"Incredibly vital message for today!"*–Zig Ziglar,* author/motivational teacher

TRUST EDGE
EXPERIENCE

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

TRUST EDGE
LEADERSHIP INSTITUTE

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THE TRUST EDGE
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GREETINGS
from the author

GREETINGS on behalf of Trust Edge Leadership Institute! Our Trust Edge Experience participants and facilitators are a special group of professionals who understand these concepts can be a game changer, and for some, a life saver! I'm just as interested in helping *people* as I am in helping *organizations*, because organizations don't change, people do. People who live out the 8 Pillars of Trust™ are the best leaders in the world. This is why I am so passionate about **The Trust Edge Experience.**

Please know that this manual was designed just for you, so you can feel completely supported while also infusing your own style and personality into your presentation. I want you to have all the tools you need to be successful!

No matter how much our world changes, the fact remains that lower trust results in longer wait times, higher costs, and less loyalty all around. Trust is the foundation of success! At Trust Edge Leadership Institute, our hope is to inspire actions that drive long-term results and create a high-trust culture for our teams! Together, we can achieve the greatest advantage of all time—THE TRUST EDGE.

With gratitude,

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

Atrophy is guaranteed without intentional action.

THE TRUST EDGE | CLARITY | COMPASSION | CHARACTER | COMPETENCY | COMMITMENT | CONNECTION | CONTRIBUTION | CONSISTENCY | ADD'L RESOURCES

Program Overview

THE TRUST EDGE EXPERIENCE **FOCUSES ON THE 8 PILLARS OF TRUST**™**:** Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution, and Consistency. For each pillar, participants will learn trust concepts, assess personal behaviors, and gain pragmatic skills to put these trusting behaviors into practice with the people they manage and lead.

Audience

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

Program Benefits

The Trust Edge Experience helps you enjoy the greatest competitive advantage of all time—TRUST. Trust ultimately leads to faster results, deeper relationships, and a stronger bottom line. Here are the benefits this program can deliver for your managers and for your organization:

For leaders:

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

As trust increases...

revenue
loyalty
innovation
productivity
retention
morale
output

costs
problems
skepticism
attrition
time to market
stress
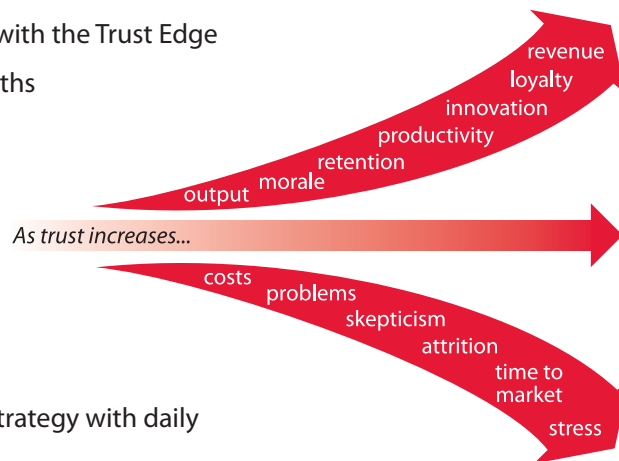
For the organization:

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

Program Design

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

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

- Be able to use the 8-Pillar Framework™ to solve personal and organizational challenges

- Recognize the bottom-line impact of trust

- Understand how the 8-Pillar Framework™ can impact their organization, departments, teams, and personal relationships

- Learn actionable tools and strategies to gain the Trust Edge

- Learn how to transform behaviors and create an action plan for implementing new skills

While this manual is written on a one-day training schedule, the session can be conducted in two half-days or modified to fit other training time frames as well.

THE TRUST EDGE Brand

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

Mission

Our mission is **to develop trusted leaders and organizations.** We know trust will bring faster results, deeper relationships, and a stronger bottom line. We have seen that an environment of trust will bring unprecedented results in any team, company, or community.

Values

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

Brand Description

The Trust Edge brand seeks to balance:

- Trust and integrity, yet fun and engaging
- Passionate and driven, yet grounded
- Confident leadership, yet humble service
- Timeless and classy, yet timely and hip
- Consistent, yet unique
- Focus on trust, yet flexible for all
- Research-based, yet simple and actionable
- Values-based, yet corporate performance

Brand Challenge

To quickly express the relevance and impact of TRUST.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

How to Use These Materials

THESE MATERIALS ARE DESIGNED TO PROVIDE all the information you need to conduct an effective training session. These materials include:

❑ This manual and accompanying materials

❑ Participant's Toolkit or Participant's Guide

❑ Slide deck with embedded video elements

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

Estimated time frames for each agenda section assume a group size of 8-25 people. If your session will have fewer or more participants, it is important to review each step of your agenda and decide how to best modify discussions and activities to accommodate your group size.

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

Icon Key

SAY Follow the script provided

DO *Do the action described*

FOR VIRTUAL: Change actions or script to fit virtual environment.

SHOW *Show the appropriate PowerPoint slide or embedded video*

Terms to Know

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

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

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• Digitize, make electronic or provide via downloading

• Embed video in a PowerPoint or similar presentation software

• Broadcast via intranet, satellite, cable or closed-circuit TV

• Resell, rent, loan or make available to another organization

The Trust Edge Experience materials—including the slides, videos, assessments, Participant's Guide, and this manual—are copyrighted. Unauthorized reproduction is prohibited, and use is limited to certified Trust Edge Coaches. For information or to report unauthorized usage, contact Trust Edge Leadership Institute at 651.340.6555 or Info@TrustEdge.com. *Thank you for your cooperation!*

Preparation Checklist *for* In-Person Event

Location

❑ Choose a quiet meeting room or other relatively secure environment.

❑ Make sure all seats have a clear view of all visuals.

❑ Make sure all seats are arranged so participants can see you and see/talk easily to other participants. (Table rounds or pods of 4-6 work best.)

❑ Make sure you know how to adjust lighting for various activities.

❑ Verify that your meeting place is accessible and equipped for participants with disabilities or special needs.

❑ Make sure you know where emergency exits/weather shelters are located.

Suggested Room Layout
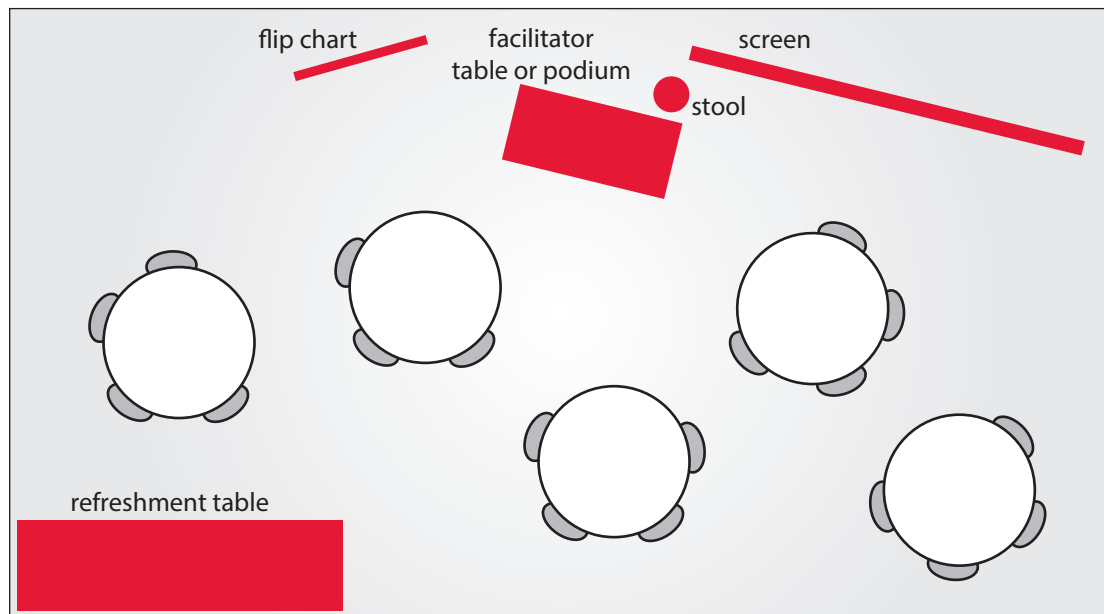
Materials and Equipment Needed for *The Trust Edge Experience*

❑ This manual and accompanying materials

❑ Slide deck and projector to play slide deck with embedded videos. Bring your own clicker to advance slides. Test to make sure the video clips play and that the color and volume are set correctly.

❑ Participant's Toolkit or Participant's Guide (for each attendee)

❑ Flip charts (at least one sheet per attendee)

❑ Flip chart easel

(Checklist, cont'd.)

- ❑ Fresh no-bleed markers (enough for every participant)
- ❑ Sticky notes, two pads for each table
- ❑ Cardstock paper folded in half for name tents (see Trust Edge Platform for template)
- ❑ Name tags for each person—make first name twice as large as last name (see Trust Edge Platform for template)
- ❑ Have on hand: tape, scissors, painters tape
- ❑ Timer
- ❑ A bell/sound effect to get participants' attention after group activities
- ❑ Water for every participant

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

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

Preparation Checklist *for* Virtual Event

General

❑ Plan ahead. Practice content and technology well in advance (with a mock participant if you can!)

❑ Practice the names of participants

❑ Invite individuals to ask questions and share comments by email in advance of the meeting

❑ Consider having backup assistance for your event (scribe, timekeeper, note taker or monitor(s) for the questions/comments in the chat or to join breakout groups)

❑ If applicable, create a designated place for shared documents Google Drive, OneNote, Dropbox, etc

❑ Expect a slightly slower pace than a traditional, in-person meeting.

Internet Connection

❑ Connect to hardwire internet for the highest quality experience

❑ Use a Lan cable instead of a wireless connection

Location

❑ We recommend using Zoom for virtual group events (or any platform that allows you to do breakout groups)

❑ Remove all distractions. Avoid multi-tasking during a meeting. Turn off all notifications, disable email pop-ups, silence phones, and close unnecessary documents.

Audio

❑ Use an external microphone (instead of your device's internal microphone). For ease of use, consider using a headset with a microphone.

❑ Have the microphone close for speaking (approx. 5 inches, depending on the device)

❑ Find a quiet, private space where you won't be disrupted for best quality sound

❑ Stand up (if able) for best voice projection

Video

❑ Use an external video camera and set to landscape format

❑ Set up a nice background or upload a high-quality, professional background image

❑ Wear a solid color or very simple pattern

❑ Raise the computer so the camera is near your eye level

❑ Face toward natural light (window) or turn on a ring light/desk lamp for video clarity

❑ Set participants to Speaker View for presentation and Gallery View for discussions

AGENDA
for
The Trust Edge Experience

The Case for Trust

Pillar 1: Clarity

Pillar 2: Compassion

Pillar 3: Character

Pillar 4: Competency

Pillar 5: Commitment

Pillar 6: Connection

Pillar 7: Contribution

Pillar 8: Consistency

LEARNING OBJECTIVES

The Trust Edge Experience

- ❑ Identify how trust impacts the bottom line

- ❑ Recognize why a lack of trust is your biggest expense

- ❑ Define Trust

- ❑ Explore the 8-Pillar Framework™ for building trust

- ❑ Implement the 90-Day Quick Plan™ process for solving your top challenges

- ❑ Recognize the team/organization's core strategy

- ❑ Practice the ODC Method to clarify expectations, improve business relationships and reduce interpersonal conflict

- ❑ Utilize the SPA Method for appreciating others

- ❑ Discuss accountability and what really works

- ❑ Create your values to increase productivity and make decisions faster, more accurate and less stressful

- ❑ Recognize how to rebuild trust when it has been broken

- ❑ Identify magnetic and repelling traits

- ❑ Apply the DMA Strategy to get the most important things done every day

- ❑ Use the 6 E's of Contribution to delegate and motivate your team to contribute at the highest level

- ❑ Identify your "enders" and "repeaters" to consistently hit peak performance

- ❑ Create a trust shield to look at the most important areas in your life, and apply your strengths in the workplace

- ❑ Develop a 90-Day Quick Plan™ to solve your top challenges

IN-PERSON SETUP

Materials Needed	Goals	Time
❑ Markers ❑ Name tents/name tags ❑ Slide deck with embedded videos ❑ Easel, large sticky sheets and no-bleed markers ❑ Sticky notes ❑ Participant Guides or Toolkits ❑ Facilitation Binder ❑ Bell	• Setting up the learning environment • Welcoming participants	60 minutes

Setup

• Get there first! This demonstrates organization and excitement—and sets a good example.

• Spread a few pads of sticky notes around the room.

• Be sure the room is set up, the equipment works, every seat has a Participant's Guide or Toolkit, and everything is arranged the way you want it.

• Display slide #1 on the screen 15 minutes prior to the session start time.

• Be ready to welcome and greet participants.

If appropriate for your audience, encourage them to share what they are learning in the *Trust Edge Experience* on social media, using #TrustEdge @DavidHorsager.

VIRTUAL SETUP

Materials Needed	Goals	Time
❑ Computer and charger ❑ Video/camera ❑ Reliable internet connection ❑ Microphone or headset ❑ Lighting ❑ Participant Guide or Toolkit ❑ Facilitation binder ❑ Slide deck ❑ Slide clicker ❑ Bell ❑ Optional: whiteboard & markers *or* large sticky sheets & no-bleed markers	• Setting up the learning environment • Troubleshooting any technology issues	1-2 hours

Setup

Be ready early! One of the top ten traits of Trust Edge Certified Partners is "prepared." Being well prepared shows respect for your participants and helps establish a initial level of trust.

Computer
- Remember your charger! Amidst the last-minute details of setup, it is easy to forget the little things like plugging in your devices.
- Confirm that all notifications/alarms are turned off and silenced

Platform
- Re-test the platform at least two hours ahead of the event.
- Make sure you have updated to latest version of your meeting platform.
- Pre-set the breakout room specifications (length of time, randomized or not, countdown timer, etc.)

Audio

- Re-test the audio at least two hours ahead of the event.

- Remember:

    – A headset with a microphone can help improve audio quality

    – Be in a quiet, private space for the least disruption

    – Stand up, if able, for best voice projection

Video

- Re-test the video at least two hours ahead of the event

- Remember:

    – Use an external camera with a professional background

    – Place the camera at eye level. Look into the camera frequently for eye contact with participants

    – Smile!

    – Face toward natural light or use a right light for video clarity

Virtual Meeting Tips

Opening the Event

- Plan for some participants to arrive early; have a slide up that will be displayed 5-10 min prior to the start time.

- Start building connection:

    – While you are waiting to start, invite attendees to respond in the chat to an open-ended question. Explain the purpose: to simply create a bit of connection before jumping into the content. (Ex: "Understanding that there is a lot going on right now, what is currently bringing you joy?")

    – After they have posted in the chat, invite attendees to scroll up the feed to read what others are sharing

- Establish freedom and respect: Tell participants that they can sit, stand, or move around as needed. Acknowledge that this is a smart group of learners, leaders, etc.

During the Event

- Plan ahead for kindly acknowledging late arrivals; before or after breaks works well (Ex: "Welcome, _____. Glad you could be here!").

- Be energetic! Bring encouragement and vibrance to your facilitation by using positive reinforcement, smiling, and celebrating small wins (silent clapping or thumbs up is effective).

- When speaking, look directly into the camera to create best eye contact with the participants.

- Smile!

- Address participants by name when talking directly to them.

- Allow brief pauses to think and reflect before calling for an out loud response.

- Establish clear expectations and instructions for participation: raising hand, etc.

- Set a defined time period during the meeting to address concerns, questions, and top-of-mind thoughts. This helps the session stay focused while still addressing immediate concerns or issues.

Taking Breaks

- Build in time for participants to have moments to reset.

- During a long virtual training, plan on a higher frequency of very brief breaks to maintain energy.

Closing the Event

- Be respectful by ending the meeting on time. Be prepared to cut part of the agenda, if needed.

- Use a powerful and personal closing story to finish the meeting.

- Invite participants to share a highlight from the meeting.

- After a meeting, participants may linger and discuss topics of the day. Encourage camara-derie and tell them how long the meeting will remain open!

Engagement Techniques

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

Breakout Groups

- Randomize or pre-select your small groups.

- Practice using breakout groups on your platform

- Kindly and quickly establish who will share first in a breakout—every minute is valuable!

- Plan specific lengths and times for breaks/breakout groups (Ex: "We'll take 10 minutes and come back to together at 0:00PM CST.")

- As a leader, consider joining different sub-groups throughout your event.

Shout-outs

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

Discussions

- Have a backup plan! Be ready with extra questions, thoughts, and takeaways so the entire time is used well.

- Set clear expectations for discussion lengths. Allow extra discussion time virtually to counteract any digital complexity. Consider using a visual countdown timer as well.

White board

- To increase interaction, consider using an online whiteboard to visually discuss topics.

- Set up your whiteboard in advance. Practice multiple times prior to the meeting!

Group response system

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

Music

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

OPENING & CASE FOR TRUST

Trust multiplies influence and impact.

Materials Needed	Concepts & Tools	KEY IDEAS
❑ Name tents/nametags ❑ Participant materials ❑ Slide deck with embedded videos ❑ Sticky notes ❑ Timer ❑ Bell or chime ❑ *Trust Outlook®* magazine	• Define Trust • Impact of Trust • Define The Trust Edge • 8 Pillars of Trust™	☆ **Trust is NOT a soft skill.** ☆ **A lack of trust is your biggest expense.** ☆ **Everything of value is built on trust.**

Arrival

DO *Greet participants as they enter the room. Make as many warm connections as possible.*
FOR VIRTUAL: Be prepared to welcome participants with connection questions.
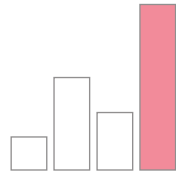
SAY Come on in! Find a seat next to others you don't know well.

Please write your name in large letters on both sides of your name tent. *(If not printed or written ahead of time.)*

DO *Repeat as needed until it's time to begin.*

SAY Welcome to *The Trust Edge Experience*! I'm glad everyone is here today.

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

THE CASE FOR TRUST

#1 reason

people want to work for an organization:
Trusted leadership.

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

Notes

_____

_____

_____

_____

In every interaction,
we increase or decrease trust.

Define Trust

Trust is _____

…to do what is right

…to deliver what is promised

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

DO *Make connections to warm them up: ask how they traveled in, call out people, etc.*

SAY Feel free to have your workbook open!

Let's take a look at why we're here. Today I'll be "team teaching" with the expert on trust, David Horsager.

DO *Introduce yourself to the participants. This is an editable slide so feel free to include some interesting facts or a photo to help you make a warm introduction.*

SHOW *Slide (trust quote)*

DO *Read the slide.*

> "
> Everything of **value**
> is built on **trust.**

SAY Now, since we are talking about trust today, some of you might be wondering if we're going to do trust falls. Well, here is your trust fall...
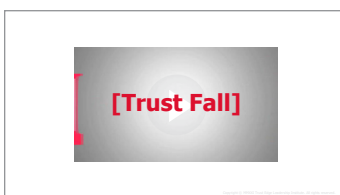
SHOW *Trust Fall video*

[Trust Fall]

SAY Let's avoid that and instead, jump back into it!

THE CASE FOR TRUST
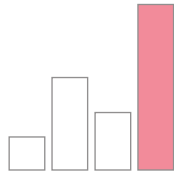
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(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

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_____

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NOW HOW?

Roadmap
- Today's agenda
- Questions/freedom
- Biases

SHOW *Slide (roadmap)*

DO *Explain your agenda for the day and approximate times for breaks. Acknowledge that questions can be asked at any time and that participants can feel free to stand up and move around as needed!*

Biases
1. **Research:** 8 Pillar Framework™ & Trust Outlook®
2. **Relevance:** Start with Ourselves, Simple & Usable, Globally Applicable
3. **Reinforcement:** Variety, Handwriting, & Resources

SHOW *Slide (biases)*

SAY We have a few biases in the way we go about this trust work:

1. It has to be research-based.

2. This work has to be relevant to each of us.

3. The Framework and tools are shared in a varied approach with a blend of learning styles from reflection and discussion to videos and activities.

Trust is...

SHOW *Slide (climbing buddies)*

SAY What words come to mind when you hear the word *trust*? Go ahead and shout them out.

FOR VIRTUAL: Ask participants to unmute themselves and shout out what words come to mind.

DO *Acknowledge what people say. Always restate what participants say so all can hear.*

Trust is...

SHOW *Slide (bike jump)*

SAY So we have to define trust. Who wants to be the last guy?

THE CASE FOR TRUST
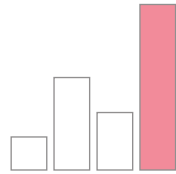
#1 reason
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(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

_In every interaction,
we increase or decrease trust._

Define Trust

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NOW HOW?

Trust is...

SHOW *Slide (trapeze)*

SAY These two have trust.

Trust is...
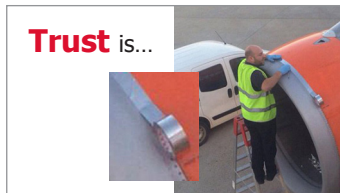
SHOW *Slide (airplane motor)*

SAY How about this one?

Trust is...
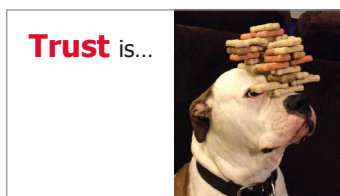
SHOW *Slide (doggie biscuits)*

SAY Even animals have a perspective on trust.

Trust is...

SHOW *Slide (climbing buddies)*

SAY At first, we can think it takes a long time to build trust and yet, in a moment, like 9/11, complete strangers trusted each other if they were running the same direction.

We can think confidence is trusted until it turns to arrogance. We can think transparency is trusted, but so is confidentiality.

So what is trust?

THE CASE FOR TRUST
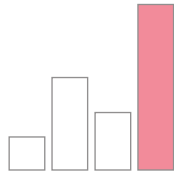
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NOW HOW?

Trust is...

a confident belief in a **person**, **product**, or **organization**

Slide (Trust is)

SAY We define it this way…

Trust is <u>a confident belief in a person, product, or organization</u> to:

- Do what is right

- Deliver what is promised

- Be the same every time, whatever the circumstances

The opposite of trust is skepticism and there's a huge cost to that.

The Trust Edge is...

...the **competitive advantage** gained when others confidently believe in you.
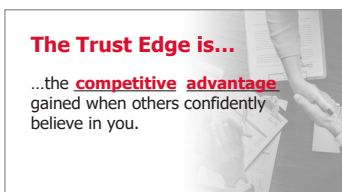
SHOW *Slide (Trust Edge is)*

SAY When you create this confident belief in your team, your organization, or your product, you gain an incredible advantage that we call The Trust Edge.

CLARITY

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ADD'L RESOURCES

THE CASE FOR TRUST

#1 reason

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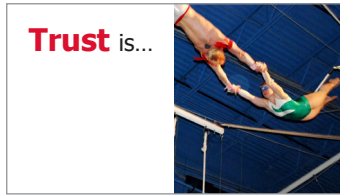_____

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CONSISTENCY

NOW HOW?

Structuring the Day

Introductions
- My name is…
- My role is…
- My biggest hope is…

SHOW *Slide (Introductions)*

SAY We're going to be doing a lot of work together. It helps to know and trust each other as we work together, so please take 30 seconds each to share with those at your table/in a breakout room.

- your name,
- your role, and
- your biggest hope for the day.

DO *Let them know you'll use a bell/sound effect to get their attention at the end of each activity.*

SAY You only have 30 seconds each. Ready? Go!

DO *Allow time for sharing.*

FOR VIRTUAL: *Use breakout rooms of 3-5 people, or stay together, depending on the size of your group.*

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Define "The Trust Edge"

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

83% of Americans say they would
not follow a leader they don't trust.
—Trust Outlook®

Did You Know...

- Mistrust doubles the cost of doing business.
    —John Whitney, Director for Quality Management, Columbia University

- 80% of people stop buying products or services from companies when their trustworthiness comes into question.
    —Edelman Trust Barometer

- Costs were five times higher with the least trusted supplier than with the most trusted supplier.
    —Jeffrey Dyer and Wujin Chu, DSpace

- Companies with high trust levels outperform those with low trust levels by 186%.
    —Watson Wyatt, Work USA

- More than 13 million Americans invested over $100,000 based purely on trust.
    —Trust Outlook®

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

- The number one reason people want to work for an organization is trusted leadership.
    —Trust Outlook®

Case for Trust

SHOW *Slide (case for trust)*

The Case for Trust

SAY Let's go ahead and dive into why trust matters in our work and life.
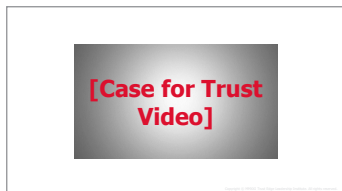
SHOW *Case for Trust video*

[Case for Trust Video]
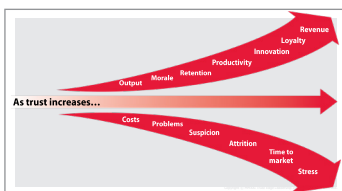
SHOW *Slide (impact of trust)*

SAY So this is the infographic from the original research out of Trust Edge Leadership Institute.

Every time trust increases just a little bit, output, morale, retention, productivity, innovation and loyalty all went *up*.

And every single time cost, problems, skepticism, suspicion all went *down*.

SHOW *Slide (lack of trust)*

A **lack of trust** is your **BIGGEST expense**.

SAY A lack of trust always costs. Think of a lock. Why do I put a lock on anything? Because I don't trust someone. What is the cost? A couple dollars for the lock? But the biggest cost is *time*. Now I have to undo the lock every time.

Impact of Trust

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

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

revenue
loyalty
innovation
productivity
retention
output morale

As trust increases...

costs
problems
suspicion
attrition
time to market
stress

The Cost of Low Trust

A lack of trust is costing me $ _____

A lack of trust is costing my team $ _____

A lack of trust is costing my organization $ _____

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

WELCOME
TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
NOW HOW?

Impact of Trust

The Trust Outlook

A look at the landscape and impact of trust across divisions and around the world.

SHOW *Slide (Trust Outlook)*

SAY The Trust Outlook® is the annual study out of the Institute. Here is some of the data...

#1 reason people want to work for an organization?

Trusted Leadership!
-Trust Outlook®

SHOW *Slide (#1 reason)*

DO *Read slide.*

Half of all ~~PROFESSIONALS~~ **PEOPLE** would work longer hours... be a better team player... be more loyal... **IF** they **trusted** senior leadership more.
-Trust Outlook®

SHOW *Slide (Half)*

DO *Read slide.*

48% of all Americans have **invested $1,000** or more based **purely on trust.**
-Trust Outlook®

SHOW *Slide (48%)*

DO *Read slide.*

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

SHOW *Slide (13 million)*

DO *Read slide.*

92% of people would trust their senior leader **MORE** if they were **more transparent** about their mistakes.
-Trust Outlook®

SHOW *Slide (92%)*

DO *Read slide.*

THE TRUST EDGE

CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

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.

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revenue
loyalty
innovation
productivity
retention
output morale

As trust increases...

costs
problems
suspicion
attrition
time to market
stress

The Cost of Low Trust

A lack of trust is costing me $ _____

A lack of trust is costing my team $ _____

A lack of trust is costing my organization $ _____

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

SHOW *Slide (9 out of 10)*

DO *Read top two statistics.*

9 out of **10** Americans would **not refer** the products or services of an organization they don't trust.
-Trust Outlook®

SHOW *Slide (destroys)*

What **destroys trust**?

SAY What destroys trust? Go ahead [unmute yourself] and shout out some ideas.

DO *Allow discussion for 1 minute. Acknowledge responses.*

#1 question everyone is asking about you.....
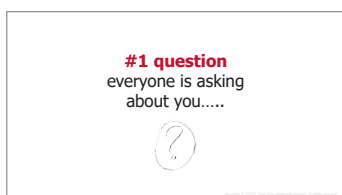
SHOW *Slide (#1 question)*

SAY The #1 question everyone is asking about you is not "Do I like you?" It's "Can I trust you?"

DO *Read slide.*

The Cost of Low Trust

What is a lack of trust costing?

SHOW *Slide (lack costing)*

SAY What do you think a lack of trust is costing you? What about your team and your organization? What word or even dollar amount can you identify? Go ahead and write it down.

DO *Allow 2 minutes for reflection.*

8 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 those who are willing to connect and collaborate.* 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. *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.

8 Pillars of Trust™

8 Pillars That Drive Results
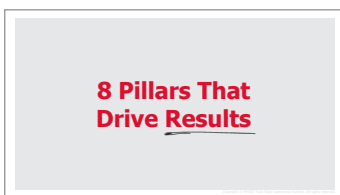
SHOW *Slide (drive results)*

SAY Trust costs in every area. Just to be clear, this does not mean that we should trust everyone. There are good reasons not to trust!

DO *Give examples of reasons not to trust.*

PILLARS of TRUST

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

SHOW *Slide (8 pillars)*

SAY So if trust actually matters, how do we build it? *The Trust Edge* outlines the 8 Pillars of Trust™ that research has uncovered as the commonalities of the greatest leaders and organizations of all time.

Clarity: People trust the clear and mistrust the ambiguous.

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

Character: People notice those who do what is right over what is easy.

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

Commitment: People believe in those who stand through adversity.

8 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.

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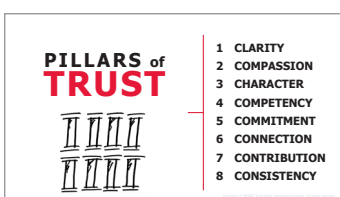
Connection: People want to follow, buy from, and be around those who connect and collaborate.

Contribution: People immediately respond to results.

Consistency: People love to see the little things done consistently.

We noticed, to really gain The Trust Edge, you need all 8 pillars. They work together. A weakness in any one will undermine your overall trustworthiness.

But where you build genuine trust, you gain this incredible advantage: The Trust Edge.
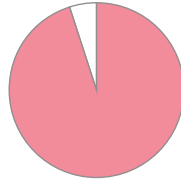
CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

PILLAR 1: CLARITY

People trust the clear and distrust the ambiguous.

95%
of workers are unaware of their
company's top objectives.
(HP Insider Series)

Notes

_____

_____

Clarity

Two Major Areas of Clarity

1. _____   2. _____

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

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

PILLAR 1: CLARITY

People trust the clear and distrust the ambiguous.

Materials Needed	Concepts & Tools	KEY IDEAS
❏ Participant materials ❏ Slide deck with embedded videos ❏ Bell or chime ❏ Timer	• Two Sides of Clarity • Strategic Clarity - 90 DQP • Communication Clarity - Expectations: ODC	☆ People trust the clear and they distrust the ambiguous or the overly complex. ☆ Most people think that they are being clear, when they're actually not.

Intro

SHOW *Slide (Clarity)*

SAY The first pillar of the greatest leaders and organizations of all time is Clarity.

We spend extra time on the Clarity pillar for two main reasons. 1) Clarity is an area where you can quickly see results, and 2) because if you and I are not clear, it's hard to build the other pillars!

People **trust the clear**, but **distrust the ambiguous.**

SHOW *Slide (Clarity quote)*

SAY People trust the clear, but distrust the ambiguous. They also mistrust the overly complex!

PILLAR 1: CLARITY

People trust the clear and distrust the ambiguous.
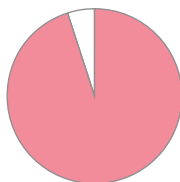
95%
of workers are unaware of their
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(HP Insider Series)

Notes

_____

_____

Clarity

Two Major Areas of Clarity

1. _____   2. _____

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THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

SHOW *Clarity video*

[Clarity Video]

SHOW *Slide (closed)*

SAY A few Clarity slides for you. I like this one.

SHOW *Slide (boneless)*

SAY How about this one?

SHOW *Slide (septic)*

SAY These guys are clear.

95% of all workers are **unaware** of their company's top objectives.
-HP Insider Series
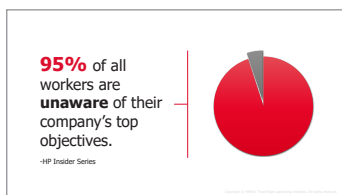
SHOW *Slide (95%)*

DO *Read the slide.*

SAY Clarity is a huge problem.

2 Areas of Clarity
1. **Strategic** Clarity
2. **Communication** Clarity

CLARITY

SHOW *Slide (2 areas)*

SAY There are two major areas of clarity. The first is strategic clarity and the second is communication clarity.

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

PILLAR 1: CLARITY

People trust the clear and distrust the ambiguous.

95%
of workers are unaware of their
company's top objectives.
(HP Insider Series)

Notes

_____

_____

Clarity

Two Major Areas of Clarity

1. _____   2. _____
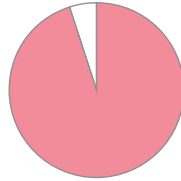
*Conflict and crisis
are your greatest opportunities
to build trust the fastest.*

Strategic Clarity

2 Areas of Clarity
1. **Strategic** Clarity
2. **Communication** Clarity

SHOW *Slide (strategic)*

SAY First, strategic clarity. Strategic clarity affects everything from an organization's mission to daily priorities.

*If you are not **sharing** your mission and vision **every 21 days**, no one knows them.*

SHOW *Slide (if you have more)*

SAY Whether you're a solopreneur or a multinational organization, it's critical to know and share your mission and key priorities at least every 21 days. The annual meeting isn't enough! The only reason to have a mission is so we can make decisions by it on a consistent basis.

Unclear Priorities=Misalignment

SHOW *Slide (misalignment)*

DO *Read the slide.*

SAY In this example, there is misalignment. The lower levels of the organization are not doing the top 3 priorities.

Clear Priorities=Alignment
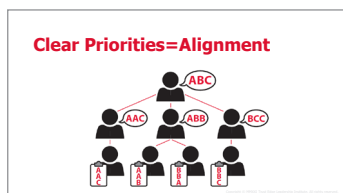
SHOW *Slide (alignment)*

DO *Read the slide.*

SAY In this example, there is alignment. If your company's priorities are ABC, then everyone should be doing some combination of A, B, and C, never D, E, or F.

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

90-Day Quick Plan™

90 DQP goal/result I hope to achieve: _____

1. W_____ am I now? _____

2. W_____ do I want to be in 90 days? _____

3. W_____ am I going? _____

4. H_____ am I going to get there? _____

5. H_____ am I going to get there? _____

6. H_____ am I going to get there? _____
   (Include the who, when, and where if needed)

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

—Trust Outlook®

Someone might be tasked with spending 100% of their time on A, for example, but they are still moving the company's priorities forward. Another employee might be spending their time on BBC, and so forth.

One of the VP's we've worked with said, "We knew we were doing it right when we heard the echo—what we were saying repeated back to us!"

SHOW   *Strategic Clarity video*

Strategic Clarity: 90DQP

90-Day Quick Plan

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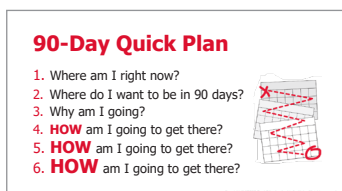
SHOW   *Slide (90DQP)*

DO   *Click and read through the slide.*

SAY   This tool under Strategic Clarity is critical for making real change and getting absolutely clear. 90 days is so key. 21 days is too short, and a year is too long. In 90 days you can change a neural pathway!

Clear Communication

Communication is: _____

Communicate Clear Expectations

ODC = _____

Areas	Description	Examples
O = Outcome	• Give vision by explaining context & purpose • Be specific • Give helpful suggestions	Not "Increase sales", but "Sell 2,000 units/ month"
D = Deadline	• Be specific • Clarify adjusted priorities	Not "Get that to me soon", but "Can you show me that by Friday at 2 pm?"
C = Clarifiers	*From the Requester:* • Summarize it • Write out agreements for more complex outcomes • Make recommendations	"Do you have all the resources you need to complete this on time?" "Do you have any questions about my expectations?"
	From the Clarifier: • Take notes • Drill down for clear understanding	"Do you want it more like this or more like that?" "Can I skip tomorrow's meeting to get this done?"

ODC Notes

_____

_____

_____

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

3 Questions To Clarity

1. HOW?
2. **HOW**?
3. **HOW**?

SHOW *Slide (3 questions)*

SAY Remember, you have to ask How? How? How? until you have an action so specific you can do it today or tomorrow. The final How? includes the *Who?* the *When?* and the *Where?*, if needed.

Ok, now go ahead and take a few minutes to fill out your own 90-Day Quick Plan™.

You can practice it by creating a plan for an area of your *personal* life. For example, you might want to better a relationship, improve your physical health, or learn something new.

DO *Take time to receive a few examples from the group. Push them with more "How's" if their answers are not specific enough.*

Communication Clarity

2 Areas of Clarity

1. Strategic Clarity
2. **Communication** Clarity

CLARITY

SAY We've just covered one side of Clarity —Strategic.

The second side of Clarity is Communication. If we don't communicate clearly, the strategy doesn't matter.

DO *Consider sharing Caribou BAMA story from the Participant's Guide or another story that would highlight Communication Clarity.*

Clear Communication

Communication is: _____

Communicate Clear Expectations

ODC = _____

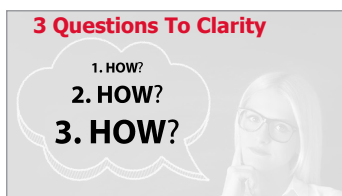| Areas	Description	Examples
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	From the Clarifier: • Take notes • Drill down for clear understanding	"Do you want it more like this or more like that?" "Can I skip tomorrow's meeting to get this done?"

ODC Notes

_____

_____

_____

SHOW *Communication video*

[Communication Clarity Video]

SHOW *Slide (#1 action)*

DO *Read slide.*

#1 action that increases tenure is **open, honest communication** in the workplace.
-Trust Outlook®
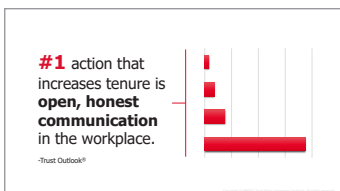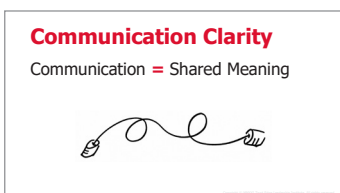
SHOW *Slide (shared meaning)*

Communication Clarity

Communication **=** Shared Meaning

SAY We define communication as shared meaning.

SHOW *Slide (ODC Method)*

ODC Method
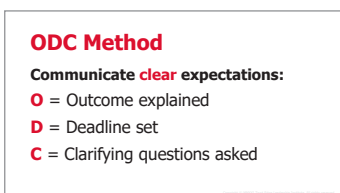
Communicate clear expectations:
O = Outcome explained
D = Deadline set
C = Clarifying questions asked

SAY The ODC Method is one great way to improve clarity in communication and get better results.

From what we've seen, most people think they're clear, when in reality, they're not. Let's just try something. Go ahead and find a partner.

DO *Point out where the ODC descriptions are in the Participant's Guide.*

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

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 cost 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. So after 286 successful days in space and expectations for celebrating entering Mars' orbit, both teams instead spent September 23rd investigating why their satellite sailed straight past its target. A lack of clarity can be very costly.

Clarity Applied

What is my top Clarity goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

Clarity Applied!

What is your top **clarity** goal?
- How?
- How?
- How?

SAY   In your workbooks, at the end of each Pillar, there is an area for you to write down one specific idea you would like to use or do differently going forward.

Ask yourself, "How specifically can I build clarity, which builds trust?" Then transfer your final "How?" to the back of your workbook.

Pillar Wrap-up

> " People **trust the clear**, but **distrust the ambiguous**.

SAY   Clarity is one of the fastest pillars you can apply to start building trust. You can do it and see results in two weeks.

So here's where we are — we have the Case for Trust, the 8-Pillar Framework™, the first pillar of Clarity, and key ideas under Clarity that we can apply to start building trust right away.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

PILLAR 2: COMPASSION

People put faith in those who care beyond themselves.

#1

reason people leave an organization
is because they feel unappreciated.

(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

_____

_____

_____

The LAWS of Compassion

L = _____

A = _____

SPA Method of Appreciation

S= _____

P= _____

A= _____

W= _____

S = _____

WELCOME
TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
NOW HOW?
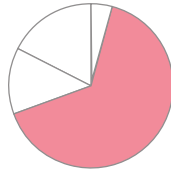
PILLAR 2: COMPASSION

People put faith in those who are beyond themselves.

Materials Needed	Concepts & Tools	KEY IDEAS
❑ Participant materials ❑ Slide deck with embedded videos ❑ Timer ❑ Bell or chime ❑ Thank you cards	• Appreciate: SPA	☆ **Intent matters.** ☆ **Don't underestimate the power of actually caring.**

Intro

COMPASSION

SHOW *Slide (Compassion)*

SAY The second pillar of trust is Compassion.

People put faith in those who **care beyond themselves**.

SHOW *Slide (Compassion quote)*

DO *Read slide.*
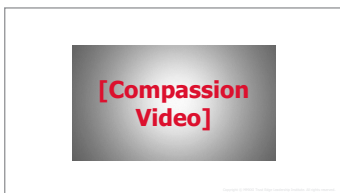
[Compassion Video]

SHOW *Compassion video*

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

PILLAR 2: COMPASSION

People put faith in those who care beyond themselves.

#1

reason people leave an organization is because they feel unappreciated.

(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

_____

_____

_____

The LAWS of Compassion

L = _____

A = _____

SPA Method of Appreciation

S= _____

P= _____

A= _____

W= _____

S = _____

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY
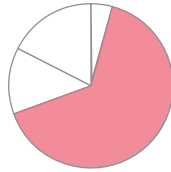
ADD'L RESOURCES

SHOW *Slide (bird pile)*

SAY Many organizations are like this: "I'm up here. You're down there. Poop on you."

The best organizations are different; they have cultures where people actually care.
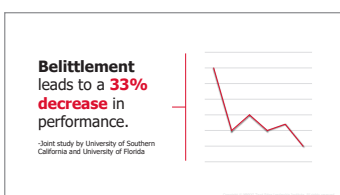
SHOW *Slide (33% decrease)*

SAY Here's a study that found belittlement led to a 33% decrease in performance.

SHOW *Slide (39% fewer)*

SAY The same study also found it caused 39% fewer brainstorm ideas.

One of the key words under the Compassion pillar is "intent." We must have good intent beyond ourselves.

SHOW *Slide (LAWS of Compassion)*

SAY There are four key ways we show compassion in the workplace. We call them the LAWS of Compassion.
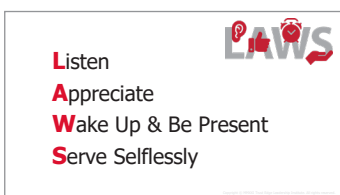
SHOW *Slide (LAWS)*

SAY L, "listen." A, "appreciate." W, "wake up." S, "serve selflessly."

PILLAR 2: COMPASSION
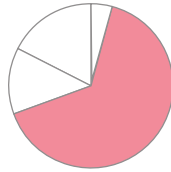
People put faith in those who care beyond themselves.

#1

reason people leave an organization
is because they feel unappreciated.

(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

_____

_____

_____

The LAWS of Compassion

L = _____

A = _____

SPA Method of Appreciation

S = _____

P = _____

A = _____

W = _____

S = _____

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Listen
Appreciate
Wake Up & Be Present
Serve Selflessly

SHOW *Slide (listen)*

SAY Practice listening well to increase compassion.

Listen
Appreciate
Wake Up & Be Present
Serve Selflessly

SHOW *Slide (appreciate)*

SAY Appreciation is powerful. You can lead up, down, and sideways with appreciation.

#1 reason
people leave an
organization?

**Not feeling
appreciated.**
-Trust Outlook®
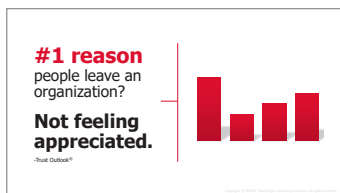
SHOW *Slide (#1 reason)*

SAY The Trust Outlook® found the #1 reason people leave an organization is because of not feeling appreciated.

SPA Method

Meaningful appreciation is:
- Specific
- Personal
- Authentic
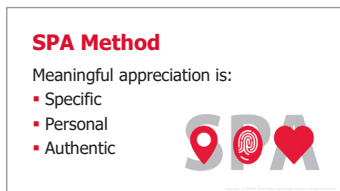
SHOW *Slide (SPA)*

SAY The *way* we show appreciation matters.
"S" stands for specific. If you can make your appreciation specific, it will have more impact.

"P" is personal. This doesn't mean get rid of award events, but often a personalized form of appreciation is remembered.

The "A is for authentic. People can smell a fake thank you from a mile away.

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

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NOW HOW?

PILLAR 2: COMPASSION

People put faith in those who care beyond themselves.

#1

reason people leave an organization
is because they feel unappreciated.

(Trust Edge Leadership Institute, *Trust Outlook*)

Notes

_____

_____

_____

The LAWS of Compassion

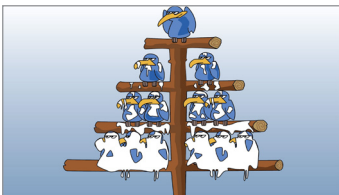L = _____

A = _____

SPA Method of Appreciation

S= _____

P= _____

A= _____

W= _____

S = _____

> **Sincerity** is the key component of **appreciation**.
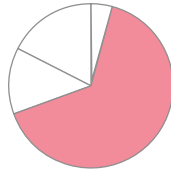
SHOW *Slide (DH quote)*

DO *Read slide.*

[Consider adding a personal story of appreciation here.]

Appreciate 5 People

1. _____
2. _____
3. _____
4. _____
5. _____
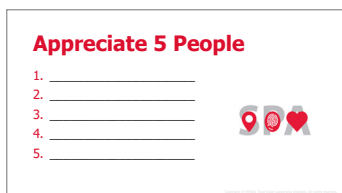
SHOW *Slide (appreciate 5 people)*

SAY Now let's put it into action. List five people to whom you want to show appreciation. Circle one and write them a note of appreciation!

Go ahead and take a few minutes to do that now.

DO *Allow 2 minutes for activity.*

Listen
Appreciate
Wake Up & Be Present
Serve Selflessly
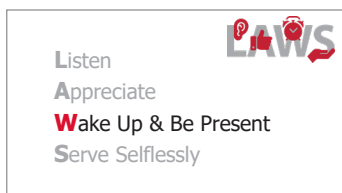
SHOW *Slide (wake up)*

SAY Back to the LAWS of Compassion. The "W" stands for wake up and be present.

> It's super difficult to build **empathy and trust** in the **presence of a cell phone**.
> -Dr. Frances Frei
> Harvard Business School

SHOW *Slide (cell phone)*

SAY Dr. Frei's work out of Harvard is interesting. She said, "It's super difficult to build empathy and trust in the presence of a cell phone." So we have to wake up and be present to show compassion.

Ways to Show Appreciation

- Send a handwritten note.
- Provide peer or public acknowledgement from a meaningful source.
- Send a gift basket related to their tastes, hobbies, or interests.
- Call someone who's gone the extra mile.
- Give verbal praise.
- Listen to their needs and expectations.

- Sponsor valuable training.
- Celebrate accomplishments and good work.
- Offer compassion and flexibility.
- Encourage work/life balance.
- Listen to feedback.
- Take action on new decisions. (Not delivering on promises destroys motivation.)

APPLY IT! List five people to whom you want to communicate appreciation, then write a note of appreciation to one of them using the SPA Method..

1. _____ For what, specifically? _____
2. _____ For what, specifically? _____
3. _____ For what, specifically? _____
4. _____ For what, specifically? _____
5. _____ For what, specifically? _____

Compassion Applied

What is my top Compassion goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES
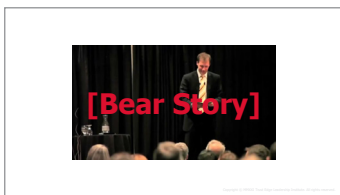
SHOW *(bear attack video)*

[Bear Story]
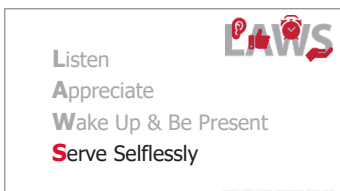
SHOW *Slide (serve selflessly)*

Listen
Appreciate
Wake Up & Be Present
Serve Selflessly

SAY And lastly "serve selflessly." Seek out opportunities to serve others without the expectation of anything in return.

SHOW *Slide (Angelou quote)*
DO *Read slide.*

> People will forget what you **said**, people will forget what you **did**, but people will never forget how you **made them feel**.
> -Maya Angelou

Pillar Wrap-up

Compassion Applied!

What is your top compassion goal?
- How?
- How?
- How?

SHOW *Slide (Compassion applied)*

SAY Go ahead and write down one specific idea you could do in the next 90 days to build compassion, which builds trust.

Then transfer your final "How?" to the back of your workbook.

> People put faith in those who **care beyond themselves**.

SHOW *Slide (Compassion quote)*

SAY Remember the Compassion pillar means we care and have interest beyond ourselves.

PILLAR 3: CHARACTER

People notice those who do what's right over what's easy.
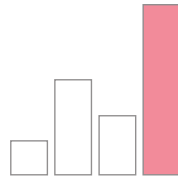
#1

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

(American Management Association)

Notes

A single lie destroys a whole reputation of integrity.

—Baltasar Gracian Y Morales, Jesuit scholar & philosopher

WELCOME

TRUST EDGE

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CONSISTENCY

NOW HOW?

PILLAR 3: CHARACTER

People notice those who do what is right over what is easy.

Materials Needed	Concepts & Tools	KEY IDEAS
❑ Participant materials ❑ Slide deck with embedded videos ❑ Timer ❑ Bell or chime	• Decision-making Values • Organizations of Character	☆ **Do what is right, not what is easy.** ☆ **Individuals and organizations can cultivate deeper character no matter the age.** ☆ **A lack of character always costs, even if sometimes hidden.**

Intro

CHARACTER

SHOW   *Slide (Character)*

SAY   The third pillar of trust is Character.

> **"** People notice those who **do what is right** over what is easy.

SHOW   *Slide (Character quote)*

DO   *Read slide.*
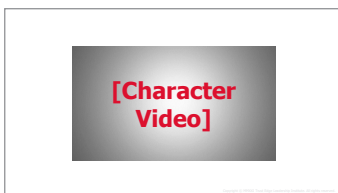
[Character Video]

SHOW   *Character video*

Decision-Making 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, cultural background, or belief system…whether you are sharing an acknowledgment or delivering a tough message…whether you agree with them or not.

Values can be individual words, though they are often more powerful when created as a phrase.

Examples of Value Words

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

Examples of Value Phrases

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

My Decision-Making Values

1. _____

2. _____

3. _____

4. _____

5. _____

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

_____

_____

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

SHOW *Slide (3 questions)*

DO *Read slide.*

3 QUESTIONS FOR **CHARACTER**

SHOW *Slide (follow you)*

DO *Read slide.*

SAY Many leaders are most liked and admired from those farthest from them, but the greatest leaders are most respected and trusted by those closest to them.

Would *you* follow you?
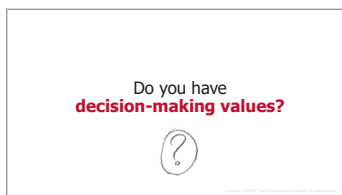
SHOW *Slide (do you have)*

DO *Read slide.*

Do you have
decision-making values?

SHOW *Slide (decision-making values)*

SAY One way we can benchmark our own character is by creating decision-making values. Take a few minutes on your own in your workbook to identify the **top five values** by which you make decisions.

Decision-Making Values
1. _____
2. _____
3. _____
4. _____
5. _____

Decision-Making 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, cultural background, or belief system…whether you are sharing an acknowledgment or delivering a tough message…whether you agree with them or not.

Values can be individual words, though they are often more powerful when created as a phrase.

Examples of Value Words

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

Examples of Value Phrases

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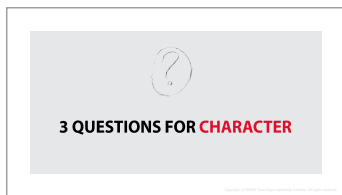- See the problem, own the problem.

My Decision-Making Values

1. _____

2. _____

3. _____

4. _____

5. _____

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

_____

_____

You can use the list in your workbook to help spur your thinking. You might consider values held by your culture, heritage, family, passions, and convictions, but remember, these values aren't your *life priorities* like family, faith, or friends. These are *values* that guide the decisions you make.

DO   *Allow 3 minutes.*

SAY   OK, let's hear a few values you came up with.

DO   *Take time to hear 2-3 responses from the group.*
FOR VIRTUAL: *Encourage participants to unmute and share responses.*

Do you **incentivize against** the character you want to see?

(?)
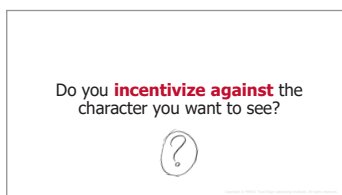
SHOW   *Slide (incentivize)*
DO   *Read slide.*

SAY   At least once a year, ask yourself and your organization, "Is there any way we are incentivizing against the character we want to have?" Certain sales programs can reward negative character traits if we're not careful.

Do what needs to be done, **when** it needs to be done, *whether you feel like it or not.*
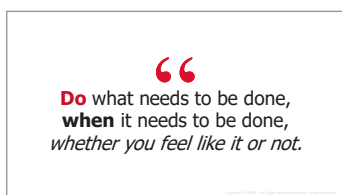
SHOW   *Slide (do what needs to be done)*
SAY   High-character leaders do what needs to be done, when it needs to be done, whether they feel like it or not.

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

Organizations of Character

1. D _____
2. C _____
3. H _____
4. A _____
5. R _____
6. D _____
7. S _____

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

Character Applied

What is my top Character goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

Organizational Character

Organizations of Character
1. Define it
2. Communicate it
3. Hire it
4. Assess it
5. Reward it
6. Discipline it
7. Systemize it

SHOW *Slide (organizations of character)*

DO *Encourage participants to take notes. Feel free to expand on these at your discretion.*

SAY How do you create an organization of character?

1. Define it. (What does high character look like here?)

2. Communicate it. (Often).

3. Hire it. (Look for character at the very start.)

4. Assess it. (Trust Edge measurement tools are one way to do this.)

5. Reward it. (Some organizations even give out Pillar awards!)

6. Discipline it. (Have a consequence for low character.)

7. Systematize it. (Create ongoing reinforcement that encourages high character.)

Pillar Wrap-up

Character Applied!
What is your top character goal?
- How?
- How?
- How?

SHOW *Slide (character applied)*

DO *Read slide.*

SAY Once you've identified your final "How?", transfer it to the back of your workbook.

Organizations of Character

1. D _____
2. C _____
3. H _____
4. A _____
5. R _____
6. D _____
7. S _____

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

Character Applied

What is my top Character goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

> **"**
> People notice those
> who **do what is right**
> over what is easy.

DO *Read slide.*

Consider taking a break here.

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

PILLAR 4: COMPETENCY

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

5X

Knowledge is 5x more valued
than positive ratings.

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

Notes

_____

_____

_____

_____

_____

_____

*Atrophy is guaranteed
without intentional action.*

WELCOME
TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
NOW HOW?

PILLAR 4: COMPETENCY

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

Materials Needed	Concepts & Tools	KEY IDEAS
❏ Participant Materials ❏ Slide deck with embedded videos ❏ Timer ❏ Bell or chime	• Input=Output • Resources & Recommendations	☆ **In every science, input always leads to output.** ☆ **I might trust your character or compassion and still not trust you to do a specific job if I don't think you are competent.**

Intro

COMPETENCY

SHOW   *Slide (Competency)*
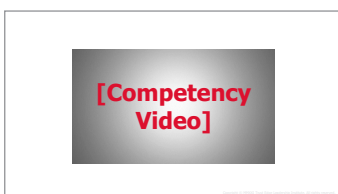
SAY   The fourth pillar of trust is Competency.

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

SHOW   *Slide (Competency quote)*

DO   *Read the slide.*

[Competency Video]

SHOW   *Competency video*

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

PILLAR 4: COMPETENCY

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

5X

Knowledge is 5x more valued
than positive ratings.

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

Notes

---

*Atrophy is guaranteed
without intentional action.*

SHOW *Slide (learn to fly)*

SAY Here's a competency slide for you.

SHOW *Slide (road paint)*

SAY How about this one?

Knowledge is **5X more valuable** than positive ratings for a salesperson.
-Trust Outlook®

SHOW *Slide (5x more valuable)*

SAY The Trust Outlook® found that knowledge is five times more valuable than positive ratings for a salesperson. We expect competent salespeople!

Knowledge is **5X more valuable** than positive ratings for a salesperson.
-Trust Outlook®
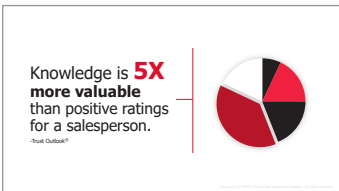
SHOW *Slide (76%)*

SAY The study also found that 76% of all employees believe that ongoing training would help them trust their employer more.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Input Resources & Recommendations

Read intentionally.

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

Listen to podcasts.

- Try listening while driving or exercising

Take classes.

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

Seek feedback.

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

Get free advice.

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

Invest in coaching

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

Join a mastermind group.

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

Join an association.

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

Look into company resources/trainings.

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

Your Turn!

List your favorite and most useful…

Books _____

Online resources _____

Other resources _____

Resources and Recommendations

How am I staying **FRESH**, **RELEVANT**, and **CAPABLE**?

SHOW *Slide (staying fresh)*

DO *Read the slide.*

Improve Input

- Reading
- Podcasts
- Feedback
- Book club
- Advice
- Mentoring
- In-house training
- Continuing education
- Mastermind groups
- Industry associations
- Formal education
- Community classes
- Coaching
- Online classes
- Conferences

SHOW *Slide (improve input)*

SAY The Competency Pillar is going to go very quickly. Let's look at some ideas of ways you can increase competency.

We know reading is one of the best ways to increase competency. Interestingly, the average American watches 1287 hours of television per year. Now can anyone guess how much the average American reads in their lifetime after their formal education is over? *[pause for guesses]* *FOR VIRTUAL: Invite guesses in Chat.*

The answer is ONE book!

Input always affects output.

So, what are some of your favorite ways to stay fresh, relevant, and capable professionally? Check out the list in your workbook for options.

Take a minute to write down the best books, blogs, online groups, podcasts, etc. that you are using, or would like to use.

DO *Allow 2 minutes.*

Input Resources & Recommendations

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

Listen to podcasts.
- Try listening while driving or exercising

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

Seek feedback.
- Seek feedback from those you trust for what they really think of your project, output, behavior, style, etc.
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- Look for an association linked to your role or organization
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- Leadership development groups
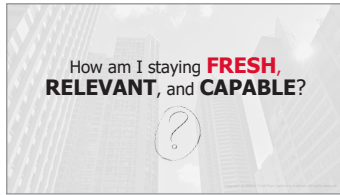- Continuing education credits

Your Turn!

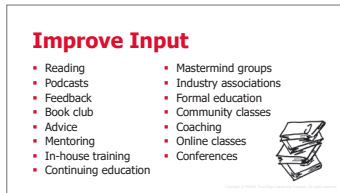List your favorite and most useful…

Books _____

Online resources _____

Other resources _____

SAY This is an area you have to be intentional about. If you don't plan to do it, it won't happen.

So, circle your three best ways to increase competency. Take a minute at your table to share your favorite ideas.

DO *Allow no more than 2 minutes.*
FOR VIRTUAL: Consider doing breakout rooms.

SAY There are lots of great resources, conferences, peer groups, etc. What's one idea that somebody had?

DO *Get a few shout-outs.*
FOR VIRTUAL: Invite participants to unmute and share an idea.

SHOW *Slide (make it happen)*

Make it Happen!
- In 1 week _____
- In 90 days _____
- In 1 year _____
- In 5 years _____

SAY Those who excel in the Competency Pillar have a plan for getting better— this way of thinking gives small action steps you can do in the short term, and gets you peeking ahead to the long term.

Take a minute to write down your goals for increasing your competency in the "Make It Happen" section in your workbook.

DO *Allow 2 minutes.*

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

Gather Ideas

What resources have others mentioned that you want to check out?

_____

_____

_____

_____

Make it Happen!

Write one specific action you want to take by each of the following dates 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 Applied

What is my top Competency goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

Pillar Wrap-up

Competency Applied!

What is your top competency goal?
- How?
- How?
- How?

SAY We just spent some time with the "Making It Happen" slide, but if you would like, take one more minute to clarify your final "How?" Then transfer it to the back of your workbook.

❝

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

SHOW *Slide (Competency quote)*

DO *Read slide.*

SAY Remember, we stay fresh, relevant, and capable because it increases Competency, which builds trust!

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

PILLAR 5: COMMITMENT

People believe in those who stand through adversity.

67%
of employees said they were committed to their employer.

There is a gap!

38%
of employees felt their employers were committed to them.
(Del Jones of Gannett News Service)

Notes

_____

_____

_____

_____

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

Two Types of Commitment

1. _____   2. _____

PILLAR 5: COMMITMENT

People believe in those who stand through adversity.

Materials Needed	Concepts & Tools	KEY IDEAS
❑ Participant Materials ❑ Slide deck with embedded video ❑ Timer ❑ Bell or chime	• Two Types of Commitment • Accountability	☆ **We trust people who are committed, even in the face of adversity.** ☆ **To rebuild trust, make and keep new commitments.**

Intro

 SHOW *Slide (Commitment)*

SAY The fifth pillar of trust is Commitment.

 SHOW *Slide (Commitment quote)*

DO *Read slide.*

People believe in those who **stand through adversity.**
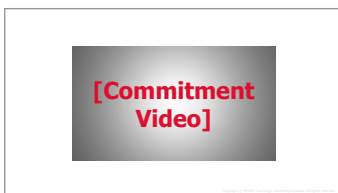
 SHOW Commitment video

[Commitment Video]

PILLAR 5: COMMITMENT

People believe in those who stand through adversity.

67%
of employees said they were
committed to their employer.

38%
of employees felt their employers
were committed to them.
(Del Jones of Gannett News Service)

There is a gap!

Notes

_____

_____

_____

_____

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

Two Types of Commitment

1. _____   2. _____

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

SHOW *Slide (weight watchers)*

SAY A couple of commitment slides...

SHOW *Slide (fitness escalators)*

SAY How's this for commitment?
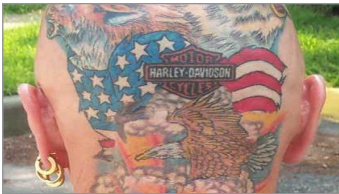
SHOW *Slide (tattoo)*

DO *OPTIONAL: If you didn't use the opening Commitment video, then you can share David's Harley-Davidson example here.*
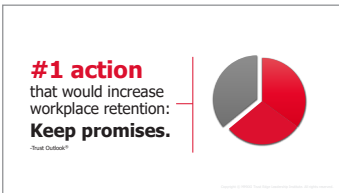
SHOW *Slide (#1 action)*

DO *Read slide.*

SHOW *Slide (two types)*

SAY There are two types of commitment.

Personal commitment is "me" and how do I make and keep commitments.

Public commitment is about building a committed fan base, like Harley-Davidson or American Girl dolls.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Personal Commitment

1. Am I losing trust by not fulfilling commitments?

With my family? _____

With my friends? _____

With my coworkers? _____

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

With my family? _____

With my friends? _____

With my coworkers? _____

3. Do I say "sorry" without meaning it?

With my family? _____

With my friends? _____

With my coworkers? _____

Accountability

Accountability Goals *(Check areas you want to focus on to increase accountability.)*

__ Set clear expectations of behavior and outcomes.

__ Co-create objectives with team.

__ Make objectives visible.

__ Measure results.

__ Connect results to consequences.

__ Regularly ask people how they are doing.

__ Give appropriate feedback.

__ Ensure that needed resources are available.

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

Accountability
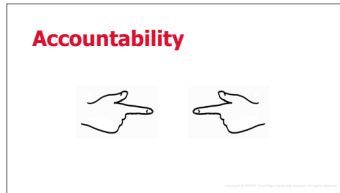
SHOW *Slide (accountability)*

SAY Commitments are strengthened by clear accountability. But many people talk about accountability and don't really know what it is.

Two things we know: great leaders seek accountability and anonymity dilutes accountability.

Accountability in organizations actually starts with compassion. Adults don't tend to respond to accountability unless they feel cared about by the one who is holding them accountable.

Brainstorm at your table the best accountability methods. Where have you specifically seen one of these done well?

DO *Get some shout-outs.*
FOR VIRTUAL: Consider doing breakout rooms and then full-group shout-outs.

SAY Pick one you will practice.

16.5%
Amount of positive impact **personal accountability** has on a company's market value.
-Leslie Wilk Braksick, behavior expert and author
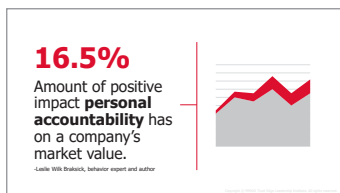
SHOW *Slide (16.5%)*

SAY This study found that personal accountability has a 16.5% positive impact on a company's market value.

Personal Commitment

1. Am I losing trust by not fulfilling commitments?

With my family? _____

With my friends? _____

With my coworkers? _____

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

With my family? _____

With my friends? _____

With my coworkers? _____

3. Do I say "sorry" without meaning it?

With my family? _____

With my friends? _____

With my coworkers? _____

Accountability

Accountability Goals *(Check areas you want to focus on to increase accountability.)*

__ Set clear expectations of behavior and outcomes.

__ Co-create objectives with team.

__ Make objectives visible.

__ Measure results.

__ Connect results to consequences.

__ Regularly ask people how they are doing.

__ Give appropriate feedback.

__ Ensure that needed resources are available.

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

Probability of completing a goal:

95%

If you have a goal → 10%

If you've committed to an accountability appointment with another person.

The American Society of Training and Development

SHOW *Slide (probability)*

SAY The American Society of Training & Development shared that if you have a goal, there's a 10% chance of completing it. If you have a goal *with* accountability, it goes up to 95%!

Create Accountable Culture

1. Clear Goal
2. Clear Ability
3. Clear Metric
4. Clear Check-in
5. Clear Results
6. Clear Commitment

☑ Goal
☑ Ability
☑ Metric
☑ Check-in
☑ Results
☑ Commitment

SHOW *Slide (create accountable culture)*

SAY Once you have compassion, this is the framework for creating healthy accountability in the workplace.

DO *Read the items on the list.*

Pillar Wrap-up

Commitment Applied!

What is your top commitment goal?
- How?
- How?
- How?
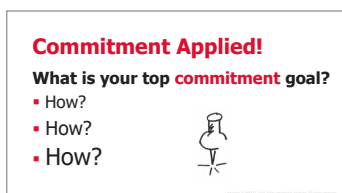
SHOW *Slide (Commitment applied)*

SAY Take a few moments to write down the specific thing you're planning to do differently. Then transfer your final "How?" to the back of your workbook.

The more you make and keep commitments, the more trusted you will be under this pillar.

DO *Allow 1-2 minutes.*

" People believe in those who **stand through adversity.**

SHOW *Slide (Commitment quote)*

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

PILLAR 6: CONNECTION

People want to follow, buy from, and be around
those who are willing to connect and collaborate.
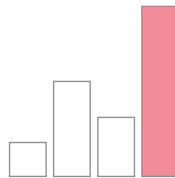
#1 action
to build trust with a new hire
is to meet one-on-one with them
in the first week.
(Trust Edge Leadership Institute, *Trust Outlook*®)

Notes

Making Connections

Magnetic Traits

WELCOME

TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

NOW HOW?

PILLAR 6: CONNECTION

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

Materials Needed	Concepts & Tools	KEY TAKEAWAY
❑ Participant materials ❑ Slide deck with embedded videos ❑ Flip chart and markers ❑ Timer ❑ Bell or chime	• Magnetic vs. Repellent Traits • Ways to Connect	☆ **It is critical to become better at connection and collaboration in the new economy.**

Intro

CONNECTION

SHOW *Slide (Connection)*

SAY The sixth pillar of trust is Connection.

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

SHOW *Slide (Connection quote)*

DO *Read slide.*
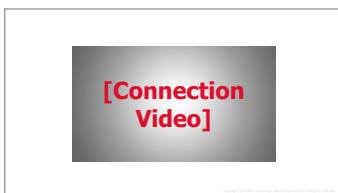
[Connection Video]

SHOW *Connection video*

Attract with Magnetic Traits

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
Respectful	vs.	Sarcastic

Apply it!

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

▶ START _____

_____

❚❚ STOP _____

_____

▶▶❙ CONTINUE _____

*"I've learned that people will forget
what you said, people will forget
what you did, but people will never forget
how you made them feel."*

—Maya Angelou

SHOW *Slide (human tower)*

SAY These people have some connection!

[Only use the two discussion questions below if you did NOT use the opening Connection video.]

What are some **repelling traits** in people?

?

SHOW *Slide (repelling traits)*

SAY With the person next to you, or at your table, share about **repelling** traits that commonly push you away from others.

DO *Have an example for both magnetic and repellent traits that you can share. Ask for shout-outs and acknowledge responses.*

FOR VIRTUAL: *Encourage participants to unmute and share ideas.*

What is the **#1 trait** of the **most magnetic** people in the world?

?
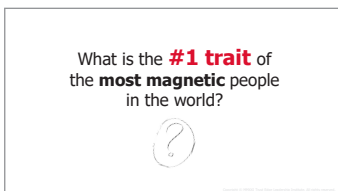
SHOW *Slide (#1 trait)*

SAY OK, now how about **magnetic** traits? What are some traits that really draw you in and make you actually want to be around someone?

Take 1 minute at your table to brainstorm and come up with the most magnetic traits. Go!

DO *Allow 1 minute, then ask for shout-outs.*

FOR VIRTUAL: *Encourage participants to unmute and share ideas.*

WELCOME

TRUST EDGE

CLARITY

COMPASSION

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COMPETENCY

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CONNECTION

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CONSISTENCY

NOW HOW?

Questions to Consider

- 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?

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

(Trust Edge Leadership Institute, Trust Outlook®)

Creating Connection

Ways to Build Connection

- Storytelling
- Collaboration
- Transparency
- Vulnerability
- Curious Questions

SAY The most magnetic trait, common to the happiest people in the world, is *gratitude*. People love to be around grateful people. If you build this trait in your team, your family, or your company, almost all of the other negative traits go away. Gratitude is powerful.

SHOW *Slide (apply it)*

SAY Now, of the traits on the grid in your workbook, take 2 minutes to write down:

- one you want to start doing more
- one you want to stop doing altogether
- one you want to continue doing
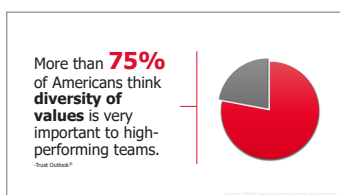
SHOW *Slide (75%)*

SAY Diversity is critical for connection and collaboration. This research is astounding—it found that 75% of Americans think diversity of values is very important to high-performing teams. But...
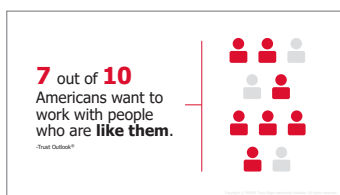
SHOW *Slide (7 out of 10)*

DO *Read slide.*

SAY Think we have a problem with connection and collaboration? Absolutely!

Questions to Consider

- 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?

_____

_____

_____

_____

_____

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

(Trust Edge Leadership Institute, Trust Outlook®)

Creating Connection

Ways to Build Connection

- Storytelling
- Collaboration
- Transparency
- Vulnerability
- Curious Questions

_____

_____

_____

WELCOME
TRUST EDGE
CLARITY
COMPASSION
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COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
NOW HOW?

Ways to Connect

- Storytelling
- Collaborative thinking
- Transparency
- Vulnerability
- Curious questions

CONNECTION

SHOW *Slide (ways to connect)*

SAY So there are some ways that we can build connection:

- Storytelling. Telling stories can simplify the complex. It can unify a team. Don't underestimate the power of stories!
- Collaborative thinking.

The **#1 motivation** for persevering on a project is **collaboration**.
-Trust Outlook®

Collaboration | Anticipation of Reward

Fear of Failure | Unified Objective

SHOW *Slide (#1 motivation)*

DO *Read slide.*

SAY We have to get collaboration right if we want high performance in our organizations!

Solving an Issue

What **none** of us know

SHOW *Slide (solving an issue)*

SAY One quick idea under collaborative thinking: How much do I know about this issue or how to solve it? Let's be generous *[click]* maybe a sliver.

How much do others I am connected to know about solving that problem? *[click]* Maybe this much.

And how much is unknown to anybody that I can reach? *[click]* All of this.

But if we leverage these two smaller sections through collaborative thinking, we can almost always solve the issue!

THE TRUST EDGE

CLARITY

COMPASSION

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COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Questions to Consider

- 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?

_____

_____

_____

_____

_____

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

(Trust Edge Leadership Institute, Trust Outlook®)

Creating Connection

Ways to Build Connection

- Storytelling
- Collaboration
- Transparency
- Vulnerability
- Curious Questions

_____

_____

_____

Ways to Connect

- Storytelling
- Collaborative thinking
- Transparency
- Vulnerability
- Curious questions

CONNECTION

SHOW *Slide (ways to connect)*

SAY The third way to build connection is transparency. Remember transparency is trusted, but so is confidentiality. Most of us could learn more about how to be appropriately transparent.

And then, curious questions. You can drive a conversation and build a relationship with good questions.

"The secret to successful conversations is asking good questions."
Patricia Fripp

SHOW *Slide (Fripp quote)*

SAY The business and speech expert Patricia Fripp said, "The secret to successful conversations is asking good questions."

"Perhaps if we heard **everyone's story,** there would be **no more war.**"
National Storytelling Festival

SHOW *Slide (everyone's story)*

DO *Read slide.*

SAY This next tool has *transformed* organizations. It's call the Trust Shield.

Connection: Trust Shield

[Trust Shield]

SHOW *Show Trust Shield video*

My Trust Shield

Background

Values

Life Priorities

Mission

Strengths

Improvements

Life Goals

Legacy
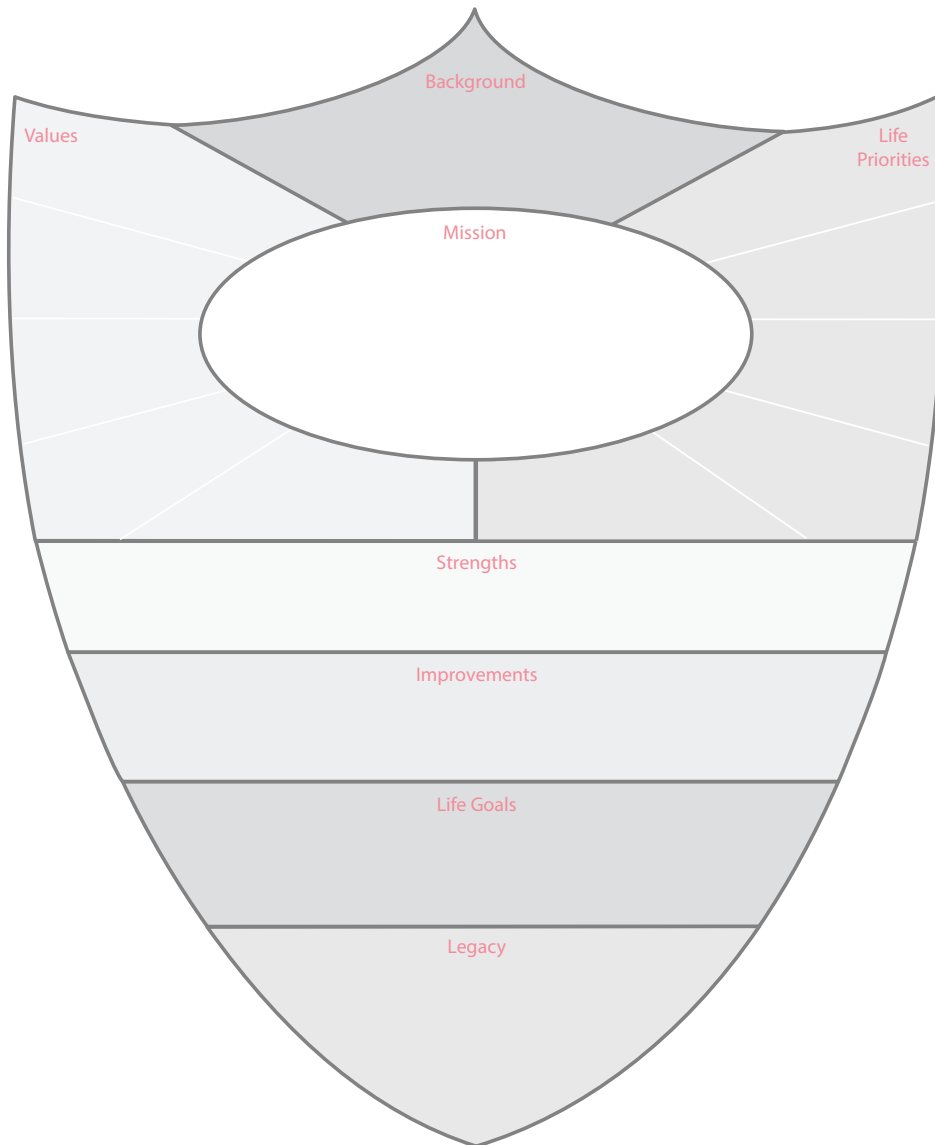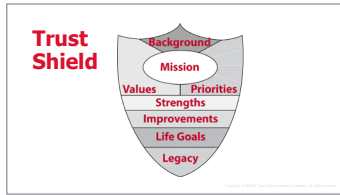
SHOW *Slide (Trust Shield)*

SAY In order to share our stories, we have to do the work of knowing ourselves; that's step one. Step two is actually sharing our stories with others.

DO *Consider sharing a couple of examples from your own background to encourage vulnerability.*
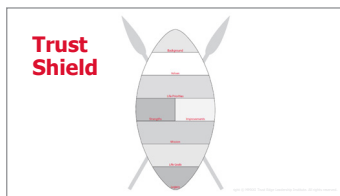
SHOW *Slide (Kenyan shield)*

SAY Here are some unique ways the Trust Shield has been contextualized and customized. This one represents a Kenyan shield.
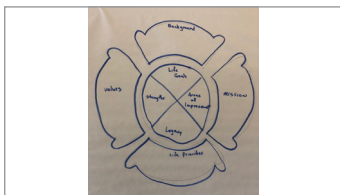
SHOW *Slide (fire chief shield)*

SAY This one was created by a fire chief.

SHOW *Slide (picture shield)*

SAY This person used pictures. You can make it yours because it represents *your* life.
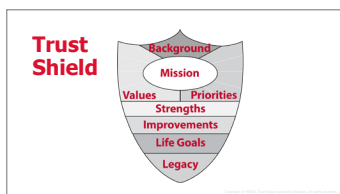
SHOW *Slide (Trust Shield)*

SAY The Trust Shield is a symbol of who you are. In each area, write or draw what most represents you.

|

My Trust Shield

Background

Values

Life Priorities

Mission

Strengths

Improvements

Life Goals

Legacy
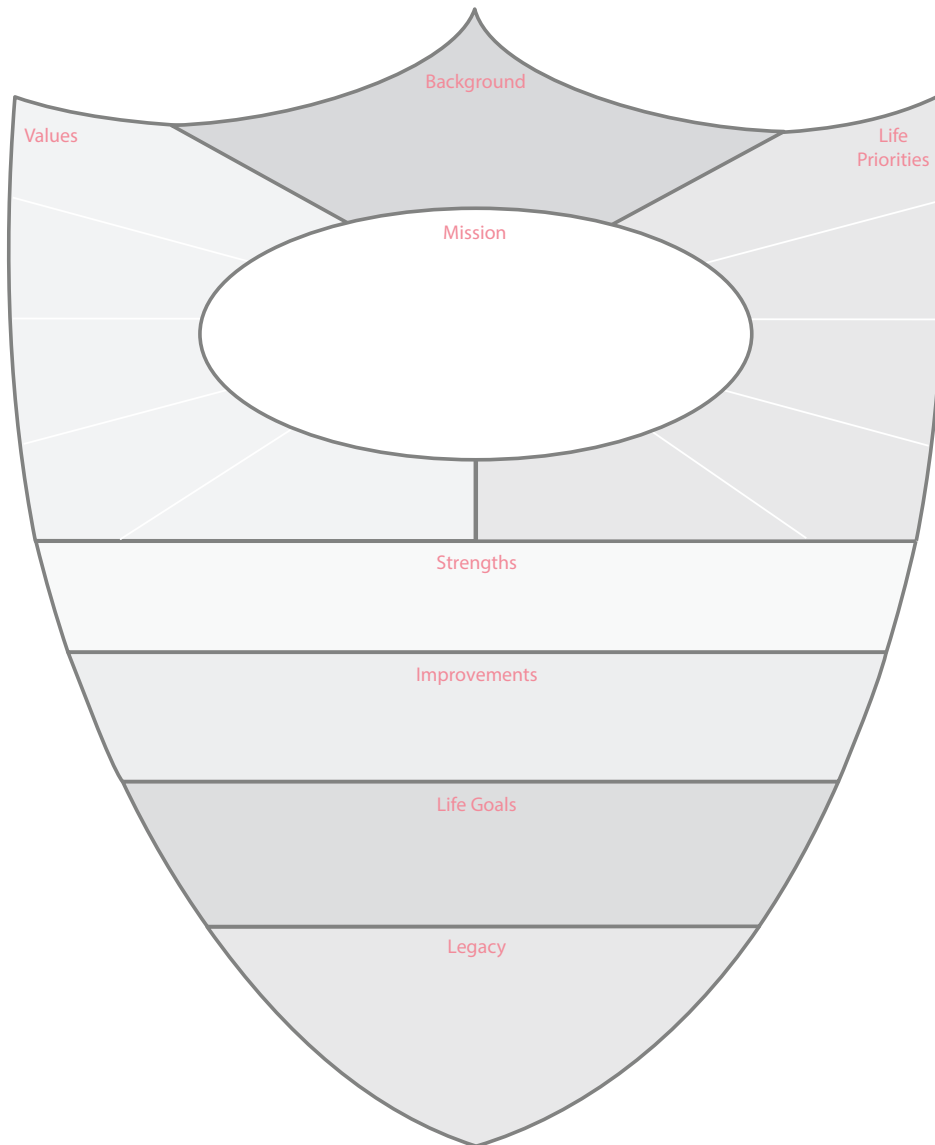
You'll reflect on your own with total freedom to express whatever you want without fear of judgment. It's your life and your Trust Shield.

You'll be using flip chart paper [the shield in your workbook] and colored markers.

[Note: Participants can post the flip chart paper on the wall, but be sure it's NO-BLEED paper and use flip chart markers so the walls don't get marks on them!]

SAY Draw the shield shape on your paper as best you can with eight separate sections and fill it in. Feel free to use pictures, symbols, and other graphics, as well as words.

[Note: If the group is too large, or you notice any leery participants, this exercise can be completed in the workbook instead.]

Once finished, you'll have an opportunity to share your shield with a couple others in the group today. Of course, you won't need to share anything you feel uncomfortable sharing. This exercise can be quite personal.

Some have even done this activity at home on a personal level and shared it with family.

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

Trust Shield

Each area should reveal:

1. Background

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

2. Values

From the values activities in the character pillar. Values guide your life and they are the underlying principles by which you make decisions.

3. Life Priorities

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

4. Mission

This is the purpose statement that drives your life.

5. Strengths

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

6. Improvements

The things you would like to improve. Have courage to admit weaknesses to maximize your ability to grow.

7. Life Goals

Some of the key things you want to accomplish in the short and long term.

8. Legacy

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

Each area should reveal:

1. **Background:** The most impactful, memorable, emotional, or shaping events of your life.

2. **Values:** These are the underlying principles that we talked about in the Values activity in the Character Pillar.

3. **Life Priorities:** Some of the key things you want to accomplish in the mid-to-long term.

4. **Mission:** This is the purpose statement that drives your life.

5. **Strengths:** The characteristics, abilities, talents, and other uniqueness's that you have. Don't be shy – make sure to include the things you do well.

6. **Improvements:** The things you would like to improve. Have courage to admit weaknesses in order to maximize your ability to grow.

7. **Life Goals:** What you'd like to accomplish, both short term and long term.

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

Go ahead and take 20 minutes to fill out your Trust Shield. Really reflect on each of the eight sections, but especially spend extra time on the background section.

THE TRUST EDGE

CLARITY

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CONSISTENCY

ADD'L RESOURCES

My Trust Shield

Background

Values

Life
Priorities

Mission

Strengths

Improvements

Life Goals

Legacy
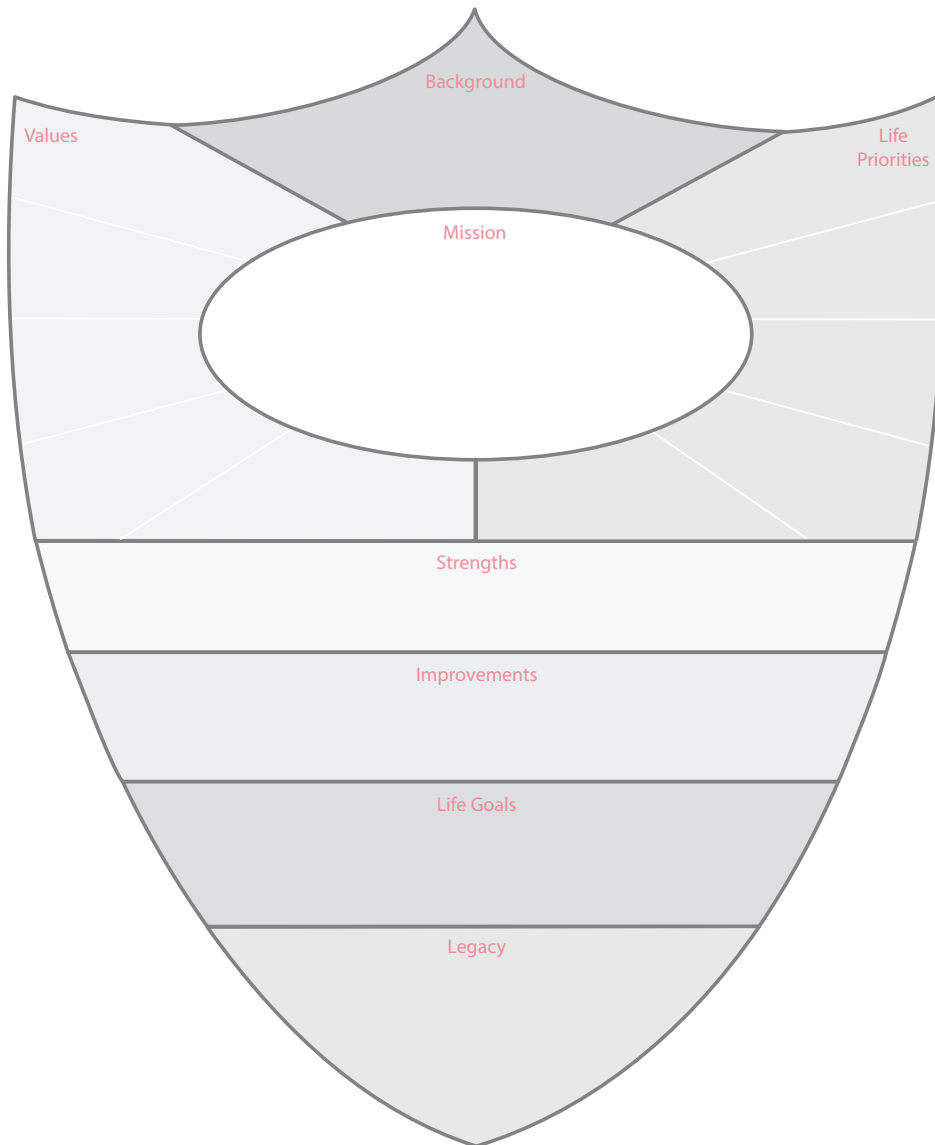
DO *After 20 minutes of working, ask them to find two other people they haven't worked with yet.*

SAY OK, we're going to share our Trust Shield in triads now. Remember, when we know ourselves, we can lead ourselves. When we share ourselves with others, trust deepens.

You don't have to share everything, but when we push ourselves a little bit with more vulnerability and transparency, we have greater opportunity to build connection, which increases trust! So push yourself as much as you're willing in each of these sections, but especially in the background section. We expect that what's shared from our shield today will be kept confidential.

As listeners, remember to use the LAWS of Compassion with the person who is sharing.

FOR VIRTUAL: send participants into breakout rooms in groups of three, and have them use timers on their phones for switching sharers.

Go to one of your Trust Shields to start. Begin sharing—you'll have 5 minutes.

Every 5 minutes, I will use [*my bell*] to let you know it's time to switch sharers.

DO *Allow 30-40 minutes for activity, announcing 5-minute increments throughout.*

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

Connection Applied

What is my top Connection goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

↳ *Transfer your final "how?" to page 51.*

Trust Shield, cont'd.

DO *After activity/sharing, take time to ask participants about their reflection.*

SAY What was challenging about that? What was surprising? Raise of hands, who learned something new about someone?

Being vulnerable can be difficult. The fear of information being weaponized or misunderstood is real. The key here is to set the ground rules that it's not to be shared beyond what's agreed.

The opportunity here is amazing. When we connect as humans and know more of the whole person, we tend to protect one another and give one another the benefit of the doubt.

Connection is powerful for increasing trust and performance.

Pillar Wrap-up

Connection Applied!

What is your top connection goal?
- How?
- How?
- How?

SHOW *Slide (Connection applied)*

DO *Read slide.*

SAY Okay, so here's where we are—we have the Case for Trust and six pillars of the 8-Pillar Framework™.

Connection Applied

What is my top Connection goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

Take a few moments to write down the specific thing you're planing to do differently to build Connection. Then transfer your final "How?" to the back of your workbook.

> ❝
> People trust those who are willing to **connect** and **collaborate**.

SHOW   *Slide (Connection quote)*

DO   *Read slide.*

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

PILLAR 7: CONTRIBUTION

People immediately respond to results.

When senior leadership is trusted,
employees will offer more ideas/solutions,
be better team players, and be more loyal.
(Trust Edge Leadership Institute, *Trust Outlook*®)

Notes

_____

_____

_____

_____
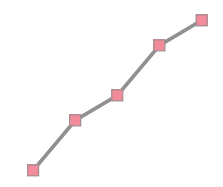
M&M's of Contribution

_____ your results.   _____ others' results.

PILLAR 7: CONTRIBUTION

People immediately respond to results.

Materials Needed	Concepts & Tools	KEY TAKEAWAY
❑ Slide deck with embedded videos ❑ Participant materials ❑ Timer ❑ Bell or chime	• M&M's of Contribution • Maximize: DMA's • Motivate: 6E's	☆ **We trust those who contribute results.**

Intro

SHOW *Slide (Contribution)*

SAY The seventh pillar of trust is Contribution.

CONTRIBUTION

SHOW *Slide (Contribution quote)*

DO *Read slide.*

" People immediately respond to **results**.

SHOW *Contribution video*

[Contribution Video]

PILLAR 7: CONTRIBUTION
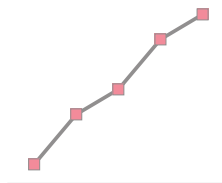
People immediately respond to results.

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

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

Notes

_____

_____

_____

_____

M&M's of Contribution

_____ your results.   _____ others' results.

WELCOME
TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
NOW HOW?

SHOW *Slide (give 100%)*

SAY How's this for contribution?
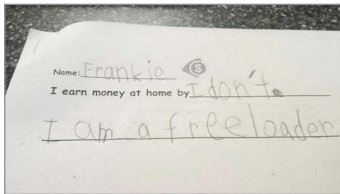
SHOW *Slide (freeloader)*

SAY Or this? "How do you earn money at home?" Frankie says, "I don't, I'm a freeloader."

M&M's of Contribution

Maximize *your* results.
Motivate *others'* results.
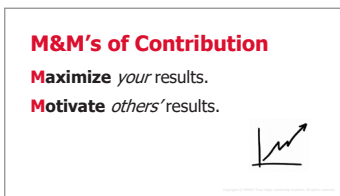
SHOW *Slide (M&Ms)*

SAY A couple sides to Contribution: Maximizing your *own* results and then motivating *others'* results.

Maximize

The Daily Edge

Simple strategies to increase effectiveness every day.

SHOW *Slide (Daily Edge)*

SAY We can all maximize our results when we increase our personal productivity. We're not going to use *The Daily Edge* book right now, but let's talk about it for a moment.

There are 35 tips and strategies in the book. Plus, you likely have productivity ideas you can share.

One idea from *The Daily Edge* is the DMA strategy.

Maximize Your Results: DMAs

DMA = _____ _____ _____

Writing Your DMAs

1. Get a sticky note.
2. Write down your most important goal at the top.
3. Write numbers 1-5 down the left side of the sticky note.
4. Next to the "1," write the most important thing you could do today to accomplish that goal. Do the same for 4 more things.

Make sure your DMAs are quantifiable! The tasks you do every day should have a number attached so they are measurable.

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

❑ Does it have a number (minutes, quantity, etc.) attached?

❑ Is it achievable in its entirety today? (If not, say [__] minutes spent on [__] project by [__].)

❑ BONUS: Will it contribute towards my 90-Day Quick Plan™? *(Not required for a DMA, but helpful for staying focused on achieving your strategic goals.)*

Today's DMAs

Goal: _____

1. I will _____
2. I will _____
3. I will _____
4. I will _____
5. I will _____

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

SHOW *DMA video*

[DMAs Video]

DMA Strategy

Goal: _____
Difference Making Actions:
1. _____
2. _____
3. _____
4. _____
5. _____

SHOW *Slide (DMAs)*

SAY Take a look at the DMA in your workbook. These are "I will" statements.

Today, I will *[insert an example]*. Write down either personal or professional actions. And remember, DMAs always have a measurable number attached.

DO *Allow time for completing their DMA note.*

Then, gently solicit responses if participants are willing to have the courage to share. Clarify DMA's if they are not specific enough.

Motivate: 6 E's

SAY There are two directions of motivation: toward and against. So how do we motivate others?

Motivate Others to Contribute Results: 6E's

1.E _____

2.E _____

3.E _____

4.E _____

5.E _____

6.E _____

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

_____

_____

_____

Contribution Applied

What is my top Contribution goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

6E's Model

Example
Expectation
Education
Encouragement
Empowerment
Extending Trust
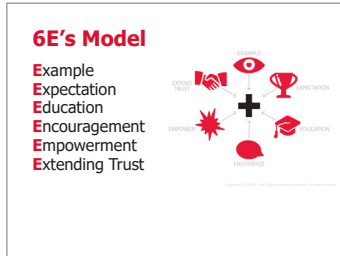
SHOW *Slide (Six E's)*

SAY OK, David covered the 6E's in the video. Let's run through them again here:

- *Example:* People do what they see. Actions speak louder than words.

- *Expectations:* People step up to what is expected of them. Expect the best and you just might get it.

- *Education:* Teach people what they need to know to do their job well.

- *Encouragement:* No one gets enough of it. Encouragement delivered sincerely is golden.

- *Empower:* There are two types of empowerment. The first is to provide the resources needed to do the job effectively The second is to publicly bestow leadership needed to do the job.

- *Extending trust:* Done with discernment, extending trust to others proves to be a great motivator of innovation and productivity.

Motivate Others to Contribute Results: 6E's

1.E _____

2.E _____

3.E _____

4.E _____

5.E _____

6.E _____

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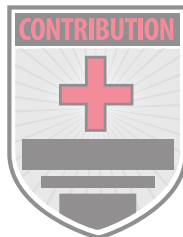
_____

_____

_____

Contribution Applied

What is my top Contribution goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

Pillar Wrap-up

Contribution Applied!

What is your top contribution goal?
- How?
- How?
- How?

Slide (Contribution applied)

SAY Go ahead and take a minute to write any takeaways in your workbook and identify a final "How?" Then transfer your final "How?" to the back of your workbook.

> **"**
> People immediately respond to **results**.

SHOW *Slide (Contribution quote)*

SAY If we want to be trusted and trust-worthy, we have to contribute results.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

PILLAR 8: CONSISTENCY

People love to see the little things done consistently.

75%

of employees want a
consistent message as a top priority
from employers.
(Rath & Conchie , *Strength-Based Leadership*)

Notes

_____

_____

_____

_____
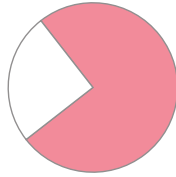
Personal consistency makes your _____

Organizational consistency makes your _____

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

PILLAR 8: CONSISTENCY

People love to see the little things done consistently.

75%
of employees want a
consistent message as a top priority
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(Rath & Conchie , *Strength-Based Leadership*)

Notes

_____

_____

_____

_____

Personal consistency makes your _____

Organizational consistency makes your _____

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WELCOME · TRUST EDGE · CLARITY · COMPASSION · CHARACTER · COMPETENCY · COMMITMENT · CONNECTION · CONTRIBUTION · CONSISTENCY · NOW HOW?

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PILLAR 8: CONSISTENCY

People love to see the little things done consistently.

Materials Needed	Topics Covered	KEY IDEAS
❑ Participant materials ❑ Slide deck with embedded videos ❑ Timer ❑ Bell or chime	• Personal: Enders/ Repeaters • Organizational: Brand Consistency	☆ **People are trusted for whatever they do consistently.** ☆ **Personal consistency becomes your reputation; Organizational consistency becomes your brand.**

Intro

SHOW *Slide (Consistency)*

SAY Let's get started with the final pillar of trust: Consistency.

SHOW *Slide (Consistency quote)*

DO *Read slide.*

People love to see **the little things** done **consistently**.
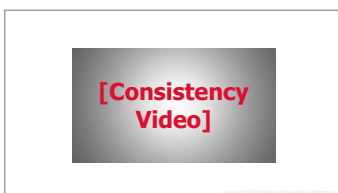
SHOW *Consistency video*

[Consistency Video]

PILLAR 8: CONSISTENCY
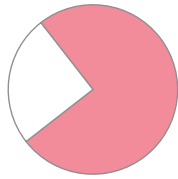
People love to see the little things done consistently.

75%
of employees want a
consistent message as a top priority
from employers.
(Rath & Conchie , *Strength-Based Leadership*)

Notes

_____

_____

_____

_____

Personal consistency makes your _____

Organizational consistency makes your _____

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

SHOW *Slide (strawberries)*

SAY So, a couple of consistency examples. How's that for consistency?

SHOW *Slide (donuts)*

SAY What about this? You're hungry. You have a cup of coffee ready to go. You open the box and...

SHOW *Slide (veggies)*

SAY What?!

SHOW *Slide (DH quote)*

DO *Read slide.*

SAY It's almost always the little things, isn't it? The little things are what make us and our organizations trusted or not.

> It is *the little things*, **done consistently**, that make the **biggest** difference.
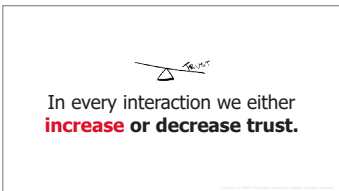
SHOW *Slide (DH quote)*

DO *Read slide.*

SAY This pillar is paramount because we are ALWAYS either increasing or decreasing trust. The way you talked to that person this morning, they trust you a little bit more, or a little bit less.

> In every interaction we either **increase** or **decrease trust.**

PILLAR 8: CONSISTENCY

People love to see the little things done consistently.

75%
of employees want a
consistent message as a top priority
from employers.
(Rath & Conchie , *Strength-Based Leadership*)

Notes

_____

_____

_____

_____

Personal consistency makes your _____

Organizational consistency makes your _____

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

Atrophy is GUARANTEED without intentional ACTION
206 lbs.   140 lbs.

SHOW *Slide (bodybuilder)*

SAY This is Kevin Ridgeway, a personal friend of David Horsager. This first picture was taken January 12, 2017, the day before he was hit head-on by a Land Rover that squashed his vehicle.

The surgeon said he would have died immediately if it weren't for the muscle mass he had in his chest. Instead, he went into a coma for almost six weeks. Miraculously, he woke up with no brain damage!

Now this picture *[click]* was taken the first day he was able to stand. In 66 days, Kevin lost 66 pounds.

Now what's the truth for you and me form his story? In this case, it's obviously no fault of his own, but *[click]* atrophy is guaranteed without intentional action. We have to continually put in this trust work to avoid atrophy.

2 Types of Consistency
1. **Personal** consistency makes your **reputation**.
2. **Organizational** consistency makes your **brand**.

SHOW *Slide (2 types)*

SAY There are two types of consistency. Personal consistency makes your *[click]* reputation and organizational consistency makes your *[click]* brand.

Personal Consistency (Reputation)

Enders vs. Repeaters

Ender example: *Run a marathon.*

My Ender: _____

_____

Repeater example: *Call five prospects every day.*

My Repeater: _____

_____

SEEDS

S _____

E _____

E _____

D _____

S _____

Organizational Consistency (Brand)

Brand Consistency

On a scale of 1 (weak) to 10 (strong), how consistent is your brand? Circle the appropriate number:

1   2   3   4   5   6   7   8   9   10

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

_____

_____

Personal Consistency

SHOW *Slide (enders/repeaters)*

SAY First let's jump into personal consistency…it builds your reputation. Enders are goals. "Run a marathon"— that's an ender.

A repeater would be "I'm going to run two miles every day." Repeaters are habits. Repeaters are the consistency that makes up and often actually accomplishes the goal. Enders are accomplishments.

SHOW *Slide (SEEDS)*

SAY One little idea under personal consistency: Those who tend to stay the most consistent seem to plant and cultivate their SEEDS first.

The S is for "sleep." Turns out when we get enough sleep, anger levels go down, focus goes up—we all need sleep.

The first E stands for "exercise." We are all working on different things but even just a small mind-shift here can increase our movement.

The second E is "eat right." We benefit by taking care of what fuel we put in our bodies.

Personal Consistency (Reputation)

Enders vs. Repeaters

Ender example: *Run a marathon.*

My Ender: _____

_____

Repeater example: *Call five prospects every day.*

My Repeater: _____

_____

SEEDS

S _____

E _____

E _____

D _____

S _____

Organizational Consistency (Brand)

Brand Consistency

On a scale of 1 (weak) to 10 (strong), how consistent is your brand? Circle the appropriate number:

1   2   3   4   5   6   7   8   9   10

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

_____

_____

The D is for "drink water." We're mostly made out of it and we could all use more of it!

The S stands for "source of strength." We must have a source of strength beyond ourselves, whatever that may be.

Organizational Consistency

A brand is...

"A person's **perception** of a product, service, experience, or organization."

-Marty Neumeier, *The Dictionary of Brand*

SHOW *Slide (brand)*

SAY So the second type of Consistency is organizational, which builds our brand.

DO *Read the slide.*

Brand Balance

Research Based	Actionable
Timely	Timeless
Professional	Personal
Substantial Depth	Engaging Process
Globally Applicable	Contextualized

SHOW *Slide (brand balance)*

SAY Here is the Trust Edge brand balance. The most memorable brands seem to find an important tension. For instance, being research-based *and* actionable. Globally-applicable *and* contextualized.

Brand Consistency

1 2 3 4 5 6 7 8 9 10

SHOW *Slide (brand balance)*

SAY Think about your brand. In your workbook, note how consistent your brand is on a scale of 1 to 10, where 1 is low. Think about various areas: responsiveness, product or service quality, marketing materials, website.

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

_____

_____

What should I/we do to increase consistency in our brand?

_____

_____

Consistency Applied

What is my top Consistency goal/result? _____

How am I going to accomplish it? _____

How specifically? _____

How very specifically? _____

- Do they feel the same every time?
- Do they see the same thing every time?

Take a moment to think about it, and circle a number. At your table, take a minute and, if you're willing, share what number you picked and why you picked it. We are going to go quickly—30 seconds each. Go!

DO *Allow a few minutes.*
FOR VIRTUAL: *Consider using breakout rooms or shout-outs.*

[Optional: In teams, do the How? How? How? Process and ask: "How could we be a more consistent brand?"]

Pillar Wrap-up

Consistency Applied!

What is your top consistency goal?
- How?
- How?
- How?

SHOW *Slide (Consistency applied)*

SAY If you have a specific idea from the Consistency pillar that you would like to apply, go ahead and write that in your workbook. Then transfer your final "How?" to the back of your workbook.

> People love to see **the little things** done **consistently**.

SHOW *Slide (Consistency quote)*

My 90-Day Quick Plan

Pillar	"How?"
CLARITY (from p. 14) *People trust the clear and mistrust the ambiguous.*	
COMPASSION (p. 18) *People put faith in those who care beyond themselves.*	
CHARACTER (p. 23) *People notice those who do what's right over what's easy.*	
COMPETENCY (p. 27) *People have confidence in those who stay fresh, relevant, and capable.*	
COMMITMENT (p. 31) *People believe in those who stand through adversity.*	
CONNECTION (p. 38) *People want to follow, buy from, and be around those who are willing to connect and collaborate.*	
CONTRIBUTION (p. 44) *People immediately respond to results.*	
CONSISTENCY (p. 49) *People love to see the little things done consistently.*	

1. List your top three pillars to focus on for the next 90 days: _____

2. Write the name of the person you will share this with for accountability: _____

SAY   After the Consistency section in your workbook, make sure you have transferred all of your final "How's?" from the previous sections.

Then you will have eight "Final Hows?" which is a problem because it is more than three! So once you have transferred them, circle the top three you will focus on for the next 90 days.

Write the name of the person you will share this with for accountability.

DO   *Allow a few minutes.*

PILLARS of TRUST

1. CLARITY
2. COMPASSION
3. CHARACTER
4. COMPETENCY
5. COMMITMENT
6. CONNECTION
7. CONTRIBUTION
8. CONSISTENCY
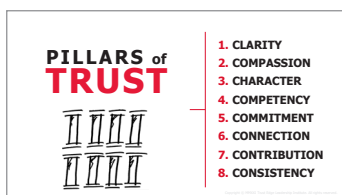
SHOW   *Slide (8 pillars)*

SAY   So today we made the Case for Trust, learned the 8-Pillar Framework™, and gained some actionable tools and ideas—like the 90-Day Quick Plan™, SPA method, DMA Strategy, the Trust Shield, and more. You also have three commitments that you can do over the next 90 days to keep momentum and build trust.

THE TRUST EDGE

CLARITY

COMPASSION

CHARACTER

COMPETENCY

COMMITMENT

CONNECTION

CONTRIBUTION

CONSISTENCY

ADD'L RESOURCES

HOW? HOW? HOW? STRATEGY

Ask *How?* until you have a specific, immediate action.

Eight Pillars of Trust

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

___ **Clarity:** People trust the clear and mistrust the ambiguous.

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

___ **Character:** People notice those who do what's right over what's easy.

___ **Competency:** People have confidence in those who stay fresh, relevant and capable.

___ **Commitment:** People believe in those who stand through adversity.

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

___ **Contribution:** People immediately respond to results.

___ **Consistency:** People love to see the little things done consistently.

How? How? How?

1. Choose a pillar.

2. Pick one specific area of that pillar to focus on.

3. How? _____

_____

4. How? _____

_____

5. How? _____

_____

6. Final How? _____

_____

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

SHOW *Slide (feedback)*

SAY Before we wrap up with a couple other thoughts, if you can give the great gift of feedback, I would be very appreciative! Take one minute and then you can leave your sheet on the table in the back of the room.

FOR VIRTUAL: Invite participants to email a picture or screenshot of their feedback.

Thank you for the gift of feedback!
(Please fill out the evaluation page)

SHOW *Slide (grow)*

SAY We believe in building a high-trust culture because healthy things grow and sick things die. Healthy plants grow, sick plants die. Healthy relationship grow, sick ones become divided. Healthy organizations grow and sick ones die in some way... not always in size, but maybe in reach, in morale, in finances. In some way, healthy things are always growing.

Healthy Things GROW

SHOW *Slide (people do)*

SAY Organizations don't change, people do... but when one individual changes, then there's a chance of a team, a family, an organization, or even a country changing.

" **Organizations** don't change **people do**.

THE TRUST EDGE | CLARITY | COMPASSION | CHARACTER | COMPETENCY | COMMITMENT | CONNECTION | CONTRIBUTION | CONSISTENCY | ADD'L RESOURCES

HOW? HOW? HOW? STRATEGY

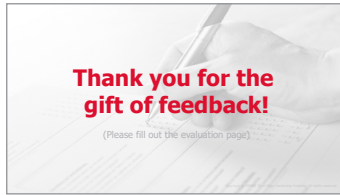Ask *How?* until you have a specific, immediate action.

Eight Pillars of Trust

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

____ **Clarity:** People trust the clear and mistrust the ambiguous.

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

____ **Character:** People notice those who do what's right over what's easy.

____ **Competency:** People have confidence in those who stay fresh, relevant and capable.

____ **Commitment:** People believe in those who stand through adversity.

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

____ **Contribution:** People immediately respond to results.

____ **Consistency:** People love to see the little things done consistently.

How? How? How?

1. Choose a pillar.

2. Pick one specific area of that pillar to focus on.

3. How?_____

_____

4. How?_____

_____

5. How?_____

_____

6. Final How? _____

_____

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

So this trust work is for each of us—what are we going to do about it?

SHOW *Slide (work)*

Do the work.

SAY If we want to keep growing, keep making a better impact, we have to do the work. This trust work is not easy, but it is the *only* way to lasting success in work and life.

Where you build trust and where you continue to become trustworthy, you gain this great advantage that we call The Trust Edge.

SHOW *Slide (value quote)*

Everything of **value** is built on **trust**.

TRUST EDGE
LEADERSHIP INSTITUTE

www.TrustEdge.com | @DavidHoreager

DO *Keep this slide up while participants are dismissing.*

ADDITIONAL RESOURCES

FEEDBACK

Your valuable feedback will help improve our content and delivery.

Coach Name: _____

Date of Event: _____ Location: _____

	high									low
Coach	10	9	8	7	6	5	4	3	2	1

Comments _____

_____

	high									low
Value of Content	10	9	8	7	6	5	4	3	2	1

Comments _____

_____

	high									low
Facility	10	9	8	7	6	5	4	3	2	1

Comments _____

_____

What was the **most valuable** part of the program?

_____

_____

What would you like to see **improved**?

_____

_____

THE TRUST EDGE
CLARITY
COMPASSION
CHARACTER
COMPETENCY
COMMITMENT
CONNECTION
CONTRIBUTION
CONSISTENCY
ADD'L RESOURCES

THE TRUSTED FACILITATOR

Facilitation Skills

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

- Guide participants in setting individual and group expectations for the learning process.

- Respect differences and encourage others to do the same.

- Establish a confidential and safe environment for participants to share ideas and personal stories.

- Encourage participants to communicate honestly and openly providing a trusted environment to express opposing viewpoints and concerns.

- Attend to any questions and/or concerns expressed by the participants.

- Listen well and value the contributions, thoughts, and ideas of participants.

- Confidently manage group dynamics.

- Remember, great training means having a great model, great content, and a great Coach. Prepare well to use all three components as they are meant to be used.

- Utilize the challenges/problems they are facing as conduits to solidify the concepts and skills. Continue bringing them back to these situations they face, give them skills that might work to overcome them, and then let them work in teams to take the first steps.

- Use time wisely in order to provide an efficient and useful experience. Don't waste people's time.

Know Your Role

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

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

(Trusted Coach, cont'd.)

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

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

Know How to Connect

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

1. Acknowledge reality.

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

2. Care about the material.

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

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

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

4. Make it relevant.

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

TOP TEN TRUST EDGE FACILITATOR TRAITS

1. Prepared

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

2. Storyteller

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

3. Congruent

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

4. Balanced

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

5. Technology-savvy

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

6. Flexible

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

7. Good Manager

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

8. Caring

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

9. Focused

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

10. Relevant

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

THE TRUST EDGE
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CONSISTENCY
ADD'L RESOURCES

TRUST EDGE TWENTY

Examples of Good Facilitation Questions

1. What do you notice or what stands out to you about that?

2. Share a specific time when that worked well.

3. What did you change and what happened as a result?

4. What would be the benefit if that worked?

5. What is the cost of doing it that way?

6. What would that look like if it became all you envision?

7. What has your experience with this been like?

8. How is this different from what you have tried before?

9. What are you observing from what you just did?

10. How can you record or measure those observations?

11. That's interesting, tell me more.

12. Can I make a suggestion?

13. Can you think of others who have overcome this same hurdle?

14. What resources do you currently have available?

15. Interesting, why would you ask or do that?

16. When and where could you do that?

17. Who could help you with that?

18. What do you think you need to do in order for that to happen?

19. What could be the next step to test that idea?

20. How? How? How?

EXTRA SLIDES TO TAILOR YOUR WORKSHOP

Case for Trust

- Google article
- Edelman data

Clarity

- Keynote video of David's "final how" example
- Let's Go To Lunch
- Scenarios
- Conflict – PAWS
- BAMA

Compassion

- Lunchroom Activity (Cards with Value)
- PEOPLE – Listening Method

Character

- Personal Mission Statement

Competency

- *Trust Outlook®* data

Commitment

- 6 Ways to Create a Fanbase

Connection

- Curious Questions
- Two Types of Questions
- Scenarios—Questions

Contribution

- Contribution resources

Consistency

- Personal Consistency: Habit Change

TRUST EDGE BIASES

Research

8-Pillar Framework™

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

Trust Outlook®

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

Relevance

Start with self

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

Simple, usable

People act on simplicity, therefore we value actionable content.

Globally applicable

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

Reinforcement

Variety

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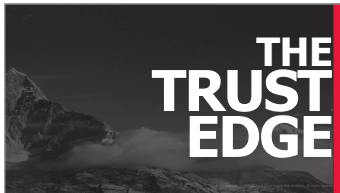
Handwriting

The reticular activating system (responsible for attention, alertness, motivation, etc.) is more active when people handwrite than when they type. Therefore, for those who are able, we encourage handwritten notes and have created space for notes throughout the Participant's Guide.

BONUS ACTIVITY

VIRTUAL MEETING OPENING

Trust Item Activity

SHOW *Slide (opening)*

DO *Find an object.*

SAY Everyone look around where you're sitting. What's one thing you could pick up right now that reminds you of trust or even the opposite of trust? Go ahead and take a few seconds to find something and keep it out of view of your camera if you can.

DO *Give participants 30 seconds.*

Set to gallery view. Encourage participants to have their platform on Gallery View.

SAY Hold up your object. Let's see what reminds you of trust!

DO *Call out a few of the objects you see.*

Facilitate a few shout-outs and ask those few participants to share how their object connects to trust.

SAY We are all coming into this virtual meeting with varying values, interests, and perspectives and yet we are each here with a common purpose: to do the work of building trust! So let's go ahead and dive in.

DO OPTIONAL: If time allows, use breakout rooms (3-5 people per group) so each participant can share about their item (under 60 seconds each).

If appropriate for your audience, encourage them to share what they are learning in the Trust Edge Experience, using #TrustEdge @DavidHorsager.

CLARITY

"Let's Go to Lunch" Activity

Let's Go to Lunch!

- "Let's go to lunch and…"

- "Let's go to lunch but…"

SHOW *Slide (Let's Go to Lunch) [bonus slide]*

DO *Choose a volunteer and have them come up front with you.*

SAY Here's the setting. We are going to go to lunch together and we are trying to get specific on our lunch plans. To start, I will say "Let's go to lunch and _____" then I will fill in the blank. Then you'll do the same.

DO *Start with an example such as "Let's go to lunch and…I will drive."*

Go back and forth with your volunteer a few times filling in the end of the phrase "Let's go to lunch and _____".

SAY Now, we will do the same thing just with one change: "Let's go to lunch but _____". Just a one-word change.

DO *Go back and forth with your volunteer a few times filling in the end of the phrase "Let's go to lunch but _____".*

FOR VIRTUAL: *Select one volunteer and ask them to unmute. Continue the activity.*

SAY One word change. Did anything else change? The feel of anything? What happened?

DO *Get a few responses from the attendees.*

SAY If possible, use the word "and" instead of the word "but" because it can keep the conversation going. Using positive words helps navigate challenging conversations.

BONUS ACTIVITY
CLARITY

"Get me a drink" Activity

Scenarios

- "Get me a drink"

- "Book my vacation"

SHOW *Slide (scenarios) [bonus slide]*

DO *Instruct attendees to pair up.*

SAY Take a second to decide who of you will be the "clarifier" and who is going to be the "requester".

DO *Wait 5-10 seconds. Doublecheck that everyone has a partner.*

SAY Requester, go ahead and decide which request you will use ("get me a drink" or "book my vacation").

DO *Wait 3 seconds.*

SAY Alright—do have your request in mind? Requester, you are a time-strapped executive who has something specific in mind with your request. Silently decide the very specific details related to your request.

Do all the requesters have a specific thing in mind?

DO *Get affirmations.*

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SAY Alright, Clarifier, you have 30 seconds with a time-strapped individual. Once they have asked you the general request, get as clear as you possibly can so you can deliver the results they are expecting. You have 30-seconds—go!

DO *After around 30-60 seconds, bring everyone back together.*

SAY Clarifiers, who thinks they have exactly what their executive is looking for? Go ahead and share what you believe they want.

DO *Take a few of the clarifiers responses and, after each one, have the requester share what specific thing they had in mind.*

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BONUS ACTIVITY
[IN-PERSON ONLY]

COMPASSION

"The Lunchroom" Activity

Supplies

- Deck of playing cards, divided into sets for each group you plan to have.

  Make sure each pile has a variety of cards, low/high numbers, face cards, etc. Having an ace, a joker, and a blank card in each group is a good idea. (For blank card, take a mid-range number card and spray-paint white.)

Set up

- Before handing out cards, explain that participants are not to look at their card or tell anyone else what their card is.

- Hand a playing card to each participant face down.

Facilitation

- Without looking at their card, everyone should place their card face-out on their forehead (DO NOT look at own card!).

- Instruct participants to mingle with each other, treating everyone based on the "face value" of their card.

- Allow participants to mingle for several minutes treating each other based on face value.

- Call for their attention and then have participants divide into groups based on how they feel they have been treated. (For example: "if you think you have a card with a low number. Go to front left corner of room, mid-range cards back right corner, face cards in front right corner, and unknowns back left corner.").

- Without looking at their cards, ask one or two people from each group to explain why they thought/felt like they belonged in that group. What were their clues?

- Discuss how it doesn't take very long to figure out what "group" you belong to based on how people treat you. Lead into a discussion about the "Golden Rule" and how people tend to expect to be treated like royalty, but don't often treat others like royalty.

- Have participants take the cards off their foreheads and check to see if they are correct in guessing which level card they have. (Note: Sometimes "Jokers", "Aces" and "2s" are treated depending on different card playing experience.)

Source: Michelle Cummings, M.S. Playing With a Full Deck. United States: Kendall/Hunt Publishing Company, 2007.

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BONUS ACTIVITY

CONNECTION

Curious Questions

Great Curious Questions

- Are open ended
- Bring out the best in others
- Help you learn what's important to others
- Focus on real facts or issues at hand
- Encourage collaboration and idea-sharing
- Help you make better decisions
- Demonstrate that you care
- Shift talk from problems to solutions

SHOW *Slide (curious questions) [bonus slide]*

DO *Read slide.*

SAY Questions are immensely powerful. You can drive a conversation with questions, make a sale with questions, and change a business culture with questions.

What makes a great curious question?

DO *Take a few responses from the attendees.*

Two Types of Questions

- Discovery

- Solution

SHOW *Slide (two types) [bonus slide]*

SAY Open ended questions can be either *discovery* questions or *solutions* questions.

- Discovery questions get at the present or history

- Solution questions get to the future and tend to look at next steps.

Scenario 1: Social Event

- Discovery:
Where would you go for a dream vacation and why?
- Solution:
How are you going to make to make it happen?

SHOW *Slide (scenarios) [bonus slide]*

DO *Break attendees into pairs to practice question-asking scenarios for Scenarios 1 and 2 (see additional slides).*

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NOTES

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