



TRUST!

THE MAGAZINE OF TRUST ACROSS AMERICA-TRUST AROUND THE WORLD

SUMMER 2018



Universal Trust-Elevating Principles

for Organizations, Leaders, Teams and Individuals

WELCOME

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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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.

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What happens when 50+ global professionals collaborate to develop a set of guiding principles? During the summer of 2017 Trust Across America-Trust Around the World decided to find out.

This 10th Anniversary Issue focuses on the 12 universal principles developed over the course of the past year year by Trust Across America-Trust Around the World's global Trust Alliance. Our program has been conducting research on organizational trust for ten years and has concluded that, over the long-term, high-trust organizations are less prone to crisis and more profitable.

A core team of six members volunteered to spearhead a project to determine whether a set of universal Principles could be created to guide leaders, teams and individuals in elevating trust.

Bart Alexander supports leaders, teams and organizations to integrate sustainability into their purpose, strategy and culture. He helps his clients to to recognize, embrace and address systemic challenges in order to simultaneously grow social, environmental and financial value. Bart previously served as global Chief Corporate Responsibility Officer for Molson Coors Brewing Company.

Alain Bolea is a coach/mentor, change facilitator and advisor helping executives become better leaders and improve the performance of their organizations by fostering trust and empowerment. He blends extensive business knowledge with a deep experience in the dynamics of human interaction.

Linda Fisher Thornton is an innovative leadership development consultant with a passion for ethical leadership. Her book **7 Lenses**, in its 2nd printing, introduces a practical 7-Lens model for seeing ethical complexity and a holistic model for learning ethical leadership. A former bank senior vice president, Linda has been in the leadership development field for over 25 years and is committed to redefining "leadership" at a higher level with the ethical values built in.

Barbara Brooks Kimmel is the CEO and Co-founder of Trust Across America-Trust Around the World, a program developed in 2008 to help organizations build trust.

Deb Krizmanich is an accomplished business strategist, facilitator and entrepreneur driven by a passion for technologies that unleash the innate potential of individuals and groups. Rolling up her global experience in using technology (IBM senior manager, Mediconsult.com, VP Strategy Digital Opportunity Trust co- founder) to amplify the results from people working together, in 2010, she founded Powernoodle to provide a cloud-based platform to leverage the inherent diversity of people and groups to improve how decisions are made and implemented.

Dr. Holly Latty-Mann President of The Leadership Trust®, has dedicated her life to helping individuals, teams, and organizations create a culture of trust through tuition-guaranteed, leadership development programs, team-building retreats, and organizational development projects.

Using the Powernoodle decision making platform, we engaged our Trust Alliance global membership to add their ideas on the platform. Over 80 Principles were initially suggested. These ideas were then put up for vote, resulting in the final 12 that created TAP (Trust Alliance Principles.)



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.

Truth 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

Since the launch of TAP in late April 2018, over 13,000 global professionals have accessed our Principles, currently available in 14 languages.

Fifty global professionals and organizations have endorsed the Principles to date. They are listed below, in chronological order. The TAP team would like to thank this inaugural group for their commitment and support.

Powernoodle

Bioethics International

Ethical Systems

Ethics Resource Center

RABEF

Datron World Communications

Servant Leadership Institute

Chartered Institute for Securities & Investment

Gitterman Wealth Management

Governance & Accountability Institute

BeCause Global Consulting

Unisys , Tom Patterson , Chief Trust Officer

The Leadership Trust®

Trust Across America-Trust Around the World

Leadergrow

Conscious Capitalism (Rochester)

The Ken Blanchard Companies

Alain Bolea

OneSixtyFourth

Institute for Enterprise Ethics

Heart-Centric Leadership

The Lukaszewski Group

Leading in Context

On Purpose Partners

Success Through Trust

John Baldoni

Robert Vanourek

Anderson Leadership Solutions

Leadership Momentum

Simple Startup

Bloch & Reed

Trusted Advisor Associates

ECMC

Moore's Electrical & Mechanical Construction, Inc.

Jim Kouzes

The Grossman Group

Temin and Company

Taina Savolainen

Sunrise Banks, NA

Arthur W. Page Society , Roger Bolton, President

True Balance Coaching

The Volkov Law Group

Stanhope & Clark

The Hoffman Center for Business Ethics

Strategic Relationships LLC

Alexander & Associates

Lisa Goldman

Mark C. Crowley

CSR Hub

Sweeney Leadership Development Group

Some of our early supporters have provided insights into how TAP is applied in their respective organizations.

Truth

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

As a junior consultant, I watched an aggressive, finger-in-the face client in a first sales meeting demand of my boss to know, "What experience do you have doing marketing studies in our industry?" The truthful answer was, 'none.' But I never dreamed you could admit that in a sales meeting. However, my boss calmly replied, "None that I can think of. What else would you like to talk about?"

The result was instant; the client threw his arms up, smiled, and said, "Hey, you know, almost nobody has that experience in our little industry. So, what else you got that might be useful for us?" And the conversation was off to a great start.

*My lesson: Paradoxically, saying "I don't know" is one of the most credibility-enhancing things you can say. More broadly, a pattern and habit of truth-telling creates trust at a deeper level and faster than any rehearsed, carefully planned pitch could ever do. Plus: a great virtue of the truth is that there's only one version you have to remember. **Charles H. Green, Trusted Advisor Associates***

*For us at The Grossman Group, it's about being truthful first with yourself and then with others. To say the things that need to be said, but in a kind and respectful way. The most successful colleagues I know share their truths with quiet courage, and with a sensitivity to others' needs. **David Grossman, CEO***

Every engagement generally starts with a "discovery" process, where we look to understand what is working and what is limiting progress on the organization's outcomes. It is almost a cliché that senior leaders hire consultants to "discover" exactly what the leaders have already determined as a diagnosis – and lose the opportunity to really learn what is needed in their organizations. Unfortunately, providing findings that don't align with leaders' expectations can be risky, costing the consultant future business, reputation, and sometimes even payment for an engagement.

On the other hand, complying with this pressure leads to findings that put personal and professional gain ahead of the truth – eroding trust in both consultants and senior leaders.

*To avoid this, my colleagues and I make it a practice to address the tension up front, and build alignment around truly searching for more of the "truth." Simply asking, "What is your level of interest in unexpected findings?" near the beginning of an engagement can prompt all of us to be more open, and perhaps humble, about what we will find. We can then have a broad discussion of possible findings, which builds more interest in true discovery. Occasionally, it means we have to bow out of engagements. But those we do engage in have much more alignment, shared commitment, trust and impact. **Elizabeth Doty, Leadership Momentum***

Accountability

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

*Accountability at The Leadership Trust® is shared between and among all staff members, whether full-time or part-time employed. Feedback is shared openly without regard to level of role, as there exists no fear factor here. Everyone trusts the spirit in which all feedback is shared, viewing it as our shared commitment as equals to support our company mission and vision. Whenever there is a major project, you will find everyone in the trenches working together side-by-side, sharing responsibilities without concern regarding who gets credit for what. We can count on one another to uphold his or her responsibilities. Because accountability is honored by all, our clients ultimately are the beneficiaries of this and all remaining core values. **Holly Latty- Mann, CEO***

I particularly resonate with the Accountability Principle because it is used quite a bit to ensure people are actually doing what they intended to do. I think it is important to hold others accountable in a way that is constructive and avoids coming across as overly punitive. To do that, I like to teach leaders to consider accountability discussions while employing the following ideas:

- 1. Ensure upfront that your expectations were clear by verifying what the other person heard. If there is any doubt, put the agreement in writing.*
- 2. Make sure you give a balanced set of feedback that includes not only where the person is coming up short but also where the person is exceeding expectations.*
- 3. Consider if there were opportunities along the way for you to assist the person to do the right thing. For example, you might have noticed that the other person was getting behind due to an illness and suggested some additional help.*
- 4. Choose wording and body language that demonstrate that you truly care for the other person and want him or her to be successful.*
- 5. Verbalize that in the final analysis, you are both on the same team trying to accomplish the mission while following the values.*

*Following these ideas while having an accountability discussion with the other person will result in constructive dialog that leads to improved performance while maintaining self esteem. **Bob Whipple, Leadergrow***

Purpose

We engage our stakeholders to build shared purpose - we avoid short term "wins" that undermine future success.

When it comes to Purpose, I've been helping clients to know their purpose and be on-purpose since the late 1980s. Our most broad sweeping example is our online tool: www.ONPURPOSE.me where individuals can know their purpose. We use this with client companies to help their team members each know their purpose in life so The On-Purpose Principle can come to life: The Purpose of the Person aligned with The Purpose of the Organization. **Kevin McCarthy, On Purpose Partners**

Whenever working with clients, my beCause Global Consulting team and I encourage them to think as broadly as possible about who truly are their stakeholders. We have them do a stakeholder map that goes beyond what they might traditionally include (i.e.: customers, suppliers, etc.) to a wider spectrum of partners (i.e.: organizations with an obvious shared mission; etc.), and even those they might consider adversarial (i.e.: NGO watchdog groups, government regulators, etc.) to truly grasp how their enterprise's work affects the broader society. **Nadine Hack, CEO**

Leading in Context LLC believes and lives this principle, seeking mutual benefit for all stakeholders and partners. We also make it our mission to help global leaders learn this principle and others on the journey to ethical leadership. **Linda Fisher Thornton, CEO**

We highlight Higher Purpose as the first of the four main principles of Conscious Capitalism. (Higher Purpose, Stakeholder Orientation, Conscious Leadership, Conscious Culture). **Bob Whipple, Conscious Capitalism, Rochester**

Our purpose at Anderson Leadership Solutions is "To be the Character Evangelists our culture needs." Everything we do and everyone we work with points us to our purpose.

We have deliberately avoided working with certain clients when their values are not in line with our values even when the financial incentives to do so were high. We also accept lower fees from law enforcement agencies with limited budgets in lieu of working with larger corporate entities. Why? Because we believe the development of Leaders of Character within our law enforcement professionals is critical to the advancement of character in our culture. **Dave Anderson, CEO**

I work hard to apply each of the TAP Principles in my everyday life and in my business. In my business, I am laser focused on Purpose. I work with clients and stakeholders to build a culture of a trust in their organizations. I do this by working with clients and by speaking to groups of business leaders and students on a regular basis. **Natalie Doyle Oldfield, Success Through Trust**

Integrity

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

Integrity is our reputation. Our Core Values leads us in whether communicating to our customers or to one another, that we always do what we say and we always do the right thing. Our character follows us wherever we go. It sustains our ability to grow as an organization. It is an important aspect of Our Mission that we leave a positive impact on those we work with and beside. We started years ago rewarding a field crew or service technician who receives some kind of communication that acknowledges their appreciated service usually includes they went above and beyond what was promised, even resolving issues that were not created by us. A recent increase in these awards signals to the organization that we are living out our Integrity. **Andy Moore and Moore's Electrical & Mechanical, Inc.**

Integrity is our top company value, an umbrella for all our remaining core values. We value the trust we experience with both our internal and external clients and attribute our reliable track record to "walking our talk." We have sustained our corporate relationships by striving to exceed expectations of the work we deliver. More specifically, we offer all programs tuition-guaranteed and are humbly proud to share that not a single graduate has ever requested even a partial refund. Our retention of staff members and high morale is further evidence that we make The Leadership Trust® a predictably good experience for those who not only work here but for those whom we serve. **Holly Latty-Mann. The Leadership Trust®**

My business is built on Integrity, and it is one of the five core values I have for my business (Loyalty, Integrity, Generosity, Honesty, and Trust – spells LIGHT). **Bob Whipple, Leadergrow**

Notice

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

We endorse the principles embodied in Tap Into Trust. One example of how we strive to practice these principles is regarding "Notice". We have a corporate value of Dialogue, which represents the value we place on everyone having a voice and seeking diverse ideas and opinions. We have a saying that "no one is as smart as all of us" and we seek to leverage the value that people bring to the table. **Randy Conley, The Ken Blanchard Companies**

"The Trust Alliance Principles provide a list of key, long-term strategies that, when applied, can help influence a broader organizational culture of ethics and constructive disagreement." **Jeremy Willinger, Ethical Systems**

The Mission of the Institute for Enterprise Ethics: Dedicated to supporting enterprise executives and directors in developing the leadership necessary to keep their organizations at the forefront of enterprise integrity and responsibility. Our peer-to-peer Roundtable events are designed to encourage purposeful, transparent and open discussion of issues the participants are dealing with. In this process we strive to take notice and seek out and listen to diverse perspectives. **Dan Sweeney**

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.

In the link below you will find our Code of Conduct. It demonstrates accountability and purpose – and specifically references integrity, openness and transparency.

<https://www.cisi.org/cisiweb2/docs/default-source/cisi-website/ethics/code-of-conduct-16.pdf?sfvrsn=2>

Lora Benson, Chartered Institute for Securities & Investment

Respect

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

ECl defines respect as treating others with dignity and mutual consideration. In our view, respect builds a community that encourages individuals and organizations to relate openly and fulfill their potentials. To promote respect, we:

- *Appreciate uniqueness*
- *Show compassion to one another*
- *Show courtesy*
- *Graciously accept the mistakes of others*
- *Listen for understanding.*

Patricia J. Harned, CEO

“Scholars teach us that Trust is derived from a combination of Authenticity, Logic, and Empathy, and at Unisys we work to embody trust through our 20,000+ associates that constantly bring their genuine passions (authenticity), proven technologies (logic), and client centricity (empathy) to support some of the world’s most critical infrastructure.”

-Tom Patterson, Chief Trust Officer, Unisys

Understanding

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

Not only do we celebrate our success, we go way beyond our own organization to encourage the entire community to celebrate organizations who run ethical operations. We also encourage them in our application process and site visits to have methods to examine any failures with empathy and learn from them. That is part of our process. So, that is a real example of how RABEF supports one of the principles. **Bob Whipple**

Safety

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

At Moore’s Electrical and Mechanical, Safety is a priority. We train for it. We communicate its importance in everything we do and say. It is a Core Value: We will always protect our partners and customers. It is our goal that everyone makes it home daily safe and sound.

As part of our training, we often provide grilled lunches to our field partners and invite all other contractors and subcontractors to eat with us. During this lunch, a short motivation talk to all is shared on how we can better protect ourselves and those around us. Safety is a part of who we are and we make it a part of our overall company goals. **Andy Moore, CEO**

Tracking

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

In 2009 Trust Across America developed a proprietary measurement tool for US based public companies interested in tracking and measuring their level of trustworthiness against their peers. Our FACTS Framework® now has nine years of data and can sort and analyze by sector, industry, market capitalization and by location. **Barbara Brooks Kimmel, CEO**

Bioethics International works to elevate trustworthiness in the pharmaceutical sector by helping to define, operationalize, and benchmark ethical performance for Pharma companies and the industry year after year. **Jennifer E. Miller, PhD**

What is the future of TAP?

The future of TAP will be determined by the level of interest and feedback from our community. Additional programs being considered included:

- An online assessment tool for individuals and teams
- A series of workshops designed around TAP
- A build-out of the Principles to facilitate team discussions
- A "do it yourself" training manual
- A webinar to introduce the Principles to a larger audience
- Additional translations to make TAP available to the largest global audience possible
- A published and updated roster of supporters



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