



**SHOW** *Slide 85 – Discuss*

**DO** *Facilitate a brief discussion.*

*Optional questions to consider:*

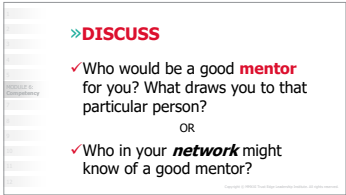
- *How do you continue to stay fresh, relevant, and capable on a practical level?*
- *What is a NEW way of learning you could try?*
- *What is something NEW you could learn?*
- *What gets in the way of ongoing learning?*
- *What can you and I do about those barriers?*



**SHOW** Slide 86 – Improved Input

**SAY** Without good input, we tend to atrophy in our roles. Some ideas for staying fresh and increasing competency might be listening to audio books, attending additional professional development, or finding a mastermind group.

There are a whole lot of ways we can increase our competence and grow trust. Go ahead and write down a couple of them that you would like to pursue.



**SHOW** Slide 87 – Discuss

**SAY** Mentorship is one way to continue learning. You can increase competence much faster by learning from someone else.

**DO** Facilitate a brief discussion around mentorship. Optional questions to consider:

- Who would be a good mentor for you?
- We all learn differently, so who is someone that could mentor you in one or two areas of your life?
- What draws you to those people?
- What about other people in your network—who might THEY know?
- How could you ask for an introduction this week?

**SAY** Here’s an idea about how the Competency and Connection pillars work together.



**SHOW** Slide 88 – Competency and Connection Video

**DO** Play 3.5-minute video: Competency + Connection



**SHOW** Slide 89 – Reflect

**SAY** Next to each of these four timeframes, write one specific action you want to take to develop greater competency. Go ahead and take a few minutes to think through these and write them down. Be as specific as you can be!

**DO** Facilitate a 4-7 minute self-reflection.



**SHOW** Slide 90 – Apply It

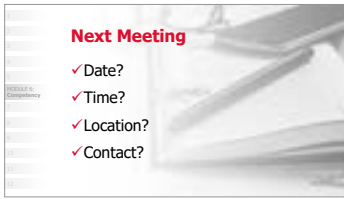
**DO** Review:

- Recap how this module’s focus impacts the team/organization.
- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 91 – Question

**DO** Read Slide 91



**SHOW** OPTIONAL Slide 92 – Session Break

# TEACHING COMMITMENT

People believe in those who stand through adversity.

*Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.*



**SHOW** Slide 93 – Commitment Title

**SAY** Here we are on Module 7! In the last previous 6 modules we gained the Case for Trust, an overview of the 8 Pillars of Trust, and looked at 4 of the 8 pillars in greater depth (Clarity, Compassion, Character, Competency), learning tools to strengthen those pillars right away.



**SAY** Next, we are diving into the 5th pillar, Commitment!

**SHOW** Slide 94 – Quote

**SAY** Commitment builds trust because people believe in those who stand through adversity.



**SHOW** Slide 95 – Reflect: Promises Broken

**SAY** Think of a time when someone made a promise to you and did not keep it.

**DO** Pause for just a few seconds. Do not discuss the question. Move to the next slide.

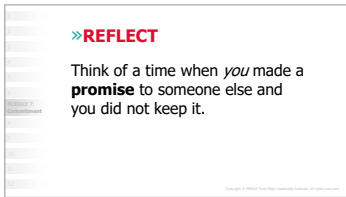




**SHOW** Slide 96 – Reflect: Promises Broken Cont.

**DO** Facilitate a brief self-reflection (not a group discussion).

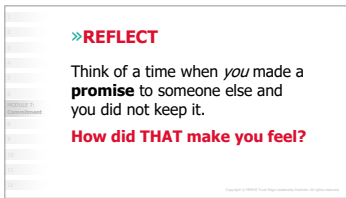
**SAY** How did that make you feel? Write down a few words that come to mind.



**SHOW** Slide 97 – Reflect: Promises Kept

**SAY** Think of a time when you made a promise to someone else, and you didn't keep it.

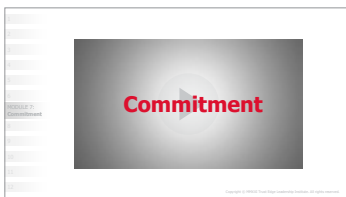
**DO** Pause for a few seconds. Do not discuss. Move to the next slide.



**SHOW** Slide 98 – Reflect: Promises Kept Cont.

**SAY** How did THAT make you feel? The truth is we tend to judge OURSELVES by our intentions and OTHERS by their actions.

**SAY** Now, here's an overview of the commitment pillar and what we can do to increase our own level of commitment and build trust.



**SHOW** Slide 99 – Commitment Video

**DO** Play 2.5-minute video: Commitment



**SHOW** Slide 100 - #1 Action

**SAY** The *Trust Outlook*® research found that the number one action that would increase retention is keeping promises. People are motivated to stay in a work environment where people do what they say they’ll do!



**SHOW** Slide 101 – Reflect

**DO** Facilitate a brief self-reflection.

**SAY** Pause and think about this: When do you most often say “I’m sorry” or apologize most often? Write down what comes to mind.

**DO** Pause for 10 seconds

**SAY** How are you gaining or losing trust with your commitments? With family, friends, coworkers? Maybe even bring it down to a timeframe. Where have you seen trust impacted by your commitments in the last week?



**SAY** Now, here’s a framework building an accountable culture and life.

**SHOW** Slide 102 – Accountability Video

**DO** Play 3-minute video: 6-Step Accountability Framework



**SHOW** Slide 103 – Accountability Framework

**SAY** Here is that 6-Step Accountability Framework again. Set a clear goal. Make sure the outcome is specific. Are you able to follow through on your goal with current abilities and resources? What is the metric for success? How are we staying connected and informed as we pursue this goal to ensure alignment? What are the rewards for success or repercussions for failure? Am I genuinely committed to this goal? Consider a 1-10 scale to benchmark, especially in a team goal.



**SHOW** Slide 104 – Discuss

**DO** Facilitate a discussion.

**SAY** Let’s talk about this as a group. Think of a current goal or project. How could you apply at least one of these six steps to increase accountability for yourself and others? What might get in the way of utilizing these six steps? And what can we do to remove that barrier starting today or tomorrow?



**SHOW** Slide 105 – Apply It

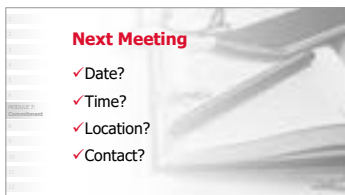
**DO** Review:

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- Give an opportunity for participants to individually reflect and write down why the focus of this module impacts them individually AND what they are going to do about it.
- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 106 – Quote

**DO** Read Slide 106



**SHOW** OPTIONAL Slide 107 – Session Break

# TEACHING CONNECTION

People want to follow, buy from, and be around those who are willing to connect and collaborate.

*Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.*



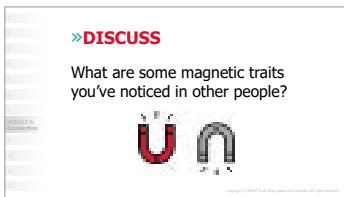
**SHOW** Slide 108 – Connection Title

**SAY** Next, we are looking at how the Connection pillar impacts trust.



**SHOW** Slide 109 – Quote

**SAY** Connection builds trust because people want to follow, buy from, and be around people who are willing to connect and collaborate.



**SHOW** Slide 110 – Magnets

**SAY** What are traits that draw you to people and make you want to be friends with them or work with them?

**DO** Have participants shout out magnetic traits.

» **REFLECT**

For which of the following traits would you rate yourself "above average"?

- ✓ Grateful
- ✓ Good listener
- ✓ Talks about ideas
- ✓ Optimistic
- ✓ Positive
- ✓ Encouraging
- ✓ Honest/Real
- ✓ Sincere
- ✓ Humble
- ✓ Confident
- ✓ Respectful

**SHOW** Slide 111 – Reflect

**DO** Facilitate a 2-minute self-reflection.

**SAY** Here's our overview video for the Connection pillar.

**SHOW** Slide 112 – Connection Video

**DO** Play 4-minute video: Connection

» **DISCUSS**

- ✓ Think of something you are **proud** of doing or accomplishing.
- ✓ Share it.

**SHOW** Slide 113 – Discuss: Accomplishments

**DO** Facilitate a time when participants talk in pairs or do a group shout-out.

» **DISCUSS**

- ✓ Think of a time you **failed**.
- ✓ Share it.

**SHOW** Slide 114 – Discuss: Failures

**DO** Facilitate a time when participants talk in pairs or do a group shout-out.

**SAY** After which of these discussions did you feel most connected to the person you shared with?

**DO** Take a few call-outs.

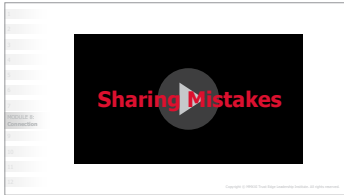
**SAY** There are a lot of ways to connect with people, but we often tend to connect with each other more and show more empathy when sharing our own mistakes.



**SHOW** Slide 115 – 92%

**SAY** The *Trust Outlook*® research found that 92% of people would trust their senior leader more if they would be more transparent about their mistakes. Transparency, specifically about ways that we’ve failed, is one of the ways to increase genuine connection.

**SAY** Here an example from David about how sharing mistakes can increase trust.



**SHOW** Slide 116 – *Sharing Mistakes Videos*

**DO** Play 2-minute video: David keynote video clip about sharing mistakes

- Ways to Connect**
- ✓ Storytelling
  - ✓ Collaborative thinking
  - ✓ Transparency
  - ✓ Vulnerability
  - ✓ Curious questions

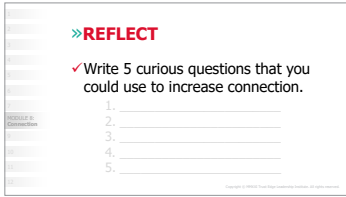
**SHOW** Slide 117 – *Ways to Connect*

**SAY** Being transparent about your mistakes is just one way to build connection. Some other ways to connect: storytelling, collaborative thinking, vulnerability, and asking curious questions. There are opportunities in every interaction to increase connection within our team.



**SHOW** Slide 118 – *Patricia Fripp Quote*

**SAY** Patricia Fripp is one of the top speech coaches and she said that the secret to successful conversations is asking good questions. Learning to ask good questions creates engaging conversations, which creates connection, which ultimately builds trust.



**SHOW** Slide 119 – Reflect

**DO** Facilitate a 3-minute self-reflection.

**SAY** Most people never learn to ask good questions. It’s easy to default to standard workplace conversation like “How was your weekend?” but when we go beyond those simple questions, we can actually increase connection and collaboration.

**SAY** So, think of five open-ended questions that you could use in the next week or two. Try to avoid questions that elicit “yes” or “no” or “good” or “bad” as a reply. Go ahead and take a minute or two to write a few down.



**SHOW** Slide 120 – Apply It

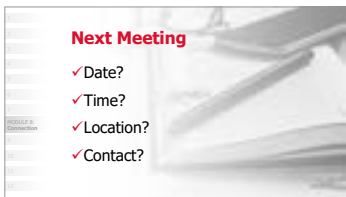
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- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 121 – Quote

**DO** Read Slide 121



**SHOW** OPTIONAL Slide 122 – Session Break





**SHOW** Slide 123 – Trust Shield Title

**SAY** We’ve gained the tools to build 6 of the 8 pillars so far (Clarity, Compassion, Character, Competency, Commitment, and Connection).

**SAY** Next is one way to start building the Connection pillar in a team or organization. We will be completing the Trust Shield activity to show how Connection affects trust. Here’s a description from David about the Trust Shield.



**SHOW** Slide 124 – Trust Shield Video

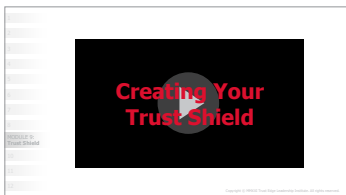
**DO** Play 5-minute video: Trust Shield



**SHOW** Slide 125 – Trust Shield Examples

**SAY** Trust Shields can have different shapes depending on the context, but the 8 sections of the Trust Shield are the same, and they provide a helpful summary of who we are as individuals. Some people prefer to use words or phrases, others have used symbols to represent the different sections of their personal Trust Shield.

**SAY** Here is a quick video about how this will work in our time together today.



**SHOW** Slide 126 – Creating Trust Shield Video

**DO** Play 3-minute video: Creating Your Trust Shield

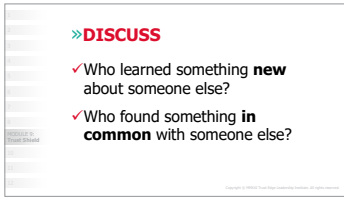


**SHOW** Slide 127 – Trust Shield Categories

**SAY** Go ahead and start filling out your Trust Shields and then we'll come back together in about 10-15 minutes.

**DO** Once participants are done or close-to-done with their shields, have them go into groups of 3 people and take around 7 minutes each to share about their shields.

Remind participants to listen well by staying focused on the person sharing and by asking thoughtful questions. (This is inevitably a very meaningful time for people.)



**SHOW** Slide 128 – Discuss: Similarities

**SAY** Raise your hand if you learned something new about someone else? How about if you found something in common with someone else?



**SHOW** Slide 129 – Discuss: Impact

**DO** Facilitate a debrief of the Trust Shield. (You don't need to take too much time, but this is important for wrapping up what was a vulnerable time of sharing very personal things with colleagues or possibly even strangers.)

**SAY** What was that activity like for you? Shout out some words that come to mind. What made it difficult? Nerve wracking? Exhausting? Fun? How do you think sharing Trust Shields might impact our team going forward?



**SHOW** Slide 130 – Apply It

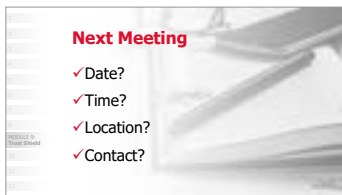
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- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 131 – Quote

**DO** Read Slide 131

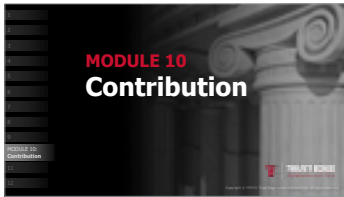


**SHOW** OPTIONAL Slide 132 – Session Break

# TEACHING CONTRIBUTION

People immediately respond to results.

*Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.*



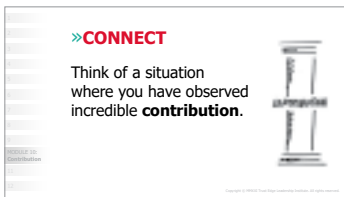
**SHOW** Slide 133 – Contribution Title

**SAY** Next, we'll cover the SEEDS Strategy to maximize personal contribution and the 6 E's to motivate others' contribution.



**SHOW** Slide 134 – Quote

**SAY** Contribution affects trust because people immediately respond to results. If we don't contribute real outcomes, we will lose trust.



**SHOW** Slide 135 – Connect

**SAY** Go ahead and think quietly of a situation where you have observed incredible contribution.

**DO** Pause and give time for brief self-reflection. Facilitate sharing stories of where a few people have seen or experienced great contribution.

*Optional questions to consider:*

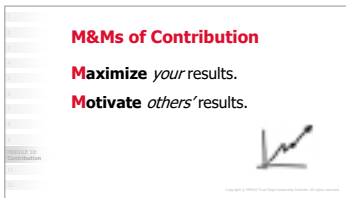
- Why was it important?
- What was the impact?
- What made it memorable?



**SAY** Let's go ahead and watch the video from David about Contribution.

**SHOW** Slide 136 – Contribution Video

**DO** Play 1-minute video: Contribution



**SHOW** Slide 137– M & M's of Contribution

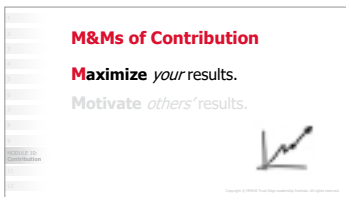
**SAY** Contribution goes both ways. You can maximize your own results, and you can motivate the results of others.

*Optionally, you can add: "The Daily Edge book is a great resource for maximizing your own results without hindering your relationship with others."*



**SHOW** Slide 138 – Apply It

**SAY** Take a minute or two to think about what you can do to increase your own contribution. In daily work? In a team? Go ahead and write down your ideas. Be as specific as possible! Remember that if you use the How? How? How? process, you multiply your chances of actually making a lasting change.



**SHOW** Slide 139 – Maximize

**SAY** First, let's look at maximizing our own results to get the most important things done every day.



**SAY** Here is one strategy for maximizing our individual contributions.

**SHOW** Slide 140 – SEEDS Video

**DO** Play 2-minute video: SEEDS



**SHOW** Slide 141 – SEEDS Defined

**SAY** Our best contribution usually happens when we’ve taken care of our SEEDS. If we are getting enough sleep, exercising, eating right, drinking enough water, and have a source of strength beyond ourselves, we are better equipped to contribute in every area of life.



**SHOW** Slide 142 – Apply It

**SAY** Knowing that SEEDS will help you contribute more at home and work, go ahead and use the How? How? How? process here.

**DO** Have participants take 5 minutes to create their plan and then, if appropriate, pair and share or group shout-out.



**SHOW** Slide 143 – DMA Video

**DO** Play 2-minute video: DMA Strategy



**SHOW** Slide 144 – DMA Strategy

**SAY** DMA's are "I will" statements. Today, I will (Insert an example). Write down either personal or professional actions. And remember, DMA's always have a measurable number attached (Either time spent or quantity completed).



**SHOW** Slide 145 – Apply It

**SAY** Let's take a few minutes and come up with a few of our own DMA's. Remember that a good DMA always has a number attributed that is either a quantity of things to accomplish or an allotted amount of time you will spend on a task. It should also be something that helps you take one step toward your larger goal.

**DO** Allow time for completing their DMA's. Then, gently solicit responses if participants are willing to have the courage to share. Clarify DMA's if they are not specific enough.



**SHOW** Slide 146 – Motivate

**SAY** Secondly, we can motivate the results of others. Here is a video on the 6 E's for motivating others to contribute results.



**SHOW** Slide 147 – 6E's Video

**DO** Play 3-minute video: 6 E's for Motivating Contribution



**SHOW** Slide 148 – 6E's Defined

**SAY** Here are the 6 E's again. As a starting point, write down two of these and then, write down ideas for how you can start improving those two areas in order to motivate contribution.



**SHOW** Slide 149 – Quote

**SAY** Contribution takes action. We can say that we will help on a project, but if we don't actually DO it, people won't trust us.



**SHOW** Slide 150 – Apply It

**DO** Review:

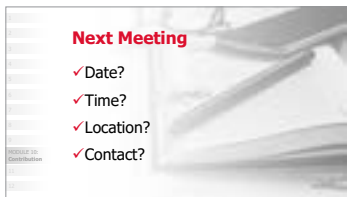
- Recap how this module's focus impacts the team/organization.
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- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 151 – Quote

**DO** Read Slide 151





**SHOW** *OPTIONAL Slide 152 – Session Break*

# TEACHING CONSISTENCY

People love to see the little things done consistently.

*Use the script provided until you feel confident giving the presentation.*

*Enter your own script in the boxes below to contextualize the content for your context.*



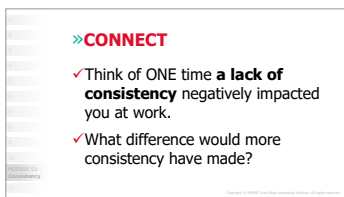
**SHOW** Slide 153 – Consistency Title

**SAY** The last pillar of the 8-Pillar Framework is Consistency. At Trust Edge Leadership Institute, “consistency” is known as “the king and queen” of the pillars because we are trusted for whatever we do consistently.



**SHOW** Slide 154 – Quote

**SAY** People love to see the LITTLE THINGS done consistently.



**SHOW** Slide 155 – Connect

**SAY** Think of a time when a lack of consistency negatively impacted you at work. Maybe it was an experience at work or an interaction with a brand.

**DO** Allow brief self-reflection, then facilitate a discussion around this question. What difference would more consistency have made?

» **DISCUSS**

- ✓ Think of a recent time when *you* were **inconsistent**.
- ✓ What did it cost you or those around you?

**SHOW** Slide 156 – Discuss

**SAY** Now, think of a time in the last couple of months when YOU were inconsistent. When was a time you said you would do something and then didn't? What did it cost you? Or maybe think of time when you acted in a way that was inconsistent with your character. How was trust affected?

**DO** Allow brief self-reflections and then facilitate a share time with partners or the large group around this question.

“  
In EVERY interaction,  
we **increase** or  
**decrease** trust.”

**SHOW** Slide 157 – Quote

**SAY** In every interaction, we either increase or decrease trust. Just like our bodies atrophy without consistent nutrition and exercise, our relationships atrophy without consistently building trust.

Consistency

**SAY** Let's take a look at the video about consistency.

**SHOW** Slide 158 – Consistency Video

**DO** Play 3-minute video: Consistency

**Two Types of Consistency**

- ✓ **Personal** consistency
- ✓ **Organizational** consistency



**SHOW** Slide 159 – Two Types of Consistency

**SAY** There are two types of consistency: personal consistency and organizational consistency.

### Two Types of Consistency

1. **Personal** consistency builds your **reputation**.
2. **Organizational** consistency builds your **brand**.

**SHOW** Slide 160 – Consistency Types Defined

**SAY** Personal consistency builds your reputation and organizational consistency builds your brand.

### Personal Consistency: REPUTATION

For good or bad, what are you most known for?

**SHOW** Slide 161 – Personal Consistency

**SAY** What are you known for? Whether it's good or bad... Are you known for being late? Are you known for being joyful? Are you known for being a gossip? Are you known for being an encourager?

**DO** Invite participants to write down what comes to mind for moment.

### »DISCUSS

- ✓What do you most **hope** to be known for?
- ✓What can you do **consistently** to keep and strengthen the reputation you most hope for?

**SHOW** Slide 162 - Discuss

**SAY** What do you most HOPE to be known for? What can you do CONSISTENTLY to keep and strengthen the reputation you most hope for? Write it down. What can you do to make that hope a reality?

**DO** Remind participants to apply How? How? How? here. Facilitate the group to share in pairs or take large-group call outs.

### Organizational Consistency: BRAND

What are a few words that your customers would use to **describe** your organization's brand?

**SHOW** Slide 163 – Organizational Consistency

**DO** Facilitate a brief discussion.

**SAY** What are a few words that your customers would use to describe your organization's brand? I'd like you to discuss the answer to this question in pairs and then write down 3 words from that group discussion that most resonated with you.



**SHOW** Slide 164 – Reflect

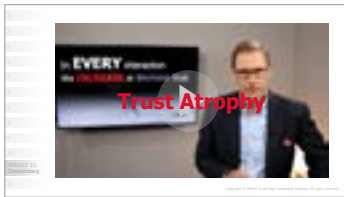
**SAY** Think to yourself for a minute...On scale of one to ten, how well does our organization consistently reinforce these aspects of our brand?

**DO** Facilitate brief self-reflection.

**SAY** What can we do in our role, no matter what our title is, to help reinforce our brand traits consistently?

**DO** Call out a handful of responses from participants.

**SAY** Here is a quick video about what happens if we DON'T build trust consistently.



**SHOW** Slide 165 – Trust Atrophy Video

**DO** Play 2-minute video: Trust Atrophy



**SHOW** Slide 166 – Apply It

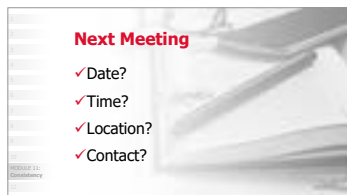
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- For question #3, have participants talk in pairs or do a group shout-out.



**SHOW** Slide 167 – Quote

**DO** Read Slide 167



**SHOW** OPTIONAL Slide 168 – Session Break

# TEACHING NEXT STEPS

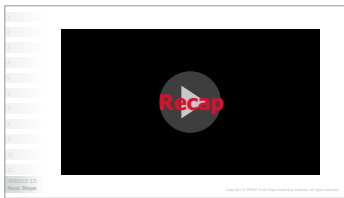
Atrophy is guaranteed without intentional action.



**SHOW** *Slide 169 – Next Steps Title*

**SAY** Welcome participants! Here we are at the last module! We have walked through the Case for Trust and each of the 8 Pillars for building trust as individuals and organizations.

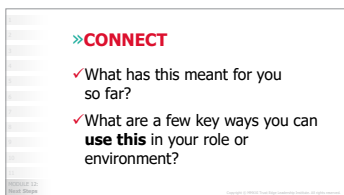
To close out, we are looking at the next steps for applying this in our unique circumstances. We will learn how to contextualize the pillars and make a plan for building trust going forward!



**SAY** Here's a quick recap from David!

**SHOW** *Slide 170 – Recap Video*

**DO** *Play 1-minute video: Recap*



**SHOW** *Slide 171 – Connect*

**SAY** Let's talk about what this meant for us so far. What are a few key ways you can use this in your role or environment?

**DO** *Allow brief self-reflection, then facilitate a discussion around these questions.*



**SHOW** Slide 172 – Quote

**SAY** Trust in context matters. Know your environment. Know your people. Building trust is day-by-day work. Like in the last module: “It’s the little things done consistently that make the biggest difference.” Contextualizing these 8 pillars in our everyday efforts and interaction will be what drives long-term impact.



**SHOW** Slide 173 – Contextualization Video

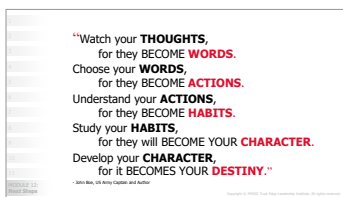
**DO** Play 4-minute video: Contextualizing the 8 Pillars



**SHOW** Slide 174 – Reflect

**SAY** How can you contextualize the trust framework in your role or environment? How can you make it **MOST** relevant and impactful for your work and life?

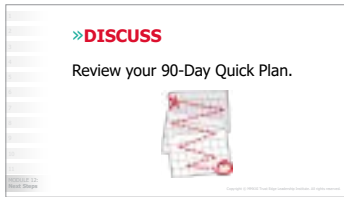
**DO** Have participants write down their thoughts for a few minutes.



**SHOW** Slide 175 – Quote

**SAY** U.S. Army Captain and author John Boe said, “Watch your *thoughts*, for they become words. Choose your *words*, for they become actions. Understand your *actions*, for they become habits. Study your *habits*, for they will become your character. Develop your *character*, for it becomes your destiny.”

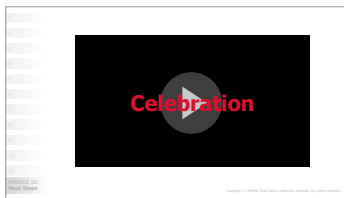




**SHOW** Slide 176 - Discuss: 90 Day Quick Plan

**SAY** Back in Module 3, under the Clarity pillar, we made a 90-Day Quick Plan. Let's take a look at those. What went well? What was helpful? Where did you get stuck in getting to a final HOW?? Go ahead and shout out what your goal is.

*If doing this as a 12 module course, have participants reflect on how their 90 Day Quick Plan played out and where they ran into roadblocks.*



**SHOW** Slide 177 – Celebration Video

**DO** Play 1-minute video: Celebration from David



**SHOW** Slide 178 – Quote

**SAY** Thank you so much for your engagement and insight shared throughout our time together.

If you have questions or want to continue going deeper in this trust work, you can visit [TrustEdge.com](http://TrustEdge.com) or reach out to their team by phone. I know they are happy to serve and support us as we move forward!

Thank you all for continuing to do the work of building trust!

Trust,  
*not money,*  
is the **currency**  
of business *and* life.

**651-340-6555**

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