

GLOBAL RESEARCH STUDY

Presented by David Horsager

2023 TRUST OUTLOOK®

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TRUST EDGE
LEADERSHIP INSTITUTE

INTRODUCTION

THE TRUST OUTLOOK®

The last three years have seen some of the greatest setbacks, reality shifts, and personal paradigm changes many have ever experienced in their lifetime. Turmoil in public health, the financial system, and politics have created major rifts and losses, as well as opportunities for growth. We've learned to live with suspicion that there are more changes and crises just around the corner.

The shift of who and what we can trust has trickled into every aspect of our lives, including the companies we work for and the way we do business. When trust in leadership is lost—or even heavily questioned—it has the power to drastically affect morale, productivity, retention, and performance in the workplace.

So how do leaders inspire trust in teams and separate themselves from the pretenders? The first step is to dive into the data and discover what (and who) people are really listening to and putting their faith in.

This cross-generational, global study explores how people—including those like your customers, employees, and leadership teams—trust people and navigate life as a result of their experiences. Inside this report, you'll find insights and perspectives shaped by Trust Edge Leadership Institute's 8 Pillars of Trust and how to use this knowledge to start building a bedrock foundation in every sector of your own business.

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LETTER FROM THE CEO

We're thrilled to introduce our latest research study, a comprehensive exploration of trust across various sectors of work and society. This research is a continuation of our commitment to the mission of Trust Edge Leadership Institute: **to develop trusted leaders and organizations.**

It does not take a skilled researcher to sense that skepticism and distrust are on the rise in many sectors. Yet, it is precisely in these challenging times that the power of trust becomes most evident. Trust is the foundation of any successful relationship, be it personal, professional, or societal. It is the glue that holds communities together, the currency that drives economic transactions, and the cornerstone of effective leadership. As we navigate the complexities of our modern world, building and maintaining trust is more critical than ever.

Our research will bring you an in-depth analysis of trust in various contexts. We have explored the role of trust in healthcare, community, team building, leadership, brand perception, software development, and education. Each area presents unique challenges and opportunities for building trust, as seen through the 8-Pillar Framework. At Trust Edge Leadership Institute, we always strive to provide actionable insights to navigate these complexities. These articles aim to provide a unique perspective with valuable insights for leaders, organizations, and individuals alike. We invite you to delve into the data, enjoy the articles, and apply the insights to your own context and situation.

We wholeheartedly believe that trust is not only your biggest expense but also the most valuable resource in today's world. It is our hope that this research will inspire you to prioritize trust in all your spheres of influence—your work, your community, and your personal life.

We're so grateful for your interest in our work because it's your work too. We look forward to continuing to serve as a resource for you as you strive to build and maintain trust in all areas of life.



David Horsager, Founder and CEO
Trust Edge Leadership Institute

THE 8 PILLARS OF TRUST

1. CLARITY: *People trust the clear and distrust the ambiguous.* Be clear about your mission, purpose, expectations, and daily activities.

2. COMPASSION: *People put faith in those who care beyond themselves.* People are often skeptical about whether someone really has their best interests at heart. "Do to others as you would have them do to you" is not just an old saying; it is a bottom-line truth.

3. CHARACTER: *People notice those who do what is right over what is easy.* Building integrity takes work but gives the biggest reward. Always ask yourself, "Is this the right thing?"

4. COMPETENCY: *People have confidence in those who stay fresh, relevant, and capable.* Stretch your mind with new ideas, fresh thoughts, and different perspectives.

5. COMMITMENT: *People believe in those who stand through adversity.* In this instance, actions definitely speak louder than words. If you say something matters to you, be prepared to show it to the people whose trust you want to earn.

6. CONNECTION: *People want to follow, buy from, and be among friends.* Engage your staff and collaborate. Ask questions, not only of your employees but also of your customers, and be sure to listen attentively.

7. CONTRIBUTION: *People immediately respond to results.* Be generous with your attention, resources, time, opportunity, and talent. Ultimately, you must deliver results to be trusted.

8. CONSISTENCY: *People love to see the little things done consistently.* The track record of trust is built over time; there is no other way to lasting success but through consistency.



TRUST & HEALTHCARE

Over the past three years, the wave of praise for the medical community, especially those working in COVID-19 units during 2020, hit a national high. The view of medical professionals as honest and ethical has grown across the board according to both a [Gallup poll](#) and our Trust Outlook® data, which revealed that 81% of people say they trust their medical providers.

However, our data also revealed that the number one fear in the future of healthcare is not AI or even changes to insurance. Instead, 64% of respondents agreed that they most fear the corruption of medical practitioners.

While these fears could be misguided, the solution presented in our research is fairly straightforward. Those polled want clear communication and patient-centered decision making. This can be seen by 44% of respondents stating that lack of clear communication most quickly reduced their trust in medical personnel, and 65% agreed that healthcare administrators should emphasize value as well as higher patient satisfaction when making decisions, rather than keeping costs low.

In February 2023, *HealthDay* reporter, Dennis Thompson, wrote in *US News & World Report* that [almost two-thirds of doctors and nurses feel burnt out](#). And burnout often leads to less job satisfaction, a lower frustration tolerance, and more stress for providers. All of this could contribute to the corruption, lack of communication, and lower quality of care that patients fear.

How do we continue to help patients have high levels of trust in their medical providers, while also helping medical providers trust the system to take care of their needs? Compassion is a key pillar of trust, and it goes from patient to provider and back again. It should guide our support of patient-focused care, allowing providers to fully focus on the wellness of those in their care rather than volume-based models of care.

This could look like:

- Longer, more in-depth appointments
- Greater flexibility for telehealth when appropriate
- More emphasis on annual wellness checks
- Greater support for medical providers in charting and documentation



ACTION QUESTION: If you work in healthcare, how is your business supporting work-life balance for your providers, nursing staff, and other employees? For those outside the healthcare system, are you giving your employees ample sick leave and time for their own annual wellness exams? Are you encouraging them to take care of their personal wellness?

AS A PATIENT, WHICH OF THE FOLLOWING MOST QUICKLY REDUCES YOUR TRUST IN MEDICAL PERSONNEL THE FASTEST?

Rushed care

28%

Lack of clear communication

44%

Arrogance

28%

WHAT ARE PATIENTS MOST AFRAID OF IN THE FUTURE OF HEALTHCARE?

64%

Corruption of
Medical Practitioners

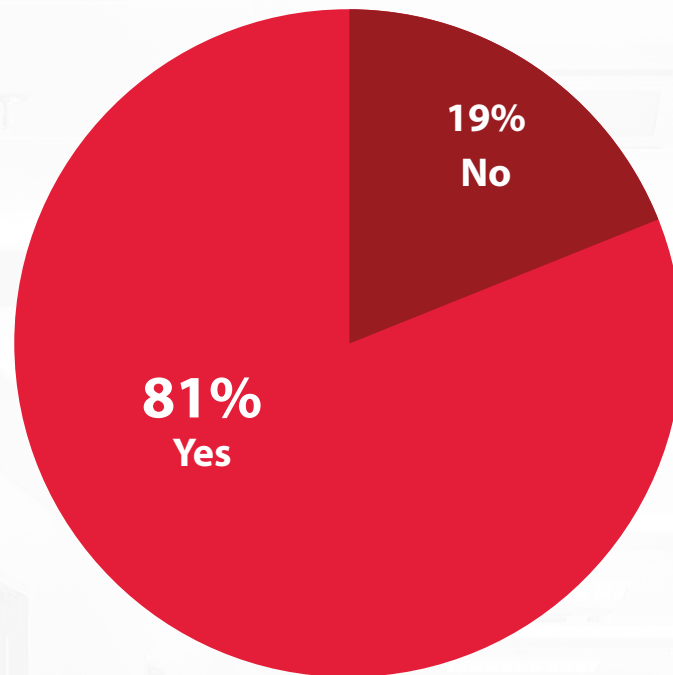
17%

Artificial
Intelligence

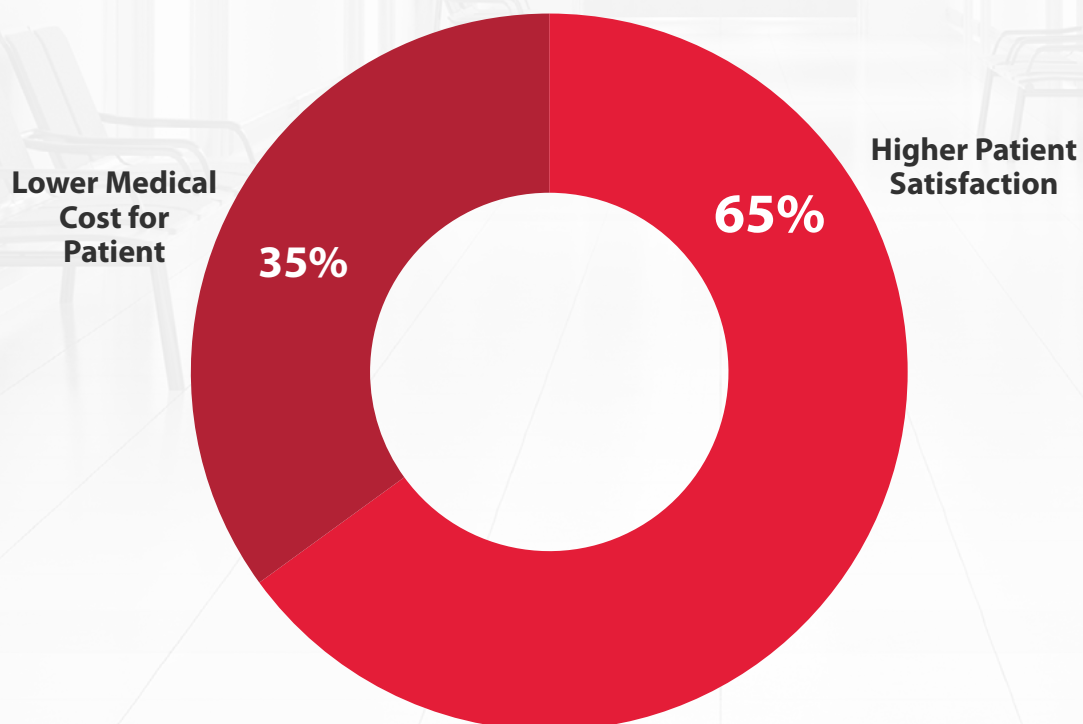
19%

Insurance
Changes

DO YOU TRUST YOUR MEDICAL PROVIDER?



WHAT SHOULD HEALTHCARE ADMINISTRATORS MOST EMPHASIZE WHEN MAKING DECISIONS?





TRUST & COMMUNITY

Trust is a leading indicator of a thriving community. This includes trust in neighbors, local politicians, public services, and businesses. When we trust our community, we create a more accepting, successful system that benefits every member.

During times of social unrest, crisis, and change, often the most divisive opinions seem the loudest. Polarizing issues can divide communities before a true discourse even begins. However, while true dialogue around hot-button issues can be a complicated and time-consuming process, it is at the same time, imperative if we are to avoid further harm to the community at large.

Take, for example, the future of the police force and how they serve and protect our communities. How they are held accountable for their mistakes is one of the most divisive issues of today. Let's look at the data from the 2023 Trust Outlook®:

- 62% of those polled fall between somewhat and very much trusting the police.
- 84% indicated that they believe the main function of the police force should be protection.
- 76% believe that police are between somewhat and very racially biased.
- 31% stated bias is due to personal character and 21% said it was due to a lack of accountability.

These figures—particularly that 62% of respondents are between somewhat and very much trusting the police while 76% believe law enforcement to be somewhat to very racially biased—seem to be opposing sentiments, hinting at an acknowledgement of a problem along with an openness to change. As indicated by the final set of stats, it's clear that the perceptions of the police force and their place in our society relate directly back to the 8 Pillars of Trust and the need for strong character and commitment. The ability to change these issues is within our grasp—if we work together.

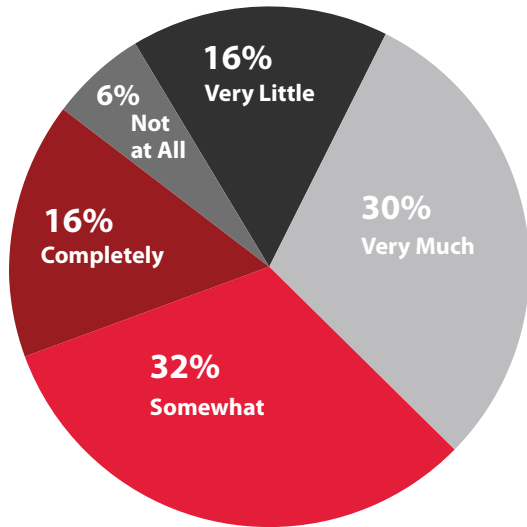
But how do we do it? How do we work together and build the trust at every level of society that we need to guarantee top functionality? We always need to start with the basics.

- **Get face-to-face.** If you don't have a neighborhood organization, start one! Make it clear that the goal is to foster community and work together to come up with a mission, vision, and values for your neighborhood. What can you do as neighbors to support each other and build a safer, more welcoming community culture?
- **Reach out.** Identify other areas of your life where you can cultivate more trust and connection. Examples could include your children's school, your church congregation, or your local gym. Lean into the 8 Pillars of Trust and strive to incorporate them into your interactions with all people.

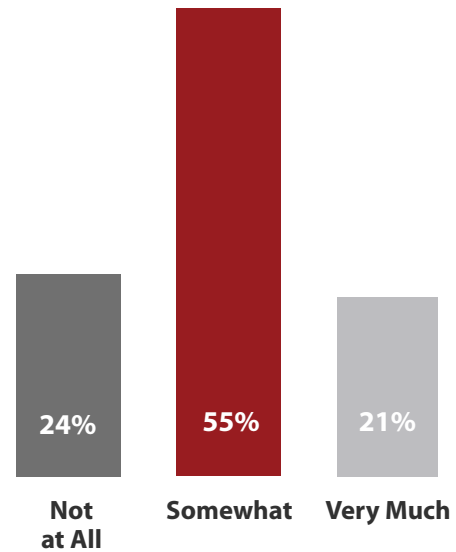


ACTION QUESTION: How can the way you interact with those in your own sphere of influence change the world for the better? Where are you excelling at this, and where can you contribute more?

RATE YOUR CURRENT LEVEL OF TRUST IN THE POLICE FORCE.



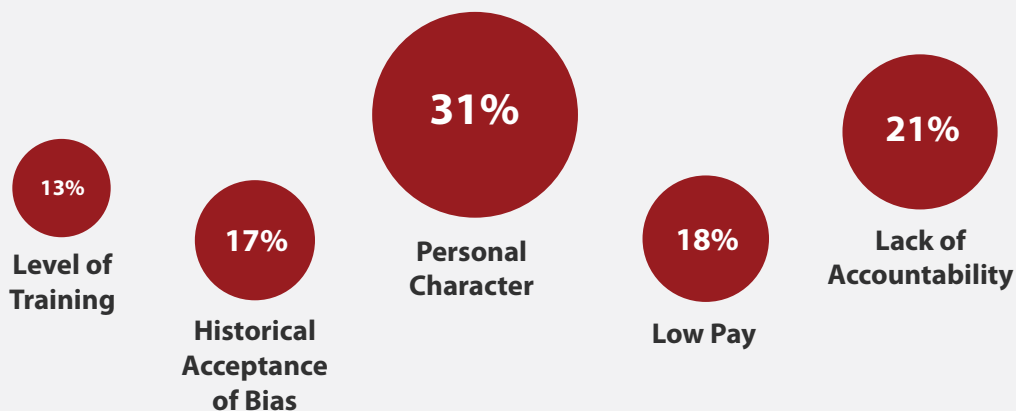
TO WHAT EXTENT DO YOU BELIEVE THE POLICE FORCE IS RACIALLY BIASED?



WHICH OF THE FOLLOWING DO YOU BELIEVE IS THE PRIMARY RESPONSIBILITY OF POLICE?



WHICH OF THE FOLLOWING MOST INFLUENCES BIAS IN POLICING?





TRUST & TEAM BUILDING

We all know—and the data agrees—that building trust in our communities is paramount to overall success. So, let's turn next to those you interact with the most outside your nuclear family: the people you work with every day.

Working relationships can vary from a tight-knit family to a resentful, back-stabbing bunch. It feels much better to work with people you like, but outside of simple comfort and enjoyment, the 2023 Trust Outlook® Global Research Study found that the most vital element in building a high-performing team is still trust.

From those polled, it was nearly an even split on whether it was more important to trust your leaders and management or to trust your coworkers—coworkers ended up edging out management at 61%. Simply put, you want to be able to trust the team you spend 40+ hours a week with.

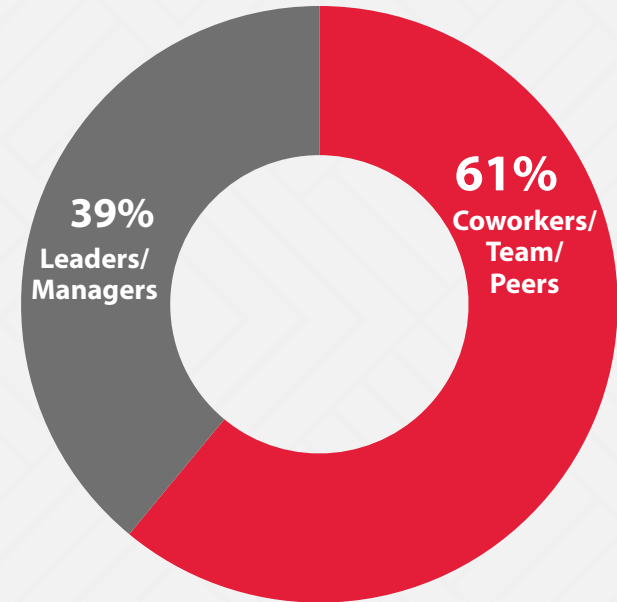
While this may seem like a no-brainer, the way we work—and the way employers want us to work—has drastically shifted over the last few years. While data on how much we trust our coworkers and teams leans positive (39% chose to rank how much they trust their colleagues as “very much”), this could begin to shift. The number of remote jobs has [quadrupled since the pandemic](#) according to The New York Times. While many of us are working remotely with peers we got to know in the office, there are plenty of faces we only know virtually! If this doesn't change, trust between colleagues is likely to drop. We'll be watching it to be sure.

The key principle to keep in mind here is that when building trust among your peers, you must **put in the time**. Connection and Clarity are two of our Pillars of Trust. The vast majority of those polled (90%) felt that trust is easier to build while working together in person, and this is likely because it is easier to communicate and get to know one another face-to-face. So those lunch meetups, office days, and off-site, team-building experiences are worth the effort.

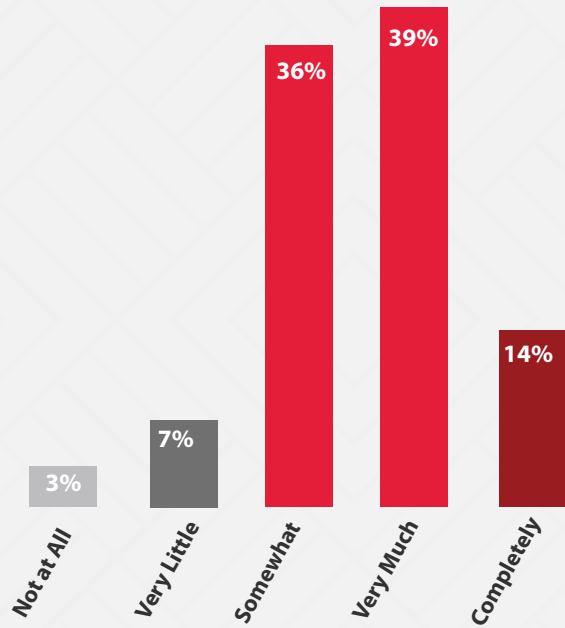


ACTION QUESTION: How would you rate trust within your team? What action could be added to your monthly calendar to increase trust among your coworkers?

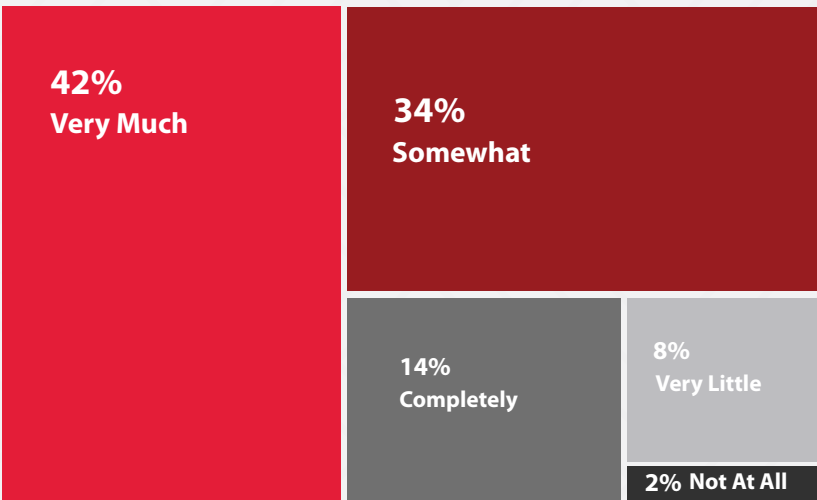
**IS IT MORE IMPORTANT TO TRUST
YOUR COWORKERS OR YOUR LEADERS?**



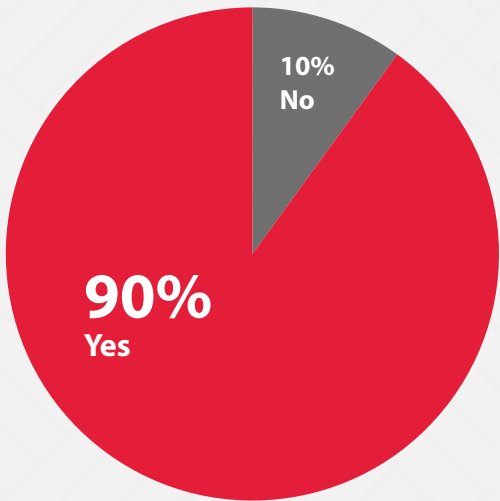
**HOW MUCH DO YOU TRUST YOUR CURRENT
(OR MOST RECENT) COLLEAGUES?**



**RATE THE CURRENT LEVEL OF TRUST ON
YOUR CURRENT (OR MOST RECENT) TEAM:**



**I BELIEVE TRUST IS EASIER TO BUILD
WHEN WORKING IN PERSON.**



Your **biggest expense** isn't what you think it is.

You don't have a *leadership* issue.

The only reason people follow a leader (or not) is because of TRUST.

You don't have an *innovation* issue.

The only place individuals will share their ideas is in an environment of TRUST.

You don't have an *engagement* issue.

The only way to increase engagement is to increase TRUST.

It's always a TRUST issue.



Start solving with TRUST.

We understand the challenge of creating a high-performing workplace. Driven by decades of research and real-world application, our proven 8-Pillar Framework™ will ensure you measure, grow, and solve with trust to achieve the **results that matter.**

In the *Trust Edge Certification Program*, you will experience:

- A transformational 6-week virtual cohort
- Connection to other leaders solving the same issues worldwide
- A comprehensive learning platform
- A unifying common language
- Powerful assessments to track growth
- Ongoing support from Trust Edge Team





TRUST & WORKPLACE DIVERSITY

Diversity is a buzzword and has been for decades. But to move beyond buzzword status, it is critical that we understand how people really feel about diversity in the workplace and how it affects their ability to trust their teams.

At first glance, the data compiled by the 2023 Trust Outlook® Global Research Study seems controversial: 68% of those polled stated they want to work alongside people who are a lot like themselves.

On the surface, that seems judgmental at best, but further responses help us understand just what respondents mean and what contributes to that dynamite team we are all striving for. The majority (89%) of these same respondents agreed diversity is important to high-performing teams, and 75% believe diversity actually gives a team an edge over a less-diverse team.

So, do we set out to create teams that look, act, and work just like one another 99% of the time, with a few token employees representing diversity? No! This would be hypocritical, inauthentic, and counterproductive. And it isn't what the data suggests.

Do we want to create truly diverse teams that share core values, vision, and drive? Absolutely! Let's dive into the DNA of that kind of team.

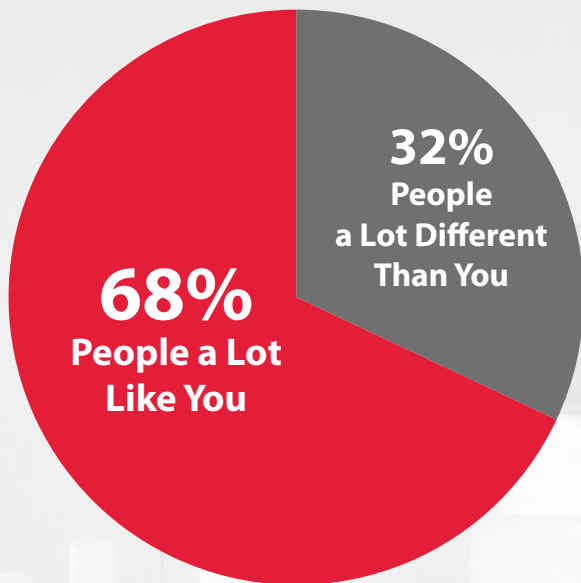
Working alongside people of diverse cultures, ethnicities, upbringings, genders, and life experiences, ensures that your team will gain perspective that more homogeneous teams simply do not (and cannot) possess. Similarity can be built by staffing teams with people who are evenly yoked in their work ethic and commitment to the company mission. This creates an environment that enables everyone to feel supported and valued and, through all of these efforts, fosters a higher level of trust.

There are few things more comforting than knowing your coworkers have your back, and you won't feel like the unlucky kid stuck doing the lion's share of the group project. Competency and Contribution are important pillars of trust, and our desire to work with people who are similar to us in values reflects that.

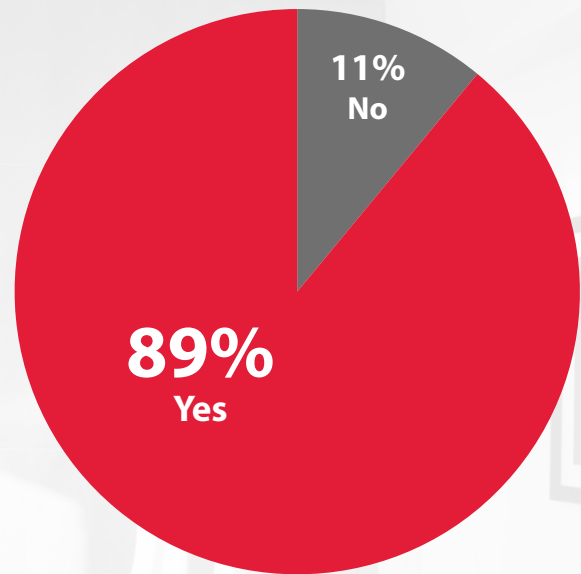


ACTION QUESTION: How diverse is your current team? What are the strengths that come from their differences and what are specific gaps greater diversity could fill?

**WHO DO YOU MOST WANT
TO WORK ALONGSIDE?**



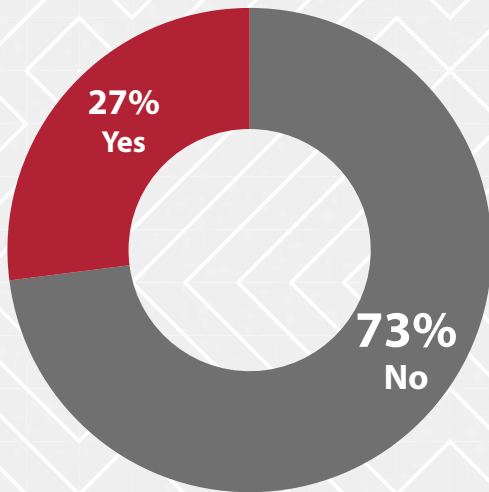
**DIVERSITY IS IMPORTANT TO
CREATE A HIGH PERFORMING TEAM.**



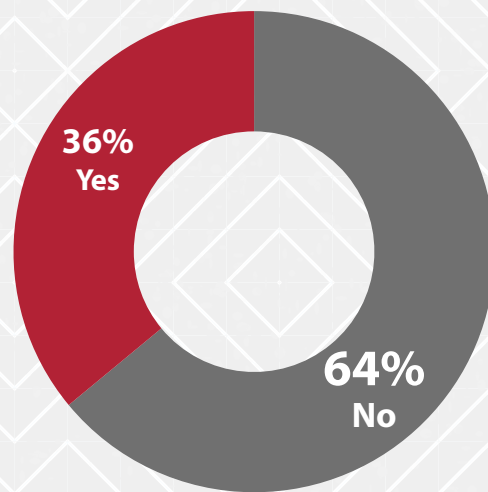
**DIVERSITY HELPS TEAMS PERFORM BETTER
THAN TEAMS THAT ARE NOT DIVERSE.**



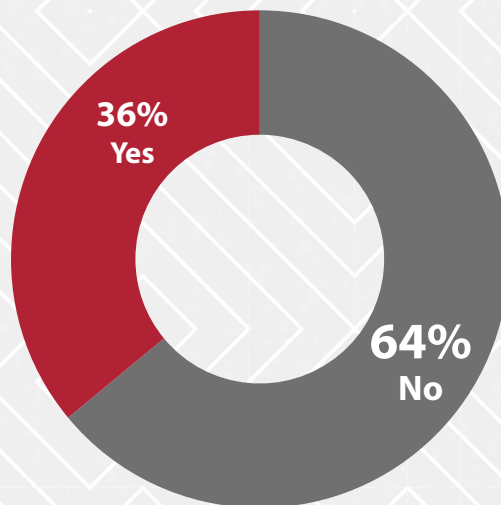
**DIVERSITY SLOWS DOWN
THE TEAM'S PROGRESS.**



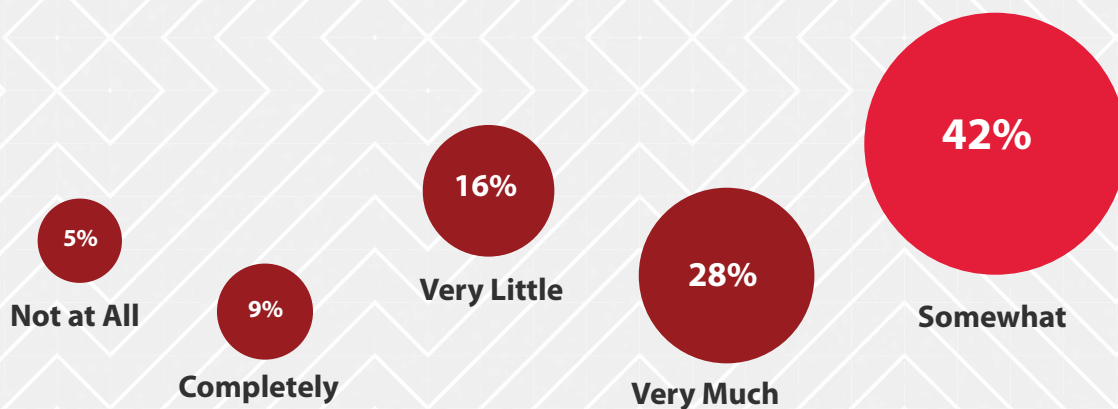
**DIVERSITY CAUSES MORE
CONFLICT AT WORK.**



**DIVERSE TEAMS HAVE LOWER LEVELS OF TRUST
THAN TEAMS THAT ARE MOSTLY ALIKE.**



HOW DIVERSE IS YOUR CURRENT OR MOST RECENT TEAM?



A woman with long dark hair, wearing a white shirt and blue jeans, stands and presents to a group of people seated around a table. She is holding a pen and gesturing towards a whiteboard. The whiteboard has some diagrams and the number '1203' written on it. The people are seen from behind, looking towards the presenter. The scene is set in a bright, modern office environment.

TRUST & LEADERSHIP

Imagine you're stepping into a leadership position with a diverse team that already demonstrates a variety of strengths. They get along personally and professionally and get together regularly for team-building exercises. But you, the new boss, are the outsider. Even if you've risen from the ranks, your new role sets you apart.

How will you foster trust with your direct reports while building a team that feels confident and supported?

Your first area of focus should be **delegation**.

Our survey revealed that the two best ways you can show your employees how much you believe in them are to:

1. Trust them with responsibilities
2. Include them in decision making

These two things were chosen over showing compassion and taking their advice by **doing** what they suggest. The majority of respondents said they feel most comfortable providing input (something they crave) *when they trust the leadership*.

What does it really tell us about the manager-employee relationship? People are looking to be respected and *heard*. They want to collaborate, not necessarily have the final say. This points to the Connection Pillar of Trust.

Everyone wants to know: where does remote work fit in? The general consensus pre-pandemic was that it's harder to build trust with a team when you're rarely in the same room. Our survey data shows that your team members may agree: When they worked in person, 89% believed collaboration happened more often, and 89% reported feeling more connected to the team when face-to-face.

However, the data around where and how people *want* to work may surprise you. The overwhelming theme of our research was that people want flexibility. While 47% indicated they wouldn't turn down a job if there was no remote option and 50% actually said they **prefer** working on-site. Of those surveyed, 8 out of 10 reported that a hybrid or flexible work schedule was important to them and around the same number believed that companies that allowed employees this flexibility had more trust in their people.

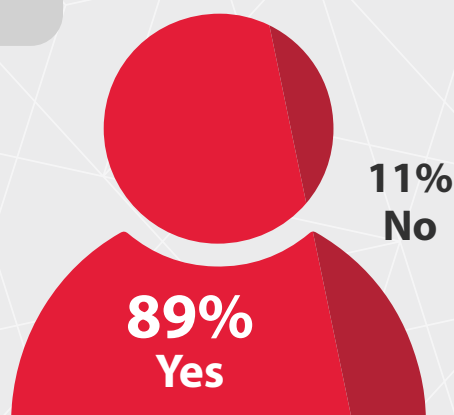
Analog and digital work experiences definitely both have their place, but clearly team members are looking for more respect, autonomy, and flexibility over their schedules—and also recognize how valuable it is to work under the same roof. It seems we now live in a world where companies that find the right balance on this continuum—of course, based on what is possible in their industry—end up earning respect, trust, and loyalty from their employees. The data validates this as it shows that 76% of people tie the opportunity for hybrid work to how much they are trusted by their employer.



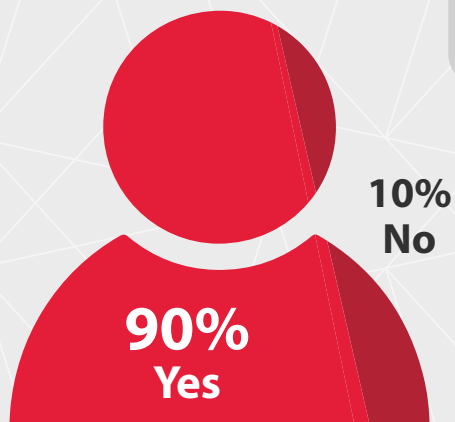
ACTION QUESTION: Do you feel your company is withholding trust from employees with its current position on remote work? How can you help create an environment that meets your business needs yet still signals trust in your team?

I FEEL MORE CONNECTED TO MY TEAM
WHEN I WORK WITH THEM IN PERSON.

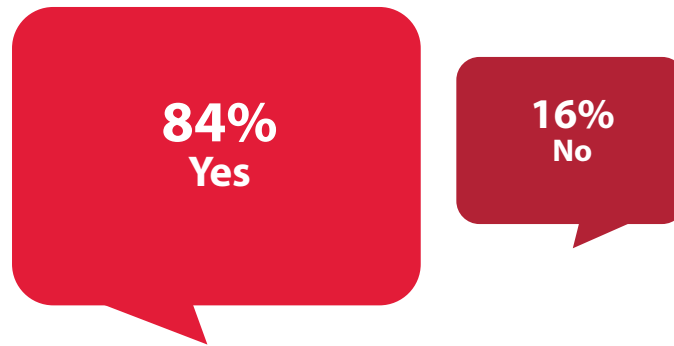
MY TEAM IS MORE COLLABORATIVE
WHEN WE WORK TOGETHER IN PERSON.



I BELIEVE TRUST IS EASIER TO
BUILD WHEN WORKING IN PERSON.



HYBRID/FLEXIBLE WORK SCHEDULES ARE IMPORTANT TO ME.



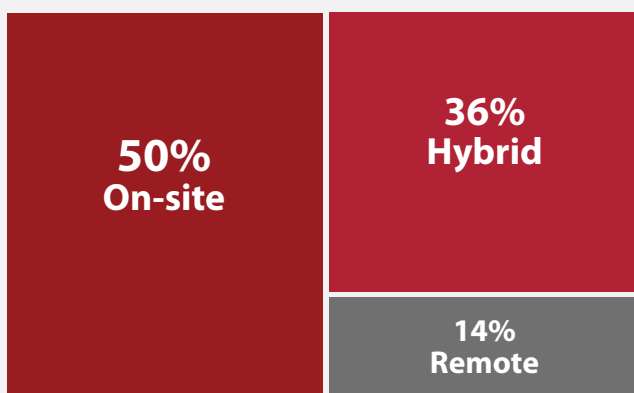
I WOULD NOT CONSIDER WORKING FOR A COMPANY/LEADER WHO DID NOT ALLOW A HYBRID/FLEXIBLE WORK SCHEDULE.



COMPANIES/LEADERS WHO ALLOW HYBRID WORK SCHEDULES TRUST THEIR EMPLOYEES MORE THAN THOSE WHO REQUIRE EMPLOYEES TO WORK IN PERSON.



I PREFER TO WORK



WHICH ENVIRONMENT IS BEST FOR BUILDING A HIGHLY TRUSTED TEAM?





TRUST & BRANDS

Everywhere consumers turn, someone is trying to convince them of something. Social interactions online are peppered with ads and sales pitches, often only vaguely (if at all) disclosed. We research everything from the best schools in the area to the benefits of compression socks, and with that search comes a mountain of data and an even bigger pile of personal opinions and ads!

However, as much as consumers consider themselves self-aware about the who, why, and what they trust, they're still influenced—whether with their knowledge or for their benefit or not! Our study found that while only 16% of consumers stated that the number one reason they won't buy a specific product or service is due to a lack of trust (the majority listed high cost as the greatest barrier), 76% of the same group reported that they would not buy a product or service from a business they didn't trust.

Looking at the data around the most trustworthy brands gives us more color. When asked for the most trusted fast-food chain, 24% said McDonald's and 21% said Chick-Fil-A. The next highest choice was Wendy's with a scant 12%.

How have McDonald's and Chick-Fil-A built such loyalty in their brands? While each brand is unique—and one could argue they are on completely different playing fields in terms of quality—they both have one thing in common: they are trusted by their consumers.

This data guides us to a few starting points for building a trusted brand: connection and consistency. In fact, they are in two of our 8 Pillars of Trust. When customers see the golden arches anywhere around the world, they feel at home. Knowing exactly what will be on the menu, since it has remained largely unchanged over decades, is comforting. Though Chick-Fil-A is a comparatively new brand, it has made its extremely high-quality and dedicated service the drumbeat of everything it does. The customer is always right and we now it's their pleasure to serve because they tell us so at every visit.

These brands have set their standards, oriented their offerings, and streamlined their operations in a way that customers can rely on every single time they visit. Even the notorious trope that McDonald's ice cream machines are always down has become a consistent, somewhat humorous, part of their legacy. When customers feel connected to a brand, they will choose to give them business, even when the product isn't perfect. Connection and Consistency increase a brand's value.

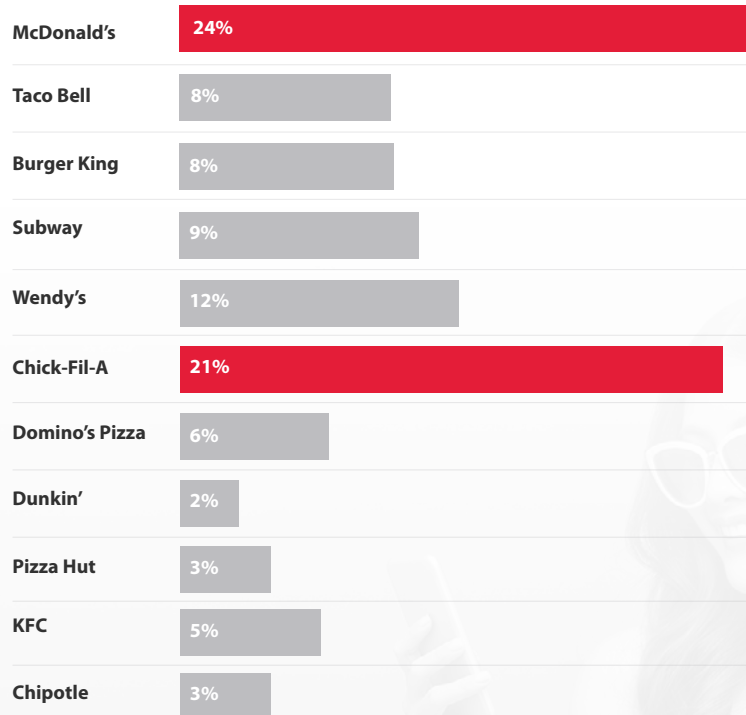
Building connection with your consumers isn't something your brand just stumbles into. Developing a framework for trust will minimize skepticism, increase authenticity, and nurture enduring relationships.

Genuinely connecting with consumers and helping them feel heard is the best way to win a customer for life.

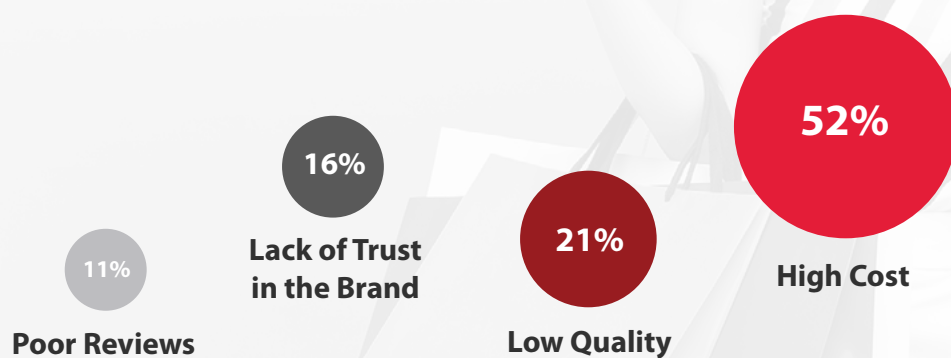


ACTION QUESTION: How will you train each and every team member, from the ground up, to be customer oriented, create transparency at the executive level, and build that trust within your business?

(FAST FOOD) - OF THE TOP BRANDS IN EACH CATEGORY, WHOM DO YOU TRUST MOST?



NUMBER ONE REASON YOU WON'T BUY A SPECIFIC PRODUCT OR SERVICE?



WOULD YOU BUY A PRODUCT OR SERVICE FROM A BRAND YOU DON'T TRUST?





TRUST & SOFTWARE

Quickly think through all your online passwords. How many sites have stored your credit card number? How many places have your social security number or other identifying information cached away? The numbers are likely quite a bit larger than you feel comfortable with, but do you feel you have control over this?

The term “privacy paradox”—the gap between how concerned users openly seem to be about their privacy online compared with how they actually behave—was first coined in 2001. In the over two decades since, our entire society has entered a next-level version of being “online” and the gap is wider than ever. In fact, our research revealed there is an underlying feeling that most respondents have accepted the risk of data breaches and feel a bit jaded considering the potential for consequences.

While 67% reported they felt their online accounts were generally secure, 42% felt that a data breach with an organization they do business with was somewhat likely, and 46% felt that cyber security could only somewhat protect their information.

With responses so middling, how do we renew trust in our personal security and in our go-to brands? Simple education could be the answer. We found that 60% of those polled did not understand what the Zero Trust model of cyber security was—a model that is quickly becoming the standard for the highest level of security to date.

Here are a few ways to bolster trust around software and cyber security:

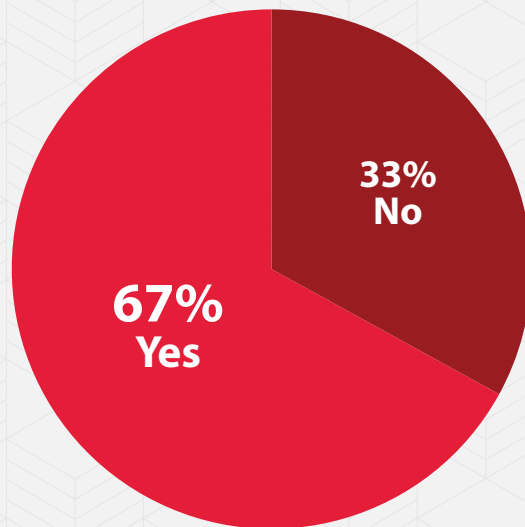
- Be simple and straightforward. People are easily exhausted by cyber security and need education in small doses. Ultimately, it's the lack of trust that causes us so much time and effort.
- Be transparent and straightforward. When a breach or leak does happen, be as open with those involved as possible—and do your best to make things right.
- Be proactive. While Zero Trust is becoming the standard model, hackers' tactics are constantly changing. Stay plugged into the latest in security.

Each of these takeaways calls us to remember an important Pillar of Trust: Clarity. Always strive for clarity.

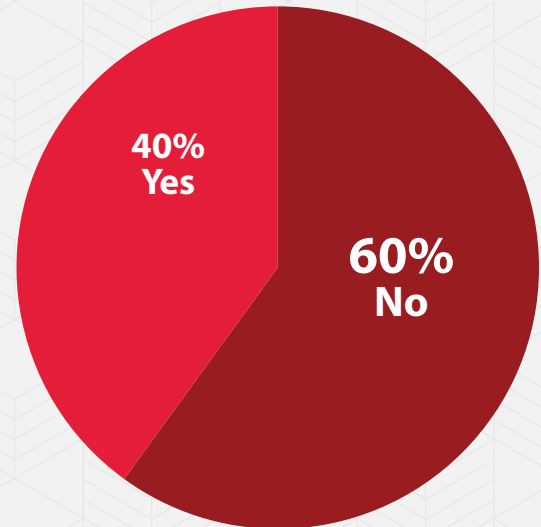


ACTION QUESTION: Is your company forthright, proactive, and clear in the way it talks about software, cyber security, and other important issues? Is the company fully recognizing and tapping into this opportunity to build trust?

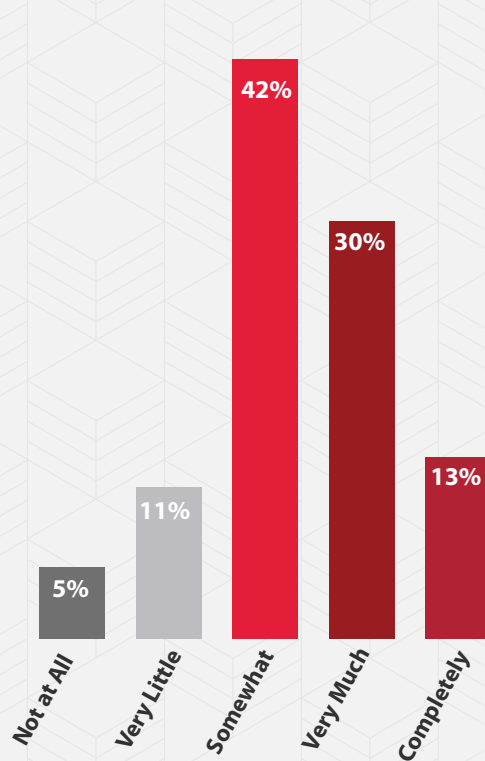
IN GENERAL, I COMPLETELY TRUST
THAT MY ONLINE ACCOUNTS ARE SECURE.



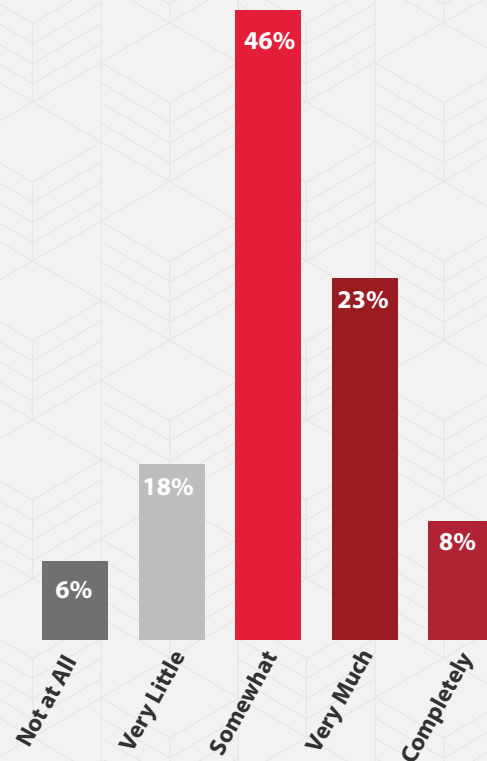
DO YOU UNDERSTAND THE ZERO
TRUST MODEL IN CYBER SECURITY?



HOW MUCH DO YOU TRUST THE ZERO
TRUST MODEL IN CYBER SECURITY
TO PROTECT YOUR INFORMATION?



HOW MUCH DO YOU TRUST
CYBER SECURITY TO PROTECT
YOUR INFORMATION?





TRUST & EDUCATION

One of the most disruptive and controversial decisions during the early days of the pandemic was the closing of schools. No matter how you felt about the decision at the time, no one can deny the trickle-down effect, which has resulted in increases in homeschooling and alternative school options. This is a blow to public schools that were already struggling to compete with alternative and private schools. Yet, our report shows 70% of respondents still trust the public education system.

The Pillars of Trust—specifically Commitment and Consistency—are always huge drivers of trust, especially during times of crisis or change. What can we do to continue that legacy of trust in our school systems?

The weight of the issue seems to rest on the shoulders of individual teachers: 50% of respondents stated that trusted educators have the most impact on a student's success in the education system, and 54% agree that teachers who care for their students are the greatest builders of their trust in the educational system.

Meanwhile, schools across the world have been hit hard due to a shortage of qualified, experienced teachers. While the most drastic shortages have historically been and continue to be in developing countries, the United States, Europe, and Australia have all experienced shortages as well according to [UNESCO](#). [Research from Brown University](#) indicates there are conservatively 36,000 vacant teaching positions in the United States, along with at least 163,000 positions being held by underqualified teachers.

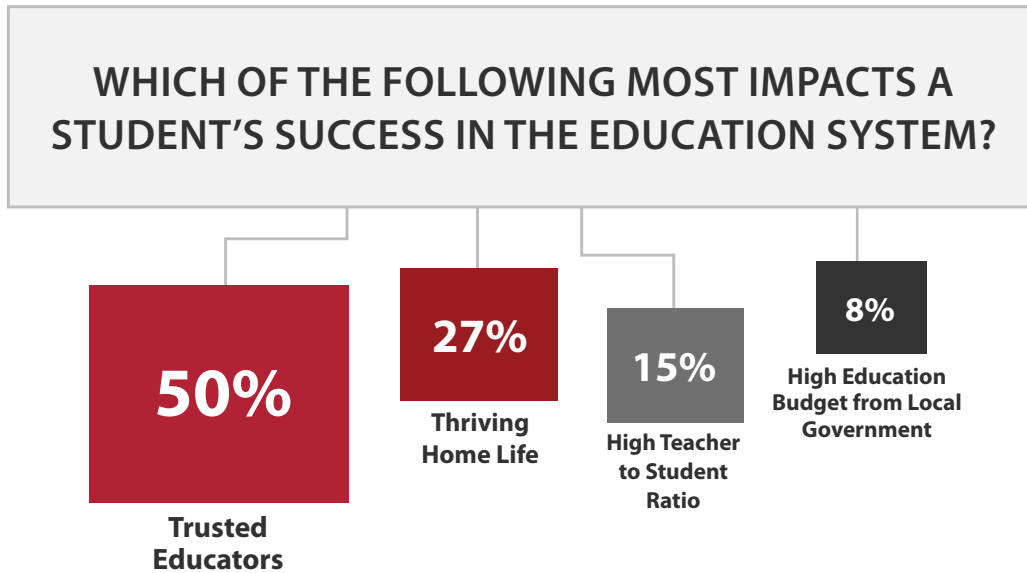
With limited teachers, how do we continue the legacy of trust in public education? The answer is simple: *support teachers*. We can do this by:

- Showing appreciation to veteran teachers on a one-to-one level by volunteering our time in and out of classrooms. Small acts like sharpening pencils, being a guest reader or panelist in a high school class, or making copies for your elementary school really do add up.
- Supporting legislation that rewards teachers for their hard work and gives incentives for intelligent, driven people to become educators. [This is a bi-partisan issue](#).
- Fostering respect for teachers in our homes. Support them in their decisions for their classrooms and students, by prioritizing homework and preparedness, respectful interactions, and the expression of gratitude for their continuous dedication and effort.

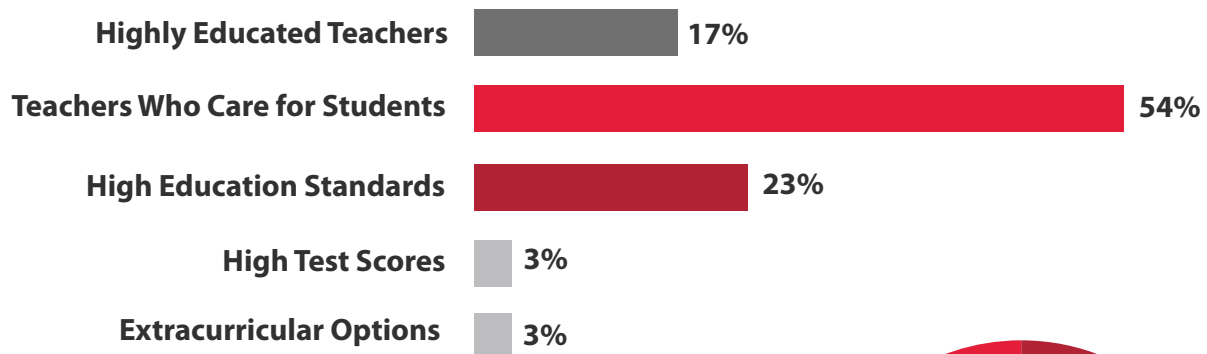
While the larger problems of teacher shortages won't be solved easily, acknowledging that teachers are the backbone of quality education is the best first step. Their Character is a key Pillar of Trust, and we need to do our best for them.



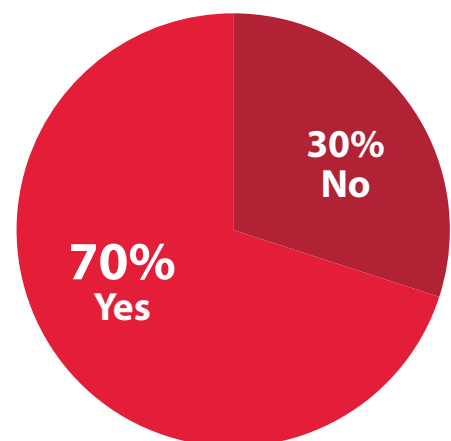
ACTION QUESTION: How can your business build support in the local community for the public school system? Have you considered organizing or participating in a mentorship or volunteer program with the local schools? If you don't have kids in school or send your children to private school, remember that you are still a taxpayer, and the trust your community places in your public school district affects you too.



WHICH OF THE FOLLOWING HELPS YOU BUILD TRUST WITH AN EDUCATION SYSTEM?

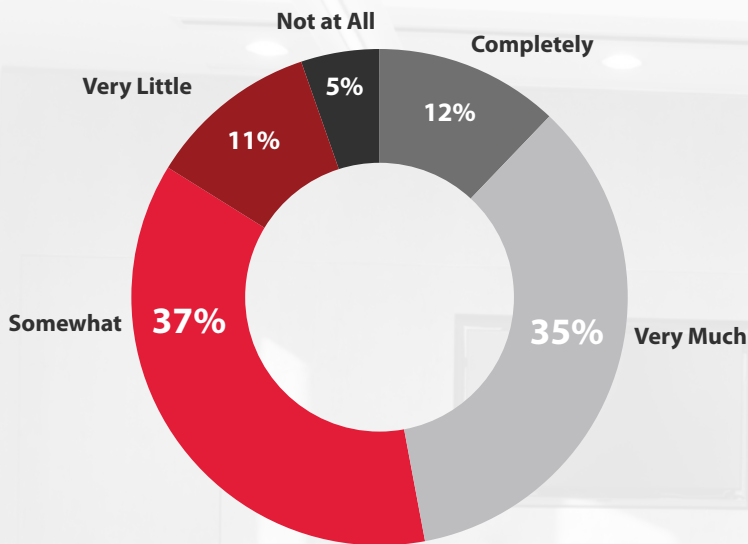


DO YOU TRUST THE PUBLIC EDUCATION SYSTEM?

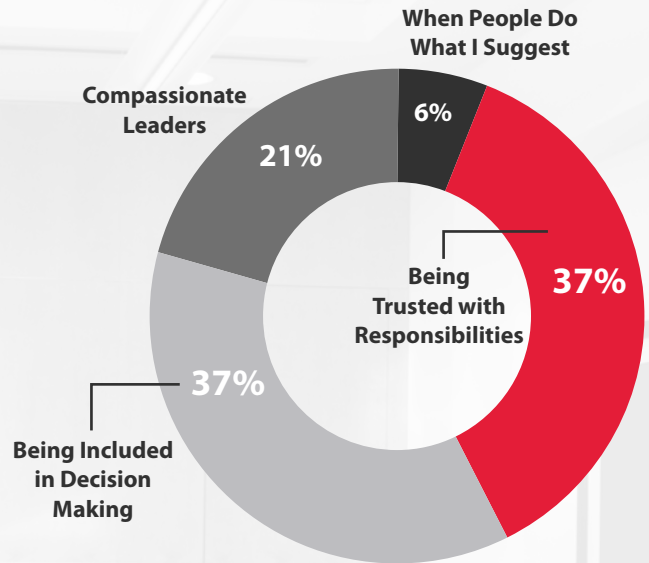


TOP 4 STATISTICS

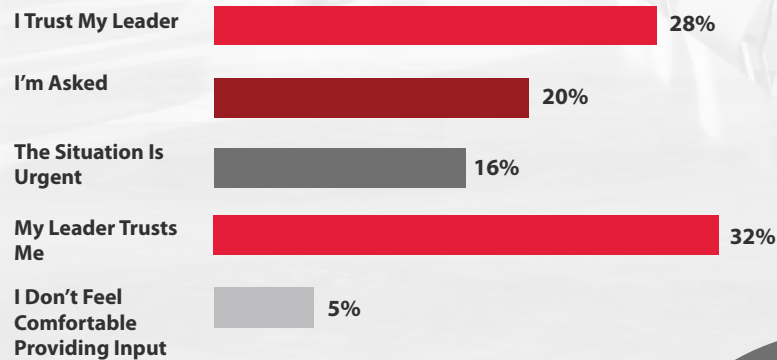
HOW MUCH DO YOU TRUST YOUR CURRENT (OR MOST RECENT) EMPLOYER?



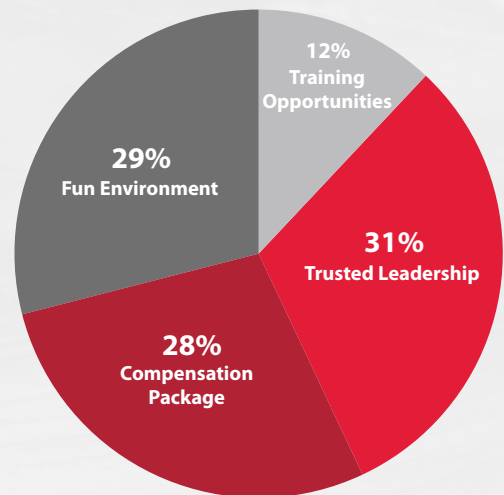
WHAT MAKES YOU FEEL MOST UNDERSTOOD?



I FEEL MOST COMFORTABLE PROVIDING INPUT TO MY LEADER WHEN:



WHAT MOST MAKES YOU WANT TO WORK FOR AN ORGANIZATION?





SUMMARY & TAKEAWAYS

The turmoil of the last three-plus years has caused massive change and crisis in nearly every aspect of our lives, and it has revealed the longing people have to be truly connected to their communities, coworkers, teachers, law enforcement, medical providers, and more. These are connections we can only truly find through trust. With 55% of people polled globally stating it is very important to them to be trusted by others, there cannot be enough emphasis on our efforts to improve, even if we think we are doing well.

As you read through this year's Trust Outlook®, which question stood out to you the most? Are there clear areas where your business needs to make changes?

TAKEAWAYS

1. **How to build a trusted legacy:** Provide reliable goods and services to consumers to make a lasting impact. Losing consumer trust will result in lost revenue—no matter your industry.
2. **A trusted team takes work:** Build a team that trusts each other and their leader to collaborate and work toward higher morale and a more efficient workflow—both things that contribute to a stonger bottom line. Getting teams together in person regularly is more than worth it as 83% of teams felt more connected when they spend time face-to-face.
3. **Diversity isn't just a buzzword:** The vast majority of those polled want to work on diverse teams that bring unique strategies, strengths, and successes to the table. But they also want to be equally matched in work ethic and values.
4. **Character always counts:** Individual police officers, teachers, and medical professionals shoulder a heavy load of responsibility for how people feel about their professions as a whole. Compassionate, value-based service was always the chief concern of those polled.

The 8-Pillar Framework of Trust can help you bridge the gap between analytics and tactics that will help your people build trusted relationships among themselves, with customers, with company leadership, and with the community at large. Trust helps build lasting legacies of profit and long-term benefits.

If you're looking for more actionable items to help you kickstart trust within your organization, check out Trust Edge Leadership Institute's 90-Day Quick Plan®.

If you're interested in specific feedback on how your organization can improve and strategies to do so, call us at 651.340.6555. We'll help you identify how you can become the most trusted leader in your industry.

ABOUT THE STUDY

THE AUTHOR

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

The Trust Outlook® is produced annually by TELI with David Horsager as Director of Research. David Horsager is a global authority on helping leaders and organizations become the most trusted in their industry. His work has been featured in prominent publications such as *Fast Company*, *Forbes*, *The Wall Street Journal*, *Harvard Business Review*, and *The Washington Post*. David has worked with clients ranging from Verizon and Delta to national sports teams and governments around the globe. As the bestselling author of *The Trust Edge* and inventor of the Enterprise Trust Index™, David has taken the platform across the United States and to six continents.

RESEARCH METHOD

The 2023 Trust Outlook® Global Research Study was conducted in partnership with and fielded by an independent research firm. The custom online survey was administered to a combined total of 2,509 adults (ages 18-65) including 500 in Australia, Nigeria, and the United States; 504 in China; and 505 in Germany. 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 December 2, 2022, to December 15, 2022. The total sample of 2,509 has a margin of error of +/- 1.8% and the country-by-country samples have a margin of error of +/- 4.4%.

SHARING GUIDELINES

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**For help applying this research or building high trust teams and cultures, call 651-340-6555
or email Team@TrustEdge.com.**

TRUST

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MORE THAN EVER.**



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