

2022

TRUST OUTLOOK™

GLOBAL RESEARCH STUDY

Research Presented By



TRUST EDGE
LEADERSHIP INSTITUTE

INTRODUCTION

Trust is woven into every detail of life. In every conversation we have, every online order we place, every news article we read, trust is being built or diminished. From cryptocurrencies and current events to healthcare and hiring decisions, trust matters now more than ever.

While some still focus efforts on leadership, sales, marketing, diversity, and innovation, the most effective leaders are now seeing the reality that trust is the core issue and the only way to genuinely influence everything from productivity and retention to performance and culture.

From the boardroom to the living room, it's time to discover the startling impact of trust. This cross-generational, global study explores the human experience of trust. The data uncovers what people really think about trust—how it can be built, how it can be lost, and how we buy, sell, work, and interact as a result of it.

The findings from this research provide missing, valuable insights and a fresh perspective that will equip leaders in every sector of business to start building and sustaining trust in every area of life.

CONTENTS

- 3 Letter from the CEO**
- 4 8-Pillars of Trust**
- 5 Trust in Leadership**
- 10 Trust in Hiring**
- 14 Trust in Remote Work**
- 17 Performance & Trust**
- 20 Trust in Organizational Culture**
- 24 Trust & Data Privacy**
- 26 Trust & Social Media**
- 30 Top 5 Statistics**
- 32 Summary & Takeaways**
- 34 About the Study**

LETTER FROM THE CEO

From our research and work across six continents, we believe trust matters now more than ever.

Take a look at what is happening in our world. Institutional trust is extremely low from politics and media to education. Skepticism in online testimonials continues to rise as online information is manipulated. Devastating global democracy takes center stage, magnifying trust issues and amplifying a significant counterforce of trust: FEAR.

Fear does not solve itself; the solution is for each of us to become trusted and trustworthy leaders. Organizations don't build trust, people do.

In the midst of the challenges, I see huge opportunity. We have witnessed trust make a dent in corruption and division across several African countries, creating increased hope, collaboration, and efficiency. Trust is creating transformation.

During the pandemic and beyond, many great leaders are stepping up to build trust. Learning to balance transparency and consistent communication with healthy, results-based accountability, they are becoming trusted leaders in their industries—even virtually. Leaders are tackling the challenges, risks, and opportunities around the future of trust in a world with deep fakes, blockchain, cryptocurrency, and AI.

What does this mean for leaders in 2022 and beyond? The organizations that build cultures of trust will have the greatest competitive advantage. High-trust organizations will continue to outperform low trust teams.

Our global study reveals again the importance of leveraging trust to identify and solve our biggest challenges. The data identifies subtleties around the impact of trust and how the framework must be contextualized, reinforced, and measured to have the greatest impact for you and for your people.

The 8-Pillars of Trust are the path forward to create an environment where humans can be their best in every way, from high-performance work cultures to significant impact with our local and international neighbors. We hope you will join the movement...because trust matters now more than ever.



— **David Horsager**, CEO
Trust Edge Leadership Institute

THE 8-PILLARS OF TRUST

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

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

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

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

5. 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 to see things through to the end.

6. CONNECTION: *People want to follow, buy from, and be around those who are willing to connect and collaborate.* Ask questions, not only of your employees but your customers, and be sure to listen attentively to their answers.

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

8. CONSISTENCY: *People love to see the little things done consistently.* The track record of trust is built over time; there is no other way to lasting success.

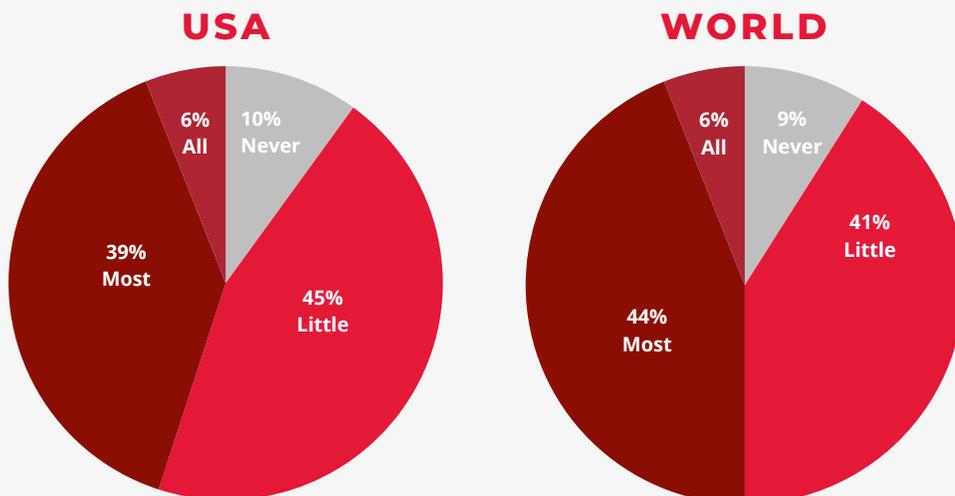


TRUST & LEADERSHIP

From daily standups to world crises, every interaction either increases or decreases trust in a leader. Trusted leadership is the leading indicator of success, and it can be actively built!

You may think your people already trust you, but the study found that more than 45% of Americans report rarely having had an employer they could fully trust, and only 13% of people completely trust their current employer!

WHAT PERCENT OF YOUR WORK LIFE HAVE YOU HAD A LEADER OR EMPLOYER YOU COULD FULLY TRUST?

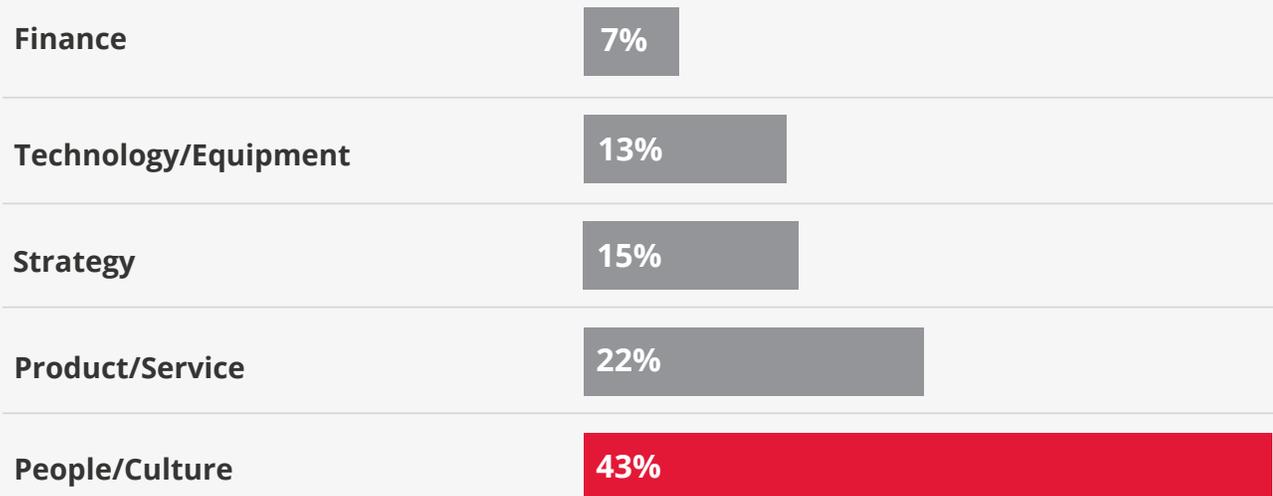


Every gap, big or small, affects trust—and a lack of trust is your biggest expense. Pause and ask yourself: *Was there a moment yesterday when I could have been more clear? Was there a conversation that could have been more compassionate? Was there a commitment I made but didn't keep?* We are constantly influencing our trustworthiness because it's the little things, done consistently that influence trust the most.

Where there is low trust, everything takes longer and costs more, but where trust is built, the mission, priorities, and culture of an organization become aligned, resulting in increased performance, revenue, and retention.

The starting point for being a trusted leader is about PEOPLE. The research found the #1 area executives should focus their time on is people and culture...even above finance or strategy!

IN ORGANIZATIONS, WHERE DO EXECUTIVES MOST NEED TO FOCUS THEIR ATTENTION?



*Data specific to the United States

To establish ongoing trust in your people and culture, you need a framework for conquering roadblocks that minimizes skepticism.

FOLLOW THESE STEPS TO SOLVE YOUR NEXT TOP CHALLENGE:

1. CONFRONT REALITY

The first step is to see the problem. Acknowledge what is really happening by measuring trust within your organization. Consider starting with a tool like our Enterprise Trust Index™ to gain a clear, comprehensive picture of trust in your organization.

2. IDENTIFY THE ROOT CAUSE

Use the lens of trust to see the real foundation of your challenge. When you identify which of the eight pillars has a gap, you can start to close it.

3. CREATE A COMMON LANGUAGE

Building a common language with the 8-Pillars of Trust unifies your team and gives a framework to communicate about the challenges you face and the solutions you will use to solve them.

4. APPLY TRUST TOOLS

With an honest view of reality, a clear view of the root cause, and a common language to solve it, your team can apply key tools to increase performance and results. A few popular Trust Edge tools include the 90-Day Quick Plan to achieve clarity, the S.P.A. Method to create a culture of appreciation, and the 6 E's to motivate contribution!

PSYCHOLOGICAL SAFETY AND LEADERSHIP

Humans tend to think the best of themselves. This year's data showed people believe their employers have a higher amount of trust in them compared to the trust they have in their employers! We tend to trust others based on their actions and ourselves on our intentions.

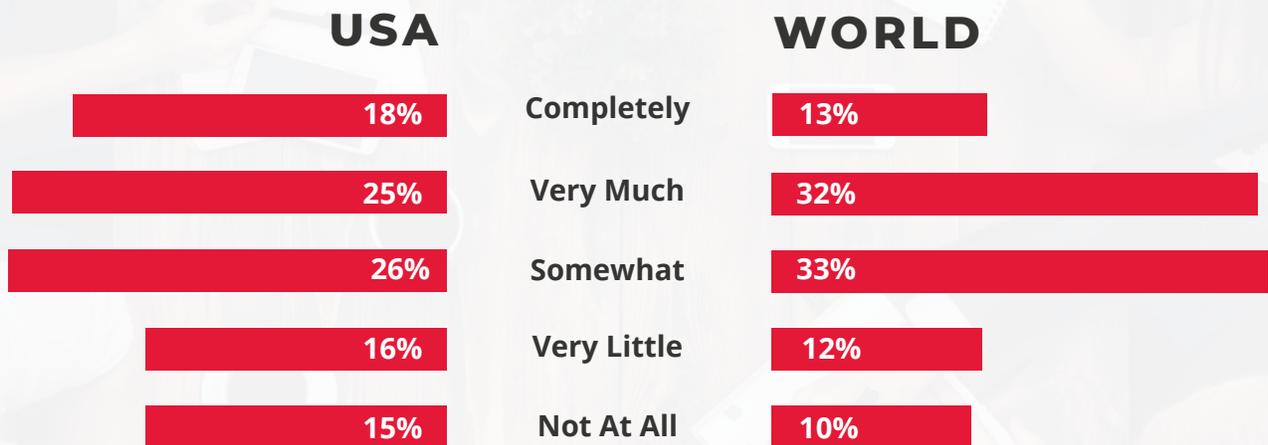
The data found that, in a crisis, people want a **TRUSTWORTHY LEADER** more than anything else.

When people feel unsafe psychologically, physically, or otherwise, the natural response is to seek security. As a leader, you will have to navigate crises, no doubt. Time spent on creating safety and trust with your people today will determine your team's ability to succeed during challenging times tomorrow.

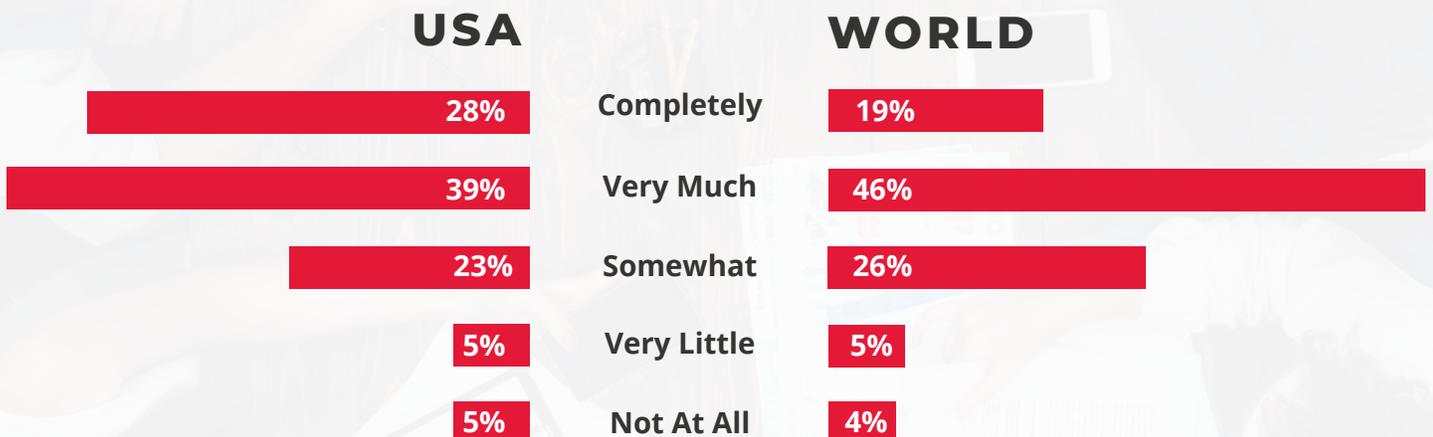


RESEARCH FINDING

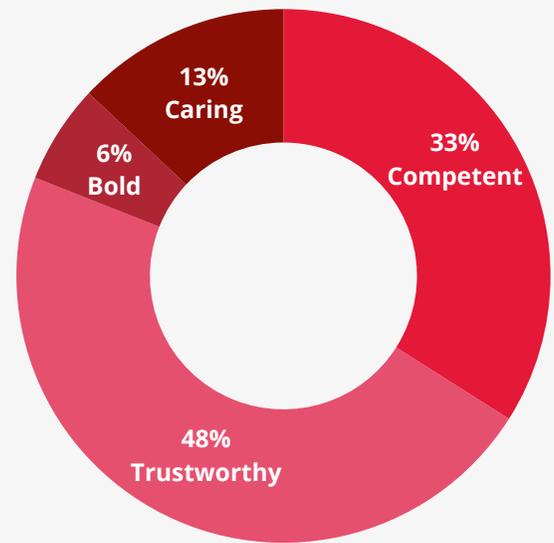
HOW MUCH DO YOU TRUST YOUR CURRENT OR MOST RECENT EMPLOYER?



HOW MUCH DOES YOUR CURRENT OR MOST RECENT EMPLOYER TRUST YOU?



WHICH TYPE OF LEADER WOULD MOST REDUCE YOUR FEAR IN A CRISIS?



WHAT MOST MOTIVATES A LEADER TO SUPPORT A NEW INITIATIVE?

USA



The initiative is recommended by a trusted employee



The initiative makes the leader look successful



The initiative is financially beneficial



The initiative solves a problem

WORLD



The initiative is recommended by a trusted employee



The initiative makes the leader look successful



The initiative is financially beneficial



The initiative solves a problem

PROBLEM SOLVING AND CONTRIBUTIONS

People trust those who contribute results; that's why leaders are most likely to support new initiatives when they solve a problem, even above being financially beneficial!

There are few things that build trust faster than actual results. When problem solving, be a contributor who delivers concrete solutions. Fulfill the promises you make to your team with actionable results.

When leadership is perceived as untrustworthy, employee and customer satisfaction decrease, toxic suspicions permeate a culture, and business results tank. But where there is trusted leadership, employee retention, revenue, and results all increase. Trust affects every aspect of leadership and you can actively build it with your people!

Circle one of eight pillars below to focus your efforts this week and witness the impact of trust firsthand: Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution, Consistency.



TRUST IN HIRING

Hiring can be an exciting time for an organization! It can also be a complicated and time-consuming process. The expense of onboarding the wrong person can be massive. The leading indicator of hiring right is TRUST. To increase your chances of a successful new-hire, place trust at the core of your organization's hiring process.

THE INTERVIEWER

The starting point for bringing in a high-trust employee is critical—and it's not the candidate! Many leaders and organizations think they are clear about hiring for a role when they are not. Hiring right starts with you and your organization doing the upfront work of clarity. Step one in hiring is to get clear! Align the job description with the company's culture and needs.

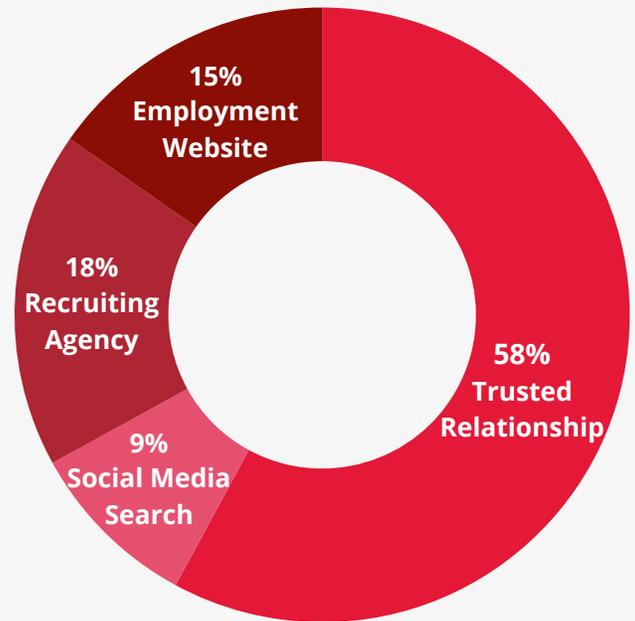
HERE ARE TWO STARTING POINTS TO GET CLEAR:

- Review your mission, vision, and values. How does the job description reflect these specific priorities and your overall company culture?
- Identify key benchmarks for the position that align with the 8-Pillars of Trust. How does the job description reflect your expectation for maintaining a high-trust culture in the outcomes of this position?

THE SEARCH

When looking for new employees, leaders can increase hiring success by leveraging their trusted network for leads on quality candidates before using a recruiter, their company's employment website, or the more contemporary approach of posting to social media. There's nothing wrong with using a variety of recruitment tools, but a colleague's recommendation often carries a lineage of trust.

WHAT METHOD FOR FINDING PROSPECTIVE EMPLOYEES IS MOST LIKELY TO END UP IN A SUCCESSFUL HIRE?



*Data specific to the United States

QUICK TOOL:

Use the data above to ask your industry colleagues for candidates and clearly list out your expectations. Utilize the 8-Pillars of Trust when creating your list. Some examples below.

- **Compassionate:** Someone who has a hunger to drive a mission forward with urgency, excitement, and ongoing improvement.
- **Competent:** Someone who has a sharp eye for seeing and predicting needs with a fast-paced mentality for accomplishing tasks.
- **Committed:** Someone who takes responsibility to follow through with excellence and genuine care.
- **Consistent:** Someone who can multitask, pivot, and deliver high-quality results.

THE INTERVIEWEE

53% of people globally attest that the most utilized gauge for a quality candidate is their quantity of experience. Highly effective candidates are motivated to stay relevant and competent in their changing industry.

It's true that competence grows with consistent learning. Real-life experience is equally vital to the accolades on a resume. Pay attention to the candidate's volunteer efforts, interests, and hobbies. These crucial details, while some may consider resume fluff, will show the synergy and accountability of a candidate. Does the candidate work well with others? Based on the candidate's interest, are they passionate? Do they engage in activities that go beyond themselves? Do their interests keep them relevant? Read between the lines to start gaining a clearer picture of the candidate's story.

THE REFERENCE

References are a valuable resource when considering an applicant. If the reference isn't 100% positive, it can be a red flag. Take note and give the reference a call. Besides asking what the applicant was genuinely good at, here are some additional questions to get the best possible feedback from the call:

1. WHAT WOULDN'T YOU HAVE THIS PERSON DO?

Don't tell them the role you are filling before asking this question. If you hear that they wouldn't be a great leader of a sales team, and you are interviewing for that role, you have a clear answer. This question ties back to the Competency Pillar: people have confidence in people that stay fresh, relevant, and capable.

2. HOW DOES THIS PERSON RESPOND TO FEEDBACK?

This will tell you a lot about their coachability. A good team member will respond to constructive criticism and be able to make subtle changes in how they respond to management. This question ties back to the Character Pillar: people trust those who do what is right over what is easy.

3. WHY DO YOU THINK THEY ARE NOT WITH YOU ANYMORE?

The answer to this question is an indicator of the Commitment Pillar. People believe in those who stand through adversity. Did their life circumstances change? Did they leave because they did not get along well with their coworkers? Were they struggling with a certain aspect of their job responsibilities? Understanding an applicant's reason for leaving a previous position provides you with some useful information.

THE INTERVIEW

In 2020, data revealed that an interview was the best way to measure a trustworthy candidate before hiring them. Data from the 2022 Trust Outlook found that only 15% of executives say they rely on interview skills. Quantity of experience and a trusted referral are most important in their hiring decisions!

Typically, an interviewee spends considerable time preparing for an interview by updating their resume, polishing their interviewing skills, and researching the company. The interview is your greatest opportunity to learn the culture-fit and competency of the candidate. Here are some specific questions you can ask to learn about the competency of a candidate:

- What is a book you've read lately?
- What are some favorite podcasts you listen to and why?
- Tell us about how you stay fresh, relevant, and capable in your field.

Listen for the details they provide as they are competency indicators for if/how the candidate prioritizes ongoing learning in their job and in life!

THE COMPANY

Remember, hiring is two-fold. The company is assessing the candidate, and the candidate is evaluating the company. They both want to determine whether it will be a good fit. Cast the vision for how their position will make an impact in the organization. Building trust and increasing employee engagement starts before the candidate is even hired.

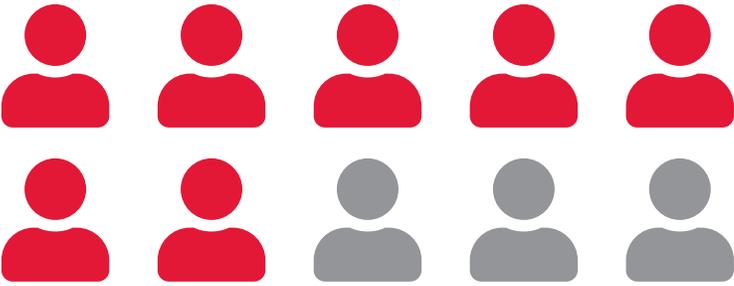
Ultimately, growing high-trust teams starts by selecting the right candidate. Align your hiring process with the 8-Pillars of Trust to attract and hire quality candidates who are a good fit for the positive, high-trust culture you've worked so hard to build. Together, you will grow your organization's mission and impact!





TRUST IN REMOTE WORK

Drastic shifts in workspace expectations and company cultures from the COVID-19 pandemic have necessitated reliance on virtual meetings. Organizations have pivoted to leveraging technology more than ever and now, flexible work environments are seemingly here to stay! The way leaders choose to navigate flexible work environments will either increase or decrease trust in their leadership and performance of their business.

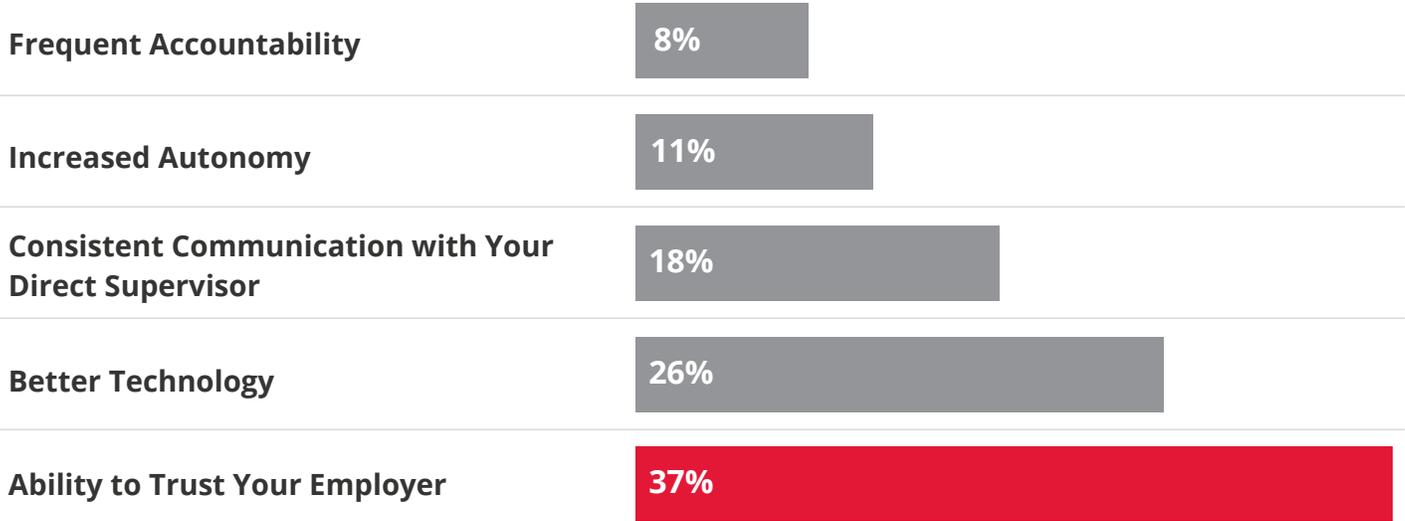


*Data specific to the United States

Today, nearly 7 out of 10 of Americans say they are more productive working remotely than in an office setting.

Even managers believe they are more productive at home (72%)!

WHAT WOULD MOST HELP YOU SUCCEED IN A VIRTUAL WORK ENVIRONMENT?



*Data specific to the United States

The tension for employers and employees alike is determining how to maintain alignment, accountability, and connection with hybrid and virtual environments. Employees want to be trusted not micromanaged, yet leaders have a responsibility for maintaining performance standards and increasing bottom-line results. So how can you navigate this tension and create a high-trust culture for remote work?



HERE ARE 4 TIPS FOR TEAMS TO SUCCEED IN FLEXIBLE WORK ENVIRONMENTS:



1. PRIORITIZE CLARITY

Most of us think we are clear, when in reality, we are not. Set clear systems and expectations for virtual meetings. Establishing availability requirements, dress recommendations, and video on/off expectations are just a few ways you can help alleviate some of the stress that comes from taking meetings from home. When an organization is clear with expectations and policies, it eliminates employee's guesswork and increases a sense of psychological safety.



2. INCREASE COMPASSION

Mutually acknowledge the challenges of remote work. Employees can practice empathy for their leader's need for accountability and employers can extend opportunities for their people to show trustworthiness with measurable results.



3. BE PURPOSEFUL WITH CONNECTION

The more people know each other, the more likely they are to support and protect one another! Continue building connection, even remotely, by asking intentional questions and listening well.



4. STAY CONSISTENT

Communicate consistently and be proactive with sharing ongoing updates from the leader to the team and vice-a-versa. As a leader, you can increase alignment and cultural consistency by frequently communicating the mission, vision, and values of your organization. During weekly meetings, consider reviewing who your company is and what you are about!

Extending and earning trust will continue to be the critical factor for maximizing productivity in remote work. The data found the #1 factor for an employee's successful remote work in the United States is the ability to trust in their employer!

Create the foundation for ongoing trust, despite your hybrid or virtual work environment, by putting the Pillars of Trust into practice. Start with Clarity, Compassion, Connection, and Consistency to build or strengthen a high-trust, virtual culture!



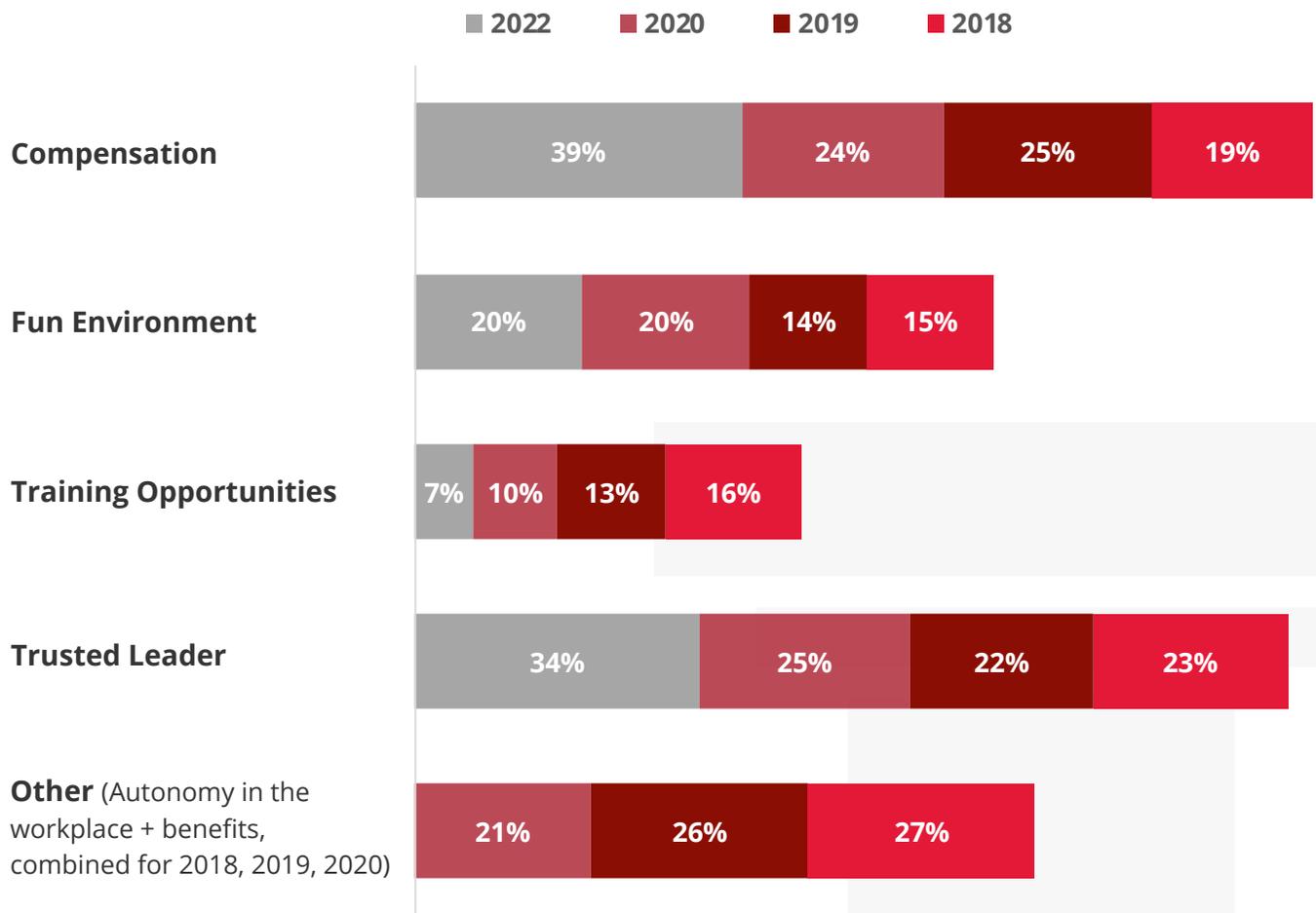
PERFORMANCE & TRUST

Trust has always been about people, but this year's data proves that performance is too. Collaboration and a strong connection with colleagues create the foundation for a business that succeeds. Those who refrain from investing in relationships at work miss out on the significant role this plays in their overall performance.

Our global data found that the #1 motivator for people at work is being part of a team. A close second for motivation was higher pay. When both are at play, attraction, retention, and performance skyrocket!

Everyone is affected by trust. Have you ever had doubts about a colleague being able to complete their work with excellence? Chances are, your skepticism was perceived and ultimately affected their performance. In fact, 94% of Americans state that trust affects their performance at work AND over 86% believe that their trust in others is linked to their performance.

WHY DO PEOPLE WANT TO WORK IN AN ORGANIZATION?



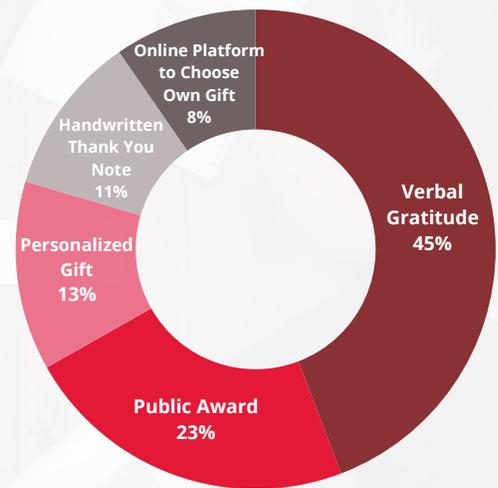
*Data specific to the United States

**The 2021 Trust Outlook research did not include this question

TWO WAYS TO OVERCOME SKEPTICISM, PROMOTE COLLABORATION, AND GROW PERFORMANCE WITHIN YOUR TEAMS:

1. SHOW APPRECIATION IN WAYS THAT ARE GENUINE AND PERSONAL.

People crave affirmation, there is no dispute, but how you do it matters. Systemized, impersonal recognition will only take you so far. If we give real-time, specific, and sometimes even public affirmation, our efforts can go a long way toward building connections with colleagues and staff. Try to be a student of the people in your workplace and learn their appreciation style! Of those surveyed globally, this was the breakdown of how people want to feel appreciated at work:



2. LEARN TO GIVE EFFECTIVE FEEDBACK.

At Trust Edge Leadership Institute, we boldly endorse the importance of providing **both positive and constructive feedback**. People want and NEED to hear both! Our data found that 47% of businesspeople around the world want to know what they can do to improve their competency, and they really can't do this without someone taking the time to provide constructive advice. How this is delivered is crucial. The environment matters, especially when the feedback is critical. Positive feedback can be done in front of a team. Critical feedback should be given one-on-one and shared as soon as possible so it is fresh in both parties' memories. Clarity will limit hurt feelings and help keep your culture both productive and positive.



TRUST IN ORGANIZATIONAL CULTURE

Imagine the stress of walking into a meeting room and sensing tension between colleagues who do not trust each other. These seemingly small moments diminish productivity throughout your entire company. Organizational culture is not as abstract as it seems at first glance. A low-trust culture is a massive expense in time, money, and people.

SO WHAT CAN WE ACTUALLY DO TO CLOSE THE TRUST GAP AND CREATE A HIGH-PERFORMANCE CULTURE?

Roughly half of all people surveyed believe that it is the employer's responsibility to earn trust from the employee, while the other half think it is the employees' responsibility. This near-fifty-fifty response highlights the need for employee and employer to meet in the middle and foster a relationship of trust. For trust to be earned, it also must be extended.

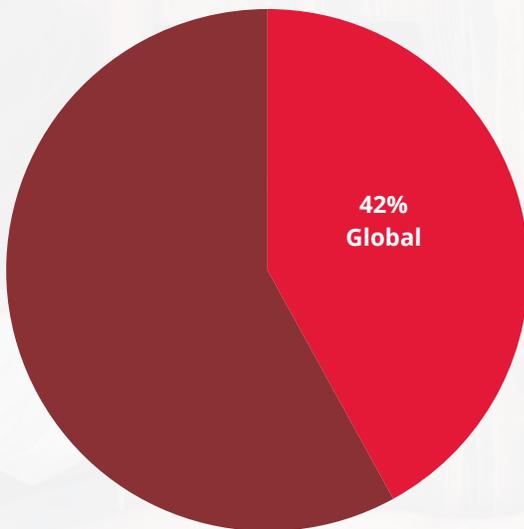


RESEARCH FINDING

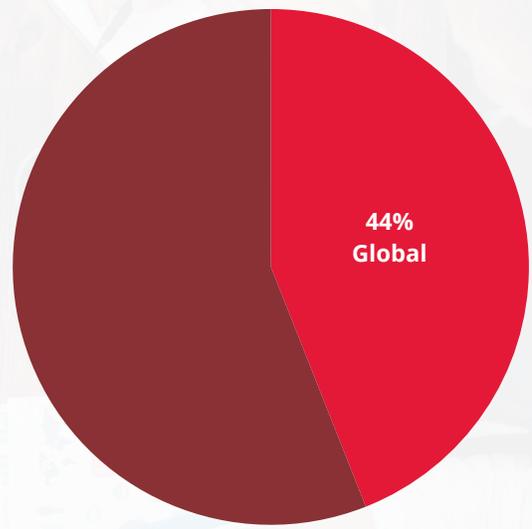
WHOSE RESPONSIBILITY IS IT TO EARN TRUST IN THE WORKPLACE?

The data shows almost half of all people say the responsibility lies 50% with the employer and 50% with the employee.

50% THE EMPLOYER'S RESPONSIBILITY



50% THE EMPLOYEE'S RESPONSIBILITY



Building trust that lasts always starts at the individual level. Approximately 89% of people surveyed believe they are trustworthy, while only 58% believe their colleagues are trustworthy. We tend to be more skeptical of others than we do of ourselves. Skepticism doesn't disappear from your culture on its own. A high-trust culture is actively built and consistently reinforced with intention.

HERE ARE THREE WAYS TO EARN AND EXTEND TRUST TODAY OR TOMORROW:

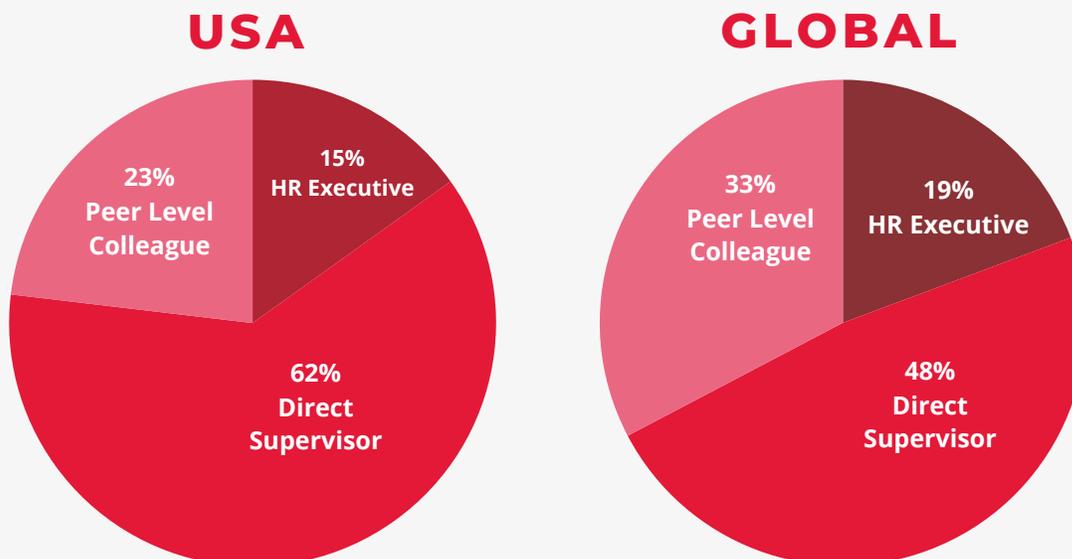
- **Make and keep a commitment**
- **Empower someone else to lead your meeting**
- **Invite an employee to make a key decision**

Be part of the solution to discourage skepticism and distrust. Show your colleagues and organization that it is possible to move the needle toward greater business results while enjoying an environment where everyone can be their best.

THE KEY TO DELIVERING NEWS WITH YOUR TEAM

When announcing any negative organizational news, the delivery is crucial. Over 61% of Americans prefer to hear negative news from their direct supervisor where trust has already been proven. Receiving difficult information is never easy but as a leader you can maintain trust by purposefully selecting the trusted people to deliver the news!

AT WORK, FROM WHOM WOULD YOU RATHER HEAR NEGATIVE ORGANIZATIONAL NEWS?



DIVERSITY IN THE WORKPLACE

Diversity is comprehensive: gender, ethnicity, color of skin, background, personality, political view, work experience, education, and much more. Around the globe, 89% of people believe that diversity is important for a high-performing team. However, there is a disconnect in organizational culture as 76% of people prefer to work alongside someone who is a lot like them! People are uncomfortable with the unknown, so they tend to stick with what is familiar.

Where there is trust, people are more able and willing to celebrate differences. Diversity can lead an organization to high levels of innovation, creativity, and success. Finding common ground and understanding differences can both contribute to a rich culture that exceeds expectations. Trust brings out the best in diversity to affect your entire organization, including the public's perception! The effort you spend to build trust is what will amplify the power of a diverse culture in your organization.



TRUST TIP:

If you are not sharing your mission and values every 21 days, nobody knows them! Frequently align your culture around your core organizational identity to increase performance and create a foundation for trust and diversity to thrive.

WHO DO YOU MOST WANT TO WORK ALONGSIDE?

24%

People who are a lot different than you

76%

People who are a lot like you

DIVERSITY IS IMPORTANT TO CREATE A HIGH PERFORMING TEAM.

FALSE

11%

TRUE

89%



TRUST & DATA PRIVACY

With a massive quantity of business existing online, consumer information is constantly being gathered. Collecting information on its own is not more or less trusted, but the WAY data is collected can propel your business forward or tank your brand's reliability.

In fact, the #1 reason people are willing to share their private data with an organization is if they are a TRUSTED BRAND!

WHAT MAKES YOU WILLING TO SHARE YOUR PRIVATE DATA WITH AN ORGANIZATION?



When you increase trust, you create a brand with whom customers feel safe giving their information. In addition to using trustworthy software, leaders can increase trust by wisely balancing confidentiality and transparency.

One of the most critical factors for being trusted with data is confidentiality, yet transparency has seemed to be the word of the decade in business. Transparency is great until someone is transparent about something that was supposed to remain confidential. Leaders hold a tension between confidentiality and transparency every day in the workplace.

Be as transparent as you can be while being as confidential as you ought to be.

Consider asking yourself the following questions when determining how confidential or transparent to be:

With whom should ____ be shared?

When should ____ be shared? Now, next week, next quarter, never?

Should ____ be shared here?

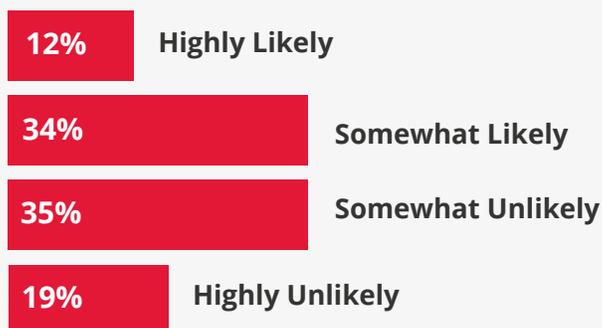
What is the best way to share ____ ?

PRIVACY AND DATA

Only 12% of people believe a data breach is highly likely in their organization, yet they are happening all the time. How many of us have been notified of a compromised password or fraudulent activity spotted on our accounts?

Privacy data breaches are becoming more common each year. Aside from the obvious technological ways to protect your organization, businesses are still at risk of a nontechnical data breach. Creating an organization based on trust, confidentiality, and transparency will strengthen your culture and protect your assets, even amidst the risk of data theft.

HOW LIKELY IS A DATA BREACH IN YOUR CURRENT OR MOST RECENT ORGANIZATION IN THE NEXT FIVE YEARS?



Yes, do what you can to prevent data loss, but your next level of safeguarding is to be the most trusted brand in your industry. When you have built a high-trust brand, your customers are more likely to stay loyal even through challenges!



TRUST & SOCIAL MEDIA

On social media, trust is won and lost in milliseconds. With the tap of a finger, users are constantly being influenced and influencing others. What (and who) suits a user's taste today can be easily filtered or replaced tomorrow. Amidst ever-changing algorithms, social trolls, and fake news, high-trust leaders have an opportunity to reaffirm the trustworthiness of their brands while maximizing the best of social platforms.

FAKE NEWS

At Trust Edge Leadership Institute, trust is defined as "a confident belief in a person, a product, or an organization." The key connection of trust with social media is about having a confident belief in what is true. Across platforms, people subconsciously wonder, *can I confidently believe this content is real?*

If more of us paused to ask that question, social media might lose some of its ability to spread fake news like wildfire! This year's research found that over 50% of Americans say that everything they post on social media is true while only 6% of Americans think that everything **other people** post is true.

To increase trust in your organization and your leadership, consistently give your followers proof that you are sharing the truth across platforms.

TRUST IN SOCIAL PLATFORMS

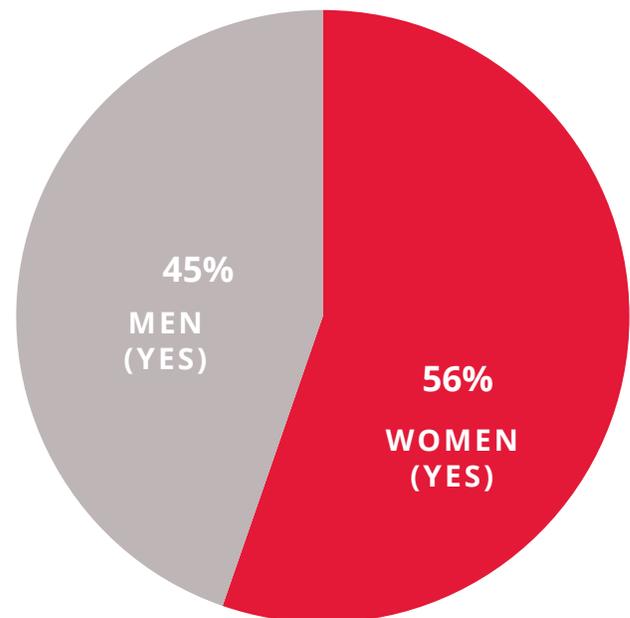
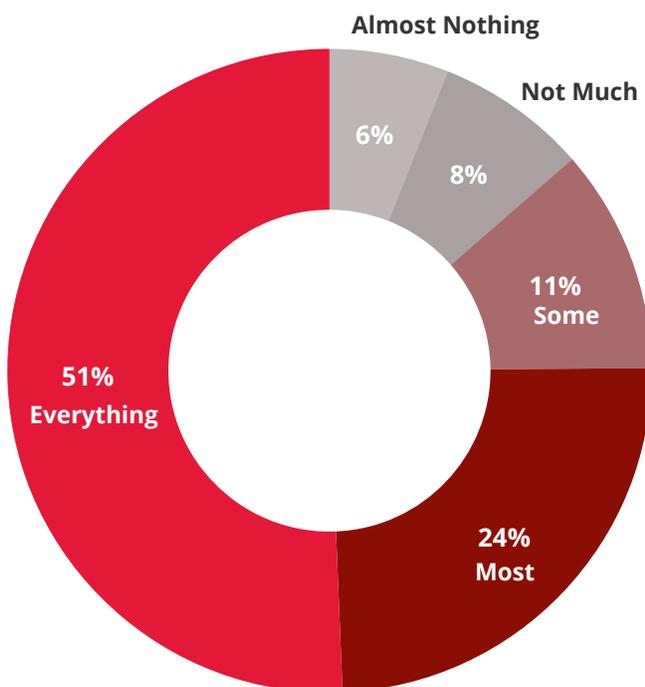
People with significant followings on social media are often referred to as “influencers,” but the research found that globally only 10% of people say social media most *influences* them to change their opinion about something. On the other hand, nearly 43% of people get their news from online/social media sources. Then what is most strongly influencing us? TRUSTED RELATIONSHIPS. 64% of people globally say that information from a trusted relationship is most likely to change their opinion!



PRO TIP:

Two ways to increase trust on your channels:
Frequently post measurable data about your product/service and transparently share customer reviews!

IS EVERYTHING YOU POST ON SOCIAL MEDIA TRUE?



*Data specific to the United States

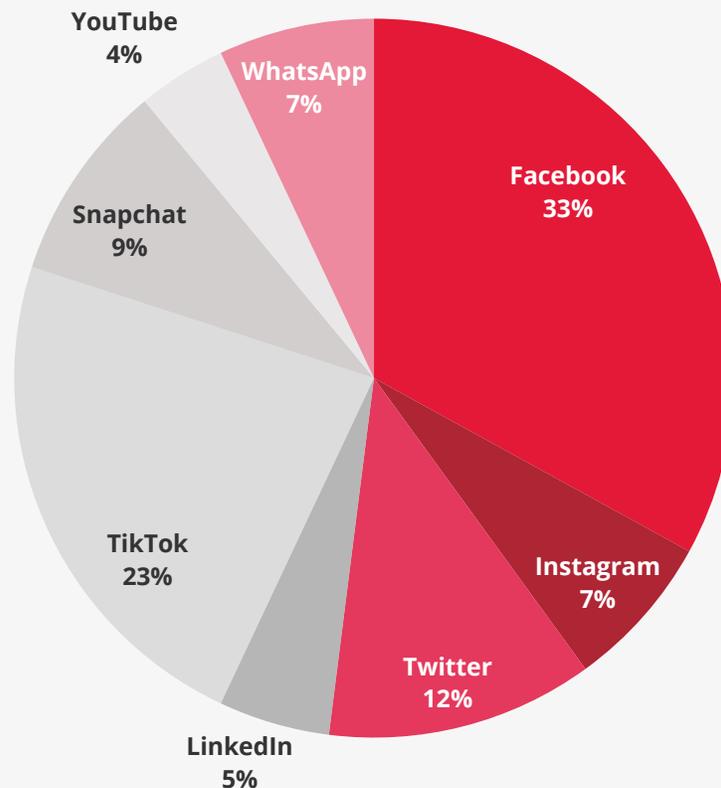
Whether online or in-person, leaders who are trusted by their people have the most influence!

When evaluating how you are perceived on social media, consider the platform's reputation as a whole. While Facebook is the most widely used platform, over 45% of people believe that it is the least trusted in 2022. To stay trusted on a less-trusted platform, assess what you share based on the 8-Pillars of Trust!

WHAT IS MOST LIKELY TO MAKE YOU CHANGE YOUR OPINION?



WHAT SOCIAL MEDIA PLATFORM IS LEAST TRUSTED?



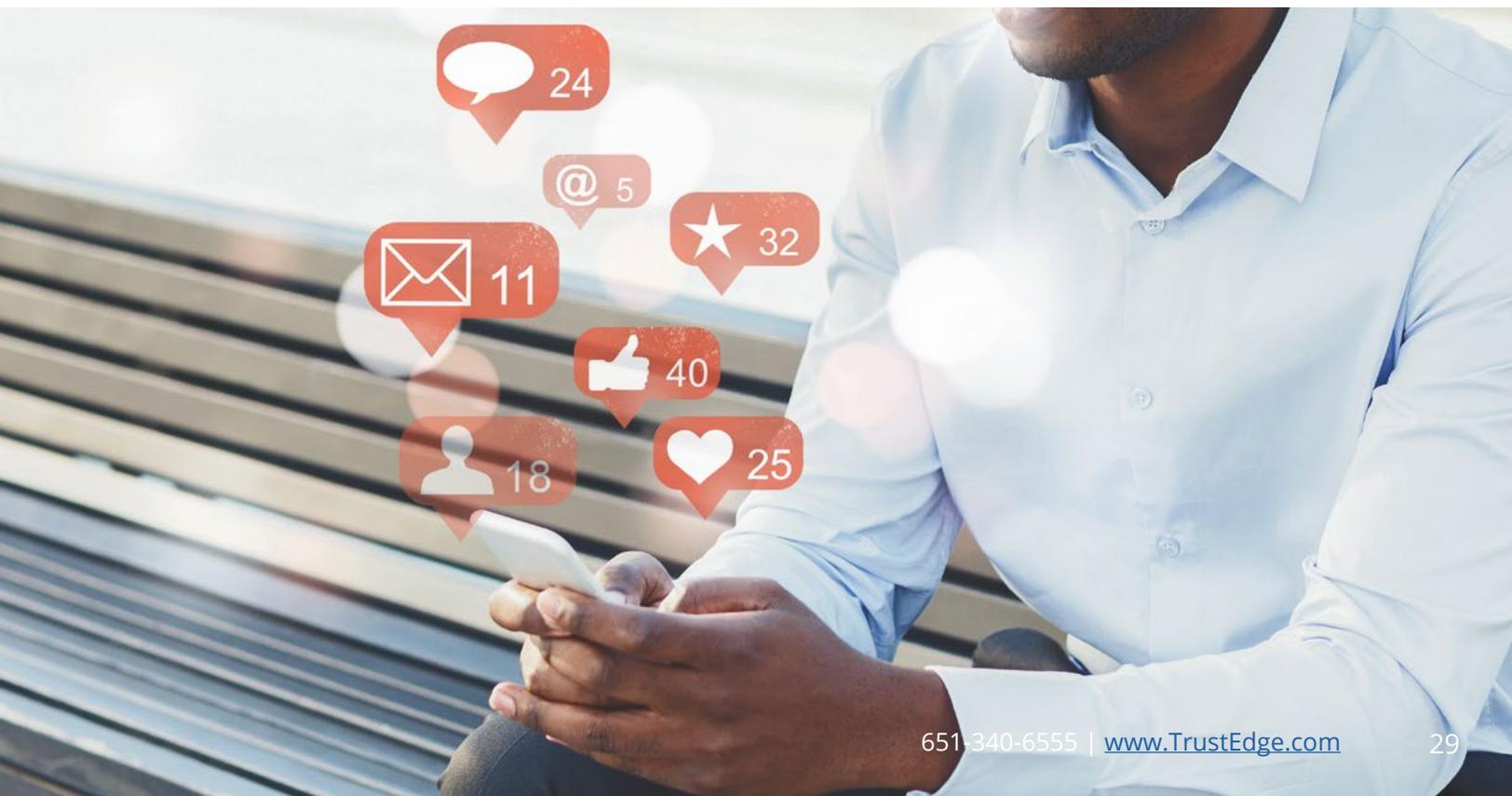
WAYS TO FOSTER TRUST ON SOCIAL MEDIA

To establish trust on social media, transparency and connection are key. Here are some tips to grow trust on social media:

- 1. BE GENUINE.** Mean what you say and what you share. Do not skew the reality of a situation to make yourself look better. Before you click share, take a moment to research whether the content can be trusted.
- 2. FOLLOW THROUGH.** If you make a statement on social media, stick to it. If you post something and realize you made a mistake, then own it and address your mistake.
- 3. SHOW UP.** People will begin to trust you the more they see you. Show up in your feed. Be authentic and share stories about your life.

In today's economic climate, small businesses have a trust-building advantage over larger businesses. Owners of these businesses can include themselves in their content and show up authentically.

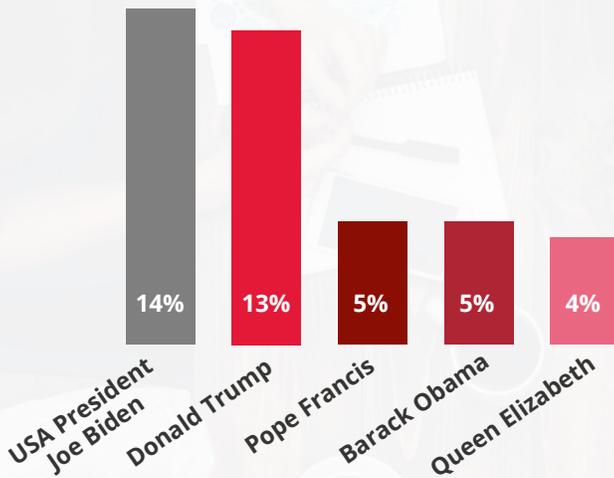
Knowing this, a large business can adapt and adjust its marketing strategy to benefit its reputation. Regardless of a company's size, it is essential to prioritize agility, accountability, and accessibility. Finding ways to get in front of customers and create true connections are vital to the success of any trusted marketing campaign.



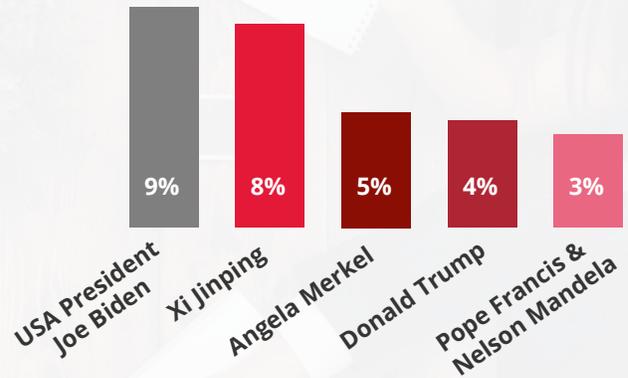
TOP 5 STATISTICS

WHO IS THE MOST TRUSTED, INTERNATIONALLY KNOWN LEADER?

USA

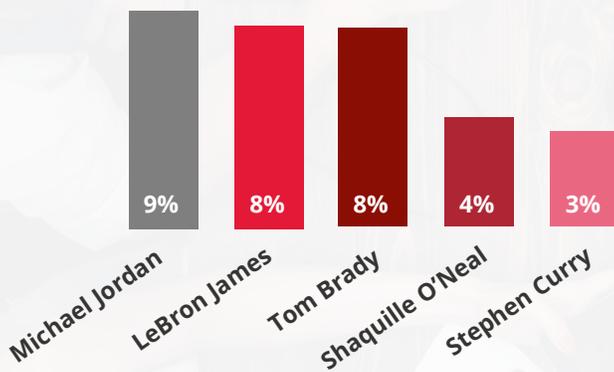


WORLD

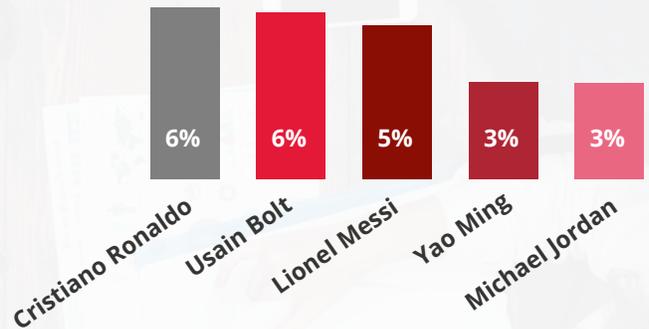


WHO IS THE KNOWN ATHLETE YOU TRUST THE MOST?

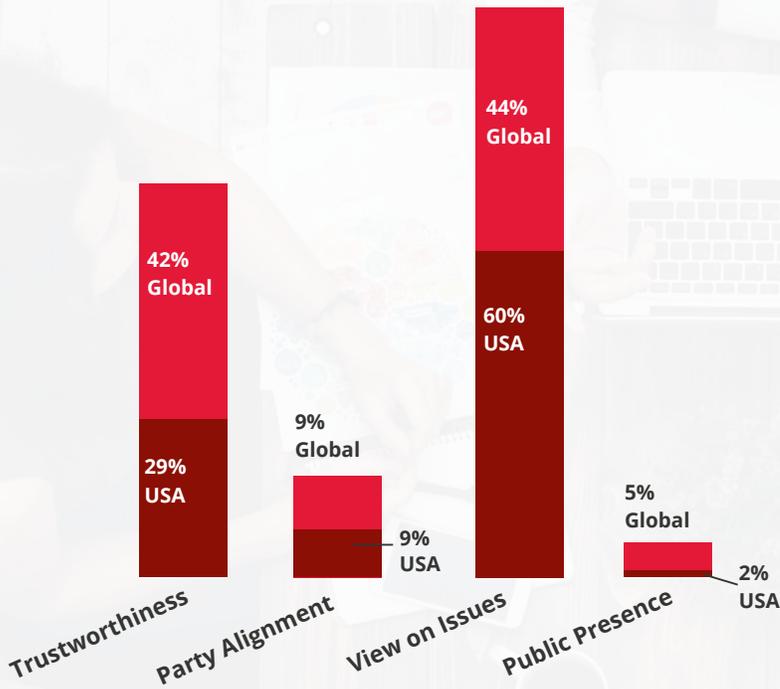
USA



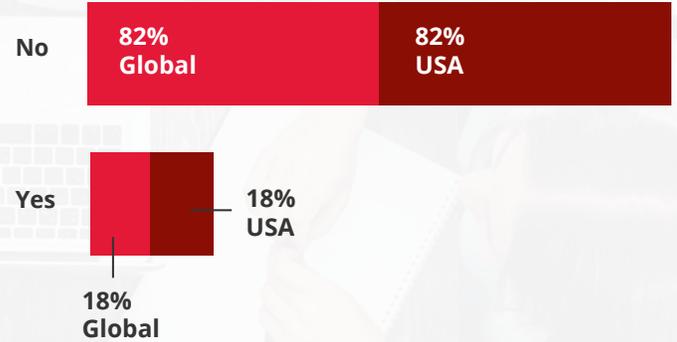
WORLD



WHAT MOST INFLUENCES YOUR VOTE TOWARDS A NATIONAL POLITICAL CANDIDATE?

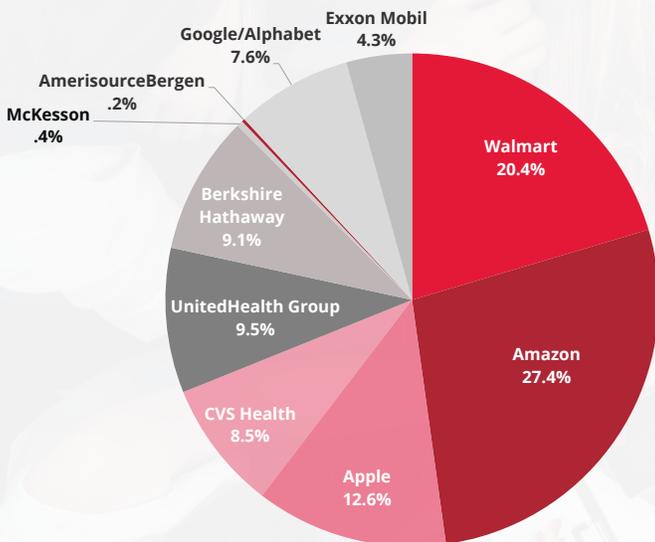


WOULD YOU REFER THE PRODUCTS OR SERVICES OF AN ORGANIZATION YOU DON'T TRUST?

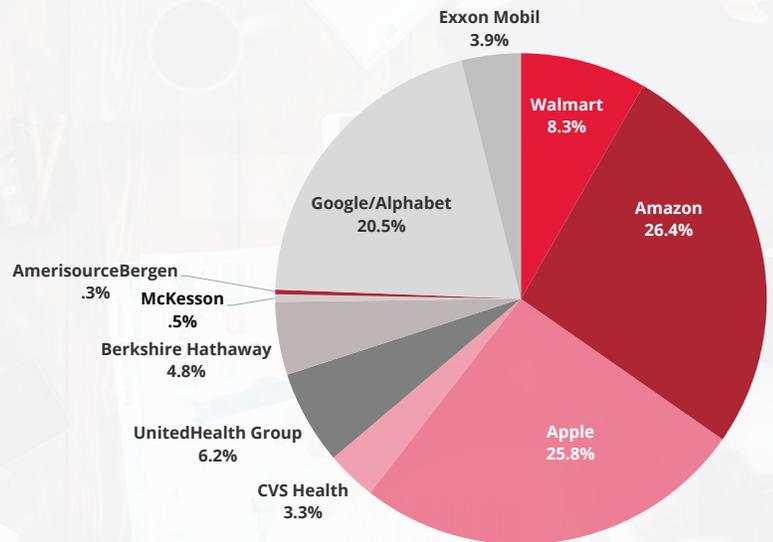


AMONG THE FORTUNE 10, WHAT IS THE MOST TRUSTED GLOBAL BRAND TO YOU?

USA



WORLD





SUMMARY & TAKEAWAYS

Without trust, leaders and organizations fail. Even good leaders and organizations face a crisis of trust! Trust is NOT a soft skill; it can be actively taught, efficiently measured, and consistently reinforced to achieve your top priorities as an organization.

With 91% of people globally recognizing that trust affects their performance at work, now is the time to focus efforts where it matters most.

1. HOW TO BE A MAGNETIC ORGANIZATION

For the fourth year in a row, trusted leadership is the #1 reason people around the globe want to work for an organization. The data also found that, in crisis your people want a trustworthy leader—even above sole competence!

(48% Trustworthy, 34% Competent, 12% Caring, 6% Bold)

2. THE POWER OF APPRECIATION

A lack of compassion can be a massive roadblock to a high-trust culture. The #1 way people feel most appreciated at work is by receiving verbal gratitude! Take the time to communicate gratitude; get to know your people well enough to be specific, personal, and authentic in your verbal appreciation.

3. MAXIMIZE ONLINE BUSINESS

Trust is the only way to amplify your online business! Your prospects are more likely to give their information, be a repeat buyer, and share referrals with those they trust. 59% percent of people say they are most willing to share private data with brands they trust!

(59% Trusted brand, 15% Reward, 14% Past experience, 12% Convenience)

4. WHAT MOST INFLUENCES HUMANS

Individual perspectives are fluctuating all the time, but the top reason people change their opinion is trusted relationships! To create effective buy-in and influence a high-performing team, your people need to have a trusted relationship with you.

(64% Information from a trusted relationship, 26% Information from a news source, 10% Information from social media)

With the 8-Pillar Framework, you can easily start to build a high-trust culture where your people can perform at their best. Trusted teams and organizations bring out the best in their people and get measurable results.

Call us at 651.340.6555 to identify your best next step for becoming the most trusted leader in your industry.





ABOUT THE STUDY

THE AUTHOR

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

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

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

RESEARCH METHOD

The “2022 Trust Outlook® Global Research Study” was conducted in partnership with and fielded by an independent research firm. The custom online survey was administered to a combined total of 3,000 adults (ages 18-65) including 500 in each of the following countries: Australia, Brazil, China, Germany, Nigeria, and the United States.

The sample is representative of the current census data for age, gender, and region, and participants were screened for age and education level.

The survey was conducted online from January 5, 2022 to January 12, 2022. The total sample of 3,000 has a margin of error of +/- 1.8% and the country-by-country samples have a margin of error of +/- 4.4%

SHARING GUIDELINES

This document is copyright 2022 Trust Edge Leadership Institute. All rights reserved.

We have purposefully made this data available to the general public in hopes of serving you and your people as you continue building trust. Thus, you are welcome and invited to share the data with appropriate source citation. The information can be referenced in the media, in whole or in part, as long as this document is cited as the source for the information. In no way does this document provide an endorsement of any product, service, company, or individual.

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

For help applying this research or building high trust teams and cultures, call 651-340-6555 or email Team@TrustEdge.com.



TRUST —
IS MORE CRUCIAL
— **THAN EVER.**

651-340-6555
WWW.TRUSTEDGE.COM