

# The Trust Edge

What Top Leaders Have and 8 Pillars to Build It

By:  
*David Horsager*

*"THE TRUST EDGE: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line"*



**“You will never get one big chance to be trusted in your life, only millions of small ones.”**

- David Horsager



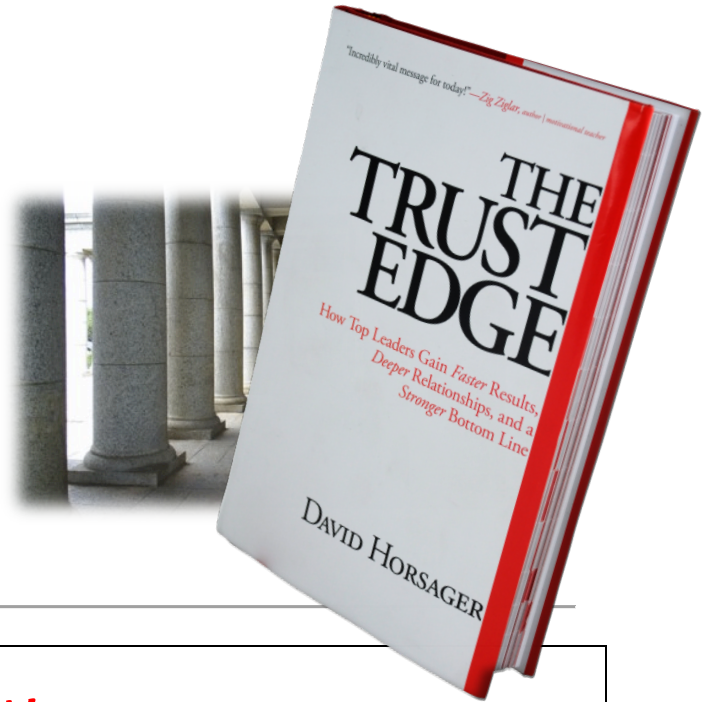
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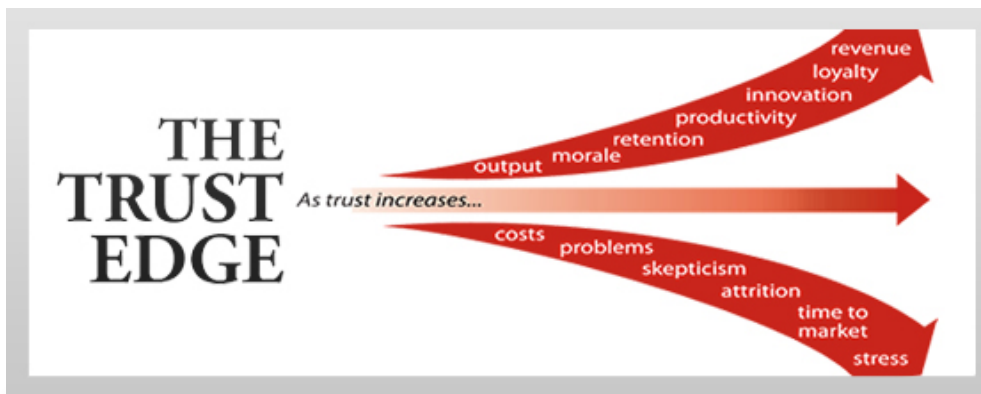


The single uniqueness of the greatest leaders and organizations of all time is Trust.



*With Greater Trust....*

- ✓ Comes greater innovation
- ✓ Stronger brands
- ✓ Increased retention of good/potential people
- ✓ Higher morale
- ✓ Bigger bottom line



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What do great  
businesses like:

Google

Pepsi

McDonalds

IKEA

Wal-Mart

IBM

.....all have in common?

**TRUST**

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*"Not all  
readers are  
leaders, but  
all leaders are  
readers."  
(John C.  
Maxwell)*

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Go the extra  
mile. Anyone can  
do it half-way!

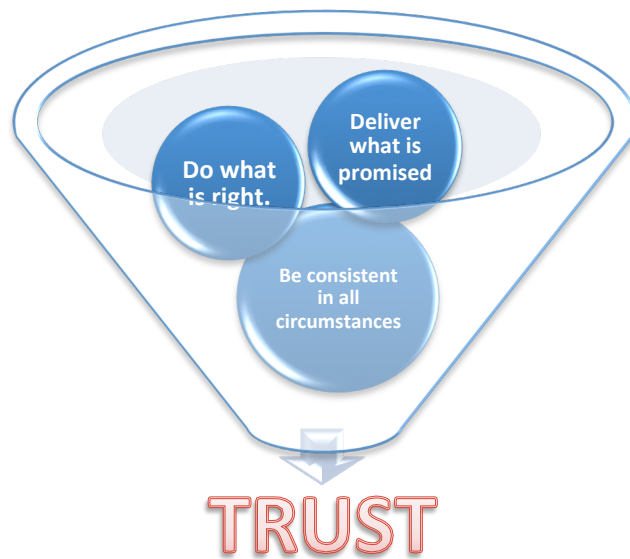
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**Deflecting Blame  
Is No Way To  
Succeed**

**TRUST**  
is like a paper  
once it's crumpled  
it can't be  
**PERFECT**  
*again*

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**Trust flows from  
individuals, not  
organizations.**



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In business, trust is imperative to success. Customers, employees, and vendors must trust you. "Without trust, the transactions cannot occur. Without trust, influence is destroyed. Without trust, leaders lose teams. Without trust, organizations lose productivity, relationships, talent retention, customer loyalty, creativity, morale, revenue and results."

"The greatest leaders and organizations of all time have had the same competitive edge. They were **trusted**." Horsager's book, *The Trust Edge*, provides readers with pillars that will help you gain the Trust Edge. "The trust edge is the competitive advantage gained when others

confidently believe in you.”



*Trust is a confident belief in a person, product or organization.*

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## **The Trust Edge**

Horsager's Trust Edge is a practical, and applicable read. The utilization of current and interesting mini-messages and stories provide the reader with inspirational and thought provoking ideas on how to have a better business, to be a better leader, or ultimately, a better person. The following summary of the chapters provides key highlights, but nonetheless, this is a must read book, and this summary is a great opportunity for quick reminders and reflection opportunities.

Horsager's Chapters 4-11 involve the 8 Pillars of Trust. The pillars consist of the attributes of successful leaders, in addition to practical ways to put the information into use immediately.

Don't wait to read the Trust Edge, your leadership depends on it. The best time to plant a tree is twenty years ago. The second best time is today.  
(Chinese Proverb)



<i>Ch. 1- The Trust Edge</i>	<i>Ch. 2 – Impact of Trust</i>	<i>Ch. 3 – Barriers to Overcome</i>
<ul style="list-style-type: none"> <li>⌚ Trust has become the world's most precious resource</li> <li>⌚ Costs are high when trust is low</li> <li>⌚ Trust is easily lost with carelessness</li> <li>⌚ Talent is valuable but trust is fundamental to success</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Trust, not money, is the currency of business and life.</li> <li>⌚ People will pay more, come back, and tell others for a trusted brand.</li> <li>⌚ A lack of trust is your biggest expense.</li> <li>⌚ -The biggest deceiver is the one who appears trustworthy when in fact he is not.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ For any great mission it is important to know what you are up against.</li> <li>⌚ Trust has decreased significantly in recent years.</li> <li>⌚ Barriers to overcome include:               <ol style="list-style-type: none"> <li>1. Conflicts of interest</li> <li>2. Rising litigation</li> <li>3. Lower customer loyalty</li> <li>4. Media coverage of scandals</li> <li>5. Speedy social networks</li> <li>6. Technology</li> <li>7. Fear</li> <li>8. Negative experiences</li> <li>9. Individualism</li> <li>10. Diverse thinking</li> <li>11. Instant gratification</li> <li>12. Focus on the negative</li> </ol> </li> </ul>

# *Trust must be intentionally built.*

The Eight Pillars of Trust - all are critical....but if not practiced consistently, they will crumble.....



## Chapter 4 - Pillar #1 - *Clarity*



People trust the clear and distrust the ambiguous.

- ⌚ **A trusted leader must have three aspects of clarity:**
  - **Vision and purpose** (*share your vision every 30 days*)
  - **Expectations and communication**
  - **Daily tasks**
- ⌚ **Clarity not only unifies, motivates and increases morale....it also inspires trust**
- ⌚ **Clarity of the truth inspires trust**
- ⌚ **Clarity of expectations increases trust...how can people do a good job if they do not know what is expected of them?**
- ⌚ **Clarity inspires teamwork.**
- ⌚ **Clarity reduces conflict.**

**I Clarity provides focus.**

Warren Buffet, one of the richest men in the world, is considered to be the most trusted businessman in the world...with unmatched success

Over 33% of people that lose trust in a company, openly campaign against that company on the internet.

The man who does not read books has no advantage over the man who can't read them .

(Mark Twain)



## Chapter 5 - Pillar # 2 - *Compassion*

People put faith in those who care beyond themselves.



**Never underestimate the power of caring.**



**The most trusted people think beyond themselves.**



**Caring leads to trust.**



**There are 4 laws of compassion:**

- Listen
- Appreciate (Sincerity is key to appreciation)
- Wake up {*today only happens once*}
- Serve selflessly



**Take time to write someone a heartfelt note of appreciation.**



**Everyone needs appreciation and recognition.**



**Care and compassion have true bottom line impacts.**



"How many of you feel over appreciated?"

Conflicts don't arise without a cause, and don't disappear until the cause is addressed.

(Florence Stone)




### Effective Listening Tips

- Keep eye contact
- Listen with your body
- Practice patience
- Empathize
- Be present
- Avoid electronics




## Chapter 6 - Pillar #3 - *Character*

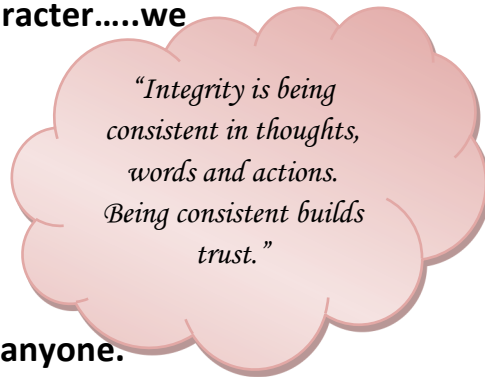
People notice those who do what is right...Over what is easy....

 You need to do the right thing, even when you do not feel like it, as your every action makes you who you are.


 In every decision, we must ask ourselves it is the right thing to do.

 We all have habits, and habits become our being or our character....we demonstrate our character through:

- Humility                      - Principles
- Intention                     -Self-Discipline
- Accountability




 Character is built on integrity....


 Integrity builds trust in you...this is the first step in trusting anyone.



## Chapter 7 - Pillar #4 - *Competency*

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

 Stretch your mind with new ideas, fresh thoughts, and different viewpoints.  
Avoid being the been there, done that person....

 Be a lifelong learner, meet with other professionals to hone your skills, challenge each other, and grow through these networks and learning experiences.

 Set goals, and strive to be like the wise and successful people who inspire you.

 Be sure to not only learn but to also reflect.

 Accept accountability in your life.





## Chapter 8 - Pillar #5 - *Commitment*

People believe in those who stand through adversity.



Great leaders in history have common characteristics.....

- Commitment to causes beyond themselves.
- Willingness to make sacrifice for the greater good.



Commitment cannot be taught....if you want commitment from employees or customers, you must demonstrate commitment first.



People who stick with you through thick and thin are those that you can truly trust.



Commitment comes from passion and inspires people to make great sacrifices to help others.



Warren Buffett observed, "It takes 20 years to build a reputation and five minutes to ruin it. If you think about














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## Chapter 9 - Pillar # 6- *Connection*

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

-  Magnetic people are connectors.
-  Magnetic people are not necessarily those who are charismatic.
-  Gratitude and sincerity on the other hand are more substantial attributes of a connector.
-  Trust is all about relationships.
-  Be a listener, collaborate, engaging, and genuine.
-  Be grateful, as this is the common trait of the most magnetic people on earth.
-  Complaining and insincere apologies are trust killers!

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*Humility is the first step  
learning.....*

### Learn or Die

In the 1990's Johnson & Johnson overtook Bayer with Tylenol. After 50 yrs of success, Sterling drug neglected to create something to learn and change and create a competitive product.

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TRUST

## Chapter 10 - Pillar #7 -

# Contribution

People immediately respond to results.

- People trust results; you must deliver results in order to be trusted.
- The more you give, the more you receive.
- Reward results!
- You can have compassion, clarity, and character, but if you do not close on your promises, you will lose trust.
- Contributors make good things happen.
- Delays on decisions increase confusion.....decisions based on your main vision and followed through in terms of time, resources and results increase followers.

If there is one secret to success, it lies in the ability to get the other person's point of view and see things from that angle as well as your own.

(Henry Ford)



To Trust; have faith in; to have confidence in.

## Chapter 11 - Pillar # 8 - Consistency

People love to see the little things done consistently.

- People do not like surprises
- People 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. This consistency leads to trust.

- I If you can't do it, don't say you can....you increase or decrease trust with every interaction you have.
- I Trust is not just about words, but also your actions.
- I Trust is a track record that is built over time.



Google's success has been due to its competency... competency drives trust.



Devotion to the Harley Davidson Motorcycle is unmatched...current technology, outsourcing, public image advertising, and quality management gained trust and followers

*In every interaction we increase or decrease trust.*

### ***Ch. 12- Extending Trust***

- I Trusting in people will usually bring out their best.
- I Trust is a motivator.
- I A culture of trust improves efficiency and effectiveness.
- I Trust inspires more trust.
- I Don't let fear rule your life.

### ***Ch. 13 -Rebuilding Trust***

- I If you break trust or wrong do someone, it is your responsibility to make it right.
- I Attempting to rebuild trust too quickly can make things worse.
- I At times, we have to move on and let go of grudges.
- I Loss of trust in a company is often projected on all that is associated with that company from product to people.
- I Brand trust is brittle, but relationship trust is strong.

### *Ch. 14 – Globalization and Trust*

- ⌚ People most often trust people like them than those that are different (Cultural, stereotypical)
- ⌚ Show people they can trust you and most often they will.
- ⌚ Good business and reputation are two different things.

### *Ch. 15 – Trust in the Online Age*

- ⌚ Public trust can change quickly
- ⌚ Customers trust one another
- ⌚ In the online era, reputations can change at the speed of light.
- ⌚ Create and utilize smart online strategies for a trusted online presence.

## *Chapter 16 – A Sharp and Lasting Edge*

*“Trust is always a risk. Risk can be scary. Risk takes courage.”*

*“Not every risk is going to mean a gold rush. But focus your attention on the pillars of trust and put yourself in the market for a positive return on your risk.”*

*“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 are, you will enjoy the foundation of all genuine and lasting success, the trust edge.”*

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*WITHOUT CHARACTER, THERE IS NO TRUST.*

*WITHOUT TRUST, THERE ARE NO FOLLOWERS.*





*WITHOUT FOLLOWERS,*

*LEADERSHIP DOES NOT EXIST*

# DAVID HORSAGER™

## THE TRUST EDGE

### **THE TRUST EDGE DISCUSSION QUESTIONS.....**

- ❖ *Who do you trust and why? What are their traits?*
- ❖ *What are the benefits of high trust?*
- ❖ *What destroys trust?*
- ❖ *Do you avoid conflict and confrontation? How does it get resolved?*
- ❖ *Are you clear about your daily tasks...to other, to yourself?*
- ❖ *What do you do to show appreciation to your co-workers?*
- ❖ *As a manager, how would you handle someone who does not show good character?*
- ❖ *How do you stay sharp and keep learning?*
- ❖ *Would you consider a challenge to stop complaining for ninety days?*
- ❖ *Do you deliver on promises?*
- ❖ *What one thing, if you did it consistently over and over the next six months, would change your life?*
- ❖ *Do you need to do some things to restore trust, if so, what are they?*

#### **Reference**

*Note, all quotes and material, other than photos, are from the following resource:*

Horsager, D. (2009). *The trust edge*. New York, NY: Free Press. Simon and Schuster, Inc.