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[00:00:00] Hey, everyone, Charlie up, sitting here and welcome to my yield of dreams podcast. This is the show that asks the questions. What does it take to pursue your life's passions? I mean, to really go for what you've always dreamed about to do what you truly love and why does so many people sell out their dreams and aspirations for job they hate and a paycheck.

[00:00:22] That's less than fulfilling during the show. I'm going to interview different people about how they've strived to go for their passions in life. And how do they balance that with the need to earn that paycheck. We're going to hold up in the light, your myths about money, not to try to change them, but to illuminate them to have you begin to discern, where did these come from and how do they impact your life in the decisions that you've made and to see if you'd be willing to just let them go.

[00:00:52] And maybe replace them with a new money strategy that will produce a better result and ease your pain and suffering [00:01:00] about your money. So let's dive right into today's show.

[00:01:09] We're rolling. Rolling. We are here and the field of dreams and Dyersville Iowa. Well, actually I lied. And we're going to talk about trust today. So to start off line is a heck of a way to start off with my guests, David horse Sanger. And before we get into your background, and I just has to, I have to just ask you this question, because you know, this podcast yield of dreams is about people identifying their passions in life.

[00:01:42] What they're passionate about. What holds them back and why they don't go for their passion. So what is it about trust? That you're so passionate about. Well, I think first of all, thanks for, thanks for having me on Charlie. Uh, it, [00:02:00] I think the passion grows. So when I started, you know, uh, 21 years ago, my first company, I was looking and doing some of this leadership training invited to even, you know, train at some of the academies, the military academies and whatnot.

[00:02:13] And, um, I was. Kept seeing that trust was not that that leadership was not the core issue. That sales is not the core issue that this seemed to be okay. It's, that's a trust issue. Oh, that's a trust issue. That's a trustee that was intuitive until then I started my grad work on this topic and it kept showing up.

[00:02:28] And by the way, 20 years ago, Uh, almost no one was talking about or very few were talking about trust and leadership business. Now every title with trust and human and all this stuff, but it wasn't that way. Then you had to prove how this exactly. You had to show how this affected the bottom line. So my passion grew out of the research, kept showing us.

[00:02:46] Then we used it in companies. The first company we, they said to us, we drove attrition down by a two to \$4 million, uh, to form. Yeah, \$204 million in nine months. And then we use, we use it in pro sports games. We use it [00:03:00] now, six continents. We've got, you know, certified coaches around the world. I've been on six continents using this work, advising, working with, you know, global governments to pro sports, mostly business.

[00:03:11] And, and I started see it work and it worked here and it worked there and it was actually really working instead of people just kind of. You know, once you, once you, and then we, we also do the ongoing research every year. We're putting out one of the biggest studies on trust and leadership. Uh, and, and then it started to change me how I parent we just, you know, we talked earlier about, I got four kids.

[00:03:30] Yeah. 12, 14, 16, and 18. Well, yes, exactly. Right. So, I mean, so the, the passion became huge because now I see the impact of it. I see when people, most people are not solving the root issue, especially in leadership business teams or culture. And so once they could see trust as the reddish, and I can talk more about that later, but they started to solve the real issue.

[00:03:55] And that was that's exciting to me because it starts over. Yeah. So I [00:04:00] want to create some context for our viewers and our listeners. So Dave is the, his latest book is called trusted leader, which you can get on Amazon. It came out just in March, right. Just came out just the end of just a couple weeks ago.

[00:04:15] Yeah. Yeah. Eight pillars that drive results. We're going to get to the napkin. I love the napkin. I got some questions about that, but, uh, you're also the CEO of trust edge leadership Institute. Trust expert in residence at the high point university written for wall street journal. Your first book was the trust edge, and I love this and we're going to get into this because you know, data is so big today and here you've got this study that I want to get into, and then you have an index where you can actually measure something that for most people is like, What you don't trust me, just trust me.

[00:04:57] Right. Remember that leadership? Yeah. That's the first thing. [00:05:00] First sign. You're not going to trust them when they say, just trust me. I did tell you, you said that salesman's nightmare, right? You ever been in front of a salesman and the first thing they say is just trust me. And it's like, I remember, you know, in my business sales, you know, listening to other people, I was like, what?

[00:05:17] It's crazy. All right. But we're still going to wind the we're going to wind the clock back. When you were a kid and you were sitting around the dinner table or listening to your parents or the people was this trust thing, resonating a ringing in your ears, because I know you said by the time you got into grad school, it became this epiphany, but I want to kind of.

[00:05:41] Okay, I'll go back really quick. Here's the deal. Yeah, yeah, yeah. Okay. So I'm the youngest of six kids. That's two more than four by the way. And so, um, by the way, I trust your math. Thank you. There we go. So I I'm, uh, So as I often say, like when I started speaking, you know, before all [00:06:00] this research and everything, I actually spoke, people asked me to speak at a youth events.

[00:06:03] I had this leadership, whatever, but I thought, how can I speak them? I didn't have a bad childhood like that person. Right. And what I learned is it's not my own fault that I had good parents. And it, and actually you can, you can learn from great leaders and you can learn from terrible and many tell the story of tragic.

[00:06:20] I did this and I was this happened and that happened, right. I had actually great leadership growing up on that farm in North central, Minnesota, my dad and mom, by the way, my dad's almost 92 still runs the farm pretty. Yeah. Interesting. My mom's still runs the family. Right? Exactly. Exactly. Both are big jobs.

[00:06:39] Uh, so. Uh, but there's many, many, many times I talk about them in the books and in my work, even making the research real. I talk to my dad, I'll tell you about this. Here's a quick, quick little story. So yeah, I don't, it doesn't, you know, I'm 10 or 11 years old. All the older siblings are off the farm by then.

[00:06:56] I'm uh, I'm gonna leave, I'm jumping to this one, but, um, this is, this was real [00:07:00] to me. So. I'm I'm 10, 11 years old. Well, remember the closest town is 500 people and it's eight miles away. So we're out in the middle of nowhere. Quarter-mile dirt driveway. We're, we're driving around. We got, you know, five in the morning, wherever had breakfast at five 30 moms were doing work in the house.

[00:07:16] Dad and I jumped in the blue Chevy pickup truck. It had to be growing in the middle of the season. Cause we usually had helper workers in planting or in harvest, but it was just the middle, you know, it was no other, my, my oldest siblings, what were you growing and harvesting? Especially known for dark red kidney beans.

[00:07:30] Like you haven't Chile. Good. Yeah. Okay. That's important. Lots of exactly. So we're checking the beans, checking the crowds. So we're, we're in the blue Chevy pickup truck checking the crops. Boom, boom, boom. I were driving around it's public dirt road. So some other neighbor, whoever left this there, my dad, we kind of teased he's the stork ner.

[00:07:46] We didn't, doesn't say much when he says something you listen, you know, and he doesn't usually have to say much and you already know what he means, but. There was some trash in the middle of this dirt road. I don't know what farmer neighbor who left that there is a public dirt road, but there's no one on the far reaches of, you know, [00:08:00] uh, one of the fields, a ways away from the home place.

[00:08:03] And there's some trash. My dad swerves that pickup truck over in such a way that my door's immediately above that trash. And I knew what I was supposed to do. And I opened the door and I reached down and I picked up the Playboy magazine. And the bottom line here is, yeah, exactly. I'm not here to tell you what's right and wrong.

[00:08:23] I used to be an ethics professor. I'm not here to tell all the people, but I am here to tell you, if you act on what you say, you don't believe you lose trust and less than a second. And I knew. What my dad believed about this kind of thing. He didn't believe it was the right way to look at women. He didn't believe it was the right way to treat women for those of you in the new generation that only see online stuff.

[00:08:41] This is women without clothes on. So they've never heard of maybe, but in any case, um, I knew exactly what my dad believed. But this day, I would see it. I dropped that amazing. The Florida pickup truck. He kicked it under the seat. We kept driving from field to field and irrigated the irrigator. We're checking the beans, checking the crops.

[00:08:58] We finally sometime [00:09:00] mid-morning if you know what that is in the farm, it's about seven 30. But anyway, we come into the home place, nobody around and mom working in the house. Mom, dad dropped me off at the house. To go in and help mom or something. Then he drove another a hundred yards out to the, about a football field length away from the house is the shop and the combine tractor.

[00:09:18] He went to work on a tractor. I went in the house to help mom play. You see there's no windows in that back side of the house to see what dad was up to trees around. No, no other farm. Nobody could see anything. The phone ring, one phone on a farm in those days. Mom would usually just take a message if it was for dad, put it on dad's lunch spot.

[00:09:34] For some reason, she said, dad needs this. Now go give this to dad. You took the note that she'd wrote the message. John gave it to me. I ran out in the attached garage and there is one entry door window on that attached crash. No way dad would think I would see or watch or anything. But for some reason I pause inside and I looked through that little window and I watched from a hundred yards away.

[00:09:58] You would think that, but. [00:10:00] I watched my dad pull himself out from under the tree. I still cannot forget. And can't remember why did, why I stopped? And he wouldn't have heard me even a hundred yards away. He lost most of his hearing in the Korean war, but anyway, I watched him pull himself up from under the tractors, working on walking around the other side of the combine, walk around the other side of the blue Chevy pickup truck reach under the seat, pick up the Playboy magazine.

[00:10:19] And, and then I watched him, I watched him keep his arm outstretched. Without looking at it and walk 30 paces over to the shop furnace where I watched him throw it into the fire. Now. I, I, I'm not here to tell people what's right or wrong. I am here to tell you if you act on what you see, you don't believe it.

[00:10:37] When I thought about it, mom and dad had the 50th anniversary. Now, now it's over 60th. I guess they're, they've been married a long time, but 50 and hundreds of people like 500 people showed up on their farm three hours from Minneapolis. I mean, everybody that worked for him from Minneapolis, from, from the UK, from Alaska people came back to this, the event and there, and [00:11:00] it was held at the farm and hundreds and hundreds of people.

[00:11:02] And that, Y Y I mean, I love my dad. Other people love their parents or don't, I mean, there's a lot of different things. Most people, this is the best person I ever worked for. This is the birth person I ever worked with this. He lived what he said. He did all these things. So, um, there's a whole lot more to that than just that one, but what you're saying resonates.

[00:11:21] So for me and my dad served in the Korean war and world war II got called back up, came home, started, the family went to work in the retail business, started his own retail. Store the so family business was around the dinner table, my whole life. And majority of our clients are family owned businesses, a hot cause it resonates.

[00:11:49] But the first year he was in business, he had a partner and the partner came to him and said, I'm not going to do this anymore. And my dad spent the next nine years [00:12:00] paying him off. He could have just said, go pound sand, but his integrity. Which I think is tied and we'll talk about it to trust. So high.

[00:12:11] When my, my dad eventually went on, my uncle started a company called casual corner stores was one of the biggest women's clothing chains in America. And he was there for 38 years. When he retired. I can still remember this, um, after the ceremony and everything. All the women that worked in that warehouse.

[00:12:32] Cause the main warehouse was here in Enfield, Connecticut. He put it all up. He ran and oversaw that whole facility three and a half hours. They stood in line to shake his hand and thank him. And the one thing we call my dad was steady. Eddie. You always knew where he stood. Just like you're saying with your dad.

[00:12:52] Yeah. You know, it didn't waver. So let's bring that now. There you are in school, [00:13:00] as you just said, something that just caught my attention, which was your graduate project was on trust. And it was on that before. Like I had an epiphany before I can still remember where I was. It wasn't as over spiritual thing, it was just Lisa and I, I mean, I'm young, I'm in my twenties.

[00:13:15] And I had been asked to lead a group that was with people mostly older than me already at that time. But then I was asked to share about this leadership stuff I was talking about. And I was like, I w w we were at a hotel. I'm sure it was the most expensive hotel I'd ever gotten to stay at up until that point.

[00:13:31] We didn't have kids yet. We're at this Lowe's resort. I don't remember if it was Sedona or Tucson or what, but I remember it was a Lowe's because I'm like, wow. Then, you know, I was like, well, I get it. Yeah. And, uh, I'm looking up at the sky and it stars and where I'm just like, the problem they're having is not that problem.

[00:13:46] It's a trust issue. And now today I would say the research shows trust is always without ego. Trust is always the leading indicator, everything else lags. So it leader, it's not a leadership issue. The reason I [00:14:00] follow lead or not. Distrust. It's not a sales issue. There's the reason I buy or not is trustless.

[00:14:05] It's commodity the, the re you know, it's, it's not, uh, a marketing issue. The only way to amplify a marketing messages to increase trust in the message. The only way to increase innovation around a team is increased stress of these share ideas and get creative. The only way to deal with the diversity issues of our day is increase.

[00:14:21] The biggest Harvard study shows diversity on its own can pit people against each other. Unless you increase trust, then you gain the great benefits that are also research-based of diversity inclusion equity. The only way to increase learning in a classroom, increased trust, either in the content, the teacher, or the psychological safety of trust through them, you have to deal with the trust issue.

[00:14:40] So that, that was my epiphany and that led to my grad work and that just gained the passion. Then I led, now we put out a big study and we've used this and we're, we're really applied researcher. So I didn't want to be some motivational, these little ideas I wanted to. It'd be fun to research, but frankly it's simple, usable, you know, not all that [00:15:00] surprising truth.

[00:15:01] Let's talk about that because in your book, trusted leader, the eight pillars that drive results, you tell a simple story about an entrepreneur who thought I'm in great shape and then discovers. I'm not, not only am I not in great shape with my employees, the company is about to go off the cliff. Yup.

[00:15:25] Without any awareness on the leader's part. And then just the way you weave the story by taking them like a fish out of water, you know, I love that analogy. A fish doesn't know the water's dirty, Tilly's floating upside down and dead. Right. But everybody on the outside can see the filth. Right. And so in the story, you literally take the entrepreneur out of his environment.

[00:15:49] Go break his femur. Well, you know, that, that, that's the thing, you know. So what happened with, uh, you know, the old, the trusted leader became a wall street journal [00:16:00] bestseller. I mean, trust ed, excuse me, became wall street, journal bestseller 306, but somebody, you know, 365 pages based in research, it was great usable, but, and the daily is a typical people said, we need this and we need your newest stuff.

[00:16:12] Like, because the end of this book after the story is some of the newest little simple takeaways you can do tomorrow morning that we've learned in the last 15 years. And the first half though, people want to, they need to shift thinking about trust. They think they know it all about your Oh, trust is just transparency.

[00:16:26] No, it's not. Your kids are so transparent on Facebook. I don't trust them for a second. It's it's also, you know, confidentiality. So you have to, yeah. That it shipped that story. It turns out it's short enough. Like people like, Oh, that's what trust is. It's more complex than I thought it's a root cause now I want it apply it.

[00:16:43] Well let's so let's talk about because, well, I'm going to date myself, you know, the napkin is just so iconic. And, uh, what was the inspiration for the napkin? I gotta ask you the, the eight pillars, you know, we were talking, I've talked to my team a [00:17:00] whole lot about that. The eight pillars were inspired from the research and that those eight pillars are validated and are going to get into the yeah, but that's fine.

[00:17:06] But then napkin was just like, how can these be visual to people quickly and understood and stick. So it was kind of a, a at first there was, um, you know, it happened a little differently. It was actually. I wrote the story and it was on the end, on the plane, on a plane ride on the way home he was writing the pillars.

[00:17:25] But, um, the publisher said you got to get to it earlier. So they understood. So they get this earlier. So then he has the conversation with Sonny and of course, um, but that, so it was kind of like a way to show it. And so that visual is there. In the first time or, you know, wrote the story, but, but I pulled it way back to a different moment when it got

written down, by the way, a lot of the things in this, my parents, I talked to him last night on the drive, home this on the phone.

[00:17:52] And they're like, I can see different situations that have come out in your life, in the story. Cause that's the first time I had to have help understanding how to do a business parable. [00:18:00] Cause I had, I mean, I want it to be excellent. And, and they're like, I see this great exactly. And I, I, he said, um, I, you know, I was really glad that they could still sense me.

[00:18:13] Well, um, they said like, like that boardroom situation, I was a consultant in a boardroom where that exact thing happened, where the, probably the lowest level person in the board, a young lady had the courage to say a three. And it will get everybody up when everybody's saying nine 10. Yeah, yeah, yeah, yeah.

[00:18:33] Just didn't have, you know, and that, and listeners, we're talking about the scale of zero, zero to 10 in terms of where does leadership fall on that trust scale, but, you know, it's the simplicity of that. Pill of the pillars. Right. And you threw me back to the Laffer curve. Right. And you know, if you know the art Laffer famous, sorry.

[00:18:56] So I'm thinking, well, maybe one day your napkin will be in the [00:19:00] Smithsonian. Right? Art laughs napkin. Right? So for those of you who don't know the Laffer curve, I'm not going into it. Go do some research, but Don Regan didn't come to your, you know, you have dinner, but, but it's that simplicity, that's so critical.

[00:19:15] And I think. There's kind of this friction that I really liked because of what you say about people just go well trust, you know, that's just, you know, that's not, it's all about leadership or it's all about collaboration or it's all about. And I wrote something, I don't know that it came from your book, but you say, you know, trust is everything.

[00:19:32] It's the most valuable asset it's fragile and it's your most competitive advantage. Those are my three big takeaways. And in the middle of that, I said in a climate of trust, people are more, I think you said this more willing to collaborate. Create together, share information, stay motivated and productive, go the extra mile, be loyal to the team.

[00:19:51] Every aspect of business is more profitable. You said that in your book. Yes. And so that resonated for me, but I [00:20:00] think, and you know, this better than anybody else, leaders that don't understand the power of trust. And the nuance, I think it's in the nuance, right? There's nuance, but there's also because it is more complex.

[00:20:13] Like I said, it's not just that many people think that transparency, vulnerability, that's the business word of the day. That's what equals trust. It's not, it's more, you know, it's also confidentiality. It takes a long time to build trust. Not true in a moment of crisis, complete strangers, trust each other in a moment, if they're running the same direction or it can be true, you know, extend more trust your team.

[00:20:31] You'll get more out of them until you extend too much and have a terrible accident. I mean, you, you, it's gotta be thought about a little differently, but it is true. You know, one thing back when I had to argue this, now people get it. But back then I had to

show how. Trust is not a soft skill. In fact, a lack of trust is the biggest expense that gets into my grad work, right.

[00:20:49] This finding of, of, but, but let's just get there in simple terms before we get into how to build it, even. How, what do you mean? It's your biggest expense? What do you mean? It's the root cause? [00:21:00] Well, think about this. Uh, let's make an analogy. Instead of research, a lock is a good representation of a lack of trust because the only reason I put a lock on anything is because I don't trust you.

[00:21:10] Right. So what is the cost? Well, I got to buy the lock that's money, but the biggest cost now it's time. Every time I go through the gate, I gotta open it. Oh, that combination line that just calms me down or simply think. Text someone you trust, how long does that take? Now try to text someone you don't trust.

[00:21:27] How long does that take? Ah, how are they going to take this? Are they going to take that? How they forevermore? So you, you always have a cost in that team. It might be innovation in this, in a channel. Um, the only way to speed the channel to a sale, you talk, you're an expert in sales. The only way to speed up the channel.

[00:21:45] It speed up the trust and, and so speed to sale happens with trust. And the other thing in my mind is you right? Talking is I use the analogy of, of when somebody has history and broken trust. [00:22:00] I'm not going to get up and do this right now, but you know, it's like a weight on their back. You know, they got this baggage that they're carrying and it's constantly the filter.

[00:22:09] They see the world through and it weights them down. Just that alone, because trust is gone out the window at some point. Many of those. Yeah. No, my mind was just going to say many of those people it's because they don't trust themselves. So they don't feel like anybody else can be trustworthy. So you hear the idea, love your neighbors yourself, and you think about this.

[00:22:30] It's true. If you find someone who doesn't love themselves at all, they're not very fun to be around. It's just, it's the same with trust. You don't trust yourself at all. You have a hard time building it in your team or anywhere else you're poison because you don't think, well, you don't, why don't people trust themselves.

[00:22:44] One main reason. It comes up under the fifth pillar of the eight pillar framework and that is they don't make and keep commitments with themselves. So they make them as they don't get and they feel, Oh, I feel, Oh, I can't. Oh, I bet no one else keeps commitments either. And all of a sudden. They don't trust [00:23:00] themselves.

[00:23:00] And there is no, it's fascinating because of my last podcast. I interviewed chip Wilson, the founder of Lulu lemon. Yep. And, uh, you know, we never talked about trust in the podcast, but as I'm listening to you, you know, he's known for creating this cult culture, but you know, what he did is he had four required books, you know, good to great, et cetera, et cetera.

[00:23:24] Uh, the laws of attraction. But the fifth pillar in for him was having all of his employees do the forum, which used to be the S training, the forum training, because that training is all about handling what you're talking about, which is how people view themselves and what they come out with is a capacity that they're bigger than their past their not their past.

[00:23:52] They're not their baggage. And there's nothing but possibility in front of them. And if that's the case, they're [00:24:00] open and available and willing to experiment, play, engage, you know, and in this podcast and this one man show that I'm working on yield dreams. What I try and tell people is imagine waking up every day.

[00:24:15] Energy, you know, just with a focus on life, being about wonderment, joy, laughter in play and discovery for discovery sake. Like you were a kid in a play box, right? You were in your sandbox and you've got this infectious integrity for one of my joy laughter and play well, if you're in that space, then no matter what shows up, it's, you're discovering something new.

[00:24:41] And that infuses what you're talking about, the power of trust, dive into your pillars, because I want to make sure people walk away from our conversation with understanding the power of what you've lined up with those. Roman eight pillars. [00:25:00] Well, let me just, yeah, I'd love to, and let me just say, you know, in our work and our measurement tools and all the ways to do with trust, we come back to these eight because they are they're there.

[00:25:09] They were just revalidated again. Last year by an outside university, they are, I believe. I hope without ego, that you can solve every organizational leadership issue against these eight doesn't mean it's easier. I know everything. It just means we use them with corruption issues in, in parts of the world and use it.

[00:25:24] We use them pro sports. It comes down to these eight and most people are solving the wrong issue. They call it a communication issue. It never is. They call it leadership issue. It never is. So I'll share these eight for context. Quite quickly. So you have all eight, but just everybody needs to know there there's so much under these.

[00:25:41] Um, and they are denoted by C words. That doesn't mean they came out of motivational anything there. They came out, you know, they represent a research funnel, but this is, this is something people say at least those that like what I do in the way I do it like that it came from research, but that I'm really at heart, this farm kid that needs it to be simple and [00:26:00] usable tomorrow morning.

[00:26:01] And that's the bottom line. That's why, if you see any of our work, it came out of research. But if I can't shovel poop with that tomorrow morning, I'm not using that shovel. I gotta, it's gotta be actionable. So this, this work is, it gets to very actionable. If you want tips and takeaways, we can get to them.

[00:26:15] But first you got to understand the framework. So the framework is this, these eight traits came out of the research as what, as to what builds trust globally. Didn't matter if it was government, salesperson or parent. Okay. Here they are. Clarity number one is

clarity. People trust the clear and they mistrust or distrust the ambiguous or the overly complex.

[00:26:34] Are you specific? Yup. They don't buy the ambiguous. They don't follow the ambiguous vision. They, the kids go home from the teacher and can't stand that teacher. Not because of character, anything else, but there she was, or he was ambiguous about the assignment. They frustrated with the teacher. It's ambiguous, you know, complexity or ambiguity.

[00:26:50] Number two is compassion. We trust those that care beyond themselves. So it's hard to be accountable to someone or follow someone that doesn't care beyond themselves. Number three is [00:27:00] character. We trust those that do what's right over. What's easy, but it's more than that. And it's not actually just honesty.

[00:27:07] It's not just, it's not integrity. People could argue church, you know, Hitler ed, more than Churchill, depending on how you define it. So, but it's this, this character that I talk about, you know, like I said, I'll open anything you want to come back to anything. I'll take anything and, and tell you, but, but, uh, basically.

[00:27:23] You know, I mean, one thing we see in organizations is, is they're incentivized against the character. They actually say they want to have, you've seen sales teams like this, a Wells Fargo was like this. They incentivized a lack of character and they, it costs them billions. I mean, the bribery issues in parts of the world we're dealing with, there's so incentivized against a certain kind of character.

[00:27:42] And until they change incentives, they're going to keep the character. So the next pillar let's see character, then it's competency. So competency. You've got to stay fresh and relevant and capable. If you're selling the way you were 10 years ago, I don't trust you. If you're leading the way you were five years ago, I don't trust you.

[00:27:58] This is why [00:28:00] I might trust Charlie or Patrice to take my kids to the ball game. Right. But I won't, that doesn't mean I'll trust them to give me a root canal. Right. Because you've got to stay competent in that area. You want to be trusted. Uh, next pillar is commitment. We trust those that stay committed in the face of adversity.

[00:28:19] You got to. So there's a lot of stories about this. Harley Davidson's is a good case study, but, but commitment, breeds, commitment. This is where we find the whole, uh, framework for rebuilding trust. Uh, so anyway, I think right now COVID, you know, as soon as you said commitment, it just. Rang in my head, I think back to when COVID hit and, uh, nobody knew right.

[00:28:44] What was going to happen. And then when it became clear, we really didn't know what was going to happen. I made one commitment to all my employees. You're going to have a job here, no matter what we're going to get through this. No one's [00:29:00] being furloughed. No one's being, let go. And you have my commitment.

[00:29:05] And so when I look back. They now know that I took a stand in that. And let me tell you that created incredible. And when we went remote within two days, we were

remote and the first eight weeks, my team got more done in those eight weeks than in two years of projects that I wanted to get done. And it was just amazing to see that.

[00:29:35] Responsiveness, you know, one of the things that came out of it was immense collaboration because everybody had to trust everybody. Everybody had to be really clear. Everybody was compassionate. We had to have consistency. Everybody's character Rose. Everybody was trying to contribute to each other. It's amazing.

[00:29:58] When I, when I go through your [00:30:00] list, everybody's competency. Yeah. 10 times. Everybody's connection. Increased is amazing. It hits every one of your pillars. Exactly what happened. Yeah. So for those, for those listening, the next one, so I read after commitment is just three more connection, connection or collaboration.

[00:30:20] They really showed up closely aligned and it's one pillar, but, but you know, in companies you'll see SA uh, I see counter forces to each of these pillars that we measure, like siloing would be a counterforce of connection. Obviously, uh, arrogance would be a counter force of competency because they don't need to keep learning or whatever.

[00:30:36] The next pillar that the seventh pillar is, um, is contribution. And really just, you should think of the words that came out of that research funnel first, like results was number one, outcomes, performance. So you can have compassion and character, but not. Contribute results. And I'm not going to trust you in that way.

[00:30:54] Now there are other companies that contribute a whole lot of results and didn't have compassionate character and they were also not trusted. So you do need all eight, but [00:31:00] you've got to contribute results. And the final pillar. So we have a full faint framework is consistency. Sameness is trusted. So consistency is trusted for good or bad.

[00:31:11] If you're late all the time, I will in fact, trust you to be late. Yeah. So you think of GW. Okay. I tell this, I just told this story two days ago to my staff, uh, because we were on a, we were on a zoom call and, and we were all there. And the people that were taking us through the zoom call, we're all late.

[00:31:35] So why we were waiting. I said, so y'all probably don't know this story. And by the way, there's a picture of me and GW up on my credenza and the, you know, in the right I said, but he was famous for being on time and demanding everybody be on time. So the first day as president with his cabinet, it's a true story.

[00:31:58] Cabinet shows up the meeting was at nine [00:32:00] o'clock at nine Oh two, one cabinet member came in and said, sorry, I'm late and sat down. And GW went like this. He went, okay, let's see if we can get this right tomorrow. And he stood up and he walked out. Wow.

[00:32:24] Oh man. Yeah. Wow. Yeah, right? Yep. Like you don't have to say anything, which, which gets me to ask you this question about, you know, the expression actions speak louder than words. My first wife used to constantly tell me that. And of course our marriage blew up. Thank God I've had my second wife, but. Where does that fit in this notion of

actions speak louder than words in the, in the trust equation I would say is both speak [00:33:00] loudly, but, but I do, there is an alignment of that with one specific notion.

[00:33:06] And that is how do we rebuild trust? Okay. It is not the apology. We never rebuild trust on the apology. Actually. People think we do. We don't. Yeah. So I had a, I'll tell you. My divorce, apologizing, apologizing, and apologizing. And all I did was write bigger and bigger checks. The more I apologize, the bigger the divorce lawyer's checks.

[00:33:34] Yeah. Yeah, exactly. So, well, here's the deal. This isn't, this doesn't mean you shouldn't or I shouldn't apologize. We all make mistakes. We should, we, it is good and healthy and opens the door of communication to apologize. The problem is people think that's what rebuilds trust. So I had this CEO from the Netherlands come to America, you know, we're we are getting to know each other, this, he wasn't, you know, part of our team or anything.

[00:33:58] Got to know him. And, [00:34:00] um, and I said, one day, what's the first thing you noticed in America? You know, he'd been here a couple of weeks, like what's the first and just curious, and you said, you want to know the truth, David? I said, yeah. He said in America, you got a bunch of lying. Apologizers they all say, they're sorry.

[00:34:13] And they don't mean it. He said, I said, I got a guy over in this team. He comes in every day. I'm sorry. I'm late. He's late every day. And so the, the bottom line here is we do have a 10 step process for review trust. If you're a big company that had an oil spill, but yeah. Whether you're a big company or you're an individual, the, it always comes down to the only way to actually rebuild trust is to make and keep a new commitment.

[00:34:39] So it is actions you do have to, but that took words too. You made a verbal commitment and you did it. The only way to rebuild trust is to make and keep a new commitment. Massage. Yeah. Try to push them sometimes. I want to unpack it. Yeah. Okay. Because. I know some people are going. Yeah. But if that [00:35:00] person hasn't been trustworthy yeah.

[00:35:02] Then they come in and say, okay, I'm going to make a new commitment. Yeah. Oh, you shouldn't trust them right away. By the way that guy should this. I have people to come up to me after events. And they say, Oh, I just want to, I love this trust. I'm just going to want to trust this guy, get now why you shouldn't trust that guy to do anything except for what he's been doing.

[00:35:18] You know, you, you shouldn't trust. So, so there is action there. Isn't there isn't magic dust, pixie dust. Here's what we say. This is a good truth for you from the farm right here. Wow. My dad used to say, you got to do the work now. What do we want in America? We want, Oh, there's been books written on false evidence.

[00:35:37] Like, like, um, I can change a habit in 21 days. Uh, it's true. You can get addicted to crack, but most you can't do most things you can't do in 21 most, you know, neuro pathway changes about 90 days. I mean, most change actually. 21 isn't in fact, that was really skewed from decent research in Psycho-Cybernetics and sixties and fifties, and then the book sixties.

[00:35:58] But actually it was, it was [00:36:00] outsiders that skewed it and said, you can change this. And it takes work. This trust stuff takes work, but it's worth it. And it's the only way to really gain the influence. I'm talking about as a leader, as an individual, as an organization. Well, do you talk about in your book, you say trust is a learnable skill, and I wrote how.

[00:36:21] Okay, can I celebrate, right? Absolutely. There's a couple of questions there. I mean, any of the pillars. One just seeing the right issue is one part of a learnable skill. So identify, identifying, and donate. So let me, I'm going to go two ways right here. One is a people's Oh, it's engagement. Now the research says the only way to get engagement is to increase trust.

[00:36:43] You know what I mean? But I, I made a comment before, excuse me, that it's never a communication issue, but Oh really? Everybody says it's communication, isn't it? No, it's never a communication issue. Communication is happening all the time. Clear clarity, clear communication is trusted, unclear communication.

[00:36:56] Isn't compassionate is hateful. Isn't consistent is [00:37:00] right. So when it came to define against these, I can actually solve the real issue. So then, so that's part of the learning is just understanding the framework for solving, right? Um, some things are very hard to learn. Some people's character is so messed up.

[00:37:13] It's really hard for them to change character after 16 years old, but it can be done, especially if incentivized, right. Um, the, the, so all of these kids, there's, there's. There are, uh, tools that people can. Use to increase clarity and it increases trust. There are tools that people can use to increase consistency.

[00:37:32] Now, of course, we do have another problem here and that is people will say to me, Oh, you love trust you. You're known for making, helping people be the most trusted in their industry. Um, is it better to be trusted or trustworthy? And of course the problem is people can. Uh, in authentically build these pillars and look trusted for a time without actually being worthy of it.

[00:37:52] And what I'm really going underneath, everything is going for is trustworthiness. Uh, but that's fantastic. [00:38:00] That's the truth. The third book, what's that the third book is trust. Worthiness. There you go. I love the stone and the ripples in the book where you talk about, you know, creating a mindset. And, uh, you got to get people to think about the ripples, not the stone dropping in the water.

[00:38:21] Talk a little bit about that kind of. Effect. Well, there's a couple of things. There are, some are obvious and that is that just that everybody knows when you skip a stone, like I grow up in Northern Minnesota and there's lakes everywhere, you know? Um, there's, uh, you, you throw a stone, you throw a stone on, on, on sand.

[00:38:41] You don't see any change, but you throw it on water. And all of a sudden it touches a lot of different people and, you know, trust is. When you do this, right? What, you can have an impact, first of all, just beyond what you, um, even see or know, it, it affects things longer. We hear things about our trust work.

[00:39:00] [00:38:59] That changed things. We can't even imagine that. So that's that ripple, that's that legacy of, of positive impact? Say, I know you've probably got some great stories, but I just want you to think about here, like that you were blown away. By the result that was produced by doing this work with some company, organization of the same name of the company.

[00:39:23] But yeah. What was that moment where you went? Oh, my word. I can share a few, but I'll tell you a specific one that just jumped in my head from here. We didn't preset all these questions. So here's one I'm, I'm the speaker at the annual sales event in Hawaii for this company that most people here listening would know, and I got to speak, and then I got to come back the next year and speak again.

[00:39:50] And they, you know, this was for the people that made a million or more with this company. So there was a cent incentive trip. This is a. Kind of, I would say, as an industry and I [00:40:00] won't say it are kind of tough burly guys, let's say. And um, this guy came up to me. I had, I've had people say it tripled their sales.

[00:40:10] That's fun. But this guy says was a year later, a year later came up to me, burly, tough guy. I remember him, you know, it was like a few hundred people there. I remember him. He came up to me. Teary-eyed tough guy. And he just, before I got and said, he said, I just want to tell you something, you know, I thought I was coming last year to this sales training and it really helped me.

[00:40:33] My sales went up, but what really happened is I took this and it saved my marriage. Wow. That, that was a moment. That was one of the moments there's, there's several others I've been in. I mean, I'm thinking of one other really emotional one for me, this is a tough, tough, tough guy of a leader of one of the fortune of, of a big part of, one of the fortune, a fortune five company, \$300 billion organization.

[00:40:59] Tough guy. [00:41:00] If I even said his name, you'd be like, Holy cow, he's tough. I mean, he's like, you sound like a Marine cause he was, you know, but he, I remember. To over time. I be, you know, Talk to them. You know, we worked with this team, all these things happen. And, and, and, and I remember him privately saying, I wake up with a pit in my stomach every day with the responsibility of leading this organization and basically start talking about imposter syndrome and like, how can I do it?

[00:41:26] And all this, I still remember the day. He put his hand on me and looked at me and he just said, I really do trust you. And I'm telling you from him, it was like a, it was like a French kiss. It was like the guy doesn't touch anybody. And, and, you know, but it was just this, this moment of this is working. I saw him in the airport just a couple of years ago, less than that.

[00:41:44] It was actually was right before COVID. And he just said that, that, uh, that trust work you did. And we did work for quite a long time. And then some other things, uh, happened. We weren't less in there. Um, over there, tens of thousands of people were more in other parts of the company and, [00:42:00] and he just said, I want you to know that's still has been working for us.

[00:42:02] And it was just, is just kind of a, that was a special thing. And he's just about to retire so well, I was. I've been goosebumps on the back of my neck because those moments just speak to everything. So I want our viewers, our listeners to know how do they engage with you or your coaches, because you said you had coaches.

[00:42:21] So what's the process. How do we connect and reach out? Sure. And start putting the eight pillars into action. We have lots of free assets and ways to take, to keep going. And then we do have. I think the best certified coaching platform in the world. It's really cool. So if you just want a free demo of that trust, edge, coaching.com, this community, we have coaches on six continents.

[00:42:48] Here's a cool story. One of our coaches, she is in Indonesia. She, she uses our work with oil and banking executives. She also uses it with girl in her volunteer [00:43:00] work with girls coming out of sex trafficking to rebuild trust. That's fun for me. You know, so this, um, so anyway, so trust, edge, coaching dot, you know what Tim Ballard?

[00:43:11] I don't. Okay. I don't think so. There, uh, Nick Nanton, who's doing the, my documentary to make the fair. I've met him. Who? Nick or Tim? Nick. Yeah. Yeah. So, uh, because of Harvey McKay, actually it was a Sprite. Exactly. Yeah, exactly. But they did. Um, Nick got a call from, um, the attorney general of the state of Utah.

[00:43:34] Sean Reyes. We said, Hey, how'd you like to fly in an airplane and a helicopter and do a raid. And he ended up making a documentary with Tim Ballard called operation Tucson. I actually met them. I was in Utah. This is the craziest thing that you're bringing this up. You know why? Because he told the story who you're talking about.

[00:43:50] The, the, uh, the attorney. Yeah.

[00:43:56] Yep. They're doing an event this week, by the way, a big, [00:44:00] uh, call on us. But I was at the Rocky. I was a keynote speaker at the Rocky mountain economic summit, who is their CEO of Lulu lemon. And so this is kind of a fun, little triad of all these people and, uh, and Reyes told us, yeah, blow your mind. I met Sean Reyes two Decembers ago.

[00:44:21] It was December of 2019 in Utah. A dear friend of mine introduced me. And then, uh, two weeks later, Dan Sullivan, strategic coach fame, right? And a member for 25 years said, Charlie, you should make a documentary of the making of yield to dreams. And I'm going to connect you with Nick Nanton. So I get on a zoom call with Nick.

[00:44:42] I said, where are you using Orlando? I said, Oh, that's interesting. This was a Tuesday, Saturday. I'm going to go to Orlando with my son to look at a school. What school? Full sail university. Nicole's S or my office. Anyways, I get to his house Saturday night and we're sitting around. And I don't know why, but I mentioned meeting Sean Reyes [00:45:00] three weeks ago and that's what he tells me the story.

[00:45:04] And then that's when I went, you're hired. Cause that's just too crazy. Yeah, that was that's amazing. So, uh, that, that we can connect. So yeah. Trust, edge, coaching.com. Trust edge.com. Or if you can spell my name, David horsager.com and, uh, that's another.

Yeah. And you can find, I mean, trusted leader, just for a member, it's kind of like Facebook, it's not the trusted leaders have buffets.

[00:45:29] We get just trusted leaders, trusted. You want to pick up a copy of trusted leader, the eight pillars that drive results, consistency, clarity, compassion, character contribution, competency, connection, commitment, the eight CS to power, your way to a truthful organization. And the last C is. Charlie,

[00:46:00] [00:46:00] what a close. That was a great glow. No, it's all good. Well, passion here at yielded dreams, finding your passion and David, you are a man. Who's definitely found his passion. You're spreading it across the globe. It's so amazing. And I'm so grateful to have had you on here today. Really appreciate it. Thank you so much.

[00:46:19] Thanks everybody. Uh, if you like what you heard today, make sure that you, uh, like me on all your channels, yield to dreams and share it with at least one person. We appreciate it very, very much. Get your copy of trusted leader on Amazon and start reaching out to David and his organization. If you're struggling, there's a solution either here as coaches.

[00:46:45] Peace out everybody. Thanks so much.

[00:46:50] I want to thank you for listening to my podcast, yield of dreams and learning how you can create paychecks for life to ease your pain and suffering about your money and begin to [00:47:00] pursue all of your passions, dreams, and aspirations. You're listening to Pedro Martinez, jazz music. Amazing sound be sure to look him up as well.

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