Did you know…

a lack of trust is your biggest expense?
A lack of trust is your biggest expense. It may take years for a manager or an executive to develop the trust of his or her employees, but only moments to lose. Without trust, 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, talent, customer loyalty, creativity, morale, revenue, and results. Indeed trust, not money, is the currency of business.

With his new book THE TRUST EDGE: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line, author David Horsager presents readers with the ultimate guide to earning, maintaining, and even rebuilding this most critical factor of every business relationship.

Thoroughly researched, but made practical for the 21st century leader, THE TRUST EDGE is based on Horsager’s Eight Pillars of Trust:

Clarity | Compassion | Commitment | Character
Competency | Connection | Contribution | Consistency

The Impact of Having THE TRUST EDGE:

- Leaders will see expanded influence and increased morale.
- Managers will see greater productivity and increased commitment from teams.
- Sales people will see increased engagement and results.
- Service experts will see enthusiastic recommendations and loyal customers.
- Parents will see more peace and freedom at home.
- Teachers will see more respect, impact, and classroom control.

To arrange an interview: Meghan Donner at 800.608.8969 or meghan@davidhorsager.com
Why Read Now?

Trust has always been foundational to genuine success of any kind. However, it has not been labeled as such. People seldom talk about trust as a competency to learn and practice. That is changing. Almost overnight, trust found its way into the public limelight. From massive fraud in business to scandals in politics and athletics, the headlines point to a persistent problem of modern life and business—we’re lacking in trust. Low accountability and multiple barriers in the process cause stress, frustration, and in turn, a lack of trust. We have learned that trust is not a soft skill. In the 21st century, trust has become the world’s most precious resource.

In the new book THE TRUST EDGE: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line, author David Horsager proves that the single uniqueness of the greatest leaders and organizations of all time is trust. It is a fundamental, bottom-line issue that has the ability to accelerate or destroy any relationship, business, or industry. The lower the trust, the more time everything takes, the more everything costs, and the lower the loyalty of everyone involved. However, greater trust brings superior innovation, creativity, morale, and productivity. Everything of value is built on trust, from financial systems to relationships.

“I wholeheartedly support the lessons that David outlines in THE TRUST EDGE.”

— Mike Tattersfield, President and CEO, Caribou Coffee Company

Horsager describes that THE TRUST EDGE is the competitive advantage gained when others confidently believe in you. It doesn’t happen by accident, nor does it happen all at once. Horsager’s book gives a clear path and process for gaining the most significant advantage of all time—TRUST.

THE TRUST EDGE will help you gain:

- Faster Results
- Deeper Relationships
- A More Committed Team
- A Stronger Bottom Line

THE TRUST EDGE
How Top Leaders Gain Faster Results, Deeper Relationships, & a Stronger Bottom Line
By David Horsager

Discover the single common trait of the greatest leaders and organizations of all time: TRUST. This bottom-line issue can build up or destroy any relationship, business, or industry.

List Price: $24.99
Format: Hardcover, 350 pp

To arrange an interview, contact Meghan Donner at 800.608.8969 or meghan@davidhorsager.com
**THE EIGHT PILLARS OF TRUST**  
*From THE TRUST EDGE by David Horsager*

One recent study showed that companies with high trust levels generated total returns to shareholders at almost three times that of companies with low levels of trust, and that companies with high trust levels outperform companies with low trust by 186%. Meanwhile, another study of buyer-supplier relationships of automakers found that the automakers’ transactions costs were five times higher with the least trusted supplier than with the most trusted supplier. Further, with the least trusted suppliers, face-to-face interaction time doubled. Low trust revealed a need to spend more time and resources for communication, negotiation, and compliance.

These studies provide empirical evidence of the economic value of trust. Simply stated, trust has the ability to multiply your influence and impact, while a lack of trust is truly your biggest expense.

By following the Eight Pillars of Trust that Horsager lays out in *THE TRUST EDGE*, you can take a giant step forward to establishing trust in any business relationship.

1. **Clarity:** Clarity unifies, motivates, increases morale, and inspires trust. Clear communication leads to trusted colleagues, happy employees, and satisfied customers.

2. **Compassion:** Caring leads to trust. Think beyond yourself and put people before things to improve relationships.

3. **Character:** Building integrity takes work but gives the biggest reward. Always ask yourself, “Is this the right thing?”

4. **Competency:** Stretch your mind with new ideas, fresh thoughts, and different perspectives. Find a circle of professionals with whom you can grow and sharpen one another, and find a mentor who is successful or wise in the same ways you would like to be.

5. **Commitment:** When you are truly committed, you will go out of your way to help others and make great sacrifices. Likewise, the people who stick with you during difficult times are the ones you can really trust. Conversely, without commitment from the leader, a team will not win.

6. **Connection:** Engage your staff and collaborate. Ask questions, not only of your employees but your customers, and be sure to listen to and deliberate over their answers.

7. **Contribution:** Give your attention, resources, time, opportunity, and talent. Ultimately, you must deliver results in order to be trusted.

8. **Consistency:** The track record of trust is built over time; there is no other way to lasting success. Deliver the same quality of results every time, and you will maintain trust.
A Sample Interview
with DAVID HORSAGER

Q: Why did you write this book?
A: I had been speaking and producing events around the world on a broader scope of topics. As I visited many different types of companies, I began to wonder what the greatest of these companies and leaders had in common. I noticed the impact of trust on both leadership and the bottom line. With great interest, I began my graduate research on this topic and realized that being trusted really is the greatest asset of any leader or organization. My passion grew as I researched organizations and uncovered the characteristics that lead to being most trusted. Meanwhile, the political and economic climate in our country has worsened, making this topic even more relevant to all industries. My passion in this topic resulted in /_The Trust Edge_/, a book based in research, but made very practical for today's leader, manager, small business owner, or CEO. My desire is that people will be able to put the ideas to immediate use in a way that will benefit their team or company in a practical way. We have seen sales teams triple sales, companies increase productivity, families find new ways to communicate, and teams learn how to share their vision.

Q: What is _The Trust Edge_?
A: _The Trust Edge_ is the distinct competitive edge gained when someone trusts you, your brand, or your organization. Those that have this advantage enjoy faster results, deeper relationships, and a stronger bottom line.

Q: What are the Eight Pillars of Trust?
A: 1) Clarity, 2) Compassion, 3) Character, 4) Competency, 5) Commitment, 6) Connection, 7) Contribution, 8) Consistency

Q: What is the most important pillar? Do you have a favorite?
A: The most successful organizations and leaders have all 8 pillars of Trust. One might think Character is most important at first. However, if one is not Competent, I will not trust him or her. For example, I might trust you to babysit my kids because of your character, but I wouldn't trust you to give me a root canal because of your lack of competency. Still there is a most important pillar. Without it all the others fall. The most important pillar is consistency. Without consistency, all of the other Pillars of Trust will fall. Inconsistent compassion does not show that you care. Inconsistent clarity is ambiguous. Inconsistent character is no character at all. Consistency is king of the Pillars of Trust.

Q: In the book you say, “Trust is not a soft skill” and “A lack of trust is your biggest expense.” What do you mean by that?
A: Many think trust is a soft idea that does not literally affect the bottom line. Not true. Ask Tiger Woods. A breach (or several breaches) of trust lost him millions of dollars in just a matter of weeks. If you have a loan on your home, your mortgage payment is based on your credit score, which is essentially a trust score. The more the bank trusts you, the higher the score, the less you pay over the course of the loan. Because of a lack of trust, the Sarbanes-Oxley Act was put into place, costing companies millions of dollars in compliance costs. Having to have a lock on a post office box because of the lack of trust costs time. A supplier you don’t trust costs time and stress.

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Trust is both tangible and measurable. Sales people get caught up in seeking the newest sales tactic or closing technique, but without trust, they won't even get in the door. When organizations acquire The Trust Edge, it shows in every relationship and eventually is proved by a growing bottom line. A lack of trust really is your biggest expense and it doesn't matter if it is at home with your family, at work, or in your community.

Q: Why do Americans struggle with trusting anyone? Government, corporate America, even religious entities are hard to trust these days.
A: Pull out any newspaper and you'll see countless examples of how trust is violated every day. We continue to be let down, lied to, and misled by leaders around us. There is low accountability and more barriers to trust than ever before which causes stress, frustration, and in turn, a lack of trust. We keep hearing that this message is so timely, but it is also timeless.

Q: Tell us about some of those barriers to trust you mentioned.
A: a) Conflicts of interest, b) Rising litigation, c) Decreasing customer loyalty, d) Media coverage of scandals, e) Speedy social networks, f) Technology, g) Fear, h) Negative experiences, i) Individualism, j) Diverse thinking, k) Instant gratification, l) Focus of trust research is on how trust is destroyed rather than how to build it

Q: I noticed that you have “Diversity” as one of the barriers to trust. Isn’t that politically incorrect?
A: Certainly there is value in diversity of thoughts, ideas, and cultures. The old adage may be true that if two people are exactly the same, then one is not needed. With a certain kind of diversity comes innovation, creativity, and depth of thought. However, people have always been fearful of the unknown and of those less like themselves. Harvard Political Scientist Robert Putnam's epic study on diversity revealed, “In the most diverse communities, neighbors trust one another about half as much as they do in the most homogenous settings.” One way to enjoy the significant value of diversity is to make sure the team’s mission, values, and vision are clear and communicated often. If people share those key factors, then often the type of diversity that creates fear will fade away.

Q: You mention a problem with anonymity. What did you mean by that?
A: A major way to increase accountability is to reduce anonymity. There is a reason that crime is less per capita in small towns; people know each other. They know what each other is up to, and they talk. If people know they are being watched, they are more likely to act above reproach. Anonymity dilutes accountability. This is the reason why some conscientious families move computers into the main living area. By having the computers in a more public space, family members are less likely to go on sites that are inappropriate. And it's the same reason why offices with open work spaces promote greater productivity than ones with solid doors and walls. Colleagues can see whether each other is napping, tweeting, or working.

Q: I noticed that this book looks and feels uniquely different than most business books. Layout and color. Tell me about that.
A: The publisher and designer hit a home run on this book. I asked that the design be a combination of engaging and fun, yet representative of the deep impact of this serious topic. It is engaging with the tabs, red quotes, bullet point highlights, and end of chapter questions. It definitely looks and feels different than other leadership and business books. The feedback has been tremendous.

Q: Can you give some examples of trusted leaders or organizations?

Q: What do you want people to take away from The Trust Edge?
A: My hope is that people will see the clear importance and value of this topic as well as a clear way to gain The Trust Edge into their lives, businesses, and brands. I hope people will understand that individuals are the conduit for trust. It’s not up to your organization or the responsibility of anyone else. Your courage to take action and become trustworthy will be the invitation for others to follow. Make building trust your highest priority and first order of business. When you do, you will enjoy the foundation of all genuine and lasting success, The Trust Edge.