

THE 2019 TRUST OUTLOOK™

A study on the landscape and impact of trust
across divisions and around the world.

Research presented by



TRUST EDGE
LEADERSHIP INSTITUTE

CONTENTS

The 2019 Trust Outlook™

Trust in a Changing World 2

Trust in Leadership

Being A Trusted Leader..... 5

Trust in Change

Building Trust Amidst Change 8

Trust in Sales

A Trusted Salesforce..... 10

Trust in Organizational Culture

Culture & Human Resources 12

Research Conclusion

and Takeaways 18

About This Study 20

ICE: Inspire, Clarify, Equip

Our Proven Process 23

Case Studies 24

This document is copyright 2019 Trust Edge Leadership Institute. All rights reserved.

The information in this document can be referenced in the media, in whole or in part, as long as this document is cited as the source for the information. In no way does this document provide an endorsement of any product, service, company, or individual.

This document is provided “as is.” Information and views expressed in this document may change with or without notice. The strategies and examples depicted herein are provided for illustration purposes only and are not guarantees of specific results. You bear the risk of using this document.

THE 2019 TRUST OUTLOOK™

TRUST IN A CHANGING WORLD

2018 HELD MASSIVE SHIFTS ACROSS SECTORS and industries, from record-breaking rocket launches and international demonstrations to natural disasters and the bold meeting of opposing world leaders.

Change is inevitable in business, but how people decide to lead in the midst of change can determine the difference between a thriving company and brand extinction. Did you ever wonder what happened to Kodak? They had the knowledge but did not apply it in times of change. Trust was lost and the company tanked.




The 2019 Trust Outlook™ delves into how organizations not only survive change, but thrive because of it.

Today's executives simultaneously face rampant skepticism and an expectation of excellence from their employees. In addition to shifts in business culture norms and a shrinking talent pool, leaders are encountering bigger challenges coming at them faster than ever before.

It's difficult to manage a jam-packed calendar of projects and meetings, while carrying the workload of a team. Add to that any amount of change and leadership can be completely overwhelming. We understand the frustration of being in a work environment where people are kept from performing at their best. It's a barrier to success for the individual and for the entire company.

But what if organizations could not only perform above expectations but enjoy the process of getting there too? What if senior executives were esteemed instead of criticized or feared? What if TRUST could become the central line throughout a company's culture and in every interaction with clients and customers?

The 2019 Trust Outlook™ reveals what employees are seeking from their senior leaders and how they can create a sought-after business culture even amidst change.

Trust Edge Leadership Institute is proud to present this innovative research in the hopes that you can experience **the greatest advantage of all time: Trust.** 

To learn more about becoming
the most trusted in your industry,
or for media inquiries,
please contact Anne Engstrom:
Anne@TrustEdge.com | 651.340.6555

BUILD THE 8-PILLAR TRUST EDGE FRAMEWORK™

CLARITY: *People trust the clear and mistrust the ambiguous.* Clarity unifies, motivates, increases morale, and inspires trust. Clear communication leads to trusted colleagues, happy employees, and satisfied customers.

COMPASSION: *People put faith in those who care beyond themselves.* Caring leads to trust. Think beyond yourself and put people before things to improve relationships.

CHARACTER: *People notice those who do what is right over what is easy.* Building integrity takes work but gives the biggest reward. Always ask yourself, "Is this the right thing?"

COMPETENCY: *People have confidence in those who stay fresh, relevant, and capable.* Stretch your mind with new ideas, fresh thoughts, and different perspectives. Find a circle of professionals with whom you can grow and find a mentor who is successful or wise in the same ways you would like to be.

COMMITMENT: *People believe in those who stand through adversity.* In this instance, actions definitely speak louder than words. So if you say something matters to you, be prepared to show it to the people whose trust you want. It can mean demonstrating tenacity and stubbornness and making it clear you will see things through to the end.

CONNECTION: *People want to follow, buy from, and be around friends.* Engage your staff and collaborate. Ask questions, not only of your employees but your customers, and be sure to listen to and deliberate over their answers.

CONTRIBUTION: *People immediately respond to results.* Give your attention, resources, time, opportunity, and talent. Ultimately, you must deliver results in order to be trusted.

CONSISTENCY: *People love to see the little things done consistently.* The track record of trust is built over time; there is no other way to lasting success. Deliver the same quality of results every time, and you will maintain trust.



BEING A TRUSTED LEADER

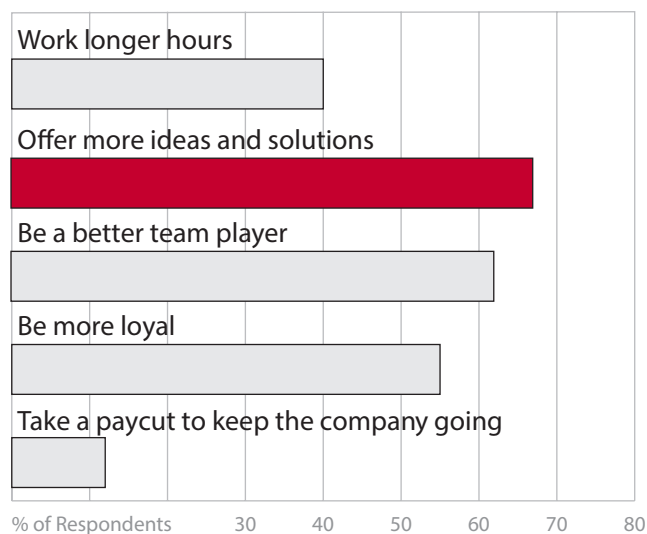
EMPLOYEES DO NOT WANT to follow leaders whom they don't trust. According to this year's study, **83% of people say they would not follow a leader they don't trust.**

The benefits of trusted leadership in an organization are clear, but the reality of getting there can be daunting. Take the Chicago Cubs for example. After 108 years of swinging and missing, they finally came up with the "W". How? According to Fortune, the Cubs owe their 2017 World Series win to a "five-year rebuilding program" led by President Theo Epstein. Epstein recognized that if they were to have any taste of success, he would need to take the initiative to develop his leadership for the long haul. His focus on the engineering of the game, combined with developing the players' character to become leaders, led Epstein to land as #1 on the World's Greatest Leaders. (Fortune, <http://fortune.com/2017/03/23/theo-epstein-chicago-cubs-worlds-greatest-leaders/>)

Whether you are leading a professional sports team, a Fortune 500 company, or an international non-profit, **trust is the crux of every successful organization that leaves a legacy worth striving after.** In fact, the findings show when organizations prioritize hiring and developing trusted leaders, they will see their employees be better, more loyal team players who offer valuable ideas and solutions.

RESEARCH FINDINGS

What would you be willing to do for trusted leadership?





From year to year, employees are consistently willing to go above and beyond their usual contribution if trust is at the forefront.

How then do leaders become trusted and maintain trustworthiness?

While the 8-Pillar Trust Edge Framework™ encompasses the foundation for developing trust (see page 4), some of the pillars will be more influential than others for employees in 2019.

For example, though the Connection Pillar is important in the workplace, our research found that **employees care twice as much about leaders being transparent in mistakes** than about openness in their personal life (Clarity Pillar).

More than 89% of U.S. employees would trust their senior leaders more if they were transparent about mistakes.

The need for clarity has been confirmed over and over through this year's findings. In a free-response format, the research revealed that employees seek leaders who are honest, open, and transparent—especially those who do so through communication about their mistakes.

Sharing mistakes takes courage and humility. Leaders can be susceptible to the false assumption that good leadership equates setting a perfect example. Rather, the research proves that people resonate with leaders who learn and lead through mistakes.

More than half of Americans are simply looking for honesty, openness, and transparency from their leaders.

Transparency is trusted but so is confidentiality. Knowing when, what, and how to share openly is the challenging balance that many leaders struggle to find. Oversharing about mistakes or one's personal life can lead to decreased trust if the intent is wrong or if the content of the conversation is inappropriate.

A simple step to determining the fine line is to run it by a circle of trusted advisors, mentors, or friends. Not all conversations have the time and flexibility to be sifted through the lens of trusted friends but, when possible, leverage the wisdom of others before sharing.

TIP At your next team meeting, consider integrating a relatable anecdote about a mistake you made and what was learned through it.

Individual leaders are expected to develop trust with their teams. In addition, people are looking for organizations as a whole to place high importance and involvement in the development process. As it stands, not all employees believe their organization places a high priority on developing trusted leaders. Surprisingly, of the international employees we surveyed, the **U.S. did not come out in the lead** for developing trusted leaders according to employee perception. In fact, 95 million Americans would say their organization does *not* place a high priority on proactively developing trusted leaders. **T**

A SPECIAL REPORT: Trust in Technology

THOUGH DIGITAL PLATFORMS ARE OFTEN THE INITIAL INTERFACE, it turns out the top two ways people build the most trust with a company or brand are through in-person experiences and personal recommendations. Especially with the increasing volume and frustration of automated phone menus and telemarketing robots, **people are more likely to value face-to-face experiences** in the businesses world. In fact, twenty times more people say trust increases through in-person experiences than through social media.

It comes as no surprise then that buyers are distrustful of rapidly advancing technology, especially with the increase in Artificial Intelligence (AI). However, most consumers do not realize how much AI they are already using: Google maps, email auto-filters, mobile banking, face recognition, and online shopping are all examples of AI. According to this year's study, people continue to be unsure of whether or not to trust technology.

RESEARCH FINDINGS


Can Artificial Intelligence help organizations build trust faster?



Use of technology mostly increases trust.



People are unclear on what is being accomplished with technology. Over half of Americans believe most organizations are not avoiding AI, but also not leveraging its current advantages. Fear and suspicion generally manifest due to the pace of the change and development. To create a trusted partnership with your employees and clients while leveraging AI, emphasize the following Trust Edge pillars:

- **Clarity.** Work to reduce ambiguity about the unknown through clear communication, both internally with employees and externally with buyers. The higher the clarity, the lower the levels of confusion and fear.
- **Compassion.** Express empathy with those who are fearful or skeptical of your organization's evolution.
- **Commitment.** Commit to staying true to your mission, vision, and values, despite the changes. When commitments are made and kept, they can be one of the greatest catalysts for increasing and rebuilding trust.
- **Consistency.** The more your company can stay consistent amidst change, the more you will retain trust. 

BUILDING TRUST AMIDST CHANGE

CHANGE IS THE ACT or instance of becoming different. In other words, it is a shift in what is familiar or consistent. All of the Trust Edge pillars are critical, but if they are not practiced consistently, they crumble. Character once in a while is not true character. Commitment only when you are winning is not true commitment. On the other hand, consistent clarity builds a trusted message. Consistent compassion reveals trusted character. **If consistency is missing, all the pillars fall.**

In every interaction, you
increase or decrease trust.

When companies are moving through change, it is critical that they maintain a level of consistency (familiarity) if at all possible. If a new c-suite leader is brought in, try to maintain familiar elements of the previous structure and progressively adjust to new norms as needed. **Gradual change communicated with abundant clarity** provides a sense of safety and trust.

TIP

Successfully moving through change is exponentially easier if mutual trust has been established prior to the shift. Apply trust practices now to increase success rates with future change efforts.

In addition to maintaining the elements of consistency, **people want to know the “why”** for their work—especially during times of change. When leaders do not communicate the reason behind the change, they hinder the level of trust needed for success.

61% of people surveyed said that
not communicating the “why”
for change is what most
hinders leaders from building trust.

**Especially during change,
overcommunicate the “why.”**



In change efforts, the biggest hindrance for individual leaders is not communicating the “why,” but what most hinders the success of change efforts in organizations? We found there were two top answers:

- 1) First, it’s a problem **when change benefits the organization** and not individuals.
- 2) Second, it’s a hindrance to success **when employees feel the environment is unsafe.**

You might wonder what makes an environment unsafe. Physical safety is a basic need. If employees feel unsafe in their existing physical environment, initiating a large-scale change effort may lead to lost trust. Amidst the day-to-day workload and pressure towards growth, it can be easy to set aside seemingly less important aspects of a work culture.

To maintain physical safety, seek to eliminate hazards by prioritizing routine maintenance and safety measures into the organization’s structure. Communicate these processes throughout your organizations so that employees can be confident they are safe in their spatial work environment.

People are less likely to speak up about physical safety if they feel emotionally unsafe doing so. Therefore, leaders can increase trust before, during, and after change efforts by providing opportunity for emotional and psychological safety. Two ways to increase this type of safety would be to offer insurance coverage for emotional and psychological health, or to integrate corporate training events that address Emotional Intelligence.

Don’t just assume people feel safe—ask them!

Whether launching a new product, rebranding the business, or hiring new leadership, change is hardly ever simple, however, **the greatest opportunity for leaders to develop trust is in times of change.** If trust can be maintained and even grown during challenging circumstances, leadership will be all the more trusted in times of stability. **T**

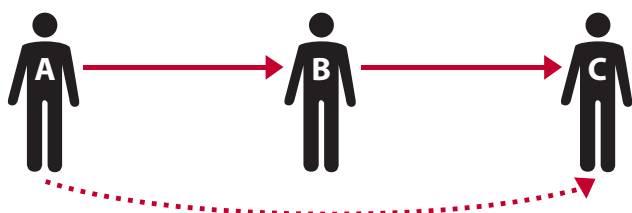


A TRUSTED SALESFORCE

IF SOMEONE DOESN'T TRUST your organization or product, they won't recommend it. **If you want to increase your NPS (Net Promoter Score), trust must be dealt with first.**

More than 70% of Americans would *not* refer the products or services of organizations they don't trust.

In sales, trust can be quickly lost and gained. A trusted salesperson enjoys increased repeat-buyers and strong word-of-mouth recommendations from satisfied customers. A salesperson who has lost trust receives poor reviews and loss of referrals. We call this process "transferred trust." Because A trusts B, and B trusts C, then A trusts C. Transferred trust can happen with less effort on your part, but it still depends on the depth of trust gained with the first person:



Leverage transferred trust to maximize the impact of your trusted buyers. In every interaction (email, voice-mail, or in-person meeting), salespeople either increase or decrease trust. Because people tend to quickly share about negative experiences with a product or organization, salespeople must be all the more diligent with creating positive, trust-building experiences in every interface with their clients and customers.

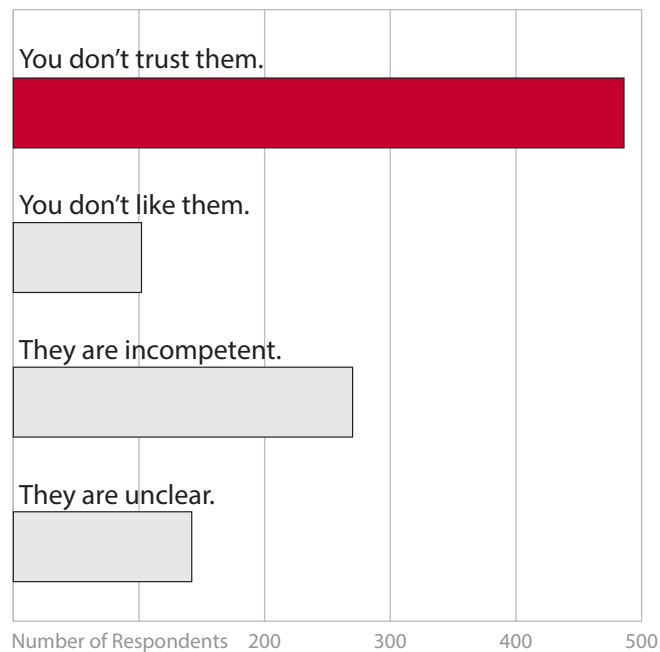
The #1 action a salesperson can take to earn trust is to be honest.

The sales role is always evolving. The 2017 Trust Outlook™ found **customers value clarity**; above all else they wanted their salespeople to clearly explain the specifics about the product or service and all costs. The following year, the 2018 Trust Outlook™ discovered a shift in buyer priorities—they were quicker to trust salespeople who were knowledgeable about the product even above clearly knowing the specifics and costs.

What about today? More than anything else, **in 2019 buyers will be looking to TRUST their salespeople.** The #1 reason people will NOT buy from a salesperson in 2019 is because of a lack of trust.

RESEARCH FINDINGS

What is the #1 reason you will not buy from a specific sales person?



TIP Build sales competency by focusing on the right input. Choose inputs (articles, books, podcasts, videos, mentors, etc.) that help foster positive leadership development or knowledge that customers are looking for in your sales process.

In preparation for the coming year, salespeople can continue to earn their clients' trust and become most trusted in their industry by honing in on the Clarity and Competency pillars that buyers have been seeking for the past two years. **T**

CULTURE & HUMAN RESOURCES

AN ORGANIZATION'S CULTURE IS WOVEN throughout every dimension of business, from employee/customer interactions to the company's public image. The common thread of culture can either develop by accident or on purpose, and the difference is palpable.

Business cultures are largely made up of two parts: the framework and the personnel. The framework includes aspects like the mission, vision, values, and organizational structure of the company. Personnel is the people who work there, their personalities, backgrounds, and beliefs, etc.

In the complexities of culture and human resources, trust makes all the difference. When trust is the common denominator, innovation, morale, loyalty, and productivity all increase. When trust is mutual between leadership and employees, stress goes down and alignment goes up.

Consider the amount of time it takes to write an email to someone you trust. You might even skip the greeting. Now, think about how long it takes to write an email to someone you don't trust. You might question every word. That stress, time, and suspicion can be the biggest cost in an organization.

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

Though trust is intuitive and important on a cognitive level, it takes determination to actually build it into daily organizational culture and HR practices.

Trust in Hiring

At a minimum, when new employees are hired, elements like values, background, and personality will all affect their impact on the business culture. *How can leaders hire right?*



If you want a trusted culture, you have to decide how you are going to get there. Some organizational cultures might be lacking in fun and innovation whereas others might need to prioritize autonomy and integrity. Both types of organizations can be great places to work, yet they require a different approach to creating a trusted culture.

TIP Begin by deciding who your company is (or hopes to be) and then hire accordingly. To start with, consider hiring for the 8-Pillar Trust Edge Framework™ by measuring candidates on a 1–5 scale for each pillar.

Trust in Training

Consistent with last year's findings, training and trust still go hand in hand. Also, the quantity of employees seeking training opportunities seems to be increasing. In fact, in the last year alone, desire for training has increased by approximately 7.5 million people!

74% of employees believe that ongoing training would help them trust their employers more.

Employees at The Container Store receive more than 200 hours of formal training compared to the industry average of 8 hours, and the organization has seen significant results. They have an average 10% turnover rate whereas many of their competitors have full-time employees who stay less than one year. FORTUNE has even named The Container Store on their annual list of “100 Best Companies to Work For” for 18 years straight! Quantity and quality of training opportunities can create high-performing cultures who rise above their competition.

Nearly three times as many people care about personal development opportunities than autonomy in the workplace. That means, in the right trusted setting, people are willing to dig into personal challenges in order to gain both personal and professional growth. In fact, **having personal development opportunities is what most makes people want to work for an organization**—even above higher compensation and benefits.

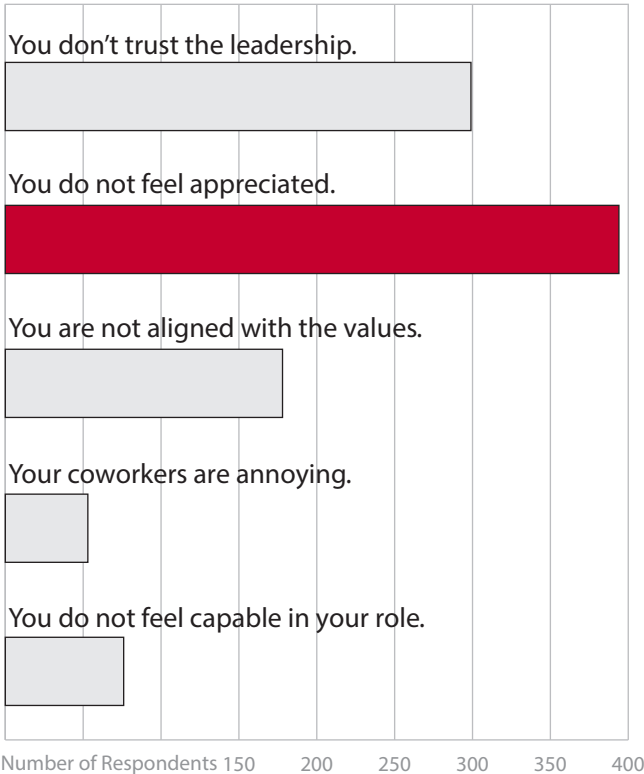
Employees in the U.S. show slight favoritism on leadership development above personal or technical development, whereas nearly half of all employees in Kenya and Russia would value their organization more if they received more technical development. Know your context and your people in order to create a training-oriented culture that fits the preferences and needs of your employees.

Trust in Retention

The top two reasons why most employees leave an organization are **underappreciation** and **not trusting the leadership**. It turns out four times as many people would leave because of a lack of appreciation than because of annoying coworkers.

RESEARCH FINDINGS

Which would most make you leave an organization?



Appreciation impacts the bottom line. We've seen it firsthand. A simple way to show appreciation today is to write a Thank You note to someone who recently demonstrated good work or high character.

TIP Practice the Compassion Pillar by genuinely showing appreciation in the workplace. Horsager recommends using the S.P.A. Method™:

S= Specific. Specificity breeds credibility so recognize something specific

P= Personalized. Make the appreciation about them. Some people may want to be publicly appreciated whereas others might prefer a handwritten note.

A= Authentic. If it is not sincere, people know it; they can smell insincerity a mile away.

Retention Challenges

Remember, retention is not just keeping people on board; it is keeping the right people on board. We have effective ideas for building and growing trust, but what happens when trust has eroded, or worse, been completely destroyed?

More and more organizations are facing a shift in both governmental regulation and cultural expectation around corporate discipline and accountability. According to the study, **over half of employees say that there cannot be accountability without consequences.**

While opportunity and forgiveness play a critical role in re-building trust with employees who demonstrate poor behavior or lack of business results, the consequences of retaining a misaligned employee can lead to decreased trust.

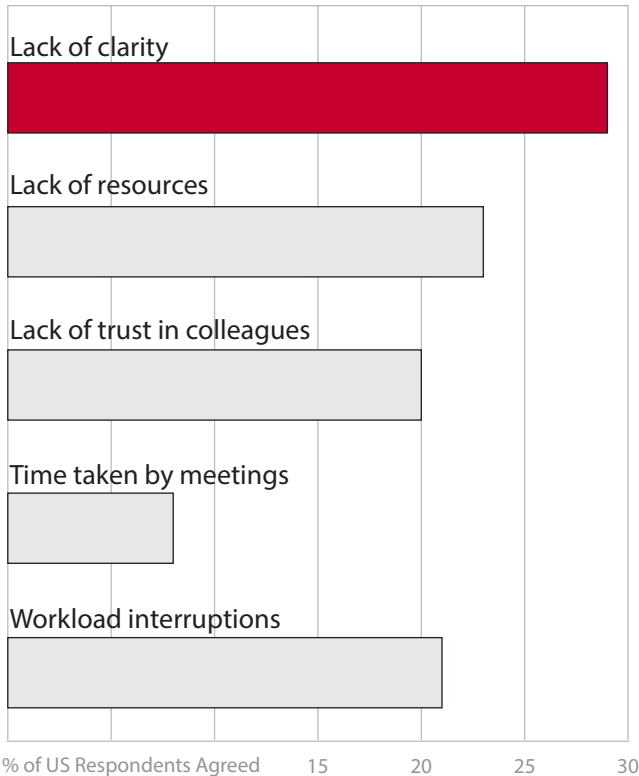
Turnover is costly, but retention of the wrong people can cost even more. These situations can alienate valued employees and cause bitterness to take root, which left unattended can erode relationships and culture.

Minimize Frustrations to Maximize Retention

There are many annoyances that employers could help minimize. We asked about some of them and following are some of the key findings:

RESEARCH FINDINGS

What causes you the most frustration in achieving your day-to-day goals?



Complaints about over-abundant meetings are commonplace, but it turns out meetings do not cause the most frustration in accomplishing day-to-day goals. In fact, the study found **a lack of clarity causes the most frustration** in the U.S., even above being interrupted and having a heavy workload.

In 2019, leaders should consider using the O.D.C. Method™ to increase clarity and to build a trusting business culture that gains faster results:

O=Outcome: When you are asking for a task or project to be completed, give a clear outcome and result that you would like to see happen. Make sure you are both on the same page and picturing the same result.

D=Deadline: Give a specific deadline of when you would like to see this task or project complete. If the final deadline is unclear, give a clear date for when the next step will be completed.

C= Clarifiers: Ask clarifying questions, give clarifying comments, and make sure your team has a unified understanding. If necessary, include the *what*, *when*, *who* and *how* of a given task or goal to ensure aligned expectations.

Trust in Diversity

Consistent with last year's findings, employees continue to value diversity in theory, yet in practice, they prefer similarity. We found that **88% of people say diversity is important** to a high-performing team and yet more than six out of ten want to work in team with people who are like them.

Certainly, there is value in diversity of thoughts, ideas, and cultures. However, people are often fearful of the unknown. This is why some organizations find that although diversity leads to innovation, creativity, and success, it can also be a barrier to trust. People are quick to trust the familiar and slow to trust the unfamiliar.

What do leaders do with this seeming contradiction? Listen. Observe. Learn. Give a clear and unifying vision that directs everyone to a common goal. Difference and diversity are valuable, beautiful, and fruitful when in a high-trust climate. If the pillars of trust are built on common ground, then unity, productivity, and success will be enjoyed by all for years to come. **T**

A SPECIAL REPORT: Trust in Police

AROUND THE GLOBE, NEARLY 80% OF PEOPLE recognize that the primary responsibility of police is protection and 78% are somewhat to very confident that police would consistently help them when in trouble. However, the loudest narrative around the world is to be fearful of law enforcement.

We all sense that experiences with—and perspectives of—the police force reach the far ends of the trust spectrum. Trust or lack of trust in police does not have to be solely influenced from one group or individual. In fact, **law enforcement officers can directly influence and develop trust** that leads to real, lasting change.

Fear (or other negative associations) can be rooted in past experience, current perception, or even future anticipation of danger. The best way for police to rebuild trust is to make and keep commitments. The Commitment Pillar is crucial to building trust because people trust those who stand firm through adversity.

Despite the current climate between citizens and police, the United States has the highest amount of trust in police of the countries surveyed.

RESEARCH FINDINGS

What is your current level of trust in the police force?

I do not trust the police force at all.

I trust the police force completely.



Number of U.S. Respondents

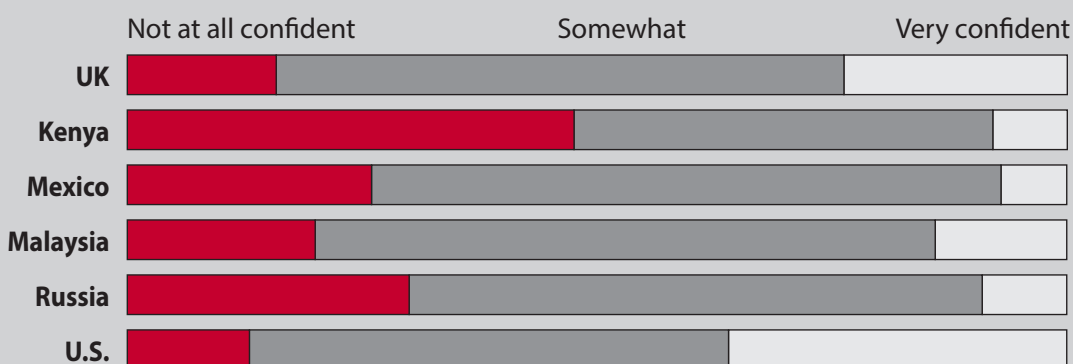
Most United States Police Departments hold to mission and value statements that reveal good intent to serve their communities. Determining a mission, vision, and values statement can help establish a starting point for mutual trust between citizens and police, but unless they are fulfilled through daily action and across the department, their significance quickly diminishes. When people have a clear, common vision and goal, many of the potential challenges of diversity are reduced.

TIP Consider finding practical opportunities to demonstrate commitment. For example, police can demonstrate commitment by showing presence in the community beyond what is expected. There is a greater chance for developing trust with one another in a positive context, rather than only meeting through difficult, stressful circumstances.

From a global perspective, the U.S. can celebrate the prevalence of trust between citizens and police. In countries like Kenya, for example, nearly half of all people are not at all confident that police would help them when they are in trouble and over half of all people would not encourage their friends and family members to become police officers. Long-term corruption has led to an even greater perception of corruption.

RESEARCH FINDINGS

How confident are you that the police would help you if you were in trouble?



From this year's global sampling, **no two countries shared the same top two perceived reasons for corruption in policing.** Most U.S. citizens believe a lack of accountability and personal character are responsible for corruption, whereas citizens of Russia and Mexico both recognize that the historical acceptance of corruption plays a significant role in their current experience with law enforcement. The research found that in Kenya, 67.7% of people have been asked for at least one bribe by a police officer in the last year.

TIP Suspicion often comes from a lack of understanding. To avoid falling into suspicion, practice asking good questions to gain understanding. Fears can be reduced through relationships and good questions. We can re-learn to develop trust even in times of uncertainty. Keep in mind that trust is not stated, trust is earned.

The complexities of trust between police and citizens are unique to each context or culture and its point in time. The historical dynamics of police-community relationships paired with existing sociocultural, economic, and political structures, necessitate custom application of trust-building practices. The common thread is that **people value trusted relationships. We can work to build them with the 8-Pillar Trust Edge Framework™.** Though a culture does not change overnight, small changes over time can lead to huge transformation. 🏠

RESEARCH CONCLUSION & TAKEAWAYS

THE 2019 TRUST OUTLOOK™ DATA CONFIRMS that businesses suffer without trust. In fact, 83% of Americans do not refer the products or services of organizations they do not trust. The impact of building (or not building) trust into business practices is immediate. It affects the bottom line too. The study found that 80% of people believe that the level of **trust affects the financial performance of an organization.**

In every interaction, your employees, leaders, and colleagues are either increasing or decreasing trust with clients and with each other. Based on this year's findings about the correlation of trust and high-performing leaders, **we recommend prioritizing the following three elements of trust** in preparation for a successful 2019.

1 | CLARITY

Be transparent about mistakes.

Clarity has been critical to the success of leaders building trust with their people since the beginning of the Trust Edge™ work. If you are open about mistakes and clear about how to move forward as a result of them, then trust will grow. Honesty about mistakes takes humility.

RESEARCH FINDINGS



92%

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



2 | COMPASSION

Prioritize appreciation.

A culture that lacks appreciation is a culture that lacks morale and will soon lose talented people. Have you ever received too much thanks for your work? Likewise, your employees, colleagues, friends, and family could always be shown more appreciation for notable work. Try starting with something small to build a habit of showing gratitude. Doing so will increase your retention rate and build a connected team.

Remember to express appreciation with specificity to each person or team. Not everyone would feel appreciated by a public acknowledgement or placard. Some people prefer a handwritten note, a unique gift, or a free lunch.

RESEARCH FINDINGS



Four times as many people want to leave their organization because of a lack of appreciation than because of annoying coworkers.


3 | COMPETENCY

Equip with training opportunities.

In the last year, we have seen a 5% increase for those who want ongoing training opportunities from their employers. Organizations who provide training in the form of online technical courses, in-person workshops, or sponsorships to attend leadership conferences, often see an increase in their overall retention rate. Training leads to increased competence in their role which leads to greater trust. People trust those who stay fresh, relevant, and capable!

RESEARCH FINDINGS



74% of employees believe ongoing training would help them trust their employers more. 

ABOUT THIS STUDY

The Author

Trust Edge Leadership Institute (TELI) is a St. Paul, Minnesota-based company with a mission to develop trusted leaders and organizations around the world. Since 1999, TELI has pioneered trust development through research, speaking, human capital development, and consulting, all on trust and its proven impact on the bottom line.

The Trust Outlook™ is produced annually by TELI with David Horsager as Director of Research and Anne Engstrom as Director of Content.



David Horsager is CEO of TELI and a global authority on helping leaders and organizations become the most trusted in their industry. His work has been featured in prominent publications such as *Fast Company*, *Forbes*, *The Wall Street Journal*, and *The Washington Post*. David has worked with clients ranging from Verizon and Delta to professional sports teams and governments around the globe. As bestselling author of *The Trust Edge* and inventor of the Enterprise Trust Index™, David has taken the platform across the United States and on six continents.

Research Methodology

The custom online survey was administered to over 1,000 U.S. adults, ages 18-65 and at least 400 adults, ages 18-65 in each of the following countries: Kenya, Malaysia, Mexico, Russia, and the United Kingdom. The sample is representative of the current census data for age, gender, and region, and participants were screened for age, employment, and education level. Data that may represent the broader population was calculated out based on the most recent census data and intended purely as an estimation of the broader impact.

The survey was conducted online from June 18, 2018 to June 27, 2018 and the total sample has a margin of error of +/- 1.8%.

Copyright and Usage

This document is copyright 2019 Trust Edge Leadership Institute. All rights reserved.

The information in this document can be referenced in the media, in whole or in part, as long as this document is cited as the source for the information. In no way does this document provide an endorsement of any product, service, company, or individual.

This document is provided “as is.” Information and views expressed in this document may change with or without notice. The strategies and examples depicted herein are provided for illustration purposes only and are not guarantees of specific results. You bear the risk of using this document. ■



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



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

ICE: Our Proven Process for Accelerating Results with Trust

INSPIRE

... with global trust expert David Horsager.

Activate your audience and accelerate performance with a powerful keynote.

CLARIFY

...with the Enterprise Trust Index.™

Benchmark trust levels and create a clear path forward. Specific data across locations and departments reveals key drivers impacting current levels of trust.

EQUIP

...with human capital development and training tools.

Increase company-wide alignment and see measurable results. Certify your leaders and equip your teams with a common language around trust.

Options include: Workshops, Certification, Training, and Licensing.

Case Study:

Fortune 100 Company

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

CHALLENGE

Lack of unity in corporate culture, negatively affected performance, engagement & business growth.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

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 Experience™ 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 Experience™ 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
- Implemented ongoing Trust Edge Online Course and reinforcement programs to provide accountability and results that go well beyond previous, short-lived training initiatives

RESULTS

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

"David hit a home run...again!"

—SVP of Culture, Fortune 500

Case Study: Health Center

13 locations, 600+employees

CHALLENGE

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

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

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.

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

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 who became equipped and certified to train the Trust Edge Experience™ internally
- Provided ongoing use of Trust Edge Ambassador program and Trust Edge Online Course

RESULTS

- ★ 18% decrease in attrition in 12 months
- ★ Improved engagement and morale from Senior Leadership
- ★ Lower skepticism and inefficiencies in communication
- ★ Enterprise Trust Index™ increase of 12% in one year
- ★ Increased efficiency and effectiveness in interactions
- ★ Language successfully implemented into organization and affirmed through monthly recognitions of trust with "Pillar Awards"
- ★ 8-Pillar Trust Edge Framework™ used to make faster, more consistent decisions across the organization

"Trust Edge was a vehicle for a common language and it has worked extremely well."

—CEO

Case Study: Dealership

Multinational Fortune 500 organization

CHALLENGE

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

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

INSPIRE a shift of thinking and give a common language.

- COO engaged David Horsager for regional annual meetings to inspire thinking bigger about 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
- Implemented expedited Trust Edge Performance Coaching for high-potential leaders
- Consulted with Senior Leadership team
- Enrolled top producers in Trust Edge Online Course

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

David's work is not just about strengthening our business. It's really about establishing the right foundation and fundamentals."

—COO

Case Study: Professional Development

International organization of 2,100 members

CHALLENGE

Organization was losing members and rapidly shrinking.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

INSPIRE a shift of thinking and give a common language.

- 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
- Established 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 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 Integrated 8-Pillar Trust Edge Framework™ into organizational culture and decision making

RESULTS

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

"Our attempts to 'slowdown in order to go fast' didn't work until David showed us how to reframe our thinking with the Trust Edge pillars and tools. This framework helped us by answering a lot of unanswered questions. We are learning how to operate better together."



**Because trust is
more crucial
than ever.**

651-340-6555

www.TrustEdge.com