



TRUST!

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2018 Top Thought Leaders Issue

CEO & COFOUNDER

Barbara Brooks Kimmel

ABOUT TRUST! MAGAZINE

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WELCOME PAGE

CEO & Cofounder
Barbara Brooks Kimmel

Trust! The Magazine of Trust Across America—
Trust Around the World

What is TRUST! Magazine

TRUST! Is a digital magazine dedicated to helping leaders and organizations build long-term trust.

<http://trustacrossamerica.com/magazine.shtml>

What do we mean by trust?

Trust is built through:

VISION: An understanding that building trust into an organization's DNA will lead to long-term profitability.

CULTURE: Instilling the values, principles and beliefs essential to building a foundation of trust.

LEADERSHIP: The implementation of trust strategies that separate great leaders from their competitors.

ACTION: The key actions that characterize a commitment to building stakeholder trust.

TRANSFORMATION: The newly adopted behaviors that build high trust and collaboration.

By producing this magazine in digital format, we can expand our offerings beyond just articles. Each edition may include instructional videos, links to interviews, photos and many other features not found in traditional print magazines.

We hope you find the presentation of our content both valuable and interesting. We always welcome your suggestions for ways to improve.

Barbara Brooks Kimmel

A NOTE FROM THE EXECUTIVE EDITOR

Organizational trust is a key driver of long-term success, but often leaders mistakenly assume that to earn trust, a company need only be profitable.

This issue of TRUST! Magazine honors our 8th annual Trust Across America Top Thought Leaders in Trust. Those whose work helps foster organizational trust.

We hope you choose to recognize the importance of organizational trust as a business imperative and share this free resource with others.

Barbara Brooks Kimmel, CEO & Cofounder,
TRUST! Magazine

The Purpose

During the course of our research, we have met with and spoken to hundreds of business leaders, researchers, academics, consultants and media representatives across a variety of professional disciplines who, when their efforts are combined, help create trustworthy organizations. As our understanding of trust deepens, so does our pool of exceptional candidates. Many of the honorees are familiar names from the rosters of CEOs and leadership experts, while others are quietly working behind the scenes. Our intention is to recognize the efforts of those whose work contributes to elevating societal trust.

This year marks the 8th annual Trust Across America Top Thought Leaders in Trust, and we continue to be impressed by the nominations and “new” names that are brought to our attention.

This year we also honor eight additional colleagues with a Lifetime Achievement Award and a special emblem. These exceptional individuals have received our recognition for five years, and some have answered the question “What does trust mean to you?” You can find out in the pages that follow.

The eight 2018 Lifetime Achievement Honorees are:

- John Baldoni
- Donna Boehme
- Doug Conant
- Robert “Bob” Easton
- Mark Fernandes
- Barbara Brooks Kimmel
- Holly Latty-Mann
- David Reiling

The Methodology & Judges

This year we will be presenting our honorees in a slightly different format by grouping them into five categories:

- 2018 Lifetime Honorees
- Multi-Year Award Winners
- CEOs of Public Companies
- Lifetime Honorees Past Years
- Newcomers

After the close of our 8-week nomination period, our judges reviewed and compiled our final honoree list. After a rigorous process it was once again determined that 100 is no longer a magic number. This year we honor 91 outstanding individuals.

Our goal has always been to extend this special recognition only to those who “walk their talk.” The results have been tabulated and we believe the 2018 honoree selection continues its emphasis on rigor, not popularity.

In the tradition we began in 2014, we dedicate our 2017 Top Thought Leaders to Mary Tyler Moore, the pop culture icon who co-starred on “The Dick Van Dyke Show” and became a torchbearer for women with “The Mary Tyler Moore Show.” ■

2018 Lifetime Achievement Award Winners

While there are many “top” lists and awards, none specifically address trust — perhaps because the word itself presents a definitional challenge. For seven years *Trust Across America* has been working with a growing team of experts to study, define and quantify organizational trust.



John Baldoni
President
Baldoni Consulting



Mark S. Fernandes
CEO
Capitalism 2.0



Donna Boehme
Principal
Compliance Strategists LLC



Barbara Brooks Kimmel
CEO
Trust Across America —
Trust Around the World



Doug Conant
Founder Conant Leadership
and former CEO
Campbell Soup



Holly Latty-Mann
President and co-Founder
The Leadership Trust



Robert Easton
Chairman & Senior
Managing Director
Accenture



David Reiling
Chairman & CEO
Sunrise Banks



Top Thought Leaders : Lifetime Achievement Award Winners 2018

What does trust mean to me?

By Mark S. Fernandes



As a life-long student and teacher of values-based, servant leadership, I believe there are few things in work and life involving two or more people that will flourish and stand the test of time without trust. Much like self-awareness is the front door to our own leadership journey's; trust serves in a similar capacity for the relationships required to lead across all geographies and all industries. As Stephen M.R. Covey espouses, "Trust is the one thing that changes everything."

Unfortunately, today, the practice of leadership is broken with trust in CEO's at an all-time low. And for those leaders who have begun to understand that we need something different, and embarked on their own inside out journey of values-based, servant leadership, I say thank you. ■

John Baldoni: President of [Baldoni Consulting](#) whose mission is to help individuals and their organization achieve positive results by influencing without authority, applying power appropriately, leading with grace and conviction, and developing genuine followership.

Donna Boehme: As Principal of [Compliance Strategists LLC](#), Donna has advised a wide spectrum of private, public, governmental, academic and non-profit entities on organizational compliance and ethics.

Doug Conant: The former CEO of Campbell Soup, Doug founded [Conant Leadership](#), a mission-driven community of leaders and learners who are championing leadership that works in the 21st century. Doug frequently writes about [trust](#).

Robert Easton: well known for his contributions to building trust based relationships in business Bob is Chairman and Senior Managing Director of [Accenture](#) Australia and New Zealand.

Mark S. Fernandes: [Chief Executive Officer of Capitalism 2.0, Inc.](#), whose mission is to balance a company's attention and resources around the well-being of its employees, financial health and sustainability, and social good.

Barbara Brooks Kimmel: The CEO of [Trust Across America – Trust Around the World](#). Both the program and it's [FACTS® Framework](#) measuring the trustworthiness of over 1500 US public companies have gained worldwide recognition over the past ten years.

Holly Latty-Mann: The President and co-founder of [The Leadership Trust®](#), a behavioral science firm whose mission is to develop cohesive, trust-based management teams at the individual, team, and organizational levels. A licensed clinical psychologist, Holly works at the root-cause level to help corporate leaders gain trust/restore lost trust.

David Reiling: Social entrepreneur and values-based community banker David is CEO of the family-owned [Sunrise Banks](#). His story of trust-worthy leadership was told in [TRUST! Magazine Fall 2014](#) issue. ■



2018 Top Thought Leaders Multi-Year Award Winners

What does trust mean to me?

By David Reiling



Trust is not earned overnight and there is no quick fix to trust once it is broken. It is an investment of consistent actions over time. An organization built on a culture of trust allows for both organizational as well as personal growth. When leaders are open to being vulnerable, they propitiate trust with every interaction. The results of shared trust in an organization are exponential for the company's performance, its people, its customers and its partners. ■

Barton Alexander: Principal of [Alexander & Associates LLC](#), helping individuals, teams and organizations to grow enterprise and stakeholder value by addressing responsibility and sustainability challenges.

Dave Anderson: President of [Anderson Leadership Solutions](#) and a Bronze Star decorated combat veteran, Dave speaks and writes on character, trust, and other topics in leadership.

Art Barter: Through his work at the [Servant Leadership Institute](#), Art is routinely sought after to share his insights into instilling trust within an organization. As the President & CEO of an international radio manufacturing company, Datron World Communications, Art has build the company's culture to a high trust environment.

Lea Brovedani: President of Sagacity Consulting, Lea is a [facilitator and speaker](#), working with clients across Asia and North America delivering programs that increase trust in the workplace.

Brené Brown: A research professor at the University of Houston and best-selling author, [Brené](#) has developed the "BRAVING" acronym for the anatomy of trust.

Richard L. Cassin: A former law firm partner, Richard is the founder of the [FCPA Blog](#), serving as both its publisher and editor-in-chief, and often focusing on organizational trust, ethics and integrity.

Louis Coppola: Cofounder of the [Governance & Accountability Institute](#), Louis is a corporate advisor in key areas of citizenship, responsibility, sustainability and ethics.

Mark Crowley: A leadership [consultant and speaker](#), Mark's mission is to fundamentally change how we lead and manage people in the workplace.

Natalie Doyle Oldfield: a keynote [speaker, consultant](#) and trust thought leader who advises companies on how to build and strengthen trust.

Cathy Engelbert: The CEO of Deloitte LLP, Cathy is an advocate and [spokesperson](#) for trust and integrity in business.

Richard Fagerlin: Founder of [Peak Solutions](#), Richard has devoted the last ten+ years to the rebuilding, repairing and reclaiming of trust through his work in leadership development and organizational transformation.

Patricia Harned: CEO of the [Ethics & Compliance Initiative \(ECI\)](#), dedicated to building and sustaining high-quality ethics and compliance programs. The oldest ethics organization in the U.S, the ECI has reshaped the cultures of many organizations that have fallen victim of high profile events.

David Horsager: A [leading expert on trust](#) and how it's built into everything from individuals and organizations to global governments.

Ellen Hunt: Senior Vice President, Audit, Ethics & Compliance Officer for [AARP](#) the largest membership organization in the world. Ellen joined AARP to assist the organization with establishing its Ethics & Compliance Program.

Michael Josephson: Founder of the [Josephson Institute](#), he is a renowned champion of character education for youth and ethical conduct in business, government, policing, journalism, sports, healthcare and law.

Kevin Kruse: A [leading expert](#) in employee engagement, Kevin teaches that trust is one of the top three drivers of engagement and is the #1 priority for all leaders who want to create a great workplace culture.

James Lucaszewski: Chairman of [The Lukaszewski Group](#), and "America's Crisis Guru" Jim is an expert in managing and counteracting tough, touchy, ethically sensitive and contentious corporate communications issues. He also coaches and teaches those who advise senior managers.

John Mattone: The world's [#1 authority](#) on corporate culture and leadership and the former executive coach to Steve Jobs, John teaches the values and principles of leadership.

Timothy McClimon: President of the American Express Foundation and Senior Vice President for [Corporate Social Responsibility](#), American Express, directing the company's global philanthropy, sustainability and employee engagement programs.

Deb Mills-Scofield: Trust and integrity are core to Deb's career of creating a collaborative culture that succeeds. [Her blog](#) stresses an underlying theme of trust, integrity and the power of vulnerability in being a true leader.

Alan Murray: Lifelong journalist, Chief Content Officer of Time Inc. and Editor-in-Chief of [Fortune Magazine](#), Alan is known for his focus on [high trust](#) and integrity in communications. At Fortune, his Change the World annual issue honors companies that are creating societal, not just customer and shareholder, value.

Michael Scher: Senior editor of the [FCPA Blog](#). Mike has over three decades of experience as a senior compliance officer and attorney, having worked for major companies in New York and the Middle East. His writing often covers organizational trust as a component of compliance. ■



What does trust mean to me?

By Barbara Brooks Kimmel



Having studied, written and spoken about organizational trust for almost ten years, what trust means to me is ensuring that the word is understood in the context in which it is being discussed.

I compiled this simple glossary with Charles H. Green of Trusted Advisor Associates that defines the various relational components of trust. While some may believe a glossary adds unnecessary complexity, for me it has had just the opposite effect of ensuring everyone is on the same page when we talk about trust.

Trust: (the noun) is a relationship between trustor and trustee, in the case of individuals. "The level of trust is down." In its simplest form, some might define it as the

outcome of promises kept.

Trust: (the verb): To trust, or not to trust, the decision to trust, the risks of trusting. "I trust him (or her) (or them)." The field of psychology focuses on this definition.

Trustor: (noun): The one taking the risk, the one choosing to trust -- or not to trust. "He trusts them; me, I'm usually more hesitant about it."

Trustee: (noun) One to whom something is entrusted or the acceptor of the trust. "She's the one in the group to trust."

Trustworthy: (adjective) Deserving of confidence based on ethics, competence, dependability and reliability. "He's highly trustworthy." "That company is trustworthy."

Trusting: (gerund) the trust action taken by the trustor. "I'm nervous about trusting them."

Propensity to trust: An inclination to trust people or institutions. "I leave my car unlocked in the driveway." "I trust my doctor with my life." The fields of sociology and group psychology focus on this definition. ■

Top Thought Leaders : Lifetime Achievement Award Winners 2015–2017

Patricia Aburdene (2015): A world-renown [speaker](#), author and advocate of corporate transformation. Having won global recognition as co-author of the *Megatrends* books, Patricia now inspires audiences with a concrete blueprint of how values and consciousness will transform business.

Hank Boerner (2015): Chairman of the [Governance & Accountability Institute](#). While Hank's expertise is in ESG factors and issues, his approach is to educate leaders on the three pillars of Aristotle's method.

Roger Bolton (2016): Chairman and President of the [Arthur W. Page Society](#), and the Page Thought Leadership Committee, Roger co-authored the Page Society's report on [Public Trust in Business](#).

Elaine Cohen (2017): Joint CEO of [Beyond Business Ltd](#) a CSR consulting and reporting firm, aiding in the development of responsible businesses.

Randy Conley (2016): Global Trust Practice Leader at [The Ken Blanchard Companies](#). Randy consults with clients to help them develop more trustworthy leaders and business practices.

Stephen M.R. Covey (2015): A sought-after [key-note speaker and advisor](#) on trust, leadership, ethics, and high performance. He is the author/co-author of several books including *The SPEED*

of Trust and Smart Trust: Creating Prosperity, Energy, and Joy in a Low-Trust World.

Richard Edelman (2017): President and CEO of [Edelman](#) the world's largest public relations firm. Richard is perhaps best known for the [Edelman Trust Barometer](#).

Jed Emerson (2015): An internationally recognized [thought leader](#) in sustainability and sustainable finance, impact investing, social entrepreneurship and strategic philanthropy.

Leslie Gaines-Ross (2015): [Weber Shandwick's](#) chief reputation strategist and the architect of award winning research into CEO and corporate reputation, CEO transitions, corporate rankings, online reputation, executive visibility, thought leadership, and reputation sustainability and recovery.

Robert Galford (2015): A managing partner of the [Center for Leading Organizations](#), Rob has taught executive programs for more than 20 years, including 12 years at Harvard's Graduate School of Design, 5 years for the National Association of Corporate Directors and on customized programs worldwide.

Mary Gentile (2015): Creator of the "[Giving Voice to Values](#)" curriculum and Senior Research Scholar at Babson College; expert on ethical decision making; and author of *Giving Voice to*

Values: How To Speak Your Mind When You Know What's Right.

Bill George (2015): [Senior Fellow](#) at Harvard Business School. He is the former Chair and Chief Executive Officer of Medtronic and author of several best-selling books.

Charles H. Green (2015): Leads [Trusted Advisor Associates](#). Charles is a speaker and executive educator on trust-based relationships and trust-based selling in complex businesses. The author of *Trust-based Selling* and co-author of *The Trusted Advisor* and *The Trusted Advisor Fieldbook*.

Nadine Hack (2016): CEO of [beCause Global Consulting](#), she has advised Fortune 500 companies, heads of state and other global leaders or organizations on clarifying and achieving their goals.

Jim Kouzes (2015): The Dean's Executive Professor of Leadership, Santa Clara University, and an award-winning speaker, cited by the Wall Street Journal as one of the ten best executive educators in the U.S. He is the co-author of over thirty books and workbooks, including the bestselling *The Leadership Challenge*.

Deb Krizmanich (2017): Founder of [Powernoodle](#) a company that helps people collaborate in a way that fundamentally drives business results via trust and integrity.

Linda Locke (2015): A Senior Vice President at [Standing Partnership](#), Linda consults with organizations on how to improve their reputations and what they can do to mitigate risk.

Edward Marshall (2015): A trusted partner who works with senior leadership to transform their cultures and organizations to achieve significant results through trust and collaboration. Edward has been President of [The Marshall Group, Inc.](#) for over 25 years. He is the author of *Building Trust at the Speed of Change*.

Roy Reid (2017): A leading authority on trust, public relations and marketing, Roy is the Executive Director of Communications for Adventist Health System's Florida Division.

Carol Sanford (2016): A [consultant](#) to both Fortune 500 and new-economy businesses for more than 30 years. Carol believes that business can and will play a major role in creating a better world.

Howard Schultz (2016): Former CEO of [Starbucks](#). In [this video](#) Howard describes the future of corporations and their trust imperative.

Jeffrey Seglin (2015): Lecturer of public policy and director of the communications program at Harvard Kennedy School, writes "[The Right Thing](#)," a weekly column on general ethics that

has been syndicated by Tribune Media Services since September 2010.

Frank Sonnenberg (2015): An award-winning author of five books and over 300 articles on character and values.

Davia Temin (2017): The Founder of [Temin & Company](#), Davia is a marketing, media and reputation strategist, crisis manager and coach who frequently writes about the role of trust in business.

Jeffrey Thomson (2016): President and CEO of [the IMA](#), he is considered an expert on risk management, and a global thought leader in the emerging area of GRC - governance, risk and compliance.

Linda Fisher Thornton (2017): A [leadership development consultant](#), Linda's focus is on building high-trust work places where employees can do their best work.

Robert Vanourek (2017): The Founder of [Triple Crown Leadership](#), Bob is co-author, with his son Gregg, of the award-winning [Triple Crown Leadership: Building Excellent, Ethical and Enduring Organizations](#).

Curtis Verschoor (2016): Following a successful financial career as the corporate controller, Curtis is a founding member of the [Institute of Management Accountant's Committee on Ethics](#).

Robert Whipple (2015): The CEO of [Leadergrow Incorporated](#), an organization devoted to the development of leaders. Author of three books including his latest *Trust in Transition: Navigating Organizational Change*.



What does trust mean to me?

By Donna Boehme



Trust is a rare and precious commodity in our society borne of the basic human survival need to rely and be confident in the truth of what others say and do. All human progress is achieved through cooperation, collaboration and coordination among individuals and groups, and trust is the super-lubricant that makes the machine work. This is the reason that high-performing teams and organizations benefit from a culture of ethical leadership fueled by trust. ■



What does trust mean to me?

By Doug Conant



To me, trust is the essence of leadership. **The very first job of a leader is to inspire trust.** This is not a “nice” thing to do; it’s a must-do. Why? Because you cannot deliver sustainable high-performance without cultivating a high-trust environment.

Importantly, my core belief is that you can’t ask people to value *your* agenda until you’ve tangibly demonstrated that you value *their* agenda. When people trust you to take care of their needs, they will repay you by taking care of the needs of the enterprise. And the potential for your organization, and your impact, becomes limitless. ■

Louis Carter: CEO of the [Best Practice Institute](#) and founder of the BPI Senior Executive Board furthering the field of workplace emotional connectedness.

Stephen Cohen: [now a Partner](#) at the law firm of Sidley Austin, Stephen won the SEC Distinguished Service Award in 2016 expanding the agency’s ability to protect investors.

Catherine Connelly: CEO of [Merida](#), she has led a transition to a conscious company. Today, Merida no longer rewards machine-like behaviors. Business development education is intricately embedded with evolving business processes, including strategic planning, leadership, and management. It includes personal reflection and personal development in every session and company meeting, and it’s based on living-systems thinking, frameworks, and language.

Bart Craig: A professor and [corporate leadership consultant](#), Bart is most recognized for authoring with Gustafson the Perceived Leader Integrity Scale (PLIS) that has been widely used by behavioral scientists studying leadership profiles where the main focus is on integrity, trustworthiness, and ethics.

Keith Darcy: Senior Advisor with [Deloitte & Touche LLP](#) Keith assists organizations and their boards in developing sustainable governance. He believes that starting and maintaining an ethical culture begins with the CEO.

Neel Doshi: Co-founder of [Vega Factor](#), creating positive cultures of high performance and shaping motivation.

Daniel Draz: Founder of [The Detective Dan](#) project and an experienced fraud investigator, Dan creates public awareness programs to educate the public about financial crime risks.

Sander Flaum: founder of [Flaum Navigators](#) and chair of the Fordham University Gabelli School of Business Administration Leadership Forum, Sander advises industry-leading clients as a leadership-effectiveness consultant.

Kent Grayson: An associate professor of marketing at the Kellogg School and faculty director for [The Trust Project](#). His research focuses on trust and the related issues of truth, authenticity, and deception.

James Harter, Ph.D.: chief scientist of [Gallup's](#) international workplace management and well-being practices. He is coauthor of the *New York Times* bestseller *12: The Elements of Great Managing*, which is based on the largest worldwide study of employee engagement.

Pete Hinojosa: Director of Leadership at [Insperity](#). He speaks and consults on trust and leadership throughout North America.

Muel Kaptein: A partner at the international assurance and advisory firm KPMG and professor in business ethics and integrity management at RSM Erasmus University. Muel has recently published a series of excellent cartoons called [Ethicisms and Their Risks](#).

Scott Killingsworth: a business lawyer who counsels on corporate governance and strategy formulation; corporate compliance and ethics program design and implementation; he has participated in the RAND symposia where he championed the importance of compliant and ethical decision making within corporations, specifically from the very top within the C-Suite.

Stephen Kohn: one of the nations [leading advocates](#) for corporate and government whistleblowers. Many of his court victories have become landmark precedents in modern workplace law. He is the author of the first legal treatise on whistleblowing and is the worlds most published author on whistleblower protection.

Jim McIngvale: Also known as “Mattress Mack” Jim owns [Gallery Furniture](#) in Houston. During August 2017, McIngvale opened two stores as shelter to those displaced by Hurricane Harvey. A change.org petition asked Houston to create a day in his honor and grant him the key to the city.

Scott McKain: an [internationally known authority](#) who helps organizations create distinction in every phase of business and teaches the “Ultimate Customer Experience.”

Eric McNulty: A Harvard affiliated [writer and speaker](#) on leadership and crisis leadership. His ARTful leadership framework explains the imperative for leaders to foster adaptive capacity, resilience, and high-levels of trust as the most critical organizational competencies in our turbulent times.

Joseph Murphy: For 40 years, Joe has been a [tireless champion](#) of compliance and ethics in organizations, published over 100 articles and given over 200 presentations in 17 countries. Joe travels the world helping compliance and ethics professionals steer their companies and other organizations along the straight and narrow path.

Stephen Naughton: Attorney and Senior Adviser with [StoneTurn](#), a forensic accounting, corporate compliance and expert services firm, he has over 30 years of experience in managing risks and compliance efforts, including having served as a Chief Ethics and Compliance Officer for PepsiCo, Inc.

Michael Pedersen: Founder of [M INC.](#) > [change the game](#), is an internationally recognized expert in sport governance, transparency, ethics and integrity. In recent years, Michael has been focusing on helping sport leaders at all levels of sport and across sports, countries and regions raise the governance standards of their organizations to a best in practice, leadership level.

Linda Sharkey: A widely acknowledged [thought leader](#) on global leadership development and preparing for the future, Linda has worked in over 170 countries. At the foundation of Linda's success are years of “in-the-trenches” experience with some of the world's largest and most admired companies.

Nermeen Shehata: An [assistant professor](#) at The American University in Cairo, Nermeen has been passionate about corporate governance for more than a decade. She was awarded the 2016 Inaugural Adrian Cadbury Scholarship Award by the International Corporate Governance Network (ICGN) and also the prestigious Rising Star of Corporate Governance Award at the 2015 Millstein Governance Forum at Columbia University.

Anne Bahr Thompson: A former executive director of strategy and planning and the head of consulting at Interbrand, the world's leading brand consultancy, Anne is the founder of [One-sixtyfourth](#), a boutique consultancy that helps companies align purpose and profit by integrating cultural shifts and a social conscience into brand development.

Claudio Toyama: An [executive coach](#), workshop facilitator, and customer experience consultant with 20 years of international experience. His passion lies in transforming business by working with leaders and teams that want to make a positive impact and leave a legacy. He believes that profit and growth are byproducts of great offerings and outstanding delivery.

Alexandra Wrage: President and Founder of [TRACE International](#), helping multinational companies build a culture of transparency, which ultimately cultivates organizational trust. Alexandra has worked with thousands of companies worldwide to define and develop internationally accepted best practices and has built a global compliance community of companies that are committed to commercial transparency. ■



2018 Top Thought Leaders CEOs

(Current & Past) of Public Companies

Marc Benioff: Chairman & CEO of [Salesforce](#), Marc is grounded in the values of his company starting with the trust of their customers and also employees.

Stephen Case: co-founder of AOL, Chairman of Revolution and the [Case Foundation](#), Steve is known for his ability to build trust to grow teams for innovation.

Brian Goldner: Chairman & CEO of [Hasbro, Inc.](#) since 2008, Mr. Goldner's vision of Hasbro as a "trust mark"—a company that continuously strives to do the right thing for society and the environment and produces high-quality, safe products. Hasbro was [named](#) one of Trust Across America's Most Trustworthy Public Companies in 2017.

James Gorman: CEO of [Morgan Stanley](#) since 2012. As Gorman explains "In 1935, the Firm's founding partners understood that maintaining the trust of their clients was essential to their success, and they stayed true to this guiding principle. Our culture and values honor both our history and our aspirations for the future." Morgan Stanley was [named](#) one of Trust Across America's Most Trustworthy Public Companies in 2017.

Jensen Huang: The Cofounder and CEO of [Nvidia](#) and Fortune's Business Person of the Year, he embraces community, strategic alignment, and a core value system that promotes the pursuit of excellence through intellectual honesty. Nvidia was [named](#) one of Trust Across America's Most Trustworthy Public Companies in 2017.

Hubert Joly: CEO of [Best Buy](#) since 2012, to Joly integrity, diversity and inclusion are key foundations. 50% of his direct reports are women and 40% of board members are women. He also believes in authentic leadership. "You are not a hard-nosed business leader and a nice parent and a generous donor. You live an integrated life and you try to live all these values in all these circumstances." Best Buy was [named](#) one of Trust Across America's Most Trustworthy Public Companies in 2017.

Gary Kelly: CEO/Chairman of Southwest Airlines and one of Trust Across America's [Most Trustworthy Public Companies](#) in 2016, Kelly believes in [building a customer trust bank](#). ■



What does trust mean to me?

By John Baldoni



Sometimes you define something by what it is not. When you see groups failing, individuals bickering, and leadership absent, you know that trust does not exist. Because if it did occur people would put aside differences and work together more cooperatively. Disagreements over issues would persist, and in fact be necessary. But disagreements over direction and purpose disappear because people trust one another. ■

What does trust mean to me?

By Holly Latty-Mann



Trust to me is the by-product of behaviors that consistently serve a greater social good while protecting the vulnerable. As such, trust is earned through repeated experiences involving unpublicized self-sacrifice and inconvenience. Trust to me is a way of life; it is my guidepost. The ultimate value of my family, team, and organization is contingent upon the degree to which 1) I wisely trust others with that which is sacred to me, and 2) others know they can trust me with the same. Trust is THE determinant of the quality of my life and the value I bring to others. ■

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<http://trustcrossamerica.com/cgi-bin/alliance.cgi>

Trust Across America in the News

http://trustcrossamerica.com/press_center.shtml

Read about our Upcoming Events

<http://trustcrossamerica.com/events.shtml>

Learn about America's Most Trustworthy Public Companies

<http://trustcrossamerica.com/offerings-companies.shtml>

Access our 2017 Trust Poster
Do's and Don'ts to Foster Organizational Trust

<http://trustcrossamerica.com/poster.shtml>

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<http://trustcrossamerica.com/building-trust-reports.shtml>

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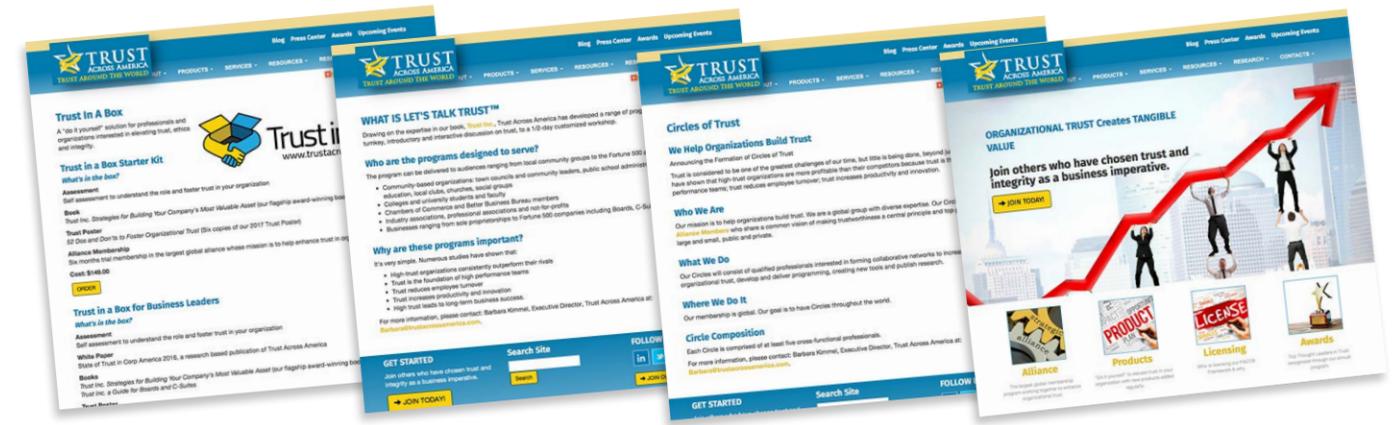
<http://trustcrossamerica.com/blog/>

Watch our Trust Talks Video Series

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Access the largest living online Trust Bibliography

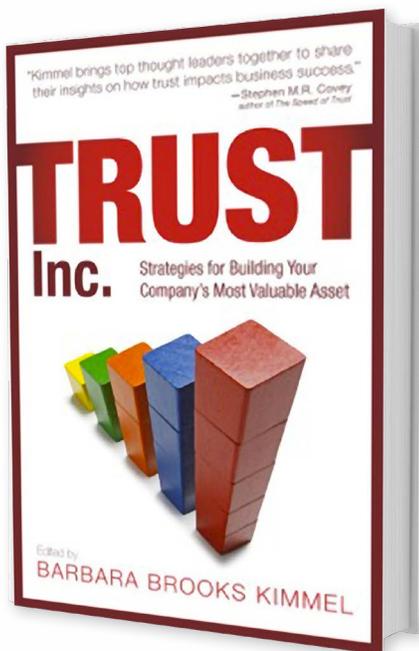
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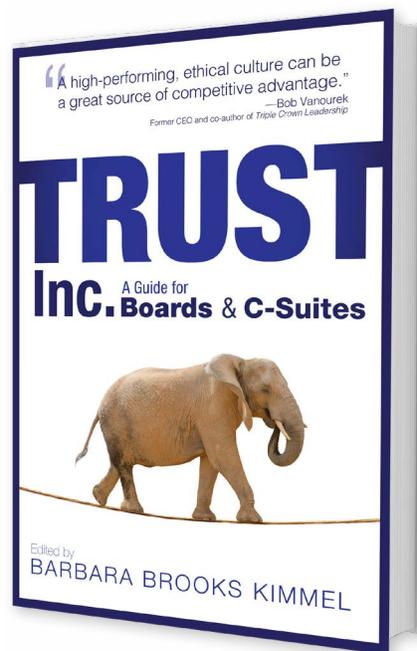


TRUST ACROSS AMERICA

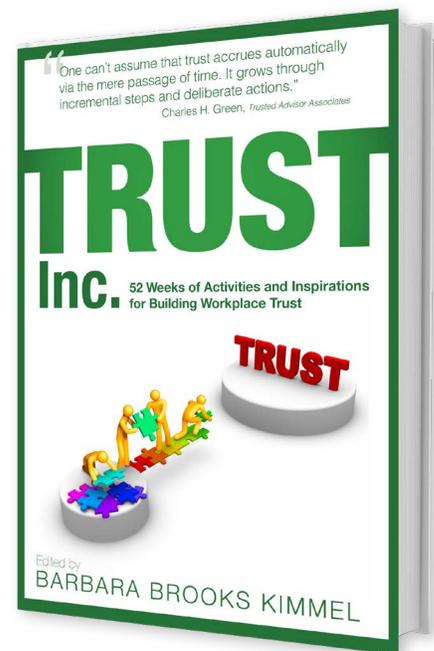
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<http://amzn.to/1wlnxX>

Trust Across America-Trust Around the World publishes an award-winning book series and for more options, visit our [Reading Room](#).