

GROUP DISCUSSION GUIDE



Dear reader,

I'm thrilled you are planning to read (or listen to) *Trust Matters More than Ever* with a group. Whether this is a virtual book club, a Lunch and Learn, or a mastermind group, you are going to gain so much from the collective knowledge and wisdom of your colleagues!

For some, you are already familiar with my other books or research studies or have heard me speak. For others, we are meeting for the first time—*Hello!* Regardless of your familiarity with Trust Edge Leadership Institute or me, welcome to the family!

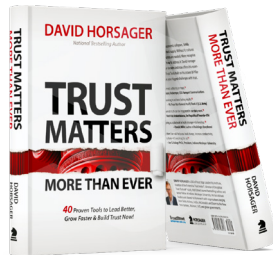
I'm thrilled to know that groups are meeting to discuss my new book. I'm so excited about this robust resource—it has relevant stories and 40 Trust Tools that can help you engage in more efficient and purposeful work. When we collaborate with others, we feel better, and we DO better!

Stay trusted,

A handwritten signature in black ink that reads "David Horsager".

David Horsager

For Group Leaders



IN THIS DISCUSSION GUIDE, you'll find some thought-provoking questions that will help you facilitate lively and valuable discussions. It's designed to cover three or four chapters at a time over four meetings, as shown below. However, some groups like to go at a slower pace, so feel free to adjust if your format or calendar calls for a different plan. There are even some extra questions for each chapter that you can pull from as you see fit!

Session 1

- Why Trust Matters
- What Happened to Trust?
- Trust Matters NOW
- The Framework

Session 2

- Pillar 1: Clarity
- Pillar 2: Compassion
- Pillar 3: Character

Session 3

- Pillar 4: Competency
- Pillar 5: Commitment
- Pillar 6: Connection

Session 4

- Pillar 7: Contribution
- Pillar 8: Consistency
- Solve with Trust

Tips for Facilitating

- ★ Send a reminder email prior to each meeting.
- ★ Practice saying the names of the participants if you didn't know them previously.
- ★ Begin the first session with a short introduction of attendees to help build connections.
- ★ Remove distractions. Avoid multi-tasking during a meeting.
- ★ Always start on time. Any latecomers can simply join in.
- ★ Be energetic. Use positive reinforcement, smiles, and acknowledgment.
- ★ Allow pauses if people are thinking.
- ★ Respect the designated meeting end time.
- ★ Ask good supplemental questions to help members get the most out of this experience.
- ★ Leave some margin for relationship building among group members. This is part of the experience.

How to Get Started

1. Gather your group and order copies of *Trust Matters More than Ever*.
2. Register your group at TrustMattersBook.com/DiscussionGuide
3. Set your meetings times and away you go!

Session 1

Why Trust Matters | What Happened to Trust? and Trust Matters NOW | The Framework

Trust is the foundation upon which all successful relationships are built, whether in business or in our personal lives. This chapter explores the indispensable role that trust plays in leadership, employee engagement, customer loyalty, and overall organizational success. It sets the stage for understanding why trust is more crucial now than ever before!

Discussion Questions

1. What makes trust the cornerstone of effective leadership and business success?
2. How does trust influence employee morale and engagement within an organization?
3. In what ways does trust impact the relationship between a brand and its customers?
4. Why is trust essential in times of organizational change or crisis?
5. Take a moment as a group to discuss the Impact of Trust graphic shown in the book on page 5.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How does trust affect collaboration and innovation within teams?
- + What are the long-term benefits of cultivating trust within an organization?
- + How does trust shape the external perception of a company or brand?
- + Why is trust more valuable now than in the past?

Session 1

Why Trust Matters | **What Happened to Trust?** and **Trust Matters NOW** | The Framework

The decline in trust is a significant issue in today's world, impacting businesses, governments, and institutions alike. This chapter delves into the factors that have contributed to this erosion of trust, including technological advancements, corporate scandals, and the rise of misinformation. It also discusses the challenges of rebuilding trust once it has been damaged.

In today's rapidly changing business environment, trust is more important than ever. There is an urgent need for organizations to prioritize trust as a key driver of resilience, customer loyalty, and long-term success. It discusses the unique challenges and opportunities for building trust in a digital and global economy.

Discussion Questions

1. How have technological advancements and social media impacted public trust?
2. How has the rise of misinformation and fake news affected trust in institutions?
3. What role does transparency, or the lack thereof, play in the erosion of trust?
4. What can be learned from businesses that have lost public trust?

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.

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.

Discuss this statement with your group: **"Your biggest risk is losing trust."** Do you believe it? How do you see this play out in our society? In your business? What are some things you believe your organization should look out for to be sure you retain trust with your stakeholders?



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + Is it possible to fully restore trust once it has been broken? Why or why not?
- + Why is trust particularly critical in today's fast-paced, digitally driven world?
- + How does trust contribute to a company's resilience in times of crisis?
- + How can leaders prioritize trust to drive long-term success?

Session 1

Why Trust Matters | What Happened to Trust? and Trust Matters NOW | **The Framework**

This chapter introduces a comprehensive framework for building and maintaining trust within organizations. It outlines the key components and provides practical strategies for aligning individual actions with organizational values, fostering a culture of trust, and ensuring long-term success. The framework serves as a guide for leaders at all levels to systematically approach trust-building.

Discussion Questions

1. What are the key components of the trust-building framework outlined in this chapter?
2. How can this framework be tailored to fit different organizational cultures?
3. In what ways does the framework help align individual actions with organizational values?
4. How can the framework be applied across different levels of leadership?

Study the 8-Pillar Framework on page 26 in the book and notice how all 8 of the pillars are relatively coequal. Can you give an example of a time when you've seen them work together to build or reinforce trust? What happens if one or two pillars crumble to the ground? How does that affect the other pillars?

For the foundation of trust to stand,
all pillars need to be present, healthy, and strong!

Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + What challenges might arise when implementing this framework, and how can they be overcome?
- + How does this framework support long-term trust-building efforts?
- + What role does ongoing assessment and feedback play in the effectiveness of the framework?
- + How can the success of the framework be measured and evaluated?

Session 2

Clarity | Compassion | Character

Clarity is a crucial element in building trust, particularly in communication and decision-making. This chapter explores how clear and consistent communication fosters trust within teams, enhances employee performance, and strengthens customer relationships. It also addresses the potential pitfalls of a lack of clarity and offers strategies for leaders to ensure transparency and understanding.

Discussion Questions

1. How does clarity in communication contribute to trust between leaders and teams?
2. Why is it essential for leaders to provide clear and consistent messages?
3. In what ways does clarity in goals and expectations impact employee performance?
4. How does a lack of clarity lead to mistrust and confusion in an organization?

The first Pillar chapter, Clarity, has by far the most Trust Tools! Looking at the list on page 37 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.

Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + What strategies can leaders use to ensure clarity in their communication?
- + How can clarity in roles and responsibilities enhance team collaboration?
- + What role does clarity play in customer interactions and satisfaction?
- + How can organizations promote a culture of clarity to build trust?

Session 2

Clarity | **Compassion** | Character

Compassion in leadership and business practices is essential for building trust. This chapter discusses how demonstrating empathy can strengthen relationships within organizations and with external stakeholders. It highlights the importance of balancing compassion with accountability and provides insights into fostering a compassionate culture that supports trust.

Discussion Questions

1. Why is compassion a critical element in building trust within a team?
2. How can leaders show compassion without compromising on accountability?
3. In what ways does compassion towards employees enhance their trust in leadership?
4. How can businesses demonstrate compassion towards customers to build brand loyalty?

The Compassion chapter has three Trust Tools. Looking at the list on page 77 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + What are the risks of ignoring compassion in business practices?
- + How can compassion be effectively communicated in a diverse and inclusive workplace?
- + How does compassion influence the way organizations handle customer complaints or crises?
- + What role does compassion play in creating a supportive and trusting organizational culture?

Session 2

Clarity | Compassion | **Character**

A leader's character is a key determinant of trust within an organization. This chapter delves into the essential traits of character, such as integrity and accountability, that contribute to being perceived as trustworthy. It also explores how organizations can foster a culture that emphasizes strong character and the challenges leaders may face in maintaining their character under pressure.

Discussion Questions

1. How does a leader's character directly influence the level of trust within an organization?
2. What are the essential traits of character that contribute to being perceived as trustworthy?
3. In what ways does integrity play a pivotal role in maintaining trust?
4. How can organizations cultivate a culture of strong character among their employees?

The Character Pillar has three Trust Tools. Looking at the list on page 99 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How does accountability reinforce trust and demonstrate good character?
- + What challenges might leaders face when trying to uphold their character in difficult situations?
- + How can consistency in character across different scenarios build long-term trust?
- + How can leaders recover trust if their character is called into question?

Session 3

Competency | Commitment | Connection

Competency is critical to building and maintaining trust. This chapter explores the importance of demonstrating expertise, skills, and continuous professional development. It discusses how a leader's competency impacts team trust and how organizations can ensure that all employees possess the necessary competencies to foster a trustworthy environment.

Discussion Questions

1. Why is demonstrating competency essential for earning and maintaining trust?
2. How does continuous professional development contribute to trust within an organization?
3. In what ways does a leader's competency influence the trust of their team?
4. How can organizations ensure that all employees possess the necessary competencies to build trust?

The Competency Pillar has five Trust Tools. Looking at the list on page 121 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.

Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How does competency affect client trust and satisfaction?
- + What impact does a lack of competency have on the trustworthiness of an individual or organization?
- + How can competency be measured and developed to foster trust?
- + In what ways can competency in handling challenges or crises strengthen trust?

Session 3

Competency | **Commitment** | Connection

Commitment to values, goals, and stakeholders is fundamental in building and sustaining trust. This chapter discusses how demonstrating commitment can reinforce trust within teams, with customers, and across the organization. It also explores the consequences of perceived lack of commitment and the importance of maintaining consistency in commitments.

Discussion Questions

1. How does demonstrating commitment to organizational values build trust?
2. Why is it important for leaders to show commitment to their teams?
3. In what ways does commitment to customer satisfaction influence brand trust?
4. How can long-term commitment to ethical practices enhance trust within and outside the organization?

The Commitment Pillar has three Trust Tools. Looking at the list on page 155 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + What role does consistency in commitment play in sustaining trust?
- + How can organizations demonstrate their commitment to social responsibility to build public trust?
- + How does showing commitment during challenging times reinforce trust?
- + What are the consequences of perceived lack of commitment on trust?

Session 3

Competency | Commitment | **Connection**

Building genuine connections with employees, customers, and partners is crucial for fostering trust. This chapter explores the role of interpersonal relationships in trust-building, the importance of effective communication, and the impact of connection on organizational culture. It provides insights into how leaders can enhance their connection with stakeholders to strengthen trust.

Discussion Questions

1. How does building strong connections within a team contribute to trust?
2. In what ways do personal connections with customers enhance brand trust?
3. How can organizations foster a culture that values connections and trust?
4. What role does empathy play in building connections that lead to trust?

The Connection Pillar has six Trust Tools. Looking at the list on page 180 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How do connections with industry peers and partners impact organizational trust?
- + How can storytelling be used to create connections and build trust?
- + In what ways does connection across diverse teams or departments foster trust?
- + How can leaders build authentic connections with their employees to enhance trust?

Session 4

Contribution | Consistency | Solve with Trust

Contribution, both individual and organizational, is a vital component of trust. This chapter highlights how contributing to the success of others, whether through collaboration, knowledge sharing, or social responsibility, builds trust. It also addresses the importance of recognizing contributions and how this fosters a sense of trust and belonging within teams.

Discussion Questions

1. How does contributing to shared goals build trust within a team?
2. In what ways does recognizing and rewarding contributions enhance trust?
3. How can businesses demonstrate their contribution to society to build public trust?
4. What impact does individual contribution have on team trust and dynamics?

The Contribution Pillar has four Trust Tools. Looking at the list on page 210 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How does transparency about contributions and their impact influence trust?
- + How can organizations balance individual contributions with team success to build trust?
- + What role does employee engagement in contribution activities play in trust-building?
- + How can businesses communicate their contributions effectively to strengthen trust?

Session 4

Contribution | Consistency | Solve with Trust

Consistency is key to maintaining trust over time. This chapter discusses the importance of consistent behavior, communication, and decision-making in building a trustworthy reputation. It also explores the challenges of maintaining consistency and provides strategies for ensuring that organizations and leaders remain consistent in their actions and commitments.

Discussion Questions

1. How does consistency in decision-making and actions build trust within an organization?
2. In what ways does consistent communication influence trust with employees and customers?
3. How can leaders ensure they are consistent when deadlines come and go so quickly.
4. It is said that Consistency is a magnifier for all the other pillars. Can you give an example of this from your professional or personal experience?

The Consistency Pillar has four Trust Tools. Looking at the list on page 232 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

- + How can maintaining consistency in leadership behavior strengthen trust within a team or organization?
- + What role does consistency play in the long-term success of customer relationships and brand loyalty?
- + Why is consistency in communication critical for building trust between employees and management?
- + How does a consistent approach to ethical decision-making influence organizational trust and reputation?

Session 4

Contribution | Consistency | **Solve with Trust**

Trust is a powerful tool for resolving challenges and conflicts. This chapter explores how trust can be leveraged to solve problems, facilitate negotiations, and navigate crises. It discusses strategies for using trust to rebuild relationships after conflicts and the role of trust in driving innovation and positive change within organizations.

Discussion Questions

1. How can trust be leveraged to solve internal conflicts within an organization?
2. In what ways can trust be used to navigate and resolve crises effectively?
3. How does building trust contribute to finding innovative solutions to business problems?
4. What role does trust play in facilitating constructive feedback and problem-solving?

The final chapter, “Solve with Trust,” has three Trust Tools. Looking at the list on page 251 in the book, which one would you like to put into practice this week? Which Trust Tool would you like to try using as early as tomorrow?!

Take a few minutes to share with the group your plans for implementing one of these Trust Tools.



Additional Questions

Taking a slower pace? Need more discussion questions on this topic?

- + How can leaders use trust to drive change management initiatives successfully?
- + In what ways does trust enable better negotiation and partnership outcomes?
- + How can organizations build trust with customers to solve service-related issues?
- + How does trust influence the speed and effectiveness of decision-making in challenging situations?

Next Steps

Reviews Matter

Did you enjoy *Trust Matters More than Ever* by David Horsager? We know your time is valuable and hope you thoroughly enjoyed the book and discussion time with your group! Would you consider leaving a review on the platform in which you purchased the book? For instance: [Trust Matters More than Ever on Amazon](#)

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