



# TRUST!

THE MAGAZINE OF TRUST ACROSS AMERICA-TRUST AROUND THE WORLD

Spring 2023



**THE GLOBAL  
WHO'S WHO IN  
TRUST, ETHICS &  
LEADERSHIP**



## WELCOME

### TO OUR INAGURAL

### GLOBAL WHO'S WHO ISSUE

Trust is a key driver of long-term success.

This issue of TRUST! Magazine salutes those whose global work aids in building trust, ethics and leadership, as well as organizations that lead with trust.

The reader will also find some printable infographics that might be useful.

We hope to continue to educate our audience about the importance of trust and plan to publish our Who's Who on a semi annual basis.

Barbara Brooks Kimmel, Executive Editor

TRUST! Magazine

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>

Editorial and advertising correspondence to:

Barbara Brooks Kimmel

[Barbara@trustacrossamerica.com](mailto:Barbara@trustacrossamerica.com)

## WHAT DO WE MEAN BY TRUST?

### Trust is built through:

#### TACTICAL VISION:

An understanding that building trust into organizational DNA will lead to long-term profitability and sustainability.

#### 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.



“

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.”- **STEPHEN R. COVEY**

“Trust starts with trustworthy leadership. It must be built into the corporate culture.” -**BARBARA BROOKS KIMMEL**

“The ability to establish, grow, extend, and restore trust is *the* key professional and personal competency of our time.” -**STEPHEN M.R. COVEY**

“Don't be afraid to show your vulnerability. Be transparent with your team, even when the truth may be unpopular or inconvenient.”- **BILL GEORGE**

“He who does not trust enough, will not be trusted.”-  
**LAO TZU**

“Trust is the lubrication that makes it possible for organizations to work.”- **WARREN BENNIS**

“Success is more permanent when you achieve it without destroying your principles.”- **WALTER CRONKITE**

“Be prepared and be honest.”- **JOHN WOODEN**

“Earn trust, earn trust, earn trust. Then you can worry about the rest.”- **SETH GODIN**

“When you're surrounded by people who share a passionate commitment around a common purpose, anything is possible.”-  
**HOWARD SCHULTZ**



## 10 GREAT QUOTES ABOUT TRUST & LEADERSHIP



# IS YOUR TEAM SPEAKING THE RIGHT LANGUAGE?

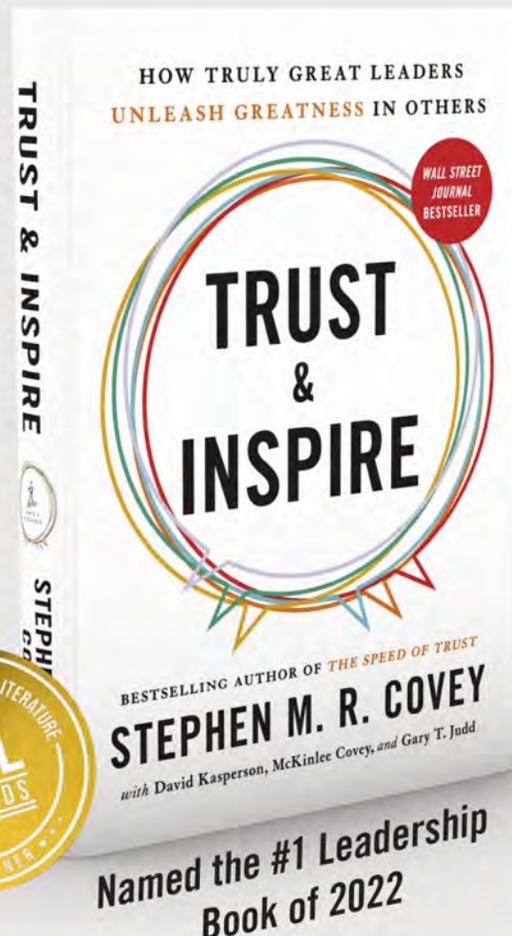


Contact: [barbara@trustacrossamerica.com](mailto:barbara@trustacrossamerica.com)

# The Future of Leadership.

“...the defining book for leadership in the 21<sup>st</sup> century.”

—WILLIAM H. McRAVEN, Four-Star Admiral & Commander of US Special Operations (Ret.), #1 *New York Times* bestselling author of *Make Your Bed*



Named the #1 Leadership Book of 2022

“The need to move to a new style of leadership, one relevant for the new world of work, has never been more important.”

—SATYA NADELLA, Chairman & CEO, Microsoft

“*Trust & Inspire* is a powerful approach to people and leadership found precisely at the intersection of performance and purpose.”

—INDRA NOOYI, former Chairman & CEO, PepsiCo

“This book is brimming with ideas on how to bring out the best in people.”

—ADAM GRANT, #1 *New York Times* bestselling author of *Think Again*

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**Barton Alexander**  
Principal  
bart@alexanderassoc.com

- Focused on the nexus of climate change, next-gen and leadership
- Advisor to boards and leadership teams working to embed sustainability into strategy and culture
- Consultant on achieving sustainable change using adaptive leadership principles and practices
- Partner in creating multi-sector partnerships & stakeholder outreach
- Named 2017 Corporate Responsibility Superstar by CR Magazine

- Certified executive coach & consultant on change leadership & learning
- Partner in organizing & implementing incremental & transformative change
- Expert in providing effective counsel to technical specialists leading challenging projects, teams & departments
- Experienced in corporate, government, education & non-profit organizations



**Joan H. Alexander**  
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# TRUST BUILDING

## FROM THE INSIDE-OUT.

We offer trust services, courses, a validated trust assessment, and coaching tools in three domains: **Organizations, Academia, and Families**

### ORGANIZATIONS

Cultural consulting based on our thought leadership in trust and organizational ecosystems. The IFB Academy provides multiple trust certifications and courses.

### ACADEMIA

We train educators to build trust in the classroom.

### FAMILIES

We offer a coaching programme designed to strengthen family cohesion and trust.



ORGSOUL INTERNATIONAL

Yvette Bethel is the CEO at Organizational Soul, a thought leader in trust and organizational ecosystems, a cultural consultant, speaker, and award winning author.

Stay connected with us:  
[www.orgsoul.com](http://www.orgsoul.com) 

The IFB Academy:  
<https://organizational soul.learnworlds.com>

# Is your strategy beating market indices?



View the index [here](#).

Index One helped build the **TRUST 200 ESG index** that tracks the performance of the top 200 US equities according to the FACTS methodology, screened for Oil & Gas companies.

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**DAVID GROSSMAN**

ABC, APR, FELLOW PRSA  
FOUNDER & CEO, THE GROSSMAN GROUP



A leading consultant, speaker, author and sought-after advisor to Fortune 500 leaders, David helps organizations unleash the power of communication to engage employees and help leaders lead with heart to drive performance.

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RESOURCES**



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GROUP**



[www.theintegritycoordinator.com](http://www.theintegritycoordinator.com)

## THE INTEGRITY coordinator

*We help you unleash the power  
of a good speak-up culture*

As a result of the EU Directive on the protection of whistleblowers, companies have to set up local whistleblowing channels in Europe

**Want to know more?**

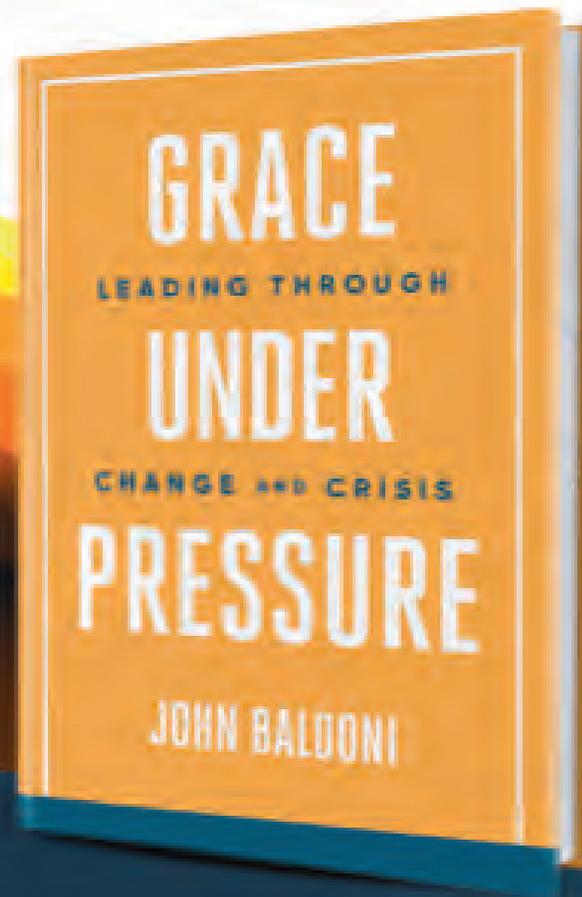
**Contact The Integrity Coordinator**



[geert.vermeulen@theintegritycoordinator.com](mailto:geert.vermeulen@theintegritycoordinator.com)



# A TIMELY AND MUCH-NEEDED NEW BOOK FROM JOHN BALDONI



*Grace Under Pressure* describes what it takes to remain calm and in control in moments of urgency. When "fight or flight" seems like our only option, good leaders do neither. Instead, they stay put and lead with grace and compassion, knowing that their own futures and livelihoods are bound up with those they lead.

## HOW DO LEADERS "KEEP IT REAL" WHEN THE HEAT IS ON? THEY...

- Take care of their people, putting the needs of others first to ensure that the organization survives.
- Take care of themselves, staying composed and rested so that they can lead "sustainably."
- Prepare for the future, taking the difficult steps today that will pave the way for a better tomorrow.

Grace under pressure means doing these three things while projecting courage, self-control, and compassion.

“John Baldoni has done the world a favor by introducing the language of grace into our conversation about leadership.”

—Sally Helgesen, best-selling author, *How Women Rise*, *Being Together*, *The Art of Inclusion*

“This book is for executives looking to steady themselves and their teams for change and crisis.”

—Marshall Goldsmith, *The World's #1 Leadership* instructor, executive coach, and New York Times best-selling author of *The Game Life*, *Diggers*, and *When Good Leaders Don't Get the Promote*

“*Grace Under Pressure* will help you brace for the unexpected and hold it together when everything is coming apart at the seams.”

—Liz Wiseman, *New York Times* bestselling author of *Multitaskers and Single-Taskers*

For more information on the book, visit [JohnBaldoni.com/books](http://JohnBaldoni.com/books) where you will find a downloadable sample chapter and special offers on bulk purchases.

# TRUST CHECKLIST FOR LEADERS & MANAGERS

How many of these trust principles have you adopted,  
and would your EMPLOYEES agree?

- T**ruth: We are honest and humble – we put the truth ahead of personal or professional gain.
- A**ccountability: We hold one another accountable – we each take responsibility without regard to level or role.
- P**urpose: We engage our stakeholders to build shared purpose – we avoid short term “wins” that undermine future success.
- I**ntegrity: We do what we say – our everyday actions and talk are consistent.
- N**otice: We seek out and listen to diverse perspectives – every voice can matter.
- T**alent: We reward moral character – we hire and promote in alignment with our purpose and values.
- O**penness: We are open and ready to learn – we can be vulnerable and not have all the answers.
- T**ransparency: We reject hidden agendas – we are transparent wherever and whenever possible.
- R**espect: We respect each other – we encourage questioning and create a “zero fear “ environment where innovation can thrive.
- U**nderstanding: We celebrate our successes – we acknowledge and examine our failures with empathy, and learn from both.
- S**afety: We call out unethical behavior or corrupt practices – we make it safe to be honest with no fear of reprisal.
- T**racking: We define and scorecard our performance against our value and values – we measure both.

**Should you be elevating trust now or waiting for the expensive crisis?**

**Next steps...**

[Join](#) our global Trust Alliance

[Tap into Trust](#) and join almost 150,000 global professionals who have

[Use](#) our AIM assessment tools to start a trust discussion

[Host](#) a virtual trust building workshop

Drop a note to [Barbara@trustacrossamerica.com](mailto:Barbara@trustacrossamerica.com)



# Build Trust in your Business to Business Relationships



## Dr Mark Hollyoake B2B Trust Specialist

Mark is a co-founder and Director of Customer Attuned Ltd, an expert in B2B Trust, Customer Experience and Customer Management. This includes CM strategy development, execution of improvement plans, including organisational modelling for B2B customer management.

Mark holds a doctorate gained from the University of Southampton in the UK. His research focuses on Trust as a dynamic within all aspects of B2B customer relationships. He is an associate lecturer at the University of the West of England, a Fellow of the Chartered Institute of Marketing and Fellow of the Institute of Sales Professionals.

The application of his thought leadership has led to organisations making significant improvements to their relationship management practices. The purpose of this work has been to move organisations up the "S Curve of Trust", delivering increased innovation and mutual value creation whilst reducing the cost to serve.

Dr Mark's work on B2B Trust is ground-breaking. Please contact us if you would like to get ahead of the game in applying his principles in your organisation in a practical and pragmatic way.

### B2B Trust

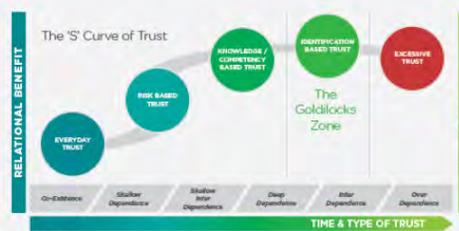
Trust is dynamic and it can change, it operates as an 'S' curve over time. The diagram illustrates this, and how mutual value increases in each phase.

To pro-actively develop Trust in a B2B context, firstly: you need to be clear what it is. This definition of B2B trust provides that clarity.

*"The willingness to be vulnerable to another party and the decision to engage in actions based upon an interpretation of their ability, credibility and the expectations of mutual value exchange over time."*  
Hollyoake, M. (2020)

Trust is often included in vision statements and corporate objectives, but not in a way that is clearly defined or measured. Words and statements, however, don't drive behaviour – they need substance in your corporate purpose, mission & vision, strategic objectives, and culture.

The sad reality is that trust is all-to-often compromised or even destroyed in the chase for quarterly sales figures and market share. Recent research by Dr Mark Hollyoake, reveals that trust is the key to transforming commoditised, cost-obsessed customer accounts into mutually profitable long-term business relationships.





# Navigating the way to sustainability.

G&A is proud to announce **Hank Boerner, Chairman & CEO**, and **Louis D. Coppola, Co-Founder & EVP**, as winners of the **Lifetime Achievement award presented by TRUST Across America** for their efforts in progressing sustainability practices across America.

Governance & Accountability Institute, Inc. is a consulting, strategy advisor, communications and research services firm focused on the key issues of corporate sustainability and responsibility. We are experts in corporate ESG performance – environmental performance, management of social issues and effective corporate governance. We serve the leaders and boards of organizations in the corporate sector and in the investment community.

Interested in learning more?  
Visit our website to start your journey:

**[ga-institute.com](https://ga-institute.com)**

# NADINE HACK

*AUTHOR. SPEAKER. COACH*

Nadine, popularly known as a master bridge builder, is a consultant who provides executive coaching to top-tier executives on how to better connect and collaborate.

She also advises companies, heads of state, and global organizations on clarifying and achieving their goals.



*We are all unique  
yet interconnected.*

---

## **Nadine Hack proudly supports the work of TRUST ACROSS AMERICA | TRUST AROUND THE WORLD**

Nadine is deeply honored to have received its Trust Award enough times to have been given Lifetime Achievement status as a Trust Thought Leader.

Known internationally for her pioneering “engagement leadership” work using her proprietary framework, Strategic Relational Engagement.

Now writing a book, *The Power of Connectedness*, with a foreword by Nobel Peace Laureate, the late Archbishop Desmond Tutu.

CEO of beCause Global Consulting, she helps individuals and organizations connect to their core purpose, across silos, and with spectrum of stakeholders.

**New website coming soon with launch of her book**

Email [admin@because.net](mailto:admin@because.net) to be alerted when pre-order available



**NADINE B. HACK**  
[www.because.net](http://www.because.net)

# Bring **TRUST** to **LIFE**

We can't physically see or touch trust, but we know when it exists and when it doesn't - sometimes viscerally.

At Big Change, we help organizations **operationalize trust** into behaviors that can be learned, observed, and measured, allowing teams to be held accountable.

## Sound familiar?

- Confrontations
- Guarded communication
- Mistakes remembered
- Real issues not surfaced
- Evidence gathering
- Doubt about others
- Hidden agendas
- Regular misunderstandings
- Micromanagement
- Punishing systems
- Political camps
- Redundancy
- Slow approvals
- Defensiveness

## Wouldn't you rather?

- Collaboration and partnering
- Effective communication
- Transparent relationships
- A culture of feedback and care
- Alignment to shared goals
- Innovation
- Engagement
- Confidence



Being human is messy. Let's get real.

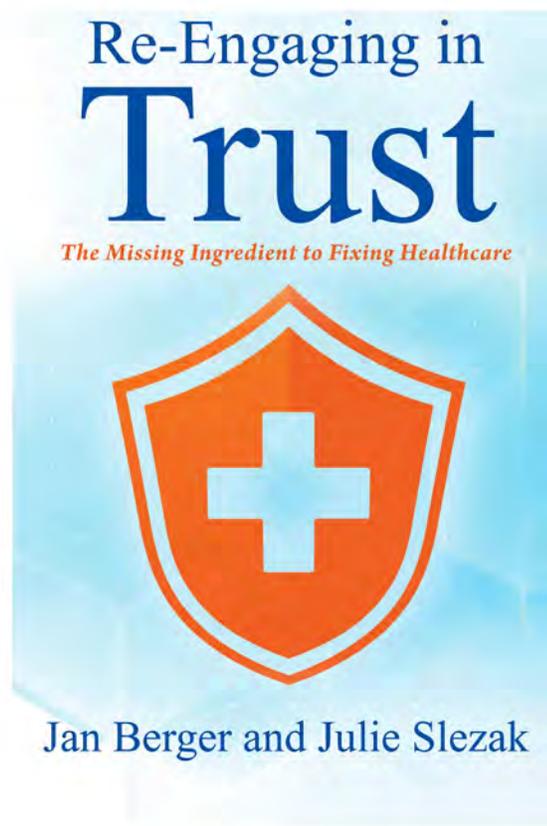
**Trust is not a theory.** It is the result of competency building based on **real behaviors** that can be learned, observed, and measured. We teach a framework that creates shared understanding and common language of how to create, maintain, and rebuild trust. We dig into real life experiences to unearth what sabotages trust and what we all can do to build stronger trust and more accountability in our teams.

[bigchangeinc.com](http://bigchangeinc.com)



# Trust Matters

Whether in the exam room or the board room



Jan Berger  
CEO, Author, Keynote Speaker, Board Member

# WHAT IS YOUR LEADERSHIP STYLE?

## STRATEGIST

You naturally see and consider the big picture before you take action or guide others in taking action.

## ORCHESTRATOR

You have both a deep understanding of and a knack for coordinating the many moving parts of your team or organization to get results.

## TEAM CHAMPION

You are more of a quiet leader. You are a great listener and a keen observer who is quick to identify what is needed and actively finds ways to fill that need.

## CONNECTOR

You have a distinct ability to see the interconnections between people, ideas, and processes.

## TRAILBLAZER

You are typically the person out in front blazing new pathways forward. You see possibility when others see roadblocks.

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SUSAN E. MAZZA  
*CEO/Founder, Random Acts of Leadership*  
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[Susan@SusanMazza.com](mailto:Susan@SusanMazza.com)

# SPECIALIZING IN ETHICS AND COMPLIANCE

We are not consultants that moonlight in the compliance space. Compliance is what we do. We are experts.

## THE SPARK DIFFERENCE

Our team will provide excellent value, efficient service, and the very best advice possible.

- **Expertise**
- **Perspective**
- **Pragmatic**
- **Cost-Effective**
- **Experience**

## THE SPARK EXPERIENCE

Spark has helped its numerous multi-national clients create, enhance, and improve their risk-based Ethics & Compliance Programs.

Spark has drafted compliance program charters, compliance program committee charters, board reporting, as well as conducted compliance program assessments for many years.

This includes clients who are in the early stages of Ethics and Compliance Program creation to clients with best-in-class programs that have been recognized by Ethisphere as among the World's Most Ethical Companies.

Spark's clients are in many industries, such as technology, publishing, consumer-facing goods, manufacturing, pharmaceutical, logistics, medical devices, and travel.

## OUR CONSULTANTS



Kristy Grant-Hart



Ellen M. Hunt



Nicole Di Schino



Danielle Moubarak



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Member FDIC. Sources: B Lab 2018, Community Impact Awards, MN Business Magazine 2014.

## Become the Trusted Advisor You Know You Can Be!



### SELL MORE

People vastly prefer to get what they need from people they trust. That's why trusted sellers generate more sales, faster closings and lasting client relationships.

### GUIDE CLIENTS

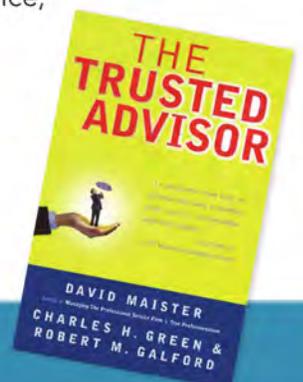
Trusted advisors are more likely to have their advice taken, open new lines of communication, gain referrals and have more constructive and effective client interactions.

### LEAD WITH TRUST

The most effective leaders don't demand power-based or hierarchical obedience, but instead influence others to take on the organization's goals as their own.

### BUILD A TRUST-BASED ORGANIZATION

Organizations that cultivate trusting relationships, internally and externally, for their own sake have a decided advantage in business.





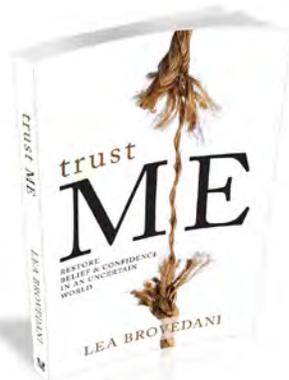
“Knowing who and what to trust  
is the difference between  
success and failure”

## **Lea Brovedani**

**The Trust Architect**  
Speaker/Author/Coach

[www.leabrovedani.com](http://www.leabrovedani.com)

484 674 5754





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.

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

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

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

**I**ntegrity We do what we say — our everyday actions and talk are consistent.

**N**otice We seek out and listen to diverse perspectives — every voice can matter.

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

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

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

**T**racking 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](mailto:Barbara@trustacrossamerica.com)

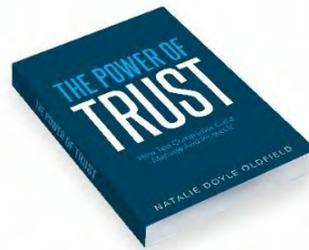




## Discover how to grow sales, become more profitable and increase customer loyalty

Natalie Doyle Oldfield works with business owners and leaders around the world to build, manage, and protect trusted business relationships.

- Conference Speaker
- Workshops
- Group Programs
- Assessments
- Online Course
- Podcast Guest
- Measure Customer Trust



## Science-based framework, methodology and tools



SUCCESS THROUGH TRUST  
NATALIE DOYLE OLDFIELD

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*"A transparency revolution has begun"*



# Trust is not a post crisis talking point

*Trustworthy leaders understand the role trust plays in ensuring long-term success.*

## Step #1: Acknowledge

Responsible leaders acknowledge trust and trustworthiness as an intentional and essential business strategy to be modeled, practiced and reinforced. They understand that trust starts internally and is built over time, in incremental steps, and from the inside out.

## Step #2: Identify

Our one-minute/one-question anonymous AIM Survey quickly identifies behaviors impeding high trust and creates a baseline from which to move forward. Results often differ from team to team, and between leadership and employees.

## Step #3: Mend

The trust baseline alleviates the "shot-in-the dark" and "one size fits all" approach to trust and creates an opportunity to develop a strategic plan to mend the behavioral weaknesses required to elevate trust, before not after a crisis.



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**Contact us to use our 1 minute/1 question trust assessment with your team or organization.**

**[barbara@trustacrossamerica.com](mailto:barbara@trustacrossamerica.com)**

# What Would Your Team's Trust Assessment Look Like?

Answered: 401 Skipped: 0



**Contact us to learn more about diagnosing trust on your team and in your organization.**

[barbara@trustacrossamerica.com](mailto: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](#): Curated by Robert Easton, a former 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.

[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 12th year. Our data is available for licensing on a case-by-case basis.

[Top Thought Leaders Program](#): Nominations are now open for the 13th annual Top Thought Leaders in Trust

