

2014 • WEEKLY REFLECTIONS ON ORGANIZATIONAL TRUST

WEEK 1: Cultivate trust by deepening the conversation.

Patricia Aburdene, *Megatrends 2010*

WEEK 2: Employees learn to trust when leaders provide adequate information about decisions they're making.

Andy Atkins, Interaction Associates

WEEK 3: What new or enhanced behaviors will you commit to practice to engender trust?

William Benner, WW Consulting

WEEK 4: Without trust, people give up on relationships and leave organizations.

Ken Blanchard, Co-author, *The One-Minute Manager & Trust Works!*

WEEK 5: Trust, like culture, begins and ends at the very top.

Andrea Bonime-Blanc, JD/PhD, GEC Risk Advisory LLC

WEEK 6: A person "like yourself" is now trusted nearly two times as much as a CEO or government official.

Ben Boyd, Edelman

WEEK 7: When deciding who to trust remember this: People who will lie for you will lie to you.

Lea Brovedani

WEEK 8: When I trust you, I empower you to influence me.

Elaine Cohen, Beyond Business Ltd.

WEEK 9: When achieved, organizational trust is validated externally in corporate reputation and performance.

Mark Coleman, Convergence Mitigation Management

WEEK 10: How to repair damaged trust: Acknowledge, Admit, Apologize, Assess and Agree.

Randy Conley, The Ken Blanchard Companies

WEEK 11: The first job of a leader is to inspire trust.

Stephen M.R. Covey & Greg Link, CoveyLink

WEEK 12: Trust in senior executives' leadership capabilities sets the tone for the entire organization.

Lolly Daskal, Lead from Within

WEEK 13: Trust is an essential agent of social development and organizational sustainability.

Robert Easton, Accenture

WEEK 14: Trust ultimately is a business driver and enabler of transformation and positive change.

Cynthia Figge, CSRHub

WEEK 15: There isn't a more paradoxical concept in business today than trust.

Peter Firestein, Global Strategic Communications

WEEK 16: Trust is critical to building a good name.

Leslie Gaines Ross, Weber Shandwick

WEEK 17: Building organizational trust is a whole lot easier if people truly, deeply, emotionally like their boss.

Robert Galford, Center for Leading Organizations

WEEK 18: To earn the trust of others, we must be willing to "come out" about our values — to voice and enact them publicly.

Mary C. Gentile, Babson College

WEEK 19: People now trust one in four companies on average, making its scarcity in the marketplace an object of value.

John Gerzema, BAV Consulting

WEEK 20: The most trust-destroying thing you can say is, "Trust me."

Charles H. Green, Trusted Advisor Associates

WEEK 21: Building trust creates a premium value for product brands as well as enterprise value for the corporate brand.

James R. Gregory, CoreBrand

WEEK 22: Trust is the core issue impacting organizational, team and leadership effectiveness.

Noreen Kelly, Noreen Kelly Communication

WEEK 23: It's going to take a substantial collaborative effort to bring trust back to the heart of how we live and work.

Barbara Brooks Kimmel, Trust Across America – Trust Around the World

WEEK 24: There's nothing more destructive to trust than deceit, and nothing more constructive than candor.

Jim Kouzes & Barry Posner, *The Leadership Challenge*

WEEK 25: Doctor-patient relationships that don't foster trust don't work because the doctor or the patient has not sought a way to share or relinquish control.

Shirley Leng, MD

WEEK 26: When people trust an organization, they are more likely to exhibit supportive behavior.

Linda Locke, Reputare Consulting

WEEK 27: Corporate trust and reputation matter, and they are the most valuable assets of every enterprise.

Michael Lowenstein, Ph.D., CMC, Beyond Philosophy

WEEK 28: Trust is the glue that will bind the private, public and civil sectors together.

Eric Lowitt, Nexus Global Advisors

WEEK 29: Trust is the absence of fear.

James Lukaszewski, The Lukaszewski Group

WEEK 30: When leaders convey their overall vision to employees, a high-trust, highly committed organization can be created.

Amy Lyman, *The Trustworthy Leader*

WEEK 31: The real advantage of trust is that it is the deepest yearning of all humans.

Robert Porter Lynch, The Warren Company

WEEK 32: Ethics is the foundation of trust.

Chris MacDonald, PhD, Ryerson University

WEEK 33: It's useful to think of trust and its payoffs on a continuum.

Elsie Maio, Humanity Inc.

WEEK 34: Trust is the acceptance of risk, and thus gives the ability to foresee, acknowledge and understand that no one is perfect.

Stephen Marsh, PhD, University of Ontario, Institute of Technology, Canada

WEEK 35: Long-term trust trumps short-term profits and public relations gimmicks.

Timothy J. McClimon, American Express Foundation

WEEK 36: Self-organized teams require and reinforce trust.

Deb Mills-Scofield, Innovanomics

WEEK 37: Cooperation is the central mode of working, and mutual trust and true sustainability are our measures of success.

Philip Mirvis, Organizational Psychologist

WEEK 38: The capacity of brands to build trust among stakeholders depends on a company's ability to build an army of advocates.

Brian Moriarty, Business Roundtable Institute for Corporate Ethics

WEEK 39: The level of organizational trust has a direct correlation with the top leaders' sincerity of purpose and values.

Rajeev Peahawaria, The Iclif Leadership & Governance Centre, Malaysia

WEEK 40: The crisis of trust is a crisis of leadership.

Robert Phillips, Jericho Chambers

WEEK 41: We should always be moving to create high-trust environments.

Steven N. Pyser, JD, Temple University

WEEK 42: Leaders committed to candor will create and build trust.

LJ Rittenhouse, Rittenhouse Rankings

WEEK 43: Trust produces trustworthy behavior, not the other way around.

Carol Sanford, Author

WEEK 44: Managers gain employees' trust by discerning and distrusting impostors, bootlickers and liars.

Dr. Reuven Shapira, Western Galilee Academic College, Israel

WEEK 45: Higher performing organizations depend on the ability to predict the behavior of others accurately, requiring deep trust.

David A. Shore, Harvard University

WEEK 46: Without genuine trust from your followers, one can never be a true leader.

John Spence, *Awesomely Simple*

WEEK 47: It doesn't take an index to tell us public trust is dangerously compromised.

Davia Temin, Temin and Company

WEEK 48: Trust must be made real and earned every day.

Jeffrey C. Thomson, IMA

WEEK 49: Respecting differences is a top priority in high-trust organizations.

Linda Fisher Thornton, Leading in Context, LLC

WEEK 50: The Swedish word for trust, "tillit," is a palindrome, highlighting the reciprocal nature of trust.

Kaj Török, Futerra Sustainability Communications, Sweden

WEEK 51: Trust is built when a group holds each other accountable for their shared values.

Bob Vanourek, Vanourek & Partners, LLC

WEEK 52: If you want to see more trust, show more trust.

Bob Whipple, CEO Leadergrow Inc.

These weekly reflections are drawn from essay contributions in our book *Trust Inc.*, from members of our Alliance of Trustworthy Business Experts and friends of Trust Across America – Trust Around the World.



© 2014 Next Decade, Inc.