Includes The Trust Edge Self-Assessment

David Horsager
INTRODUCTION

“It takes courage to actually build the Pillars and gain The Trust Edge. Few teams, families, and companies are willing to do what it takes to enjoy this great advantage. But nothing is more worth it to you or your organization.”

—David Horsager, speaker, author, strategist

Thank you for being part of this program. I am passionate about how The Trust Edge helps individuals and organizations enjoy faster results, deeper relationships, and a stronger bottom line. In fact, I believe trust is the most powerful dimension of individual and organizational success. Trust is the natural result of thousands of tiny thoughts, words, and actions. It does not happen by accident, nor does it happen all at once. Gaining trust takes work.

By taking the self assessment, you will get a baseline on your Trust Edge. The following sessions will help you dig into the attributes that put leaders on top—the Eight Pillars of Trust. You will also find practical ways to put this information to immediate use. By processing through each pillar, you will be given the opportunity to discuss and design specific goals that can be implemented immediately to make you a more successful and trusted leader. Thank you for partnering with us to gain The Trust Edge.

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About David

David Horsager, M.A., C.S.P., is a business strategist, entrepreneur, professor, and author who researches and speaks on the bottom-line impact of trust. He has taken the platform across the U.S. and on four continents. His clients range from Wells Fargo, ING, and John Deere to the U.S. Coast Guard Academy, Mercy Medical Center, and the U.S. Department of Homeland Security. David and his wife, Lisa, have four children and live in Minnesota. Learn more at www.DavidHorsager.com.
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THE CASE FOR TRUST

Trust is the single uniqueness of the greatest leaders and organizations of all time. It is not a soft skill but rather a quantifiable competency that brings dramatic results.

"The Trust Edge takes a fresh look at the foundation of genuine success—TRUST."
—Jim Green, President and CEO, Kemps

The Trust Edge is the competitive advantage gained when others confidently believe in you! Trust has the ability to accelerate or destroy any business, organization, or relationship. The lower the trust, the more time everything takes, the more everything costs, and the lower the loyalty of everyone involved. Conversely, an environment of trust leads to greater innovation, stronger brands, increased retention of good people, higher morale, multiplied productivity, better results, and a bigger bottom line. The trusted leader is followed. From the trusted sales person, people will buy. For the trusted brand, people will pay more and tell others. Trust, not money, is the currency of business and life!

"The Trust Edge is a principle-centered yet practical approach to sustained individual and organizational success."
—Ken Morris JD, former VP, Boston Scientific, current President Apercu Group

This workbook is a tool to learn and build the Eight Pillars of Trust. Strong Pillars lead to better relationships, revenue, and results.

As trust increases...
- output
- morale
- retention
- productivity
- innovation
- loyalty
- revenue

- problems
- skepticism
- attrition
- time to market
- stress
- costs

INTRO
A lack of trust is your biggest expense.
SELF ASSESSMENT

Instructions: Use the scale below to rate how each statement applies to you. Be sure to answer the question in terms of “How often do I…” Give honest answers without over-thinking.

Rating Scale: 1 = Never   2 = Rarely   3 = Sometimes   4 = Frequently   5 = Always

How often do I...

____ 1. Meet expectations when completing job responsibilities?
____ 2. Show sincere appreciation to others for their contributions?
____ 3. Demonstrate a willingness to do whatever needs to be done?
____ 4. Act in a manner consistent with the organization's vision, mission, and values?
____ 5. Strive to help others to be successful?
____ 6. Willingly admit mistakes?
____ 7. Talk about the company's vision, mission, and values?
____ 8. Seek input from those affected by the decisions?
____ 9. Work to ensure the success of the team/organization instead of my personal agenda?
____ 10. Demonstrate continuous learning to improve my ability to perform?
____ 11. Exhibit honesty?
____ 12. Accept others as equal team members to the success of the organization?
____ 13. Keep the same level of quality in every project?
____ 14. Work to resolve different opinions/conflict as soon as possible?
____ 15. Exhibit dependability by doing what was agreed to be done?
____ 16. Genuinely listen?
____ 17. Volunteer to assist whenever possible?
____ 18. Act with integrity?
____ 19. Ensure that performance expectations are clearly understood?
____ 20. Deliver expected results?
____ 21. Strive to reach win-win agreements when working with different opinions?
____ 22. Act and deliver on the most important tasks and goals?
____ 23. Demonstrate a sincere care for people?
____ 24. Deliver above and beyond what is expected?
### Scoring

<table>
<thead>
<tr>
<th>Pillar 1: Clarity</th>
<th>Pillar 2: Compassion</th>
<th>Pillar 3: Character</th>
<th>Pillar 4: Competency</th>
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<th>Pillar 6: Connection</th>
<th>Pillar 7: Contribution</th>
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- A score of 13-15 indicates that the pillar is a strength for you.
- A score of 9-12 indicates that the pillar could be strengthened to improve outcomes.
- A score of 8 or lower indicates that the pillar is negatively affecting your trust level and must be improved to make progress.

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This assessment sheds light on how strong your Trust Pillars may be. The score from this assessment will be referred to throughout the workbook. For a more comprehensive assessment, check out *The Trust Edge 360º Assessment*. Go to www.davidhorsager.com or call 1-800-608-8969 to learn more.
Pillar One

CLARITY

In your quest for The Trust Edge, clarity has three different and equally important areas for the trusted leader: 1) vision and purpose, 2) expectations and communication, and 3) daily tasks.

People trust the clear and mistrust the ambiguous. When a sales person is clear about the benefits to the client, sales are made. When a leader shares a clear vision, people are motivated and unified. When a manager is clear about expectations, employees are put at ease and productivity increases. Clarity inspires teamwork, reduces conflict, and provides focus.

Review

- Clarity unifies, motivates, increases morale, and inspires trust.
- Clear communication leads to trusted colleagues and happy employees.
- Clarity can reduce conflict within your staff and with customers.
- The trusted are candid and are not afraid to tell the truth.
- Leaders need to share the vision at least every 30 days for people to know it.
- Clarity gives focus on daily actionable tasks.
- Trusted managers give input and clarify expectations frequently.
- Specificity is a motivator.
- People can’t do a great job if they don’t understand expectations.
- Communication is “shared meaning.”
- Conflict is inevitable, so the key to conflict is not avoiding it altogether, but in dealing with it effectively.

What points jump out to you and why?

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Improve

How can you specifically improve your Clarity Pillar? (Add to Trust Edge Development Plan. p.21)

__________________________________________________________________________
__________________________________________________________________________
Do not underestimate the power of caring. The most trusted people have the ability to think beyond themselves. Genuine care for others turns colleagues and clients into friends. People can tell if you care about them or not by the way you listen, appreciate, and serve others. Put your needs and desires aside and spend time caring for those around you. When you selflessly show care to other people, not only will it build trust, but it will also have a bottom-line impact.

Review
Caring leads to trust.
The 4 LAWS of Compassion: Listen, Appreciate, Wake Up, Serve Selflessly. (See page 77 in The Trust Edge)
Sincerity is the key component of appreciation. Consider writing sincere and heartfelt notes of appreciation.
Everybody needs appreciation and recognition.
Put people before things to improve relationships.
T rusted relationships trump clever closing techniques every time.
Care and compassion have bottom-line impact.
Think beyond yourself.

What points jump out to you and why?
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Improve
How can you specifically improve your Compassion Pillar?
(Add to My Trust Edge Development Plan on p. 21)
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Appreciation must be sincere.
Do not underestimate the power of caring. The most trusted people have the ability to think beyond themselves. Genuine care for others turns colleagues and clients into friends. People can tell if you care about them or not by the way you listen, appreciate, and serve others. Put your needs and desires aside and spend time caring for those around you. When you selflessly show care to other people, not only will it build trust, but it will also have a bottom-line impact.

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What points jump out to you and why?

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Improve

How can you specifically improve your Compassion Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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Without character, there is no trust.

Without trust, there are no followers.

Without followers, leadership does not exist.
Pillar Three

CHARACTER

Do the right thing whether you feel like it or not. Your character will give you either peace or bondage. Every act makes you who you are. Your small acts become your habits and your habits become your being. Make sure your small acts are above reproach, and you will become a person of influence and trust.

Review

- Habits are made by what you do in private.
- Integrity is being the same in thoughts, words, and actions.
- Building integrity takes work, but gives the biggest reward.
- In every decision, ask yourself: “Is this the right thing?”
- To beat stress, do what needs to be done, when it needs to be done, whether you feel like it or not.
- Demonstrate character through:
  - Humility
  - Principled decision making
  - Pure intent
  - Self-discipline
  - Accountability

What points jump out to you and why?

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Improve

How can you specifically improve your Character Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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Pillar Four

COMPETENCY

Those with high competence work to stay fresh and relevant. Charlie Jones said, “You will be exactly the same in five years as you are today, except for the books you read and the people you associate with.” The ability to learn new things amidst rapid change is more important than any specific skill in the new economy. Avoid the “been there done that attitude” and consider how you can stay capable and competent in your field.

Review

Humility is the first step to ability.

Humility

is the first step to ability.

What points jump out to you and why?
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Improve

How can you specifically improve your Competency Pillar?
(Add to My Trust Edge Development Plan on p. 21)
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Review

- Humility is the first step in learning.
- Stretch your mind with new ideas, fresh thoughts, and different viewpoints.
- Find a circle of professionals with whom who can grow and sharpen each other.
- Accept accountability in your life.
- Find a mentor who is successful or wise in the same way you’d like to be.
- Be intentional about your downtime. Put a priority on creating time to learn and reflect.
- Create a regular plan for staying competent and capable.

What points jump out to you and why?

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Improve

How can you specifically improve your Competency Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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Sacrifice is the commonality of great leaders.
Pillar Five

COMMITMENT

What is a common characteristic of great leaders from history like, Martin Luther King Jr. or Abraham Lincoln? Sacrifice. They were committed to a cause beyond themselves. This pillar cannot be taught—it can only be exemplified. If you want committed employees or customers show commitment to them first.

Review

- Without commitment from the leader, the players will not win.
- The people who stick with you when things are tough are the ones you can really trust.
- History’s leaders who have made the biggest impact were willing to sacrifice for the greater good.
- Passion is the essential ingredient for commitment.
- Those committed to worthy causes will go out of their way to help others and to make great sacrifices.
- A committed organization has fans.

What points jump out to you and why?

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Improve

How can you specifically improve your Commitment Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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People want to do business with friends. They want to associate with those who have the ability to connect. Magnetic people are connectors. Who is magnetic? Not necessarily someone who is charismatic or humorous. Gratitude and sincerity are more significant attributes of connectors. Taking a genuine interest in others goes a long way toward building a connection.

Review

Trust is all about relationships.
Engage your staff.
Ask great questions. Listen.
Try to see from others’ perspectives.
Collaborate.
Be genuine.
Be grateful – it is the common trait of the most magnetic people on earth.
Avoid complaining; it repels.
Insincere apologies are trust killers.

What points jump out to you and why?
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Improve

How can you specifically improve your Connection Pillar?
(Add to My Trust Edge Development Plan on p. 21)
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In every interaction we increase or decrease trust.
Pillar Six

CONNECTION

People want to do business with friends. They want to associate with those who have the ability to connect. Magnetic people are connectors. Who is magnetic? Not necessarily someone who is charismatic or humorous. Gratitude and sincerity are more significant attributes of connectors. Taking a genuine interest in others goes a long way toward building a connection.

Review

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What points jump out to you and why?

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Improve

How can you specifically improve your Connection Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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People trust results which means you need to always deliver on your promises. You can be a compassionate person with great clarity and character, but if you do not get things done, you will lose trust. Contributors are givers of resources, time, and results. They don't waste time on low-priority activities. Contributors make good things happen and give valuable output.

Review
You must deliver results to be trusted. The more you give, the more you receive. Give attention, resources, time, opportunity, and help. Reward results. Make sure your Difference-Making Actions or daily goals are: focused, clear, quantifiable, realistic, and consistent with your main vision (see page 196 in The Trust Edge for more information).

Delayed decision making increases confusion, clutter, and stress.

What points jump out to you and why?
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Improve
How can you specifically improve your Contribution Pillar? (Add to My Trust Edge Development Plan on p. 21)
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Doing, not saying, builds trust.
**Pillar Seven**

**CONTRIBUTION**

People trust results which means you need to **always deliver on your promises**. You can be a compassionate person with great clarity and character, but if you do not get things done, you will lose trust. Contributors are givers of resources, time, and results. They don’t waste time on low-priority activities. Contributors make good things happen and give valuable output.

**Review**

- You must deliver results to be trusted.
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- Give attention, resources, time, opportunity, and help.
- Reward results.
- Make sure your Difference-Making Actions or daily goals are: focused, clear, quantifiable, realistic, and consistent with your main vision (see page 196 in *The Trust Edge* for more information).
- Delayed decision making increases confusion, clutter, and stress.

**What points jump out to you and why?**

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**Improve**

How can you specifically improve your Contribution Pillar?

*(Add to My Trust Edge Development Plan on p. 21)*

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It is the little things, done consistently, that make the biggest difference.
Pillar Eight

CONSISTENCY

Consistency is why we trust McDonald’s. We may not even like McDonald’s, but we trust them because they give us the same exact burger in Tokyo, Frankfurt, and Cleveland. Most people do not like surprises unless a birthday is involved. They want to know you are going to act the same, deliver the same service or product, and conduct yourself the same regardless of the circumstances. In every single interaction with a colleague, client, or friend, trust either increases or decreases. It is the little things, done consistently, that make the biggest difference in every area.

Review

- Consistency leads to trust.
- Deliver the same every time and you will become trusted.
- The track record of trust is built over time. There is no other way to lasting success.
- Don’t agree to anything you can’t deliver.
- You increase or decrease trust with every interaction.
- Trust is earned by consistent action, not just words.

What points jump out to you and why?

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Improve

How can you specifically improve your Consistency Pillar?

(Add to My Trust Edge Development Plan on p. 21)

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Clear vision motivates and unifies.
MY TRUST EDGE DEVELOPMENT PLAN

Clarity Goal:
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Compassion Goal:
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Character Goal:
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Competency Goal:
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Commitment Goal:
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Connection Goal:
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Contribution Goal:
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Consistency Goal:
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Trust flows from individuals, not organizations.
NEXT STEPS

Individuals are the conduit for trust. It’s not up to your organization or the responsibility of anyone else. Your courage to take action and become trustworthy will be the invitation for others to follow. Keep working to build the Pillars of Trust. Start by laying the first brick. Persevere through the barriers. Be a clear, compassionate, high-character, competent, committed, connecting, contributing, and consistent leader. When you do, you will enjoy the foundation of genuine and lasting success, *The Trust Edge.*

What will you do in the next 30 days to be a more trusted leader?

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Five Ways to Sharpen Your *Trust Edge*


2. **Get a baseline on your trust** with our *Trust Temp 360° Assessment*, as well as a practical process to increase it.

3. **Utilize our Trust Edge Coaching program** to help your leaders build the 8 Pillars of Trust and increase morale, retention, innovation, and results.

4. **Build a culture of trust** through *The Trust Edge Training* programs. These will equip you to solve real problems and create a high-trust, efficient culture.

5. **Read The Trust Edge book in a management group** or book club using the chapter questions and highlights to apply *The Trust Edge* principles.

For questions about any of these strategies or investments:

1-800-608-8969

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