



TRUST!

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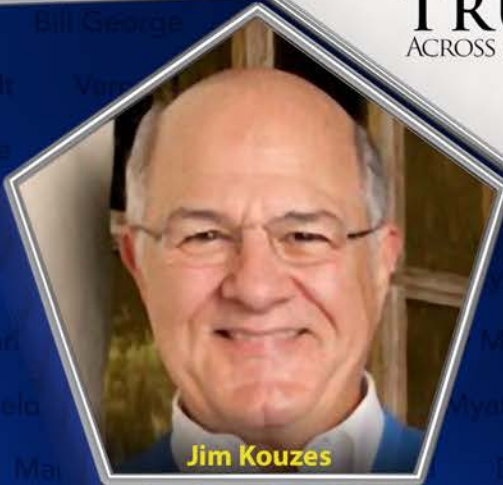
Patricia Aburdene



Stephen M.R. Covey



Bill George



Jim Kouzes



Jeffrey Seglin



2015 Top Thought Leaders in TRUST



Winter 2015 | Vol. 1 • No. 2

FOUNDER AND EXECUTIVE EDITOR:
Barbara Brooks Kimmel

ABOUT TRUST! MAGAZINE

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WELCOME PAGE

Founder and Executive Editor
Barbara Brooks Kimmel

Trust! The Magazine of Trust Across America—
Trust Around the World

WHAT IS TRUST! MAGAZINE

TRUST! Is a digital magazine published 4 times each year and dedicated to helping leaders and organizations build long-term trust. <http://trustacrossamerica.com/magazine.shtml>

WHAT DO WE MEAN BY TRUST?

Trust is built through:

VISION: An understanding that building trust into an organization's DNA will lead to long-term profitability.

CULTURE: Instilling the values, principles and beliefs essential to building a foundation of trust.

LEADERSHIP: The implementation of trust strategies that separate great leaders from their competitors.

ACTION: The key actions that characterize a commitment to building stakeholder trust.

TRANSFORMATION: The newly adopted behaviors that build high trust and collaboration.

By producing this magazine in digital format, we can expand our offerings beyond just articles. Each edition may include instructional videos, links to interviews, photos and many other features not found in traditional print magazines.

We hope you find the presentation of our content both valuable and interesting. We always welcome your suggestions for ways to improve.

Barbara Brooks Kimmel

A NOTE FROM THE EXECUTIVE EDITOR

Many global experts claim that “trust” is the issue of the decade and they may be right. Our society continues to be plagued by breaches of trust in business, government, academia, medicine and the media, to name just a few. But behind every trust violation is an individual or a team that has allowed it to occur. There is no doubt that low trust comes with hard costs to society and its citizens.

IS THERE A SILVER LINING?

Yes indeed. There are many thought leaders who are placing trust on their daily docket and teaching others through their actions and words. In the pages that follow, you will read about Top Thought Leaders in Trust who are being honored by Trust Across America - Trust Around the World in its 5th annual program.

Fifteen honorees are also receiving our Lifetime Achievement Award and will be permanently memorialized in our program in years to come.

In this second issue of TRUST! Magazine, I hope you enjoy reading the stories of those thought leaders who have made trust their life's work.

Through the generous gifts of many of our supporters, we are able to bring this edition to our audience free of charge, ensuring the widest possible circulation.

Barbara Brooks Kimmel, Executive Editor,
TRUST! Magazine

Trust:

The Essence of Leadership

by Bill George, Author of *True North*

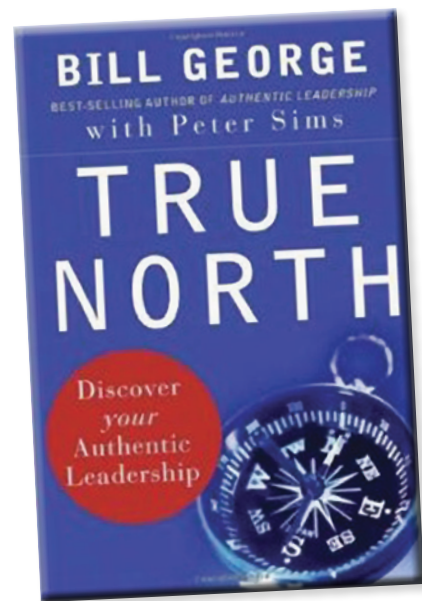
Trust is the essence of leadership – the coin of the realm. Unless people build trust with their colleagues, they cannot gain legitimacy to lead, nor can they empower others.

Recent studies have shown that only half of Americans trust their leaders. Since the 2008-09 global financial crisis, many Americans have lost trust in their leaders and the institutions they lead.

Gaining the trust of people is essential for every leader. Leaders cannot be effective without full confidence of the constituencies that grant their institution its legitimacy, nor can capitalism function without trust.

No matter how effective your strategy, your vision, or your communication, you will fail to achieve the desired results for your organization if you cannot inspire trust as a leader. Lack of trust in your





leadership will cause your team to fear failure, resulting in less risk-taking, and therefore, less innovation. Building a culture of trust starts with you. You must quell fears of organizational power by exhibiting authentic behavior that inspires trust and fosters an open, safe environment.

To be worthy of trust, leaders must have a clear sense of their True North – the purpose of their leadership and the essence of their beliefs, their values and the principles by which they lead. If they stay on course of their True North and do not deviate under pressure, then they can build trust among colleagues and legitimacy among all their constituencies.

What's required are new leaders who are grounded in authenticity, relationships, and emotional intelligence. To gain trust, they must be genuine, sincere, transparent, and true to their word. People sense who is authentic and who is not. Only when they are authentic will people grant them the support they need to lead organizations.

To strengthen the trust and confidence in America's leaders, we need a new leadership mindset and a new breed of leaders, with five characteristics in common:

1. They should be authentic leaders, focused on serving their clients and all the institution's



constituents, rather than charismatic leaders seeking money, fame, and power for themselves.

2. They should place the interests of their institutions and society as a whole above their own interests.
3. They should have the integrity to tell the whole truth, admit their mistakes, and acknowledge their shortcomings. Authentic leadership is not about being perfect. It is having the courage to admit when you're wrong and to get on with solving problems, rather than covering them up.
4. They need to adapt quickly to new realities, changing themselves as well as their institutions, rather than going into denial when things don't go as intended.
5. They need the resilience to bounce back after devastating losses. Resilience enables leaders to restore trust by empowering people to create new solutions that build great institutions for the future.

Earning trust requires significant time and effort, and must come from a place of authenticity. Trust cannot be faked. You cannot become a trusted leader by trying to imitate someone else. You can learn from others' experiences, but there is no way you can be successful when you are trying to be like them. People trust you when you are genuine and authentic, not a replica of someone else.

Don't be afraid to show your vulnerability. Be transparent with your team, even when the truth may be unpopular or inconvenient. Don't punish those who bring you bad news. Encourage risk-taking and celebrate "good failures" as opportunities to learn and move forward.

Remember: trust starts with you but it is a win-win for everyone.

Bill George is the former Chair and Chief Executive Officer of Medtronic and author of four best-selling books including *True North* and *Seven Lessons for Leading in Crisis*. www.billgeorge.org

2015 Top Thought Leaders Purpose & Methodology



The Purpose

While there are many “top” lists and awards, none specifically address trust - perhaps because the word itself presents a definitional challenge. For six years Trust Across America has been working with a growing team of experts to study, define and quantify organizational trust.

During the course of our research, we have met with and spoken to hundreds of business leaders, researchers, academics and consultants across a variety of professional disciplines who, when their efforts are combined, help create trustworthy organizations. As our understanding of trust deepens, so does our pool of exceptional candidates. Many of the honorees are well-known CEOs, leadership experts and authors, while others are quietly working behind the scenes as teachers and researchers. Our intent is to acknowledge all groups by recognizing their efforts in elevating societal trust.

This year marks the 5th annual Top Thought Leaders in Trust, published by [Trust Across America – Trust Around the World](#) and we continue to be impressed by the nominations and “new” names that are brought to our attention.

Those who have followed our program may notice some changes this year. First, we have modified the name of the recognition to Top Thought Leaders in Trust, thereby removing an obstacle for honorees that work outside the traditional sphere of business. We have also dropped the “100” from the designation so as not to limit or overextend the number of honorees. In some years we may name more than 100 designees

while other years may see less. Finally, and perhaps most important, a new criteria has been added. Honorees MUST both “talk and walk” trust in both their personal and professional lives as evidenced by a collaborative spirit, generosity, character, competence and commitment to being trustworthy.

This year we are also honoring fifteen special friends and colleagues who have been awarded Top Thought Leader recognition consecutively for five years. They are receiving a Lifetime Achievement Award and a special emblem. Many of these exceptional professionals have taken the time to answer the question “What does trust mean to you?” and you can read their answers in the pages that follow.

The fifteen Lifetime Achievement Honorees are:

Patricia Aburdene
Hank Boerner
Stephen M.R Covey
Jed Emerson
Leslie Gaines Ross
Robert Galford
Mary Gentile
William W. George
Charles H. Green
Jim Kouzes
Linda Locke
Edward Marshall
Jeffrey Seglin
Frank Sonnenberg
Robert Whipple

The Methodology & Judges

After the close of our 8-week nomination period on December 1, 2014, our team of judges set about the difficult task of reviewing and compiling our final honoree list.

With a pool of over 50 volunteers, we selected eight judges based on a cross section of expertise and experience. I would like to thank them by naming them in alphabetical order and including their short bios:

Henk Campher is Senior Vice president, Business + Social Purpose & Managing director, sustainability Edelman. Challenge conventional thinking; make a difference and have fun – with 20 years of experience, Henk is known for this approach as a challenging thought leader in the CSR & sustainability space. He has worked closely on sustainability/CSR strategy, communications and execution with some of the leading companies, including Starbucks, Levi’s, Best Buy, Tiffany’s, eBay, VF Corporation, The North Face, REI and Adobe. His award winning approach can be seen from developing sustainability frameworks and cutting edge CSR reports to stakeholder engagement and consumer and brand differentiation. Henk is proudly South African and a social media “junkie” – a semi regular blogger and a Twitter addict who uses social media extensively. His Twitter handle is [@AngryAfrican](#).

Deborah Leipziger is an author, professor and consultant in the field of corporate responsibility (CR) and social innovation. She has advised leading multinational companies on strategic and supply chain issues, as well as a wide range of CR initiatives, including the UN Global Compact, the Global Reporting Initia-

tive, the UN Environment Programme, and Social Accountability International. She is the co-author of *Creating Social Value: A Guide for Leaders and Change Makers*, (Greenleaf, 2014 with Cheryl Kiser and J.Janelle Shubert). Ms. Leipziger is a Professor at Hult International Business School and a Senior Fellow at the Lewis Institute at Babson College. She serves as a Lecturer in the Bard MBA in Sustainability Program and Adjunct Faculty at the Simmons School of Management. Deborah serves on the Editorial Advisory Board of the *Journal of Corporate Citizenship*. For more information, go to <http://deborahleipziger.com/>

P. Simon Mahler, recently nominated as an ‘Expert’ influencer in North America for small business, currently volunteers for the SCORE organization as part of the “Mentors to America’s Small Business.” Dedicated to building stronger economies in small communities and launching his next start-up, Pando Logic, Simon has been committed to the future success of each and every small business he mentors. For 15 years he has been a consultant for or founded several of his own start-up companies that have amassed more than \$30 million in annual revenues. Additional responsibilities include board positions with several non-profit entrepreneurial initiatives, mentoring and consulting in small towns across Idaho, Oregon, and Washington to help small businesses stay growing and moving in the right direction. www.linkedin.com/in/psimonmahler

Monika Mitchell is the founder of [GoodBusinessNY](#), a leading social innovation and entrepreneurship online journal, named “Standout Company of the Year,” by the Washington Post Playlist. She brings

her background in fixed income securities, small business, real-estate development, and nonprofit work to her leadership on socially responsible business. Ms. Mitchell is the cofounder of the Values & Business NGO working group at the United Nations. The group has been instrumental in advancing women's economic and educational opportunities in South East Asian craft collectives. Her book *Conversations with Wall Street*, detailing her experiences during the financial crisis, won a 2012 Axiom business book award for business ethics.

Rand Pearsall has led advertising efforts for some of the world's most successful global companies and brands including Toyota, Prius, Siemens, Canon, Nabisco, Minolta, and BASF. He formed Oasis Advertising with three partners, and grew the agency to \$55 million in billings before selling to global giant Dentsu. At Oasis, Rand led the U.S. ad team that launched Toyota's Prius and hybrid technology. This was in addition to successful Toyota corporate advertising campaign, which contributed to Toyota becoming one of the most admired and respected companies in America.



Today Rand is President and Founder of marketing consultancy [Global Problem Solvers, Ltd.](#) He is a frequent commentator on auto industry issues with a focus on new technologies, marketing and advertising.

Andy Rosenbloom is a marketing expert in the school nutrition industry. He thinks and writes about transparency, trust and ethical and sustainable business. He is the former Marketing Director of Ethikus, New York's first community of ethical and sustainable businesses.

Jeffrey Seglin, a lifetime honoree, is a lecturer in public policy at [Harvard Kennedy School](#) where he is also Director of the [HKS Communications Program](#). He is the author of *The Right Thing: Conscience, Profit and Personal Responsibility in Today's Business* and *The Good, the Bad and Your Business: Choosing Right When Ethical Dilemmas Pull You Apart*. For the past 16 years, he has written an ethics column called "The Right Thing," which is now distributed through Tribune Media. He maintains a blog at www.jeffreyseglin.com.

Brian Sooy is the founder and design director of [Aespire](#), a design and marketing agency that empowers mission-driven organizations to engage their audiences, lead by design, and create a culture of communication. Brian is the author of *Raise Your Voice: A Cause Manifesto*, a book that explores how purpose, character, and culture helps leaders communicate mission, vision and values.

We believe the 2015 honoree selection is undoubtedly our highest quality and best yet, with the largest percentage of global leaders to date.

In the tradition we began two years ago, we dedicate our 2014 Top Thought Leaders to Warren Bennis, an American scholar, organizational consultant, leadership pioneer and author who passed away in 2014.

2015 TOP THOUGHT LEADERS IN TRUST



Denotes Lifetime Achievement Award Recipient



Patricia Aburdene: A world-renown [speaker, author and advocate](#) of corporate transformation. Having won global recognition as co-author of the [Megatrends](#) books, Patricia now inspires audiences with a concrete blueprint of how values and consciousness will transform business. [@paburdene](#)

Barton Alexander: Principal of [Alexander & Associates LLC](#), a Denver-based consulting business that helps individuals, teams and organizations to achieve meaningful and sustainable change. Bart recently served as Chief Corporate Responsibility Officer for Molson Coors Brewing Company where he successfully integrated corporate responsibility into company strategy and culture. [@BrewerBart](#)

Dan Ariely: Behavioral economist [Dan Ariely](#), who teaches at Duke University, is known as one of the most original designers of experiments in social science. Not surprisingly, the best-selling author's creativity is evident throughout his latest book, [The \(Honest\) Truth About Dishonesty](#). [@DanAriely](#)

Andy Atkins: Since 2009 Andy has been the lead author and researcher for [Interaction Associates'](#) annual Building Trust research studies, one of the most in-depth and leading ongoing studies about trust. Five years of research on trust and leadership have provided important insights into workplace trust, and what drives it - as well as the link between trust and financial success. [@InteractionAsc](#)

What Does Trust Mean to Me?

Patricia Aburdene



"Trust is truly an alchemical energy. It grounds human relationships and instills them with a genuine and positive dynamic that naturally generates meaning and fulfillment. In the business world, trust literally transmutes into success and profitability. In the personal arena, trust makes life worth living. In a world overflowing with technology, we long for the high touch elixir of trust."

John Baldoni: Leader chair at N2Growth who is always focused on moral, ethical, and lead-by-example leadership. In his newest book, [MOXIE: The Secret To Bold And Gutsy Leadership](#), he focuses on mindfulness, engagement, and, of course, trust. [@johnbaldoni](#)


William Benner: President at [WW Consulting, Inc.](#) and responsible for ensuring successful delivery of client services in organizational and leadership trust, human capital consulting, and employee engagement. As a Founding Partner for Triscendence he helped develop leadership team trust workshops and delivers confidential, online trust surveys and interventions.

Cristina Bicchieri: The SJP Harvie Professor of Social Thought and Comparative Ethics at the [University of Pennsylvania](#) and director of the Philosophy, Politics and Economics program. She is a foremost scholar of rational choice and philosophy of social science, and a leader in behavioral ethics.

Curtis Bingham: Founder and Executive Director of the [Chief Customer Officer Counsel](#) the first peer-led advisory group for CCOs, and President of Predictive Consulting Group, Inc. Through his work with Council members and more than 200 chief customer officers, Curtis has identified and codified best practices in customer centricity, customer engagement, employee engagement, customer innovation, and more. [@CurtisBingham](#)

Ken Blanchard: Chairman and Chief Spiritual Officer of [The Ken Blanchard Companies®](#)—a global leader in workplace learning, employee productivity, and leadership and team effectiveness. Ken is the author of *Trust Works!* [@KenBlanchard](#)

Donna Boehme: As Principal of [Compliance Strategists LLC](#), Boehme has advised a wide spectrum of private, public, governmental, academic and non-profit entities. An internationally recognized authority in the field of organizational compliance and ethics with 20+ years experience designing and managing global compliance and ethics solutions. [@DonnaCBoehme](#)

 **Hank Boerner:** Chairman of the [Governance & Accountability Institute](#). While Hank's expertise is in ESG factors and issues, his approach is to educate leaders on the three pillars of Aristotle's method — Ethos (who you are/your values); Pathos (your connection to the audience, especially based on establishing trust); and Logos (the "sign," the message that you are conveying, which must be grounded in truth). [@gainstitute](#)

Alain Bolea: Founder of [Business Advisors Network](#) which integrates self-awareness, mutual understanding, emotional and cognitive intelligences into business practices to create authentic conversations, increased trust and engaged action. With more than 30 years as a business banker, international CFO and board member of corporate and family businesses, Alain's career spans large corporations, small businesses and not-for-profits. [@BizAdvisorsNet](#)

Roger Bolton: President of the [Arthur W. Page Society](#), the premier professional association for senior corporate communications executives. Bolton is also a trustee and a past chairman of the Page Society. Previously, he served as senior vice president of communications at Aetna and chaired their Council for Organizational Effectiveness, was IBM's director


of corporate media relations, and served as assistant secretary of the Treasury for public affairs under President George H.W. Bush. [@RogerBolton](#)

Elaine Cohen: Joint CEO of [Beyond Business Ltd](#) — a leading CSR consulting and reporting firm, offering a wide range of consulting services for the strategic development of social and environmental responsibility of businesses, reporting and assurance, and reporting on application of Global Compact principles. [@ElaineCohen](#)

Doug Conant: The New York Times bestselling author of [Touchpoints: Creating Powerful Leadership Connections in the Smallest of Moments](#), and the former CEO of Campbell Soup, Doug founded [Conant Leadership](#) in 2011, a growing community of people dedicated to improving the quality of leadership in the 21st century. [@DougConant](#)

Randy Conley: Global Trust Practice Leader at [The Ken Blanchard Companies](#). He oversees the development and implementation of the company's Trustworks! Training curriculum and consults with clients to help them develop more trustworthy leaders and business practices. [@RandyConley](#)

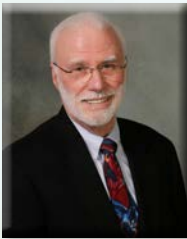
Tim Cook: The CEO of [Apple](#) and serves on its Board of Directors. Tim believes that trust and security are vital to company success and is fighting to maintain the privacy and data of Apple's customers. [@tim_cook](#)

 **Stephen M.R. Covey:** A sought-after and compelling [keynote speaker](#) and advisor on trust, leadership, ethics, and high performance. He is the author/co-author of several books including [The SPEED of Trust](#) and [Smart Trust: Creating Prosperity, Energy, and Joy in a Low-Trust World](#). [@StephenMRCovey](#)

Continued on page 16

What Does Trust Mean to Me?

Hank Boerner



The concept and actions of "trust" have been central to my personal and professional life. In my growing up (and impressionable) years, I was a Boy Scout, and I can still hear my own and my peers' voices as we said the Oath: "On my honor, I will do my best..." Part of my pledge was to obey the Scout Law, which began: "A Scout is Trustworthy..." What deep impressions these pledges made on my young friends and me. I have often thought, "wouldn't it be great to post these in corporate board rooms, executive suites, government offices, and institutional settings where gaining and keeping TRUST is so critical?"

But – alas, we live in a practical world, and so we must as adults and those-in-charge keep reminding ourselves — and those we influence everyday — that trust is precious, once gained to be treasured and protected. We can lose trust in a mini-second if we are not careful! I like to think back to my Scouting days and the innocence of that time. It's said the boy is father to the man (he will become); I hope that my remembrance of my youthful personal pledge remains keen in memory as I go about my adult business. For that reason, the Trust Across America honor bestowed is precious to me!

How Do You Measure ROI?

Deb Mills-Scofield

Return on Investment (ROI), or the measurement of how effectively something will pay for itself, is a classic business metric. The calculation defines gain in financial terms.

$$ROI = \frac{(I_{\text{Gain}} - I_{\text{Cost}})}{I_{\text{Cost}}}$$

In today's world, financial measures alone are too narrow. Revenue, profit, productivity, etc. are only part of the picture. We need to consider intangible returns - gains in learning, brand authenticity, and cultural improvement, for instance, which make a bigger difference in the long run.

Never being one for convention, I've been experimenting with variations on the ROI theme, namely, the idea of ROI_{impact} (ROI_m). ROI_m is how I decide which projects to take on and which to decline. It is a qualitative and quantitative metric of intangibles and tangibles.

$$ROI_m = \frac{(I_m^{\text{Gain}} - I_m^{\text{Cost}})}{I_m^{\text{Cost}}}$$



If the cost (I_m^{Cost}) is the amount of time a project will require, the impact (I_m^{Gain}) is the assessment of organizational gains in:

- Culture: an innovative, interdisciplinary, authentic and diverse mindset that encourages solving customers' pains through experimenting-learning-applying and iterating which, by the way, helps the company attract, develop and retain great talent that views giving back as joyful privilege; resulting in...
- Customer Value: delighting customers with meaningful solutions that meet real needs within the customers' contexts and constraints; perhaps even creating new markets and industries.

The result? An increase in revenue and profits *without* sacrificing culture and values. I have seen this time and time again with my own clients.

Unfortunately, many organizations still believe ROI and ROI_m are either incompatible or unrelated.

This is false. Focusing on ROI_m means [focusing on outcomes](#), which results in improved ROI, the outputs. An organization that has maximized its ROI_m has a more open and innovative mindset, understands customers' real needs, gives employees opportunities to experiment, learn, apply, and iterate and is in the best possible position to provide value to customers, create jobs and give back to its community.

The result of combining ROI_m with ROI is a virtuous cycle that returns gains in both investment and impact. What do you think? Am I crazy? Well, of course! But the results sure aren't.



Deborah Mills-Scofield helps mid to large-sized companies make [strategic planning](#) a verb. [She](#) also is a partner in an early stage [Venture Capital](#) firm. Deb writes for [Harvard Business Review](#), [Switch and Shift](#) and other venues, including her own [blog](#), and has contributed to several books. She is on the board of [Brown University's Engineering School](#) and [RISD's DESINE-Lab](#) and lectures in Brown's IE-Brown E-MBA program. Deb also mentors students doing '[regular](#)' and [social startups](#) and supports those involved in [STEAM](#). Her [patent](#) from AT&T Bell Labs was one of the highest-revenue generating patents for AT&T and Lucent. She measures success by her clients' success and [their impact](#). She can be reached at [@dscofield](#) on twitter or [dms@mills-scofield.com](#).

What Does Trust Mean to Me?

Stephen M.R. Covey



There is one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world—one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest relationship, the strongest character, the deepest love.

On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet it is the least understood, most neglected, and most underestimated possibility of our time.

That one thing is trust—the one thing that changes everything.

Trust underlies and affects the quality of every relationship, every communication, every work project, every business venture, and every effort in which we are engaged. It changes the quality of every present moment and alters the trajectory and outcome of every future moment of our lives—both personally and professionally.

Contrary to what most people believe, trust is not some soft, illusive quality that you either have or you don't; rather, trust is a pragmatic, tangible, actionable asset that you can intentionally create—much faster than you probably think possible.

Indeed, trust makes the world go 'round!

Amy J.C. Cuddy: Social psychologist and Associate Professor at [Harvard Business School](#), Cuddy uses experimental methods to investigate how people judge and influence each other and themselves. Her research suggests that judgments along two critical trait dimensions – warmth/trustworthiness and competence/power – shape social interactions. [@AmyJCCuddy](#)

Peter C. DeMarco: The Founder and President of [Priority Thinking®](#), helping leaders and their teams achieve significant performance improvements while reducing risks and embedding ethical power into decision making at all levels. He also facilitates leadership and ethics education programs for nonprofits, for profits and top business schools. [@PriorityPete](#)

David DeSteno: Author of [The Truth About Trust](#), and [Professor at Northeastern University](#), David studies the ways in which emotions guide decisions and behaviors fundamental to social living. Recognizing how those forces actually operate guides his efforts to work with public and private sector partners to design scalable nudges to enhance well-being. [@DavidDesteno](#)

Harvey Deutschendorf: An emotional intelligence expert, speaker, and internationally published author of *THE OTHER KIND OF SMART*, he writes a [monthly column](#), frequently about trust and business relationships. [@theeiguy](#)

Kurt Dirks: [Olin Faculty, Washington University](#) - Senior Associate Dean- Programs and Professor of Managerial Leadership. Dirk's areas of expertise include Leadership Development, Management Development, Organizational Change and Development and trust in work relationships.

Robert Easton: A Senior Managing Director at [Accenture](#) where he has been for the past 15+ years, he is well known for the contributions he has made to building trust based relationships. Bob is the creator and designer of the Ways of Working program implemented at a large Global Life Sciences company where he has personally trained hundreds of client and Accenture people across the world.

Richard Edelman: President and CEO of [Edelman](#) the world's largest public relations firm. Perhaps best known for the Edelman Trust Barometer, Richard believes that the field of PR must turn its attention to public engagement which centers on communication that is bottom up, social, radically transparent, values-led and rooted in action that delivers a demonstrable impact. [@richardwedelman](#)



Jed Emerson: An internationally recognized [thought leader](#) in sustainability and sustainable finance, impact investing, social entrepreneurship and strategic philanthropy. Jed has played founder roles with some of the nation's leading venture philanthropy, community venture capital and social enterprises. Selected twice by the Nonprofit Times as one of the Top 50 Leaders in the sector. [@BlendedValue](#)

Laurence Evans: the Founder and CEO of [Reputation Leaders Ltd](#) specializing in helping companies with reputation building, thought leadership and social purpose. Laurence works with C-suite executives and heads of corporate communications to inform reputation-building strategies. [@LaurenceEvans](#)

Richard Fagerlin: Founder of [Peak Solutions](#) and author of [Trustology, The Art and Science of Leading High Trust Teams](#), Richard has devoted the last 10 years to the rebuilding, repairing and reclaiming of trust through his work in leadership development and organizational transformation. [@RichardFagerlin](#)

What Does Trust Mean to Me?

Jed Emerson



Over the years, I've come to find the ability to trust oneself and one's colleagues to be at the center of having a successful life. This should come as no surprise, yet I'm often struck by how little time we spend in discussions regarding this critical component of a life well lived.

Learning to trust your instincts and core values is actually more challenging than we might think. In a fast passed digital world of tweets and posts, I am sometimes left with a feeling that perhaps I've missed something and need to get with the new "memes" and ideas—some of which may potentially run counter to what I've thought in the past or how I see others developing new approaches to business or investing. Yet, it is clear we must trust our fundamental values and beliefs if we are to ensure the "new" builds upon the deepest strengths of our "old."

Beyond trusting yourself, operating in a transparent, thoughtful manner in our relations with others is central to long-term, professional success. Confidence in our collaborations with others is the foundation of successful organizations, and the best collaborations are always fundamentally a question of creating a trusting relationship.

What Does Trust Mean to Me?

Leslie Gaines-Ross



Trust means having built up a reputation where others consistently expect you to do the right thing and you work at earning it every day. Trust requires that you lead by example and are honest, transparent and values-driven at all times. Trust, like reputation, is something you cannot easily quantify but you know when it is present and when it is absent. Trust is the bedrock of relationships.

Robert Galford



When I am asked that question in a professional context, I talk about trust on three levels...**strategic** (in how an organization articulates its goals and strategies, and how it executes on them), **organizational** (in its processes and practices), and **individual** (in how people behave). That last level is usually the enabler (or disabler) of trust overall, and is the one that gets most of the attention. When we wrote *The Trusted Advisor* some 15 years ago, we introduced the Trust Equation (Credibility + Reliability + Intimacy, all reduced or diminished by another person's perception of YOUR self-interest). Since then, I have come to believe even more strongly that those last two variables (of *intimacy* with others, and their perceptions of your *self-interest*) are really where the difference lies. It frames so much of the work I get to do with leaders and their organizations. It led to the subsequent writing of *The Trusted Leader* and *Your Leadership Legacy*, and a new book due out later this year.

When I answer the same question on a personal level, I find comfort in the fact that the levels and priorities are identical. Makes it easier to live one's life.

Mark S. Fernandes: As [Chief Leadership Officer](#) at Luck Companies, a 90-year-old privately held building materials company in its third generation of family ownership, he and the founding family CEO have initiated an aggressive values development program for all its employees that has radically transformed the company's culture. Mark has been charged with taking this mission around the world to ignite human potential through Values Based Leadership (VBL) and positively impact lives. [@MarkSFernandes](#)

Eric Flamholtz: President of [Management Systems Consulting Corporation](#) and a Professor Emeritus at UCLA's Anderson School of Management. Dr. Flamholtz has helped hundreds of organizations make successful transitions at different stages of growth and development as well as deal with a wide variety of organizational and leadership issues. He is the co-author of [Corporate Culture: The Ultimate Strategic Asset](#).

Peter Fuda: Peter is regarded as a [global authority](#) on leadership and business transformation, and is considered an indispensable source of competitive advantage by CEOs in Australia and around the world. As a leadership coach, Peter has enabled more than 200 CEOs to measurably increase their leadership effectiveness and performance. Trust is a central component in Peter's strategy. [@PeterFuda](#)



Leslie Gaines-Ross: [Weber Shandwick's](#) chief reputation strategist and the architect of award-winning research into CEO and corporate reputation, CEO transitions, corporate rankings, online reputation, executive visibility, thought leadership, and reputation sustainability and recovery. Leslie is one of the world's most widely recognized experts on reputation—how reputations are built, enhanced and protected. [@ReputationRx](#)



Robert Galford: A managing partner of the [Center for Leading Organizations](#). Robert has taught executive programs for more than 20 years, including 12 years at Harvard's Graduate School of Design, 5 years for the National Association of Corporate Directors and on customized programs worldwide. Listed as one of the 100 Thought Leaders on Corporate Boards. Rob is the co-author of [The Trusted Advisor](#) and [The Trusted Leader](#). [@RobertGalford](#)



Mary Gentile: Creator and Director of the "[Giving Voice to Values](#)" curriculum and Senior Research Scholar at Babson College; expert on ethical decision making; and author of [Giving Voice to Values: How To Speak Your Mind When You Know What's Right](#).



Bill George: [Senior Fellow at Harvard Business School](#). He is the former Chair and Chief Executive Officer of Medtronic and author of four best-selling books including [True North](#) and [Seven Lessons for Leading in Crisis](#). [www.billgeorge.org](#) [@Bill_George](#)

Seth Godin: [Author](#) of 17 books, including one of his newest [Linchpin](#), that have been bestsellers around the world and have been translated into more than 35 languages. He writes about the post-industrial revolution, the way ideas spread, marketing, quitting, leadership and most of all, changing everything. Trust is a central theme in Seth's writing. [@ThisisSethsBlog](#)

Michael B. Goodman: [Professor and Director of the MA in Corporate Communication](#) at Baruch College, The City University of New York. He is the co-author of [Corporate Communication](#), a frequent speaker on restoring trust in business, and the founder and director of [Corporate Communication International](#)

What Does Trust Mean to Me?

Mary Gentile



Trust means integrity – acting in accordance with our words and commitments—and making sure those words and commitments are worthy of this consistency. Most importantly to my work, it is about developing the competence and confidence to *effectively* enact this trust.

I created Giving Voice to Values (GVV) as an innovative approach to promoting integrity in education and the workplace.

GVV is not about persuading people to be more ethical. Rather GVV starts from the premise that most of us already want to act on our values, but that we also want to feel that we have a reasonable chance of doing so successfully. GVV pedagogy and curriculum are about raising those odds.

Rather than a focus on ethical analysis, GVV's curriculum focuses on ethical implementation and asks the question: "What if I were going to act on my values? What would I say and do? How could I be most effective?"

Adam Grant: The youngest [tenured professor](#) and single highest-rated teacher at The Wharton School. His consulting and speaking clients include Google, the NFL, Johnson & Johnson, Pixar, Goldman Sachs, the World Economic Forum, the United Nations, and the U.S. Army and Navy. Adam is the author of [Give and Take](#). [@AdamMGrant](#)

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Reinforcing Candor

By Bob Whipple

Over 30 years ago, I discovered that building trust is the most important leadership skill and that a culture of high trust is the foundation on which all great organizations are built. I am so grateful to Barbara Kimmel and the Trust Across America: Trust Around the World Organization for providing a nexus where true champions of trust can have an impact on the world of business. The challenge is huge, but this association offers a kind of Mastermind Group that is vital. Together, we are making a real difference, and I am honored to be a part of it.

My work with groups includes vital information about *what* trust is (nature of trust) as well as *why* it is so important (impact of trust), but most of my emphasis is on *how* to achieve higher trust. The single biggest factor governing the level of trust in any organization is the behaviors of the top leader or leaders. Their actions set the tone for everything that happens in the culture. Without brilliant leadership modeling the way, some pockets of trust may develop, but the saturation of trust into every nook and cranny of the organization will remain elusive.

Leaders may intellectually know the power they have to create the culture, but few of them understand the specific behaviors to change in order to make the shift. That part remains elusive, and it is the reason so many organizations struggle with issues of trust. My work teaches numerous skills and tips to help educate leaders on their role. The most important ingredient is that leaders must build an environment where people realize it is *safe* to voice a concern without fear of reprisal. The specific skill is what I call “reinforcing candor.” I teach leaders how to make subordinates glad when they bring up problems or questionable practices.

The challenge is that reinforcing people who point out a problem with something you thought was fine is very difficult to do. Leaders justify their actions based on what they feel is right, so if employees challenge their decisions it is human nature to become defensive and push back. No leader is going to be able to reinforce people who challenge their decisions 100% of the time, but if they can improve from a typical 5% ability to something like a 70% ability, the whole ball game will change and trust will kindle.

Bob Whipple, MBA, CPLP, is a consultant, trainer, speaker, and author in the areas of leadership and trust. He is the author of: *Trust in Transition: Navigating Organizational Change*, *The Trust Factor: Advanced Leadership for Professionals*, *Understanding E-Body Language: Building Trust Online*, and *Leading with Trust is Like Sailing Downwind*. Bob has many years as a senior executive with a Fortune 500 Company and with non-profit organizations. For more information, or to bring Bob in to speak at your next event, **contact him at** www.Leadergrow.com, bwhipple@leadergrow.com or 585.392.7763

New Book in 2014 - *Trust in Transition: Navigating Organizational Change* For more information go to www.astd.org/transition.



What Does Trust Mean to Me?

Bill George

Author of *True North*



Trust is the essence of leadership – the coin of the realm. Unless people build trust with their colleagues, they cannot gain legitimacy to lead, nor can they empower others.

To gain trust, leaders must be authentic – genuine, sincere, transparent, and true to their word. People sense who is authentic and who is not, and only then will they grant them the support they need to lead organizations.

Leaders also need a clear sense of their True North – the purpose of their leadership and the essence of their beliefs, their values and the principles by which they lead. If they stay on course of their True North and do not deviate under pressure, then they can build trust among colleagues and legitimacy among all their constituencies.



Charles H. Green: Leads [Trusted Advisor Associates](#). Charles is a speaker and executive educator on trust-based relationships and trust-based selling in complex businesses. The author of [Trust-based Selling](#) and co-author of [The Trusted Advisor](#) and [The Trusted Advisor Fieldbook](#). [@CharlesHGreen](#)

Nadine Hack: CEO of [beCause Global Consulting](#), Nadine was first woman to serve as Executive-in-Residence at IMD Business School. She has advised Fortune 500 companies, heads of state and other global leaders or organizations on clarifying and achieving their goals. She is particularly respected for her work on stakeholder engagement and multi-sector partnerships. [@NadineHack](#)

Jonathan Haidt: The [Thomas Cooley Professor of Ethical Leadership](#) at New York University's Stern School of Business. His research focuses on morality and positive psychology. He is the co-developer of the Moral Foundation's theory, and of the research site [YourMorals.org](#). [@JonHaidt](#)

Veronica Hope Hailey: [Professor at the University of Bath School of Management](#) & Dean, School of Management. Here most recent work has focused on the repair of trust following the financial crisis. She is now launching the second phase of her trust research on fostering the development of trustworthy leaders. [@VHHBathSoM](#)

Morten T. Hansen: A [management professor](#) at University of California, Berkeley, School of Information, and at INSEAD, France. His [research](#) on collaboration, including the component of trust, has won several prestigious awards. His Harvard Business Review

articles have been bestsellers for a number of years. He is the author of [Collaboration](#). [@MortenTHansen](#)

Jack F. Haren: As Mohawk Paper's President & Chief Financial Officer, Mr. Haren both [talks](#) and walks trust. He joined the company in 1999 as Vice President, Finance. Jack received recognition as 2014 CFO of the Year by the Albany Business Review.

Jared D. Harris: [Associate Professor](#) in Darden's MBA Program, Harris teaches both Ethics and Strategy courses and is a fellow with the [Business Roundtable Institute for Corporate Ethics](#) and a senior fellow with Darden's Olsson Center for Applied Ethics. He is one of the editor's of [Public Trust in Business](#).

Marillyn Hewson: Chairman, President and CEO of Lockheed Martin, and a frequent speaker about trust. <https://www.linkedin.com/pulse/20130919113049-279253783-the-first-things-a-new-leader-should-do-to-build-trust> Ms. Hewson has been selected by Fortune magazine as one of the "50 Most Powerful Women in Business" for the past five years.

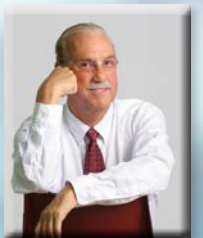
Faisal Hoque: Serial entrepreneur, thought leader, and author, [Faisal Hoque](#) is the founder of MiND-2MiND Exchange, B2BForeSight and other companies. His goal is to help businesses around the world lead and do better. Formerly of GE and other global brands, he regularly contributes to Fast Company, and Huffington Post. He is the co-author of [Everything Connects](#). [@faisal_hoque](#)

What Does Trust Mean to Me?

Charles H. Green

Trust has meaning to me on three levels.

1. Professionally, it has been my life's work for 20 years.
2. Personally, understanding trust has given meaning to my business and personal relationships.
3. Substantively, I see trust as a *relationship* – a relationship between a *trustor* and a *trustee*. The trustor is the one who *initiates trust*, by taking a risk on the trustee. The trustee is the one who is, or isn't, *trustworthy*.



The art of being a trustor, of risk-taking, requires vulnerability and empathy. Being a trustee, being trustworthy, requires acting according to a set of virtues, embodied in the Trust Equation. Each successful interaction between trustee and trustor raises the level of trust. For trust to continue growing, each party must reciprocate and trade roles.

Trust relationships are personal: we don't trust companies in any but a narrow sense, and companies themselves are incapable of trusting. The primary trust role of companies is to establish environments that foster trust-based relationships between people – customers, employees, and suppliers.

Trust-based organizations encourage and enable the art of trusting and the virtues of trustworthiness in all the personal relationships they touch. In so doing, they also increase the social and financial value of the organization.

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Are Your Business Decisions Drowning in Trust?

By Linda Locke

Recently, my family rented a loft in downtown Chicago for the holidays. We wanted siblings, nieces, nephews and friends to have a place to share games, gifts and laughs, to cook meals together, and to recoup after a particularly tough year, all in an environment that didn't require us to put on shoes for dinner. We found a loft on a website that enables people to rent out their homes for short periods of time.

Why chance our holiday on a place none of us had seen? Well, we'd successfully used the digital platform before. The price and location were right, and others who had stayed there rated it pretty high. The risk seemed low, and the emotional return high. So, we trusted it, sent in our money and sent out invitations. And it met our needs. Except for the bathroom pipe that broke free of the wall. And gushed wildly. On Christmas Day. (Really, when do big holidays ever go perfectly?)

Throughout 2015 we will be barraged by questions on trust. Is an email from a trusted sender? Does the info we count on come from a trusted site? Do we trust the person whose review we are reading? Do we trust a news station to deliver unbiased reporting?

We make judgments based on both logical and emotional criteria. Does the product deliver on what it promised? Do I feel good about spending money with a company that has a checkered environmental record? Am I so pleased (or disappointed) about a transaction that I will call the company out publicly?

In commerce, we exchange money for goods. In the early days, we trusted there was value behind the gold or silver we proffered. We switched to cash, which was easier to carry than bags or bars of precious metals, and then checks. When we came to learn checks weren't always trustworthy, we moved to electronic funds exchange that could be authorized ahead of time. You could argue that both trust and convenience drove our cashless economy.

In a reputation economy, trust is currency. And let's mix a metaphor here - it is also the connective tissue that links the interests of stakeholders. People who trust an organization are more likely to want to work there and to recommend it to their friends. They will buy the products or services, and they will be more likely to support it in times of crisis. The level of trust

results in a runway (lots of metaphors here...) that is smooth or rocky. The level of trust others have in you can determine whether your business, your organization or your issue moves forward - or stalls.

It's the job of business leaders to protect both reputation and revenue. That means a focus on trust is a strategy for growth that should be central to planning. Reputation is created in decisions made every day. It's built - or undermined - in direct contacts with stakeholders; when the company talks about itself; and when others talk about it.

Trust should be a filter for decision-making. For each major decision the organization should ask: Will we be more or less trusted by each of our key stakeholders?

As a company, we at Standing Partnership strive to uphold a reputation of helping companies deal successfully with complex issues. We want to be known as an organization that helps companies become more trusted by employees, customers, business partners and communities. In doing so, we want to deepen trust with our employees, our clients and our communities.

What are you doing to build trust? If you need some ideas, contact me.

P.S.: My family currently is debating about how to review a satisfactory loft experience that was punctuated with one giant spurting spout: anomaly, or key indicator? How should we treat it?

A Senior Vice President at [Standing Partnership](#) Linda consults with organizations on how to improve their reputations. She helps them understand whether or not they are trusted, and which business strategies, actions and decisions would help them become more trusted and what they can do to mitigate risk. Previously she conceptualized, created and led the global corporate reputation practice for MasterCard Worldwide. [@Reputationista](#)



What Does Trust Mean to Me?

Jim Kouzes



The truth is that trust rules. Trust rules your personal credibility. Trust rules your reputation. Trust rules your ability to get things done. Trust rules how much influence you have.

Trust rules the quality of your relationships. Trust rules your team's cohesiveness. Trust rules your organization's innovativeness and performance. Trust rules your brand image. Trust rules just about everything you do. Trust is the foundation on which you build greatness. And building that foundation begins when one person takes a risk, and becomes vulnerable to another. If you're the leader, that person is you. You have to ante up first. You have to go first because people who demonstrate trust in others are seen as more trustworthy. Someone has to start the positive cycle of trust, and it's rightfully the leader's job to get it going.

David Horsager: An author, [entrepreneur](#), professor, and award-winning keynote speaker who researches on the bottom-line impact of trust. David's signature speech and book [The Trust Edge](#) have inspired leaders and motivated teams toward greater results on four continents and across the U.S. [@DaveHorsager](#)

Geoffrey Hosking: Having taught at the universities of Essex, Wisconsin-Madison, Cologne, and University College London, Geoffrey is an eminent historian, he has held positions on many boards, panels, and committees, including at the Institute for Advanced Study at Princeton. He is the author of [Trust: A History](#).

Jack Hubbard: Chairman and Chief Sales Officer of [St. Meyer & Hubbard](#), a Chicago-based sales training and coaching firm. A former banker, Jack has taught and coached more than 66,000 bankers in 49 states, Canada and Mexico, and has shared his passion for trust-based conversations in banking for more than four decades. His co-authored first book [Conversations with Prospects](#) has become the standard of trust-based prospecting in banking. [@SalesHubbs](#)

Ellen Hunt: Director, Ethics and Compliance for AARP, the largest membership organization in the world. Ellen joined AARP to assist the organization with establishing its Ethics & Compliance Program. Her responsibilities include helping the organization and its employees make ethical decisions, thus building trust not only on the outside but from within. [@EthicsIntegrity](#)

Karin Hurt: A [writer](#), speaker, consultant and graduate teacher, Karin challenges leaders to address the tough issues destroying trust within and across organizations and teams. Her award winning blog has become an international forum for discussion about leading authentically, with confident humility. [@LetsGrowLeaders](#)

Susanne Jacobs: The Program Director at The Positive Group, Susanne is an [employee motivation specialist](#) who has built the Jacobs Model of Building Trust in Your Workplace using 8 intrinsic drivers of trust. As a member of the Neuroleadership Institute she also incorporates Cognitive Neuroscience and Psychology to support and inform her work particularly to embed new behaviors and to build employee engagement. [@JacobsSusanne](#)

Keld Jensen: Founder and CEO of [MarketWatch Centre for Negotiation A/S](#), a consulting and training organization that has worked with private industry and governmental bodies in Europe, Asia, North

America, and Africa. He is a frequent media commentator in Europe and the United States and blogs regularly at Forbes.com. He is the author of [The Trust Factor, Negotiating in SMARTnership](#). [@Keld_Jensen](#)

Rich Karlgaard: A [journalist](#), bestselling author, award-winning entrepreneur, and speaker, Rich was named Publisher of Forbes Magazine in 1998 and has recently written [The Soft Edge: Where Great Companies Find Lasting Success](#). His books, articles, and speeches often focus on the importance of building the right corporate culture. He frequently references the importance of trust. [@RichKarlgaard](#)

Brad Katsuyama: Founder and chief executive of [IEX Group Inc.](#), Brad's mission is nothing less than to change the way U.S. stock markets function. That reformist zeal led to a starring turn in Flash Boys, where Michael Lewis chronicled troubling tactics used by some high-frequency traders and Mr. Katsuyama's quest for solutions, focusing on restoring trust in the markets. [@BradKatsuyama](#)

Barbara Brooks Kimmel: The Executive Director of [Trust Across America – Trust Around the World](#) whose mission is to help organizations build trust. She is also the editor of the award winning [TRUST INC.](#) book series and the Executive Editor of [TRUST! Magazine](#). Barbara has been named "One of 25 Women Changing the World" by Good Business International. [@BarbaraKimmel](#)



Jim Kouzes: The Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University, and an award-winning [speaker](#), cited by the Wall Street Journal as one of the ten best executive educators in the U.S. He is the co-author of over thirty books and workbooks, including the bestselling [The Leadership Challenge](#). According to Jim, "Trust is the central issue in human relationships." [@Jim_Kouzes](#)

Roderick M. Kramer: The William R. Kimball [Professor of Organizational Behavior](#) at Stanford's Graduate School of Business, Kramer's research focuses on a variety of topics, including the psychology of trust and distrust, and [how trustworthy leaders behave](#). Kramer has also consulted with numerous organizations on issues of trust and distrust, leadership, group decision-making, and creativity.

Deb Krizmanich: Founder of [Powernoodle](#) a company that helps people collaborate in a way that fundamentally drives business results via trust and integrity. By virtue of being anonymous, Powernoodle provides individuals with a safe environment to express their ideas, thoughts and opinions even if it is in direct opposition or conflict with others. [@Powernoodle](#)

Frederic Laloux: An [adviser](#), coach, and facilitator for corporate leaders who feel called to explore fundamentally new ways of organizing. His research in the field of emerging organizational models has been described as groundbreaking, by some of the most respected scholars in the field of human development. He is the author of [Reinventing Organizations](#). [@Fred_Laloux](#)

Holly Latty-Mann: The President and co-founder (with the late Dr. Jim Farr) of The Leadership Trust®. Holly specializes in facilitating leadership workshops with a self-awareness focus. She performs comprehensive customized leadership impact studies, corporate assessments, organizational development initiatives, team-building workshops and strategic culture studies for diverse businesses and industries. [www.leadership-trust.org](#) [@Doc_Holly](#)

Andrea Learned: A sustainable business [thought leadership strategist](#) and writer with a gender lens and a trust focus. Andrea regularly shares her unique perspective and curates business leadership topics via her Twitter feed and blog. [@AndreaLearned](#)

What Does Trust Mean to Me?

Linda Locke



Trust is about how you make people feel. It is an intangible asset with a huge tangible impact. When we trust a company, we believe it. We give it the benefit of the doubt when others criticize it. And we are more likely to allow it to pursue a path forward without additional regulation, litigation or legislation.

Trust mixes logic and emotions. Organizations that display empathy, communicate with transparency, demonstrate commitment to solving problems, and have expertise in relevant issues are more likely to build trust, and enjoy a positive and enduring reputation.

Maya Angelou famously said, “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” When stakeholders feel ignored or mistreated, their feelings can grow into outrage, and the organization will struggle to build the reputation it needs to grow and meet its goals.

Trust, and reputation are about how you make people feel. We want to conduct business, and have relationships with people and organizations we respect and hold in high esteem. Trust is a central strategy for business growth in a reputation economy.



Linda Locke: A Senior Vice President at [Standing Partnership](#) Linda consults with organizations on how to improve their reputations. She helps them understand whether or not they are trusted, and which business strategies, actions and decisions would help them become more trusted and what they can do to mitigate risk. Previously she conceptualized, created and led the global corporate reputation practice for MasterCard Worldwide. [@Reputationista](#)

Eric Lowitt: Managing Director of [Nexus Global Advisors](#), Eric works with CEOs, senior public officials, and leaders of nongovernmental organizations in the fields of strategy, collaboration, and sustainability. His new book, [The Collaboration Economy](#), provides a path toward inclusive growth that addresses our most vexing global challenges. He has consulted and advised leading companies for nearly two decades. [@ericlowitt](#)



Edward Marshall: A trusted partner who works with senior leadership to transform their cultures and organizations to achieve significant results through trust and collaboration. Edward has been President of [The Marshall Group, Inc.](#) for over 25 years and has facilitated more than 100 change projects. He is the author of [Building Trust at the Speed of Change](#).

Susan Mazza: A [leadership coach](#) and organizational change facilitator. With her unique understanding of human systems and an unquenchable thirst to unlock the potential of the human spirit, Susan has worked with many types and sizes of organizations and with people around the world to build trust including: Fortune 500, small and medium sized businesses, nonprofits as well as schools. She is one of the co-authors of [The Character-Based Leader](#). [@SusanMazza](#)

Timothy McClimon: President of the American Express Foundation and head of the Office of Corporate Social Responsibility. Tim has been recognized as one of The Nonprofit Times Top 50 nonprofit leaders and he has also served as a David Rockefeller Fellow with the New York City Partnership. Besides his positions in corporate social responsibility and corporate philanthropy, Tim [writes](#) a weekly blog on CSR. [@timmcclimon](#)

Bill McDermott: Chief Executive Officer and a member of the Executive Board of SAP, the world’s business software market leader with more than 263,000 customers in 188 countries. A personal champion of customer centricity, Bill was ranked #2 on Glassdoor.com’s listing of the world’s top 50 CEOs in 2013. Bill writes and speaks frequently about the importance of trust. [@BillRMcDermott](#)

Robert A. McDonald: Former Chairman, President and CEO of the Procter & Gamble Company, Robert was nominated to serve as the [eighth Secretary of Veterans Affairs](#). During his tenure, P&G was widely recognized for its leader development prowess. The Secretary is personally committed to values-based leadership, improving the lives of others and is [reforming VA to better serve veterans](#).

Jon Mertz: Having chosen to invest in building and strengthening the relationships across generations in the workplace and beyond, Jon is an advocate and thought leader in helping millennials discover their uniquely powerful expression and build trust as leaders so they can make the biggest possible contribution in the world. Jon blogs at [Thin Difference](#). [@ThinDifference](#)

What Does Trust Mean to Me?

Edward Marshall



Lao Tzu once said of trust: “Those who are trustworthy he trusts; and those who are not trustworthy he also trusts. [In this way] he gets their trust.” We live in a time of great distrust, not only of civil, political

and economic institutions, but also of each other, and even of our prospects for the future. We yearn for relationships and organizations that operate with integrity, honor, transparency, and grace. It is possible.

Trust is the core of our very existence, and it starts within each of us—our character, values, beliefs and actions toward others. As a gift to others, even those not trustworthy, our own trustworthiness can be the pebble in the pond that ripples across our society. To paraphrase Gandhi, we need to be the trust we want to see.

The trust challenges we face are to create family and work cultures based on the principles of dignity, respect, and integrity, to address the root causes of distrust wherever it exists, and to work collectively to solve the most pressing problems of our world. It starts with us—inside out.

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TRUST — We Expect It In Our Leaders

by Hank Boerner



The person elected to be President of the United States on assuming office becomes the chief executive officer of our nation (and “first” among U.S. CEOs); the Commander-in-Chief of the most powerful military in history; and “the leader of the free world.” One of the reasons we choose the person in such power is that We The People perceive that he (and one day, she) can be *trusted*.

This important perception dates from our founding as a Republic; our first president, George Washington, turned down an offer to be monarch and decided to leave office after two terms. Children used to be told the story of his honesty in admitting to cutting down a cherry tree as a child. President #16 was often called “Honest Abe.”

We have had a variety of men serve in the highest office in the land, some well qualified, some under-qualified; and some were scoundrels, not worthy of our trust.

The importance of the presidency cannot be underestimated. This is our nation’s inspirational and aspirational leader, serving as example to others in leadership posts. Ability is important, yes, but *trust* is foremost among qualities we should expect when we pick the one out of 330 million to lead us into the future. I think the person in the Oval Office fully understands this.

Trust is a foundation that leaders build on as they seek higher positions. Trust takes a lifetime to build and can be lost in seconds, through a wrongful deed, through lying, even through prevarication if one is in the leader position. So - how do we define and perceive trust?

The person *walks the talk*. The late Governor Mario Cuomo often said, “the poetry of campaigning does not easily translate to the prose of governing.” Promises must become actions.

The word “trust” comes down to us through the Old Norse (“true”), Gothic (“covenant”) and other languages. The ancient words mean the same: We will trust our leaders and they will be true to us, and to their word, and trust will be a covenant between the leader and the rest of us.



The words of ancient truths prevail, don’t they — Trust is the foundation for effective leadership no matter the position!

Hank Boerner is Chairman of the [Governance & Accountability Institute](http://www.gainstitute.com). While Hank’s expertise is in ESG factors and issues, his approach is to educate leaders on the three pillars of Aristotle’s method — Ethos (who you are/your values); Pathos (your connection to the audience, especially based on establishing trust); and Logos (the “sign,” the message that you are conveying, which must be grounded in truth). [@gainstitute hboerner@ga-institute.com](mailto:hboerner@ga-institute.com)

Deb Mills-Scofield: Trust and integrity are core to her career since the start at Bell Labs and in her consulting with clients, asking them to match 10% of her fee to improve others lives and working with them to exemplify trust with each other and their employees to create a collaborative culture that succeeds. [Her blog](#) stresses an underlying theme of trust, integrity and the power of vulnerability in being a true leader. [@dscofield](#)

Nicholas Morris: Academic Visitor and Senior Research Associate at Balliol College, Oxford. He is an economist with 35 years of wide-ranging experience. He was a co-founder and then Chief Executive of London Economics, for a period of 14 years. Author of [Capital Failure, Rebuilding Trust in Financial Services](#).

Mike Myatt: CEO at [N2growth](#) and a leadership advisor to Fortune 500 CEOs and Boards who believes “trust is the cornerstone of leadership.” Mike is widely regarded as America’s Top CEO Coach. His latest book is [Hacking Leadership](#). [@mikemyatt](#)

Indra Nooyi: Chairman and CEO of PepsiCo. Mrs. Nooyi is the chief architect of [Performance with Purpose](#), PepsiCo’s promise to do what’s right for the business by doing what’s right for people and the planet.

Tom Patterson: A global [thought leader for corporate trust](#), Tom is a silicon valley based security executive with Government, corporate, global, and big-four executive experience, leveraging his immersion in all facets of security to improve businesses around the world. Tom thrives on delivering the real security benefits that build trust and grow businesses. [@TomTalks](#)

Joel Peterson: currently serves as Chairman of JetBlue Airways. Joel is also the Founding Partner of Peterson Partners and has been teaching entrepreneurial management at Stanford’s Graduate School of Business for over 20 years. Joel frequently writes about trust in business as a Forbes [blogger](#). [@JoelCPeterson](#)

Barry Posner: A [leadership scholar](#) for over 30 years, Barry is one of the leading researchers in leader credibility and exemplary leadership practices. His work on credibility, with coauthor Jim Kouzes, deepens our understanding of the importance of trustworthiness as an essential leader quality. Barry is the coauthor of the award-winning book, [The Leadership Challenge](#). [@KouzesPosner](#)

Skip Prichard: A CEO who has run organizations from \$200 million to over \$1.5 billion. Seeing the success of trust principles in corporate life, Skip decided to start his popular [Leadership Insights](#) blog where he shares his ideas and spotlights others and the importance of leadership and trust. [@SkipPrichard](#)

Mario Alonso Puig: A General Surgeon for more than 25 years, Mario has devoted much of his life to the study of higher brain function. [In the business world](#), Dr. Puig is considered one of the most prestigious speakers in the fields of motivation, leadership and creativity. [In this video](#), he discusses the intersection of trust and generosity. [@MarioAlonsoPuig](#)

Roy Reid: As Executive Director of Communications at the University of Central Florida [College of Business](#), Roy is part of a team that is working to change a culture and improve the landscape of business education. He is an award-winning business expert and author of Outrageous Trust®, a program that provides a framework and understanding of how to improve outcomes by earning and improving trust. [@royreid](#)

David Reiling: Social entrepreneur and values-based community banker David is CEO of the Minnesota-based and family-owned [Sunrise Banks](#). He is also a national advocate for financial inclusion who has pledged to make Sunrise “the most innovative bank empowering the underserved to achieve” in order to “radically change the way urban communities

and underserved people access financial services.” His story of trustworthy leadership was told in [TRUST! Magazine Fall 2014](#) issue. [@ReilingDavid](#)

Dennis & Michelle Reina: Founders of [Reina, a Trust Building Consultancy](#). This husband and wife team are thought leaders in measuring, developing and restoring trust through over 20 years of research and practice in the US and abroad. They are co-authors of several award-winning books including [Rebuilding Trust in the Workplace: Seven Steps for Renewing Confidence, Commitment and Energy](#). [@DrMichelleReina](#) [@DrDennisReina](#)

Nan Russell: From being the architect and influence leader of a culture transformation while a Vice President at QVC, to today as the author of four business books including: [Trust, Inc.: How to Create a Business Culture that Ignites Passion, Engagement, and Innovation](#). [Nan’s work](#) has always been about being a catalyst for creating workplaces founded on trust where people can show up and do great work. [@nan_russell](#)

Carol Sanford: A [consultant](#) to both Fortune 500 and new-economy businesses for more than 30 years. Carol believes that business can and will play a major role in creating a better world. She is the author of award-winning [The Responsible Business: Reimagining Sustainability and Success](#). [@carolsanford](#)

Taina Savolainen: [Professor of Management and Leadership](#) and leader of the research group of ‘Trust within Organizations’ in the University of Eastern Finland Business School. She is a trust educator, trainer and researcher for enhancing leadership and workplace trust-building skills.

Per L. Saxegaard: Founder & Executive Chairman of The [Business for Peace Foundation \(BfPF\)](#). The Foundation works worldwide to promote a better understanding of how ethical and responsible business

can contribute to building trust, stability and peace. Each year, the foundation arranges the Oslo Business for Peace Summit, which concludes with the presentation of the award to that year’s Honourees.

Dov Seidman: Founder and CEO of [LRN](#), a company that helps businesses develop ethical corporate cultures and inspire principled performance, and pioneer around the idea that the most principled businesses are the most profitable and sustainable. He is the author of [HOW: Why HOW We Do Anything Means Everything... in Business \(and in Life\)](#). [@DovSeidman](#)

David A. Shore: Former Associate Dean at Harvard University, School of Public Health, he founded and directed the School’s Forces of Change Program and Trust Initiative. Shore’s work on brand, reputation, and trust is part of his larger work on market dynamics and the strategies that most powerfully affect the creation of a unique and sustainable competitive advantage.

Howard Schultz: CEO of [Starbucks](#). Asked the secret of his success, he recounts four principles: “Don’t be threatened by people smarter than you. Compromise anything but your core values. Seek to renew yourself even when you are hitting home runs. And everything matters.” In [this video](#) Howard describes the future of corporations and their trust imperative. Howard recently co-authored a new book called [For Love of Country](#). [@StarbucksNews](#)



Jeffrey Seglin: Lecturer of public policy and director of the communications program at Harvard Kennedy School, writes “[The Right Thing](#),” a weekly column on general ethics that has been syndicated by Tribune Media Services since September 2010. From 2004 through 2010, he wrote an ethics column distributed by The New York Times Syndicate. He is the author of [The Right Thing: Conscience, Profit and Personal Responsibility in Today’s Business](#). [@jseglin](#)

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Foster Trust — Build Team Performance

By Alain Bolea



When teams struggle to perform, technical issues are rarely the real source of problems. In most cases, a team's poor performance stems from the lack of authentic individual engagement. Engagement is not created at will. It springs forth only when conditions of safety, clarity, trust, and responsibility can fulfill people's emotional and cognitive needs.

Safety: It is the foundation for more productive results. People must feel safe in order to speak openly among peers and in the boss's presence. Individuals will refrain from expressing their opinions if they have experienced aggressive confrontations, reprimands, and embarrassment. Instead they'll withhold information. Furthermore anxious people simply do not have full access to their problem-solving and creative abilities because they are primarily engaged in emotional and political self-preservation.

With safety, a new dynamic can develop. When individuals can speak openly, ask questions, voice their concerns, they reveal their true selves and are seen as more genuine and trustworthy. This, in turn, encourages others to open up. As people speak authentically, they begin to see each other differently and to hold more complete conversations.

Clarity: Open conversations boost the ability to clear areas of confusion, starting with what the team really intends to accomplish. Once individuals are able to discuss the various aspects of their work together in ways that everybody understands, they can move toward a common reality. Once they're on the same page, individuals gain a better grasp of how they fit in, what is expected of them, and what their personal contribution can be.

Trust: With open and authentic conversations, and improved clarity, individuals grow increasingly confident others will not to take advantage of them. They are willing to believe others will do what they promised. Individuals experience a greater sense of fairness and are more inspired to making genuine commitments.

Responsibility: When the conditions of safety, clarity and trust are met, individuals are a good deal more willing to assume responsibility. Most individuals want to do a good job and to feel a sense of accomplishment for their contributions. At this stage people creatively spark off of each other; the team displays greater innovation and an increased ability to respond positively to change.

High Performing Team

A highly engaged team is more likely to: 1) self-organize effectively; 2) deliver higher levels of quality work, 3) respond to changes in client requests; and 4) generate continuous improvements. With higher spirits, greater camaraderie, and a sense of collective ambition, people sincerely want to get the job done well.

Our expertise is in creating an experience of safety, clarity, trust and responsibility so people can truly address issues at hand, develop collaboration and initiative, and rapidly turn around their team's performance. To learn more about Rapid Performance Turnaround™, please contact me at business-advisors.net/contact/



Alain Bolea

What Does Trust Mean to Me?

Jeffrey Seglin



Trust means being able to count on others to be as reliable and as truthful as possible, whether in a business or personal relationship.

Robert Whipple



At the age of 55, I made a decision to dedicate the remaining years of my professional career to the advancement of trust in organizations. Trust is my passion and my life, because I have witnessed with my own eyes the transformational power of trust in many groups. Quite simply, without trust organizations struggle, but with it they flourish. I believe trust is the key to unlocking the benefits of employee engagement and productivity in any organization.

I have developed a formula for building trust that is unique and highly effective. My goal is to reach as many leaders as possible with these ideas so they can enjoy the amazing benefits of trust in their lives and their organizations. Openly sharing my knowledge and passion fulfills my professional mission to “Grow Leaders who know the power of TRUST and how to achieve it.” Without a doubt, this mission is what I have been placed on this earth to do, and I work to accomplish it every day.



Frank Sonnenberg: An award-winning author of five books and over 300 articles, Frank has served on several boards and has consulted to some of the largest and most respected companies in the world. Additionally, [FrankSonnenbergOnline](#) was named among the “Best 21st Century Leadership Blogs.” Frank’s newest book is [Follow Your Conscience](#). [@FSonnenberg](#)

Roger Steare: [The Corporate Philosopher](#), Roger is Visiting Professor of Organizational Ethics, and Corporate Philosopher in Residence at the Cass Business School in London, where he teaches on the Executive MBA. He is conducting extensive research on human character, judgment and behavior, and has published research jointly with PwC based on over 80,000 MoralDNA™ profiles of people in over 200 countries. Roger is the author of ethicability®: *How to decide what’s right and find the courage to do it*. [@RogerSteare](#)

Robert Sutton: A [Professor of Management Science and Engineering and a Professor of Organizational Behavior](#) (by courtesy) at Stanford. Sutton studies innovation, leadership, the links between managerial knowledge and organization action, scaling excellence, and workplace dynamics. He is the co-author of [Scaling Up Excellence](#). [@work_matters](#)

John G. Taft: The CEO of RBC Wealth Management. As the great-grandson of U.S. President William Howard Taft, John’s family legacy informs his belief in the importance of staying true to his core principles of Purposefulness, Humility, Accountability, Foresight and Integrity. He will continue to be a [leader](#) in financial reform, encouraging lawmakers and regulators to strike a balance on reform measures that will help ensure the U.S. avoids future financial crises. He is the author of [Stewardship, Lessons Learned from the Lost Culture of Wall Street](#).

Davia Temin: The Founder of [Temin & Company](#), Davia is a marketing, media and reputation strategist, crisis manager and coach. She serves as the spokesperson for major organizations during crisis, coaches numerous global CEOs, is a frequent and popular public speaker, and advises worldwide corporations on the strategic direction of their women’s councils. Davia has appeared as a guest on every major network in the US, and numerous local and national television shows around the world. [@DaviaTemin](#)

Jordan Thomas: Founder of the nation’s [first law practice](#) exclusively dedicated to counseling SEC whistleblowers. Jordan advocates for those who speak out against misconduct, individuals who face tremendous risks to come forward. His work is trust in motion. Jordan writes, teaches and speaks to prominent organizations, governments, trade associations and corporate leaders on the importance of a culture of integrity.

Jeffrey Thomson: President and CEO of [the IMA](#), the worldwide association for accountants and financial professionals working in business. He is considered an expert on risk management, and a global thought leader in the emerging area of GRC - governance, risk and compliance. He is quoted as saying “Make values your anchor.”

Linda Fisher Thornton: A [leadership development consultant](#) and Adjunct Assistant Professor of Leadership at the University of Richmond’s School of Professional and Continuing Studies. Her focus is on building high-trust work places where employees can do their best work. Author of [7 Lenses, Learning the Principles and Practices of Ethical Leadership](#). [@leadingincontxt](#)

Jose Ugaz: Chair of the Board of [Transparency International](#), the global anti-corruption organization, present in more than 100 countries. A Peruvian lawyer, he has a history of taking on grand corruption. [@JoseUgazSM](#)

Robert Vanourek: The Founder of [Triple Crown Leadership](#) and a former CEO of five companies during his thirty-year business career including two successful NYSE firm turnarounds. Bob is co-author, with his son Gregg, of the award-winning [Triple Crown Leadership: Building Excellent, Ethical and Enduring Organizations](#). He is Chairman Emeritus of the Vail Leadership Institute. [@TripleCrownLead](#)

Curtis Verschoor: Following a successful financial career as the corporate controller of Colgate Palmolive Company, Mr. Verschoor now volunteers for professional organizations and serves on the board of several nonprofits. He is a founding member of the Institute of Management Accountant’s Committee on Ethics and has played an instrumental role in developing their business ethics thought leadership. [curtisverschoor@sbcglobal.net](#)

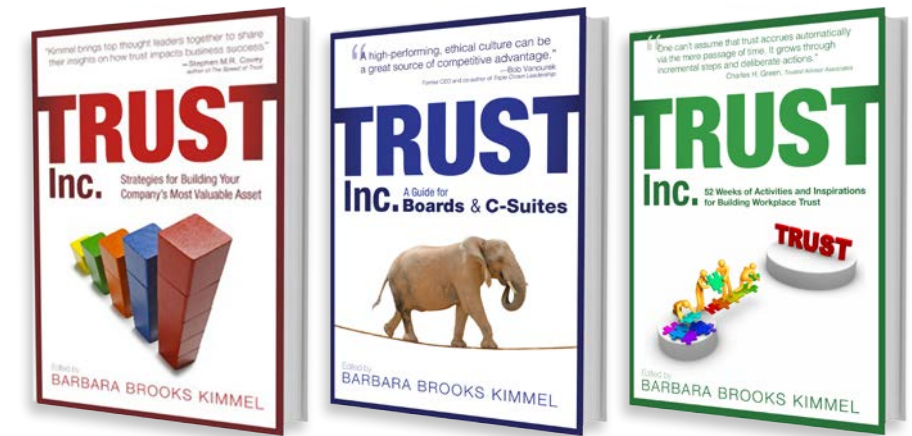


Robert Whipple: The CEO of [Leadergrow Incorporated](#), an organization devoted to the development of leaders. Also known as “The TRUST Ambassador,” Bob is a nationally recognized consultant, author and teacher, and an expert at helping organizations build higher levels of trust. Author of several books including his latest, [Trust in Transition: Navigating Organizational Change](#). [@Rwhipple](#)



Want to Learn More About Organizational Trust?

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Build a Trust-Based Organization

Gain a Competitive Advantage

Trust Across America-Trust Around the World is the “one stop” resource for organizations seeking to gain a competitive advantage by placing trust at the top of the strategic agenda. Regardless of your size, or industry, we work closely with the world’s leading experts and will match them with your needs.

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Let's Talk Trust!

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