



TRUST!

THE MAGAZINE OF TRUST ACROSS AMERICA-TRUST AROUND THE WORLD



Bart Alexander



Richard Fagerlin



Ellen Hunt



Michael Josephson



Deb Mills-Scotfield

2019 Top Thought Leaders in Trust Issue

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Winter 2019

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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 9th 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 2019 honorees.

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

WINTER 2019 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.
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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.

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 9th 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 five additional colleagues with a Lifetime Achievement Award and a special emblem. These exceptional individuals have received our recognition for five years, and have also answered the question “What does trust mean to you?”

The five 2019 Lifetime Achievement Honorees are:

Bart Alexander

Richard Fagerlin

Ellen Hunt

Deb Mills-Scofield

Michael Josephson

The Methodology

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

2019 Lifetime Honorees

Multi-Year Award Winners

Newcomers

Lifetime Honorees Past Years

Corporate 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 91 outstanding individuals. Our goal has always been to extend this special recognition only to those who “walk their talk.” The results have been tabulated and we believe the 2019 honoree selection continues its emphasis on rigor, not popularity.

In the tradition we began in 2014, our 2019 Top Thought Leaders is dedicated to Lynn Stout, an internationally recognized corporate law scholar and author of *The Shareholder Value Myth*. Lynn passed away in April 2018. In prior years Lynn had been recognized as one of our Top Thought Leaders in Trust.

Nominate NOW for our 2020 (10th anniversary) award

2019 Lifetime Achievement Award Winners

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

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



Bart Alexander

President ,Alexander & Associates



Richard Fagerlin

President, Peak Solutions, Inc.



Ellen Hunt

Senior VP, AARP



Michael Josephson

President , Josephson Institute



Deb Mills-Scofield

President, Mills-Scofield

Lifetime Achievement Awards 2019

Bart Alexander (Alexander & Associates): Bart works with senior leaders, teams and organizations to integrate corporate responsibility and sustainability into their purpose, strategy and culture. Bart helps his clients to achieve common purpose, a trustworthy culture and sustainable results. He also works with high-potential employees and emerging leaders to develop their influence and success. Bart previously served as global Chief Corporate Responsibility Officer for Molson Coors Brewing Company. Under his leadership, Molson Coors was recognized as the most sustainable beverage company in the world by the Dow Jones Sustainability Index.

Richard Fagerlin (Peak Solutions, Inc.): Richard's role in leadership development assists companies in investing in their greatest asset, their people. He is the author of *Trustology: The Art and Science of Leading High Trust Teams*. Whether from the platform of a keynote or the intimate setting of executive development, Richard is leading the charge to transform lives and impact relationships by helping others take a practical approach to building high trust teams.

Ellen Hunt (AARP): Ellen is Senior Vice President, Audit, Ethics & Compliance Officer at AARP. She has extensive management experience in designing, implementing and operating ethics and compliance programs including board governance and reporting, designing ethics education, managing enterprise risk processes as well as handling investigations and regulatory agency inquiries. Ellen is a contributor to *Trust Inc., A Guide for Boards & C-Suites*. She has been interviewed by the Wall Street Journal and appeared on the cover of the Society of Corporate Compliance and Ethics magazine.

Michael Josephson (Josephson Institute): Michael is an internationally renowned champion of character education for youth and ethical conduct in business, government, policing, journalism, sports, healthcare and law. He is credited by many as the person most responsible for reviving and professionalizing the character education in school and youth-serving organizations. In 1992 he created CHARACTER COUNTS! the world's most widely implemented character development initiative based on a common language of shared values – the Six Pillars of Character.

Deb Mills-Scofield (Mills-Scofield): Deb has made trust & integrity core to her career since the start at Bell Labs, through AT&T & in her consulting with clients, asking them 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. Deb also mentors college kids and uses the classic virtues as foundations upon which to build their startups and their careers. The impact of Deb's integrity on clients is an open, innovative culture that learns to truly listen to their clients, observe their needs and develop solutions that have meaning and impact. Additionally, these clients have made significant changes to how they treat their employees and the way they encourage innovation, autonomy and teamwork.

What does trust mean to me?

By Bart Alexander

Today, organizations face enormous challenges around security, sustainability and regeneration. Advances in automation and artificial intelligence accelerate the rate of change. And yet, survey after survey document plummeting trust in our institutions and each other.

Our work in these turbulent times requires broad engagement on difficult questions without easy answers. Organizations that cultivate meaningful relationships — internally and with stakeholders — gain the deep understanding and collective courage to change and thrive.

Throughout my career, I have been privileged to lead significant changes in businesses, non-profits and governments. I have learned that change inevitably generates stress and loss, and that authentic relationships based on mutual respect, dignity and empathy are fundamental to any success. It takes trust for people in any organization to face up to new realities, innovate, candidly assess and adapt.



Multi-Year Award Winners

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

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

Alain Bolea: Founder of Business Advisors Network integrating self-awareness, mutual understanding, emotional and cognitive intelligences into business practices.

Rachel Botsman: A lecturer at Oxford University's Said Business School, Rachel is passionate about helping people better understand the nature of trust in the modern world. Her new book *Who Can You Trust* explores the profound ways trust is shifting in the world. Rachel's TED Talks have been viewed 4+ million times.

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.

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).A).

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*.

Laurence Evans: Founder of Reputation Leaders, a thought leadership consultancy delivering compelling research that causes people to think about brands differently. Laurence helps companies build reputations by measuring what's important to their business and stakeholders, analyzing reputation gaps, then helping companies to align what they say and do.

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

James Lucaszewski: Chairman of The Lukaszewski Group, and “America’s Crisis Guru” Jim is an expert in managing and counteracting tough, touchy, ethically sensitive and contentious corporate communications issues. He also coaches and teaches those who advise senior managers.

John Mattone: The world’s #1 authority on corporate culture and leadership and the former executive coach to Steve Jobs, John teaches the values and principles of leadership, including trust.

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

Alan Murray: President & CEO of Fortune, Alan is known for his focus on high trust and integrity in communications. At Fortune, his "Change the World" annual issue honors companies that are creating societal, not just customer and shareholder value.

Judith L. (Judi) Nocito: An experienced corporate executive and Senior Advisor, Compliance Strategists, a New York area based consulting firm specializing exclusively in organizational compliance and ethics solutions Judi has developed, implemented and enhanced critical elements of compliance and ethics programs, noted as "leading best practice" by some government regulators.

Tom Patterson: As one of the first and longest serving Chief Trust Officers for a global 1000 company, Tom is the Chief Trust Officer for Unisys. An acclaimed security expert with three decades of experience across all facets of security, he is a published author and keynote speaker providing compelling insight into cybersecurity, trust, and privacy issues of the day, with a view to a more secure tomorrow on a global scale.

David Penglase: Through David Penglase Seminars, he has been helping Australian top tier corporate leaders and their teams focus on moral leadership, decisions and actions. David's academic research has seen him develop a number of evidence-based models on trust that are practical and easy to apply. He is the author of *The Art & Science of Building Customer Trust: How to fast-track trust and earn new, repeat and referral business*.

Taina Savolainen: Professor of Management and Leadership, Founder and Leader of the Research Group of 'Trust within Organizations' in the University of Eastern Finland Business School. Trust educator and trainer for enhancing leadership and workplace trust-building skills. Taina is a founding committee member within the Nordic Research Network on Trust within and between organizations.

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

Nominate NOW for our 2020 (10th anniversary) award

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.

Michael Volkov: CEO and owner of The Volkov Law Group, LLC,. A former federal prosecutor and veteran white collar defense attorney, he has expertise in areas of compliance, internal investigations and enforcement matters. Michael maintains a highly popular FCPA blog "Corruption, Crime & Compliance" and is a regular speaker at events around the globe for his knowledge on criminal issues, enforcement matters, compliance and corporate governance.



What does trust mean to me?

By Ellen Hunt

Trust is the currency that fuels every relationship and thus every society and economy. It is free to everyone at any time without regard for who you are or where you come from, what you believe in or how you may have acted in the past. It is as vital to our well being as love, air, water, and rest. Everyone trades in trust. When we uphold trust, we all flourish. When we erode our trust in one another, we all decay.



Newcomers

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.

Naina Subberwal Batra: A former member of the senior leadership team of The Monitor Group, Naina now leads AVPN,, a funders' network that convenes investors , foundations, financial institutions, intermediaries and governments who are committed to investing strategically and effectively into Asia's social sector.

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.

Susan E. Bos: Susan E. Bos, CMA, CPA, CFE, has worked for the Washtenaw County Government for the past 23 years. Susan has worked tirelessly to advance the field of accounting and ethics, both on the job and through her volunteer service.

Andrew Brady: As CEO of the XLR8 Team, Inc. Andrew is a tireless champion of excellence in culture which includes an environment of high trust. He has been the principal culture consultant for the Award Winning Wegmans Grocery chain which typically scores in the top ten organizations to work for in the USA.

Donna Brighton: The Chief Ideas Officer at Brighton Leadership, Donna has done leadership and change projects in twenty-seven industries. A recognized thought leader in the field of organizational change, Donna recently was co-editor for the *People & Strategy Journal* special edition o change management. She is also the former President of the Association of Change Management Professionals (ACMP).

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.

Dave Fechtman: the CEO of Velocity Advisory Group. Dave is a speaker, consultant and certified executive coach. Dave believes strongly in the importance of trust as a foundation for healthy professional relationships and team dynamics. Over his career he has developed Intellectual Property that his firm uses to help clients develop awareness and skills to build trust with others.

Patrik Florencio: SVP, Chief Compliance & Risk Officer at Amicus Therapeutics. One of the new breed of CCOs who is developing a first-rate Compliance 2.0 program at his company. Patrik is a trailblazer in incorporating ethical leadership and high trust behaviors into compliance programs, and is poised to move the needle forward in this area where most companies have not yet ventured,

Frances Frei: A professor at the Harvard Business School, Frances formerly served as Uber's first SVP of leadership and strategy. Her research examines how leaders create the context for organizations and individuals to thrive. She speaks frequently about the importance of trust, including in her Ted Talk on how to build and rebuild 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.

Kristy Grant- Hart: An internationally recognized compliance and ethics expert. She's the author of *How to be a Wildly Effective Compliance Officer* and the *Wildly STRATEGIC Compliance Officer Workbook*. Kristy is the CEO of Spark Compliance Consulting twice shortlisted for the Compliance Consulting Team of the Year at the Women in Compliance Awards.

Peter Horst: among the first to call out and study the phenomenon that organizations of all types now wrestle with: the perfect storm of loss of trust, polarization of society and consumer activism, all of which combine to create a challenging environment for brand and reputation. As Founder of CMO Inc., Peter now consults on brand and marketing strategy and coaches future marketing leaders. His work incorporates some of the latest research and trends in trust,

Steve Kohn: A Partner at Kohn, Kohn & Colapinto LLP, Steve is a highly valued thought leader for the compliance and ethics profession who has served as an invited RAND white paper author, speaker and participant at numerous RAND Symposia on compliance and ethics topics. His most recent book is *The New Whistleblower's Handbook: A Step-by-Step Guide to Doing What's Right and Protecting Yourself*.

Tim Kuppler: Founder of Culture University and Director of Culture and Organization Development for Human Synergistics, a pioneer in the workplace culture field with the mission of *Changing the World—One Organization at a Time®*. Tim leads collaboration and partnering efforts with culture experts, consulting firms, Industry organizations and other groups interested in making a meaningful difference in their organization, those they support, and, ultimately, society.

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*.

Dan Pontefract: The founder and CEO of The Pontefract Group, a firm that improves the state of leadership and organizational culture. He is the author of three books: *Open to Think*, *The Purpose Effect* and *Flat Army*. As Dan says: *An open and collaborative culture is one in which there is reciprocal trust between employees and leadership to do what's right however, whenever and with whomever.*

Larry Senn: A pioneer in the field of corporate culture and chairman and founder of Senn Delaney, a Heidrick & Struggles company. Larry's vision and leadership has lead to wide recognition as the leading authority and practitioner in the field of culture shaping. Larry has advised dozens of CEOs of Fortune 500 companies, state governors, members of two U.S. president's cabinets, deans of business schools and the presidents of major universities. He has also co-authored several books, including *Winning Teams*, *Winning Cultures* and *21st Century Leadership*

Dhaval Shah: As the Director of Innovation for the Bank of Canada, Dhaval believes that trust is the common denominator when it comes to an enterprise's ability to innovate within an agreed upon risk envelope and drive outstanding results. He is leading the way at the Bank of Canada by breaking down silos and proving that inclusion and diversity not only ignite creativity but reduce risk and increase trust.



What does trust mean to me?

By Richard Fagerlin

Trust is the foundation of all relationships.

I define trust as “confidence in your relationship with others.” Based on that definition trust is a culmination of your confidence in someone’s integrity, competence and their compassion. When most people say they don’t trust someone they are really saying they have low confidence in their integrity, competence and/or compassion.

Trust is the currency of greatness and it should be viewed as a verb. To trust someone and to be trusted by others is powerful.



Tenth Anniversary Report

TRUST & INTEGRITY IN CORPORATE

What's Included?

- Research and surveys from Pew, Gallup, Economist Intelligence Unit, PwC, E&Y, Bloomberg, Accenture, McKinsey, Salesforce, LRN, SAP and others.
- Trust Across America's Most Trustworthy Public Companies
- Assessment tools and audits
- Integrity and trust defined
- CEO perceptions of organizational trust
- Ethical blind spots
- Resources

***This is the single best compendium of business trust that I have seen,
bar none, anywhere.***

Charles H. Green, Trusted Advisor Associates

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Lifetime Achievement Awards (2015-2018)

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.

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.

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.

Barbara Brooks Kimmel (2018): CEO of Trust Across America - Trust Around the World. The global program has gained worldwide recognition over the past ten years. She is the author 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 Powernoodle 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. A licensed clinical psychologist, Holly works at the root cause level to help corporate leaders gain trust and restore lost trust.

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. He is the author of *Building Trust at the Speed of Change*.

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

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

Jeffrey Seglin (2015): Lecturer of public policy and director of the communications program at Harvard Kennedy School. 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.

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*.

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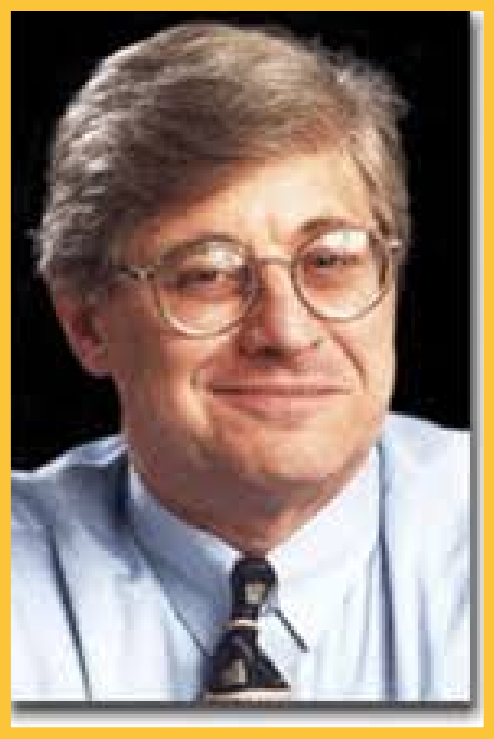


What does trust mean to me?

By Michael Josephson

Recipe for Trust

Tell the truth, the whole truth, and nothing but the truth, even if it's not what others want to hear.
When you make a mistake, admit it and make amends.
Say what you mean and do what you say, even when its costly or inconvenient.
Put honor above gain.



CEOs of Large Companies

Cheryl Bachelder: Currently interim CEO of Pier 1 Imports. She previously served as President & CEO of Popeye's Chicken for nearly a decade, turning that company around dramatically and achieving enormous success, punctuated by its being sold in 2017 for \$1.8 billion. Cheryl believes in "Servant Leadership" and sees trust as the foundation. A true practitioner, she's had a global impact, and continues to be a powerful influencer as an author and thought leader.

Marc Benioff: Salesforce Chairman and CEO Benioff believes that trust is the critical currency for any company or institution and that CEOs must become an activist for their stakeholders to build trust. Benioff was recently quoted as saying *Trust has to be the highest value in your company, and if it's not, something bad is going to happen to you. It's a culture issue. What is the most important thing in your company - is it trust or is it growth? If anything trumps trust, we are all in trouble... If you have to choose what is really important to you. We are in a new world... and trust better be number one.*

Chip Bergh: President & chief executive officer of Levi Strauss & Co. (LS&Co.). He is also on the Company's Board of Directors. LS&Co. is one of the world's leading apparel companies with sales of approximately \$5 billion and business in more than 110 countries. As Chip stated in a recent NY Times interview, *I've led teams, Being extremely transparent builds trust over time. I'm not a big fan of organizations where people back stab or talk behind others' backs. So when it's always been about how we work together to get the best results.*

Charles C. Butt : The grocery magnate heads H-E-B stores and also runs the nonprofit Raise Your Hand Texas, an advocacy group founded by Butt that has sponsored nearly 1000 educations from across the state to attend a six-week principal training program at Harvard University. That group has also provided significant funding to similar efforts such as the nonprofit Teaching Trust that trains educators on leadership.

Larry Fink: In a letter to the country's leading CEOs, BlackRock CEO Larry Fink put corporations on notice that his institutional investment funds will be looking for companies that make a positive social impact. As Fink said, "Without a sense of purpose, no company, either public or private, can achieve its full potential. It will ultimately lose the license to operate from key stakeholders. It will succumb to short-term pressures to distribute earnings, and, in the process, sacrifice investments in employee development, innovation, and capital expenditures that are necessary for long-term growth."

Reid Hoffman: An entrepreneur, investor and business strategist, Reid is the co-founder of LinkedIn and a partner at Greylock Partners. He frequently writes and speaks about trust. As Reid said *There's a way to propose a lightweight set of regulatory frameworks that enhance trust, still create the maneuverability for innovation, and aren't trying to just do what people classically think of companies.*

Satya Nadella: CEO of Microsoft since 2014 who both "talks" and practices stakeholder trust. As Satya stated in a recent interview: *Business models should be constructed so that they reinforce your core identity. Somebody once said that you can only trust people who think, say, and do the same thing. By the same token, I think you can only trust companies that are thinking, saying and doing the same thing. That's the consistency that you need.*

Garry Ridge: WD-40 Company President, CEO and Director. With just under 500 employees, WD-40 boasts a 93% employee engagement rate - with an average tenure of 10 years. In talking about changing the prevailing corporate leadership mentality Gary said this: *For public companies - take the emphasis off "short term-isms". Looking at 90 days, etc. so they will make short term decisions that are not as productive. Coffee that is brewed over time, tastes better than instant.*

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What does trust mean to me?

By Deb Mills-Scofield

Trust is confidence in the other to reliably deliver upon his/her words and actions combined with a sense of safety of self with the other (physically, psychologically and emotionally) and visa versa. Trust implies confidence, faith, and belief in the other for honesty and truth and support, no matter what the circumstance or situation.



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

2018 Country Trust Index™
Rankings

1. Switzerland	21. Portugal	40. Argentina
2. Norway	22. Chile	41. Mexico
3. Denmark	23. Costa Rica	42. Colombia
4. Canada	24. Slovenia	43. South Africa
5. Sweden	25. South Korea	44. Turkey
6. Finland	26. United Arab Emirates	45. Philippines
7. New Zealand	27. Italy	46. El Salvador
8. Netherlands	28. Poland	47. Morocco
9. Australia	29. Israel	48. Kazakhstan
10. Austria	30. Malaysia	49. Saudi Arabia
11. Germany	31. Hungary	50. Brazil
12. United Kingdom	32. Croatia	51. India
13. Ireland	33. Romania	52. China
14. Belgium	34. Bulgaria	53. Russia
15. Japan	35. Greece	54. Ukraine
16. Singapore	36. Kuwait	55. Egypt
17. Spain	37. Indonesia	56. Pakistan
18. France	38. Thailand	57. Nigeria
19. Czech Republic	39. Peru	

The Country Trust Index™ Rankings are a program of Trust Across America-Trust Around the World. Founded in 2008, our mission is to help organizations build trust. More information:

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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.
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[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 8th 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 9th annual [Top Thought Leaders in Trust](#).

