

**Stephen M. R. Covey Teleconference**  
*Leading At The Speed Of Trust*  
**Featuring Jay Abraham**  
**September 29, 2005**

**OPERATOR:** Welcome to today's teleconference interview between Jay Abraham and Stephen M.R. Covey on "Leading at the Speed of Trust." It's my pleasure now to introduce your host, Mr. Jay Abraham.

**JAY ABRAHAM:** Hi everybody. This is probably one of the biggest treats that I've had probably in the last two or three years. It's a great, great honor and great pleasure for you, and for myself. I'm going to be interviewing Stephen M. R. Covey, son of Stephen R. Covey.

Stephen M. R. is a former CEO of Franklin Covey. He orchestrated a lot of their growth, a lot of their combined leadership in the field of training, and time management, and corporate achievement. And then he and another colleague of mine, Greg Link, started their own enterprise to take some of the technology and the methodology of rapid growth and rapid advantage for corporations, and have built a really dynamic corporation of their own.

And in the process of their body of breakthrough, landmark work, they've come up with something that I personally think is so relevant, so profound, and so dramatically overlooked by almost every entrepreneur, small business owner, professional and startup out there that I prevailed very, very heavily on my relationship with both of them and the friendship I had with their father to ask Stephen M. R. if he would allow me to probingly, penetratingly "grill and drill" him with loving regard for about an hour and a half today on the key elements of their breakthrough, I guess, technology.

Because they have, I think, identified, understood, and developed a keen awareness of what I will call the "last remaining bastion" of exceeding upside performance, profit, and competitive advantage that remains available for the business owner, for the entrepreneur, for the enterprise, without spending money. It's spending something far more precious -- the ability to understand and connect.

And the subject that they have focused on is "Leading At The Speed Of Trust."

I'm going to do a disservice to them, but I'm going to set the stage. I'm going to introduce Stephen, and then we're going to begin a very fast-paced and a very spirited discussion, debate and interview that hopefully will take you, the listener, to a whole realm of reality, awareness, and connectivity that you have never thought about before. And we'll open the spigots and the floodgates of opportunities, possibilities and potentials that you've never seen were within your grasp.

But the key, in my mind -- and it's a disservice, but Stephen, before I even introduce you, I'm forewarning you. You have my respectful charge to correct, embellish, expand and improve upon any mis-explanation I make.

I think the key to what we're going to be talking about today is that trust is the key accelerator, the key bonder, the key extender, the key motivator, the key facilitator of all that is accomplished of any good in the world today.

Lack of trust is the key deterrent. Lack of trust is the key frustrator. Lack of trust is the key compromiser.

Trust is of many different natures, and we're going to get into as many as I can, and some really intriguing facets. But the faster you gain the trust of a prospect -- the quicker the sales cycle is closed... the faster the purchase is made... the more the size of the purchase... the more items are purchased... the more frequency of purchase... the more people they'll refer to you.

The faster that the vendor understands and trusts you -- the more collaboration... the more creation... the more development... the more support... the more financing.

The faster the team "gets" you, trusts you, believes in you, understands you -- the faster the clearer, the more complete they execute... the more they accomplish... the more they extend the objective.

The faster the stakeholders "get" you, and you they, the more collaborative... the bigger the organization grows... the greater the legacy.

That's not a full service, but I'm going to start with that and welcome you, Stephen.

**STEPHEN M. R. COVEY:** Thank you, Jay. I'm delighted to be here, and I'm looking forward to the "grilling and drilling," because I want to have a very dynamic discussion.

**JAY:** Well, so everybody is clear on the background of this, Stephen and Greg are good friends of mine. His father is a friend of mine.

When I learned about their powerful body of work, I insinuated myself and said, "I demand the opportunity to at least take what you have discovered and translate it for

you and for my entrepreneurial audience to them... give them an extraordinary 70- or 80-minute education.

Our goal for the next 80 minutes is to take what you have taken to a very heightened level of understanding, and to torque it down to such relevant, day-to-day implications that any entrepreneur, any business owner, startup, professional, or somebody who runs a P&L-based division for a bigger corporation gets it instantly.

So what I'm going to do -- and you've given me permission -- I'm going to power through a lot of the elements in your curriculum. I'm going to draw out a buzzword, a question, hopefully in the right order. Everyone listening, Stephen and I have an understanding. Because he's been living with this, and he and Greg, his partner, discovered it, refined it, developed it, perfected it, have trial-ballooned it, have innovated it... I would do a disservice thinking I even became close to comprehending anywhere close to the fullness of it.

So I'm going to take them on a path. Their job is to correct me if I'm wrong or restate it. And so, with that stated, are you ready to go?

**STEPHEN:** I'm ready.

**JAY:** OK. What I'd like, if you don't mind... And again, your operative word is translate everything you talked about from general "corporate-ese" to specific, hard and graspable entrepreneurial clarity.

The first thing I'd like you to do is just give us about a five-minute overview on the big picture of why trust -- a lack or an abundance of it -- is in fact the last remaining area of leverage any enterprise has in a little bit more context than I probably did it justice, OK?

**STEPHEN:** That sounds great, Jay, thank you. Here's how I'd like to begin:

This whole idea of trust is probably the most underestimated, misunderstood, neglected, even ignored factor in business, in our careers, in our relationships, and also in life. And as Jay is saying, it's something that becomes an intangible opportunity for us to run with, because we've neglected this. We've misunderstood it. And I maintain you can make this tangible. Here's the basic idea:

Trust always affects two outcomes in business, in relationships, and in life. Two outcomes are always affected by trust. They are speed and cost. When trust is low, you're going to see speed go down, and costs will go up. I call this a "tax". There's low trust -- you're paying a tax. You're in a relationship... it could be with a customer, it could be with someone you're working with, it could be with a friend. If trust is low, guess what? You're paying a tax, and a manifestation of that tax will be this: -- the way you can get things done, the pace at which you can get things done. That's going to go

way down. It's going to take you a lot longer to do anything, and it's going to cost you a lot more.

**JAY:** Stephen? Now, I'm going to with respect ask permission to occasionally interrupt.

**STEPHEN:** Please do.

**JAY:** OK. So my interpretation -- for all of you -- is that trust is of many natures. It can be the intent. It can be the competence. It can be the clarity. It can be a lot of different factors. So you have to be able to have some nuances as Stephen is explaining to understand all the implications here. OK?

**STEPHEN:** There's no question. See, when we talk about trust here, we're really talking about confidence. And the opposite of that is suspicion. So you don't trust someone when you're suspicious about them, about their competence, for instance. You don't have confidence in them if they don't have the right capabilities or skill sets, they don't have the right track record. You don't have confidence in people or trust in them if they're not honest, or if their motive or agenda is hidden, and you're starting to wonder about it and question. That makes you suspicious, and that's the opposite of what we're talking about.

We're talking about confidence, about assured reliance, about moving forward with trust. And so there are many, many different elements of it, and the big idea, really, is this: That when the trust is low, the tax is high.

But the opposite is true: When you as an entrepreneur and an influencer, when you build trust in your relationships, when you establish it -- suddenly you're able to move with incredible speed. I like to say that there's nothing as fast as the speed of trust -- for that matter, or as profitable.

**JAY:** Now, Stephen, a couple of points -- and again, I'm doing nuances, and they may be too micro-relevant for everybody, and I may be just too hip for myself. You've got to be able to discriminate, because you've got to be able to see that even the person trying to compel you may not even realize that he or she doesn't have your trust. You've got to realize that you may not really be totally clear on why you are recoiling or rejecting.

And then, more importantly, Stephen, you've actually done some -- because you've turned soft abstractia into some pretty hard, relevant, measurable metric-based data that blows the mind. And I would like to invite you as you're sharing this to please share all comparable data that you've been able with Greg to document that will blow people's minds to show what the acceleration, or the multiplication, or the increasing factors are when you get these trust elements in control.

**STEPHEN:** Absolutely. The data is overwhelming. There was a recent study done of over 12,000 managers, where they contrasted high-trust organizations versus low-trust organizations, and the core finding was this: The high trust organizations outperformed the low-trust organizations by 286% -- that's nearly three times higher -- in total return to shareholders. That was in shareholder value, the thing that you're driving for.

It demonstrates a three times multiplier. I'm calling that the trust dividend, the high-trust dividend, instead of the low-trust tax.

**JAY:** And Stephen, I would say that -- and I have such a heart-felt empathy for the entrepreneur. But most entrepreneurs -- God bless every one of you on this call, but you're not masterful at managing, maximizing, motivating, inspiring people. The big, not problem, but the big lament is that between fulfillment, frustration, dissipation... probably 80% of their time is not even being maximized. And you probably have a greater piece of the accelerating puzzle there than you even realize for an entrepreneur, don't you think?

**STEPHEN:** I think entrepreneurs probably more than anybody can leverage trust -- better and faster than anyone, and I'll tell you why. As an entrepreneur, you're dealing with all your stakeholders. You're dealing directly with customers. You're dealing with suppliers, with distributors. You've got investors you're dealing with. You've got your coworkers, who you've brought on to help you accomplish your objectives. You're working with them.

So you're working with everybody. And if you have an ability to establish trust fast with all these different groups of people you're working with -- your customers, distributors, etc., etc., investors... -- having that ability to establish it fast, to grow it, and then to leverage it...

If it's the opposite -- in other words, if you're not good at building trust, and people are questioning or wondering... your customers are wondering what your motive is, or your agenda, or if you're capable... or your investors are wondering about you and you don't have that ability -- then you're constantly backfilling, and slowing things down, and taking a lot of time.

So I think that leverage factor for an entrepreneur is never higher than any other profession, really, because you're dealing with all stakeholders, all the time, and the need for speed in these relationships is vital. And it's not just the speed of trying to quickly get things done. It's also receiving this dividend, this multiplier -- having everything become better because of the fact that you've established trust in your relationships, and now people see you differently, and interpret you differently because they trust you.

**JAY:** That's a great point. One more which I think as an entrepreneur -- when I teach my methods to people they love it, but they go back and they say, "Well, how do I..." And they don't verbalize it like this, but if they really would, they'd say, "Well,

how do I thrust this down the throats of my people who haven't been exposed to it?" And my answer is always, "The only way you can is to demonstrate it. Not tell it, but you've got to show it."

And what you're saying, as an entrepreneur you're out there in front of everybody. It's an incredible opportunity to demonstrate it in motion, 24/7. And you've got incredible leverage, because as it's being done, through osmosis it's being absorbed. It's really sort of a cool concept.

**STEPHEN:** It is. I'm going to illustrate this, Jay.

**JAY:** OK.

**STEPHEN:** Here's what I mean by "the speed of trust." I'm going to describe a deal that took place. And as entrepreneurs, we're always involved with making deals of some sort, with investors, customers... That's part of our modus operandi. Well, here's a big deal of two large public companies, but it's really all about making a deal.

Warren Buffett is the CEO of Berkshire Hathaway, one of the most respected leaders in the world - Warren Buffet is. And his company wants to acquire another company from Wal-Mart. The company that they're buying is called McLean Distribution. They're a \$23 billion enterprise, so this is a big deal -- a \$23 billion acquisition by two large companies.

Now, Warren Buffett, he is the CEO. He's very trusted, and he's very credible. And he has trust and confidence in his counterparts that he's dealing with at Wal-Mart. And here's how Buffett described how he was able to do this deal, this \$23 billion acquisition.

He wrote the following in his annual report: "To make the McLean deal, we had a single meeting of about two hours. We then shook hands. Twenty-nine days later, Wal-Mart had their money. We did no due diligence. We knew everything would be exactly the way Wal-Mart said it would be, and it was."

So here's a big, \$23 billion merger done in 29 days with no due diligence. I used to work on Wall Street as an investment banker for a short period. I was involved with big deals. Deals of this size would normally take a year to close, because you've got to go through so many hoops and hurdles to jump over. And also, you would spend tens of millions of dollars doing due diligence with accountants, attorneys, auditors, verifying, validating that everything's right.

But because they had trust in this relationship, they were able to move with incredible speed -- 29 days instead of a year -- and with low cost... no due diligence versus tens of millions of dollars. And that's what I mean by "operating at the speed of trust."

**JAY:** So let's -- because my job, again, I'm the "Advocate General" translator in charge of the entrepreneurial, not limited thinking, but more day-to-day thinking, because an entrepreneur unfortunately (and you might get into this) tends to be a more tactically-minded person, unfortunately. And you need to kick them up into the rarified world of strategic thinking, which is where I think your methodology is going to play biggest.

But what is the implication to every entrepreneur, every professional, every startup, every P&L-based manager who's listening right now to what you just said? What do they get from this little story?

**STEPHEN:** Here's the implication: In the same way Buffett can do this, you can do it as an entrepreneur as well in your relationships with your customers, with your investors. By establishing trust, by getting good at this... Getting good at building trust and establishing it with everybody you're working with -- that will enable you to move with incredible speed and low cost.

In fact, I'll give you an entrepreneur example, Jay.

**JAY:** Please.

**STEPHEN:** Here's a donut and coffee vendor in New York City. This is a one-person shop. He has a cart on wheels, and he carts his little stand on wheels. He sets up shop right outside of an office building in Manhattan, New York City's Manhattan. And people come by to go into work, and they buy a donut and coffee from him. And he noticed that there were these long lines forming, and then some people would get out of line because it was too long. And he realized that what was taking him so much time was making change for his customers.

So he just decided, "I'm just going to put a little basket on top of my cart here with dollar bills, nickels, dimes and quarters, and I'm going to just serve the customers donuts and coffee, and they're going to make their own change."

**JAY:** So you put the onus on them.

**STEPHEN:** Yup. He put the onus on them. "Make your own change. I can serve you the donuts and coffee. I can move faster." And what happened was he went through customers twice as fast. He doubled his customers. He was able to process all these people. He added no new cost, twice the speed, twice the customers, and guess what? They were honest with him. They didn't rip him off. I mean, he had some risk in this, of course. Maybe someone takes some extra nickels or quarters.

**JAY:** That's a great example! That's a great one. Now, let me ask you this: Is it appropriate... And again, I'm asking permission because I've been blown away for a month and a half by your work, but you've been dedicated with Greg doing it for years. So you understand it at a much more seminal level. Is it worth talking about the "Seven Low-Trust Sinkholes" right now, or is that inappropriate?

**STEPHEN:** Well, I'll just give you an overall idea of it.

**JAY:** So give a little of the reference of what it is, and the cost, and how it can be either mitigated, eliminated, or at least recognized.

**STEPHEN:** Yeah. Here's the idea: It's simply that, again, trust is always affecting speed and cost. Now, it doesn't always show up as a low-trust cost. It shows up in other ways. It gets hidden. See, this is like a hidden variable that's affecting everything else.

Trust is the one thing that affects everything in a company. But we often don't recognize it because it gets manifested in other ways. But when you have low trust you're going to see all kinds of bureaucracy creep in, and different types of cost creep in that are all part of compensating for a lack of trust elsewhere.

And the idea of the Seven Low-Trust Sinkholes is simply this: That things show up, and you wouldn't recognize it as a cost of low trust until you realize because the trust is low, we're having to do these things to compensate.

Let me give you an example. Take in the United States here, after the 9/11 terrorist attacks. Our trust or confidence in flying in this country went down quite a bit, especially initially, right after these attacks. These were brutal. Well, we had to restore that trust or confidence in flying. So we put in place some procedures, more robust security procedures to give more confidence to fly. And yes, it did help. But there was a price. Things took a lot longer, and they cost more. We had to put in place more robust security, and it took longer, and there was a cost and a tax that we were paying with every single ticket we bought in this country.

Well, I recently flew into and out of Tel Aviv, Israel. Now, the trust in Israel is quite low for obvious reasons, for critical reasons. When I flew in and out of Tel Aviv, I had to arrive at my airport four hours before my flight, because it took that long to put me through the process. My bag was unpacked and repacked three different times, and I was interrogated several times. And I was treated like any other passenger. But they had to put in place all those procedures to help restore trust or confidence in flying there because the trust was so low all around them. That was good and useful because it did help confidence, but at what price, Jay? It was at a huge price. A lot of time and money was spent to administer this.

And those are what I call the "Sinkholes" of extra props and layers of policies, procedures, processes that are expensive and costly and time-consuming, that are put in place as a proxy for a lack of trust.

**JAY:** And I like that. Now let's -- because I want to take you on a broad spectrum, and this is basically my attempt to do a tour de force overview summary/introductory primer on something that I know that in an environment of two



comprehensive, eight-hour, integrated, exercise-based, specifically, individually focused... People take their own situation and they delve into it, and they analyze it, and they identify it...

And it's a disservice, but I want to get into some fun things. Can we talk a little bit about the two dimensions of trust - character and confidence, and have you explain a little bit about that? And then maybe demonstrate what the implications might mean, again, to the entrepreneur or to the small/medium business owner or professional?

**STEPHEN:** Absolutely.

**JAY:** Go ahead.

**STEPHEN:** Think about it, Jay. Just think about the people that you trust. You entrepreneurs, think about the people that you trust. And you'll find basically that there's always two dimensions as to why you trust someone.

One is that they have character. That's who they really are. The other is that they have competence and ability to do things, make things happen. And you really trust people that have both character and competence. Both are vital. If they have only one and not the other, then we'll tend not to trust them.

And as an entrepreneur you're constantly dealing with people, and you want to work with people that you can count on, and rely on, and trust. And that is a reflection of both, do they have character? And do they have competence? If they have both, you can trust them. If they don't -- if they're lacking any one of those, then you won't.

Now, I'll give a personal example which illustrates the importance of this. My wife recently had to have some medical surgery. Now, my wife trusts me, and I trust her. She cares for me. I care for her. But Jay, when it came time to do the surgery, guess what? She didn't ask me to do it!

**JAY:** OK!

**STEPHEN:** And why didn't she ask me to perform the surgery? Because I'm not competent to do so. I'm not a doctor. And so her trust in me didn't extend to performing that task because I didn't have the competence.

That sounds obvious, but it's really how trust is formed. It's a combination, the overlapping, of character and competence to perform the task. When you have both of those dimensions, you're now in a position to build trust. So it not only applies to the people that you look at trusting, but put the question to yourself. Do people trust you? As an entrepreneur, do people trust you? Do you give them reasons so they can trust you?

And they'll look to your character. They'll also look to your competence.

On the character side, they'll look to see, are you honest, and do you care about them? Do you want them to win? Do you want mutual benefit?

And on the competence side, they'll look to, what are your capabilities? What are your skills? Do you have the right skills to get things done? That inspires confidence. And they'll also look to your track record. What have you done? When have you made this happen? What's your track record like?

When you have high marks in all of those areas -- of integrity and intent, and your capabilities and your track records, your results -- then that inspires trust and confidence. And suddenly you can start moving faster with people. They'll trust you. You'll trust them. You can move at incredible speed, like the Warren Buffett story, or the donut and coffee vendor in Manhattan.

**JAY:** But now, I'm going to interrupt you. And I think the real, not the nuance, but the real critical factor of distinction here is a dual factor. One is the ability to take a deep breath and recognize and perceive it, and then recognize how it has to be either manifested or personified. Because I don't believe we realize that at every moment in time, everybody is being judged on a multiplicity of facets, instantaneously and almost subconsciously by everybody. They're being judged on words, on conduct, on history, on congruency, on body language...

This concept of ethos, which I think is one of the most overlooked and monumentally important factors to an entrepreneur, is a constantly reflected upon, instantaneously accessed element in the eyes of buyers, prospects, people that have had historic experiences with competitive types, or alternative providers. And I think you've got to be able to not get daunted, but to be above it all and have enough strategic understanding to recognize that these are real, recurring, continuous, constant factors of either opportunity or danger that exist continuously with whatever you want to call it -- a business relationship, or a personal relationship... Don't you, Stephen?

**STEPHEN:** Jay, absolutely. You're right on. And this ethos you're talking about -- really, what people are saying, Jay, is, "Can I trust this person? Do I trust this person? Do I have a reason to trust them? Are they credible with me?"

See, "ethos" is from the Greek philosophy, and it means credibility.

**JAY:** Yup. But I don't think a lot of entrepreneurs really get it. I mean, we -- and your dad and I have had a lot of discussions about my belief -- that I believe that your role is to serve as the most trusted lifetime advisor for somebody. And in that role, you've got to do -- it's almost like the Hippocratic Oath. You do value, but you do no harm. You can't sell them too little. You can't sell them less. You've got to educate them. You've got to tell them what's in their best interest. You've got to do that which is right.

But I think a lot of people are so struggling in entrepreneurialism just to make a living that they don't allow the full force of the power of something as profound, and yet as seemingly intangible as this to take hold. And I'm going to challenge you to do everything you can for about a five-minute stream of consciousness to make the intangible of this real tangible to them. Can you do that?

**STEPHEN:** All right. I'll do it, Jay.

All of us are entrepreneurs at one level or another. We're always trying to sell our ideas, grow our business, grow revenue, win customers... We're always working with people and through people. We've got to make things happen. Well, starting, like you say, Jay, it begins with each of us personally. It's an inside out process, always.

Building trust likewise is an inside out process. If you want to have this incredible speed that happens when the trust is there, then you need to recognize, "How do I do this for myself? Where does it start?"

It always starts with yourself. So even before you say, "How do I build trust with other people?" you first say, "How do I do this with myself? How do I build self trust? How do I build this individual credibility that will then become the foundation for building extraordinary trust with other people?" And then, with that trust in place, I'll be able to move at this incredible speed, low cost, and get more and more things done. So it's very much an inside out process.

Now, when it starts with yourself -- self trust -- here's the idea: It's all about what you just described, Jay. It's all about credibility. Are you credible?

"Credible" comes from the Latin term "credire" which means "to believe." So it's really a question of "Are you believable?" If you are believable, because people recognize your character and your competence, then they'll trust you. With that trust in place you can truly be the trusted advisor that's able to work with customers, work with investors, work with all the different folks that you're dealing with, and they'll believe who you are, what you're trying to accomplish. You'll move with incredible speed because of it. So it always starts with yourself. And the key principle there is individual credibility.

Now, I've already mentioned the four core areas that you build that credibility. The first is your integrity, the foundation of who you really are. And that's like the root system of a tree. It's mostly below the surface, but it gets manifested when the storm comes, because the tree holds if the root structure's strong enough, because the integrity's there. When it is, it's a foundation now for the credibility in your relationship and the trust that you're able to establish to move with incredible speed.

You then say the second core of this credibility is your intent, which is referring to your agenda, your motive. Are you seeking mutual benefit? Do you want your prospect to win? Do they know that you want them to win? Do they feel it? Because

you know what? If you're trying to sell something to somebody and they just think you're trying to make a sale, they don't think you really want them to win or care about them. But you're trying to make the sale. They won't trust you. You won't be credible in their eyes.

But with that credibility that comes from your seeking mutual benefit -- their win as well as your own -- they now have a basis on which to trust you.

You then move into the third core of credibility, which is your capability, your skills, your talents. You have the right skills to accomplish the task you're trying to accomplish with the people you're working with, with your customers. If you do, then they'll have trust and confidence in that. If you don't, they won't, and you won't be able to make the deal, or to get the customer because they don't believe you can deliver on it.

And then finally, the fourth core of this individual credibility is your results. This is your track record that I mentioned earlier. You have a track record of results, where you get things done, and make things happen. When you do, that makes you credible with people, and they'll tend to trust you. If you don't, then you don't have that same credibility and they'll withhold the trust. And so you've got to establish some credibility through your track record, through your results.

When you put all four of these pieces together -- integrity, intent, capabilities, and results -- you now have the foundation of absolute individual credibility, and you can establish it with everybody.

**JAY:** Now, I'm going to take my liberty and insinuate my bad self a minute, because I had three thoughts that I want to share.

The first one is an interesting one. I spoke to a very prominent MBA entrepreneurial school about three weeks ago, and I polarized. Half the people got my soft and intangible, and they got into it, and half of them summarily rejected it and thought it was hokey.

What you're talking about is something that I believe. You talked about the root system, or the underpinning of a tree. I don't think people realize the compound... Because I deal in compound exponential geometric growth. This is where you're really creating this quantum type growth capability, not just in economic terms... not just in commercial terms -- but in probably the most enriching of all, which is fulfillment, satisfaction and achievemental terms. But it requires you to do some very deep, reflective soul searching and develop the capacity, Stephen, I think, to translate very abstract intangible into tangible and measurable factors, and have the ability to have an out-of-body experience and recognize what it looks like from the outside experiencing it. That's the first thing.

Second is, I really want to make this point. What you are teaching is if you'll take the time now to re-engineer... It's like when I was teaching people how to make

irresistible offers 20 years ago. And I said, “Do you know why I’m teaching you to do this? Because the vast majority of you make resistible offers.” And I’d go through all the spikes and the deterrents. And then I taught them how to take risk out of it. Then I’d talk to them about accelerating or reducing the hurdle rate. Then I talked to them about best practices. And I had to slow them down, because everybody wanted to move forward.

The last thing I want to say -- and you’re welcome to say “ditto,” or say “I don’t agree,” or say “There’s a great idea you just gave me, and I’d like to expand upon it,” or none of the above, Stephen. But one of the most important elements that have come out of my body of work, and it grabbed me by the throat, and I’ve got to say it -- is that when I’m teaching people say, “Well, what should I say or do?” They’re looking for a manipulative, technical way to execute on something that is totally not technical. And I always say, “It has nothing to do with what you say. It has to do with how much value you’re trying to contribute, and how pure the intent of that is.” Because the purer the intent, and the clearer the understanding, the more fluid, natural and continuous the flow will be. And that’s my belief. You may disagree, though.

**STEPHEN:** Well, I agree with that, Jay, but that is the foundation. I would just argue that there’s a second half too. And I think you would too. So here’s what I’m saying:

You start there. That is integrity and intent. If you don’t have integrity and intent -- and by “intent,” I mean again, your agenda, your motive of trying to help other people win. Without that, it doesn’t matter how smart you are, and how articulate you are, and the like. You won’t sustain a long-term relationship of trust. It will break down. You have to have that as a starting place.

But then I also add this, and this is what gives trust a harder edge. Because for so many people, trust just means “Be nice. Be good to everyone, and like people, and be a nice guy.” That’s not the kind of trust I’m talking about.

**JAY:** What’s it mean to you?

**STEPHEN:** It means this: It means get results, but get results in a way that builds the relationship. Make things happen. Make the right things happen, but do it in a way that builds a culture of trust so that you can do it again, and again, and again. In other words, you start with this foundation of integrity and intent, but then you add to it the other cores of credibility -- capabilities and results -- so that you are all about making things happen, getting stuff done. Those are the people you trust, that also are honest people, and that have the right agenda or motive. They’re not trying to just look out for themselves. They’re always trying to create value, like you’re saying, and serve other people.

They also have the tools with which to get it done. You need both. And by taking the “both” approach -- the “and” approach, as opposed to the “either-or”, I believe

you embrace what you're describing, Jay, which is the absolute foundation of the character, integrity and intent. But then you also empower it with the strength of capabilities and of results, of the competence dimension.

It's the combination of the two that makes you a trusted leader that can get results and make things happen, but does it all in a way that builds the trust with people so they can make it happen again, and again, and again.

**JAY:** You've just taken me to a heightened level, and I'm going to respond with another challenge, if I may.

**STEPHEN:** Please.

**JAY:** And this is actually and probably more -- I get very excited talking to stimulating thinkers who have taken a very powerful, but a disarmingly abstract concept to tangibility, and you're delighting me with this.

A couple of people that I've spoken with on a couple of related issues over the years -- one of them had a very interesting belief. He said that every time two people come together to transact any kind of an activity -- business, fraternity, relationship -- your job should be to make their life better off because you were in it.

Another company, totally different, but parallel universe that grew from almost nothing to a half billion dollars a year in about five years mirroring an ideological plane that was very similar, but not as refined as yours, believed that every time we're communicating with them -- whether it's delivering, whether it's sending them something... we need to add value. We need to make them improve and grow.

And I think that there is an element on that that's an offshoot of this. And I don't have it refined, but I'd like to throw to you the gauntlet to play back to me what I'm trying to say in a more cohesive manner that is relevant to your message.

**STEPHEN:** I think it's this, Jay: That, what creates this suspicion and this distrust and cynicism in society? Because there's a lot of low trust everywhere around us, and cynicism and suspicion. And it's because too many people aren't creating value. They're in it for themselves. They're not contributing. Rather, they're almost like parasites.

**JAY:** Will you give me four examples, just so that we can make it crystal clear, demonstrably, so people can see what we're saying is the antithesis of what we're trying to teach?

**STEPHEN:** Sure. The antithesis of this is the person that is what I would call a low-trust leader. He's in a position of leadership, but people don't trust him (or her). And they use their position power in whatever role that is to try to get things done by edict, but not through who they truly are. They're just in their position. And people

don't trust them. They don't respect them. They're worried behind their back that the person will turn on them. And they're worried with every move that they make that there's not criteria or principles built into the way the person operates.

And so, by contrast, a leader that builds trust is one that's most applying and improving everything around them. They're like Magic Johnson on the basketball court that makes everybody better around them. And the high-trust leader is able to do just that.

I'll give you an illustration just straight up. Take communication, Jay. Take communication, and imagine a relationship with someone with whom you have high trust, and imagine a relationship with someone with whom there's low trust.

**JAY:** OK.

**STEPHEN:** When you communicate with someone with high trust, you can almost say the wrong things and they'll still understand you.

**JAY:** You're exactly right, because they know that the intent -- they're hearing the intent.

**STEPHEN:** They're hearing the intent. It fills in the gaps. They know your heart, your motive, your agenda. They trust you. It fills it in.

Take someone with whom there's low trust, very low trust, and now you're communicating with that person. In those cases, you can be very measured, even precise in your communication, and they'll still misinterpret you. They'll still read things into it. They'll still add things into it, because they don't trust you, and you don't trust them. And it deteriorates.

In fact, that's how we end up in all this litigation in legal circles with legal communication. If you think about it, legal communication is the lowest form of communication because it's based on no trust -- or at best, low trust.

**JAY:** Great point.

**STEPHEN:** And look how expensive it is, and look how much time it takes. That's what I mean by speed and cost. If you get involved in lawsuits, you get involved with legal channels, and the communication is based on low trust or no trust, and it's very expensive, and takes a lot of time.

Now, compare that to where you've got great relationships, and you're able to make deals on a handshake, because the trust is there, the belief, the confidence... That's speed and low cost.

**JAY:** That's great. Now, I'm going to switch the game we're playing. I have two categories I'd like to titillate over your head and let you pick either/or, or a combination of both, and tell me which is the most relevant to talk about now, OK?

**STEPHEN:** OK.

**JAY:** One is going to be the Five Different Levels Or Waves Of Trust, and the other are the 13 Behaviors Of A High-Trust Leader. You tell me which or what combination, or if there's something better that we should be adding at this point as we progress them on the pathway to a more enlightened awareness of the opportunity that awaits them.

**STEPHEN:** I think the 13 Behaviors Of A High-Trust Leader is the best path.

**JAY:** Would you then, would you take us on that?

**STEPHEN:** Absolutely.

**JAY:** OK.

**STEPHEN:** This is extremely actionable. These behaviors, we've studied leaders and influencers around the world, and in organizations, entrepreneurs, in schools, in government... So this is not just in corporations. This is common to people around the world in all kinds of roles in life. And we've found that there's 13 behaviors that are common that they use to build trust in their relationships to get results in a way that establishes relationships of trust, so they can get results again, and again, and again.

**JAY:** And these are commonalities that when you see these evident, you know that that organization, that individual, that entity, that enterprise is going to probably be one of, if not the highest performer. They're going to probably have the greatest loyalty. They're probably going to have a much higher profit rate. They're going to have a much lower turnover. They're going to have a much higher productivity rate, and they're probably going to have an incredible culture, right?

**STEPHEN:** Absolutely. In fact, the data says it's going to generally be three times higher, Jay, and often many times higher.

**JAY:** Those 13 Behavioral Traits would be worth hearing. May we?

**STEPHEN:** Absolutely.

**JAY:** OK. Go for it.

**STEPHEN:** All right. Well, I'll briefly go through these. Now, I've organized these around this whole notion of character and competence. The first five behaviors are primarily behaviors of character. These demonstrate this character, this root system and



the like. And the first is just straight up - **talk straight**. That's being honest, telling the truth, and using clear, simple language. People like straight talkers. They trust them. You tend not to trust people that try to distort facts, or manipulate and spin, and leave false impressions. You prefer people to be real and straightforward with you. That builds confidence and trust in what you're saying -- straight talk.

And all of these behaviors, if you want to test it, just try its opposite. When you talk crooked, does that build any trust or confidence?

**JAY:** Can I also suggest to you that one of the exercises that we do -- and it's not as concentrated on your application. But we force people, in our seminar environments to list people that they deal with because they manifest, because they demonstrate these, and to try to break down what it is that they do that is so powerful, and how in the world they might be adapted. And it's a very fascinating process, because most people don't slow down enough to really recognize what it is about others that so compel them.

**STEPHEN:** Exactly. Exactly, and so it's the recognition, the awareness, the naming of this, so that you turn this into something that's conscious competence.

**JAY:** And concrete. That's good. So the first one is straight talk -- be honest. Number two?

**STEPHEN:** I've put all these in the form of verbs, so talk straight.

**JAY:** OK.

**STEPHEN:** The next one, second one which is part of character, is **demonstrate concern**. And that's basically saying, tell people you care. Respect everyone you're working with. Treat everyone with respect, especially those that can't do anything for you. Show kindness in the little things. And you don't try to -- you don't fake this, because if you fake that you care, it doesn't work, Jay. People read through it. So it's really developing within yourself the intent principle of, "I do care for people. I want people to win, and when I work with people, I'm always working the way where I'm trading value" like we were talking about earlier.

Now the whole idea is it's not enough to say that's my motive or intent. Now I need to demonstrate it. I need to show it. I need to do it. And when you do do it, you'll get better results. In fact, one of the great entrepreneurs of the world is Richard Branson, from the Virgin Group.

**JAY:** Absolutely.

**STEPHEN:** And he said this: "If people know you care, it brings out the best in them." It's that simple. If they know you care about them, they'll trust you. If they don't think you'll care about them, they won't trust you. These behaviors are all about

building trust with people, and demonstrating concern is one of the key ones that makes a profound difference.

**JAY:** And again, I'll just give a quick little addition. One of the greatest words I ever learned in my life was empathy. And I think most people don't understand the difference between empathy and sympathy, and in appreciating, understanding, respecting, acknowledging an observing how someone else sees or experiences life is such an incredible connector. And I don't think most people allow themselves to do it.

**STEPHEN:** They don't, and they're losing out on a great opportunity to improve their world.

**JAY:** So number two is demonstrate. Number three?

**STEPHEN:** Number three is **create transparency**.

**JAY:** What does that mean?

**STEPHEN:** I'll tell you what it means. It means be open. Be real. Be genuine. Don't have hidden agendas. See, transparency means openness. The opposite of transparency is hidden. When people operate with hidden agendas, then people don't trust you. If you're operating with a hidden agenda, you're not going to be trusted because people are questioning, "What's his real agenda? What's their motive here? What's really going on?" They start to wonder.

So instead, you're open. You're transparent. You're real. You're showing your hand as much as you can, and you're trying to say, "Look, I'm trying to help create something we all can win by. Here's what's important to me. What's important to you?" But you're transparent and open about it. You're counting the truth in a way that people can verify and validate.

**JAY:** Don't you think that in today's world the more you respect somebody's intelligence, and you acknowledge... I always tell people when we do seminars, I say, "Listen, I don't have the time to lose you, trying to figure out what my next goal or motive is. So I'm going to start and spend an hour telling you what I'm going to do, why I'm going to do it, how I'm going to do it, what the effect is... I'll integrate so that you can be very comfortable in the here and now, enjoying the process."

And when I started doing that, my professional colleagues who sort of were like the magicians of the world, and wanted to keep the mystique thought that was appalling. But I got people so in synch with me from the get-go, because it's respectfully disarming. It's like, "Hey, guys. Here's what we're doing together. Here's the path we're taking. Here's what we're going to accomplish. Here's how it's going to work, and then I'll let you do it." It's a very powerful process.

**STEPHEN:** And Jay, not only is it disarming, it creates trust, and it creates it fast. Because people realize there's no agenda here, other than what I'm saying, and they respond to that.

I'll give you a way entrepreneurs can apply this principle. This may or may not be the right thing for everybody, but here's how a lot of entrepreneurs apply the transparency principle: They open up their books. They have open book management, is one application of this principle of transparency.

**JAY:** That's a beautiful one, and it's a fabulous approach for people who have never studied it. The work - I'm trying to remember. Who is it? What's his name? Jack Stack?

**STEPHEN:** Jack Stack.

**JAY:** It's a great concept, and... The more vested people are, the more they know the relevancy of their contribution, and the more they feel valued and participating, the more is accomplished. It's been demonstrated over and over again.

**STEPHEN:** Over again. I was just with a small entrepreneurial company that's really on a great growth curve. The trust was low. The CEO and CFO were talking. "We've got to improve the trust. It's affecting our culture. You know what? Why don't we open up our books?" They opened them up, and they showed the financials to everybody.

At first people were cynical. They were wondering, "What's the purpose of this? Are these their real financials?" Because trust was so low, but they stayed with it. Over time they found this became the single thing, the process more than any other that transformed their culture, when people realized, "You know what? They're opening everything up. They're sharing it because they're trying to help us all better perform, and there's nothing hidden here."

**JAY:** And you know what else it does -- and I'm stepping on you, with profound respect. What else it does is, one of the big problems, even in a small -- and perhaps more in an entrepreneurial environment -- is you don't feel your connectivity to the totality. The more you feel, and you see, and you understand how your efforts, your actions, your being, your day-to-day impacts the whole, it's a much more... I mean, we all need to feel purposeful and connected.

**STEPHEN:** Absolutely. And so, Jay, I'm not saying this is the only way you can show transparency, by opening up your books. That may or may not be the right thing for you. You decide. But find ways to create transparency, and to be transparent with how you work as an influencer, as a leader, as an entrepreneur.

**JAY:** But opening your books, that's a great book to review, and I would commend it. I've seen some incredible reports of companies that have embraced it. That's a great... Next?

**STEPHEN:** OK. Number four -- **right wrongs**. Right wrongs. By that I mean just make things right when you're wrong. Apologize quickly. Recover. Make restitution where possible. Demonstrate some humility. Don't let your pride get in the way of doing the right thing. And it's so simple, and yet so often we find that we make a mistake, and then we try to cover it up. And in the very process of doing that, we lose trust. People tend not to trust.

I mean, take Watergate. Yeah, it was a burglary, but that wasn't what sunk the presidency. What sunk the presidency of Nixon was not taking responsibility for it. The cover up was what killed him. And people respond to those that acknowledge they've made a mistake, and they apologize, and they move on. They make it right. They correct it.

And so I say, make it right when you're wrong. It actually builds trust. But to not acknowledge when you're wrong, and just to move forward like it never happened -- that tends to dissipate and bleed trust away.

**JAY:** That's great. Next?

**STEPHEN:** Fifth -- **show loyalty**. By that I mean, be loyal to people. My father likes to say, "In order to retain those who are present, be loyal to those who are absent." In other words, don't bad mouth people behind their backs when they're not there to defend themselves or to represent themselves. Instead, speak about people as if they were present. Know why?

Because look -- when you speak about people as if they were present and represent others who aren't there, what that communicates to everyone that is there is that you'll do the same for them when they're not there. You're not going to bad mouth them when they're not there, or when you have a falling out between the two of you. It communicates enormous respect, enormous value for people.

But the opposite takes place when you bad mouth people behind their backs, and you get with someone else and you say, "Look, can you believe what the boss did, or what this person did?" Then that actually, rather than improving your relationship with the person you're talking with, it actually weakens it, because they're now going to wonder, "Huh, I wonder if they're going to bad mouth me if we have a falling out?"

**JAY:** That's a great point.

**STEPHEN:** By showing loyalty, you'll get -- to those that aren't present, then you'll really have the strength of those that are present, because they'll trust you. They'll believe you'll be loyal to them when they're not there. That's a huge thing.

**JAY:** And again, you've got to expand the arc of relevancy. Because this relates to the people you sell to, buy from, employ, live with, impact... This is not a static concept. This is a very fluid, dynamic and perpetual... It's a way of life.

**STEPHEN:** It's a way of life, and it does affect every relationship. This is probably critically true more than any place in your homes and families.

**JAY:** Yes.

**STEPHEN:** And where you have a reputation of, "I will speak about people as if they were present. I represent them." This communicates respect and value for people, and if you'll do it for one, you'll do it for others. If you don't do it for one, you won't do it for others, is the implied perspective when you don't do it.

**JAY:** Yeah, that's great. Next?

**STEPHEN:** OK, so those first five are really behaviors of character. They're primarily demonstrating showing your character. They get manifested through these ways. Talk straight, demonstrate concern, create transparency, right wrongs, show loyalty.

**JAY:** OK.

**STEPHEN:** Then we go to the next five. These are behaviors of competence that show that you're capable. You're competent. You've got a track record. You get things done.

**JAY:** OK.

**STEPHEN:** And this is also part of how you build trust. It's like I said to you earlier, Jay, it's not enough just to have character. You also got to have competence.

**JAY:** All right.

**STEPHEN:** OK. So the next one, number six here -- **deliver results**. There's nothing that will establish trust faster with a prospect, with a customer... with anybody than delivering results. You say you're going to do something -- you do it. You deliver the result you promised. You've got the right thing done. You've made it happen. Then they say, "Wow! This person delivers. They've come through. I can count on them."

Look at its opposite, Jay. You don't do it... you don't deliver... you don't get the result and you're just filled with excuses -- people will say, "Ah, I don't know if I can trust him. Don't know if they'll make it happen. Something always comes up."

So you want to build trust with people, with customers, with investors? Then deliver. Make things happen. Get the right things done. Build that track record. If you don't have a track record, go in, and you've got to build it with people. If you have one going in already, you're already on first base.

**JAY:** But you've got to be able to sustain it. You can't live on your laurels.

**STEPHEN:** You've got to be able to sustain it. You can't live on your laurels. You can take advantage of being on first base, but you've got to get to second, third and home by what you're doing today. And delivering result is the fastest way to build trust in any relationship, because it's immediate. It's practical.

**JAY:** And I want to ask you a question, or make a comment, because I've gotten in some very heated discussions, almost debates, that are parallel to this about value. Value is not what value means to you. It's what its definition is to them. And I would say results...

You might be working hard at the factory on putting it all together, but if they don't see the tangible awareness -- the updates, the acknowledgment, the progress reports -- then you're really failing in your commitment to them. So you've got to be very, very attuned to what their interpretation of this language and these words are, don't you think?

**STEPHEN:** Oh, absolutely. And you have to have a clear understanding of what the results are that you're trying to accomplish. Both parties should have it. But then you need to deliver on it.

**JAY:** OK.

**STEPHEN:** We'll come back to this clarity point of expectations in just a moment. That's one of our behaviors.

**JAY:** OK.

**STEPHEN:** So delivering results is a key behavior. And it's so key because everyone can immediately try to apply this as a means of building trust in any relationship, especially if the trust is not there yet, or you're just establishing it with a new customer. Deliver results for them quickly. Find something you can do to deliver on, and you'll immediately begin to build the trust.

We all know this. It plays out in our lives. We don't trust people that don't come through. We do trust those that do.

OK. Here's number seven: I term it "**get better.**" By that I mean, continuously improve. Increase your capabilities. Be a constant learner. Get feedback. Act upon the feedback. Improve. You're always trying to get better and better at whatever you're doing. You're building your skills, your talents, your abilities. You're staying current

with the change in technologies. Because these are the abilities that you have that will inspire confidence.

If you rest on your laurels -- you know, "I've had all these skills in the past," but you're not current. You're not improving. You're not getting better. Then you could become obsolete, and people's ability to trust you will go down because they'll say, "Well, he's just not current anymore. He just doesn't have the right skills today -- the things that are needed."

So as a leader, as an influencer, you're always trying to improve, to get better. That's why I like so much you're doing all the time, Jay, with people, is you're always increasing people's knowledge, skills, attitudes, their ability to accomplish results by focusing on getting better.

**JAY:** Well, somebody taught me years ago a phrase that has haunted me. It's "Grow or die." And it applies to you as a being, an organism, an enterprise, a relationship... And it can be intimidating, particularly when you get, not calcified, but when you get into a comfort zone.

But if you embrace challenge -- and I get... I mean, everyone knows I have a lot of trouble with technology. But if you don't grow, there's no constant. You regress. You go one way or the other. People don't realize it. You have to commit to constant intellectual, proficiency, emotional, philosophical... If you can't grow yourself on all those planes, the only alternative is that you regress.

**STEPHEN:** Absolutely. I think "Grow or die" is a good way to express this. I'm putting it in the form of behavior -- get better -- and I'm saying it's not just a good principle that will help you as a person. It will help you establish and grow trust with all the people you're working with.

And if you're not getting better, you will actually decrease the trust of the people you're working with. They want you to be getting better, and to improve your capabilities.

**JAY:** And this is going to be selfish, but I think we all deep down have self-motivation. You won't like yourself. You'll start having contemptuous disdain because there is a voice within that alerts you, verbally or just in an annoying way, that you're being inauthentic. And this is where it comes in, I think.

**STEPHEN:** Yes, absolutely. All right, here's the next behavior of competence: **Clarify expectations.** Clarify expectations - and this goes back to our earlier discussion, Jay, that you want to make sure that you've got common expectations with the people you're working with -- with your customer, with your prospect, with your employees, with your family... whomever you're interacting with.

Too often, trust breaks down not because there's bad people involved, but because people's expectations of what's supposed to happen is different. And they've never taken the time to clarify them, to validate them, to discuss them, to negotiate them. And they're not on the same page.

And so one person's doing one thing, and the other's expecting something else, and then they say, "Well, you didn't come through." And, "Well, I didn't know I was supposed to do that." But what happens is, without doing this, you're hurting trust because people are not delivering on the results because their expectations aren't in line.

And so by clarifying expectations, it actually is an extraordinary process for building trust, because in the process of doing that, you're discussing them, your disclosing them, you're negotiating them, you're validating them. You might even sometimes re-negotiate them. But you make the expectations clear and shared, and with that, that actually builds trust, and it avoids the massive withdrawals or violations of trust that can happen without it.

**JAY:** And that's wonderful. Again, one of the things... And I don't mean to ever steal your thunder. I mean to just embellish and reflect upon it.

Because I've been very privileged to be exposed to 3- or 400 very, very, very fascinating experts over the years of very unique methodologies. And we had one one time who believed the key to all clarification was reiteration. In other words, "Let me write to you or tell you what I think I heard you say, and let me know if that is what in fact I heard." And it takes about ten extra minutes, but it's profound what it can do.

**STEPHEN:** It's profound what it can do, and also, it builds trust. I'm saying it builds trust, which will help you then move with incredible speed.

**JAY:** But it shows "I heard you and listened, and I respect you." That's great.

**STEPHEN:** "I respect you," yes. We're on the same page.

Now here's number nine: **practice accountability**. Practice accountability. The whole idea is this: You hold yourself accountable. Hold others accountable. Take responsibility for results.

People want to be held accountable, and they want others to be held accountable. When you are accountable, it actually builds trust. When you try to skirt accountability and just put blame and the like, that really weakens people's trust and confidence in you.

And likewise, if you're not holding other people accountable that are part of your team, these people need to be held accountable. It builds trust when you do. It hurts it when you don't.



And sometimes people, again, misunderstand the idea of trust, and they think, “Well, gosh, it’s just all this soft stuff.” Well, believe me, accountability is hard. This is tough love. This is discipline. But when people are held accountable -- when you yourself are accountable -- you will build trust in all your relationships. It’s astonishing, the impact of accountability as a means of growing and establishing trust.

**JAY:** We’ve actually, Stephen, in some of our coaching activities, installed not coaches, but accountability officers. And all they would do is hold the client to a self-affirmed performance. It didn’t matter what. Whatever it was - “OK, you’re going to do it.” And they would follow up with them two or three times a week, and we saw productivity go up as much as 500%.

Unfortunately, in my opinion, we all need to be held accountable to someone else, because left to our own devices we will let ourselves off the hook.

**STEPHEN:** And my point is this: Not only will performance go up, but so will trust, which will then help you get future performance.

**JAY:** Touché.

**STEPHEN:** All right. Now, number ten - I express it as “**confront reality**”. Confront reality. And by that I mean this: Take issues head on, even the tough issues, even the so-called “undiscussable” issues. Address the tough stuff directly.

As you do that, it actually builds trust and confidence that you’re real. You’re genuine. You’re not burying your head in the sand. You’re dealing with the tough stuff.

If you ignore the tough stuff and just bury your head in the sand, then people think, “Oh, they’re not open or honest, or they’re naive. They’re not aware of this stuff. So which is it?” And they’re both bad. Are you naive, not aware? Or are you not real and honest with people? You don’t want either of those.

Instead, you want to address the tough stuff, confront the reality, take the issues head on. As you do it, you’ll actually build trust and confidence in people that you’re a real, genuine influencer, real genuine entrepreneur and leader. And good things will happen. Trust will be built from it, compared to the distrust that happens when you kind of bury your head in the sand.

**JAY:** And I agree. And only because I promised people we’ll be done at a certain time, and I have an agenda, for the last ten minutes I’m going to rush you through the rest, but I think they’re equally as profound. So the next one?

**STEPHEN:** Let me go through the last three, and let me do them all at once, OK, Jay? So let me just talk straight through.

**JAY:** OK.

**STEPHEN:** These last three I'm calling "character and competence behaviors" because they're really a combination of character and competence -- right smack in the middle. I couldn't put them in one category or the other, so I put them in the middle. All right?

And number eleven is probably the number one way of growing trust than any other. It's **keep commitments**. Keep commitments.

Basically, you say what you're going to do, then you do what you say you're going to do. You make a commitment -- you keep it. You make a commitment to a customer -- you keep it. If you make a commitment to an employee, you keep it. You make a commitment to an investor -- you keep it.

You do those things -- you will build trust. You don't do them -- you'll destroy it. You break a couple of commitments -- you might destroy it where you can't restore it.

So it's vital that all of us are constantly careful with our commitments, because whatever commitment we make, we need to keep. But also, don't be afraid to make commitments, and then keep them, because by making one and keeping it, you'll build it fast with anybody. So make commitments.

Number twelve, **listen first**. Listen first. The whole idea here is just don't talk so much. Listen to other people. Understand what's important to them, because then you'll have influence with them. But if you just try to talk first and not understand you won't have anywhere near the influence, and they won't trust you near as much.

But by going and saying, "I'm going to listen first. I want to understand. I want to diagnose first" it actually builds great trust. People say, "Ha, this person's willing to be influenced. I can trust them more." And they'll open up more, and they'll respond more to you. Always start, though, with listening.

So this is first, and then the last behavior, number thirteen -- **extend trust**. The whole idea here is to extend trust to other people. This is now trust not just as a noun -- as a fruit, a result -- this is trust as a verb, something you do. You extend trust to other people. You demonstrate a propensity or a bias to trust people.

Now you need to do this carefully, because you don't just trust anybody. But here's the principle: that you learn to extend trust conditionally, though you yourself be unconditionally trustworthy. But extend it to others conditionally. Use your judgment and wisdom with them. Those that are earning your trust, you're careful how you extend it until they prove more and more. But those that have earned it, you extend it abundantly, because people respond to that. They run with it.

The former CEO of Johnson & Johnson said, "I have found that by trusting people until they've proved themselves unworthy of that trust, a lot more happens." So

you start with a bias of trusting people until they prove otherwise. Trust, but verify -- but start with trust.

**JAY:** Those were great. Now I'm going to interject now. That was probably fifty pages of notes that I wanted to visit, which I knew I couldn't. I've got notes on organizational trust... notes on market trust... notes on those five points... notes on social trust... notes on growing trust through all your stakeholders... notes on all your trust strategies... the four account strategies... I've got the tools, and the plans... And it's always a disservice -- the propensity for building trust, and how to turn it into a self-fulfilling process...

And it's always a disservice when you try to take somebody who's dedicated the better part of their life to identifying, understanding, refining, embellishing and perfecting a power principle, and try to summarily ask them to distill it down to 80 minutes. But what I promised everybody today was that I was going to do something that I felt a huge portion would grasp its intangible impact, and see that it had such a relevant, tangible, financial, measurable, and no-cost, but infinitely and incalculably high yield relevancy to them that they would want to know more.

I'm at that point now, because I promised everybody that we would take about 80 minutes -- and we did. And we would give them as complete and comprehensive an attempt at understanding the purity of what you're all about. And I hope that I didn't divert you, because I think you did a masterful job, and I've taken more notes than you can imagine.

I'm so hopeful that those who get me, and get my respect for brilliant thinkers like yourself, your partner Greg, and your father, get this opportunity. I thank you for being so generous. And that's coming from my heart.

Thank you so much, Stephen, for the investment of your time, and for being so open. And thank you for those of you who understand and appreciate the incalculable value that resides in this breakthrough area, and can see the kind of potential it can open up for you. This has been wonderful, and I appreciate everybody, and thank you again, Stephen. Do you have any parting summary epilogue you want to make sure that they take away?

**STEPHEN:** Just this, Jay: I thank you

END