

THE 2018 TRUST OUTLOOK

A study on the landscape and impact of trust
across divisions and around the world.

Research presented by



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THE 2018 TRUST OUTLOOK

TRUST IS YOUR MOST VALUABLE RESOURCE

FROM EAST TO WEST, leaders face daily challenges in the workplace—as small as rescheduling a meeting, as big as company-wide strategic shifts, and everything in between. Essentially the only constant in culture change of businesses and global governments is the guarantee of bigger obstacles that come at leaders faster; some may even say that’s the true sign of success.

In today’s economy, trust is the most valuable resource. Around the globe **a lack of trust is costing organizations billions of dollars**. Trust can accelerate, and mistrust can destroy, any business, organization, or relationship. The lower the level of trust, the more time everything takes, the more everything costs, and the lower the loyalty of everyone involved, whereas greater trust brings improved innovation, retention, morale, and business results. No matter what role or title a person holds, trust affects their influence and success.



Contrary to popular perception, developing a high-trust culture is not simply a soft skill—the highest performing leaders and organizations recognize that **trust is an urgent necessity to stay ahead of the ever-growing competition.**

With a push for faster growth and higher efficiency, taking shortcuts and trampling over relationships can seem like the quickest route to increase the bottom-line but the real key to accelerating performance and avoiding extinction in the new economy is trust. From rural small businesses to Fortune 500 corporations, building trust is crucial to genuine and lasting success of any kind.

Where does **The Trust Outlook™** come in? Awareness of upcoming obstacles as well as potential opportunities can give organizations an edge on their competition. This **cross-generational, international study** of nearly 5,000 adults was designed to explore the worldwide perception and impact of trust.

The study uncovers what employees really think about trust: how it can be built, how it can be lost, and how people decide to stay at or leave an organization as a result. This study's findings provide rare insight into the global impact of trust and a vital awareness of how trust will impact leaders and organizations in the coming year.

Trust Edge Leadership Institute is pleased to present this groundbreaking international research. In order to schedule a media interview about the study and its findings, please contact Anne Engstrom at Anne@TrustEdge.com

Best regards,

David Horsager, CEO, Trust Edge Leadership Institute

8 Pillars of Trust

CLARITY

People trust the clear and mistrust the ambiguous.

COMPASSION

People put faith in those who care beyond themselves.

CHARACTER

People notice those who do what's right over what's easy.

COMPETENCY

People have confidence in those who stay fresh, relevant, and capable.

COMMITMENT

People believe in those who stand through adversity.

CONNECTION

People want to follow, buy from, and be around friends.

CONTRIBUTION

People immediately respond to results.

CONSISTENCY

People love to see the little things done consistently.

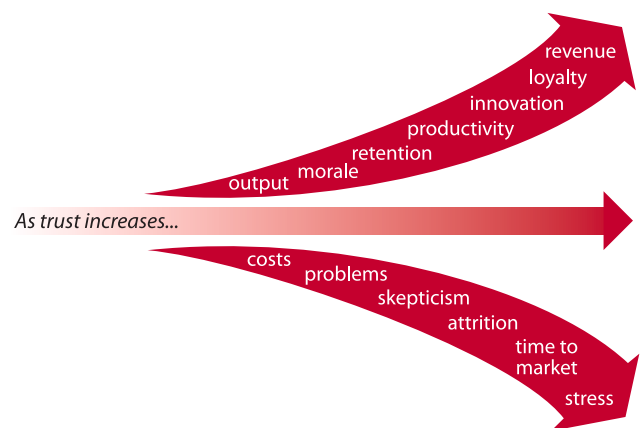
UNCOVERING THE BUSINESS CASE FOR TRUST

THE SINGLE UNIQUENESS of the greatest leaders and organizations of all time is trust. **A lack of trust is your biggest expense.** For the trusted brand people will pay more, come back and tell others. The trusted leader is followed or voted for; The trusted salesperson is bought from, in spite of price, almost every time, and the trusted teacher, professor, or parent gets respected.

If you think trust is just a soft skill, think about a credit score—it's really just a trust score. The more you are trusted by the lender, the less you pay over the course of the loan. With a supplier you trust, one call is enough to get the job done. With a supplier you don't trust, even after a bunch of stress, you still don't get what you want.

Companies with high trust levels outperform companies with low trust levels by 186% (Watson Wyatt, Work USA). **Trust, not money, is the currency of business and life.**

When trust goes up, costs and skepticism go down, people are willing to take risks, so innovation and loyalty go up. Everything changes when trust increases even just a little bit.



The pillars of trust are the 8 distinct qualities that build the competitive advantage gained when others confidently believe in you. This great advantage is called *The Trust Edge*. **T**

CUSTOMERS WANT COMPETENCY MORE THAN ANYTHING ELSE

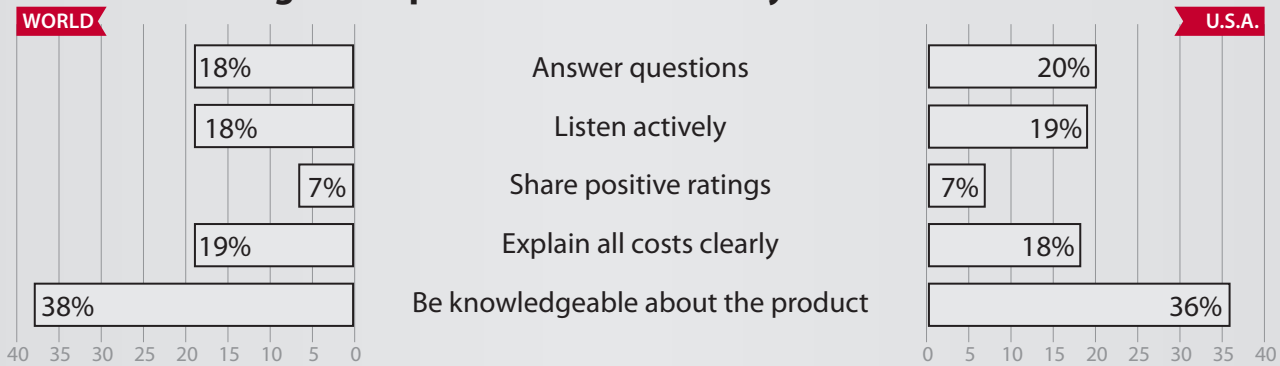
THOUGH THE ROLE OF A SALESPERSON has shifted drastically since the days of door-to-door canvassing, the skepticism from customers remains. How can salespeople and their leaders best manage such skepticism from buyers? Increase competence.

Around the globe, **buyers are seeking salespeople who are knowledgeable** about the product they are selling—even above explaining the costs clearly! When salespeople are able to genuinely and confidently share about their product or service, the customer is put more at ease and is more likely to purchase.

In fact, knowledge is over 5x more valued than sharing positive ratings. Reviews and positive ratings are becoming less and less trusted, likely because they are easy to manipulate.

The trust between buyers and sellers is multifaceted. The data reveals that salespeople also must be able to answer questions, explain costs, and listen actively. A competent and trustworthy sales department will set businesses apart from the competition in 2018. **T**

As a customer, which of the following is the #1 thing a salesperson can do to earn your trust the fastest?



Companies with
high trust levels
outperform
companies with
low trust levels
by **186%**.

—Watson Wyatt, Work USA

TRUST INCREASES RETENTION AND ATTRACTION

Attracting the Best Talent

LOOKING INTO 2018, business leaders are trying to find the best way to bring in top talent. What do employees want? The study found that, contrary to popular belief, very few people place priority on autonomy in the workplace. Rather, the **#1 quality that makes someone want to start working for an organization is having trusted leadership.**

In today's talent pool, trust impacts everything from recruiting and onboarding to training and retirement. Human Resources professionals are exploring new methods of how to attract and retain employees in the everchanging and competitive talent market.

Retaining the Best Talent

What are new hires really looking for and how can employers increase retention while building a culture that attracts their ideal candidates?

The study found that **trust matters from the very start** of an employee's experience on the job. To increase retention, offer leadership development opportunities and have the new hire meet their boss one-on-one within the first week of starting. In the United States, more than 80 million people are looking for these two key dynamics in a work environment.

In addition to leadership training and connecting with leadership, **employees want employers to be transparent and keep their promises.** In fact, 64% of people said either promises being kept or transparency being practiced was the #1 action that would increase how long they stay with an employer. Following through on commitments creates a culture of trust and leads to increased satisfaction for both employees and employers.



Commitment goes both ways. When individuals trust the leadership of their organization, they are more committed to the organization as a whole. They will be a better team player, work longer hours, be more loyal, and even offer more ideas and solutions to help the company. Leaders can capitalize on commitment by first being committed to their team before expecting commitment from others. Lead by example.

Globally, more than 75% of all people believe ongoing training would help them trust their employer more. Though all training can increase trust and lead to a stronger bottom line, leadership development and personal development training would most help an employee value their organization. Employees with high competency in their area of expertise are critical but the study found that technical development is least likely to improve employees' perception of the value of their workplace.

More than 75% of all people believe ongoing training would help them trust their employer more.

Retaining high-performing talent takes careful strategy along with old-fashioned hard work. Findings revealed that more **people leave an organization because of not feeling appreciated** than because of distrusting the leadership. A great place for leaders to start reducing turnover is to simply show more appreciation. Learn to genuinely display compassion to teams through appreciation and watch effectiveness and retention increase.

In his book, *THE TRUST EDGE*, Horsager recommends appreciating people using the "S.P.A. method":

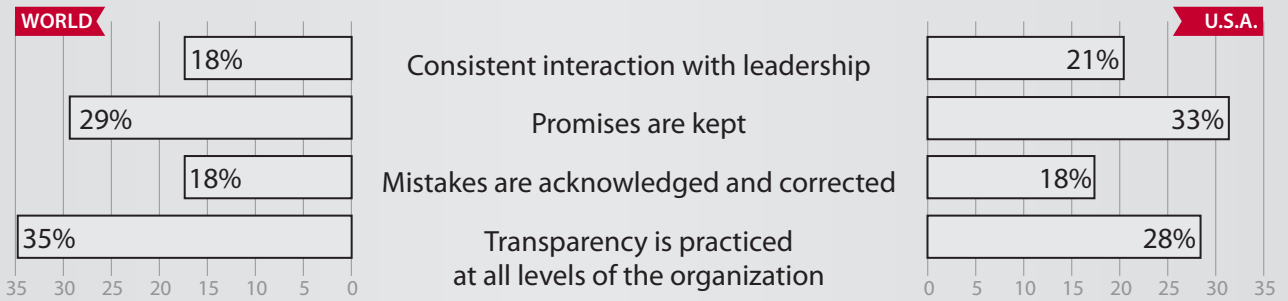
S=Specific. Specificity breeds credibility so acknowledge something specific

P=Personalized. Make the appreciation about them. Some people may want to be publicly appreciated whereas others might prefer a handwritten note.

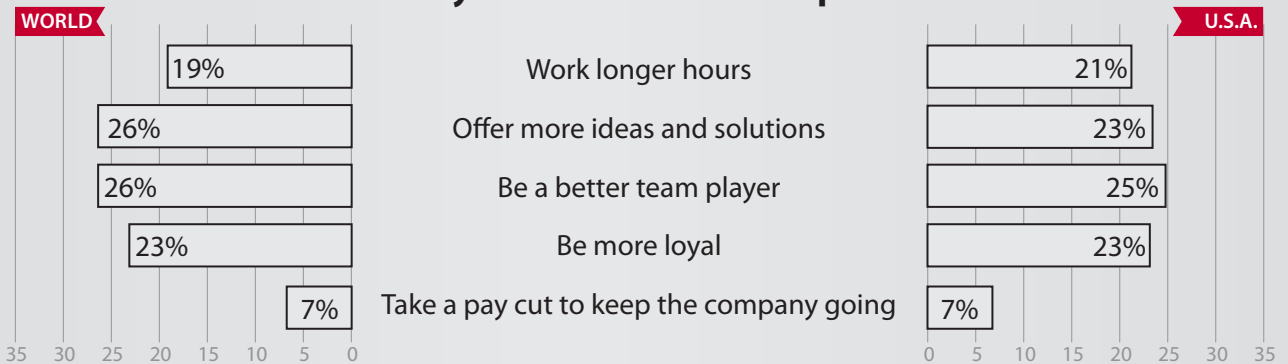
A=Authentic. If it is not sincere people know it; they can smell insincerity a mile away.

36% of employees in the U.S. are also looking for personal development opportunities. The Human Resources department can be preparing for increased desire for training in the coming year as well as a priority on developing trusted leadership in the c-suite. **T**

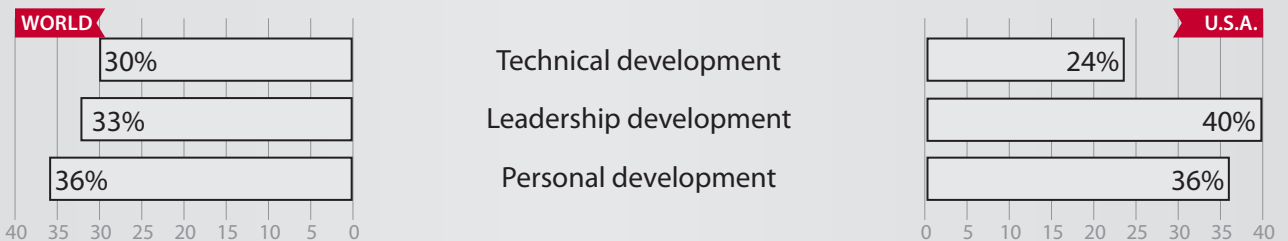
As an employee, what is the #1 action that would increase how long you stay with an employer?



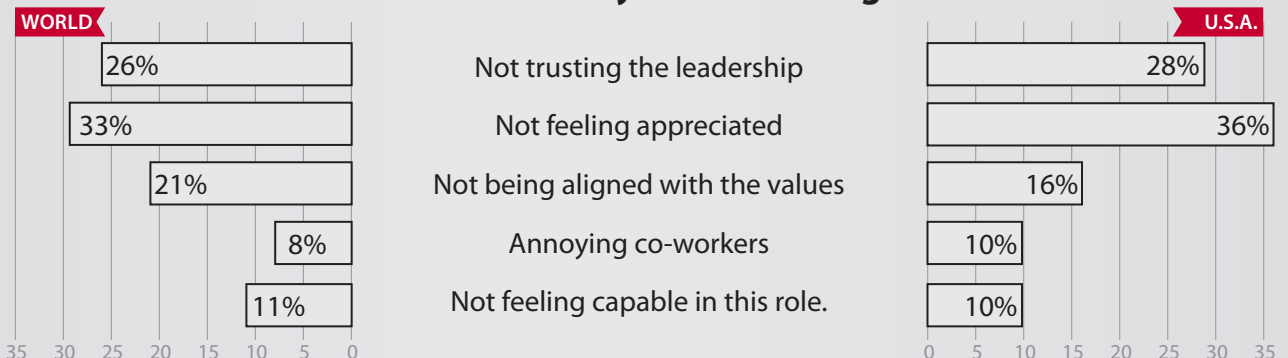
What are you willing to do for your organization if you trust the leadership?



What training would make you most value your organization?



What would most make you leave an organization?





Trust,
not money,
is the **currency**
of business *and* life.



CHARACTER AND COMPETENCY PROVIDE HUGE ADVANTAGES

HALF OF ALL PEOPLE TURN TO THEIR VALUES when it comes to difficult decisions. Whether someone is a front-line cashier or the c-suite executive, values drive decision-making even more than finances or relationships. Leaders who decide on the top values by which they make every decision are able to make faster, more congruent decisions.

Gaining trust starts with each individual becoming more and more trustworthy. Though trust can be earned in many ways, one of the fastest ways to build genuine trustworthiness is by making and keeping commitments. **People trust those who make clear commitments and follow through on them.** When a person overcommits and cannot deliver or commits to something ambiguous, they are perpetuating a culture of skepticism and distrust which will smother businesses in the new economy.

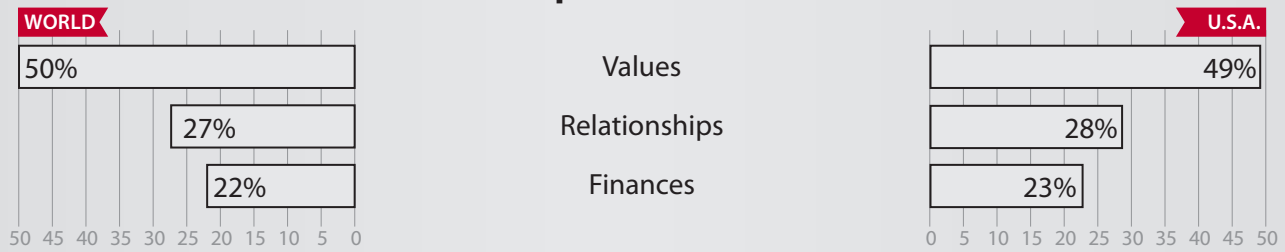
Trusted leadership is worth millions of dollars in recruiting, hiring, training, and productivity. When a leader

develops trustworthiness, they can subsequently ask for the same from their followers which can lead to an increase in trust throughout a corporate culture and a correlated bottom line.

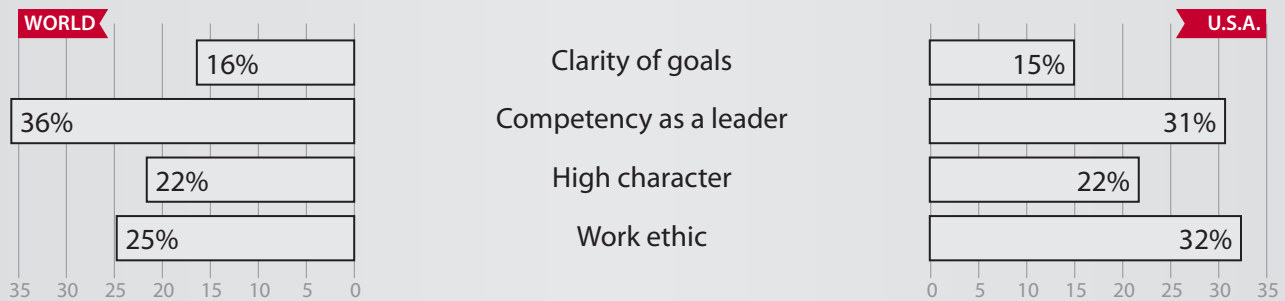
Research findings revealed a difference between roles in developing trust. Employees say that work ethic is most important in trusting their immediate supervisor whereas competency as a leader is more vital when trusting senior leaders. To outperform the competition, focus 2018 training initiatives on work ethic for supervisors and leadership development for senior executives. To increase character, Horsager recommends:

- **Define it.** Clarify what character looks like for your organization.
- **Assess it.** A Trust Edge 360™ or Enterprise Trust Index™ can show gaps before it's too late.
- **Systemize it.** Remove incentives or programs that are systemized against high character and implement systems that promote character growth. **T**

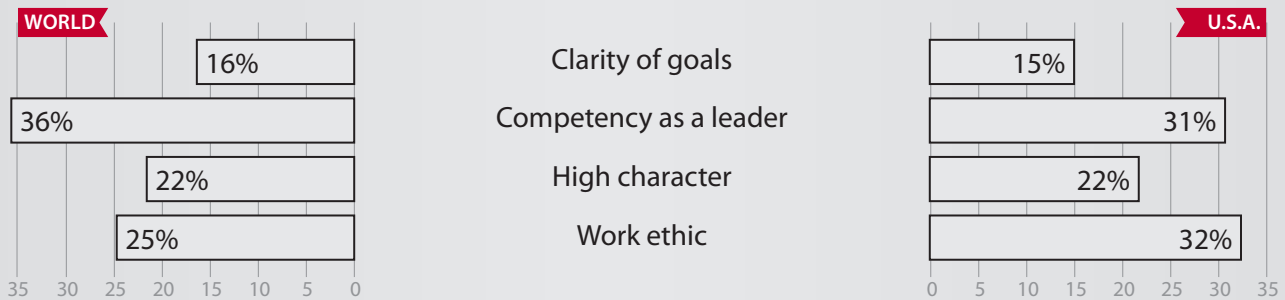
When you have a decision between two good options, what is the most important factor in the decision?



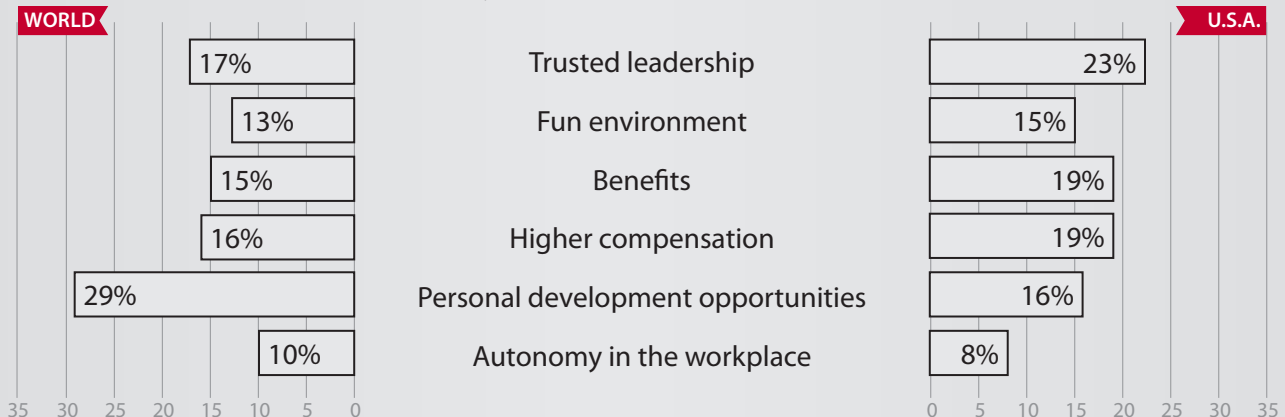
As an employee, what would most help you trust your *immediate supervisor* more?



As an employee, what would most help you trust your *senior executives* more?



What most makes you want to work for an organization?



TENSION CAN MAKE OR BREAK YOUR BUSINESS

IN ORCHESTRAS, STRING TENSION is not a guessing game. It's decisive and strategic. Specific formulas guide musicians to bring their instruments into perfect tension so they can achieve their ideal pitch. Take a listen to an instrument that has less than perfect tension and find an excruciating sound.

Globally, more than half of all people recognize tension as a necessary facet of organizations. 66% say the amount of tension in their organization is "just about right," acknowledging the delicate balance of tension in the modern workplace.

Though tension may often be initially perceived as a negative dynamic, when taking a deeper look, the study found that many people view the concept as an opportunity for growth more than an obstacle to success. In fact, almost 50% of people globally view tension as either an opportunity for growth or a tool to be utilized in their organization.

Tension is not as simple as many may think. Despite the largely positive view of the concept, almost half of all people say their primary way to deal with tension in the workplace is to minimize it.

With the data revealing a stark dichotomy of tension, how might employers best navigate through it and equip their people to succeed in 2018?

Change the narrative. **Reframe the negative perception of tension by being clear about its benefits.** Clarity builds trust. The leader who clearly acknowledges tension, and promotes its hidden value by working through it, will reap the benefits and gain greater trust throughout the organization.

Instead of continuing to minimize tension, everyone from front line employees to c-suite leaders can profit from stepping into tension with the mindset of leveraging it for growth. Easier said than done, of course. Most individuals are not eager to jump into tense situations, and rightly so with the methods of handling tension often found in the corporate world.

When individuals throughout all divisions are equipped to manage challenging conversations and relational dynamics, a corporate culture begins to shift towards one of trust rather than a culture of skepticism.

Though there may be a time and place to avoid tension altogether, in the majority of circumstances **a well-trained leader can strategically leverage tense challenges and gain a stronger, more unified team** than those who step around the issue.

Across divisions, tension impacts business performance. Although interpersonal issues, pressure from management, and meeting deadlines generate the most tension, managing growth, legal compliance, and development of new products produce significant tension. In fact, nearly 1 in 4 Americans believe managing growth is the aspect that generates the most tension.

Additionally, almost 1 in 4 of all employees have seen an increase in tension in their organization over the past three years. Why? It might be due to shifts in workplace dynamics. People tend to say less out loud and have adjusted to a climate where verbally processing through issues can even be viewed as a hindrance to business performance. Whether it be from political correctness or a simple increase in social awareness, people are tending to focus on “getting the job done” and staying quieter. Yet amidst national movements, people are encouraged and empowered to speak up, which can create a tension in workplace cultures.

1 in 4 of all employees have seen an increase in tension in their organization over the past three years.

Another factor is the increasing need for a wide variety of communication skills. From tweets to video conference calls to Facebook advertising, the business world has seen a change in both written and instant communication dynamics. This often draws employees in to being on-call 24/7. Being “out of the office” is becoming a concept of the past.

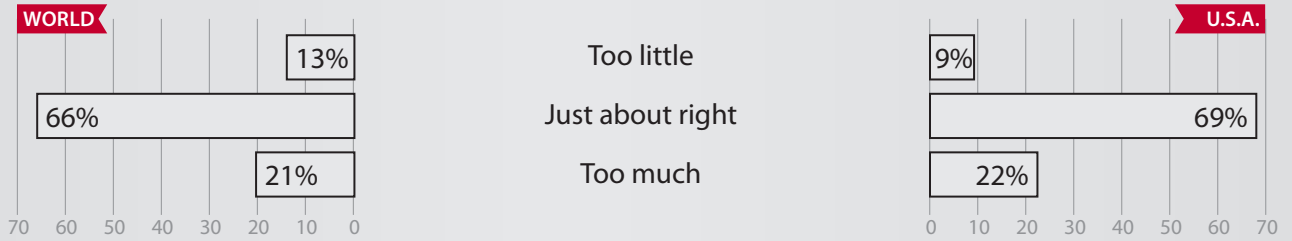
Furthermore, travel has increased, the sales and marketing spheres have broadened, and role specialization has become the norm in most industries. As a result, there are more people in more places and businesses are recognizing the need to increase their hiring, training, and managing.

These workplace shifts can be both a benefit and a challenge; in other words, they are tensions. Although hiring virtual (out of the office) employees can reduce cost, it can also hinder efficiency due to challenges in communication and collaboration. Employees being accessible around the clock may provide a sense of peace for on-the-go executives but stretching employees beyond a healthy work/life balance can lead to burnout and high turnover—and the list goes on.

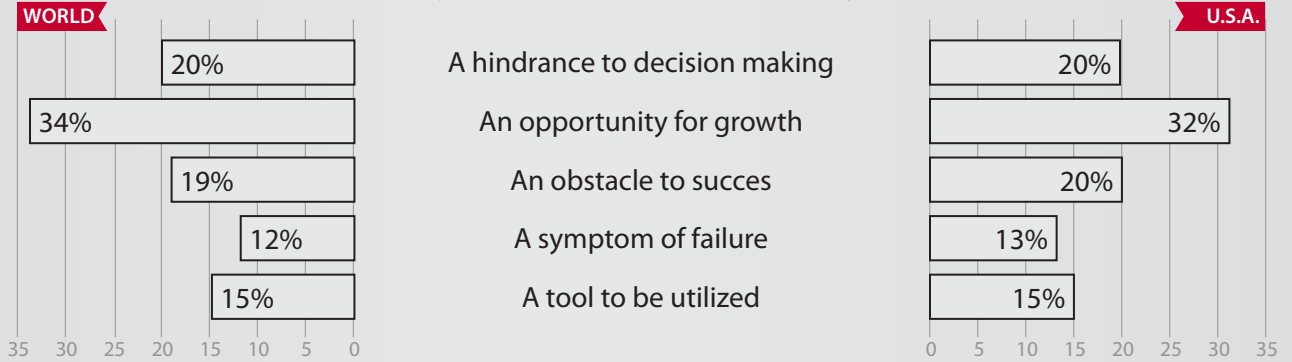
Industry leaders who recognize and leverage the delicate tensions in their organization will outperform their competitors in both market share and bottom-line growth.

Change itself can be a tension. Without change, organizations grow stagnant and become irrelevant to fluctuating markets, yet change that happens too fast or too soon can quickly bring a business to its downfall. **Trust matters more than ever** as leaders prepare for the changes of 2018 and onward. Organizations prepared to manage tension amidst change will set themselves apart in their industry. **T**

In your opinion, what amount of tension exists in your organization?



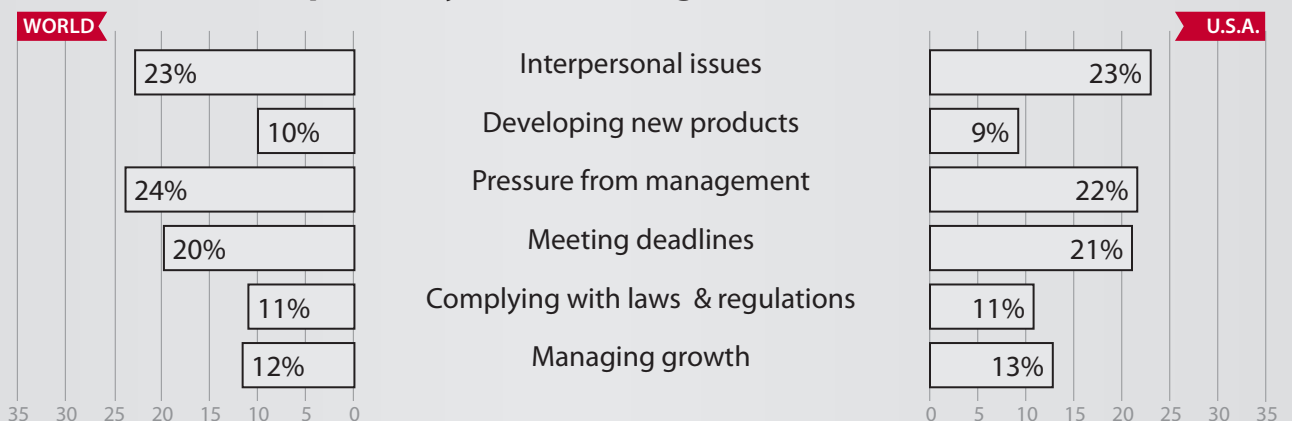
In general, how do you most view tension in your organization?



What is the primary way to deal with tension within your organization?



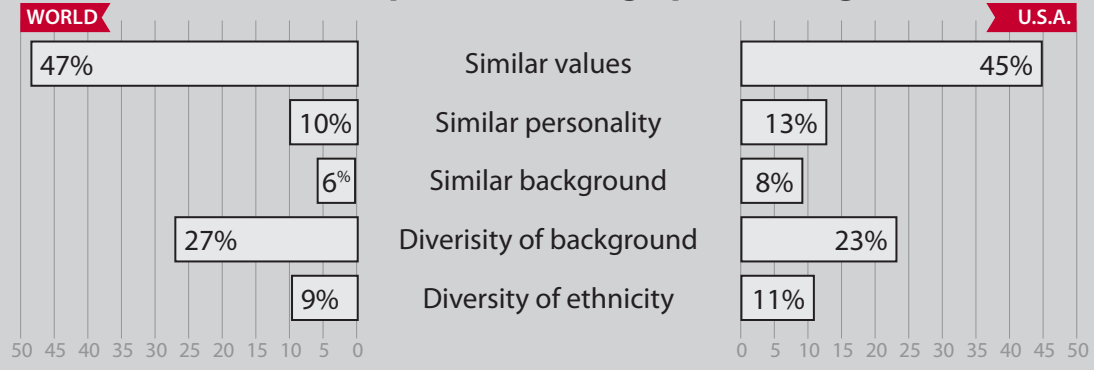
Which aspects of your business generate the most tension?



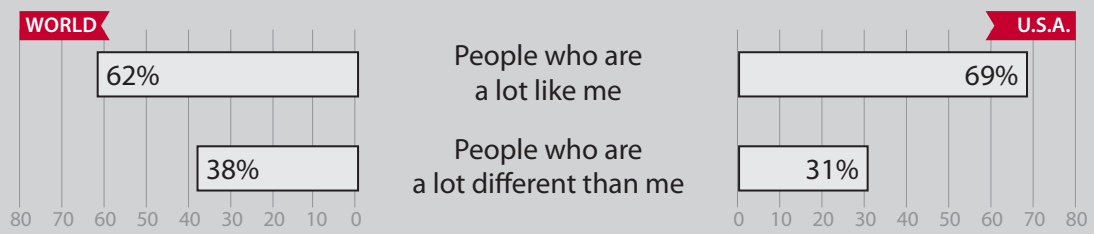
Tension in Diversity: A Special Report

Increasing diversity also creates tension in the workplaces. Most people believe diversity is “important” to “extremely important” for high-performing teams in terms of mission, background, and values. However most people like to work with people who are like them.

What is most important to a high performing team?



What type of team do you most like to work with?



A lack of trust is your biggest expense.

EQUIPPING EMPLOYEES DIFFERENTIATES INDUSTRY LEADERS

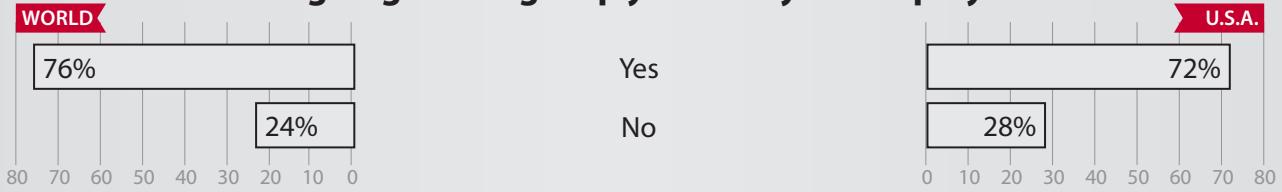
WHETHER IN SALES, MARKETING, IT, or HR, a well-equipped team is the most powerful tool to improve alignment and create a high-performance culture. Learning tools and strategies in topics like productivity, motivation, conflict management, change, communication, and even strategic planning will yield greater competency and results from employees across the industry spectrum and around the globe.

In corporate education, training in leadership, personal, and technical development all have their place and purpose. On an international scale, all three are almost perfectly tied in terms of helping employees better value their organization.

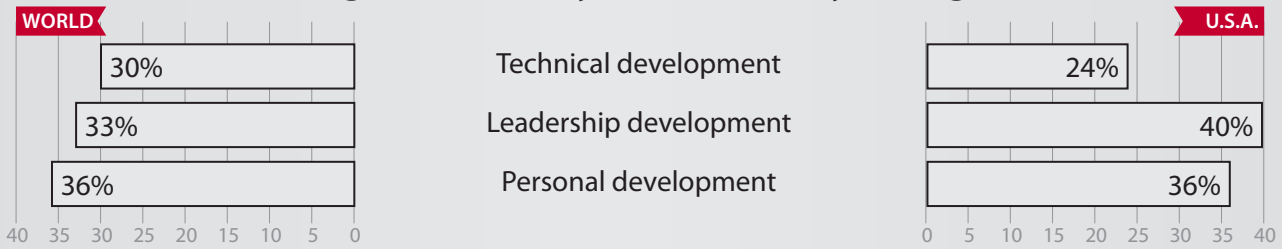
Employees in the U.S. want leadership development and personal development twice as much as technical development, even though the desire for technical training goes up with the age and tenure of the employee.

As the research has shown, **employees want to work for an organization they value and where they feel appreciated.** A simple yet vital starting point to show appreciation is to provide ongoing training for individuals and teams. **T**

Would ongoing training help you trust your employer more?



What training would make you most value your organization?



Trust flows from individuals, not organizations.

BUILD TRUST GLOBALLY WITH COMPASSION AND COMPETENCE

FOR ALL OF THE WONDERFUL BENEFITS worldwide commerce brings, it presents an enormous challenge with regards to trust. Globalization, outsourcing, changing business models, and the effort to deal across cultures, values systems, and governments create an ocean of opportunity for suspicion and distrust.

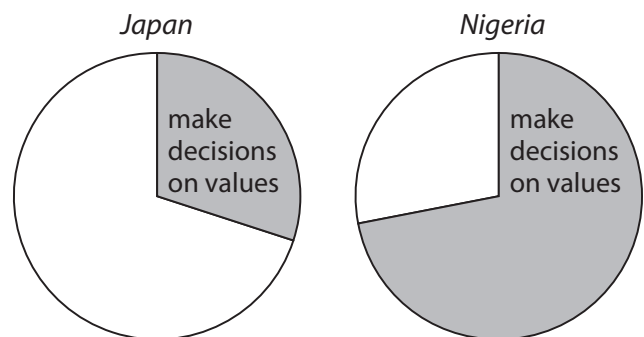
What can local and international leaders do to close the gap worldwide?

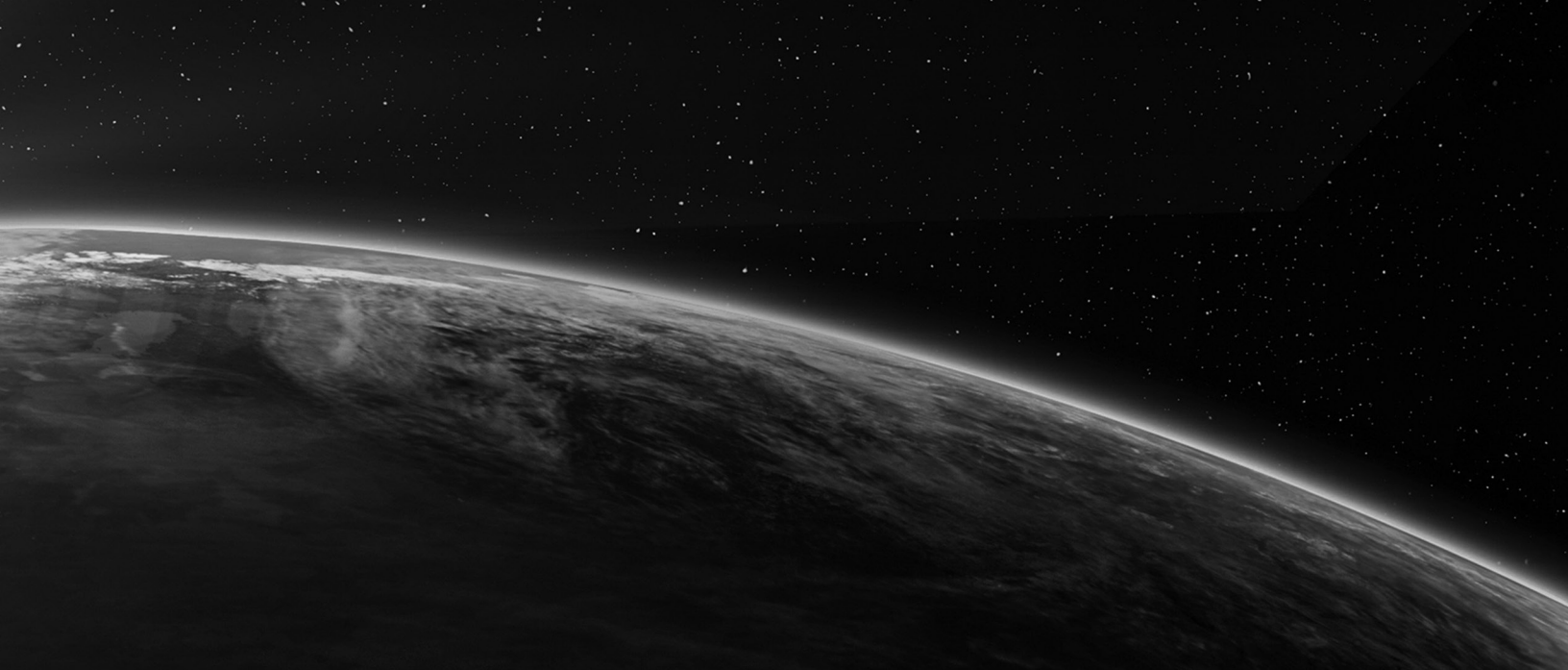
In building trust globally, competency and compassion are more vital than ever. Maintaining a posture of humility and listening attentively will help to bridge cross-cultural challenges in the global market.

Competency boils down to staying fresh, relevant, and capable. In the case of global trust, putting in the work to **develop a functional understanding of cultural practices and local business formats** will set apart leaders in the marketplace.

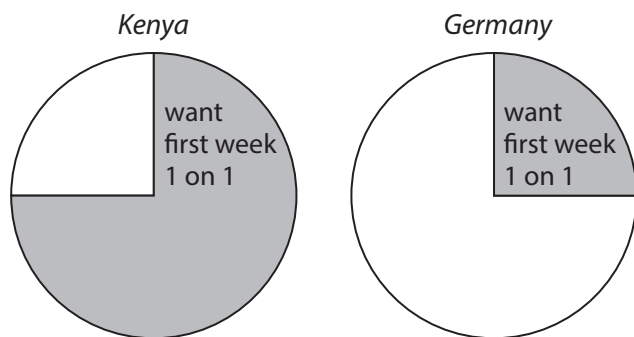
The study shows the necessity of trust development in the face of vast differences. *For instance...*

In Japan, only 30% of employees make decisions on values whereas in Nigeria, 72% employees make decisions on values. In such different organizational climates, trust becomes the common denominator for parsing through international business markets.





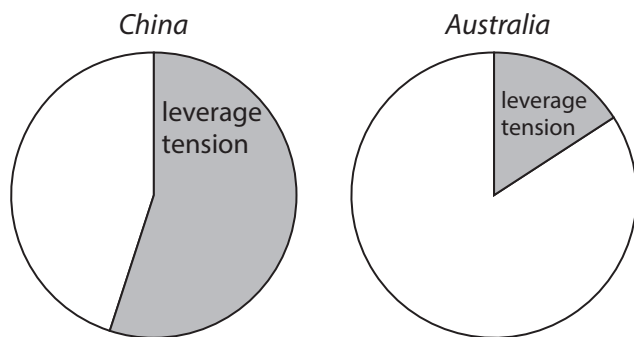
Almost 3 out of 4 people in Kenya want to meet their boss one-on-one during their first week on the job, whereas only 1 in 4 would say that in Germany.



Although the study found variances in some priorities and business methods globally, a significant portion of the data revealed similarities between every continent.

Despite language and cultural differences, the global reach of business is ever increasing. **Find unity in diversity and recognize similarities** to maximize the benefits of international business. 🏢

In China, more than half say their primary way to deal with tension is to leverage it compared to a striking 16% in Australia.



RESEARCH CONCLUSION AND TAKEAWAYS

THE 2018 TRUST OUTLOOK™ gave several insights into what will be critical to building trust this year. The study found **the #1 reason people want to work for an organization is trusted leadership**. Three more stand-out findings follow:

1 Your people care about competence.

Competency has been a pillar of success since the beginning of our work on driving results through trust. However, this year it seems to be more important than ever.

One key finding: **Customers want competency more than anything else**—much more than active listening, clearly explaining costs, and positive ratings. (Reviews are continually less believed in, likely because they are easy to manipulate.) Buyers want to buy from someone that is knowledgeable about the product or service. 38% of respondents said being

knowledgeable was most important for sales people to quickly earn trust. The next closest response was way behind with 19% saying explaining all costs was more important to earning trust. This is a shift from last year's findings.

Your people have a strong passion to increase their own competence in work and life. Educating employees across divisions will continue to differentiate industry leaders in 2018. **76% of respondents said ongoing training would help them trust their employer more.** More than two-thirds of those surveyed said they want Leadership Development and Personal Development training over Technical Development training. The right education significantly increases trust, engagement, and productivity, especially if employees think it will benefit them as a person and leader. Companies don't get better, people do. When you cultivate better people and leaders it drives better results and a better culture.



2 Prioritize character.

The cost of a lack of character has been glaring this last year in everything from politics and sports to banking and Hollywood. **People trust those who do what is right over what is easy.** Hypocrisy kills character. Around the globe, most people share a fundamental sense of right and wrong. Integrity and good morals join together to form character, a necessary ingredient for building the Trust Edge.

50% of people surveyed said they are making decisions based on values rather than finances or relationship.

In the 2017 Trust Outlook™, we found that only 25% of Americans would take \$1 Million over a trusted reputation. Additionally, high morals were the number one reason people trusted themselves. We continue to see a yearning for high-character leaders.

The Trust Outlook™ found the top actions an employer can take to increase retention were keeping promises and transparency at all levels of the organization. In the global study, transparency was most requested and in the US portion of the study, keeping promises had the slight edge over transparency.

Since 50% of people surveyed said they are making decisions based on values rather than finances or relationship, business leaders will profit by hiring people of good character and by developing character through L&D initiatives.

We believe **character can be taught or developed in every organization.** When character and positive accountability increase, we see a direct effect on the bottom line. We have also worked with organizations this year that were systemized against character through certain culture norms and incentive programs. Until changed, they did not enjoy the benefits of this Pillar of Trust.



To increase character in organizations, we recommend:

1. Defining what character and accountability looks like in your organization. We often find that people—even those with accountability as a value—don't really know what accountability looks like.
2. Continuing to communicate and educate high character and accountability throughout the organization. We have found that character can be taught even late in life—and it makes a difference.
3. Hiring on character.
4. Taking a serious look at where you may be systemized against high character.

3 Leverage tension.

Around the world, people recognize tension as an inevitable factor of organizational composition. More than 6 out of 10 people even say the amount of tension in their organization is “just about right.” The complex nature of tension in the workplace manifests unique opportunity for leaders who are equipped to reap its benefits. We find that the best leaders can make good decisions, even amidst tension and opposing options.


Though tension is often perceived as a negative dynamic, the study found that it contains significant possibilities for growth. Almost 50% of people globally view tension as either an opportunity for growth or a tool to be utilized in their organization. Despite the largely positive view of tension, almost half of all people say their primary way to deal with tension in the workplace is to minimize it.

In essence, employees view tension as an opportunity yet they most often try to minimize it. To bridge the gap, organizations can train employees to **manage tension through the lens of opportunity** instead of skepticism or fear. How? Lead by example. In situations of tension, leaders who demonstrate high capacity decision-making multiply trust.



What about diversity? As the massive study by Harvard Professor Richard Putnam found, too much of the wrong kind of diversity loses trust (Putnam, 2007). But it is just as true that homogeneity kills creativity and innovation. We believe organizations can enjoy the proven value of diversity in the midst of research based findings that showed people tend to more quickly trust those that look like themselves.

The 2018 Trust Outlook™ revealed that most people believe that diversity is important to high-performing teams. However, when asked what kind of team they most like to work with, nearly seven in ten said they like to work with people a lot like themselves.

To leverage the best of diversity, the Clarity pillar is critical. While leaders don't seem to believe it, diverse ideas find fertile ground as long as there is a clear common goal and clear shared values. We find that employees understand the need for change if they are given a clear "why" for the change. Commonly, leaders lose trust fast in change because they neglect to give a clear, consistent "why" for the needed change. Clarity builds trust even in the midst of massive change. 

Putnam, Robert D. *Bowling Alone: the Collapse and Revival of American Community*. Simon & Schuster, 2007.

ABOUT THE STUDY

The Author

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

David Horsager, founder and CEO of Trust Edge Leadership Institute, is the leading expert on trust. His work has been featured in prominent publications such as *Fast Company*, *Forbes*, *The Wall Street Journal*, and *The Washington Post*. David has worked with clients ranging from Verizon and FedEx to the New York Yankees and global governments. As the bestselling author of *The Trust Edge* and *The Daily Edge*, David has taken the platform across the United States and on six continents.

The Research Methodology

The custom online survey was administered to 1,202 U.S. adults, ages 18-65 and at least 400 adults, ages 18-65 in each of the following countries: Australia, Brazil, Canada, China, Germany, Japan, Kenya, Nigeria, and the United Kingdom. All countries were chosen based on highest GDP per continent, except Canada, Japan, and Kenya which were special interest countries. The sample is representative of the current census data for age, gender, and region, and participants were screened for age and education level. The survey was conducted online from September 7–12, 2017 and has a margin of error of +/- 3.1%.



*In every
interaction,
we increase
or decrease
trust.*

ICE: Our Proven Process for Accelerating Results with Trust

INSPIRE

... with global trust expert David Horsager.

Activate your audience and accelerate performance with a powerful keynote.

CLARIFY

...with the Enterprise Trust Index.™

Benchmark trust levels and create a clear path forward. Specific data across locations and departments reveals key drivers impacting current levels of trust.

EQUIP

...with human capital development and training tools.

Increase alignment and see measurable results. Certify your leaders and equip your teams with a common language around trust.

Options include: Workshops, Certification, Training, and Licensing.

Case Study: Fortune 100 Company

50 U.S. states, 125 countries, 100,000+ employees

CHALLENGE

Corporate culture was not unified, which was negatively affecting performance, engagement, and business growth.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

INSPIRE a shift of thinking and give a common language.

- Delivered over 30 inspiring kick-off keynotes across a variety of business units and spanning all three major leadership divisions
- Keynoted annual Company Summit that reached 3,000 people live and 10,000+ via 60 satellite sites on six continents to increase alignment across the organization
- Coached senior leaders on roll-out and messaging for greatest impact

CLARIFY and benchmark performance improvement.

- Engaged in multiple Trust Edge Assessment meetings in order to contextualize and customize content for this unique organization's top priorities
- Utilized Enterprise Trust Index™ with top 500 leaders

EQUIP with actionable tools.

- Facilitated the Trust Edge Experience™ workshop with senior leaders and with multiple cohorts to give actionable tools for increasing Pillars of Trust and performance of teams
- Certified leaders to teach Trust Edge Experience™ throughout organization
- Integrated Trust Edge material into culture ambassador workbooks
- Developed trust with internal company ambassadors
- Integrated IP and collaborated with Human Resources and culture offices throughout organization
- Provided multiple customized video, coaching, and consulting interfaces to increase consistent use of Trust Edge tools
- Implemented ongoing Trust Edge University and reinforcement programs to provide accountability and results that go well beyond previous, short-lived training initiatives

RESULTS

- ★ 400-point increase in engagement score over last two years
- ★ Increased sales
- ★ Increased efficiency and effectiveness

"David hit a home run...again!"

—SVP of Culture, Fortune 500

Case Study: Health Center

13 locations, 600+employees

CHALLENGE

Organization faced ongoing attrition, unempowered managers, and departmental division.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

Implemented 18-month, company-wide Human Capital Initiative using The Trust Edge™ which led to multi-year, ongoing Trust Edge transformation process

INSPIRE a shift of thinking and give a common language.

- Keynote inspired CEO to believe the Trust Edge work could help solve current challenges
- Facilitated Trust Edge Experience™ with Senior Leadership Team
- Delivered keynote at company-wide annual meeting to inspire buy-in and excitement around common language and Trust Edge roll-out

CLARIFY and benchmark performance improvement.

- Administered Enterprise Trust Index™ annually to benchmark growth change and clarify next opportunity to close gaps and increase performance
- Implemented ongoing assessment of results and help to simplify for best next steps that will continually improve organizational culture amidst change
- Provided clear, customized executive briefs and consulting to zero in on the next most important priorities

EQUIP with actionable tools.

- Hand picked volunteers from Senior Leadership team who became equipped and certified to train the Trust Edge Experience™ internally
- Provided ongoing use of Trust Edge Ambassador program and Trust Edge University

RESULTS

- ★ 18% decrease in attrition in 12 months
- ★ Improved engagement and morale from Senior Leadership
- ★ Lower skepticism and inefficiencies in communication
- ★ Enterprise Trust Index™ increase of 12% in one year
- ★ Increased efficiency and effectiveness in interactions
- ★ Language successfully implemented into organization and affirmed through monthly recognitions of trust with “Pillar Awards”
- ★ 8-Pillar Trust Edge Framework™ used to make faster, more consistent decisions across the organization

“Trust Edge was a vehicle for a common language and it has worked extremely well.”

—CEO

Case Study: Dealership

Multinational Fortune 500 organization

CHALLENGE

Decreased performance, profitability stress, and inconsistent customer service were creating havoc.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

INSPIRE a shift of thinking and give a common language.

- COO engaged David Horsager for regional annual meetings to inspire thinking bigger about increasing consistency
- Keynoted meeting for corporate leadership to generate buy-in and discuss roll-out of deeper Trust Edge impact

CLARIFY and benchmark performance improvement.

- Performed Trust Edge audit of organization and designed a transformative solution
- Provided Trust Edge 360™ Assessments on all managers and leaders with coaching and training

EQUIP with actionable tools.

- Sent all General Managers and location managers through Trust Edge Leadership Coaching
- Implemented expedited Trust Edge Performance Coaching for high-potential leaders
- Consulted with Senior Leadership team
- Enrolled top producers in Trust Edge University

RESULTS

- ★ Increased market share by 10%
- ★ \$4.2 million in revenue in 90 days from one top producer
- ★ Delivered more to bottom line
- ★ Sold more new equipment than prior year
- ★ Became one of the top three dealership groups

David's work is not just about strengthening our business. It's really about establishing the right foundation and fundamentals."

—COO

Case Study: Professional Development

International organization of 2,100 members

CHALLENGE

Organization was losing members and rapidly shrinking.

SOLUTION

Utilizing the Trust Edge 3-Phase ICE Process

INSPIRE a shift of thinking and give a common language.

- Keynote at national meetings and president's meetings to create buy-in and shift thinking about trust and its bottom line impact

CLARIFY and benchmark performance improvement.

- Planned board retreats and created strategic plan
- Established standards of excellence
- Led strategic planning and roll out


EQUIP with actionable tools.

- Invested in Board of Directors and Senior Leadership team with a three-year coaching and consulting commitment
- Rolled out new mission statement and values
- Trained chapter leadership
- Implemented executive advising with Board of Directors and Senior Leadership
- Infused a variety of Trust Edge training and keynotes throughout organization
- Integrated 8 Pillars of Trust into organizational culture and decision making

RESULTS

- ★ Decreased attrition by 20% in three-year period
- ★ Established common language across organization
- ★ Increased alignment

"Our attempts to 'slowdown in order to go fast' didn't work until David showed us how to reframe our thinking with the Trust Edge pillars and tools. This framework helped us by answering a lot of unanswered questions. We are learning how to operate better together."



**Because trust is
more crucial
than ever.**

651-340-6555

www.TrustEdge.com