

THE 2024 TRUST OUTLOOK®

AMERICAN WORKFORCE EDITION

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TRUST EDGE
LEADERSHIP INSTITUTE

INTRODUCTION

Trust Edge Leadership Institute (TELI) delivers up-to-the-minute, data-driven results that leaders can take to their morning coffee meeting or their next board meeting. Our newest set of data in *The 2024 Trust Outlook*® shows that trust in the workplace is more important—and more easily destroyed—than ever before.

The 2024 Trust Outlook® focuses on data from 750 working Americans, ages 18-65. Participants were from all regions in the United States and from all levels of job responsibility, from CEO to part-time employee. If you run a business, manage a team, or help as a consultant, this data will give you concrete information you can relate to, no matter your business sector.

David Horsager, our founder and CEO, states that change is made by asking, "How?" until you arrive at a solution that you can put into place today or tomorrow. Consider your answers to "How?" as you work your way through this edition of the *Trust Outlook*®. In this study, the data showed that there is a "trust divide" in our workplaces today. These gaps occur among different generations, working arrangements, and employment levels.

We hope that this data will bring you clarity and purpose as you work towards greater trust within your business. In turn, we see that taking the importance of trust seriously in the workplace produces productivity, innovation, communication, and mutual respect within teams. These impact team members in hybrid, remote, and in-person work arrangements, crossing generational and cultural differences as well.

For help with applying this research or building high-trust teams and cultures, contact Trust Edge Leadership Institute today at Info@TrustEdge.com.

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We have purposefully made this data available to the general public in hopes of serving you and the people in your organization as you continue building trust. Thus, you are welcome and invited to share the data with appropriate source citation. The information can be referenced in the media, in whole, or in part, as long as this document is cited as the source for the information. In no way does this document provide an endorsement of any product, service, company, or individual. This document is provided "as is." Information and views expressed in this document may change with or without notice. The strategies and examples depicted herein are provided for illustration purposes only and are not guarantees of specific results. You bear the risk of using this document.

A LETTER FROM OUR CEO

Trust is the most valuable resource in today's world; in fact, we consider it to be more crucial than ever. From our research and work with Fortune 500 businesses and consultants, we've seen that trust drives performance, enhances relationships, and fosters lasting success. Trust does not just happen—leaders build it. In an era marked by fear and skepticism, trust becomes the cornerstone for transformation.

Our research in 2024 focused on working Americans. The data showed us that the need for trust spans across sectors, generations, and job levels. It's the foundation of all relationships, professional and personal.

The challenge of building trust in a complex world is evident, yet the solution is clear:

Organizations must foster transparency, accountability, and communication to create cultures of trust.

The 8 Pillars of Trust™ help leaders build an environment where individuals can thrive. This isn't just about performance—it's about building resilient communities and strong economies. As you and I continue to navigate these challenges, our research offers actionable insights for leaders committed to maintaining trust.

Trust is not only your greatest asset but also a vital force for innovation, growth, and connection.

Stay trusted,



Trust Edge Leadership Institute (TELI) is a Saint Paul, Minnesota-based company with a mission to develop trusted leaders and organizations around the world. Since 1999, TELI has pioneered trust development through research, speaking, human capital development, and consulting, all on trust and its proven impact on the bottom line. The *Trust Outlook*® is produced annually by TELI and CEO David Horsager.

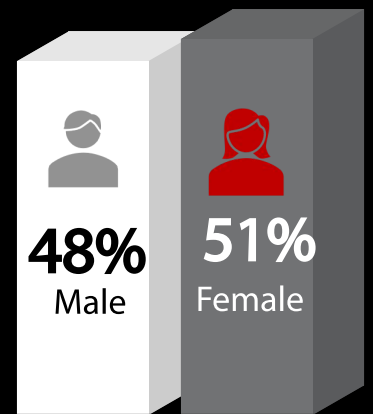
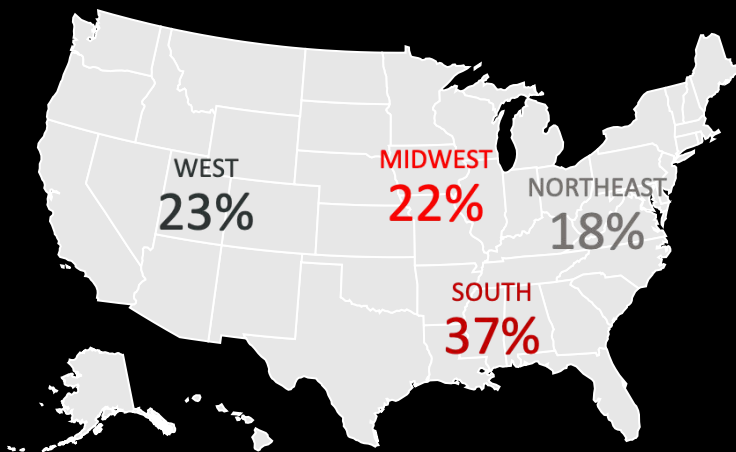
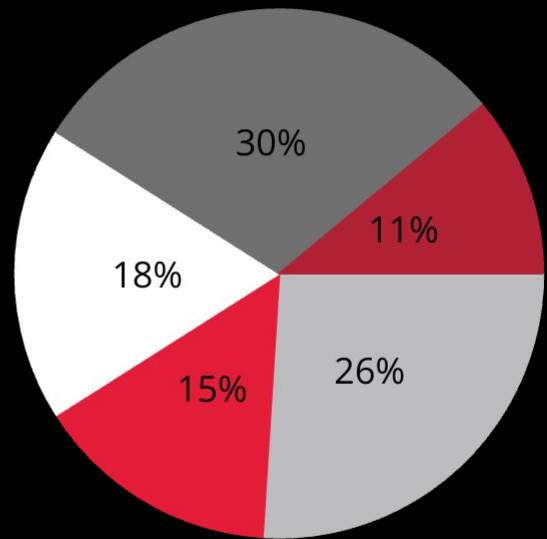


METHODOLOGY

FOR OUR 2024 RESEARCH STUDY

750 U.S. participants
ages 18-65, currently employed
full-time or part-time

- Gen Z 26%
- Younger Millennials 15%
- Older Millennials 18%
- Gen X 30%
- Boomers 11%



1% - Non-binary or prefer not to answer

Figures are statistically significant at the 90% and 95% confidence level. Margin of error is +/-3.58 percentage points.
 In an instance that a chart total for a single select question does not add to 100%, please note that this is due to the minimal effect of rounding.
 Instances where a chart total equals greater than 100% is due to respondents being able to select more than one response.
 Weighted to the 2020 U.S. Census for age, region, gender, and ethnicity.
 Survey was conducted online from July 22, 2024, to July 26, 2024.



THE 8 PILLARS OF TRUST™

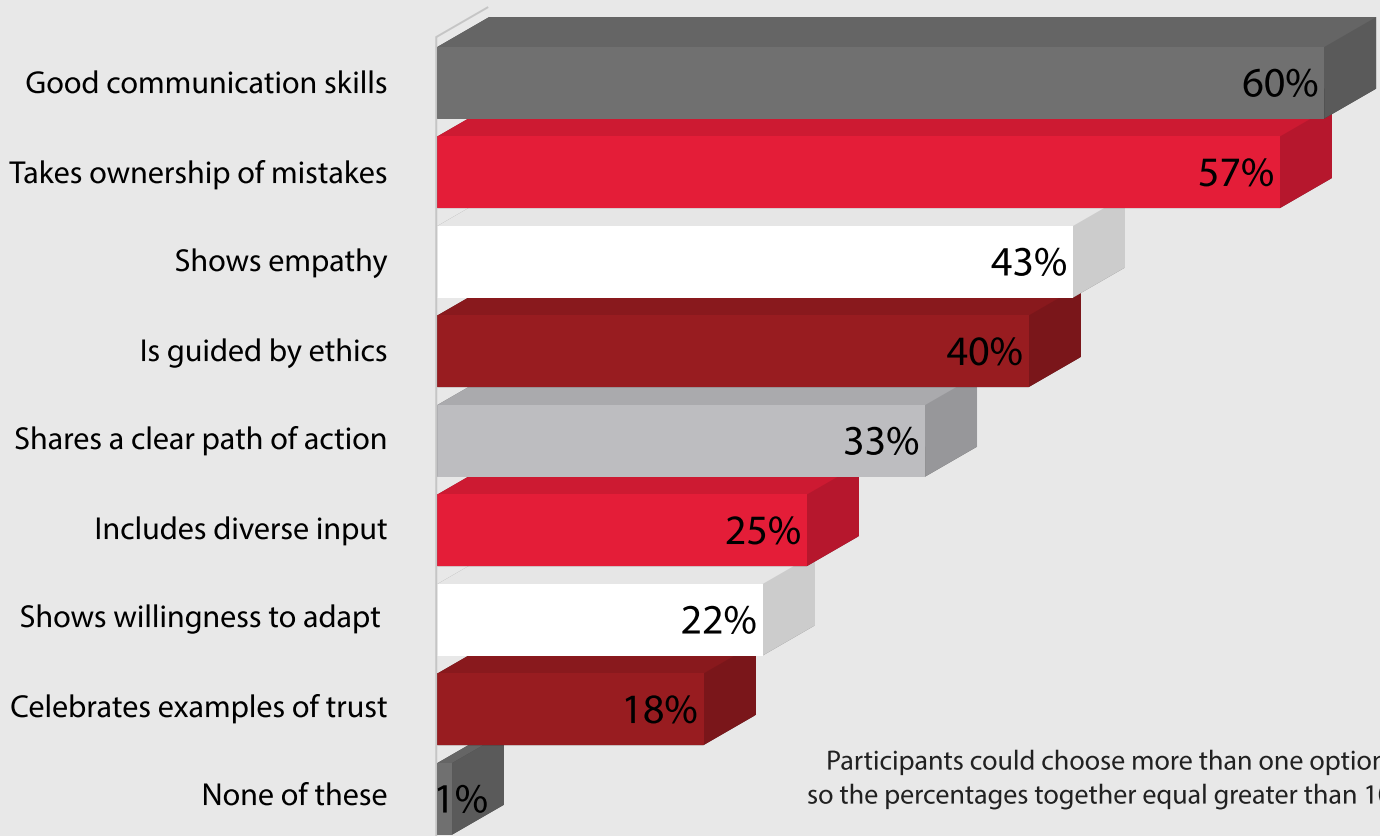
Clarity	People trust what is clear and distrust what is ambiguous or overly complex.
Compassion	People put faith in those who care beyond themselves.
Character	People notice those who do what is right over what is easy.
Competency	People have confidence in those who stay fresh, relevant, and capable.
Commitment	People believe in those who stand through adversity.
Connection	People want to follow, buy from, and be around those who connect and collaborate
Contribution	People respond to results.
Consistency	People love to see the little things done consistently.

THE LEADERSHIP GAP IN THE WORKPLACE

Working Americans build the most trust in a leadership team that has good communication skills and takes ownership of their mistakes. However, a significant gap exists in the impact of celebrating examples of trust. Only 16% of employees ranked "Celebrates examples of trust" in their top three, whereas more than a third of executives included this response.



Which behaviors build trust in your leadership team?



57%

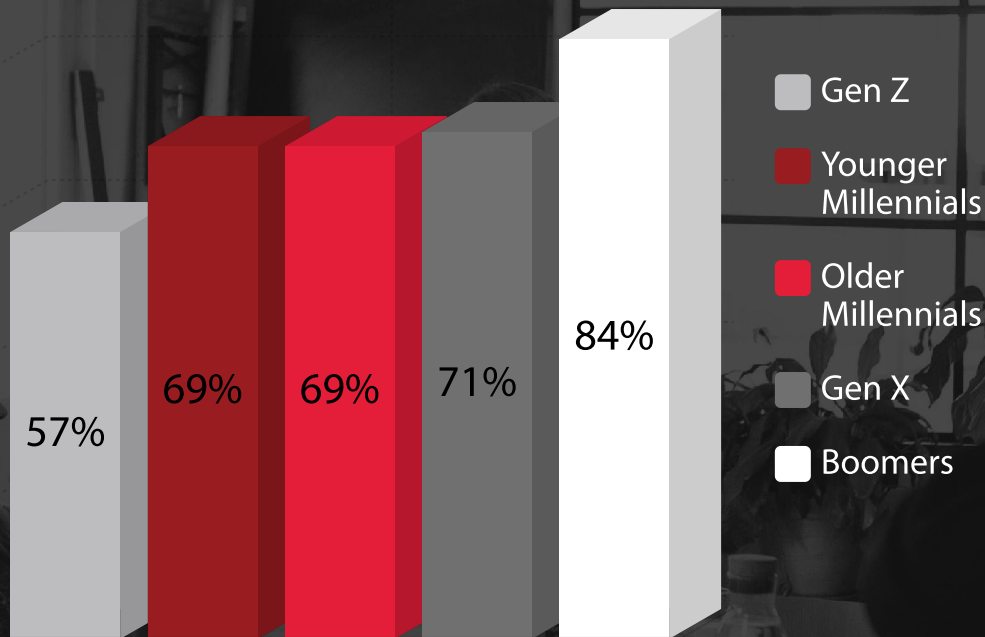
of the American workforce said trust was built when leadership took ownership of their mistakes.

THE GENERATION GAP IN THE WORKPLACE

Which qualities are most essential to building trust in the workplace?

Over 2/3 of working Americans say being authentic and having integrity are the qualities most essential to building trust. Yet, there is a generational gap; 84% of Boomers value authenticity, while only 57% of Gen Z respondents said it was essential.

Authenticity Rankings



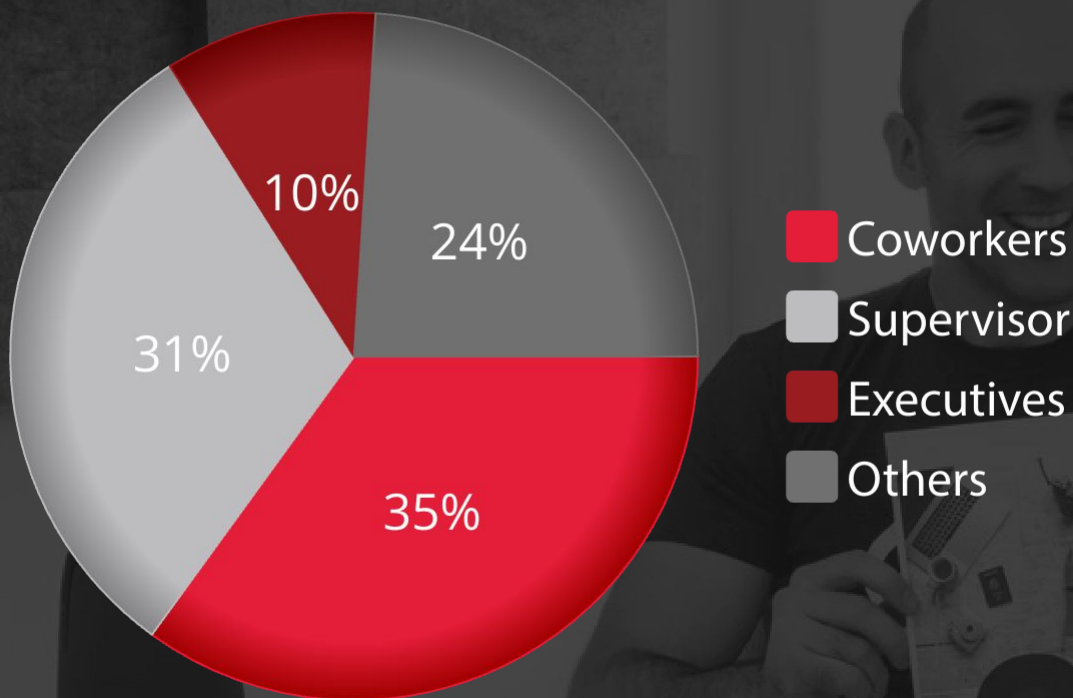
68%

of all working Americans say that being authentic and having integrity are the qualities most essential to building trust.

THE EMPLOYMENT LEVEL GAP IN THE WORKPLACE

Which person is the most important to trust at work?

A full two-thirds (66%) of working Americans believe their coworkers and manager are the most important for them to trust. Surprisingly, the executives—those responsible for setting vision and budgets—received only 10% of responses.



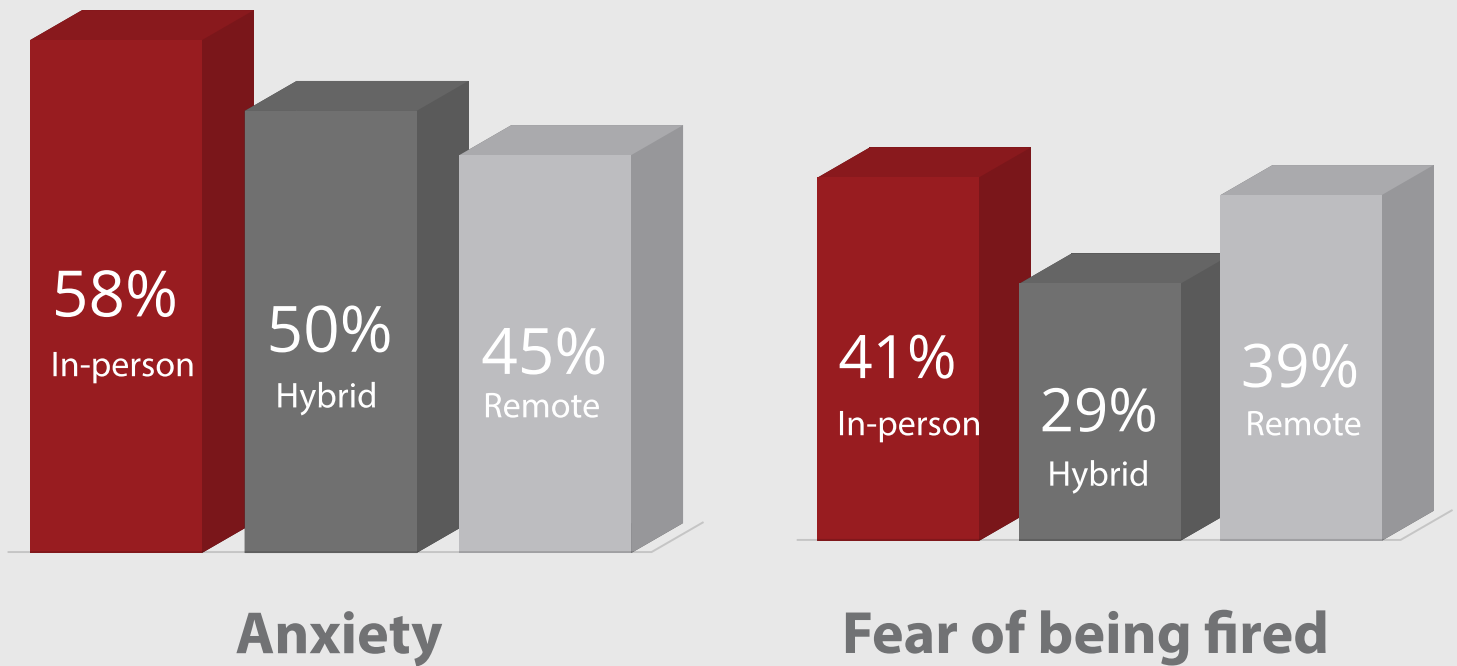
10%

of working Americans believe the **most important people** to trust at their company are the executives.

THE WORKING ARRANGEMENT GAP IN THE WORKPLACE

The research shows a lack of trust in an employer leads to differing emotions for remote, hybrid, and in-person employees. The numbers for "Anxiety" and "Fear of being fired" had significant gaps. Over 40% of in-person workers fear being fired when they lack trust in their employer; hybrid workers fared much better, at only 29%.

What emotions do employees experience when they feel a lack of trust in their employer?



Participants could choose more than one option, so summation of percentages equal greater than 100.

58%

of in-person workers experience **anxiety** when they lack trust in their employer.

THE REALITY GAP IN THE WORKPLACE

Working America has spoken:
9 out of 10 working Americans
believe a lack of trust is much more
costly than most leaders know.

True or False:
A lack of trust is much
more costly than most
leaders know.

Are you willing to accept this reality?



54%

A majority of working America (54%)
would take a **slightly lower paying job** if
they could completely trust their boss.

BECOME A TRUSTED LEADER!

“Trust Edge Leadership Institute revolutionized our approach and led to a pivotal reduction in turnover rates from 40% to 10%. The material gave me tools and a path forward as a leader.”

—David Cameron, City Administrator

You’ll learn tools, frameworks, and the common language required for teams and organizations to build high-trust cultures!

Getting certified will equip you to:

- ✓ Attack high employee turnover
- ✓ Reduce unclear communication
- ✓ Build healthy accountability
- ✓ Eliminate disengagement
- ✓ Improve inconsistent performance



Start Building Trust Now!

Learn more or sign up to get started at www.TrustEdge.com/certification or call 651-340-6555.

TRUST

matters

—————> more than
ever.



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Schedule a discovery call.

Get certified to solve with trust.

www.TrustEdge.com