



TRUST!

THE MAGAZINE OF TRUST ACROSS AMERICA-TRUST AROUND THE WORLD



Alain Bolea



Jim Lukaszewski



Tom Patterson

2020 Top Thought Leaders in Trust

10th Anniversary Celebration Issue

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TRUST! the magazine of Trust Across America- Trust Around the World
Winter 2020

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WELCOME

NOTE FROM THE EXECUTIVE EDITOR

Organizational trust is a key driver of longterm success. This issue of TRUST! Magazine honors our 10th 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 elevating organizational trust as a business imperative and join us in congratulating our 2020 honorees.

Barbara Brooks Kimmel, CEO & Co-founder, TRUST! Magazine

WINTER 2020 ISSUE

TRUST! is a digital magazine published by Trust Across America-Trust Around the World, a program of Next Decade, Inc. Our goal is to help leaders and organizations build long-term trust.

URL: <http://www.trustacrossamerica.com>

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WHAT DO WE MEAN BY TRUST?

Trust is built through:

TACTICAL VISION:

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

RESPONSIBLE CULTURE:

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

UNWAVERING LEADERSHIP:

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

STRATEGIC ACTIONS:

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

TRANSFORMATION:

The newly adopted behaviors that build high trust and collaboration.

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The Purpose

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

This year marks the 10th 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.

As we have done in the past, this year we also honor three additional colleagues with a Lifetime Achievement Award and a special emblem. These exceptional individuals have received our recognition for five years.

The three 2019 Lifetime Achievement Honorees are:

Alain Bolea

Jim Lukaszewski

Tom Patterson

The Methodology

This year we will be presenting our Top Thought Leaders in five categories:

2020 Lifetime Honorees

Multi-Year Award Winners

Newcomers

Lifetime Honorees Past Years

CEOs

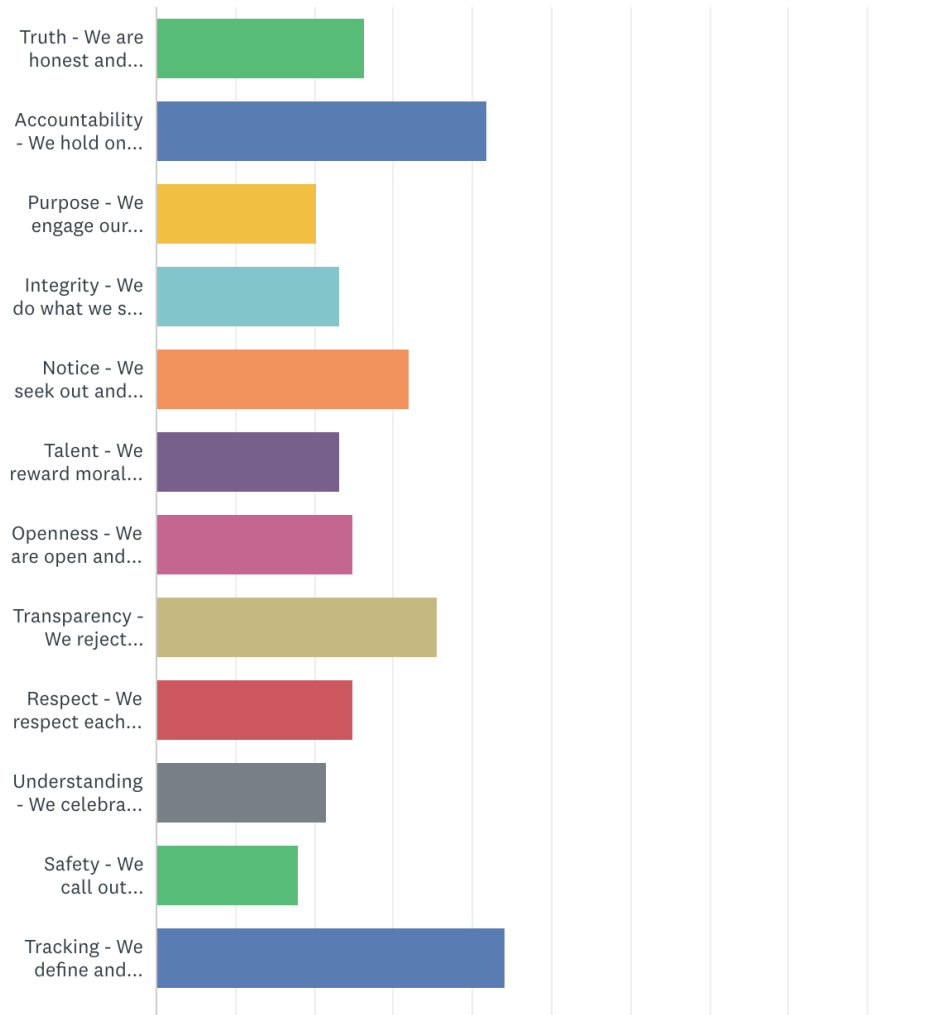
After the close of our 8-week nomination period, our judges reviewed and compiled our final honoree list. After a rigorous process it was once again determined that 100 is no longer a “magic” number. This year we honor 88 outstanding individuals. Our goal has always been to extend this special recognition only to those who “walk their talk.” The results have been tabulated and we believe the 2020 honoree selection continues its emphasis on rigor, not popularity.

In the tradition we began in 2014, our 2020 Top Thought Leaders honors are dedicated to **Herb Kelleher**, a co-founder of Southwest Airlines. Herb passed away in January 2019.

Nominate NOW for our 2021 (11th anniversary) award

What is holding trust back on your team or in your organization?

Answered: 401 Skipped: 0



Contact us to learn more about measuring trust in your organization.

Lifetime Achievement Awards 2020

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

This year three thought leaders are being added to our Lifetime Achievement Awards for their outstanding and ongoing commitment to elevating organizational trust:



Alain Bolea

Business Advisors Network



Jim Lukaszewski

The Lukaszewski Group



Tom Patterson

Chief Trust Officer, Unisys

Alain Bolea (Business Advisors Network): Alain Bolea is a management advisor who helps organizations integrate the necessity of "making money" and the desire to "do the right thing" in terms of sustainability and social responsibility. He works with leaders as an executive coach, and consults to organizations on strategy and development using group processes.

With more than 25 years as a business banker, consultant, international CFO and board member of corporate and family businesses, Alain's career spans large corporations, small businesses and not-for-profits in sectors ranging from telecom to education.

Jim Lukaszewski (The Lukaszewski Group): 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.

Tom Patterson (Chief Trust Officer Unisys): Tom is one of the first and longest serving Chief Trust Officers. His work at Unisys focuses on engendering trust with a global network of critical infrastructure providers including governments and companies from energy, finance, health, transportation and more.

Previously Tom served as a CSO (MCC), big-four partner (Deloitte), chief eCommerce strategist (IBM), and a founder of a tech startup backed by the Carlyle Group. Tom thrives on delivering the real security benefits that build trust and grow businesses, and is proud to also support the White House's NSTAC as the co-chair of the Cyber Moonshot working group.



Multi-Year Award Winners

Dave Anderson: President of Anderson Leadership Solutions and a Bronze Star decorated veteran, Dave's work focuses on building leaders of character who inspire trust.

Andy Bailey: An entrepreneur, business coach, published author and recognized expert in sustainable growth for small and mid-sized businesses. As CEO and founder of Petra Coach, Andy assists companies in culture improvement and alignment, ultimately resulting in healthier businesses with a newfound sense of purpose, increased value and passionate people.

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.

David Belden: The founder of the facilitation company, ExecuVision International. The focus of David's work is to help teams discover the underlying inhibitors to trust, cooperation, understanding, and profitability. A significant dimension of this work is in mentoring executives, where David has performed between 30 and 40 sessions a month for the past 20 years.

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.

Brene Brown: a research professor at the University of Houston where she holds the Huffington Foundation - Brené Brown Endowed Chair at The Graduate College of Social Work. She has spent the past two decades studying courage, vulnerability, shame, and empathy and is the author of five #1 New York Times bestsellers:

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: Co-founder of the Governance & Accountability Institute, Louis is a corporate advisor in key areas of citizenship, responsibility, sustainability and ethics.

Keith Darcy: Senior Advisor of Deloitte & Touche LLP. Previously, Keith served nine years as Executive Director of the Ethics & Compliance Officer Association (ECO).

Mark Donohue: One of the leading pioneers in impact enterprise, conscious capitalism, cleantech and triple-bottom-line economics for 31 years. In January of 2019, LifeGuides, PBC, where Mark is the Founder, received the Global Grand Prize in the prestigious Abundance Impact Challenge. Lifeguides is Growing a Platform for Caring People to do Extraordinary Good.

Natalie Doyle Oldfield: President of Success Through Trust, Inc. , Natalie is passionate about advancing the field of organizational trust. She has created a validated measurement tool called The Client Trust Index.,and is the author of *The Power of Trust: How Top Companies Build, Manage and Protect It*.

Rodger Dean Duncan: After an early career as an award-winning journalist and university professor, Roger founded Duncan Worldwide to serve the needs of organizations seeing to boost performance. His client roster includes senior leaders at top companies in many industries as well as presidential cabinet officers in two White House administration. Roger frequently writes about the importance of organizational trust.

Patrick Gnazzo: Principal at Better Business Practices LLC., Pat has been an active and trusted member of the senior thought circle for the compliance and ethics profession, in addition to strongly supporting the rise of the modern Compliance 2.0 model. Pat is an Executive Fellow at Bentley College's Center for Business Ethics.

Pat Harned: Chief executive officer of the Ethics & Compliance Initiative (ECI.) Dr. Harned oversees all of ECI's strategy and operations. During her tenure ECI has become recognized as the leading provider of independent research about workplace integrity, organizational culture and effective compliance programs. Dr. Harned is an expert on culture change, ethical leadership, and workplace reporting/retaliation.

Par Larshans: Head of Sustainability & Public Affairs at Ragn-Sells Group in Sweden. Par takes an active role in the public debate to transform society into a circular economy.

Bob Lee: CEO of The Trust Lab Ltd in Dublin, Ireland: Bob has devoted the past twenty years to raising awareness globally of the pivotal role that trust plays in all organizations, exhorting leaders to see the value and to invest in building trust at all levels. Author of best-selling *Trust Rules: How the World's Best Managers Create Great Places to Work*.

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, including trust.

Joel Peterson: A few years ago, JetBlue Chairman Joel Peterson wrote a short book about how to establish and build high-trust organizations. It was so well-received that he revised and expanded it in a new edition: *The 10 LAWS OF TRUST*. An award-winning professor at Stanford, he has practiced these principles not only in his own life and businesses but has also taught them to many current and future business leaders.

Jordan Thomas: A longtime public servant and seasoned trial lawyer, Jordan joined Labaton Sucharow from the Securities and Exchange Commission. Throughout his tenure at the SEC, he worked on many of its highest-profile actions such as those involving Enron, Fannie Mae, UBS, and Citigroup. And what if the SEC could tap the ethos and engender the trust of the American people? "What if" became what is, the SEC whistleblower program.

Trust Workshops

Trust Across America has developed a range of programs from a one-hour webinar to a full-day customized and facilitated workshop.

Who are the workshops designed to serve?

The program can be delivered to audiences ranging from the Fortune 500 to local community groups and everything in between.

- Businesses ranging from sole proprietorships to Fortune 500 companies including Boards, C-Suites and CEOs
- Community-based organizations: town councils and community leaders, public school administrators and students, boards of education, local clubs, churches, social groups
- Colleges and university students and faculty
- Chambers of Commerce and Better Business Bureau members
- Industry associations, professional associations and not-for-profits

Why are these workshops important?

It's very simple. Numerous studies have shown that:

- High-trust organizations consistently outperform their peers and maintain better stakeholder relationships
- Trust is the foundation of high performing teams
- Trust reduces employee turnover and increases engagement
- Trust increases productivity and innovation
- High trust leads to long-term organizational success.

Workshops

AIM Towards Trust Level I

Do you want to start a trust discussion with your team or in your workplace, but don't know where to begin? This do-it-yourself time tested solution has been effectively used in dozens of organizations in both the for and not-for-profit sectors.

AIM Towards Trust Level II

A one-hour interactive webinar that quickly identifies team trust strengths and weaknesses and offers solutions. This program works best for professionals who acknowledge trust as a valuable asset and want to elevate it.

AIM Towards Trust Level III

A full-day onsite facilitated program using Trust Across America's proprietary tools. Establish a baseline measurement within your team or organization, identify weaknesses and learn how to fix them. This program works in any team or organization of any size in any industry.

For more information, please contact: Barbara Brooks Kimmel, CEO, Trust Across America at Barbara@trustacrossamerica.com.

What does trust mean to me?

By Tom Patterson, Chief Trust Officer Unisys

Trust is the foundation of our future, and the goal to be reached for by all. In commerce, trust is the new oil, as it is the lifeblood of today's hyper-connected digital world. Trust is earned over time and not bought in a flash, difficult to obtain yet simple to lose forever.

As one of the world's first Chief Trust Officers, I try to learn every day what trust means to our clients, partners, employees, and the communities we live and work in. I learn this by listening openly and honestly, by bringing forward empathetic solutions to real issues, and acting as directly and transparently as each situation permits. From my working with world governments to global business and communications, making myself as trustworthy as possible and knowing who and how to trust is the key to success in today's world.



Newcomers

Yvette Bethel: A Fulbright Scholar and CEO of Organizational Soul. As the originator of the Pillar of Trust program, Yvette believes in building conscious organizations based on trust. She has more than 20 years of Fortune 500 experience and over 13 years experience as a consultant and facilitator of trust and cultural transformation.

Craig Carroll: Craig Carroll, Ph.D. is a speaker, writer, facilitator and scholar. He is the Executive Director of the Observatory on Corporate Reputation, a research think tank devoted to value creation at the business-society level. He is Lecturer of Management in the Department of Strategy and Environment at Rice University's Jones Graduate School of Business. He is also the co-editor of a special-themed symposium in *Journal of Business Ethics*, linking trust to corporate accountability through multiple pathways when corporate reputation fails.

Sean Flaherty: The EVP of Innovation at ITX Corporation, Sean is pioneering the way that teams earn and maintain trust as a foundational component to everything his teams and clients build together. Sean runs Innovation Workshops for his clients and regularly speaks to CEO groups on The Momentum Framework: A paradigm-shifting model that connects intangible business fundamentals like customer trust and loyalty to business profitability and team alignment.

JC Glick LTC (Ret): A consultant with a strong background in leadership development, executive personnel assessment and selection, strategy, coaching, counseling and developing innovative solutions to complex problems. JC recently wrote and published *A Light in the Darkness: Leadership Development for the Unknown*, which has been implemented by major corporations including the NFL and Microsoft and endorsed by leaders in the field of education, business and the military.

Steven Grubb: As a Director at Compliance for Business, Steven is a recognized leader in compliance, risk and governance, successfully developing, implementing and overseeing global compliance programs in multi-national corporations. He is a UK qualified solicitor who has also held senior leadership roles in Legal and Human Resources. This has provided him with a wealth of experience, having led major projects in Russia, Eastern Europe, Africa and South East Asia.

Clive Howard: A senior employment lawyer with Slater and Gordon Lawyers in London. He has handled very high-profile cases include acting for senior whistleblowers in the financial and public sector, discrimination cases include acting for senior female executives and partners who have faced ongoing hostility as they seek to advance their careers after maternity leave periods.

Peter Massey-cook: Currently the Head of Core Compliance at the London Stock Exchange. Peter is a leader in ethics, corporate governance, and compliance with particular expertise in how values-based compliance and environmental and social governance build successful and sustainable organizations.

Dan Oestreich: Principal at Oestreich Associates, Dan is a leadership and culture change consultant with over 25 years experience working with businesses, public sector and non-profit enterprises, embracing all facets of trust-based individual leadership growth, team development, organizational change and culture alignment.

Ben Page: Chief Executive of Ipsos MORI. A frequent writer and speaker on trends, leadership and performance management, Ben has directed hundreds of surveys examining consumer trends and citizen behaviour including the recent Ipsos Thinks-Trust: The Truth.

Ken Sher: The President of Sher Coaching, Ken is an Executive Coach and Career Consultant who uses his 25 years of Fortune 50 experience to bring leadership development to small to mid-size companies. Ken has identified TRUST as the foundation of every great relationship and when his TRUST Leadership Model is applied to business, the results can be transformational.

Mary Shirley: Senior Director, Ethics and Compliance at Fresenius Medical Care in Boston, Mary has held global ethics and compliance roles in Singapore, Hong Kong and Dubai. Mary also spent time working as an investigator for regulators in New Zealand in the areas of data privacy and antitrust. She co-hosts the Great

Women in Compliance podcast, the Boston Compliance Professionals Networking Meet Ups and regularly contributes to thought leadership in the field.

Stan Silverman: As a speaker, advisor and weekly nationally syndicated columnist in the Philadelphia Business Journal, Stan shares his insight and helps businesses and organizations achieve success. Spending decades as a CEO and board member of global corporations has given him a unique perspective on leadership in the c-suite and expertise on how to set the right tone, establish the right culture and achieve results.

Karin Volo: CEO of Evoloshen, Karen is an expert in engagement, personal and organizational development, and is an international best selling author of two books, *Engage!* and *1,352 Days*. With over 20 years experience working with Fortune 500 companies globally, she has insights on business building, cultural transformation, building trust, purpose, and high performance. Her purpose is bringing joy to the workplace.

Gerry Zack: a compliance and antifraud expert and author, with more than 30 years-experience in the prevention, detection and investigation of fraud, noncompliance, and corruption. Gerry is the CEO of SCCE & HCCA. Prior to joining these organizations, he served as a Managing Director in the Global Forensics practice at BDO.

The Past, Present and Future State of Trust: Insights from our Lifetime Honorees

The headlines are correct: trust in our leaders and organizations is under assault. And it's not just divisive language and channeled information sources contributing to the onslaught. Trust is also undermined by purported "quick fix" solutions that do little to change culture, norms and behaviors. I feel privileged to be among those who developed the Trust Alliance Principles (TAP). TAP defines specific and concrete characteristics of a culture of trust. While there are no easy fixes, any organization that sincerely and seriously wants to build a resilient and sustainable future can use TAP to build trust as the foundation. **Bart Alexander**

Trust is the lingua franca of our modern world. With the proliferation of mistrust throughout our culture, it is imperative that leaders create and reinforce a culture where trust is paramount. Trust demands honesty, integrity and transparency. Leaders who live those attributes earn the trust of the others, and therefore build a foundation upon which to serve and to lead. **John Baldoni**

The past decade has brought us steady and welcomed recovery from the 2008 financial crisis; many more social media platforms on which to share perspectives; a breakdown in trust at some companies (see: Wells Fargo et al); a re-positioning of the "purpose statement" of the influential CEO club, The Business Roundtable; a call for re-defining societal purpose of the corporation from the largest asset manager in the world (BlackRock, CEO Larry Fink) to other CEOs; and, the good work of Trust Across America.

If we had a balance sheet presented, TAA (celebrating its 10th anniversary in 2020) would certainly tip the assets side with its extraordinary reach and influence in trust matters (and trust does matter in this 21st Century, to help us all make progress in our business and personal lives!). Here's to the next 10 years and the success of TAA in communicating the importance of trust in all matters, large and small! **Hank Boerner**

Trust is the foundation upon which all human relationships are built. It enables friendship, commerce, even the ability to co-exist peacefully. Without it, the simplest transactions or exchanges are slower and more costly, if not impossible. With it, human beings are able to co-create amazing things. For institutions, trust is a prerequisite for permission to operate and the loyalty and support of customers and allies. It's attainable only by those that are worthy of trust, earned by consistent actions guided by an admirable purpose and ethical values. One of those values must be respect for others, shown by a willingness to listen and to change when persuaded by compelling evidence. **Roger Bolton**

When trust is present, everything works seamlessly. We might be forgiven for hardly even noticing the value of trust, as it stays in the background like an efficient back-office or insulation layer in a building. But it's there and it's doing the job – supporting relationships between people, organizations, families and communities and all that they accomplish. It's when trust breaks down that we see damaging effects in the form of conflict, missed opportunities, poor reputation and poor connections between people. Paradoxically, in order for trust to stay in the background, it must be brought to the foreground. Trust must be proactively cultivated and nurtured – sometimes it's intuitive, but when it is not, it must be the result of deliberate trust-building actions. **Elaine Cohen**

I'm optimistic about the future state of trust in our world. My hopefulness comes from the knowledge that trust is incredibly resilient. It's one of the strongest forces on earth and it binds us together in community. We literally have no choice but to trust each other if we want to preserve and expand personal, organizational, economic, and national relationships. Trust is the currency of the realm, and despite taking a beating over the last several decades from unscrupulous leaders, it will continue to function as the unifying force that draws us together. **Randy Conley**

More Insights from our Lifetime Honorees

To achieve enduring leadership success in the 21st century, building trust is imperative and urgent. While trust is powerful and essential -- earning it does not have to be complicated. Distilled to its essence, trust is about reciprocity and good will. There is a simple "trust truth" I repeat ad nauseum because it is so important for leaders to understand:

It is unrealistic to expect extraordinary effort and performance without creating an environment where people feel extraordinarily valued. Period. Internalize and behave in alignment with that message and you're well on your way to cultivating trust and delivering high performance. **Doug Conant**

Technology and a digital-first world have presented a trust paradox.

Data breaches and leaked information have made us lose faith in certain technology companies and big data; but at the same time, we're giving up more personal information than we ever have and want the convenience that an app or a smartphone provides.

I think we've got a ways to go before we determine what "trust" means as it relates to technology and our ever-changing digital landscape. **David Reiling**

Trust in business sits at a paltry 56%, meaning that nearly 1 in 2 citizens don't trust businesses to do the right thing, to have a zero tolerance for fraud, or to adequately invest in "trust". International Fraud Week is here, but frauds continue with billions of dollars lost and personal and organizational reputations forever damaged. Trust starts at the top and needs to be viewed as a sustainable competitive advantage. As leaders, we are being "watched" all of the time and we must have the courage to do the right thing for people and society, even though it may not be the best thing for business. **Jeffrey Thompson**

In the future trust will routinely be weighed as an important factor in decisions about what to buy, how to invest, who to vote for, who to partner with, who to work for and who to hire. The world is waking up to the power of high trust relationships and trustworthy behavior. **Linda Fisher Thornton**

Decades ago, trust was high. We trusted our government, businesses, religious organizations, sports heroes, and neighbors. Then we learned we had been deceived. Trust was broken in an age of instant-outrage as we got some looks behind the wizards' curtains. We became cynical, distrusted, and withdrew into skepticism. Fortunately, a few pioneering organizations and perceptive leaders began to speak about trust as the missing keystone. Without trust, relationships break down; without relationships, virtually everything breaks down. TAA-TAW is one of those far-sighted trumpeters for trust. I am proud to be a part of their ever-growing network. **Bob Vanourek**

There are plenty of signs of the degradation in trust in the U.S.A. over the past decade, and yet I have optimism that things have bottomed out and are heading up. Reason: I have seen numerous organizations where leaders understand the value of trust and are making remarkable progress achieving it. I believe low trust groups will atrophy and the high trust groups will continue to thrive. There will always be pockets where leaders don't understand that their behaviors are what is holding trust back, but I think in a growing number of cases, the worst is behind us. **Bob Whipple**

TRUST ALLIANCE

Become a member of the largest global collaborative community focused exclusively on elevating organizational trust.

THE MISSION

To help enhance trust in organizations.

MEMBERSHIP BENEFITS

\$299.00 annually

For practitioners and organizations interested in enhancing their understanding and practice of organizational trust, our membership entitles you to receive:

- Our membership logo
- Our award-winning 3-book **TRUST Inc. series**
- One complimentary **AIM Toward Trust survey and report**
- A guest interview on our popular **blog** and website feature **Trust Insights**
- A free one-year magazine subscription to **TRUST!**
- Opportunities to meet other members and participate in the development of new programs, projects and products
- Regular communications on new advances in organizational trust via our monthly newsletter
- Listing in Trust Across America's online **Blog Roll** and **Reading Room** if appropriate
- Opportunity to Join our **Trust Council**

Read what our members are saying about the Alliance. [[Read More](#)]

WHO SHOULD BECOME A MEMBER

Similar to the subject of organizational trust, our membership crosses all silos within organizations of all sizes including boards members, CEOs, C-suite members, training, human resources, corporate responsibility officers and sustainability professionals, investor relations, accounting, finance, compliance & ethics, risk, legal, customer service, communications and reputation.

Our current membership is comprised of business owners and leaders from startups to global 500 organizations, academic institutions, members of the media and consultants from the functional areas listed above.

JOIN TODAY

AIM TOWARDS TRUST

ACKNOWLEDGE

IDENTIFY

MEND

SURVEY TOOLS

Testimonials

The recipients found great value in the survey and were NOT surprised. It gave them something to discuss and build upon. It's also an affirmation of positive things they are doing.

I just facilitated 2 very successful workshops on Teamwork & Trust using the Trust Across America survey. The survey provided excellent, timely information to the organization.

➔ Test Drive AIM

➔ Learn More

Contact us to find out how your organization can use our simple survey tools to elevate trust, or visit our website.

Lifetime Achievement Awards (2015-2019)

(* before name denotes support of our 10th anniversary honors)

Patricia Aburdene (2015): Speaker, author and advocate of corporate transformation. Having won recognition as co-author of *Megatrends*, Patricia inspires audiences with a blueprint of how values and consciousness will transform business.

***Bart Alexander** (2019): Alexander & Associates works with senior leaders, teams and organizations to integrate corporate responsibility into their purpose and strategy to create a trustworthy culture.

***John Baldoni** (2018): President of Baldoni Consulting whose mission is to help individuals and their organizations achieve positive results by influencing without authority, applying power appropriately and leading with grace and conviction.

***Donna Boehme** (2018) Principal of Compliance Strategists, LLC. Donna has advised a wide spectrum of private, public, governmental, academic and non-profits on the most cutting edge organizational compliance and ethics practices.

***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 developing responsible businesses.

***Doug Conant** (2018): The former CEO of Campbell Soup, Doug founded Conant

Leadership, a community of leaders and learners who are advancing 21st century leadership. He created the Leadership Flywheel, with trust as the goal.

***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 keynote 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*.

***Robert Easton** (2018): well known for his contributions to building trust and trust based relationships in business, Bob is Chairman and Senior Managing Director of Accenture Australia and New Zealand.

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 philanthropy.

Richard Fagerlin (2019) Peak Solutions: Assists companies in investing in their greatest asset, their people by building high trust teams.

Mark Fernandes (2018): CEO 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, sustainability and social good.

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

Robert Galford (2015): 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 expert on ethical decision making. 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.

Ellen Hunt (2019) As a Senior VP at AARP, Ellen designs, implements and operates compliance, ethics and governance programs.

Michael Josephson (2019): At the Josephson Institute, Michael is a champion of character education for youth and ethical conduct in business, government, policing, journalism, sports, healthcare and law.

***Barbara Brooks Kimmel** (2016) : Founder Trust Across America-Trust Around the World whose mission is to help organizations elevate trust, and publisher of the award-winning *Trust Inc.* book series.

Jim Kouzes (2015): The Dean's Executive Professor of Leadership, Santa Clara University, and 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 Pownoodle a company that helps people collaborate in a way that fundamentally drives business results via trust and integrity.

Holly Latty Mann (2018): President of The Leadership Trust® whose mission is to develop cohesive, trust-based management teams at the individual, team, and organizational levels.

Linda Locke (2015): A Senior Vice President at Standing Partnership, Linda consults with organizations on how to improve their reputations and mitigate risk.

Edward Marshall (2015): A consultant who works with senior leadership to transform their cultures and organizations to achieve results through trust and collaboration. Edward has been President of The Marshall Group, Inc. for over 25 years.

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.

***David Reiling** (2018): Social entrepreneur and values-based community banker, David is CEO the family-owned Sunrise Banks. His story of trustworthy leadership was told in TRUST! Magazine Fall 2014 issue.

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 a video Howard describes the future of corporations and their trust imperative.

Deb Mills Scofield (2019) At Mills Scofield, Deb has made trust & integrity core to her career asking her consulting clients to match 10% of her fee to improve others lives and working with them to exemplify trust with each other and their employees to create a collaborative culture that succeeds.

Jeffrey Seglin (2015): Lecturer of public policy and director of the communications program at Harvard Kennedy School. Wrote "The Right Thing," a weekly column on general ethics that was syndicated by Tribune Media Services.

Frank Sonnenberg (2015): An award-winning author 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. (Deceased)

***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*.



AIM Towards Trust

Frequently Asked Questions

What is AIM Towards Trust?

AIM Towards Trust is an anonymous, simple, quick and robust assessment for leaders, teams and/or organizations to:

- Elevate employee engagement and retention
- Reduce workplace stress
- Enhance decision making
- Encourage innovation
- Promote accountability, transparency and communication
- Reduce costs and increase profitability

The survey (takes under 2 minutes) allowing organizations to begin a trust discussion by assessing internal trust weaknesses and strengths. AIM is based on Trust Across America-Trust Around the World's (TAA-TAW) twelve principles called TAP which were created by a global team of trust scholars and practitioners over the course of a full year, and published in the spring of 2018. TAP has been accessed over 65,000 times in sixteen languages.

Who is using AIM Towards Trust?

AIM has been used in teams and organizations ranging from groups of five to several thousand employees, and across many organizational functions and industries. It can also be used as a data collection opportunity for associations and other member organizations, and as a polling tool in advance of conferences or workshops.

How is AIM Towards Trust Administered?

TAA-TAW issues the client a custom link created in Survey Monkey to be shared with survey participants, and a 5-day window for completion. When the survey closes, a custom report identifying strengths and weaknesses is issued to the client.

Is Facilitation Recommended?

The survey can be run either as a Do-it-Yourself or with the assistance of an experienced AIM facilitator.

Want more information? Contact us.

The Stephen M.R. Covey Leadership Honors: Corporate CEOs

In celebration of our 10th Top Thought Leaders anniversary, and the outstanding trust work done by Stephen M.R. Covey and his team, this year and in Stephen's name, we are honoring the following CEOs. This diverse group of business leaders have gone beyond "talking trust" to sharing their strategy for building it.

The list is presented alphabetically:

Aron Ain, CEO Kronos: Aron [builds trust](#) by focusing on "us" not "me."

Dr. Richard Baron, CEO of the American Board of Internal Medicine and the ABIM Foundation: Dr. Baron [offers insights](#) on building trust with patients.

Marc Benioff, co-CEO Salesforce: Marc [considers trust](#) a company's highest value and explains why.

Anil Dash, CEO Glitch: Anil [discusses](#) the role personal accountability plays in building trust.

Hussein Fazal, CEO Snaptravel: Hussien [finds common ground](#), shares responsibility and prioritizes transparency to build trust.

James Filsinger, CEO Yapta: James [stresses](#) maintaining culture and rowing in the same direction.

Fisk Johnson, CEO SC Johnson: Fisk is [transparently sharing the ingredients](#) in his products so consumers know what they are buying.

Beth Mooney, CEO KeyCorp: Beth is [a strong advocate](#) for transparency, truth telling and a mission mindset.

Brian Niccol, CEO Chipotle: Brian [talks about](#) the new food safety culture at Chipotle to address customer trust.

Rami Rahim, CEO Juniper Networks: Rami [discusses building trust](#) as one of the 3 "Juniper Way" pillars.



Prepared in collaboration with the Trust Alliance, the world's largest group of trust scholars and practitioners, the Trust Alliance Principles (TAP) can be applied and practiced in any organization of any size. By adopting TAP, trust is built one person, team, project and organization at a time.

Trust We are honest and humble — we put the truth ahead of personal or professional gain.

Accountability We hold one another accountable — we each take responsibility without regard to level or role.

Purpose We engage our stakeholders to build shared purpose — we avoid short term “wins” that undermine future success.

Integrity We do what we say — our everyday actions and talk are consistent.

Notice We seek out and listen to diverse perspectives — every voice can matter.

Talent We reward moral character — we hire and promote in alignment with our purpose and values.

Openness We are open and ready to learn — we can be vulnerable and not have all the answers.

Transparency We reject hidden agendas — we are transparent wherever and whenever possible.

Respect We respect each other — we encourage questioning and create a “zero fear “ environment where innovation can thrive.

Understanding We celebrate our successes — we acknowledge and examine our failures with empathy, and learn from both.

Safety We call out unethical behavior or corrupt practices — we make it safe to be honest with no fear of reprisal.

Tracking We define and scorecard our performance against our value and values — we measure both.

TAP is a program of [Trust Across America-Trust Around the World](#) and it's global [Trust Alliance](#). For more information contact Barbara Brooks Kimmel, CEO Barbara@trustacrossamerica.com

FREE RESOURCES

[Trust Across America Blog](#)

[TRUST! Magazine](#): a digital magazine, dedicated to helping leaders and organizations place trust on their strategic agenda.

[Case Studies](#): Our Trustlets are a growing library of real-life cases available as free downloads and for use in both academia and business.

[Trust Bibliography](#): Updated annually and curated by Robert Easton, a partner at Accenture, it is probably the most extensive online research tool available.

Join our [Constant Contact mailing list](#) for updates on our progress.

RESOURCES FOR PURCHASE

[Trust Alliance](#): A growing group of vetted global professionals working to elevate trust and share resources, now in its 7th year.

[Workshops](#): From Do-it-Yourself to a full day facilitated program to start the trust discussion and elevate trust in teams and organizations.

[Trust in a Box](#): A "do it yourself" solution for professionals and organizations interested in elevating trust, ethics and integrity.

[Data Licensing](#): Our proprietary FACTS(R) Framework is the longest ongoing research study of the trustworthiness of America's 2000 largest US public companies, now in its 10th year. Our data is available for licensing on a case-by-case basis.

[Books](#): A Reading Room dedicated to organizational trust.

Top Thought Leaders Program: Nominations are now open for the 11th annual [Top Thought Leaders in Trust](#).

