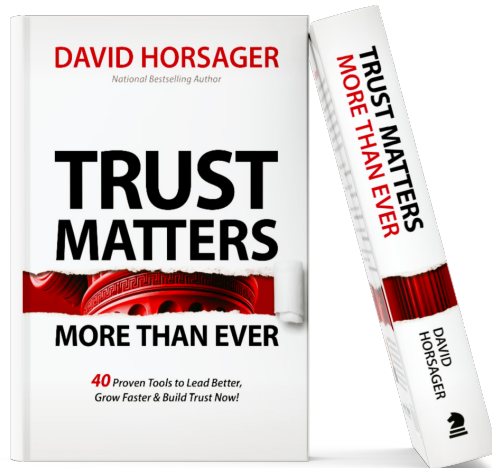


Enjoy the following excerpt of
Trust Matters More than Ever
by David Horsager.

This 304-page hardcover book is loaded
with research yet provides actionable tools
the leader can apply right away.



For bulk purchase options,
contact Trust Edge Leadership Institute at
info@trustedge.com or 1-651-340-6555.

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A low-angle, upward-looking shot of a classical column. The column is a vibrant, glossy red color. The capital at the top is fluted and features a decorative acanthus leaf motif. The background is dark, making the red column stand out prominently. The lighting creates strong highlights and shadows on the fluted surface of the column.

**Can I
trust
you?**

Why Trust Matters

Trust is your greatest asset.

EVERY HUMAN IS HARDWIRED to measure trust. A newborn baby first looks for faces, eyes, and mouths. By six months, their brains have “a perception of trustworthiness” based on facial recognition. This drive for connection does not disappear with age. These first impression judgments, as social psychologists call them, become more sophisticated as we grow older, but the question remains the same.

Can I trust you?

In your daily interactions with others, you might think the question in everyone’s mind is, *Do I like you?* but the more important question, and the question everyone is actually asking is, *Can I trust you?*

Can I trust this Uber driver to transport me safely?

Can I trust this financial advisor to give me sound advice?

Can I trust this doctor to help me?

Can I trust this company with my personal contact information?

Can I trust this teacher to educate my child well?

Trust is the fundamental backbone of relationships, society, performance, and growth. We follow leaders we trust. We buy, learn, drive, get married, put our kids on school buses, take prescription medicine, and put money in the bank all because we trust. The greatest asset you have in *every* relationship is trust.

Think about it. The only reason I put a lock on my bike, gate, or mailbox is because I don't trust people. The cost isn't just the price of the lock, it's the time it takes to open...close...open...close...open...close...

How long does it take to text message someone you trust? Boom, you are done in no time. How long does it take to message someone you don't trust? FOREVER! You worry about every word and wonder: *How will they perceive my message? How might they misconstrue it?* A lack of trust costs in every way.

If you don't trust the friends your teenager is hanging out with on Friday night, it's a huge emotional worry. If you don't trust a colleague on your team, it's your biggest cause of stress. What is your quality of life like when you don't trust your boss or your spouse?

Everything takes longer and costs more when trust is low.

Nothing affects the bottom line more than trust. According to Deloitte, trusted companies outperform their market peers by up to 400%.

Our annual research publication, *Trust Outlook*[®], has found:

- The majority of millennials say they would be more loyal to their employer, and they would put in longer hours, if they could trust their employer.
- The top reason people want to work for an organization is **trusted leadership**. It is rated higher than a raise, good benefits, more autonomy, or a fun work environment.
- More than 12 million Americans reported having invested \$100,000 or more based purely on trusting someone else.
- When employees trust senior leadership, they offer more ideas and solutions, are better team players, and are significantly more loyal.



**What's the #1 reason
people want to work for
an organization?
*Trusted leadership!***

Trust Outlook[®]

Defining Trust

Trust is a confident belief in someone or something. Trust itself is neutral; people can confidently believe in you for either positive or negative outcomes. If I am consistently late, you will begin to *trust* me to be late!

For the purpose of this book, we will define trust as:

**A confident belief in a person
to do what is good and right
on a consistent basis.**

Positive trust creates an enormous advantage and produces relationships that can significantly influence the people and the environment around them for the better. When you learn how to build trust—in yourself, your family, your team, your organization, and your community—you’ll discover that everything else improves. Relationships, work performance, stress levels, confidence, physical health—*everything* starts with trust.

Organizations Don’t Change. People Change.

It could be tempting to think of someone else who “*really* needs to read this book on trust.” While you might be right, the only person you can actually change is YOU. Ultimately, the most profound impact I’ve witnessed from this work has been personal. It changed my work life and my home life. It changed *me*.

Trust Is Complex

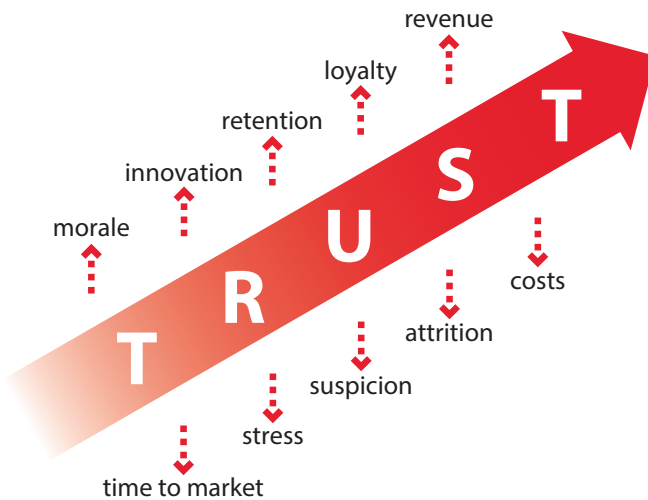
It’s easy to think we know it all about trust, yet people seem to have different pictures of what trust is and how it works. To broaden our understanding of trust, below are a few nuances to consider:

- Trust must be given, and it must be earned.
- Trust can be supported by evidence, yet it can be a feeling in your gut.

- Trust can be built or broken in seconds, or it can take years to accumulate or erode.
- Trust is built through transparency and through confidentiality.
- Trust takes vulnerability and is always a risk.
- Trust requires investment and is one of the most critical forms of capital.
- There are good reasons not to trust someone or something.
- Trust can be used for good and for bad. (A mafia boss can be good at building trust.)

The Impact of Trust

Trust is the currency of business and life. When trust increases, morale, productivity, and revenue follow suit. When trust decreases, everything is more costly, stressful, and slow.



Without trust, everything from relationships and businesses to whole economies and governments are vulnerable to collapse. “When people lose trust in leadership,” according to Gallup, “their decisions are informed by suspicion and their actions by self-interest. Businesses become more vulnerable as fewer employees are motivated to act for the greater good.”

I’ve seen this happen repeatedly. At best, skepticism and suspicion restrict the flow of ideas and reduce the ability to solve problems. At worst, they undermine the entire mission of your organization. An institution can have a great vision and capable employees, but it will still fail if its leadership is not trusted.

We can intuitively see how trust, or lack thereof, impacts our time, our finances, and our emotional health. In work, just like in our personal lives, we often blame things that are actually just symptoms of the core trust problem. Business problems are never really about leadership, communication, sales, engagement, marketing, or finances. At the core, the solutions are always established through trust.



When the Captain and I implemented the TELI material with our leadership team, we improved trust among the crew, which increased their ability to come to their leaders about sensitive mental health issues.

—**Lawrence Comdeco, Jr.**, U.S. Navy Command Master Chief (Ret.)



Problems exist—and persist—
because of a lack of trust.

A Breach of Trust Can Destroy

International tensions. Business failures. Family divisions. Economic collapses. Political discord. Low trust magnifies broken relationships and systems and costs society an exorbitant amount of money.

- According to FDIC, the failure of Silicon Valley Bank and Signature Bank in 2023 cost \$22 billion.
- The Catholic Church paid nearly \$4 billion to victims of abuse in the past decade.
- “Deflategate,” the National Football League scandal alleging that the New England Patriots deflated (or knowingly used) deflated footballs during the 2014 AFC title game cost \$22.5 million.
- Volkswagen says their 2015 diesel emissions scandal cost them \$34.7 billion.

Saying, “Just trust me” isn’t trusted.
Trust is earned.

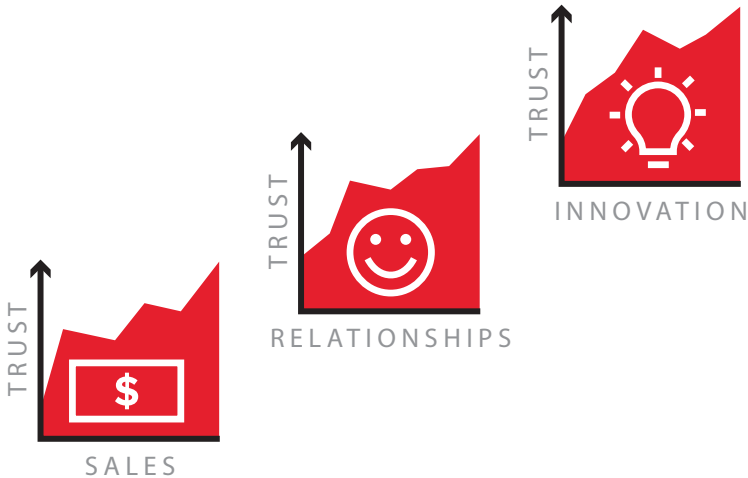
Paul J. Zak, director of the Center for Neuroeconomics Studies, conducted research on levels of oxytocin and stress hormones and how they affected a person’s performance. Zak discovered, unsurprisingly, that stress is a strong inhibitor to trust.

Conversely, when trust levels at an organization are high, people report:

- 74% less stress
- 50% higher productivity
- 76% more engagement
- 40% less burnout.

Trust Is a Leading Indicator of Success

We frequently look for leading and lagging indicators in business. In our global work, we have seen trust is always a leading indicator of success. Trust levels end up being a *very* accurate, predictive measure of either failure or success! That's why it's critical to actively prevent gaps in trust and close any breaches that already exist.



Trust is *always* the CORE issue!

Your Single Most Valuable Asset

Scan any company's balance sheet and you'll find a measure of trust behind every number. It's not something typically thought of as having an economic value, but when you scratch the surface of all those numbers, you will find that where trust is lower, the reported numbers are too.

For instance, with greater trust, customers will pay premiums, freely promote your business, and return again and again. With suppliers we trust, delivery time and costs decrease because there is less need for double-checking, paperwork, and follow-up. When trust fuels your processes, every aspect of your organization becomes more streamlined and more profitable.

Trust Works

What happens when leaders and organizations make trust-building a strategic priority? At Trust Edge Leadership Institute (TELI), we have had the opportunity to witness the transformation of people and organizations firsthand. When people prioritize solving with trust, the results speak for themselves!

- A \$1 billion global dealership group increased their market share 11% in one year.
- A multibillion-dollar insurance company increased their engagement score for the first time in 14 years.
- A mid-sized healthcare company eliminated \$2.4 million in attrition costs in nine months.
- A college football team's record went from 3–7 one year to 7–3 the very next year.
- A salesperson tripled sales in 90 days.



**Personal
trust
is back.**

What Happened to Trust?

A full-circle story.

A LONG, LONG TIME AGO, trust was personal, and it depended on proximity. There were two basic reasons people didn't trust others:

Reason 1: “I *don't* know you. You're unfamiliar to me, so I don't trust you.”

Reason 2: “I *do* know you. I've seen how you act; therefore, I don't trust you.”

As populations increased and communities expanded, governments, schools, businesses, and economic systems were formed to support new societal structures. People began to trust whole institutions rather than relying on individual relationships. We moved from *personal* trust to *institutional* trust.

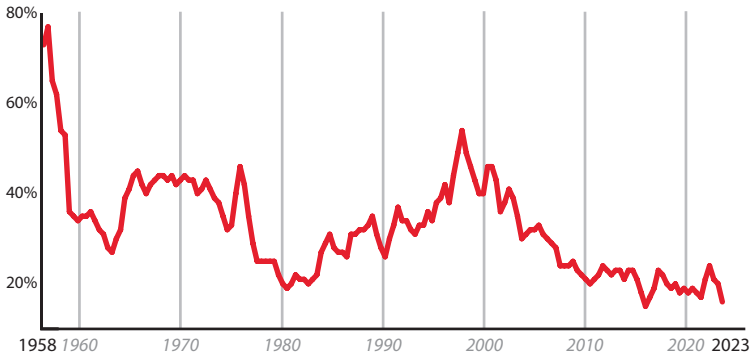
Institutional trust is the foundation of our laws, contracts, and entire economic system, and has the benefit of being

upheld even when there is an occasional breach of personal trust. We could have a bad teacher without losing trust in the entire education system. We could suffer one bad politician and not lose confidence in the government to act in our country's overall best interests.

Institutional trust in America was quite strong in the early 1960s with around 77% of Americans believing the government would do what is right. Now, only two Americans out of 10 say they would trust the federal government to do what is right.

Do you trust the government to do what is right?

Pew Research, "Public Trust in Government: 1958-2023"



Low Institutional Trust

The effects of distrust and low trust are readily seen across institutions from government, education, and religion to media, health-care, and food.

- ***We are losing confidence in our education system.*** When I was young, homeschooling was uncommon. Now it is one of the fastest growing forms of education in the United States.

- ***We are losing faith in religion.*** Even though roughly the same number of people say they believe in God as did decades ago, both attendance and financial giving at places of worship are down significantly.
- ***We don't trust our news.*** Trust in mainstream media is even lower than government! Many can remember a time when we had “the news.” Now, one person has her news, and another person has his news. Our growing distrust in the media is having profound effects on our society.
- ***We no longer blindly accept the “doctor’s orders.”*** The institution of modern medicine has seen a decline in trust due to increased public access to expert information, healthcare complexity, patient empowerment, and historical injustices.

In recent years, we've moved from institutional trust to *distributed* trust. Distributed trust means multiple independent sources combine to give the consumer confidence. Airbnb, Uber, and blockchain technology are all examples of distributed trust. Have you ever felt better about purchasing a product or eating at a restaurant because of a rating system? Institutional trust and distributed trust clearly play an important role in our society, but we are seeing signs that there is an increasing preference for direct communication and face-to-face interactions. People want to *know* the person before they decide whether or not to extend trust. It's the reason trust in small businesses is at an all-time high. Personal trust is back.

The more personal we can be,
the more trusted we will be.



**More
than ever.**

Trust Matters NOW

Trust is timeless and timely.

WHILE TRUST HAS ALWAYS BEEN both timely and timeless, a growing body of research suggests that modern life—in all of its high-tech, high-speed, high-resolution glory—is creating a situation where trust has never been more valuable or more breakable. Below are ten reasons why the critical factor of trust is on the rise and why it matters NOW more than ever.

- 1. *Human connection is vanishing.*** Remote workers, social media, and artificial intelligence (AI) are taking us further and further from the reality of in-person connections and bringing us to conveniently designed digital experiences. People today can even have AI girlfriends and boyfriends, so they don't have to deal with the work of a real partner.
- 2. *Isolation is increasing.*** Despite our ability to “connect” to more people than ever before, we are the loneliest we've ever been. A recent Gallup study reports that one

in four people throughout the world feel “lonely” on a regular basis. According to Dr. Vivek H. Murthy, Surgeon General of the United States of America, “Loneliness is far more than just a bad feeling—it harms both individual and societal health. It is associated with a greater risk of cardiovascular disease, dementia, stroke, depression, anxiety, and...loneliness increases the risk of premature death as much as smoking fifteen cigarettes per day.”

Trust is the cornerstone of
connection and community,
and we need it more than ever.

- 3. *We are losing our grip on reality.*** The line between what is real and what isn't real has blurred more than ever. *What does that person actually look like? Is it #nofilter or #reallife? Is this a deepfake or an authentic image? What numbers are truly reliable?* When we spend more time scrolling through 30-second videos than we do having conversations with friends, it is no surprise that our ability to discern reality becomes distorted. Dissociation, derealization, and depersonalization are just a few examples of disorders tied to losing a sense of what is real. “These conditions include escape from reality in ways that are not wanted and not healthy. This causes problems in managing everyday life.”
- 4. *We are more interdependent than ever.*** Thanks to advancements in technology and transportation, more and more people are crossing time zones, borders, and oceans with ease—often

with a click of a button. It's easy to take for granted the amount of interconnectedness necessary for a normal day to unfold. A single data breach in a financial institution can instantly affect millions of people all over the planet. One cyberattack on the power grid or one moral failure of a major leader can have implications that are fast, harsh, and far-reaching.

5. ***Political division is incentivized.*** A hundred years ago in the United States, Democrat and Republican members of Congress would debate vehemently on the floor, then ride the train back to their home state, amicably eating and drinking together as friends. In my recent work on Capitol Hill, I learned that after freshman orientation, new members of congress are whisked away in different vehicles and stay at separate hotels based on their political party. Congressional leaders might even be stripped of responsibilities such as committee assignments if they try to work across the aisle.
6. ***Self-centered thinking is celebrated.*** Instant gratification, a lack of personal responsibility, rising litigation, and poor customer service are all indicators that selfishness has chipped away at societal trust. Social media influencers are praised when they act arrogantly and divisively. The community virtues of selflessness, honor, and serving the common good are seldom encouraged, and in fact are diminished via hyped-up, personal branding and ego-boosting tactics. Despite this trend, a team's success greatly depends on whether the individuals are in it together or in it for themselves.

7. **Unknowns create fear.** Increased global crisis awareness and biased information has created an environment of uncertainty. Unknowns produce fear, and fear jeopardizes trust.
8. **Technology holds our private information.** Digitization makes it convenient to save and share private information, but it can also make us vulnerable. We sometimes don't even know where or how our information is shared, nor do we know what the security repercussions could be. From booking rentals to buying tickets to conducting bank transfers, new technology has changed how we live.
9. **Negativity produces more negativity.** Negative news and social media stories magnify the worst of humanity. When we are exposed repeatedly to emotions like anger, fear, disgust, and confusion, they start to feel normal. A recent survey of people who say they prefer to watch news coverage that is political in nature revealed that 82% of the news coverage they watch is mostly negative! Basic psychology teaches us that we tend to get more of what we focus on. A culture that normalizes distrust will deteriorate.
10. **Society has become trust conscious.** People aren't just appreciating the value of trust; they are starving for it. When I started my research on trust, there was very little published on the topic. I used to have to prove the bottom-line impact of trust. Now, forward-thinking organizations see the competitive advantage and readily invest in building cultures of trust.

Trust is grown or diminished
in every interaction,
whether you know it or not.

Your Biggest Risk

Trust really does matter now more than ever. In fact, losing trust is your biggest risk. Trust can take a long time to build, yet it can be wiped out in a moment. Without doing the active, conscious work that is required to build trust, there is a natural drift away from it. Rebuilding trust is costly, and it does not automatically flow from good intentions.

One of the most rewarding insights we've gained about trust is not only how pivotal it is, but also how *available* it is. Trust is a core competency that you *can* build, rebuild, strengthen, measure, and use for the benefit of you and everyone around you. At TELI, we've heard everything from, "We increased engagement scores by double digits," and "It saved us millions of dollars," to "It restored my marriage."

“
Our trust work has revolutionized our approach and led to a pivotal change in turnover rates, reducing them from 40% to 10%.

—David Cameron,
City Administrator of
City of Republic

”

Solve Real Problems with Trust

In the following pages, you'll find a proven framework and 40 Trust Tools, including ones that will teach you how to:

- get the most important goal done every day,
- create accountability that works,
- communicate clear expectations,
- motivate your team to get results,
- increase trust during conflict,
- ...and more!

It has never been more important to talk about trust, and there has never been a better time to build it. Everywhere I go people say, “We need more trust here.” If you want to become a more trustworthy leader who influences your company and the world for good—if you want to make a difference—then the most important leadership work you’ve ever done starts NOW.

**The greatest
businesses of
our time are
differentiating
with TRUST.**



8 Pillars of Trust

The Framework

A Firm Foundation.

THROUGH A COMBINATION of my original graduate work, our decades of research at TELI, and my experience helping people and organizations, I've uncovered ***eight specific traits*** that the most trusted leaders, brands, and organizations have in common. These eight traits form a framework for how trust is built.

Like the columns of a building, these pillars hold up the whole entity of trust. When one or more of the pillars is weakened or cracked, stress is put on the other pillars, and the entire structure is in danger of collapsing.

Let's dig into the 8 Pillars of Trust.

“

The 8 Pillars have plenty of support from the scientific literature and from the empirical data we collected. It's a model for how these kinds of frameworks should be built.

—**Josh Packard**, Ph.D,
Executive Director,
Social Research
Lab, University of
Northern Colorado

”

The 8 Pillars of Trust

Pillar 1: Clarity

People trust what is clear and simple. They distrust what is ambiguous or overly complex. A leader might not be trusted if they are not clear about the vision. A manager will not be trusted if they are not clear about expectations. A salesperson might be clear about how knowledgeable they are, but until they get clear about the benefits of the product, no one buys.

Pillar 2: Compassion

People put faith in those who care beyond themselves. If you don't have care or positive intent beyond yourself, people will have a hard time following you or being accountable to you. Compassion builds trust; hatefulness and apathy destroy it.

Pillar 3: Character

People count on those who do what is right over what is easy. Those who are honest and selfless are trusted.

Pillar 4: Competency

People have confidence in those who stay fresh, relevant, and capable. If you are teaching, selling, or leading the same way you were 10 years ago, you might be losing trust. People trust those who keep learning and showing they are capable.



Increased understanding of the 8-Pillar Framework coupled with team and self-assessments has activated school leaders on their journey of personal and professional growth. They are experiencing deeper relationships with their teams and those they serve.

—Cindy Swenson, District Strategy Partner, Sourcewell



Pillar 5: Commitment

People believe in those who stand through adversity. If people think you might quit when the going gets tough, they won't follow you. They want to know you are going to stick with it and stick with them.

Pillar 6: Connection

People want to follow, buy from, and be around those who are willing to connect and collaborate. Silos and ego often kill this pillar. Solving big problems usually takes a deeper level of trust with a network of people. We need each other.

Pillar 7: Contribution

At the end of the day, people need to contribute results to be trusted. You might be good at the other pillars, like Compassion or Competency, but if you don't get the desired outcomes, trust will be lost.

Pillar 8: Consistency

People are wired to identify patterns and predictable behaviors. Reputations and brands are only as strong as they are consistent. People want to know you are going to show up and deliver the same way every time in spite of the circumstances.

The 8 Pillars of Trust are
the foundation of a
high-performance life.



The Pillars Work Together

I have used the 8 Pillars of Trust to help build (or rebuild) trust in global governments, professional sports teams, big and small corporations, and nonprofit companies. While it is always vital to consider the context of your culture or situation, you can be confident that any problem, in any sphere, will fall under one or more of the pillars.

People might believe they have a leadership, sales, or communication issue. But at the core, it is a result of a weakened pillar. For example, clear communication is trusted while ambiguous or complex communication is not (Clarity Pillar). Compassionate communication is trusted, hateful communication is not (Compassion Pillar). Wise counsel is trusted; incompetent advice is not (Competency Pillar). Using the pillars, you can solve the *real* communication issue. The good news is that you can identify and solve your core issues when you drill down and use the 8 Pillars of Trust.

The elements in the 8-Pillar Framework are relatively coequal and work together to build and reinforce trust. For example, you might have clarity for a moment by sharing the vision at the annual meeting, but if you don't share that message *consistently*, then you lose it. For the foundation of trust to stand, all pillars need to be present, healthy, and strong!

However, in a given situation, some of these eight traits may be more important than others. If you are hiring a nanny for your children, you may prioritize Compassion and Character over Clarity. If a surgeon is going to operate on you, you may not be too concerned with Connection, but you will be keenly interested in Competency!



Why Trust Tools?

While I care deeply about being research-based, I've learned something; the research behind it doesn't matter if it's not actionable! The 40 Trust Tools in this book are simple, clear, and usable. They were crafted to make it easier to build the Pillars of Trust in your work and in your life.

Just like there are many tools for different tasks, there are many tools you can use to build trust. But you can't use all of them at once. Pick a single Trust Tool and try it. Once you have practiced it, pick up another tool and give it a try. One at a time, you'll learn which ones help the most in your current situation. You'll likely develop some favorites, and you'll have others you want to come back and try later.

This book is meant to serve as a resource for the various human issues and team challenges you need to solve. The next eight chapters start with stories and a discussion of why that specific pillar matters. At the end of each chapter, you'll find the most valuable methods, processes, and tools we've used in over two decades of developing high-trust cultures. Use the bookmark, write in the margins, and dog ear the pages. I hope this book will help you become both empowered and encouraged.

If you are acquainted with my work on trust, a few of the upcoming Trust Tools will look familiar. You'll see that they have evolved into a more complete resource and *many* more have been added. This is my most robust collection of Trust Tools.

**It's time to
put the pillars
to work!**



**Specificity
matters.**

Pillar 1: Clarity

*People trust what is clear and
distrust what is ambiguous or overly complex.*

UNLESS YOUR COMPANY has a billion-dollar marketing budget, a simple, clear business name beats a cute, creative one. Consider Barb as a hypothetical example. She specializes in cutting hair and wants her customers to know her salon is a relaxing place to visit. She names her business *Whispers on Main*. The only problem is that no one driving by has any idea what kind of store it is. She changes her shop name to *Best Haircuts by Barb* and sees a huge increase in business.

In this noisy, busy, complicated world, ambiguity loses and clarity wins. Many people think they are communicating clearly, when in fact, they are not. Clarity of vision inspires. Clarity of expectations motivates. Clarity of directions gives confidence. Clarity of values aligns decision-making. Clarity of the assignment avoids frustrations. Clarity unifies. *Clarity wins.*

Why Does Clarity Matter?

- **Specificity always improves productivity.** Specific instructions improve the chances of the best outcome in training, at home, and in the board room.
- **Clarity reduces ambiguity and leads to better decisions.** Georgetown University found, “Information quality affects decision quality.” Where there is vagueness, poor decisions are likely.
- **You get what you ask for.** If you are not clear on what you want, you will never get it. Clear communication gets clear results.
- **A lack of clarity is costly.** We suffer from information and choice overload, and our businesses suffer financially when we don’t get to the point.
- **Clarity reduces conflict.** Half of workplace conflict is due to a lack of clear communication. If the message is clear, there is less room for misunderstanding. Unclear strategy and priorities cause misalignment.

Clarity Takes Work

Clarity unifies, aligns, and gives hope. It is unique among the pillars as the *quickest* path to building trust. Increase clarity and you’ll swiftly see results. That being said, clarity also needs the *most maintenance*. It’s like a sandcastle continually at risk of being washed away by waves. Noise gets in the way. Time goes by. People forget. It takes intentionality to maintain clarity on a team or in an organization.

Two Types of Clarity

1. Communication Clarity

The definition of communication is “shared meaning.” We communicate every day with everyone we meet, and yet we never have perfect shared meaning because our interpretations are shaped by our different backgrounds, experiences, perspectives, and biases. Communication clarity includes everything from how we communicate expectations to how we deal with conflict.

2. Strategic Clarity

If your organization or team’s strategy is not defined, it will be very difficult to communicate and follow. For an organization, strategic clarity ranges all the way from clarity on the mission to the priorities and daily goals.

A Delicate Balance

Communicating clearly is a nuanced balancing act! *Too little* information creates anxiety and uncertainty. *Too much* information creates anxiety and uncertainty.



Whether it's an airplane full of passengers or a company with thousands of employees in multiple locations, keeping people in the dark, even if it's bad news, can kill trust. On the other hand, sharing too many details is not wise either because complex or unnecessary information can bog down teams or promote rumors and the mishandling of information. Not everything in life or in business can or should be shared openly. Be as transparent as you *can* be, while being as confidential as you *ought* to be. It's a delicate but critical balance.

Clarity Gaps

What can you do if you find a clarity gap? Take responsibility for the miscommunication and quickly (and publicly) communicate the actions you are implementing in order to close it. Clarity breeds clarity, so the more you work toward adding it in any one area, the more it will positively affect and be replicated in other areas.

Conflict and interpersonal issues are examples of problems created by clarity gaps. Leadership expert Tony Gambill noted: "Workplace conflict is often interpreted as an interpersonal issue, but the root cause is usually because of misaligned or unclear goals and roles." Clarity gaps take management time and can be a roadblock to achieving company alignment. Take time to get to the bottom of misalignment. Examine role expectations and realities. Clarify priorities.

Clarity increases unity, cuts conflict,
and accelerates results.

Clarity strengthens the other Pillars of Trust. For example:

- When we get clear on values, the Character Pillar will strengthen.
- When we are clear on the vision, the Connection Pillar will increase.
- When priorities and expectations are clear, the Commitment Pillar is empowered.

Don't underestimate
the power of a little clarity.

Clarity in Action

Here are a few helpful examples of leaders investing in clarity:

- The president of a college initiated a new alignment practice by sending weekly “Memos from the President.”
- A CEO started hosting a virtual “Ask me anything” time each month.
- The dean of a large university sent a video explaining the WHY concerning every new initiative being rolled out or cut.
- A high school teacher set a new process for clarity on assignments that students could understand and follow.
- A CTO started sharing the top three priorities of the company every week and asked all departments and employees to make sure their priorities aligned with them.

- A healthcare CEO used the How? How? How? Trust Tool you will soon learn to turn around a toxic culture.
- A salesperson dramatically increased sales when he got clear about the benefits of the product instead of just how great the company was.
- A school superintendent used the Survey Implementation Plan to complete all the goals on the district's strategic plan for the first time ever.
- A general manager began visiting every site once quarterly and shared the company's vision for 10 minutes.
- A Fortune 500 CEO started hearing the echo of the company's top priorities once he started sharing them clearly and consistently.

CLARITY TRUST TOOLS

Communication Clarity

- #1 MRA Messages**
- #2 Two Qs for Relevancy**
- #3 ODC in Communication**
- #4 Four Ps of Meetings**
- #5 Survey Implementation Plan**

Strategic Clarity

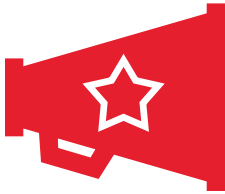
- #6 MVP**
- #7 Priority Alignment**
- #8 How, How, How?**
- #9 90-Day Quick Plan**



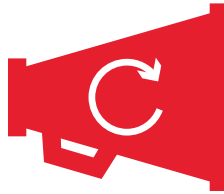
I love MRA because it makes
EVERY message better! *-DN*

Trust Tool #1: MRA MESSAGES™

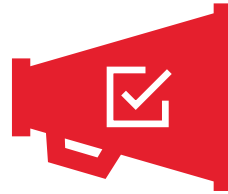
Memorable. Repeatable. Actionable. You may believe wholeheartedly in the value of the message you are trying to convey. Unfortunately, it doesn't matter if people can't remember it.



MEMORABLE



REPEATABLE



ACTIONABLE

Clarity determines value. For your message or brand to become trusted, it needs to be clear and simple. Memorize these three words by which to clarify any message whether a new marketing campaign or a chore list for your kids.

For values to be applied, they need to be memorable, repeatable, and actionable. For decision-making frameworks to be remembered and used, they need to be memorable, repeatable, and actionable.

The next time you are implementing a new plan or communicating a crucial message, run it through the MRA filter:

- Is it Memorable?
- Is it Repeatable?
- Is it Actionable?

MRA in Action

One of my favorite examples of *Memorable, Repeatable, Actionable* comes from Caribou Coffee's B.A.M.A. training for frontline employees in the 2000s. While they were growing to become the second-largest coffee chain in North America, I sat down with then CEO, Mike Tattersfield. He attributed much of the brand expansion, consistent experience, and high retention rates to a condensed barista training they called B.A.M.A.

B = Be Excellent not Average

A = Act with Urgency

M = Make a Connection

A = Anticipate Needs

People felt welcomed, received the same great mocha day in and day out, and often had their drink in hand before paying. The company's simple B.A.M.A. employee training model laid the groundwork for clarity that led to consistency, trust, and success in the years when Caribou Coffee grew the fastest.

Caribou is experiencing another period of unprecedented growth around the globe, and the current CEO, John Butcher, is very good at honoring the best of the past while setting a relevant vision for what is ahead. He continues the tradition

of crystal-clear messaging and recently talked me through the new purpose of Caribou Coffee: “To create day-making experiences that spark a chain reaction of good.” You can see that, like the values of B.A.M.A., their purpose is *memorable*, *repeatable*, and *actionable*, whether you are a barista helping a wheelchair-bound customer or a general manager making hiring decisions. Clarity, not just quality coffee, has been a massive part of Caribou’s success.

Use this tool to make sure what you're saying matters to your audience. *-DH*

Trust Tool #2:

TWO Qs FOR RELEVANCY™

I worked with an outstanding speech coach in the early years of my career. She taught me that every time you say anything at all, you must run your words through a mental filter of *What does it mean **to the audience?*** and *What does it mean **right now?*** Answering these questions forces clarity and improves connection with recipients.



COMPANY?
CUSTOMERS?



RIGHT
NOW?

The Two Questions

Explore these two key questions to ensure relevance of any message but especially when implementing change:

1. What does it mean to our company or customers?

- How will our employees be affected by this change?
- Who will be impacted the most?
- If we put our feet in the shoes of our customers, how will this sound?

2. What does it mean right now?

- What does this product launch mean for us amidst what's already happening?
- What does this restructure mean to our team right now?
- What does this change mean for us this year?

When you answer these questions, you stay relevant and trusted. It's important to have a shared understanding of the answers to these questions with your team members, so they are better able to internalize the message and act on its behalf.

A work example: "Hey everyone, we've uncovered a huge market for a new product. What this means for the company is that we are going to shift 30% of our resources and focus to this opportunity for the next 90 days. Each department will carry different portions of this weight. What it means for you on this team, for the remainder of the quarter, is that you will need to pause our international product line and redirect development dollars to the new market."

A personal example: “Hey kids, we have friends coming to stay with us this weekend. What this means for you is that we need help picking up the house and making some extra food. You need to get your homework done early and be ready to help for a couple of hours on Thursday right after school.”

Maintain Your Relevance

“What does it mean to the group” and “what does it mean right now” can also be explored regularly to ensure that you are *staying* relevant with a mission or vision:

- What does our mission *mean* to our employees *today*?
- Is our vision *still coming across* the way we want it to?
- How are our customers experiencing us *this quarter*?

When you answer the relevancy questions, your internal team as well as your external partners and clients feel included and are more willing to listen. Ask these questions to make sure your message sticks.

We hope you've enjoyed this excerpt of
Trust Matters More than Ever.

Can I trust you?

WITH MOUNTING international tensions, economic collapses, family divisions, and political discord, trust is in short supply. Without it, cultures deteriorate, productivity fades, and resources are wasted. Many recognize the current lack of trust, but few know how to address it. David Horsager has been pioneering trust solutions for decades and now offers this essential guide for leaders. It includes 40 Trust Tools built on his proven 8-Pillar Framework—equipping you to solve your biggest challenges with trust.

¹David Horsager is the world's foremost authority on trust.¹¹

—Anthony Diekmeyer, CEO Rampart Communications

²A must-read book for anyone seeking to achieve lasting results.¹²

—Rt. Four-Star General Paul E. Funk II (U.S. Army)

³David illustrates how a universal truth can be integrated in our daily work.¹³

—Ambassador Mathilde Mukantabana, the Republic of Rwanda—USA

⁴Thank you, David, for giving us a playbook to build stronger relationships.¹⁴

—Donald Miller, author of *Building a StoryBrand*

⁵*Trust Matters More than Ever* will help you lead change, increase productivity, and improve your culture—it's working for us!¹⁵

—Jon S. Kulaga Ph.D., President, Indiana Wesleyan University



DAVID HORSAGER is CEO of Trust Edge Leadership Institute, inventor of the Enterprise Trust Index™, director of the global Trust Outlook® study, *Wall Street Journal* bestselling author, and senior fellow at Indiana Wesleyan University. He has advised leaders and shared his framework with organizations ranging from Delta Airlines, FedEx, McDonald's and Zoom to the New York Yankees, Walmart, MIT, and global governments.

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