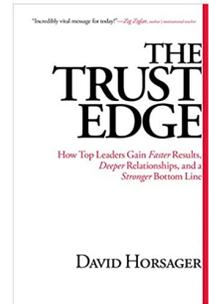


The Trust Edge

David Horsager (2009)

Notes by Bob Evely
Wilmore, Kentucky; 2018.



Every time a father throws his little boy playfully into the air, the boy trusts his daddy to catch him every time. And he does. It is similar to the transactions of business and life. Without trust the transactions cannot occur. Without trust influence is destroyed. Without trust leaders lose teams. Without trust people lose sales. Without trust organizations lose productivity, relationships, reputation, talented people, customer loyalty, creativity, morale, revenue and results. They lose in their brand and in their bottom line. (p 7-8)

Trust defined

Trust is the confident belief in an entity:

- ✓ To do what is right
- ✓ To deliver what is promised
- ✓ To be the same every time, whatever the circumstances

Trust is like a forest – a long time growing, but easily burned down with a touch of carelessness. (p 8-10)

Depth of trust

Another dimension of trust is depth. It goes from shallow to deep. Deep trust is generally established over time. Deep trust often sprouts up quickly if a trusted source testifies that you are trustworthy. I call this *transferred trust*. (p 11)

Sales techniques

Salespeople get caught up in seeking the newest sales tip or closing technique, but without trust they won't even get in the door. With trust there is no need for the newest tactic. (p 12)

Lack of trust is your biggest expense

As trust diminishes, procedures and laws increase, even for those who can be trusted. As a result, millions of dollars that could be used for research, staff training, or benefits and incentives, are being spent on oversight and accountability processes to accommodate regulations. (p 22)

Gaining trust is work

Trust is the natural result of thousands of tiny actions, words, thoughts, and intentions. It doesn't happen by accident, nor does it happen all at once. Gaining trust is work. (p 45)

The Eight Pillars of Trust

Pillar 1: Clarity (p 47)

Without a clear plan, employees are confused and become ineffective. Without a clear choice, prospects won't buy. People trust the clear and distrust the ambiguous. For the trusted leader, clarity starts with honesty.

In order to establish clarity, make sure the communication is honest and repeated.

A clear vision unifies and motivates.

Do one or two things well. "Success demands singleness of purpose." (Vince Lombardi) Having one or two specialties in which you excel is important.

Consider the clarity and simplicity of Google’s mission: “To organize the world’s information and make it universally accessible and useful.”

A store offered a taste-test of its jam. When 24 jams were available only 3% of the people bought a jar. When 6 jams were available 30% bought a jar. Some organizations are very successful because they offer limited choices. In the push toward clarity, narrow your organization’s choices to a few good things.

Part of being clear is being transparent and authentic. When people appear to be hiding something, we worry about what it could be and lose confidence.

Clear communications:

- ✓ Listen.
- ✓ Empathize.
- ✓ Avoid manipulation. Don’t overstate or understate.
- ✓ Speak honestly and without exaggeration.
- ✓ Stay focused and avoid distractions.
- ✓ Ask questions.
- ✓ Glean information from nonverbal communication.
- ✓ Keep an open mind and do not jump to conclusions.
- ✓ Do not criticize.
- ✓ Simplify the complicated.
- ✓ Seek first to understand, and then to be understood.
- ✓ Mean what you say.

A business consultant, Ivy Lee, told Charles Schwab that in fifteen minutes he could share with Schwab’s managers a strategy that would double productivity. “Every night, at the end of each day, write down the six most important things that need to get done the next day. Write only six, no more. Prioritize them, with number one being the most important. In the morning, start with number one and do only number one until it is completed.

Pillar 2: Compassion (p 73)

How do you build trust with clients? First you need to care about them. The ability to show care, empathy, and compassion is a strong component of trust.

Adam Smith, the father of modern economics, acknowledged that the ultimate goal of business is not to make a profit. Profit is the reward one gets for serving the general welfare. Care about them. Give them a great experience. Make them feel valued.

Indra Nooyi, CEO of PepsiCo: “We bring together what is good for business with what is good for the world.”

The best way to show that you care is to really listen to people. Tips for effective listening:

- ✓ Keep eye contact.
- ✓ Listen with your body.
- ✓ Practice patience.
- ✓ Empathize. Try to really put your feet in the speaker’s shoes.
- ✓ Be present. Keep your focus.
- ✓ Avoid answering the electronic interrupter.
- ✓ Hold one conversation at a time.

“The deepest craving of human nature is the need to be appreciated.” (Williams James)

Pillar 3: Character (p 99)

One side of character is integrity. Integrity is being consistent in thoughts, words, and actions. One’s message and one’s life tell the same story. Hypocrisy kills the message.

The second side of character is having high morals by which to live ... a fundamental sense of right and wrong.

Doing the right things when no one is looking creates the habits for when people are.

A great way to get started is by asking the fundamental question: “Am I doing the right thing?”

John Boe, US Army Captain and Author

Watch your thoughts, for they become words.

Choose your words, for they become actions.

Understand your actions, for they become habits.

Study your habits, for they will become your character.

Develop your character, for it becomes your destiny.

Pillar 4: Competency (p 123)

Trust is tied to competency and capability. We tend to trust those who we know can do the job.

But too much pride turns people off and squelches learning and trust. Unless you humble yourself to new ideas, you will become stagnant. Is there something you could learn from a person who has a different background, a different way of doing things, or a different communication style? The key to humility is keeping an attitude that there is always more to learn.

Pillar 5: Commitment (p 149)

The strongest leaders in history demonstrated an unwillingness to give in when things were tough.

Great leaders take responsibility. Deflecting blame is no way to build trust. Not only is owning up to our actions the right thing to do, but it can often overcome negative consequences.

Under-promise and over-deliver. Consistently do what you say you'll do, when you say you'll do it.

High school football coach Mike Mahlen's dedication, and the preparedness he brought to his craft every single day, would have impressed anyone. But he wasn't committed only to football. He didn't want just a team of good players; he wanted to help mold us into strong and good young men. He really cared about each player as an individual.

Kurt Warner showed commitment to his friend (Anquan Boldin), his team, his fans, and winning with a willingness to give up a significant amount of his own salary so the team could re-sign Boldin.

Pat Tillman turned down a three-year, \$3.6 million contract with the Arizona Cardinals to enlist in the army in 2002.

Pillar 6: Connection (p 169)

86.9% of people trust a friend's recommendation over a review by a critic. People like to do business with friends, and friendship starts with a connection.

At every Caribou Coffee store the employees are taught a basic acronym ... BAMA.

- ✓ Be excellent, not average.
- ✓ Act with urgency.
- ✓ Make a connection.
- ✓ Anticipate needs.

Early in my career, if you called my office, we would try to convince you that we were great. We would give unsolicited information about our outstanding track record. But over the course of time, we learned to do less and less talking. Now, when prospective customers reach us, we spend most of our energy trying to understand their needs, challenges, and desires through asking questions and listening. We seek to listen and talk in the customers' terms, knowing they want to find out how our help will benefit them. We ask, for example, "What are the challenges in your business?" or "What would be the ideal outcome for your group?"

Be magnetic. One of the most magnetic people I know is an introvert who simply cares about people. People are truly drawn to her. She is a great listener. She also sees the best in others, avoids complaining, asks engaging questions, and focuses on others. You will not hear her gossip, gripe, or put others down.

Magnetic people are grateful and genuinely thankful. Devote a few minutes of each day to thinking about what you are thankful for in your life.

Magnetic traits:

- ✓ Grateful
- ✓ Good listener
- ✓ Talks about ideas (not people)
- ✓ Sees the positive side (not complaining)
- ✓ Optimistic
- ✓ Encouraging (not critical)
- ✓ Honest/Real

Gossip erodes trust.

Don't be seen as an insincere person simply intent on "working the room." People want to deal with those who are real and genuine. Be kind. Have fun.

Stop trivial complaining.

Be able to say you're sorry; and say it sincerely. It is an important skill. By contrast, insincere apologies, those made out of habit or indifference, are trust killers. Do you mean what you say? Whether it is "I am sorry" or "I will get back to you ASAP."

Customers want transparency. They want to know exactly what's going on.

From one who served in Iraq in the military: "The more interaction we have with the locals, the more they tend to trust us."

Pillar 7: Contribution (p 187)

Some people are takers and some people are givers. Takers are in relationships only to receive. Givers invest in others. They offer finances, time and resources to charities, ministries and nonprofits. Contributors deliver results.

Daily contributor strategies:

- ✓ Plan tomorrow today: Take the last fifteen minutes of a workday to plan out and priorities the activities for the next day.
- ✓ Deliver with difference-making actions

At the top of a sticky note, write your most important current goal. Beneath that, record 1-5 for the most important things you could do today to accomplish that goal. Example:

Goal: Sell 15 gadgets this month

1. Send five thank you notes.
2. Make 20 sales calls.

3. Get feedback from three customers. What could I do better? What do they value most?
4. Spend 30 minutes researching product attributes.
5. Write one article for newsletter.

Pillar 8: Consistency (p 219)

McDonalds is trusted because of its consistency. Consistency is the only way to build a brand or reputation. Consistent customer service results in brand loyalty. Consistent marketing promotes gaining market share.

Other companies promise the same thing as FedEx but for a lower fee. FedEx is trusted because of its strong track record.

You will never get one big chance to be trusted in your life; you will get thousands of small ones. Trust increases or decreases with every interaction.

When staying at a beautiful resort the author was greeted by name at the door. The staff took care of things and assured him that tips were not accepted. The staff said this system created a more relaxed experience and people were well paid to deliver great service all the time. Wow! Great service! But at the buffet the next morning the servers paid little attention. They did not refill drinks or clear dirty dishes. They talked to each other and cared little for their customers. Just one inconsistency can change people's perspectives.

We can say "trust me" but it is action, not words, that sharpens the trust edge. Trust is not established simply by the words that are used. Trust must be earned. Trust is fragile. Trust is conditional.

Other

Transforming trust

You can get more from people by believing in them and letting them know they have your confidence. Trust is a great motivator. (p 241)

General George Patton: "Don't tell people how to do things. Tell them what to do and let them surprise you with their results." (p 242)

Albert Einstein: "Whoever is careless with the small matters cannot be trusted with important matters." (p 256)

Brand trust vs. relationship trust

Branding focuses very heavily on image. If no relationship is developed and slippage occurs in quality, relevance, or consistency, trust based on branding alone is brittle. Relationship trust is strong. Brand trust is weak. (p 256)

Rebuilding trust

Apologize in a way that satisfies the other person. Make sure your apology is understood to be sincere and clear. (p 258)

It takes seconds for a reputation to be impacted in a negative way. It takes a long time, with a lot of little steps along the way, to get it back. (p 266)

Trust is an individual thing

Trust flows from individuals, not organizations. (p 314)

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