

TRUST EDGE MASTERCLASS

FOUNDATIONS COURSE
WORKBOOK

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GREETINGS

from the Author



I am so glad you are here today, and I am grateful that you selected Trust Edge Leadership Institute as your trusted partner!

I am especially passionate about Trust Edge training because I have seen the results. I have heard everything from it “saved my marriage” to it “tripled my sales.” 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 rapid change, virtual teams, mega-mergers, and open markets, trust can accelerate (and mistrust 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. Trust Edge training takes trust out of the conceptual realm into actionable and measurable practice that brings **bottom-line results in business and in life.**

This learning and development program can give you and your organization the greatest advantage of all time—THE TRUST EDGE.

Enjoy the experience!

—David Horsager, bestselling author of *The Trust Edge*

A lack of trust
is your biggest
expense.

LEARNING OBJECTIVES

After completing this program, you will be able to:

- Build greater trust personally and professionally
- Gain a context for The Trust Edge
- Identify barriers to building trust
- Set a baseline for growth on the 8 Pillar Framework
- Implement a 90-Day Quick Plan
- Utilize difference-making action strategy (DMA's)
- Practice the ODC method for clear expectations
- Administer the PAWS model for trusted conflict resolution
- Practice the PEOPLE listening model
- Utilize the SPA appreciation method
- Identify and mitigate daily distractions
- Define personal values
- Write a Personal Mission Statement
- Select a personal accountability method
- Select new methods for developing competency
- Define personal commitments
- Create a plan to increase public commitment
- Identify magnetic and repellant traits
- Build a personal Trust Shield
- Select new productivity tips to apply
- Begin replacing a personal habit
- Practice an organizational change process
- Understand the risks and rewards of extending trust
- Administer specific actions to rebuild trust
- Identify specific ways to build trust globally
- Design your Pillar Spark Action Plan

In every interaction
we increase
or decrease trust.

WELCOME

Trust flows from individuals, not organizations.

THE CASE FOR TRUST

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

Define Trust

Trust is _____

...to do what is right

...to deliver what is promised

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

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, scepticism 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 mistrust are stressful and unhealthy.

As trust increases...

output

morale

retention

productivity

innovation

loyalty

revenue

costs

problems

skepticism

attrition

time to market

stress

(Impact of Trust, cont'd.)

Benefits to High Trust for *Your Organization*

Benefits to High Trust for *You*

Define “The Trust Edge”

The Trust Edge is _____

Barriers to Overcome

Note any impacts you've seen. Put a ☒ next to the barrier(s) your company may be facing.

Barrier	Impact	☒
Conflict of interest		
Litigation		
Low customer loyalty		
Scandals (in the media, etc.)		
Speedy social networks		
Technology		
Fear		
Negative experiences		
Individualism		
Diverse thinking		
Instant gratification		
Focus on the negative		

Notes on Our Barriers

Self-Assessment

Scoring

Transfer your score totals from the online assessment to blanks below.

Pillar 1: Clarity	Pillar 2: Compassion	Pillar 3: Character	Pillar 4: Competency
Total: _____	Total: _____	Total: _____	Total: _____
Pillar 5: Commitment	Pillar 6: Connection	Pillar 7: Contribution	Pillar 8: Consistency
Total: _____	Total: _____	Total: _____	Total: _____

- ☐ A score of 13-15 indicates that the pillar is a strength for you.
- ☐ A score of 9-12 indicates that the pillar could be strengthened to improve outcomes.
- ☐ A score of 8 or lower indicates that the pillar is negatively affecting your trust level and must be improved to make progress.

Review

Strongest pillar _____

Pillar with greatest opportunity for growth _____

Key thoughts

Making a Difference

My Top Three Challenges

Think both personally and professionally.

1. _____
2. _____
3. _____

What I Hope to Gain

Note the specific outcome that you hope to walk away from this learning session with. What tools, ideas, methods, or plans would you like to take away to apply to make an difference in relation to your top three challenges?

Eight Pillars of Trust

CLARITY *People trust the clear and mistrust the ambiguous.* Clarity requires honesty. With honesty comes the need to share your vision, your purpose, and your expectations. Once people have a good understanding of what you stand for, where you want to go, and the role they play in your vision, it is easier to trust in your leadership.

COMPASSION *People put faith in those who care beyond themselves.* Show that you can look beyond your own needs and wants. Trust and the ability to show empathy go hand in hand. There is a reason why we still hear, “People do not care how much you know until they know how much you care.”

CHARACTER *People notice those who do what’s right over what’s easy.* Character is a complex word. For our purposes, let’s consider the two main components to be integrity and morality. With integrity, you are being consistent with your thoughts, words and actions. Add that to a strong moral compass and you are giving people someone they can trust.

COMPETENCY *People have confidence in those who stay fresh, relevant and capable.* Knowing how to do your job well matters. Whether it is a dentist giving you a root canal or the mechanic replacing your transmission, you want to know they are competent and capable of doing their job. The same applies to you. If you want people to trust you, make competency a priority.

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.* It’s easier to trust a friend than a stranger, so look for ways to engage with people and build relationships. You can start by learning to ask great questions. Use these questions to connect with people, to find the common ground you share. We find it easier to trust when we can connect in some area.

CONTRIBUTION *People immediately respond to results.* By giving of yourself and your talents, you are investing in others. And if you are serious about making a difference, you need to invest in the actions that will make your vision a reality. People trust those who actually do as opposed to those who talk about doing.

CONSISTENCY *People love to see the little things done consistently.* While all the pillars are important for building trust, failing to be consistent can undermine your efforts. Think of consistency like a savings account. Put a little in each day, and over time it will pay you back in safety and security.

Remember, it is unlikely that you will get one highly visible chance to be trusted. Instead, you will have thousands of small ones. When you respond consistently, you will see the results build up over time.

PILLAR 1: CLARITY

People trust the clear and distrust the ambiguous.

Intro

Two major areas of clarity _____

Examples of Clarity

Strategic Action Framework: MVP

M = _____ V = _____ P = _____

Create Clarity

Mission: _____

Values: _____

What do we do? _____

Who do we serve? _____

Consider this:

- To create laser focus and clarity you may need to let go of some distractions. Ask yourself:
- What tasks or projects do we have that fall outside our mission or core business?
 - What activities are holding us back from greater success?
 - Am I doing any “good” things that are keeping me from doing the “best” things?

Strategic Action Framework: 90 DQP

Where are we now? _____

Where do we want to be in 90 days? _____

Why are we going? _____

How are we going to get there? _____

How are we going to get there? _____

How are we going to get there? _____

Weekly Focus Strategy (3 Priorities)

1. _____

2. _____

3. _____

Strategic Action Framework: DMA's

Make Your DMA's F.U.N.

F = First Priority: The work you do every day should focus on your top priorities.
U = Under: The tasks you do every day should fall under a specific priority.
N = Number: The tasks you do every day should have a number attached so they are measurable.

Writing Your DMA's

1. Get a sticky note (or use the lines below).
2. Write down your most important goal.
3. Write numbers 1-5 down the paper.
4. Next to the "1," write the most important thing you could do today to accomplish that goal.
Do the same for 4 more things.
5. Make sure the items on the list are F.U.N.

Professional DMA's

Goal: _____

1. _____

2. _____

3. _____

4. _____

5. _____

Personal DMA's

Goal: _____

1. _____

2. _____

3. _____

4. _____

5. _____

Communication: Expectations

O.D.C.

Areas	Description	Examples
O = Outcome	<ul style="list-style-type: none"> • Give vision by explaining context & purpose • Be specific • Give helpful suggestions 	Not “Increase sales”, but “Sell 2,000 units/month”
D = Deadline	<ul style="list-style-type: none"> • Be specific • Clarify adjusted priorities 	Not “Get that to me soon”, but “Can you commit to that by Friday at 2?”
C = Clarifiers	<p><i>From the Requester:</i></p> <ul style="list-style-type: none"> • Summarize it • Write out agreements for more complex outcomes • Make recommendations 	<p>“Do you have all the resources to complete this on time?”</p> <p>“Do you have any questions about my expectations?”</p>
	<p><i>From the Clarifier:</i></p> <ul style="list-style-type: none"> • Take notes • Drill down for clear understanding 	<p>“Do you want it more like this or more like that?”</p> <p>“Can I skip tomorrow’s meeting to get this done?”</p> <p>“Should I print in color or in black and white?”</p>

ODC Scenario Examples

1. Get me a drink _____
2. Write a report _____
3. Schedule a meeting _____
4. Cut \$25,000 from the budget _____
5. Send a proposal _____
6. Book my vacation _____

Clear Communicators

- Listen.
- Empathize.
- Avoid manipulation. Don't overstate or understate.
- Speak honestly and without exaggeration.
- Stay focused and avoid distractions.
- Ask questions.
- Glean information from nonverbal communication.
- Keep an open mind and do not jump to conclusions.
- Do not criticize.
- Simplify the complicated.
- Seek first to understand, and then to be understood.

Did you know... in 1999, a very simple communication error ended up costing NASA a \$125 million Mars orbiter. The problem: their contractor—a spacecraft team at Lockheed Martin—used the English measurement system, while NASA's Jet Propulsion Laboratory was using the metric system. And, 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 passed its target. A lack of clarity can be very costly.

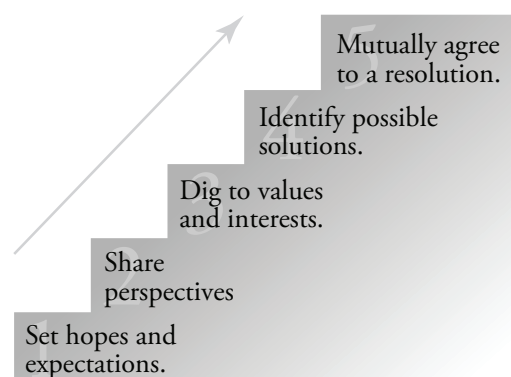
Communication: Conflict

PAWS

POSTURE

- Understand that the key to constructive conflict is not to avoid it.
- View conflict as inevitable and necessary for improvement.
- See conflict as a chance to gather input and clarify expectations.
- Focus on facts, not negative feelings or intentions. De-personalize it and focus on what happened and what you can do about it. Prepare the facts and some scenarios of desired outcomes.
- Go into it with the mindset that “we are in this together.”
- Where you place yourself when you’re in conflict matters. If possible, sit on the same side of the table with the person you’re in conflict with. It will bring the tension down and communicate that you are working together to face the problem on the other side.
- Use the PEOPLE Listening model (see page 21).

Mental Processes for Constructive Conflict



ACTIONS

- Show that you are willing to resolve the conflict with your actions first.
- Listen to understand the other point of view.
- Listen first and think before you speak.
- Practice patience.
- Empathize.
- Be present.
- Avoid electronic interruptions.
- Hold one conversation at a time.
- Keep appropriate eye contact.

WORDS

- Choose your words wisely. Don’t say anything that doesn’t need to be said.
- Ask “why” to get to the root of the problem.
- Use “I” language that doesn’t blame or put the other person on defensive.

SOLUTIONS

- Don’t depart until you have a plan of action to continue rebuilding the relationship and move forward.
- Improve your communication in the future by communicating directly, honestly, and gently more often.
- Consider reading and applying the methods of the book, *The One Minute Manager* by Ken Blanchard.

Clarity Wrap-up

- ▮ Clarity unifies, motivates, increases morale, and inspires trust.
- ▮ Clear communication leads to trusted colleagues and happy employees.
- ▮ Leaders need to share the vision at least every 30 days for people to know it.
- ▮ Clarity gives focus on daily actionable tasks.
- ▮ Make sure your Difference Making Actions (DMA's) are focused, clear, quantifiable, realistic, and consistent with your main vision.
- ▮ Trusted managers give input and clarify expectations frequently.
- ▮ Specificity is a motivator.
- ▮ People can't do a great job if they don't understand expectations.
- ▮ Communication is "shared meaning."

P.S. (Pillar Spark) Questions

1. Do you know your company's mission or vision, and if so, is there clarity of purpose?

2. Do you give clear and specific expectations for projects and deadlines?

3. How could you be clearer in your communication with others?

4. Do you avoid conflict and confrontation, and if so, how do you get the issue resolved?

5. Finally, are you clear about your own daily tasks?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 2: COMPASSION

People put faith in those who care beyond themselves.

Intro

The LAWS of Compassion

L = _____ A = _____ W = _____ S = _____

Examples of Compassion

L=Listen

P.E.O.P.L.E. Listening Method

<p>P Posture</p>	<ul style="list-style-type: none"> • Welcome with serving hands—show that you want to serve them and the greater purpose. • Be genuine. • Be aware of what you’re communicating. Consider if your arms or legs are crossed, if you have fists or open hands, if you’re leaning forward or backward, or if your shoulders are tight or shrugged • Nod and gesture to show you’re keyed in. Make sure to avoid showing boredom or restlessness.
<p>E Eye Contact</p>	<ul style="list-style-type: none"> • Look at the speaker. • Keep it steady and comfortable. • Be aware of where and how you’re looking.
<p>O Open Ears and Mind</p>	<ul style="list-style-type: none"> • Suspend judgment. • Approach with big perspective. • Recognize your motivations, intentions, and thinking.
<p>P Patience</p>	<ul style="list-style-type: none"> • Wait before responding. • Be ready to respond when appropriate. • Avoid distractions from electronics and others.
<p>L Let Go and Focus</p>	<ul style="list-style-type: none"> • Keep on track. • Reflect on what’s being said. • Remember who they are and the greater purpose they’re growing into. • Ask yourself “Am I present in this conversation?”
<p>E Engage and Empathy</p>	<ul style="list-style-type: none"> • Paraphrase what’s been said. • Avoid statements like “I totally understand.” Increase credibility by acknowledging that no one completely understands what another is going through. • Ask valuable questions. • Show genuine curiosity. • Use open-ended questions. • Invite with phrases like “tell me more,” “why that,” and “how did you?” • Find the right balance of verbal affirmations like “Ok,” “hmm,” and “I see.” • See from the others point of view. What’s it like in their shoes?

(Listen, cont'd.)

Apply it!

What do you want to Start, Stop, and Continue doing to enhance your listening skills?

▶ START _____

|| STOP _____

▶▶ CONTINUE _____

Going Forward

One thing I'd like to do differently to improve my listening skills:

A=Appreciate

SPA

What is one type of appreciation you've either given or experienced that was impactful?

S= _____ P= _____ A= _____

Ways to Show Appreciation

- Send a handwritten note.
- Provide peer or public acknowledgement. Is there anyone they would most like to be recognized by?
- Send a gift basket of chocolate, coffee, or cookies. Try to give something related to their hobbies or interests.
- Make a phone call to someone who has gone the extra mile.
- Give verbal praise.
- Listen to their needs and expectations.
- Sponsor improvement or valuable training.
- Celebrate accomplishments and good work.
- Offer compassion and flexibility.
- Recognize that work is just part of a person's life.
- Listen to feedback.
- Take action on new decisions. (Not delivering on promises destroys motivation.)

(Appreciate, cont'd.)

Apply it!

List five people to whom you want to communicate appreciation.

1. _____

For what, specifically? _____

2. _____

For what, specifically? _____

3. _____

For what, specifically? _____

4. _____

For what, specifically? _____

5. _____

For what, specifically? _____

Point to Consider

How could this model change the culture of your team or organization?

W=Wake Up

Common Daily Distractions

- Email alerts
- Unrelated conversation tangents
- Unnecessary meetings
- Junk email and mail
- Uncomfortable chair
- Social media alerts
- Gossip
- Complaining
- Checking cell phone

What are your biggest daily distractions?

What is one thing you'd like to START doing to help eliminate your biggest daily distractions?

What is one thing you'd like to STOP doing to help eliminate your biggest daily distractions?

S=Serve Selflessly

What new way could I serve selflessly in my professional life? In my personal life?

Compassion Wrap-up

- ▮ Caring leads to trust.
- ▮ The four LAWS of Compassion: Listen, Appreciate, Wake up, Serve Others.
- ▮ Sincerity is the key component of appreciation.
- ▮ Everybody needs appreciation and recognition.
- ▮ Put people before things to improve relationships.
- ▮ Think beyond yourself.

P.S. (Pillar Spark) Questions

1. What could make you a better listener?

2. How could you be more engaged with people in your life?

3. What do you do to show appreciation to those who work for or with you?

4. Make a list of five people to whom you would like to write a note of appreciation.

5. Finally, what kind of sacrifice could you make to show compassion to others?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 3: CHARACTER

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

Intro

Examples of Character

Five Character Builders

Identify specific situations where you could take action to demonstrate each of the five character builders.

1. Be humble.

2. Live out your principles and values.

3. Be intentional.

4. Practice self-discipline.

5. Be accountable.

Personal Values

Our values guide our actions. They help us do the right thing even “when nobody’s looking.” For example, if you value respect, you will behave that way with every person you meet, regardless of their title, station in life, cultural background, or belief system...whether you are sharing an acknowledgment or delivering a tough message...whether you agree with them or you are in conflict with them. Values guide our behavior and help others be more willing to collaborate.

Common Personal Values

Accountability	Adaptability	Ambition	Attitude	Awareness
Balance	Caring	Commitment	Compassion	Cooperation
Courage	Creativity	Enthusiasm	Efficiency	Ethics
Forgiveness	Generosity	Honesty	Humor	Independence
Integrity	Leadership	Openness	Patience	Perseverance
Posture	Recognition	Reliability	Respect	Responsibility
Risk	Safety	Self-Discipline	Success	Teamwork
Toughness	Trust	Vision	Well-being	Wisdom

My Personal Values

1. _____
2. _____
3. _____
4. _____
5. _____

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

Personal Mission Statement

A Personal Life Mission Statement:

1. Gives focus.
2. Keeps us accountable.
3. Encourages us to do the best things rather than just the good things.
4. Simplifies our lives.
5. Increases productivity and morale.

The goal of this session is to create a personal life mission statement based on your deepest convictions and beliefs. What are you to be about? Every goal you have should point to fulfilling your mission. If it doesn't, then either the goal or the mission needs to change.

One of the simplest ways to think about your personal mission statement is to imagine your ideal obituary. What do you hope people will say at your funeral? Think in terms of the greatest words you hope six different people groups would say:

1. Your spouse.
2. Your children/family.
3. Your friends.
4. Your co-workers.
5. Those in your community: neighbors, fellow volunteers, church members.
6. God.

Don't think of what they *will* say, but rather what you most *hope* they will be able to say. For instance, you may hope your spouse will say, "He was a person of integrity and an example of someone who always did what was loving and right." To begin your mission statement based on this, you simply put the word "To" in front of the sentence and change the verbs to present tense: "To be a person of integrity and an example of someone who always does what is loving and right." This would be the statement under number one.

Next, think of how you would want your children/family to remember you, and so on. Work your way through the six different people groups listed above.

(Personal Mission Statement, cont'd.)

First Draft

- 1. To _____
[what you hope your spouse will say]
- 2. To _____
[what you hope your children/family will say]
- 3. To _____
[what you hope your friends will say]
- 4. To _____
[what you hope your co-workers will say]
- 5. To _____
[what you hope your community members will say]
- 6. To _____
[what you hope God will say]

Once you have written your first draft, take some time to think through it. Can you make it shorter or more memorable so that it stays on top of your mind? Can you make it more actionable? Have you covered the important areas of your life? Do you need to add something that is unique to you?

Staying on Course

- 1. Put your Personal Mission Statement in a visible place.
- 2. Read it daily.
- 3. Share it with others. This will increase accountability.
- 4. Plan times to review and revise it either semi-annually or annually.

My Mission is...

- 1. To _____
- 2. To _____
- 3. To _____
- 4. To _____
- 5. To _____

Personal Accountability

Check where you feel you are with each action item.

Action	Habit	Needs focus	Will try
Set clearly defined expectations of behavior and outcomes.			
Set objectives with the team. Co-creation promotes ownership, which increases commitment to follow through.			
Make objectives visible. When expectations are public, things get done.			
Measure results.			
Connect results to consequences.			
Regularly ask people how they are doing on projects.			
Give appropriate feedback.			
Create buy-in of upper management and ensure that needed resources are available.			

Additional Thoughts

One tip to apply at work: _____

One tip to apply at home: _____

Accountability Partners

Who are some people you might consider as accountability partners?

Accountability Topics

Here are some sample questions to cover 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 exercising and eating right?
- **Stewardship.** Are you spending your money, time, and resources according to what you say your priorities are this week?

Character Wrap-up

- ▮ Habits are made by what you do in private.
- ▮ Integrity builds trust in *you* – the first step in trusting anyone.
- ▮ Building integrity takes work, but gives the biggest reward.
- ▮ Do what needs to be done, when it needs to be done, whether you feel like it or not.
- ▮ Show character through: Humility, Principles, Intention, Self-discipline, and Accountability.

P.S. (Pillar Spark) Questions

1. Who is someone you admire for having high character?

2. What makes you think of him or her that way?

3. How do you handle an employee who does not show good character?

4. What does integrity mean to you?

5. How do you live out integrity every day?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 4: COMPETENCY

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

Intro

Examples of Competency

- WELCOME
- TRUST EDGE
- CLARITY
- COMPASSION
- CHARACTER
- COMPETENCY**
- COMMITMENT
- CONNECTION
- CONTRIBUTION
- CONSISTENCY
- EXTEND TRUST
- REBUILD TRUST
- GLOBALIZATION
- ONLINE TRUST
- WRAP-UP

Input Resources & Recommendations

Circle two or three development methods you'd like to try.

Read intentionally.

- Books
- Related magazines
- Create a goal for reading a certain number of books per year

Listen to podcasts.

- Many great ones are free, and you can listen to them anywhere
- Try listening while driving or exercising

Take non-university classes.

- Speed reading, like Evelyn Wood or a local college course
- Microsoft Excel
- Adobe Photoshop
- Free online programs and resources, like Khan Academy, TED Talks, YouTube tutorial videos, etc.

Initiate a group.

- Start a book club

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
- One way to get insightful leadership feedback is by using a measurement tool such as the *Trust Edge 360 Assessment*.

Get free advice.

- Ask someone to lunch that has already overcome your current challenges
- See the next pages for much more on mentoring

Invest in coaching

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

Join a mastermind group.

- The Trust Table – We facilitate both entrepreneurial and executive groups
- Check into other options, like Vistage, C-12, or The Executive Group

Join an association.

- Look for an association linked to your role or organization, e.g. National Association of Sales Professionals or Tire Industry Association.

Look into company resources and trainings.

- Tuition reimbursement programs
- Leadership development groups
- Continuing education credits

Invest in formal education.

- What degrees or classes would make you more capable?

Attend conferences and events.

- Being around people in your industry can make you better.

Mentors

Mentor Attributes

Mentors are often thought of as role models because they behave in ways that inspire others to be better people. While mentors generously share technical expertise and knowledge, it is their behavior and daily example that become their most potent teaching tool. Below are some key attributes possessed by great role models and mentors:

- **Self-awareness.** A keen understanding of how their behavior impacts those around them. The ability to look inward, honestly reflect, and make changes if necessary.
- **Lack of ego.** Recognition that they are not perfect. A willingness to own their mistakes and give credit to others.
- **Authenticity.** A grounded sense of who they are. Unwilling to pretend to be someone they aren't to suit other people.
- **Empathy.** A willingness to imagine what it is like to be in another person's shoes.
- **Life-long learners.** An openness and devotion to learning. The recognition that they can learn from anyone and from every experience.
- **Walk the talk.** The recognition that actions speak louder than words. They commit their time and energy to what they believe in both inside and outside of work.

Role Model Assessment

*Think of one of your role-models/mentors. Write an example of how they demonstrate each of the key attributes, and then an example of how **you** demonstrate each one.*

Attribute	An example from a mentor	An example from my life
Self-awareness		
Lack of ego		
Authenticity		
Empathy		
Lifelong learner		
Walk the talk		

Guidelines for Being a Mentor

A Mentor Could...

- Help assess strengths and weaknesses
- Work to develop skills for success
- Suggest but not force ideas
- Facilitate decision-making processes
- Give fresh perspective
- Inspire greatness
- Give honest and constructive feedback
- Demonstrate trust, openness, and honesty
- Demonstrate a positive and upbeat outlook
- Show neutrality and objectivity
- Help develop self-awareness
- Work through career and workplace challenges
- Listen attentively and objectively
- Demonstrate emotional intelligence
- Help with networking

How to Find a Mentor

1. Identify role models.
2. Determine what you need for your next level of development and look for someone with those traits or skills.
3. Find someone with a set of values you share.
4. Make sure the person is easy to talk with and has an appropriately similar communication style.
5. Ensure confidentiality so you can talk freely about workplace issues.
6. Make sure they have mentoring skills and that they want to help you be your best, not simply a cookie-cutter version of themselves.

A Mentor Must Not...

- Act as a personal counselor
- Bring you to an inappropriate level of dependence
- Do the work you are supposed to do
- Attempt to solve your problems
- Invest in your business or idea(s)

Action Plan

▶ START

What's one input you'd like to add to increase your competency? What one change could lead to the best output?

|| STOP

What's one input you'd like to eliminate? (Consider staying away from any crude television shows, overly slanted news agencies, or negative people.)

▶▶ CONTINUE

What are the inputs that have the greatest positive impact on you? What one do you want to make sure to continue?

Write one specific action you want to take in each of the following timeframes to develop your Competency pillar:

In 1 week, I will _____

In 90 days, I will _____

In 1 year, I will _____

In 5 years, I will _____

Competency Wrap-up

- ☞ Create a regular plan for staying competent and capable.
- ☞ Humility is the first step in learning.
- ☞ Stretch your mind with new ideas, fresh thoughts, and different viewpoints.
- ☞ Find a circle of professionals with whom you can grow and sharpen one another.
- ☞ Find a mentor/Be a mentor.
- ☞ Be intentional with your downtime.

P.S. (Pillar Spark) Questions

1. Who would you like to be mentored by?

2. Does a mastermind group have a place in your life, and if you started one, who would you ask to be in it?

3. Who keeps you accountable?

4. How do you keep learning?

5. Which growth area will you engage in to increase competency in the next month? Choose at least one and write it down.

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 5: COMMITMENT

People believe in those who stand through adversity.

Intro

Examples of Commitment

Personal Commitment

1. Am I losing trust by not fulfilling commitments?

With my family? _____
 With my friends? _____
 With my co-workers? _____

2. Am I making promises I'm not keeping?

With my family? _____
 With my friends? _____
 With my co-workers? _____

3. Do I say sorry and do not mean it?

With my family? _____
 With my friends? _____
 With my co-workers? _____

Public Commitment

Fan Base

Here are some ways other organizations increase commitment from their teams and clients...

Build fans with	Example	How they make it work
Excellence	Ritz-Carlton hotels	Their employees want to be committed because they're proud to be part of the prestige of excellence they represent. It brings deeply committed clients and many referrals.
Purpose	Henry Ford Health System	Employees & donors have a strong why. Their mission is "To improve people's lives through excellence in the science and art of health care and healing. Their vision is "Transforming lives and communities through health and wellness – one person at a time."
Urgency	CNN	Employees are committed because they feel a sense of urgency and importance in their work. Sharing top news stories, as they happen, keeps people informed to be able to respond appropriately and quickly to what's happening around them. That leads to committed viewers.
Transparency	Zappos.com	One of their core values states "Build open and honest relationships with communication." Employees and buyers, alike, appreciate their style.
Meaning	Habitat for Humanity	Employees and many from the general public are committed because they care about the vision. They want to see "A world where everyone has a decent place to live."

(Public Commitment, cont'd.)

6 Ways to Build a Fan Base

1. Be unique.
2. Invite customers into a community with the feel of club membership.
3. Communicate often.
4. Give value with every communication (by giving deals, helpful hints, ideas, or furthering the sense of community).
5. Offer more accessories or enhancements that complement the original product.
6. Give fans special treatment.

Apply it!

How, specifically, could my team increase commitment?

How, specifically, can I increase commitment to my team or organization?

Commitment Wrap-up

- ▮ Without commitment from the leader, the players will not win.
- ▮ The people who stick with you when things are tough are the ones you can really trust.
- ▮ History’s leaders who have made the biggest impact were willing to sacrifice for the greater good.
- ▮ Passion is the essential ingredient for commitment.
- ▮ A committed organization has fans.

P.S. (Pillar Spark) Questions

1. How can managers show both trust and loyalty to younger employees?

2. For whom or what will you sacrifice?

3. Does your company have “fans” who rave about it to others, and if so, who are those people?

4. How can you build your organization’s fan base?

5. Are you willing to accept full responsibility and spread praise?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 6: CONNECTION

People want to follow, buy from, and be around friends.

Intro

Examples of Connection

- WELCOME
- TRUST EDGE
- CLARITY
- COMPASSION
- CHARACTER
- COMPETENCY
- COMMITMENT
- CONNECTION**
- CONTRIBUTION
- CONSISTENCY
- EXTEND TRUST
- REBUILD TRUST
- GLOBALIZATION
- ONLINE TRUST
- WRAP-UP

Attract

Magnetic Traits	vs.	Repellent Traits
Grateful	vs.	Thankless
Good listener	vs.	Talker only
Talks about ideas	vs.	Talks about people
Sees the positive side	vs.	Constantly complaining
Optimistic	vs.	Pessimistic
Encouraging	vs.	Critical
Honest/Real	vs.	Exaggerating
Sincere	vs.	Fake
Humble	vs.	False Humility
Confident	vs.	Arrogant

Apply it!

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

▶ START _____

|| STOP _____

▶▶ CONTINUE _____

If you have time, consider the following questions:

- How do you demonstrate magnetic traits?
- When do you fall prey to repellent 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?

Bridge

Ask Great Questions

Discovery Questions	Solution Questions
Consider the present and history	Tend to look at the future
Provide context	Explore options
Challenge assumptions	Remove negative, narrow thinking
Bring facts to the surface	Share solutions
Dig to understand problems	Determine next steps
Get to the heart of the issue	Open up possibilities

Curious Questions

Scenario	Top Questions
At a social networking event	When you're not working, what do you love to do?
Conversing with a potential client	What does a home-run look like to you?
Engaging an employee	What could I do to help you do your job better?

List five good questions you could ask to engage and build connection with a prospective client or colleague.

1. _____
2. _____
3. _____
4. _____
5. _____

Collaborate

With Value

What resources do I need? What resources do I have that I could give? Whether it's time, money, skill, insight, energy, etc. what will most help you or others have a break-through?

Deepen

Trust Shield

Each area should reveal:

1. *Background:* The handful of the most impactful, memorable, emotional, or shaping events of your life.
2. *Values:* From the values activity in the Character pillar. These are the underlining principles that guide your life.
3. *Mission:* From the mission statement activity earlier in the Character pillar. This is the purpose statement that drives your life.
4. *Strengths:* The characteristics, abilities, talents, and other unique qualities that you have. Don't be shy—make sure to include the things you do well.
5. *Improvement Areas:* The things you would like to improve. Have courage to admit weaknesses to maximize your ability to grow.
6. *Life Goals:* Some of the key things you want to accomplish in the short and long term.
7. *One Thing:* What one thing would you want said about you if you left the scene today. How would you want to be remembered?

Connection Wrap-up

- ▮ Trust is all about relationships.
- ▮ Engage your staff.
- ▮ Ask great questions. Listen.
- ▮ Care beyond yourself.
- ▮ Collaborate.
- ▮ Be grateful—gratitude is the common trait of the most magnetic people on earth.
- ▮ Avoid complaining.

P.S. (Pillar Spark) Questions

1. How can you more intentionally connect and collaborate with others?

2. If you met a prospective client, what questions would you ask them first?

3. What magnetic trait would you like to increase?

4. And on the other side of that, what is one repelling trait you would like to squelch?

5. Do you make insincere apologies?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 7: CONTRIBUTION

People immediately respond to results.

Intro

Examples of Contribution

Maximize

Maximize with Generosity

Being an effective contributor means giving. We all know those people who only take and never give. Takers are only in relationships to receive and time spent with them is not very gratifying. Givers invest in others. Givers offer time, finances, and other resources to many different things. Givers understand the fundamental truth, “You reap what you sow.” Have you met a natural giver? Aren’t they the happiest people you know? Here are a few ways you can give: Time, Money, Resources, Opportunities, and Help.

Maximize with Productivity

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

What other strategies might you want to implement? How?

Motivate: 6E's

1. Example _____

2. Expectation _____

3. Education _____

4. Encouragement _____

5. Empower _____

6. Extending trust _____

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

Contribution Wrap-up

- ▮ You must deliver results to be trusted.
- ▮ The more you give, the more you receive.
- ▮ Give attention, resources, time, opportunity, and help.
- ▮ Reward results.
- ▮ Delayed decision making increases confusion, clutter, and stress.

P.S. (Pillar Spark) Questions

1. Do you deliver on your promises?

2. Do you accomplish results without damaging the other pillars of trust, such as Compassion?

3. What is a possible Difference Making Action (DMA) you can set for tomorrow?

4. What could you do to motivate greater contribution from those around you?

5. What Daily Contributor Strategies do you plan to implement?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



PILLAR 8: CONSISTENCY

People love to see the little things done consistently.

Intro

Examples of Consistency

Personal Change

Good Habits

Consider these common habit changers. None of these will change your life much if you do it once. However, do just one of these suggestions consistently over time and you will see dramatic change.

- Take the stairs instead of the elevator.
- Eat healthy food.
- Read good books.
- Find a mentor/be a mentor.
- Write in a journal. Pray.
- Plan getaway time.
- Drink water instead of soda.
- Volunteer.
- Exercise.
- Cut TV time.
- Be around great people and imitate them.
- Write thank-you notes.
- Listen to good music or messages.
- Take time to think and dream.
- Go out on a date with your significant other.
- Be grateful.

Write down one little thing that, if you do it consistently for the next ninety days, will change your life for the better in your...

...work: _____

...relationships: _____

...health: _____

...family life: _____

...finances: _____

Trusted Process for Habit Changing

1. Habit I want to change _____
2. Benefits for changing _____

3. Future pain of not changing _____

4. What am I replacing this habit with? _____
5. What resources do I need to change this habit? _____

6. Who could help me change this habit? _____
7. What distractions do I need to remove to change the habit? _____

8. How? _____
9. How? _____
10. How? _____
11. What specific steps will I take to change this habit? _____

12. How? _____
13. How? _____
14. How? _____
15. Are there any specific ways I can reward target behavior? _____

16. Specifically, how can I keep it top of mind? _____
17. In 90 days, my new habit will be: _____

Organizational Change

Organizational Consistency: Brand Audit

A brand is... your reputation... the way you're perceived... the way you are... who you are... what you do... and what you are.

Now, think about what your company's brand is. Think about what it's desired to be. Consider the vision, mission, values, and history. On your own, identify five best words that describe your brand. For example, at Trust Edge Leadership Institute, we would say: "Trust", "Actionable", "Engaging", "Results", and "Development".

5 Brand Words

1. _____
2. _____
3. _____
4. _____
5. _____

How consistent do you think your brand is? Think of everything from frontline people to marketing assets to interfaces that clients have with you on a regular basis. Do they feel the same every time? Do they see the same thing every time?

For example, think about how you feel and experience your experience with a bank:

- At a bank with a teller
- When being recruited to potentially work there
- On the phone with customer service
- Online at the bank website
- When considering to invest in the banks stocks
- When receiving a brochure in the mail

On a scale of 1-10, how consistent is your brand in comparison to that? Circle the number you think is most appropriate:

1 2 3 4 5 6 7 8 9 10

(Organizational Change, cont'd.)

Where is my organization most on-brand? Where is the brand really strong?

Where is my organization most off-brand? Where can we most benefit by increasing consistency?

Ten-Step Process for Instituting Trusted & Lasting Change

Use the space below to imagine a successful process being carried out.

Ten Steps for Lasting Change

1. Build a unified and trusted spearhead team. (Connection, Character, and Commitment)

2. Establish a clear and pressing need for change. (Clarity)

3. Formulate a clear and unifying vision. (Clarity)

4. Build a specific and actionable strategy. (Clarity and Consistency)

5. Enable and equip all shareholders to implement change. (Competency)

6. Act on strategy daily. (Contribution)

7. Share the vision often. (Clarity and Consistency)

8. Celebrate and recognize improvement, big and small. (Compassion)

9. Deepen change by systemizing processes and offering ongoing training. (Competency)

10. Review progress, ensure ongoing integrity, and assess need for future change. (Commitment and Character)

Consistency Wrap-up

- ▮ Consistency leads to trust.
- ▮ Deliver the same every time and you will be trusted.
- ▮ The track record of trust is build over time. There is no other way to lasting success.
- ▮ Don't agree to anything you can't deliver.
- ▮ You increase or decrease trust with every interaction.
- ▮ Trust is earned by consistent action, not just words.

P.S. (Pillar Spark) Questions

1. Are you consistent in words and actions?

2. How could you be more consistent in your communications?

3. How could your organization be more consistent?

4. What one thing, if you did it consistently over the next six months, would change your life?

5. Think of an inconsistent retail experience and how it made you feel. Will you go back?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



EXTENDING TRUST

What is expected of a person will likely be what they aspire to.

Extending Trust

Intelligent Risk = Big Rewards

Add Motivation as a Benefit

Extend Trust to Gain Efficiency and Effectiveness

Accept the Magnitude of your Risk

Keep your Promises

Extending Trust Wrap-up

- ▮ Believing in people and trusting them usually brings out their best.
- ▮ Trust is a great motivator.
- ▮ A culture of trust will improve efficiency and effectiveness.
- ▮ Trust inspires more trust.
- ▮ Consider the real risk of trusting others. The possible good often outweighs the possible harm.
- ▮ Don't let fear rule your life.

P.S. (Pillar Spark) Questions

1. What could you delegate that would create more engagement from others?

2. If you were the victim of a scam or a dishonest person, how did you learn to trust others again?

3. Describe a time when you have been motivated because someone else extended trust to you.

4. Have you inspired others by extending trust to them?

5. How can you avoid trusting those not worthy of trust?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



Extending Trust

It can be safely assumed that loaning money to complete strangers involves a significant risk. Lending money in the developing world, across language and culture barriers, to the working poor, would be much too risky, right? Wrong. This is the business model behind Kiva.org, the world's first micro-lending institution that allows lenders to pick their entrepreneur in the devel-



oping world that is in need of a cash loan. Kiva has been a resounding success, and is a bright and shining example of what happens when trust is extended.

Founded in 2005 by Matt Flannery and Jessica Jackley, the organization has grown from seven loans to Ugandan entrepreneurs (all of which were paid

back in 6 months) to \$66,854,835 being lent by about a half a million people who care about alleviating poverty. Now partnering in 44 countries, almost 100,000 loans have been issued.

The idea behind it is that poor entrepreneurs in developing countries didn't need handouts – they needed loans to build companies that would provide dignity and service to their communities. Communication difficulties, accountability risks, and security issues with sending the money to the borrower, were a few of the challenges. Kiva met these challenges by being trustworthy middlemen, **extending trust to the entrepreneurs and inspiring trust in their lenders.** Kiva is built on trust.

How does this look in practice? In many cases the entrepreneurs Kiva lends to have no other options for loans. Kiva gives the opportunity, and the entrepreneur is highly motivated to succeed. Kiva trusts its entrepreneurs to use the money well and supports them in the process. Through lending partners who have relationships in the communities where loans are issued, accountability is maintained.

On the other side, lenders are moved by the mission, compelled by the 97% payback rate, and engaged by the sharing of personal stories and by the transparency of Kiva. The company gives constant updates on milestone completions by the lenders, as well as communication on lives that are truly changed by the process. They are also quick to notify lenders about failed ventures. Because there is timely, honest communication about the status of the loans, trust truly thrives. Kiva has done what appeared to be an impossible task at first glance.



They have created a way by which the poor in third world nations are empowered to lift themselves out of poverty. By thoughtfully extending trust, families and communities are being positively impacted across the globe.

REBUILDING TRUST

Only when promises are kept can trust be rebuilt.

When Trust is Broken

Plant New Seeds _____

Brand Trust is Weak _____

Moving On _____

Never Burn the Bridge _____

15 Tips To Rebuilding an Organization's Trust

1. Acknowledge the need to address issues.
2. Move quickly to take personal responsibility for your role.
3. Empathetically listen to all involved.
4. Apologize sincerely.
5. Act on a solution or restitution.
6. The more trust has been broken, the larger the re-branding effort.
7. Consider changing the company name—only if you have made real organizational change.
8. If ethical or judgment trust was broken, change leadership.
9. Clarify and share a new trusted vision.
10. Emphasize your commitment to the relationship over the issue.
11. Make and keep promises to customers, stakeholders, and the public.
12. Set up accountability to assure promises and rebuilding efforts are completed.
13. Deliver extraordinary and consistent customer service.
14. Make sure systems support rebuilding efforts.
15. Move on.

Rebuilding Trust Wrap-up

- ▮ When we have broken another’s trust, it is our responsibility to make it right.
- ▮ Trying to rebuild trust too quickly is likely to make things worse, rather than better.
- ▮ The seeds of trust are the small promises you make and keep.
- ▮ Stay away from whatever caused you to lose trust initially.
- ▮ A step toward forgiveness is learning to let go of your own grudges.
- ▮ At some point after an unaccepted apology, you just have to move on.
- ▮ When people stop trusting a company, they project that mistrust on everything associated with it: the product, the people, the services, and more.
- ▮ Sometimes mistrust can only be handled by deep change such as changing the name, logo, or leadership.
- ▮ Relationship trust is the strongest kind of trust. Brand trust is brittle.

P.S. (Pillar Spark) Questions

1. Can you try to rebuild trust by making small promises, and keeping them?

2. Do you agree that relationship trust is the strongest form of trust? Please explain.

3. Have you ever made an apology that was not accepted? Was your apology sincere?

4. Do you find it difficult to forgive people and move on?

5. Does your company need to do some big things to restore trust? If so, what?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



GLOBALIZATION & TRUST

In building trust globally, we must magnify the Trust Pillars.

Deep Trust in a Flat World

Introduction _____

Building Trust Globally _____

Gestures Matter _____

Tips for global interaction

1. Be humble.
2. Be teachable.
3. Be observant.
4. Research customs ahead of time. Find out what is expected.
5. Listen.
6. Be quiet. Most cultures are not as loud as our American culture.
7. Be thankful.

Globalization & Trust Wrap-up

- ▮ Get to know people individually rather than stereotyping.
- ▮ When there are cultural differences, be transparent. Let people get to know the real you.
- ▮ People are more likely to trust others who are like them, and less likely to trust those who are different. Do the extra work to increase trust with those who are different than you.
- ▮ As a team leader, find common ground.
- ▮ Ignoring another culture's feelings or customs leads to skepticism, not trust.
- ▮ Show people they can trust you, and most often they will.
- ▮ Making products overseas can be good business, but not if it costs you your reputation at home.

P.S. (Pillar Spark) Questions

1. Are you open to learning the customs of your vendor or customer overseas?

2. If you had to travel overseas to a client or vendor, what kinds of things would you do or learn about in preparation for the trip?

3. What does it look like to be humble across cultures?

4. What are the benefits and challenges of globalization?

5. How can your organization do more to earn trust internationally?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



ONLINE TRUST

In the online age, reputation moves at the speed of light.

Trust in an Online Age

Introduction _____

Use Email Carefully _____

The Making of a Trusted Online Presence _____

Trusted Online Presence

How might you make your company website more trusted? First “be” trusted by implementing the Eight Pillars in every area of your organization. Then follow these 15 tips for a trusted site:

1. Be simple and clear.
2. Be informative.
3. Make it easy to connect with you.
4. Show real people.
5. Be a member of credible groups and show their logo.
6. Show your history. “
7. Use true client testimonials.
8. Include a FAQ section.
9. Respond quickly.
10. Confirm it.
11. Keep in touch.
12. Avoid too much advertising.
13. Update often.
14. Have and display a strong privacy policy.
15. Offer a generous return policy.

Online Trust Wrap-up

- ▮ The public's trust can change quickly.
- ▮ Customers trust each other more than they trust propaganda.
- ▮ In an online age reputation moves at the speed of light.
- ▮ Be smart with your email use.
- ▮ Create and implement strategies for a trusted online presence.

P.S. (Pillar Spark) Questions

1. Why does doing business online require more trust?

2. What precautions should you take in giving out information?

3. How do you think online retailers have kept such a strong reputation for confidentiality and responsible handling of both customers and providers?

4. What could your organization do to be more trusted online?

P.S. (Pillar Spark) Action

What one idea will you apply from this section? _____



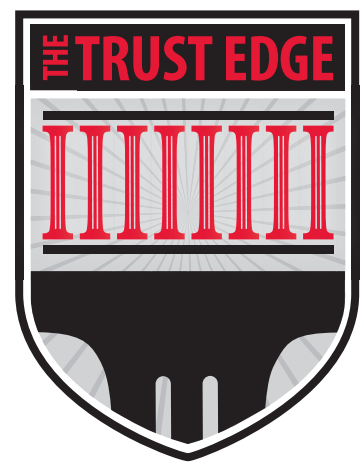
WRAP UP AND CLOSING

Trust multiplies influence and impact.

Courageous Trust

An Environment of Trust _____

Be SMART and Hold on! _____



P.S. Action Items

Transfer your final Pillar Spark Actions here, and circle the three you're going to start doing right away.

Clarity (p. 19) _____

Compassion (p. 27) _____

Character (p. 36) _____

Competency (p. 43) _____

Commitment (p. 49) _____

Connection (p. 55) _____

Contribution (p. 60) _____

Consistency (p. 68) _____

Extending Trust (p. 71) _____

Rebuilding Trust (p. 75) _____

Globalization and Trust (p. 78) _____

Online Trust (p. 81) _____

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