

*"A pivotal guide for today's leader!" —John C. Maxwell*

# TRUST EDGE EXPERIENCE

*Based on bestselling author, David Horsager's  
research and books.*

*Certification Guide*

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A lack of trust is your greatest expense.

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# GREETINGS

from the author



ON BEHALF of Trust Edge Leadership Institute, a warm hello!

It is true, the Pillars of Trust can have a significant impact, both personally and professionally. This curriculum is based in research but made practical and tangible so that you can incorporate it into your life immediately.

In the world of virtual teams, mega-mergers, and open markets, trust can accelerate (and distrust can destroy) any business, organization, or relationship. The lower the trust, the more time everything takes, the more everything costs, and the less loyalty there is for everyone involved. The 8-Pillar Framework™ takes trust out of the conceptual realm and puts it into an actionable and measurable practice that brings **bottom-line results in business and in life.**

As a Trust Edge Certified Partner, you will have access to the **Trust Edge Member Platform** to continue building trust with resources that help create a common language, accelerate alignment, and increase results. Our hope is not just to inspire, but also to help you take actions that drive long-term results and create a high-trust culture for you and your team! I believe becoming a Trust Edge Certified Partner will give you tremendous tools to help further this great movement of developing trusted leaders and organizations.

Trust Matters!

— **David Horsager**, CEO of Trust Edge Leadership Institute,  
bestselling author, business strategist, acclaimed speaker

*In every interaction,  
we increase  
or decrease trust.*

# LEARNING OBJECTIVES

Trust is not just a soft skill.

**WE PREFER** a “Learn, Do, Teach” methodology that allows you to first **learn** the content, followed by an **activity** that helps you develop and contextualize the content, followed by a detailed look at the nuances of the content so you can **teach** it effectively.

## Goals of the Trust Edge Certification Program

- ✓ 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 Trust Tool: ODC in Communication to clarify expectations, improve business relationships and reduce interpersonal conflict.
- ✓ Utilize the Trust Tool: SPA Appreciation for showing gratitude to others.
- ✓ Discuss accountability and what really works.
- ✓ Create your values to increase productivity and make decisions faster, more accurately, and with less stress.
- ✓ Recognize how to rebuild trust when it has been broken.
- ✓ Identify magnetic and repelling traits.
- ✓ Apply the Trust Tool: Difference-Making Actions to get the most important things done every day.
- ✓ Use the Trust Tool: 6 Es of Motivation 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 one of our top Trust Tools—the 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, you'll learn trust concepts, assess personal behaviors, and gain pragmatic skills to put these trusting behaviors into practice with the people you manage and lead.

## PROGRAM BENEFITS

*Trust Edge Certification* helps you enjoy the greatest competitive advantage of all time—TRUST. Ultimately, increased trust 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



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# PROGRAM DESIGN

*Trust Edge Certification* is the culmination of David Horsager's decades of research and work on building trusted leaders and organizations around the globe.

Through video clips, self-assessment, dialogue, case studies, and experiential activities, you and future 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 lack of trust can negatively impact their organization, departments, teams, and personal relationships
- learn actionable tools and strategies to grow trust personally and professionally
- 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!*

### 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 and off
- Positivity and 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**  
LEADERSHIP INSTITUTE

# THE TRUST EDGE APPROACH

## RESEARCH

### *8-Pillar Framework™*

We believe being research-based is crucial. The foundation of the framework was established through David Horsager's graduate research.

### *Trust Outlook®*

Trust Edge Leadership Institute continues to produce annual research on TRUST to stay fresh and relevant on the current impact of trust on organizations and employees across many industries.

## RELEVANCE

### *Start with self*

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. We believe human capital development and learning & development initiatives only work if they start with a person.

### *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. Certified Partners will be able to do the following:

- 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 the situations they are facing, 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 participants 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 willingly 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 goals and gain management support. It is vital 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.

*(cont'd. on next page)*

*(Trusted Facilitator, cont'd.)*

Certified Partners should plan to meet with or be briefed by senior management in order to reinforce the company's key messages and align with their 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 truly 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 sharing 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, 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, being fast moving with reflection, and a variety of people and styles goes a long way in building trust with participants.

## 5. Technology-savvy

It’s important to know how to use the technology you need for projection of videos, power point slide deck, and audio.

## 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 be sure to 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.

# GOOD QUESTIONS FOR THE FACILITATOR

Trust increases or decreases with every interaction.

1. What do you notice or what stands out to you about that?
2. Share about a 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 someone else who has overcome this 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? (If you don't know about this yet, you surely will before we are done!)

# 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 the reviews of previous trainers.

## 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 bestselling 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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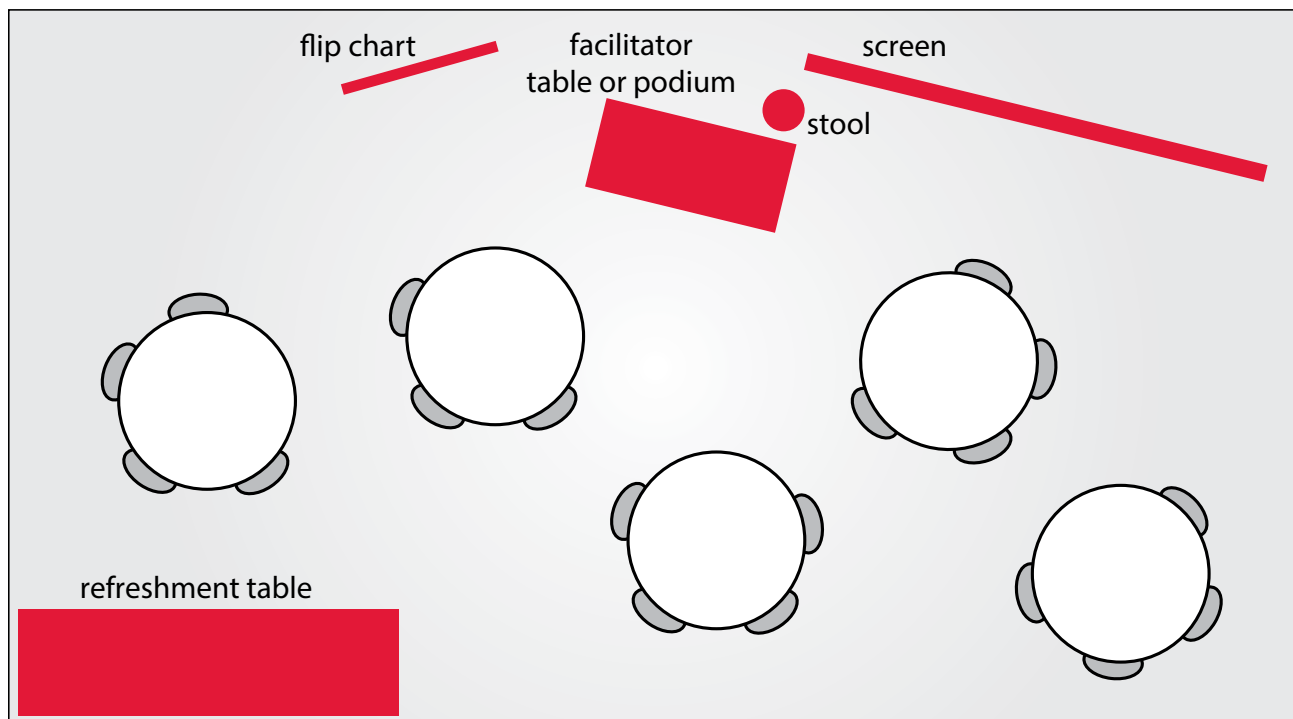
# IN-PERSON EVENT

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. You may want to 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
- ✓ 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

- ✓ Consider asking the organization to supply the book to every participant, whether ahead of time or at the training event. For bulk book pricing, email us at [info@trustededge.com](mailto:info@trustededge.com).
- ✓ Ask participants to come with specific results they are trying to achieve.
- ✓ Encourage the organization 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 Trust Edge Experience event 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 or any platform that allows for 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.

*(cont'd. on next page)*

*(Virtual Event, cont'd.)*

## 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.

# 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.

*(cont'd. on next page)*

*(Virtual Event, cont'd.)*

## 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!

# 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

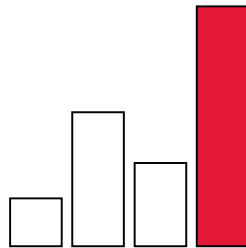
- ✓ Word clouds and polling answers with percentages can increase engagement through a quick survey of the group.

## Music

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

# THE CASE FOR TRUST

A lack of trust is your greatest expense.



## #1 reason

people want to work for an organization:

Trusted leadership.

(Trust Edge Leadership Institute, *Trust Outlook*)

## DEFINE TRUST

Trust is \_\_\_\_\_

...to do what is right

...to deliver what is promised

...to be the same every time, whatever the circumstances.

*Everything of value  
is built on trust,  
from financial systems  
to relationships.*

## DEFINE "THE TRUST EDGE"

The Trust Edge is the \_\_\_\_\_ gained when others confidently believe in you.

## DID YOU KNOW...

- Distrust **doubles the cost** of doing business.

—John Whitney, Director for Quality Management, Columbia University

- **80%** of people stop buying products or services from companies when their trustworthiness comes into question.

—Edelman Trust Barometer

- Costs were **five times higher** with the least trusted supplier than with the most trusted supplier.

—Jeffrey Dyer and Wujin Chu, DSpace

- Companies with high trust levels outperform those with low trust levels by **186%**.

—Watson Wyatt, Work USA

- More than **13 million** Americans invested over \$100,000 based purely on trust.

—Trust Outlook®

- When senior leadership is trusted, employees will offer **more** ideas and solutions, be better team players, and be more loyal.

—Trust Outlook®

- The **number one** reason people want to work for an organization is trusted leadership.

—Trust Outlook®

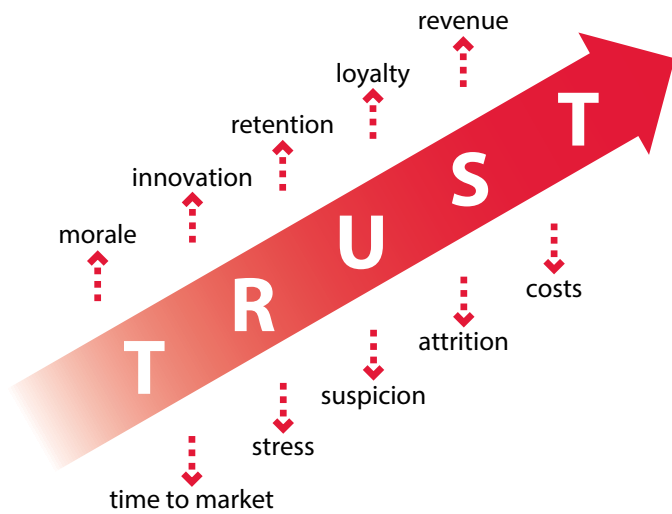
*85% of people believe a  
high-trust work environment  
helps them perform at their best.*

—Trust Outlook®

## IMPACT OF TRUST

In a climate of trust, people are more willing to work together, be creative, share information, and stay motivated and productive. They demonstrate loyalty and commitment to the team and are willing to go the extra mile to ensure success. Every aspect of the business becomes more profitable.

When trust is absent, skepticism and suspicion erode relationships. It slows down the flow of ideas and ability to solve problems. Everything takes longer when people cannot trust the actions and words of others. Work conditions in a climate of distrust are stressful and unhealthy.



## THE COST OF LOW TRUST

A lack of trust is costing me \$ \_\_\_\_\_

A lack of trust is costing my team \$ \_\_\_\_\_

A lack of trust is costing my organization \$ \_\_\_\_\_

*Trust is more like a forest—  
a long time growing,  
but easily burned down  
with a touch of carelessness.*

# MAKING A DIFFERENCE

What specific results am I trying to achieve with trust?

To verify if this is the best goal/result, ask yourself the following:

- Is this goal as specific as I can make it?
- Do I have a quantifiable metric (numbers, percentages or dollar values) that can be measured? If not, can I evaluate my success on a 1-10 scale?
- Does this goal line up with my #1 strategic priority personally or professionally?

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

## 8 PILLARS OF TRUST

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

# THE CASE FOR TRUST **NOTES**

A lack of trust is your greatest expense.



# THE CASE FOR TRUST MINDMAP

A lack of trust is your greatest expense.



# CASE FOR TRUST **STORY JOURNAL**

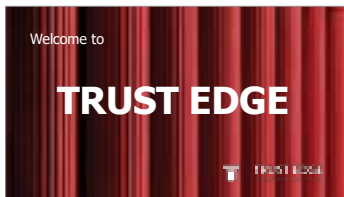
A lack of trust is your greatest expense.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# 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.*

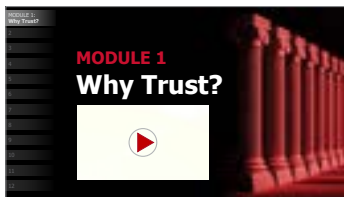


**SHOW** Slide 1 – Title

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

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

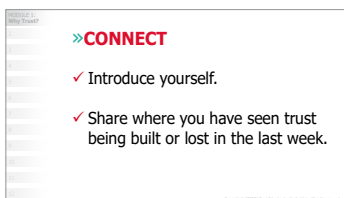
I'm really excited to go through this course together and to see the impact of building trust as we apply the tools throughout each of the 8 Pillars of Trust!



**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?"



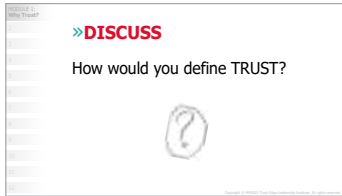
**SHOW** Slide 3 – Connect

**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** Slide 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 why they are so trusted.




**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?

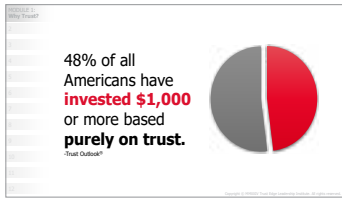
**#1 reason** people want to work for an organization?

**Trusted Leadership!**



**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.



**SHOW** Slide 13 – Discuss

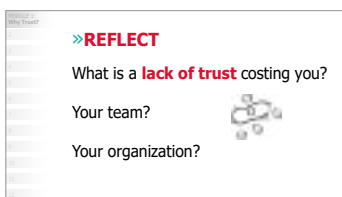
**DO** Lead a brief discussion or ask participants to discuss with a partner near them. Where have you seen trust impact one of these areas for good or for bad? Discuss for a few minutes. How have you seen that impact played out over time?



**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.

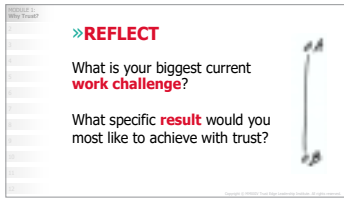
**DO** Call out a few of the bullet points and give an example or two of your own about when you've seen trust impact those areas.



**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.

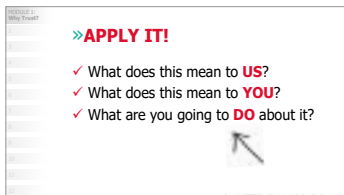
**DO** Have people share by either pairing up or ask for shout-outs. What do you think a lack of trust is costing you? What's it costing your team? What about your organization as a whole.



**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

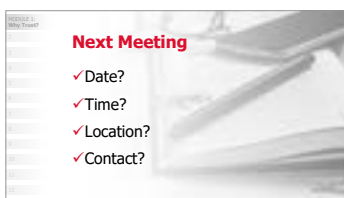
**DO** Review:

- 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.

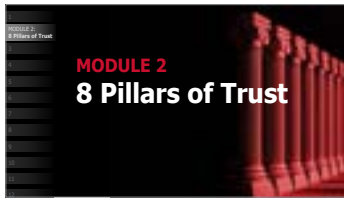


**SHOW** Slide 18 – Quote

**DO** Read Slide 18



**SHOW** OPTIONAL Slide 19 – Session Break



**SHOW** Slide 20 – 8-Pillar Title

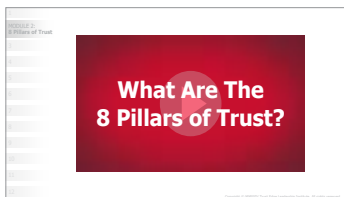
**SAY** We have now defined trust and gone through the Case for Trust: why a lack of trust is our biggest expense. Next, we are diving into the overview of the 8-Pillar Framework™ for building trust.



**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.



» **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.

» **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?

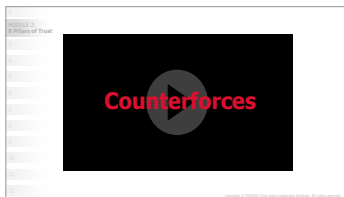
**SAY** To start building trust, we have to get honest with ourselves about our strength and growth areas. This self-assessment gives us a launching point to identify these areas, so keep this handy and feel free to reference it throughout the course as you consider how to apply this in your unique role.



**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?

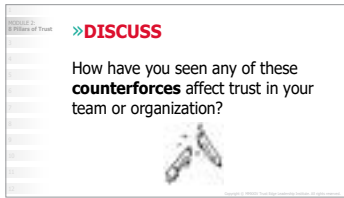
**DO** Facilitate a brief group discussion or ask participants to share their thoughts with a partner.



**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

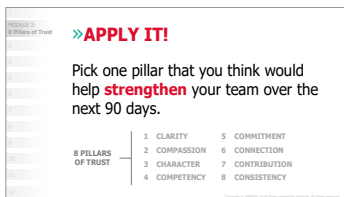


**SHOW** Slide 28 – Discuss

**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” ...



**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.



**SHOW** Slide 30 – Apply It

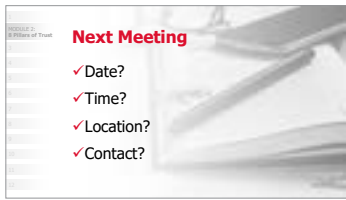
**DO** Review:

- 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

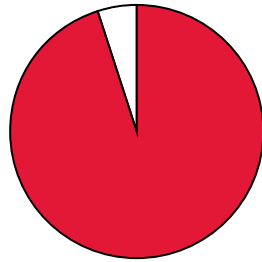
**DO** Read Slide 31



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

# PILLAR 1: CLARITY

People trust what is clear and simple.



## 95%

of workers are unaware of their company's top objectives.

(HP Insider Series)

## INTRO

### Two Major Areas of Clarity

1. \_\_\_\_\_
2. \_\_\_\_\_

### Clear Goals

Top priorities need to be repeated every \_\_\_\_\_ days.

### Clear Communicators

- Listen, empathize, and ask questions.
- Seek first to understand, and then to be understood.
- Speak honestly. Avoid manipulation and exaggeration.
- Learn from nonverbal communication.
- Stay focused and avoid distractions.
- Keep an open mind; don't jump to conclusions and don't criticize.
- Simplify the complicated.

*A lack of clarity causes the most frustration in the U.S. — even above being interrupted or having a heavy workload.*

—Trust Outlook®

## 90-DAY QUICK PLAN™

90-Day Quick Plan goal/result I hope to achieve: \_\_\_\_\_

1. W \_\_\_\_\_ am I now? \_\_\_\_\_

2. W \_\_\_\_\_ do I want to be in 90 days? \_\_\_\_\_

3. W \_\_\_\_\_ am I going? \_\_\_\_\_

4. H \_\_\_\_\_ am I going to get there? \_\_\_\_\_

5. H \_\_\_\_\_ am I going to get there? \_\_\_\_\_

6. H \_\_\_\_\_ am I going to get there? \_\_\_\_\_

*(Include the who, when, and where if needed)*

*Conflict and crisis  
are your greatest opportunities  
to build trust the fastest.*

Ask How? until you can do something \_\_\_\_\_ or \_\_\_\_\_ .

For the final How? only \_\_\_\_\_ person can be on the final task.

# CLEAR COMMUNICATION

Communication is: \_\_\_\_\_

## ODC FOR CLARITY

**O** = \_\_\_\_\_

- Give vision by explaining context and purpose
- Be specific with quantifiable goals
- Give helpful suggestions
- *"Sell 2,000 units this month" (instead of "Increase sales")*

**D** = \_\_\_\_\_

- Be time-specific
- Clarify adjusted priorities
- *"Can you show me that by Friday at 2 pm?" (Instead of "Get that to me soon.")*

**C** = \_\_\_\_\_

If you are the **Requester**:

- Summarize it
- Write out agreements for more complex outcomes
- Make recommendations
- *"Do you have all the resources you need to complete this on time?"*
- *"Do you have any questions about my expectations?"*

If you are the **Clarifier**:

- Take notes
- Drill down for clear understanding
- *"Do you want it more like this or more like that?"*
- *"Can I skip tomorrow's meeting to get this done?"*

*Did you know...in 1999, a very simple communication error cost NASA a \$125 million Mars orbiter. The problem: their contractor used the English measurement system, while NASA's Jet Propulsion Laboratory was using the metric system. So after 286 successful days in space and expectations for celebrating entering Mars' orbit, both teams instead spent September 23rd investigating why their satellite sailed straight past its target. A lack of clarity can be very costly!*

# CLARITY APPLIED

What is a top Clarity goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ *Transfer your final How? to the 90-Day Quick Plan.*



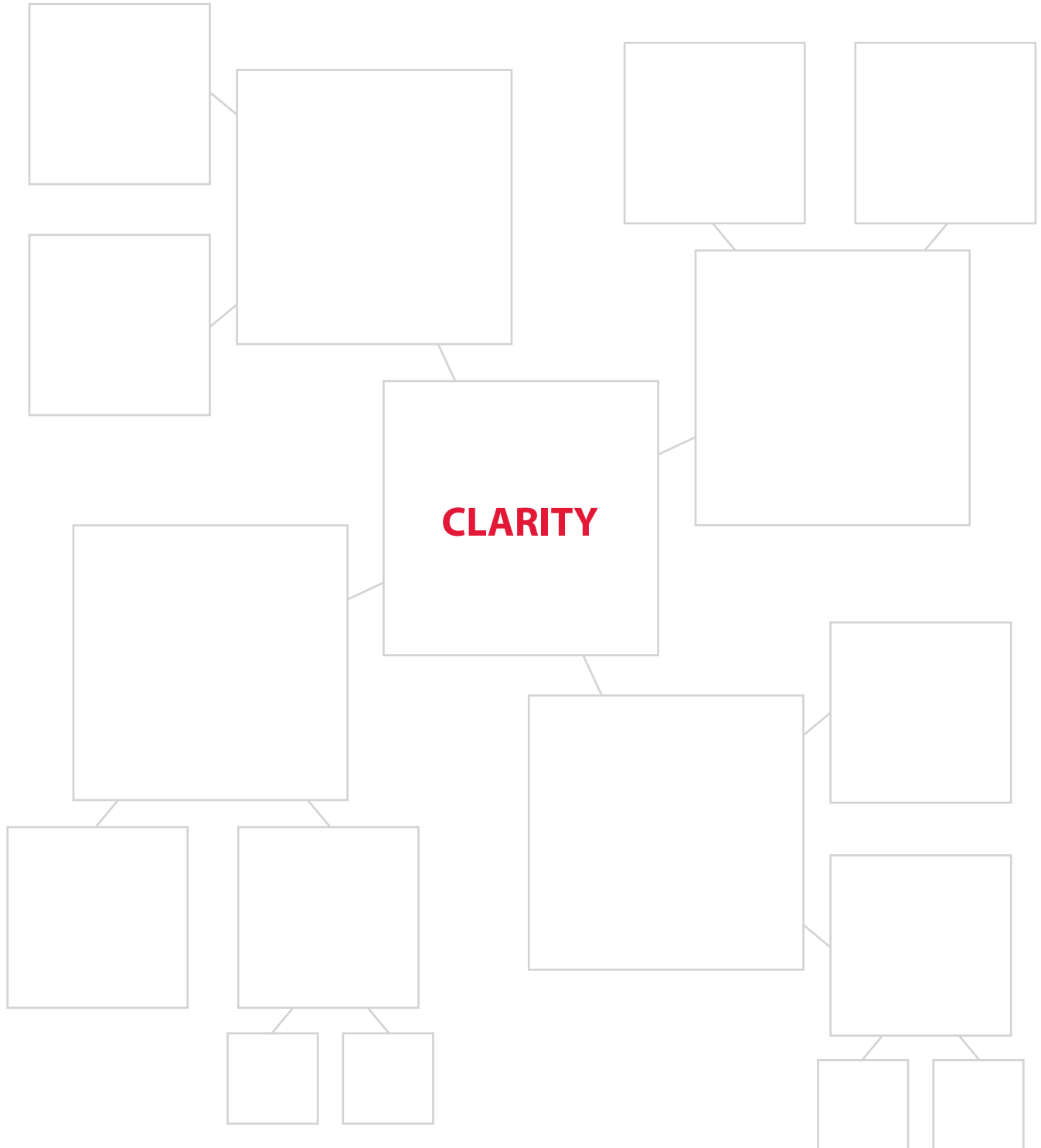


# CLARITY NOTES

People trust what is clear and simple.

# CLARITY MINDMAP

People trust what is clear and simple.



# CLARITY STORY JOURNAL

People trust what is clear and simple.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# TEACHING CLARITY

People trust what is clear and simple.

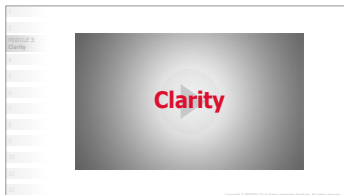
*Use the script provided until you feel confident giving the presentation.  
Enter your own script in the boxes below to contextualize the content for your context.*



**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 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 Trust Tools to Increase Clarity

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



### SHOW Slide 38 – Increase Clarity

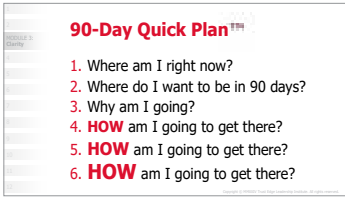
**SAY** Under strategic clarity, one of the primary trust-building tools is the 90-Day Quick Plan and under communication clarity, one of the primary strategies is ODC .

**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



**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.



**SHOW** Slide 41 – Apply It

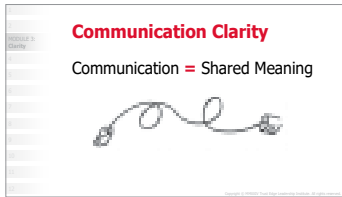
**SAY** Remember, keep asking HOW? until you have a who/what/when/where for something you can do today or tomorrow to move towards accomplishing that goal.

**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:

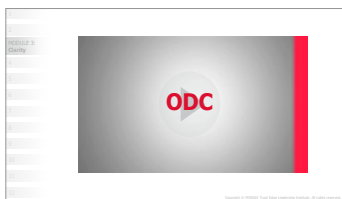
- What is the final HOW for that goal?
- Is it specific (who/what/where/when)?
- Does it depend on anyone else?
- Does it require a trigger to get the ball rolling?
- Is it something that can be done today or tomorrow?



**SHOW** Slide 42 – Communication Clarity

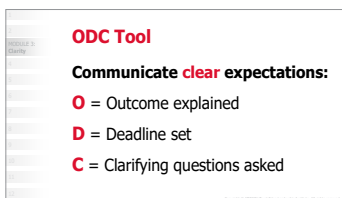
**SAY** Communication can be verbal or non-verbal, but ultimately communication comes down to shared meaning.

**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.



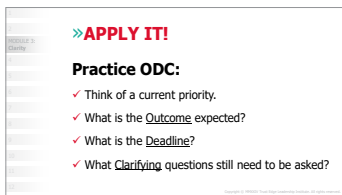
**SHOW** Slide 43 – ODC Video

**DO** Play 1 minute video: ODC



**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.



**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

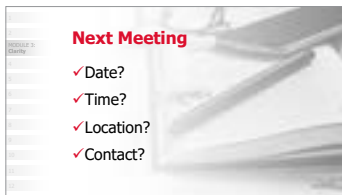
**DO** Review:

- 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

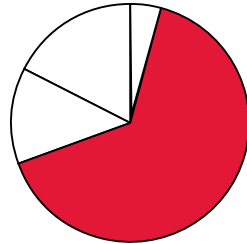


**SHOW** OPTIONAL Slide 48 – Session Break



# PILLAR 2: COMPASSION

People put faith in those who care beyond themselves.



## #1

reason people leave an organization is because they feel unappreciated.

(Trust Edge Leadership Institute, *Trust Outlook*)

## INTRO

Who is your most trusted person? \_\_\_\_\_

*“People will never forget how you made them feel.”*

—Maya Angelou

## LAWS OF COMPASSION

L = \_\_\_\_\_

A = \_\_\_\_\_

### SPA Method of Appreciation

S = \_\_\_\_\_

P = \_\_\_\_\_

A = \_\_\_\_\_

W = \_\_\_\_\_

S = \_\_\_\_\_

*It's impossible to breed trust in the presence of a cell phone.*

**APPLY IT!** List five people to whom you want to communicate appreciation and why. Be specific! Then write a note of appreciation to one of them using the SPA method.

1. Name: \_\_\_\_\_

Why? \_\_\_\_\_

2. Name: \_\_\_\_\_

Why? \_\_\_\_\_

3. Name: \_\_\_\_\_

Why? \_\_\_\_\_

4. Name: \_\_\_\_\_

Why? \_\_\_\_\_

5. Name: \_\_\_\_\_

Why? \_\_\_\_\_

## Ways to Show Appreciation

- Send a handwritten note.
- Provide acknowledgement from a meaningful source.
- Send a gift basket related to their tastes, hobbies, or interests.
- Notice who's gone the extra mile.
- Give verbal praise.
- Listen to needs and expectations.
- Sponsor valuable training.
- Celebrate accomplishments and good work.
- Offer compassion and flexibility.
- Encourage work/life balance.
- Listen to feedback.
- Take action on new decisions. (Not delivering on promises destroys motivation.)

## COMPASSION APPLIED

What is a top Compassion goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ Transfer your final "how?" to the 90-Day Quick Plan.

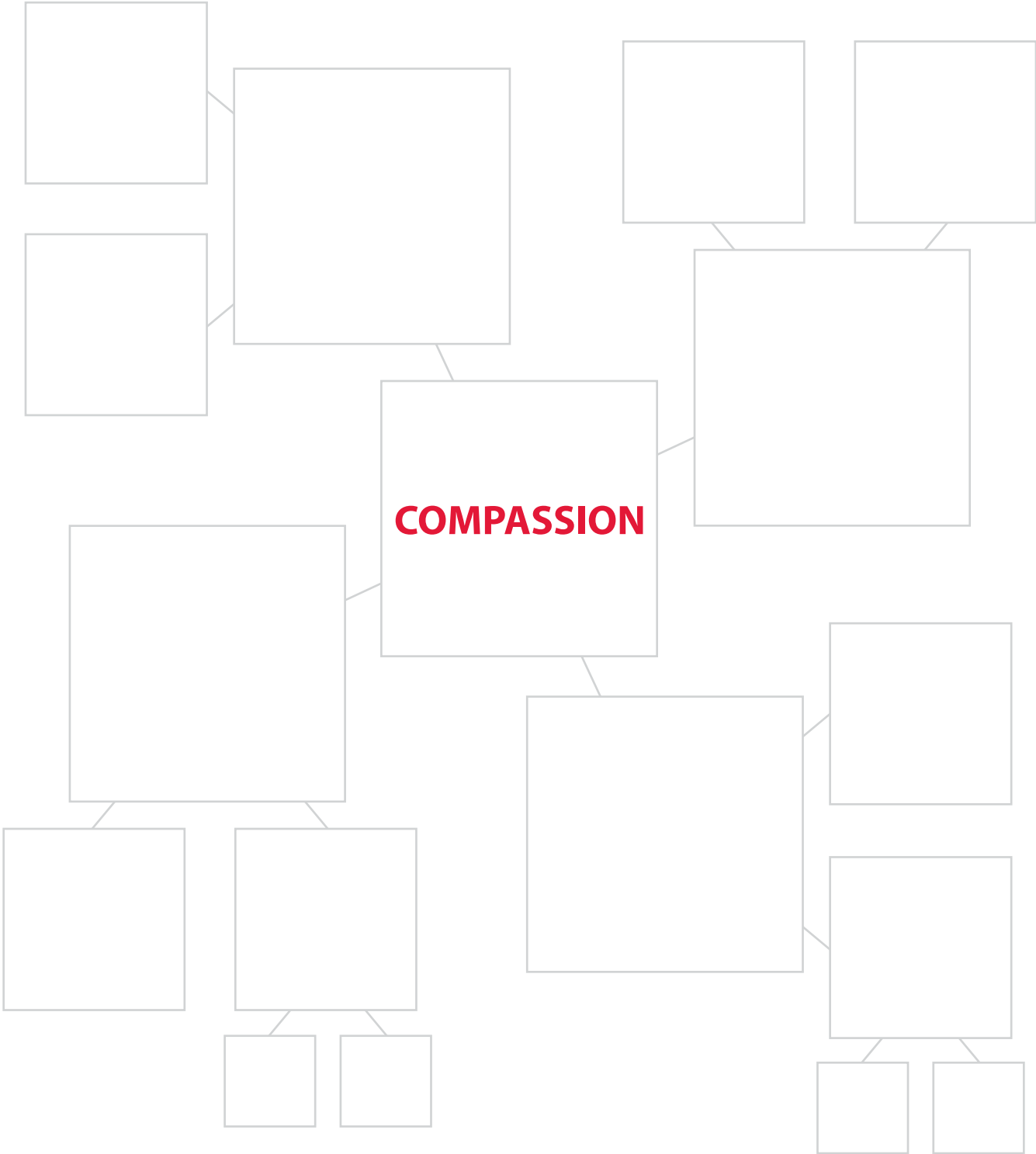


# COMPASSION NOTES

People put faith in those who care beyond themselves.

# COMPASSION MINDMAP

People put faith in those who care beyond themselves.



# COMPASSION STORY JOURNAL

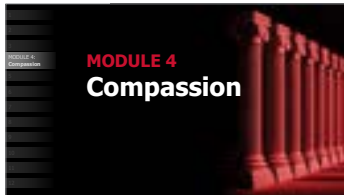
People put faith in those who care beyond themselves.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# 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.



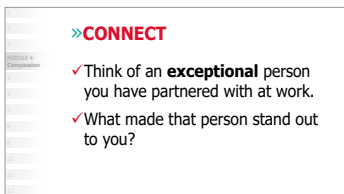
**SHOW** Slide 49 – Compassion Title

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



**SHOW** Slide 50 – Quote

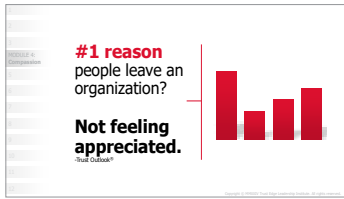
**SAY** Compassion affects trust because people put faith in those who care beyond themselves. If our employers, colleagues, friends, or families don't experience compassion from us, our trustworthiness as a whole is negatively affected.



**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.

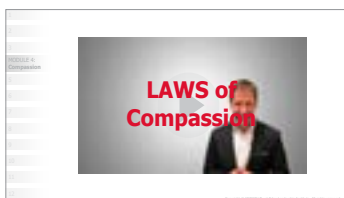
**SHOW** Slide 53 – Compassion Video

**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 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
- ✓ Checking phone
- ✓ Unnecessary meetings
- ✓ Social media alerts
- ✓ Physical discomfort
- ✓ Gossip
- ✓ Junk e-mail and mail
- ✓ 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 all these 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.

“


The best way to show that you care **is to really listen to people.**

**SHOW** Slide 64 – Quote

**DO** Read Slide 64

**Next Meeting**

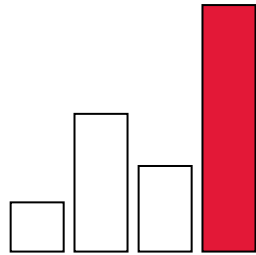
- ✓ Date?
- ✓ Time?
- ✓ Location?
- ✓ Contact?



**SHOW** OPTIONAL Slide 65 – Session Break

# PILLAR 3: CHARACTER

People count on those who do what’s right over what’s easy.



## #1

Ranking of “integrity” as a desired quality managers want from their leaders.

(American Management Association)

## 3 QUESTIONS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

*“A single lie destroys a whole reputation of integrity.”*

—Baltasar Gracian Y Morales

## DECISION-MAKING VALUES

Our values guide our actions and help us do the right thing even “when nobody’s looking.” For example, if you value *respect*, you will behave respectfully with everyone you meet, regardless of their title, background, or beliefs...whether you are sharing appreciation or delivering a tough message...whether you agree with them or not.

Values can be individual words, although they are often more powerful expressed as a short phrase.

### Examples of Value Words

Adaptability	Humor/Fun	Responsibility
Commitment	Integrity	Safety
Community	Leadership	Self-Discipline
Courage	Perseverance	Success
Creativity	Recognition	Trust
Excellence	Reliability	Well-being
Generosity	Respect	Wisdom

### Examples of Value Phrases

- Believe the best of others.
- Be the same on-stage and off-stage.
- Debate, decide, commit as one.
- Honor those not present.
- Demand success but not perfection.
- See the problem, own the problem.

## My Decision-Making Values

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

How do my values impact the priorities I choose to focus on daily?

*Nearly all men can stand adversity.  
If you want to test a man's character,  
give him power.*

—Abraham Lincoln

## ORGANIZATIONS OF CHARACTER

1. \_\_\_\_\_ it.
2. \_\_\_\_\_ it.
3. \_\_\_\_\_ it.
4. \_\_\_\_\_ it.
5. \_\_\_\_\_ it.
6. \_\_\_\_\_ it.
7. \_\_\_\_\_ it.

*The most deceptive person is  
one who appears trusted,  
but in fact is not worthy of trust.*

# CHARACTER APPLIED

What is a top Character goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ Transfer your final How? to the 90-Day Quick Plan.

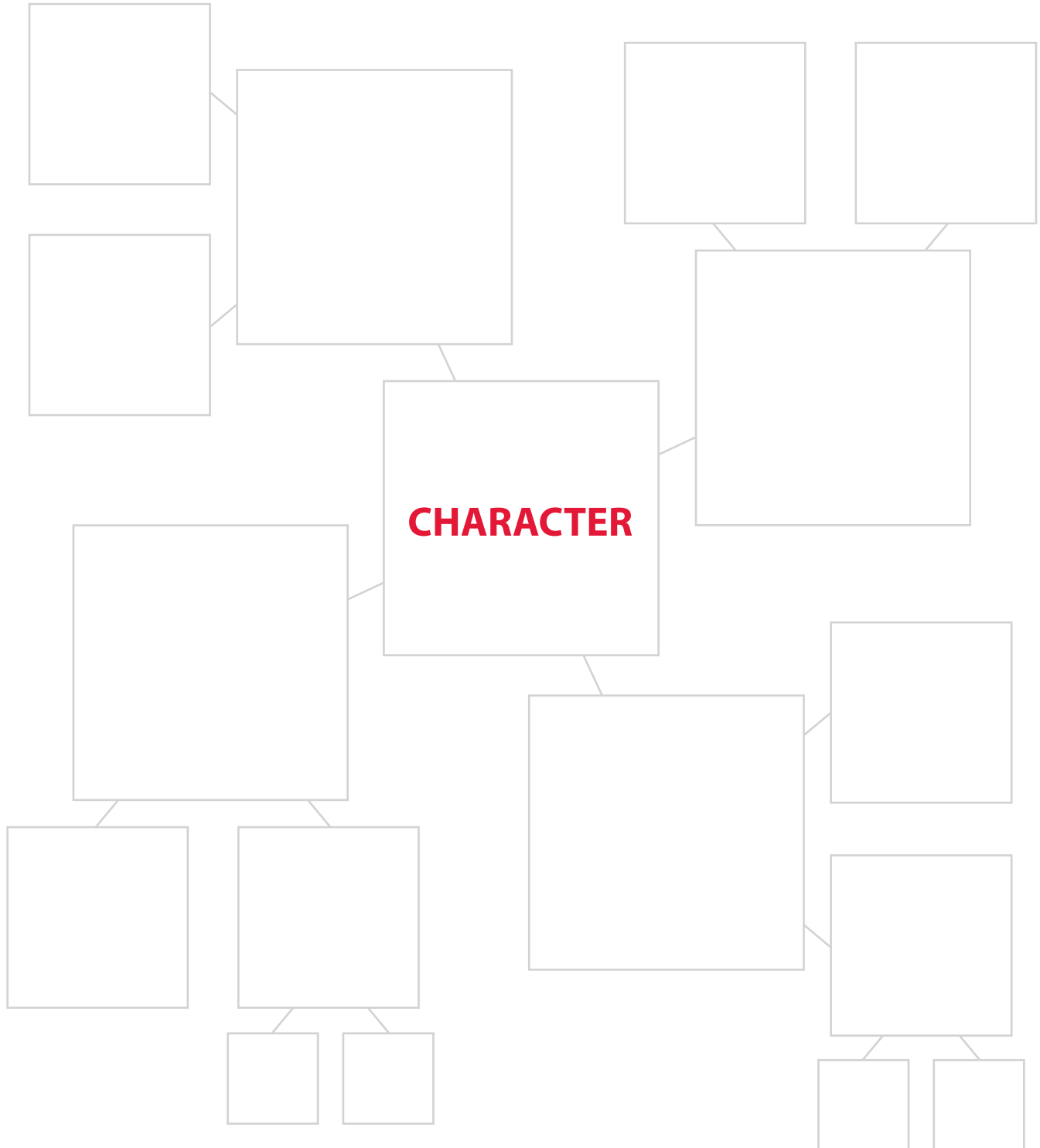


# CHARACTER NOTES

People count on those who do what's right over what's easy.

# CHARACTER MINDMAP

People count on those who do what's right over what's easy.



# CHARACTER STORY JOURNAL

People count on those who do what's right over what's easy.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.



# TEACHING CHARACTER

People count on 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.



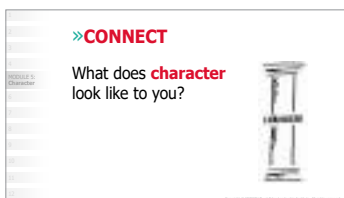
**SHOW** Slide 66 – Character Title

**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.

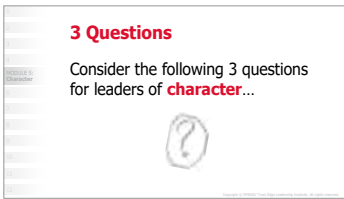
**SHOW** Slide 69 – Character Video

**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.

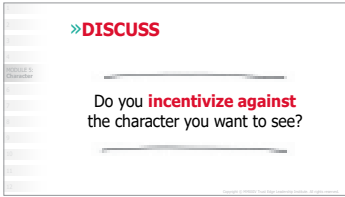


**SHOW** Slide 72 – Reflect: Question 1

**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.

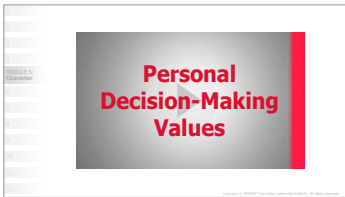
Are there any ways that your team or organization is systemizing against the character you want to see?

**DO** Facilitate a brief discussion.



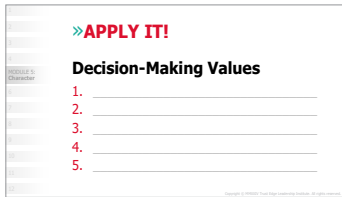
**SHOW** Slide 74 – Reflect: Question 3

**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.

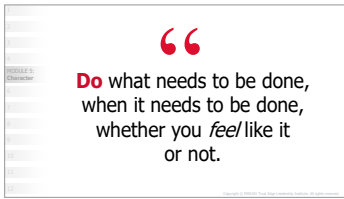
**DO** Regroup after around 5-10 minutes and do group shout-outs to see what personal values the participants came up with and HOW they will help guide decision-making.



**SHOW** Slide 77 – Apply It

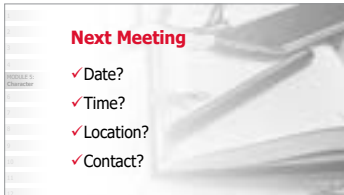
**DO** Review:

- 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

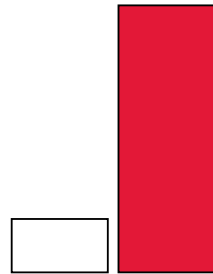
**DO** Read Slide 78



**SHOW** OPTIONAL Slide 79 – Session Break

# PILLAR 4: COMPETENCY

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



## 5X

Knowledge is 5x more valued  
than positive ratings.

(Trust Edge Leadership Institute, *Trust Outlook*)

## INTRO

\_\_\_\_\_ = \_\_\_\_\_

The average number of books an American reads in their lifetime (after formal education) = \_\_\_\_\_

*Atrophy is  
guaranteed without  
intentional action.*

# RECOMMENDATIONS

## Read intentionally.

- Find relevant books or magazines
- Start a book club
- Create a goal for reading a certain number of books per year

## Listen to podcasts.

- Try listening while driving or exercising

## Take classes.

- Invest in a formal college degree
- Learn speed reading, like Evelyn Wood or a local college course
- Study Microsoft Excel or Adobe Photoshop
- Try free online programs and resources, like Khan Academy, TED Talks, YouTube tutorial videos, etc.

## Seek feedback.

- Seek feedback from those you trust for what they really think of your project, output, behavior, style, etc.
- Don't take critique personally
- Willingly accept feedback that can help you improve
- Learn to discern good feedback from petty critique

## Get free advice.

- Ask someone to lunch that has already overcome your current challenges
- Learn more about mentoring

## Invest in coaching

- Personal life coaches can challenge you and help you develop
- Executive coaches can push you through ruts and spur you on to new levels of performance

## Join a mastermind group.

- Check into options, like Vistage, YPO, C-12, or The Executive Group

## Join an association.

- Look for an association linked to your role or organization
- Attend conferences and events —being around people in your industry can make you better

## Look into company resources/trainings.

- Research tuition reimbursement programs
- Seek out leadership development groups
- Earn continuing education credits

## MAKE IT PERSONAL

List your favorite and most useful books, podcasts, websites, groups, etc.

What current inputs do you need to pull out and/or replace?

*Write one specific action you want to take by each of the following dates to develop your Competency pillar:*

In one week, I will \_\_\_\_\_

In 90 days, I will \_\_\_\_\_

In 1 year, I will \_\_\_\_\_

In 5 years, I will \_\_\_\_\_

## COMPETENCY APPLIED

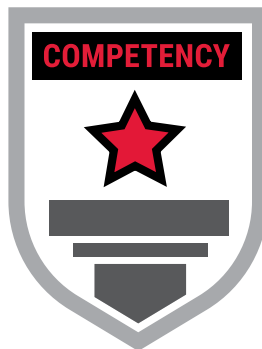
What is a top Competency goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ *Transfer your final How? to the 90-Day Quick Plan.*



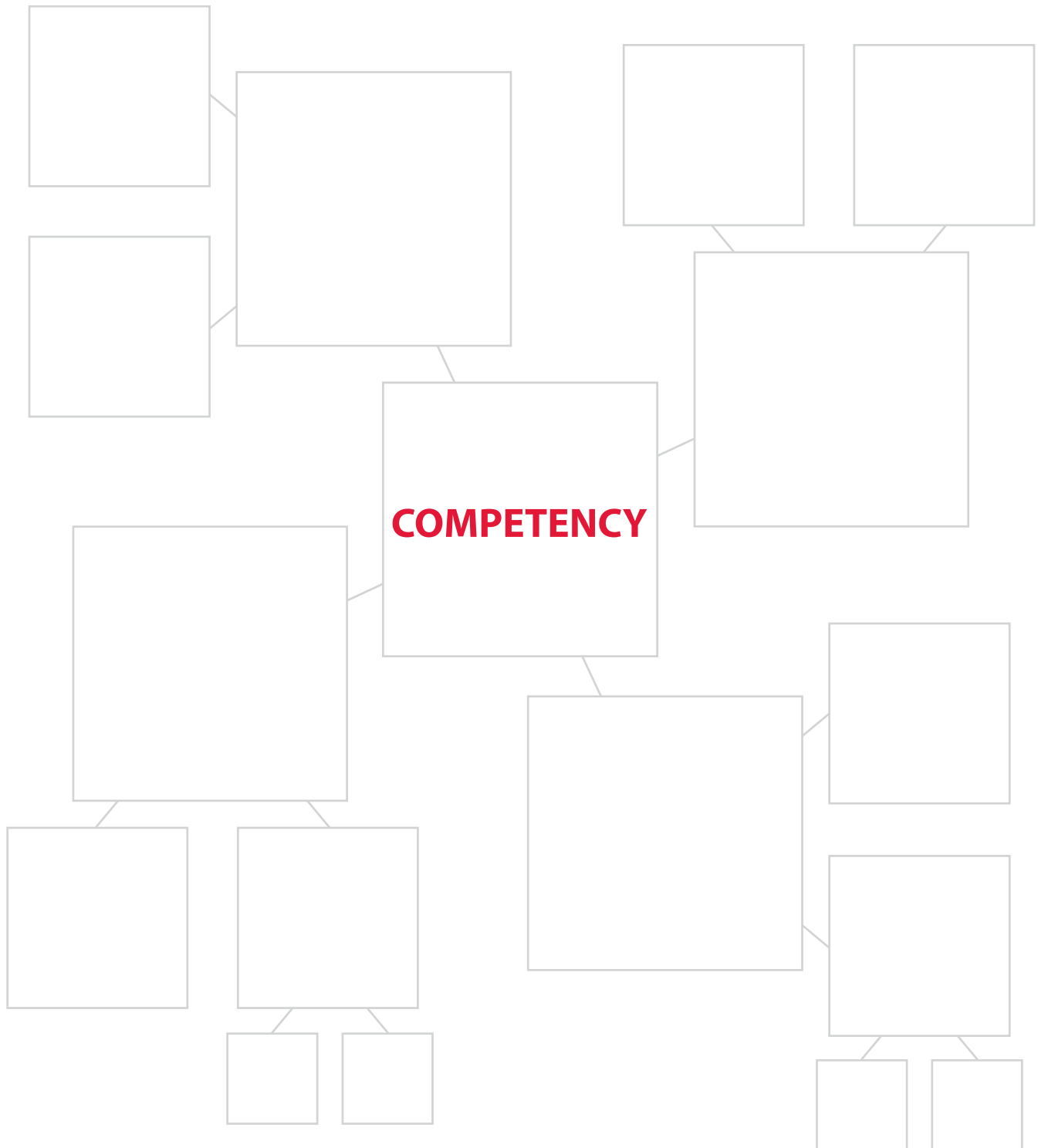


# COMPETENCY NOTES

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

# COMPETENCY MINDMAP

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



# COMPETENCY STORY JOURNAL

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

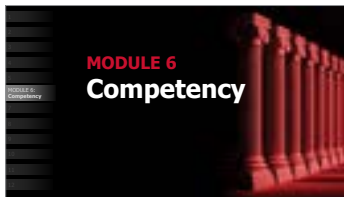
USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# 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.*



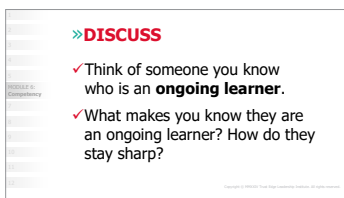
**SHOW** Slide 80 – Competency Title

**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?

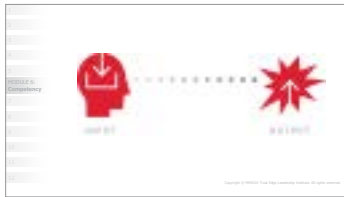
**DO** Facilitate a group discussion for 5 minutes.



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

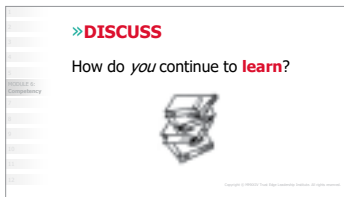
**SHOW** *Slide 83 – Competency Video*

**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:*

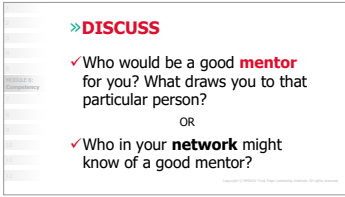
- *On a practical level, how do you continue to stay fresh, relevant, and capable?*
- *What is a NEW way of learning you could try?*
- *What is something NEW you could learn?*
- *What gets in the way of ongoing learning?*
- *What can you and I do about those barriers?*



**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

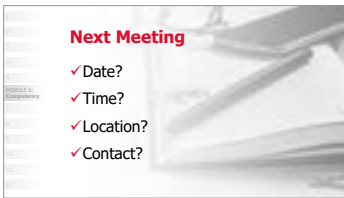
**DO** Review:

- 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

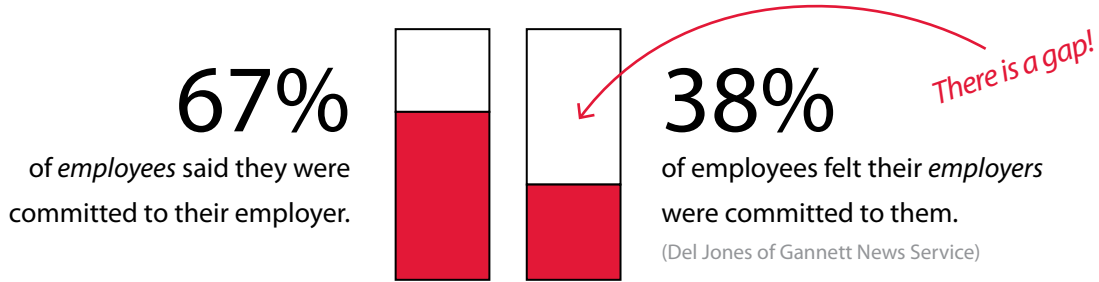
**DO** Read Slide 91



**SHOW** OPTIONAL Slide 92 – Session Break

# PILLAR 5: COMMITMENT

People believe in those who stand through adversity.



## INTRO

We judge others by their \_\_\_\_\_ but judge ourselves by our \_\_\_\_\_ .  
 High-character people feel \_\_\_\_\_ when they do something \_\_\_\_\_  
 \_\_\_\_\_ causes \_\_\_\_\_ , \_\_\_\_\_ does not.

*Sacrifice is the commonality of great leaders.*

## TWO TYPES OF COMMITMENT

1. \_\_\_\_\_ 2. \_\_\_\_\_

*The only way to rebuild trust is to make and keep a commitment.*



# PERSONAL COMMITMENT

## 1. How am I losing trust by not fulfilling commitments?

With my family? \_\_\_\_\_

With my friends? \_\_\_\_\_

With my coworkers? \_\_\_\_\_

## 2. How am I making promises I'm not keeping?

With my family? \_\_\_\_\_

With my friends? \_\_\_\_\_

With my coworkers? \_\_\_\_\_

## 3. When do I say "sorry" without meaning it?

With my family? \_\_\_\_\_

With my friends? \_\_\_\_\_

With my coworkers? \_\_\_\_\_

# ACCOUNTABILITY

## Accountability Goals

Check areas you want to focus on to increase accountability:

- Set clear expectations of behavior and outcomes.
- Co-create objectives with team.
- Make objectives visible.
- Measure results.
- Connect results to consequences.
- Regularly ask people how they are doing.
- Give appropriate feedback.
- Ensure that needed resources are available.

## Six-Step Accountability Framework™

Utilize the **Six-Step Accountability Framework™** to continue building an accountable culture. (Email Info@TrustEdge.com for the framework.)

R \_\_\_\_\_ R \_\_\_\_\_ R \_\_\_\_\_

## Accountability Partners

Name some possible accountability partners: \_\_\_\_\_

## Possible Topics

Consider covering these areas in your accountability meeting:

- Priorities.** Are you living out your top priorities this week?
- Your mind.** Thoughts become actions: "As a man thinks, so is he." Are you reading, listening to, and thinking about valuable things?
- Character.** How are you living above reproach and cultivating high character this week?
- Family.** How are you doing as a spouse, parent, son or daughter this week?
- Health.** Are you keeping your commitments as far as living healthy this week? Are you physically active and eating right?
- Stewardship.** Are you spending your money, time, and resources according to what you say your priorities are this week?

# COMMITMENT APPLIED

What is a top Commitment goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ Transfer your final How? to the 90-Day Quick Plan.

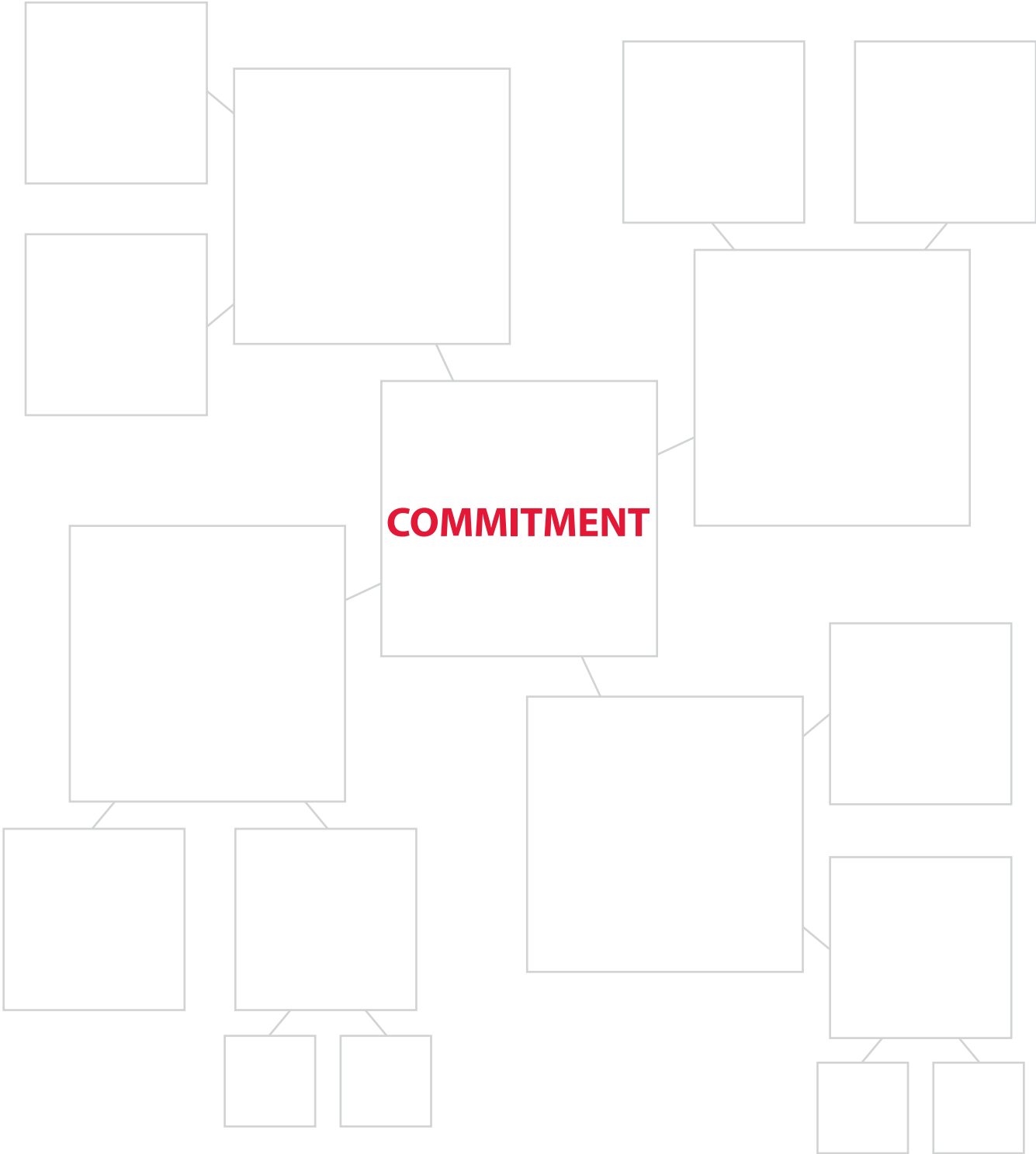


# COMMITMENT NOTES

People believe in those who stand through adversity.

# COMMITMENT MINDMAP

People believe in those who stand through adversity.



# COMMITMENT STORY JOURNAL

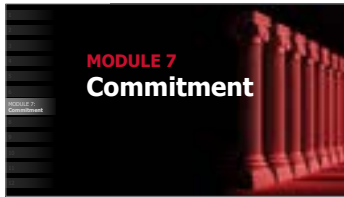
People believe in those who stand through adversity.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# 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

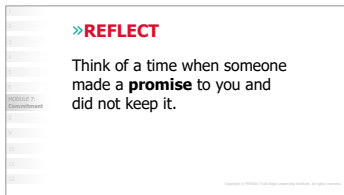
**SAY** Here we are on Module 7! In the last previous 6 modules we gained the Case for Trust, an overview of the 8 Pillars of Trust, and looked at 4 of the 8 pillars in greater depth (Clarity, Compassion, Character, Competency), learning tools to strengthen those pillars right away.



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

**SHOW** Slide 94 – Quote

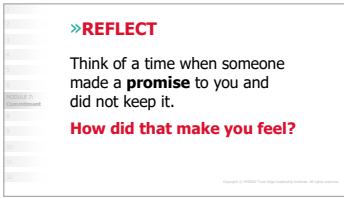
**SAY** Commitment builds trust because people believe in those who stand through adversity.



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

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

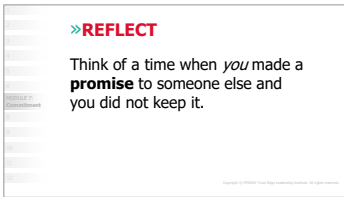
**DO** Pause for just a few seconds. Do not discuss the question. Move to the next slide.



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

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

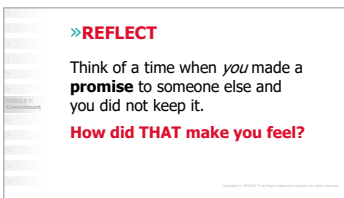
**SAY** How did that make you feel? Write down a few words that come to mind.



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

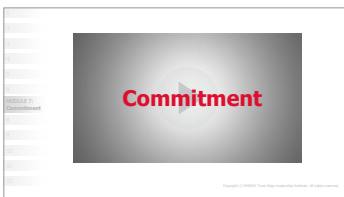
**SAY** Think of a time when you made a promise to someone else, and you didn't keep it.

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



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

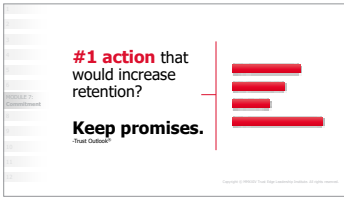
**SAY** How did THAT make you feel? The truth is we tend to judge OURSELVES by our intentions and OTHERS by their actions.



**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 time-frame. 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

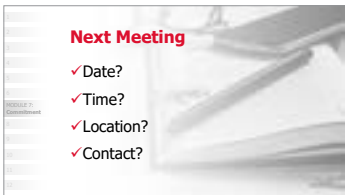
**DO** Review:

- 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 106 – Quote

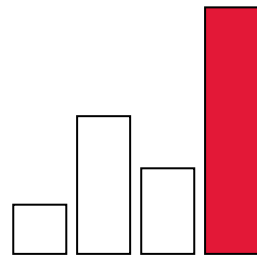
**DO** Read Slide 106



**SHOW** OPTIONAL Slide 107 – Session Break

# PILLAR 6: CONNECTION

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



## #1 action

to build trust with a new hire is to meet one-on-one with them in the first week.

(Trust Edge Leadership Institute, *Trust Outlook*)

## MAGNETIC TRAITS

The most magnetic trait a person can have is \_\_\_\_\_

Magnetic Traits	vs.	Repelling Traits
Grateful	vs.	Thankless
Listener	vs.	Talker
Talks about ideas	vs.	Talks about others
Optimistic	vs.	Pessimistic
Encouraging	vs.	Critical
Honest	vs.	Exaggerating
Sincere	vs.	Fake
Humble	vs.	Egotistical
Confident	vs.	Arrogant
Respectful	vs.	Sarcastic

### Apply it!

Identify what traits or behaviors you would like to Start, Stop, and Continue.

▶ START \_\_\_\_\_

|| STOP \_\_\_\_\_

▶▶ CONTINUE \_\_\_\_\_

## Questions to Consider

- How do you demonstrate magnetic traits?
- When do you fall prey to repelling traits?
- Are there some people you “repel” more than others? Why is that?
- Would your coworkers...family members...boss...employees...consider you a magnetic person? Why?

*92% of people would trust  
their senior leader more  
if they would be more transparent  
about their mistakes.*

*(Trust Edge Leadership Institute, Trust Outlook®)*

## CREATING CONNECTION

### Ways to Build Connection

- Storytelling
- Collaboration
- Transparency
- Vulnerability
- Curious Questions

Which of these are you using to build Connection? How?

# TRUST SHIELD

Each area (see next page) should reveal:

## 1. Background

List up to five of the most impactful, memorable, emotional, or shaping events of your life.

## 2. Values

(From the values activities in the Character Pillar.) Values guide your life and they are the underlying principles by which you make decisions.

## 3. Life Priorities

These are the aspects of life that are the most important to you.

## 4. Mission

This is the purpose statement that drives your life.

## 5. Strengths

These are the characteristics, abilities, talents, and other unique qualities that you have. Don't be shy—make sure to include the things you do well.

## 6. Improvements

These are the things you would like to improve. Have courage to admit weaknesses to maximize your ability to grow.

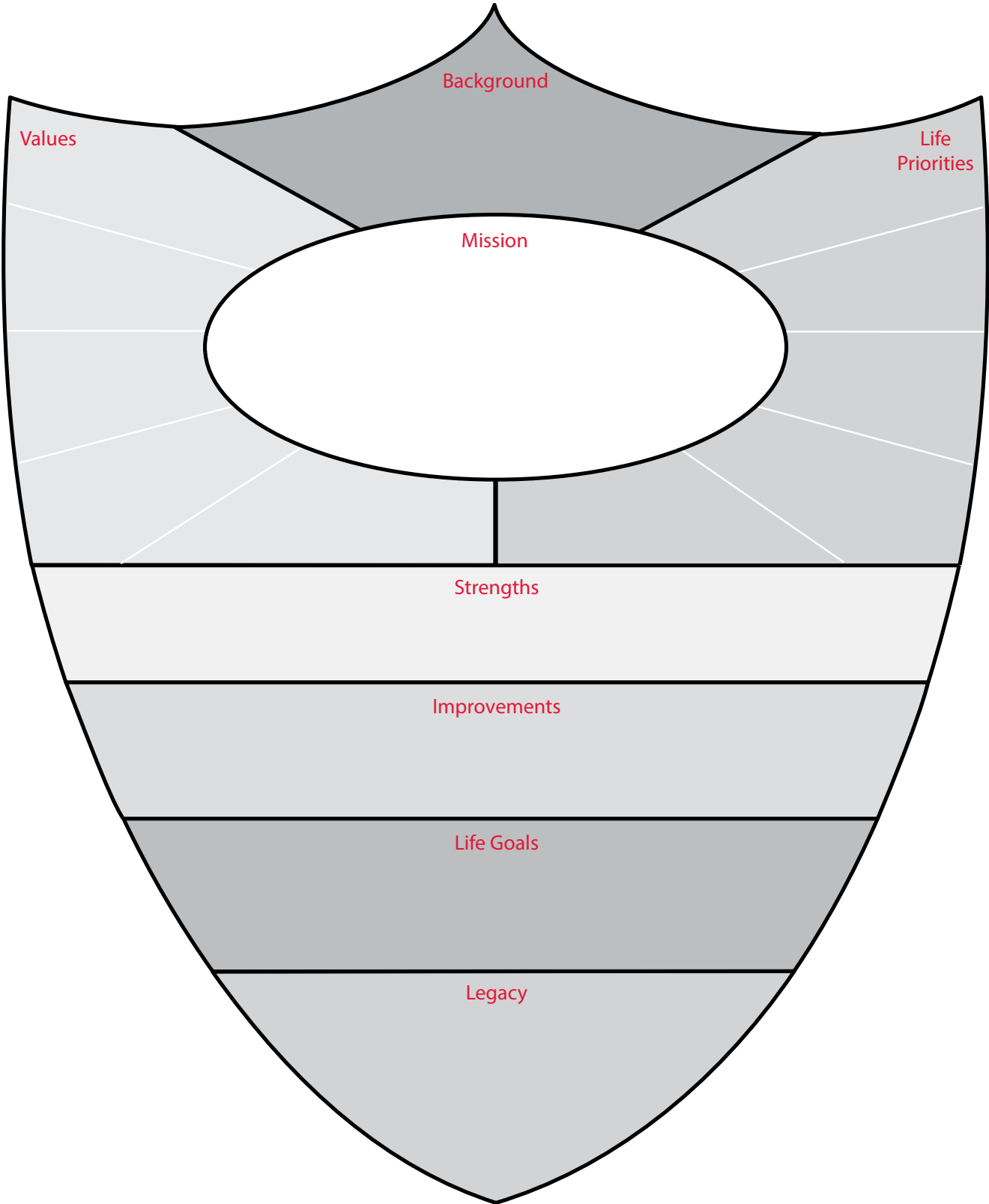
## 7. Life Goals

These are the key things you want to accomplish in the short and long term.

## 8. Legacy

What one thing would you want said about you if you left the scene today. How would you want to be remembered?

# MY TRUST SHIELD



# CONNECTION APPLIED

What is a top Connection goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ Transfer your final How? to the 90-Day Quick Plan.



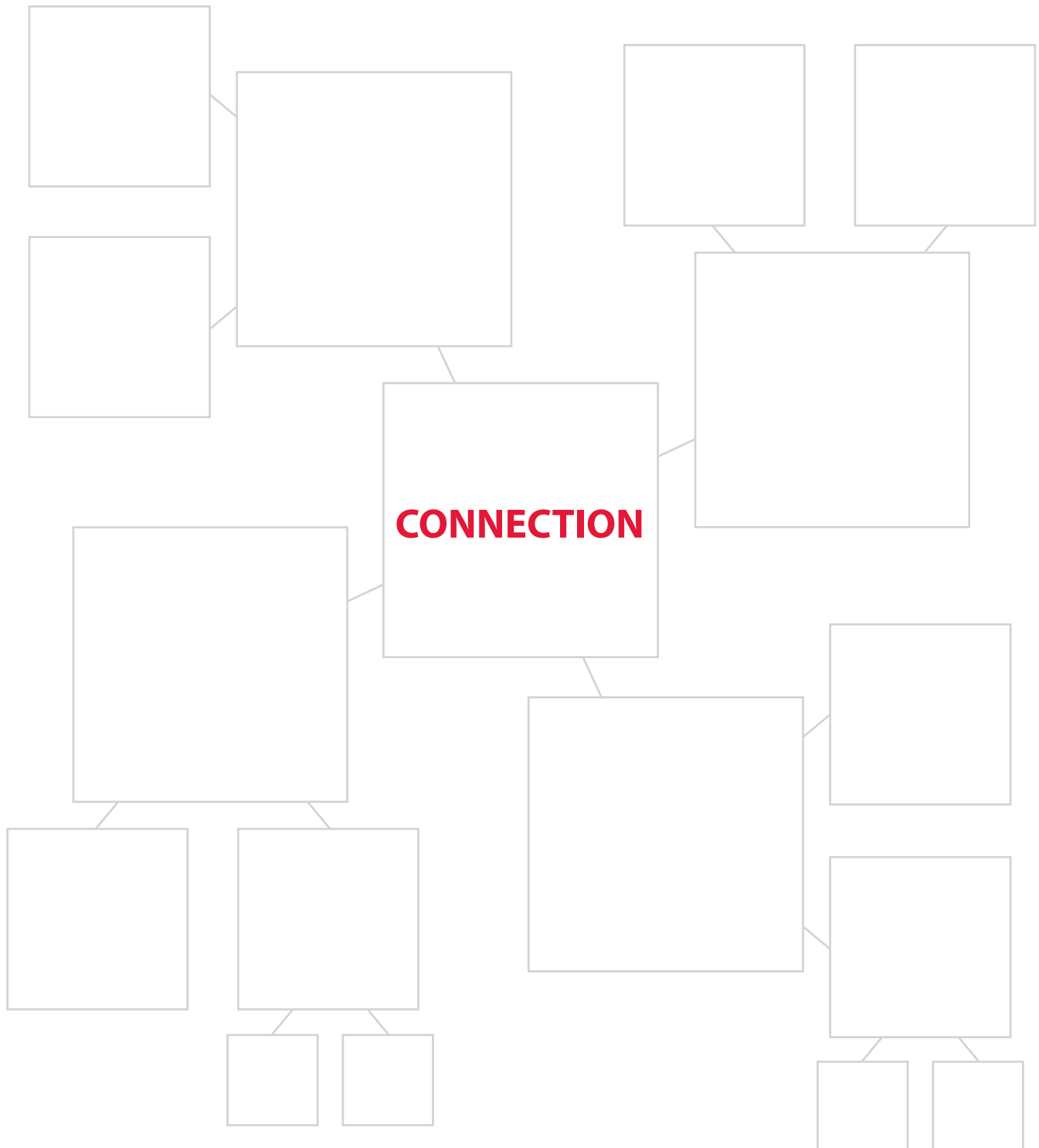
# CONNECTION NOTES

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



# CONNECTION MINDMAP

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



# CONNECTION STORY JOURNAL

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

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# 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

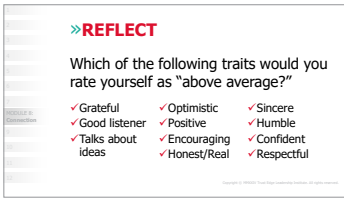
**SAY** Connection builds trust because people want to follow, buy from, and be around people who are willing to connect and collaborate.



**SHOW** Slide 110 – Magnets

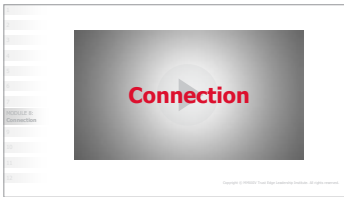
**SAY** What are traits that draw you to people and make you want to be friends with them or work with them?

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



**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



**SHOW** Slide 113 – Discuss: Accomplishments

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



**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?

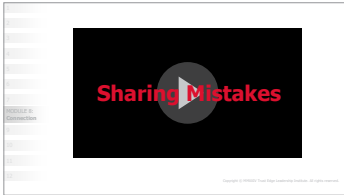
**DO** Take a few call-outs.

**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 is 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*

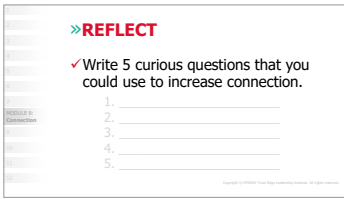
**SAY** Being transparent about your mistakes is just one way to build connection. Some other ways to connect: storytelling, collaborative thinking, vulnerability, and asking curious questions. There are opportunities in every interaction to increase connection within your team.

“The secret to successful conversations is **asking good questions.**”

~Patricia Fripp

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

**SAY** Patricia Fripp is a top speech coach 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.

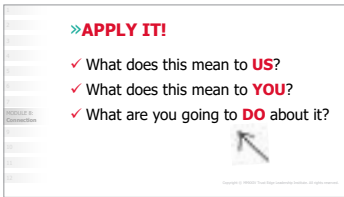


**SHOW** Slide 119 – Reflect

**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 is your week going?” 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

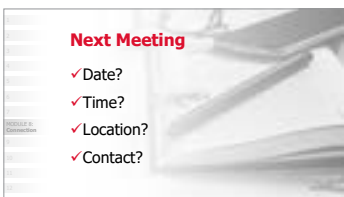
**DO** Review:

- 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 121 – Quote

**DO** Read Slide 121



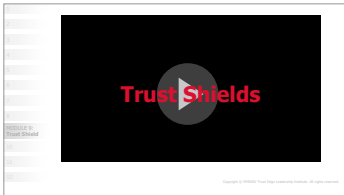
**SHOW** OPTIONAL Slide 122 – Session Break



**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.

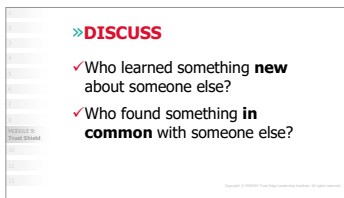


**SHOW** Slide 126 – Trust Shield Categories

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

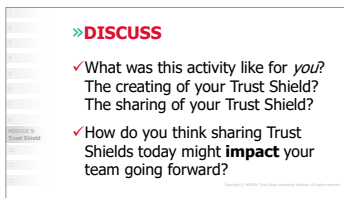
**DO** Once participants are done or close-to-done with their shields, have them go into groups of 3 people and take around 7 minutes each to share about their shields.

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 127 – 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 128 – 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 129 – Apply It

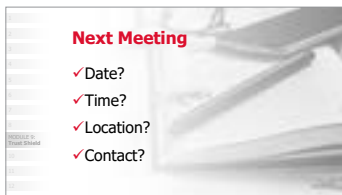
**DO** Review:

- 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 130 – Quote

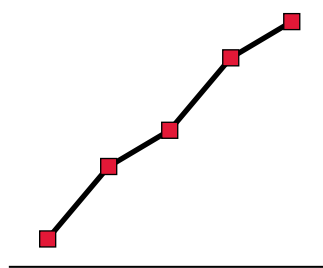
**DO** Read Slide 130



**SHOW** OPTIONAL Slide 131 – Session Break

# PILLAR 7: CONTRIBUTION

At the end of the day, people need to contribute results to be trusted.



When senior leadership is trusted, employees will offer more ideas/solutions, be better team players, and be more loyal.

(Trust Edge Leadership Institute, *Trust Outlook*)

## M&Ms OF CONTRIBUTION

\_\_\_\_\_ your results. \_\_\_\_\_ others' results.

## MAXIMIZE: DMA

DMA = \_\_\_\_\_

### Writing Your DMAs

1. Get a sticky note.
2. Write down your most important goal at the top.
3. Write numbers 1-5 down the left side of the sticky note.
4. Next to the "1," write the most important task you could do today to accomplish that goal. (Make sure it has a number attached so it's measurable.)
5. Do the same for 4 more things.

To verify if this task is a DMA, ask yourself:

- Is it quantifiable? Does it have a number (minutes, quantity, etc.) attached?
- Is it achievable in its entirety today? (If not, write [ ] minutes spent on [ ] project by [ ].)

Today's DMAs

Goal: \_\_\_\_\_

1. I will \_\_\_\_\_

2. I will \_\_\_\_\_

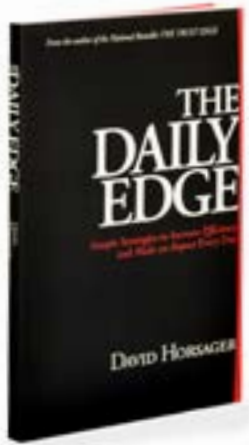
3. I will \_\_\_\_\_

4. I will \_\_\_\_\_

5. I will \_\_\_\_\_

BONUS: Ask yourself if this task will contribute towards your 90-Day Quick Plan™. (This isn't required for a DMA, but it's helpful for staying focused on achieving your strategic goals.)

# SIMPLE PRODUCTIVITY STRATEGIES



“THE DAILY EDGE” IS THE ADVANTAGE GAINED when priorities are clear and there is a daily effort to act on those priorities.

David Horsager’s second book, *The Daily Edge*, grew out of constant audience requests to expand on the topic of productivity. So he offered this simple, powerful book, packed with proven tips that had radically changed the way he did work and lived life.

The following strategies are included in *The Daily Edge*:

1. 90-Day Quick Plan™
2. DMAs: Difference-Making Actions
3. Power Hour
4. Focus
5. Decide Now
6. SEEDS First
7. Manage Your Energy
8. Log It
9. Excellence, Not Perfection
10. Plan Tomorrow Today
11. Energize
12. Go Ready
13. Efficient E-mail
14. Phone Habits
15. Maximize Meetings
16. Flight Plan
17. Wake Up
18. Clear Desk
19. Automate
20. To-do List ABC’s
21. Master Faster
22. Mind Mapping
23. Back Up
24. Go Paperless
25. Shortcuts
26. Don’t Go Gadget
27. Don’t Get Hooked
28. Optimize
29. Bundle
30. Get Un-stuck
31. Stock Up
32. Say No
33. Reflect
34. Habit Change
35. People First

*The Daily Edge* suggests **practical ways to be more efficient and effective while honoring relationships**. Add *The Daily Edge* to your reading list and apply the clear, dynamic tips to strengthen your Contribution Pillar!

## MOTIVATE: 6Es

1. E \_\_\_\_\_

2. E \_\_\_\_\_

3. E \_\_\_\_\_

4. E \_\_\_\_\_

5. E \_\_\_\_\_

6. E \_\_\_\_\_

What specific things could I do more of that would motivate greater contribution?

## CONTRIBUTION APPLIED

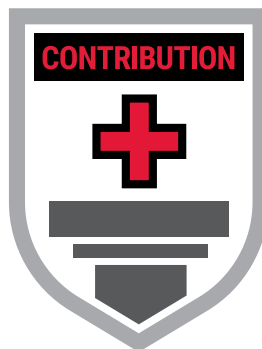
What is a top Contribution goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ Transfer your final How? to the 90-Day Quick Plan.

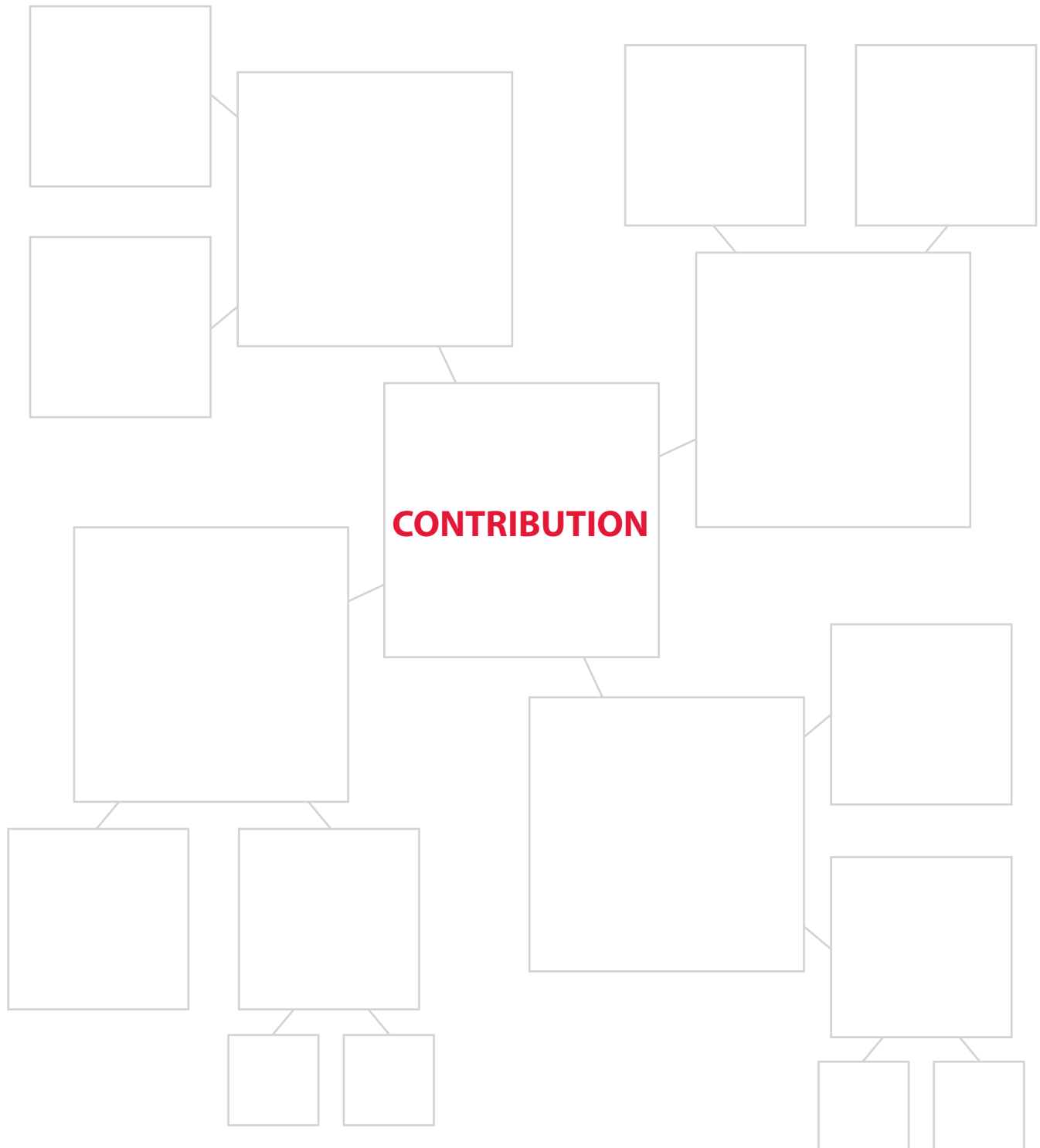


# CONTRIBUTION NOTES

At the end of the day, people need to contribute results to be trusted.

# CONTRIBUTION MINDMAP

At the end of the day, people need to contribute results to be trusted.



# CONTRIBUTION STORY JOURNAL

At the end of the day, people need to contribute results to be trusted.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# TEACHING CONTRIBUTION

At the end of the day, people need to contribute results to be trusted.

*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.*



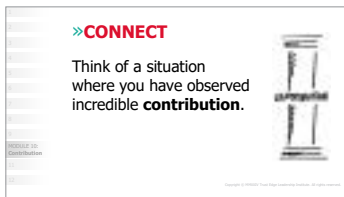
**SHOW** Slide 132 – Contribution Title

**SAY** Next, we’ll cover the SEEDS strategy to maximize personal contribution and the 6 Es to motivate greater contributions from your team..



**SHOW** Slide 133 – Quote

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



**SHOW** Slide 134 – 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?

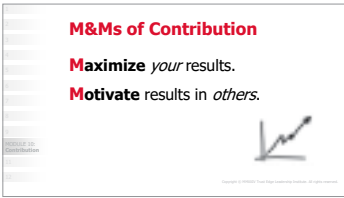


**SAY** Let's go ahead and watch the video from David about Contribution.



**SHOW** Slide 135 – Contribution Video

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



**SHOW** Slide 136– M & Ms of Contribution

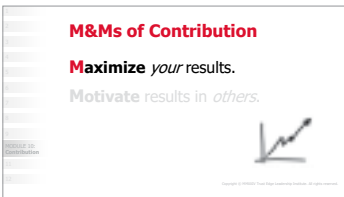
**SAY** Contribution goes both ways. You can maximize your own results, and you can motivate the results of others.

*Optionally, you can add: "Trust Matters More than Ever, David's newest book, is a great resource for maximizing your own results as well as encouraging others. The 40 Trust Tools in this book are phenomenal and will give you some actionable ideas to try today or tomorrow."*



**SHOW** Slide 137 – 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 138 – 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.

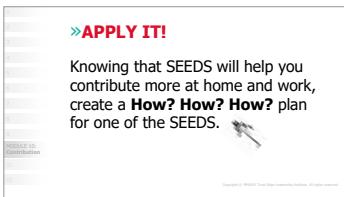
**SHOW** *Slide 139 – SEEDS Video*

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



**SHOW** *Slide 140 – 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 141 – Apply It*

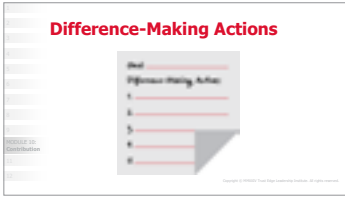
**SAY** Knowing that SEEDS will help you contribute more at home and work, go ahead and use the How? How? How? process here.

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



**SHOW** *Slide 142 – DMA Video*

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



**SHOW** Slide 143 – DMA Tool

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



**SHOW** Slide 144 – Apply It

**SAY** Let’s take a few minutes and come up with a few of our own DMAs. 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 DMAs. Then, gently solicit responses if participants are willing to have the courage to share. Clarify DMAs if they are not specific enough.



**SHOW** Slide 145 – Motivate

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



**SHOW** Slide 146 – 6Es Video

**DO** Play 3-minute video: 6 Es for Motivating Contribution



**SHOW** Slide 147 – 6Es Defined

**SAY** Here are the 6 Es 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 148 – 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 149 – Apply It

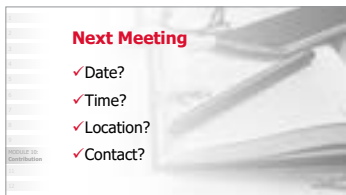
**DO** Review:

- 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 150 – Quote

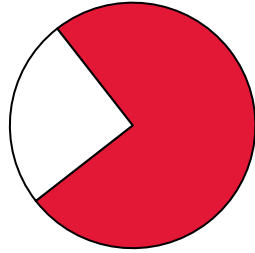
**DO** Read Slide 150



**SHOW** *OPTIONAL Slide 151 – Session Break*

# PILLAR 8: CONSISTENCY

People are wired to identify patterns and predictable behaviors.



## 75%

of employees want a consistent message as a top priority from employers.

(Rath & Conchie , *Strength-Based Leadership*)

## INTRO

Every interaction \_\_\_\_\_ or \_\_\_\_\_ trust.

Personal consistency makes your \_\_\_\_\_

Organizational consistency makes your \_\_\_\_\_

*“We are what we repeatedly do.  
Excellence, then, is  
not an act, but a habit.”*

*—Aristotle*

## PERSONAL CONSISTENCY

### Enders vs. Repeaters

**Enders** are \_\_\_\_\_ with end dates. (Example: Run a marathon in October.)

My Ender: \_\_\_\_\_

**Repeaters** are \_\_\_\_\_. (Example: Call five prospects every day.)

My Repeater: \_\_\_\_\_

## SEEDS

S \_\_\_\_\_  
E \_\_\_\_\_  
E \_\_\_\_\_  
D \_\_\_\_\_  
S \_\_\_\_\_

*It is the little things,  
done consistently,  
that make the  
biggest difference.*

# ORGANIZATIONAL CONSISTENCY

## Brand Consistency

On a scale of 1 (weak) to 10 (strong), how consistent is your brand?

1      2      3      4      5      6      7      8      9      10

Where are you or your organization most on-brand? Where is the brand really strong?

Where are you or your organization most off-brand? Where can you most benefit by increasing consistency?

What should you do to increase consistency in your brand?

# CONSISTENCY APPLIED

What is a top Consistency goal/result? \_\_\_\_\_

How am I going to accomplish it? \_\_\_\_\_

How specifically? \_\_\_\_\_

How very specifically? \_\_\_\_\_

↪ *Transfer your final How? to the 90-Day Quick Plan.*



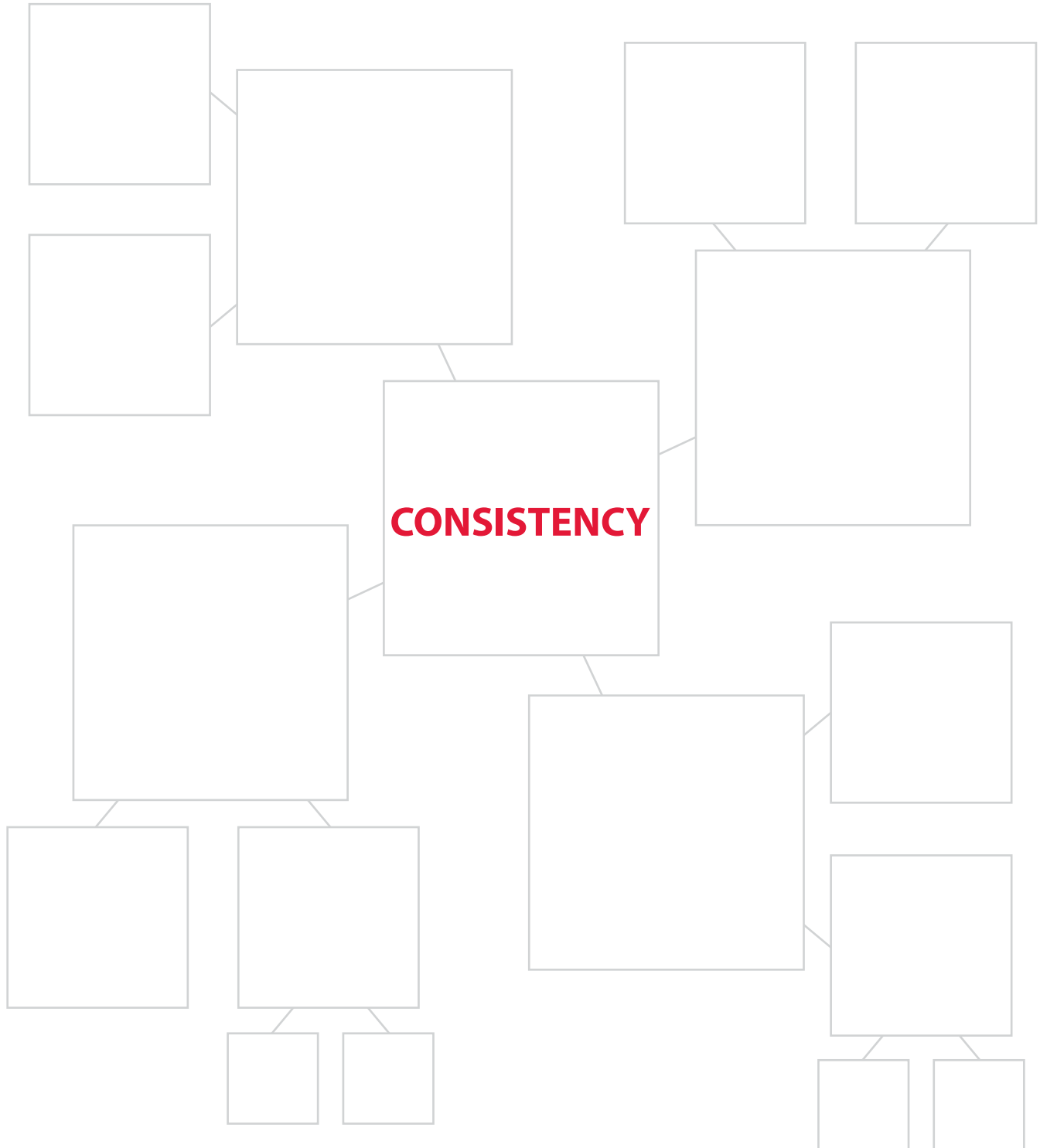


# CONSISTENCY NOTES

People are wired to identify patterns and predictable behaviors.

# CONSISTENCY MINDMAP

People are wired to identify patterns and predictable behaviors.



# CONSISTENCY STORY JOURNAL

People are wired to identify patterns and predictable behaviors.

USE THIS SPACE to write, draw, bullet point, etc. your story in a way that makes sense to you. You can also keep a separate story journal if you need more space to expand.

# TEACHING CONSISTENCY

People are wired to identify patterns and predictable behaviors.

*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.*



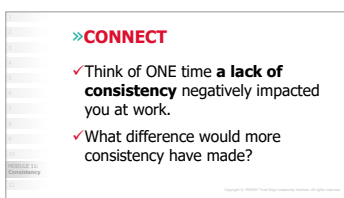
**SHOW** Slide 152 – Consistency Title

**SAY** The last pillar of the 8-Pillar Framework is Consistency. Consistency is the pillar that magnifies all the others. We are trusted for whatever we do consistently.



**SHOW** Slide 153 – Quote

**SAY** People are wired to identify patterns and predictable behaviors. That's why doing the little things consistently makes the biggest difference.



**SHOW** Slide 154 – 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?



**SHOW** Slide 155 – 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.



**SHOW** Slide 156 – Quote

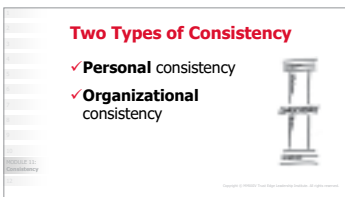
**SAY** In every interaction, we either increase or decrease trust. Just like our bodies atrophy without consistent nutrition and exercise, our relationships atrophy without consistently building trust.



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

**SHOW** Slide 157 – Consistency Video

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



**SHOW** Slide 158 – 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 159 – 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 160 – 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 overly sarcastic? 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 161 - 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 162 – 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 163 – 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 a 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** Take a couple of responses from participants.

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



**SHOW** Slide 164 – Trust Atrophy Video

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



**SHOW** Slide 165 – Apply It

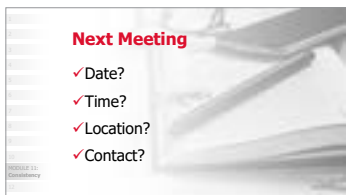
**DO** Review:

- 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 166 – Quote

**DO** Read Slide 166



**SHOW** OPTIONAL Slide 167 – Session Break

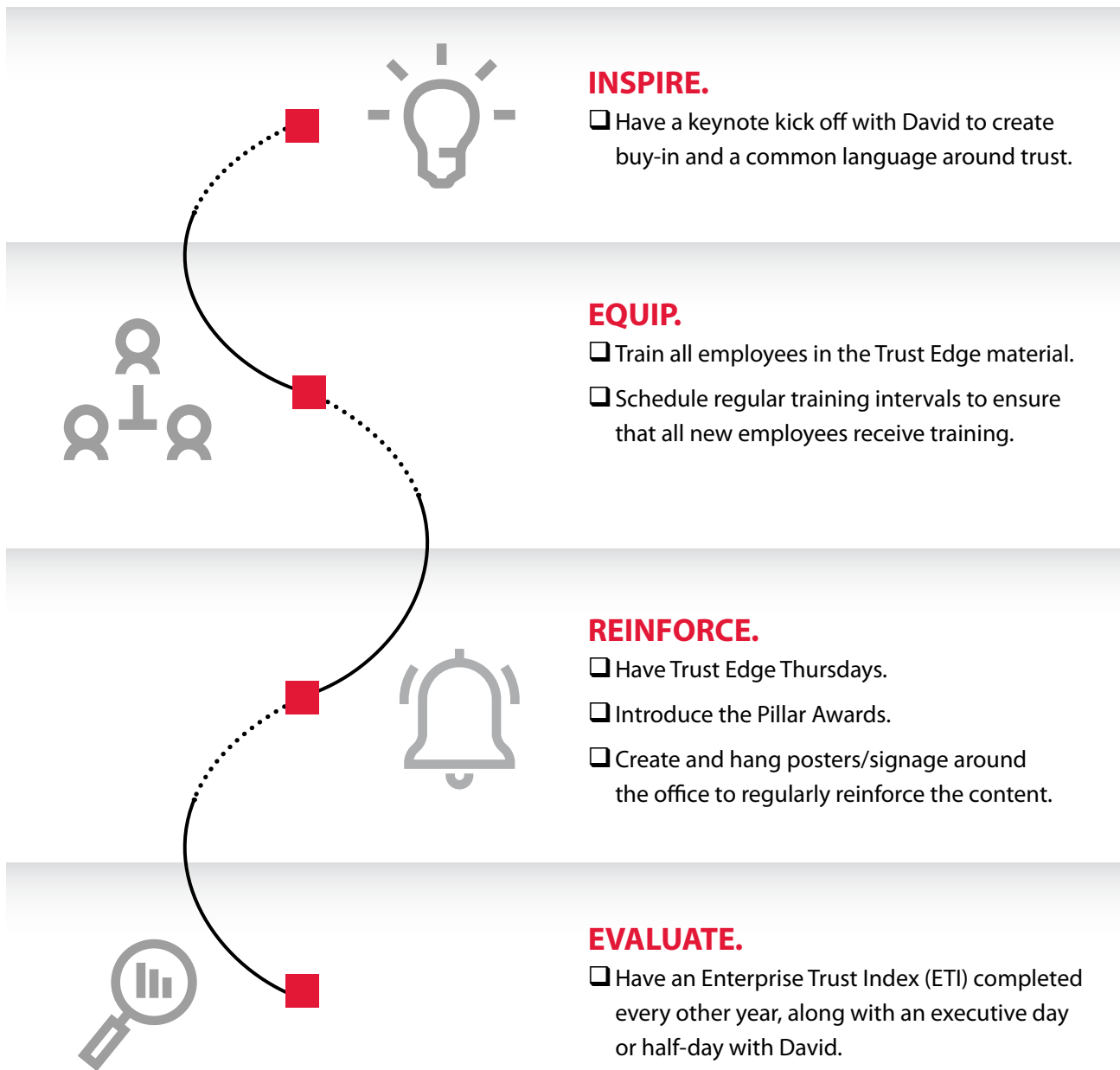


# NEXT STEPS

Trust is *not* a soft skill.

## RECOMMENDED SEQUENCE

Follow this ideal course of action for the best results!



# MY 90-DAY QUICK PLAN

Pillar	How?
<b>CLARITY</b> <i>People trust what is clear and simple.</i>	
<b>COMPASSION</b> <i>People put faith in those who care beyond themselves.</i>	
<b>CHARACTER</b> <i>People count on those who do what's right over what's easy.</i>	
<b>COMPETENCY</b> <i>People have confidence in those who stay fresh, relevant, and capable.</i>	
<b>COMMITMENT</b> <i>People believe in those who stand through adversity.</i>	
<b>CONNECTION</b> <i>People want to follow, buy from, and be around those who are willing to connect and collaborate.</i>	
<b>CONTRIBUTION</b> <i>At the end of the day, people need to contribute results to be trusted.</i>	
<b>CONSISTENCY</b> <i>People are wired to identify patterns and predictable behaviors.</i>	

1. List the **top 2-3** pillars to focus on for the next 90 days: \_\_\_\_\_
2. Write the name of the person you will share this with for accountability: \_\_\_\_\_

## 8 PILLARS OF TRUST

Put a (+) by your organization's strongest pillar, and a (-) by your greatest opportunity for growing trust.

\_\_\_ **Clarity:** People trust what is clear and simple.

\_\_\_ **Compassion:** People put faith in those who care beyond themselves.

\_\_\_ **Character:** People count on those who do what's right over what's 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 are willing to connect & collaborate.

\_\_\_ **Contribution:** At the end of the day, people need to contribute results to be trusted.

\_\_\_ **Consistency:** People are wired to identify patterns and predictable behaviors.

## HOW? HOW? HOW?

1. Choose a pillar.
2. Pick one specific area of that pillar to focus on.
3. How?
4. How?
5. How?
6. Final How?

(Include the *who*, *when*, and *where* if needed.)

# TEACHING NEXT STEPS

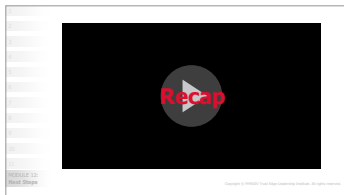
Atrophy is guaranteed without intentional action.



**SHOW** *Slide 168 – 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.

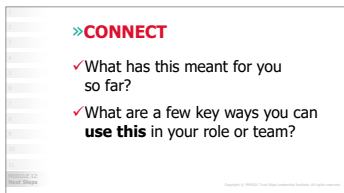
To close out, we are looking at the next steps for applying this in our unique circumstances. We will learn how to contextualize the pillars and make a plan for building trust going forward!



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

**SHOW** *Slide 169 – Recap Video*

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



**SHOW** *Slide 170 – 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 171 – Quote

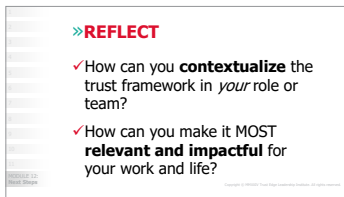
**SAY** Trust in context matters. Know your environment. Know your people.

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 172 – Contextualization Video

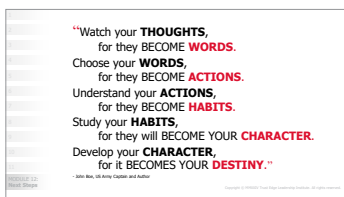
**DO** Play 4-minute video: Contextualizing the 8 Pillars



**SHOW** Slide 173– Reflect

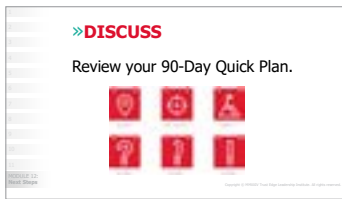
**SAY** How can you contextualize the trust framework in your role or environment? How can you make it **MOST** relevant and impactful for your work and life?

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



**SHOW** Slide 174 – Quote

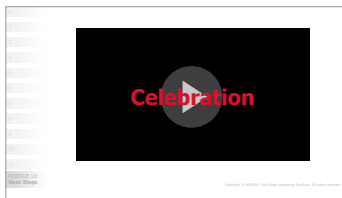
**SAY** U.S. Army Captain and author John Boe said, “Watch your *thoughts*, for they become words. Choose your *words*, for they become actions. Understand your *actions*, for they become habits. Study your *habits*, for they will become your character. Develop your *character*, for it becomes your destiny.”



**SHOW** Slide 175 - 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 176 – Celebration Video

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



**SHOW** Slide 177 – 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!

# CASE STUDIES

# CASE STUDY: FORTUNE 100 COMPANY

*50 U.S. states, 125 countries, 100,000+ employees*

## CHALLENGE

Corporate culture was not unified, which was negatively affecting performance, engagement, and business growth.

## SOLUTION

### **INSPIRE a shift of thinking and give a common language.**

- Delivered over 30 inspiring kick-off keynotes across a variety of business units and spanning all three major leadership divisions
- Keynoted annual Company Summit that reached 3,000 people live and 10,000+ via 60 satellite sites on six continents to increase alignment across the organization
- Coached senior leaders on roll-out and messaging for greatest impact

### **CLARIFY and benchmark performance improvement.**

- Engaged in multiple Trust Edge Assessment meetings in order to contextualize and customize content for this unique organization's top priorities
- Utilized Enterprise Trust Index™ with top 500 leaders

### **EQUIP with actionable tools.**

- Facilitated the Trust Edge workshop with senior leaders and with multiple cohorts to give actionable tools for increasing Pillars of Trust and performance of teams
- Certified leaders to teach Trust Edge throughout organization
- Integrated Trust Edge material into culture ambassador workbooks
- Developed trust with internal company ambassadors
- Integrated IP and collaborated with Human Resources and culture offices throughout organization
- Provided multiple customized video, coaching, and consulting interfaces to increase consistent use of Trust Edge tools

## RESULTS

- ★ 400-point increase in engagement score over last two years
- ★ Increased sales
- ★ Increased efficiency and effectiveness



# CASE STUDY: HEALTH CENTER

13 locations, 600+ employees

## CHALLENGE

Organization faced ongoing attrition, unempowered managers, and departmental division.

## SOLUTION

Implemented 18-month, company-wide Human Capital Initiative using The Trust Edge™ which led to multi-year, ongoing Trust Edge transformation process

### **INSPIRE a shift of thinking and give a common language.**

- Delivered keynote which inspired CEO to believe the Trust Edge work could help solve current challenges
- Facilitated Trust Edge workshop with Senior Leadership Team
- Presented Trust Edge keynote at company-wide annual meeting to inspire buy-in and excitement around common language and roll out of Trust Edge solutions

### **CLARIFY and benchmark performance improvement.**

- Administered Enterprise Trust Index™ annually to benchmark growth change and clarify next opportunity to close gaps and increase performance
- Implemented ongoing assessment of results and help to simplify for best next steps that will continually improve organizational culture amidst change
- Provided clear, customized executive briefs and consulting to zero in on the next most important priorities

### **EQUIP with actionable tools.**

- Hand picked volunteers from Senior Leadership team equipped and certified to train the Trust Edge internally
- Provided ongoing use of Trust Edge Leadership Institute online platform and resources.

## RESULTS

- ★ 8% decrease in attrition in 12 months
- ★ Improved engagement and morale from Senior Leadership
- ★ Lower skepticism and inefficiencies in communication
- ★ Assessments from [www.MeasureMyTrust.com](http://www.MeasureMyTrust.com) resulted in 12% higher scores one year later
- ★ Increased efficiency and effectiveness in interactions
- ★ Language successfully implemented into organization
- ★ 8-Pillar Trust Edge Framework™ used to make faster, more consistent decisions across the organization

# CASE STUDY: DEALERSHIP

*Multinational Fortune 500 organization*

## CHALLENGE

Decreased performance, profitability stress, and inconsistent customer service were creating havoc.

## SOLUTION

### **INSPIRE a shift of thinking and give a common language.**

- COO engaged David Horsager for regional annual meetings to inspire thinking bigger about trust and increasing consistency
- Keynoted meeting for corporate leadership to generate buy-in and discuss roll out of deeper Trust Edge impact

### **CLARIFY and benchmark performance improvement.**

- Performed Trust Edge audit of organization and designed a transformative solution
- Provided Trust Edge 360 Assessments on all managers and leaders with coaching and training

### **EQUIP with actionable tools.**

- Sent all General Managers and location managers through Trust Edge Leadership Coaching
- Offered high-potential leaders expedited Trust Edge Performance Coaching
- Consulted with Senior Leadership team
- Enrolled top producers in Trust Edge Leadership Institute's online platform

## RESULTS

- ★ Increased market share by 10%
- ★ \$4.2 million in revenue in 90 days from one top producer
- ★ Delivered more to bottom line
- ★ Sold more new equipment than prior year
- ★ Became one of the top three dealership groups

# CASE STUDY: PROFESSIONAL DEVELOPMENT

*International organization of 2,100 members*

## CHALLENGE

Organization was losing members and rapidly shrinking.

## SOLUTION

Implemented 18-month, company-wide Human Capital Initiative which led to a multi-year, ongoing Trust Edge transformation process

### **INSPIRE a shift of thinking and give a common language.**

- Delivered keynote at national meetings and president's meetings to create buy-in and shift thinking about trust and its bottom line impact

### **CLARIFY and benchmark performance improvement.**

- Planned board retreats and created strategic plan
- Establish standards of excellence
- Led strategic planning and roll out

### **EQUIP with actionable tools.**

- Invested in Board of Directors and Senior Leadership team with a three-year coaching and consulting commitment
- Rolled out of new mission statement and values
- Trained chapter leadership
- Implemented executive advising with Board of Directors and Senior Leadership
- Infused a variety of Trust Edge training and keynotes throughout organization
- Integrated 8 Pillars of Trust into organizational culture and decision making

## RESULTS

- ★ Decreased attrition by 20% in three-year period
- ★ Established common language across organization
- ★ Increased alignment



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

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