



TIME TO RETHINK TRUST



Unlearn your misconceptions about
trust and discover
The Six Buckets of Trust®,
the scientifically proven method for
building your No 1 success factor.

**Professional
Services edition**



TrustLogic®

**"Trust is like a gentle
giant that can see far into
the future and has the
means to get us there"**

Professor Wilhelm Salber in his introduction to the
TrustLogic® Model and The Six Buckets of Trust®



trustlogic.info

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Proven Results

Many books are written as ideas before being out into practice.

This one isn't!

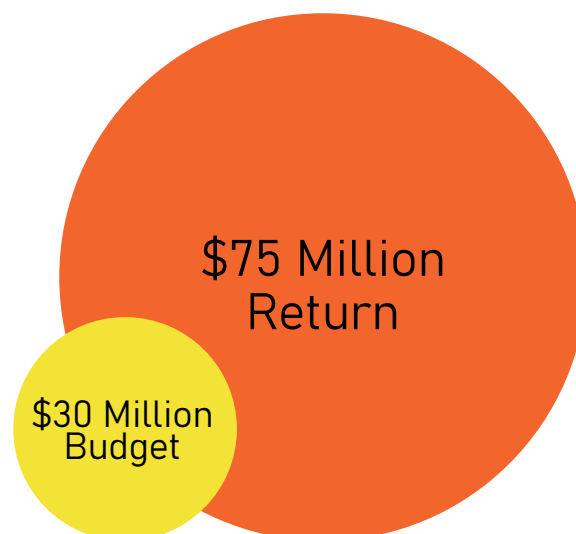
Ourselves and our clients have used The Six Buckets of Trust for over 16 years, in 40 countries to achieve amazing results. Through branding, we helped a European Telco achieve 25% customer growth in 18 months. With a global financial services brand, we achieved record fund inflows resulting in the trust strategy and campaign being launched across 9 countries. Similarly, a media organisation improved their NPS by 10% within 4 months through increasing development trust by 19%. With a dairy brand we achieved 36% sales growth within 6 months and without additional investment. Whilst working with a packaged food company, we developed a brand that became No. 2 in its category in Europe within 6 months.

Imagine transforming your \$30m budget into \$75m worth with little investment. On a tactical level, changing 3 lines in a DM improved results by 9.8%, and trustifying a client's campaign increased appeal by 53%.

After a day's training at a Not-for-Profit, the copywriter changed the landing page messaging of a fundraising campaign. Within 3 days actual funds raised increased by 88%. Another charity client improved their telephone donor scripts and reduced cancellations by 50% in 6 months. Likewise, an energy provider's direct telesales team improved their performance by 30% within 2 weeks.

Focusing on trust is a huge growth opportunity. Looking at your actions through a trust lens changes the game and simply makes what you do more effective. It is an opportunity that can be seized with little effort. This book that explains The Six Buckets of Trust is the right place for you to start.

*By by focusing on building the right trust, our client made their \$30m marketing budget worth \$75m.



It's time to rethink trust in a post-trust world

"Trust takes years to build, seconds to break and forever to repair," Unknown

Do you agree?

All our clients who work with us and attend our workshops across the world – from London, Beijing and Sydney to Jo'burg and Singapore – assume this is true at first.

But you'd be wrong. Trust has never worked like that. Most commonly accepted 'truths' about trust are wrong. Those 'truths' got us by – somehow – until now. But no more in the post-truth, post-trust world.

For us to succeed going forward, to build that all important trust in ourselves, our brands and our organisations, we have to rethink trust.

On the following pages we look at what has changed to undermine these accepted 'truths'. We challenge the trust myths and, most importantly, we show you how trust really works – not as some shapeless, unformed idea or attitude, but as a science.

Stefan Grafe



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We live in a world of mistrust

Ever since the beginning of recorded history our lives have been built on trust. Trust underpinned our earliest desires to build a better world; it created the spark that forged the first civilisations.

But in the past two decades trust has evaporated from public life in all the world's communities.

Institutions once held up as pillars of respectability are now perceived as working against the people they serve. News organisations, for example, historically served as the watchdog for governments and business leaders but are now less trusted by the public than ever.

Technology, trade, globalisation, environmentalism and even our legal systems all are viewed by people as somehow undermining the common good. Our era of Covid-19 and populism, with their good versus bad statistics, play out on millions of social media pages each day and point to a crisis in trust. And this distrust is a critical vacuum that has left us desperate for truth and trust.

A recent trust report by PR firm Edelman's found:

- More than two-thirds of the world's population do not have confidence their leaders address their country's challenges
- The media is distrusted in more than 80% of countries surveyed
- Two-thirds of the countries surveyed were termed 'distrusters'
- Less than 50% of people trust mainstream institutions of business, government, media and NGOs to do what is right.

If you can no longer trust the world around you, years of assumptions around what to trust and what not to trust disappear in seconds. It's never been more important to build trust than in our world of post-truth and post-trust.

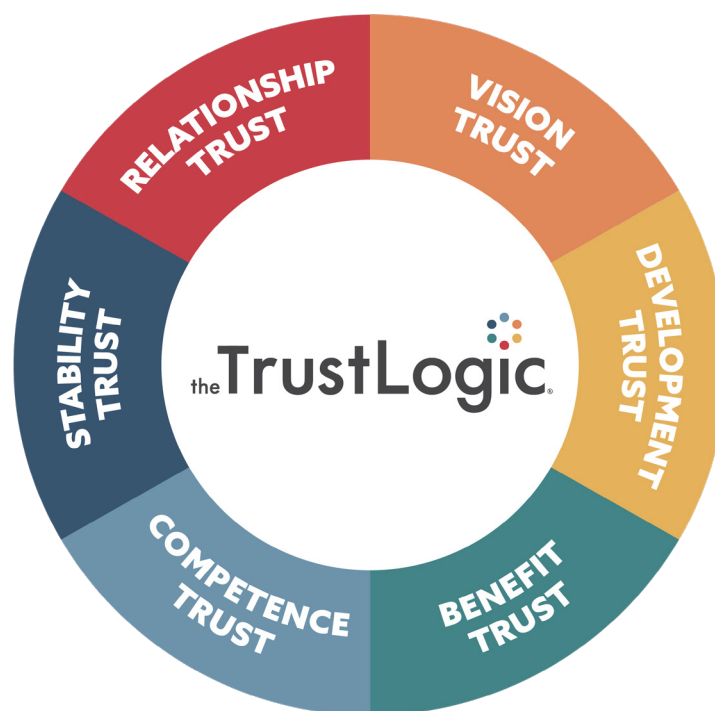


Trust is a science – believe in it

The good news is that we're here to help you rethink and rediscover trust. We'll show you how to understand and make sense of it, to help you create a better world for you and the lives of the people around you.

Our trust model is called TrustLogic®, or human trust, and it is key for understanding how trust works; how to build it, how to retain it and how to become the most trusted.

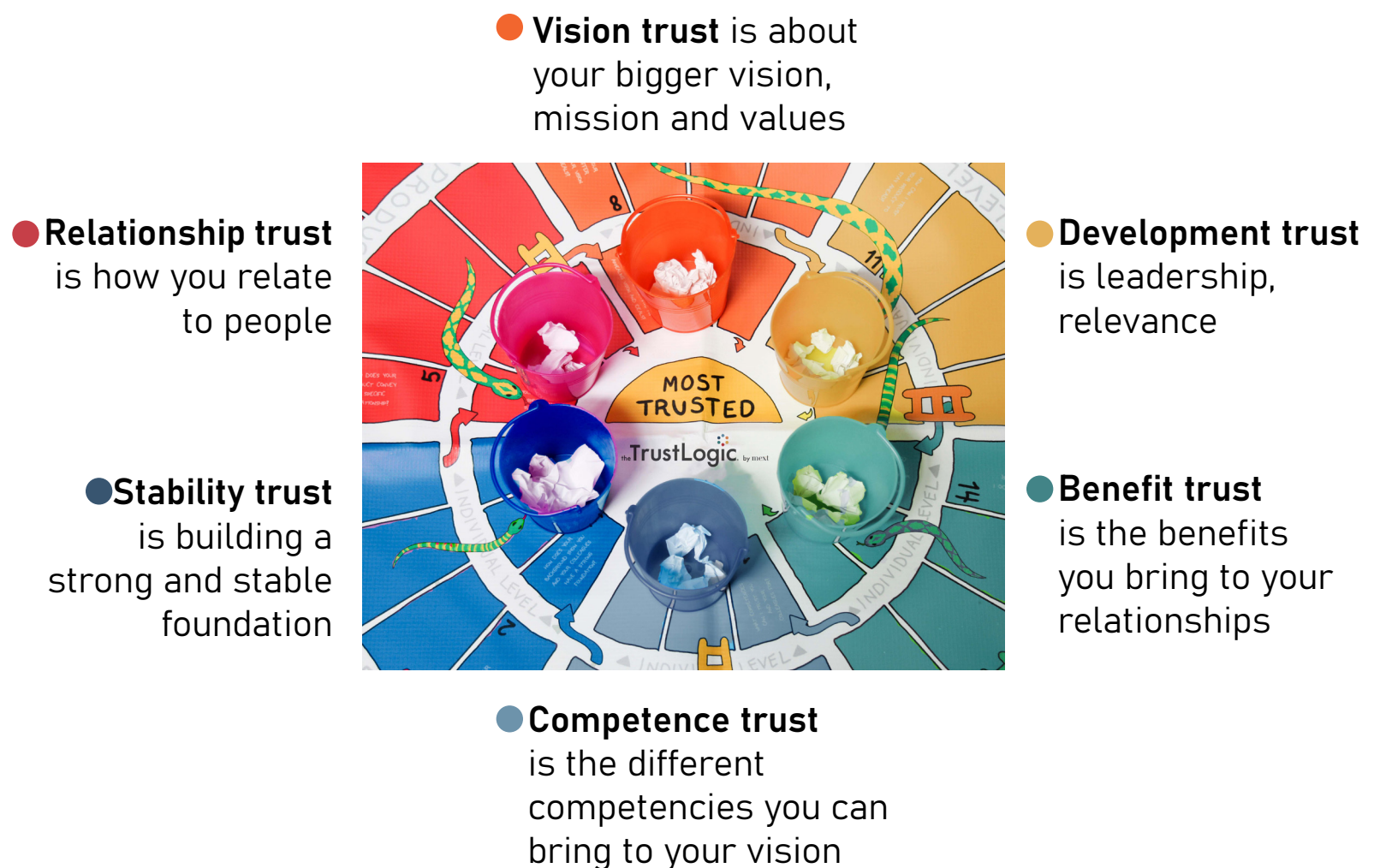
TrustLogic® is a visual feast of how our minds view trust. Our model cuts through the nonsense that trust is an unformed, shapeless whimsy or impulse of our subconscious. Because trust is a science, and the TrustLogic® model helps you to understand how to apply trust most effectively in everything you do; in your personal life, at work and throughout your career. Our TrustLogic® model will change your life.




The Six Buckets of Trust®





Our TrustLogic® approach is to think of trust as six elements. To simplify this, we've placed those elements into six buckets, which we refer to as The Six Buckets of Trust®. These six buckets are the fundamental elements that underpin trust.



To remember them easily, think of them as part of a trust story:

 **Stability/Development:** where do you come from and how do you go forward?

 **Relationship/Benefit:** what's it like to work with you and what do I get out of it?

 **Vision/Competence:** what do you strive for and what do you have to get there?

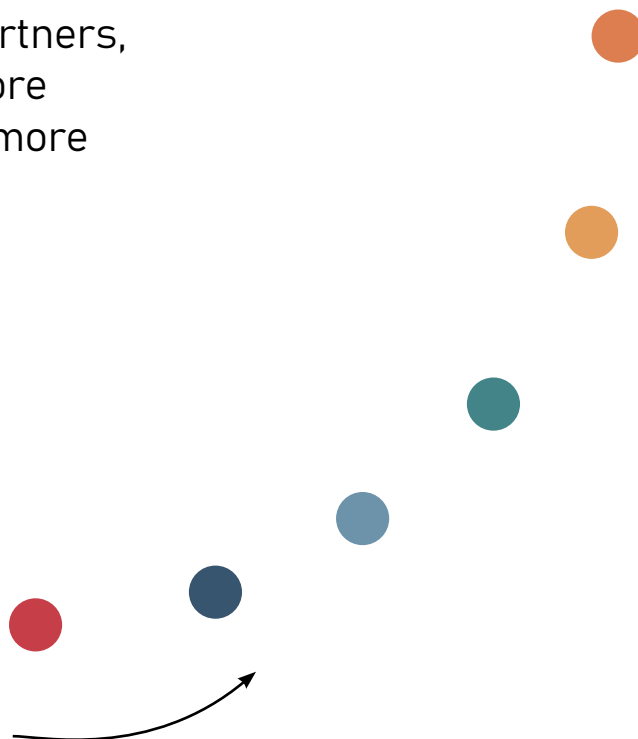
What's at stake

More than ever we yearn to be able to trust. To trust more. To trust for great things. In business, trust is our currency. With every little bit more trust people's likelihood to buy from you and to be loyal to you doubles. Your investor's likelihood to invest and remain doubles, your team's willingness to go the extra mile and stay doubles. Whether you're a board member or in frontline sales, trust is not just your insurance, it is your key growth opportunity.

If you're in politics or government chances are you are overall distrusted. But every little bit more trust doubles your constituency's likelihood to vote, vote for you, be engaged in the community and support your decisions.

In our job, every little bit more trust exponentially increases our chance to get the job and success you want.

In our personal lives, with our partners, children, parents and friends, more trust means more engagement, more richness and less issues.



Let's clear up some misconceptions about trust

In our work with clients we've discovered that there are misconceptions that contribute to the erosion of truth in this post-covid and post-turth time. In the next few pages we'll dispel each of the fallacies.



Misconception #1

Trust is about safety and comfort

The truth is that trust covers a kaleidoscope of experiences; from safety and security to thrill seeking and confidence building. Take bungee jumping, for example. We trust the experience because:

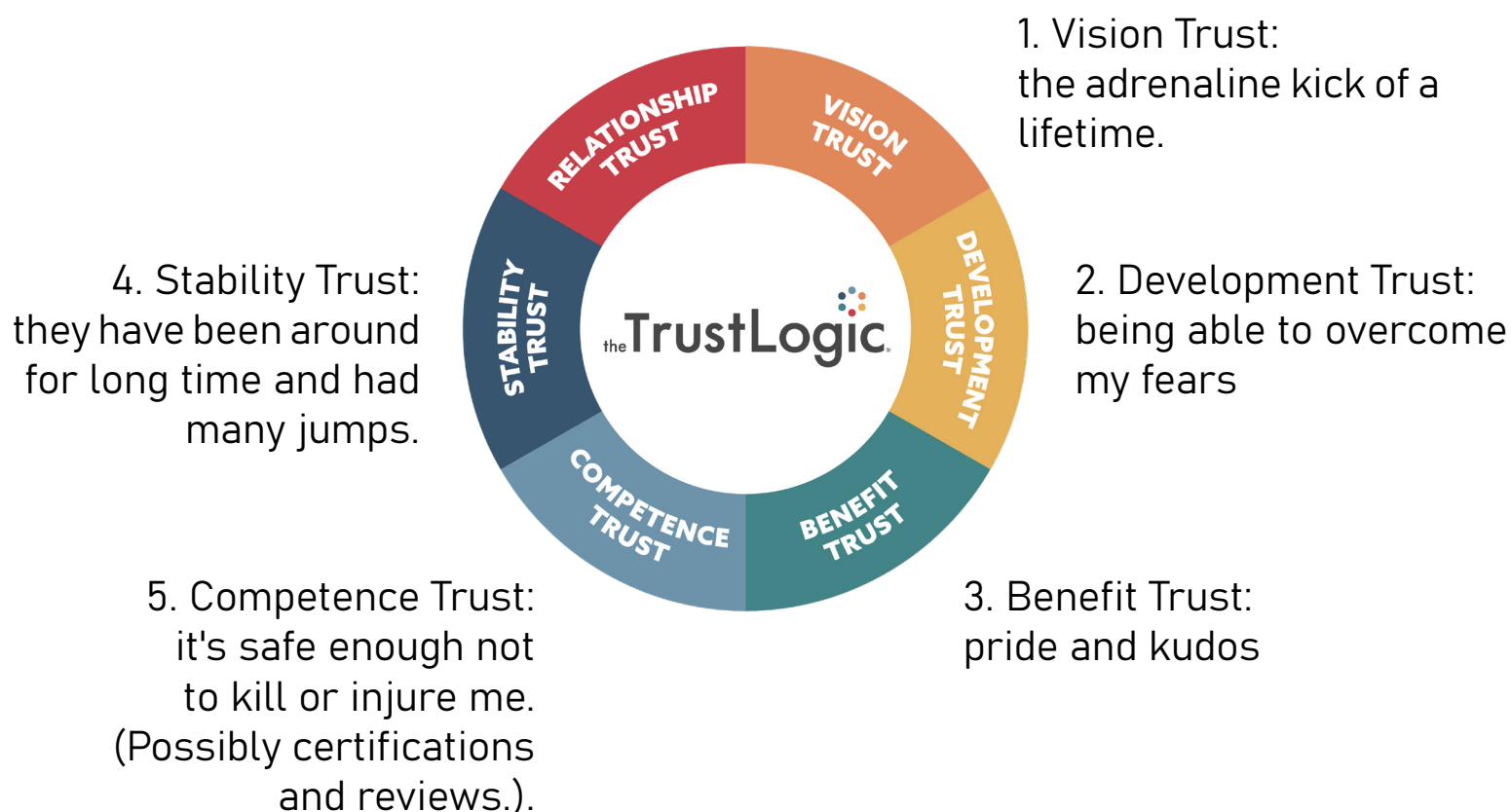
- it gives us the thrill of a lifetime (vision trust);
- it helps us to face new challenges (development trust);
- it tells people we're prepared to take risks and we become more self confident (benefit); and importantly,
- we trust the guys who run the operation (competence trust) to ensure our safety.



Misconception #2

Trust is about being consistent

Let's stick to bungee jumping as an example. there is a clear sequence to that trust in bungee jumping. First, to consider bungee jumping you wouldn't look for safety first. You need to trust the jump to be dangerous to get that thrill. Then you have to trust that overcoming your fears will toughen you up. Many workshop participants describe it as 'being able to deal with things better in day to day life'. Once you trust for these, you would want to trust that you will be proud of yourself and that others will recognise your feat. One client described that doing the jump in Nepal and not in England heightened that pride and sense of recognition a lot. He said that it almost became part of his brand story for others. Only after you can trust for these aspects will you want to trust that it doesn't lead to your certain death. Trust is above a coherent sequence of trust, not consistency.



Misconception #3

I either trust you or don't trust you

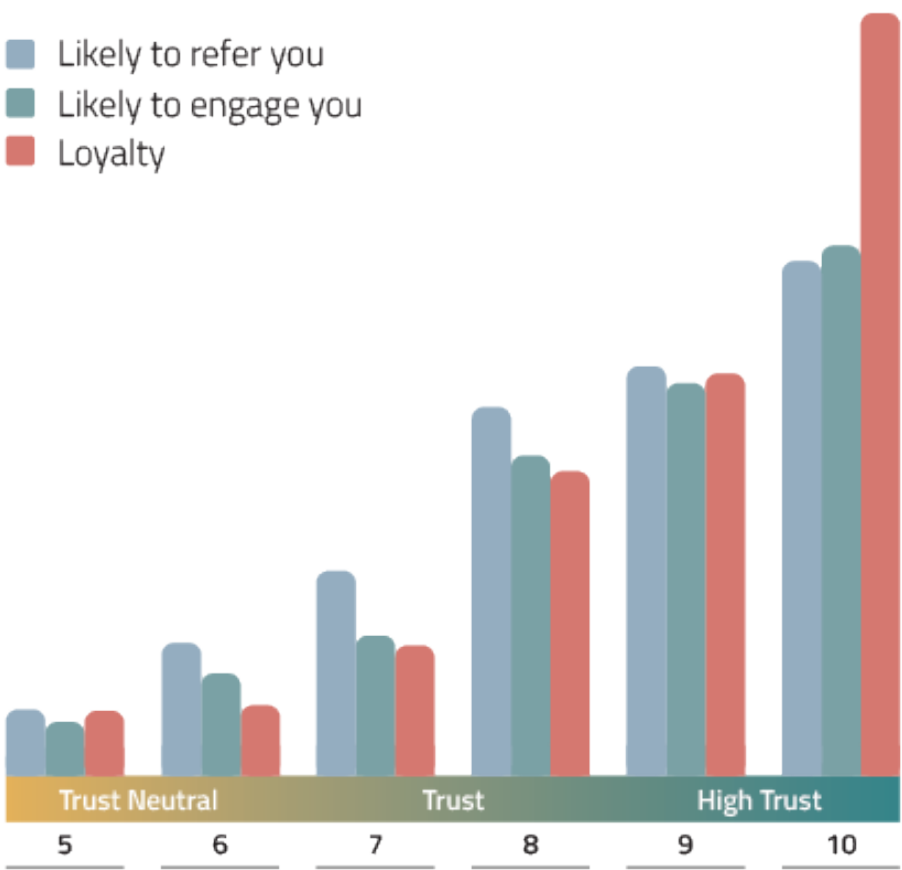
Trust is not a black and white issue. Every bit more trust is so valuable – and the same behaviour changes are true whether it's friends, customers, employees or investors. Trust is always fluid, moving along on a sliding scale. It's never an either I trust you or I don't.

With each point shift in trust, the likelihood of your employees, clients and prospects engaging you, recommending you and being more loyal increases.

Shift trust by 2 points and your opportunity doubles. That's much easier to achieve than you think.

Shift your client's trust from 9/10 to 10/10 and their loyalty almost doubles again.

That final hurdle isn't easy. You have to use all your trust potential to do it. But it's worth it.



Misconception #4

Trust takes a long time to build

Wrong. Trust is built and destroyed every second.

Trust helps us to function in everyday life and not just in the critical moments. We often hear that trust occurs at crucial moments, but this is not necessarily true. Trust is at work all the time, from the smallest incidences to the biggest, life-changing moments. Not static, but transforming every millisecond.

Trust building and decision making are unconscious and complex processes. This applies to personal relationships as well as to products and brands. Even neuroscientists and cognition psychologists agree that our lives are highly determined by the 'intelligence of the unconsciousness'. The human psyche is trusting and distrusting at the same time. The challenge is to reconcile these contrary tendencies and come to a decision when buying a product or deciding on a brand or investing in a partnership. This usually happens unconsciously; otherwise we would struggle to manage our everyday life.



Misconception #5

You can't grasp trust

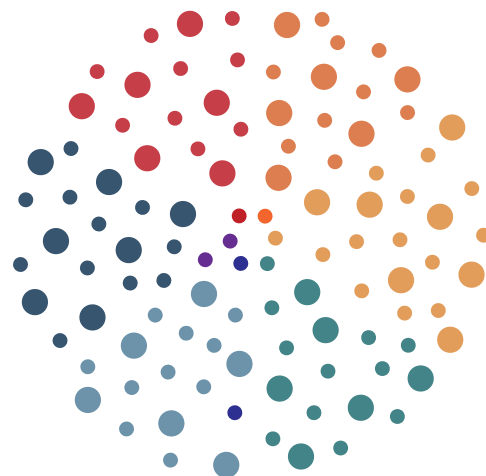
Typically, we talk about trust as something abstract, intangible and unformed. Some kind of magic.

Trust is none of that. Trust is all the small and big aspects you are trusted for.

Trust as such doesn't exist. It always has to manifest itself in something.

If you now think of trust always as 'trust what for?', 'trust why?', your perspective on trust changes fundamentally and helps you build more trust and better assess your trust in others.

Clearly, these 'what for' aspects are ordered in our mind. There is a clear logic to trust assessment. You'd expect that from a key survive and thrive mechanism that's evolved over thousands of years. They are not just random. Our mind orders all these aspects you are trusted for into the six kinds of trust, effectively the Six Buckets of Trust®.



Misconception #6

Trust is a vague emotion

Trust is not a vague emotion.
It's a neurochemical reaction.
A physical reflex.

The neurotransmitter oxytocin has been clinically proven to be an important factor with trust.

If we receive the right signals, oxytocin is released in our amygdala. The amygdala is the old part of the brain that regulates our fight or flight reflexes, which override all rational thinking. So much so, that the notion of 'blind trust is true' actually applies.

With raised oxytocin levels our frontal lobes go to sleep. And since they're responsible for our critical thinking, it means we don't question things.

We want to engage, be close to each other and transact.

So, can you make someone trust?
Yes, you can. Neuroscientist Paul Zak ran experiments where he gave one group oxytocin and the other a placebo as a nasal spray. When he tested their trusting behaviour in monetary transactions, those that had raised oxytocin levels transacted at almost double the rate of those that received the placebo.

While we can't just give our clients oxytocin, we need to understand the signals that help release the oxytocin that's so valuable to them and us.



Professor Paul Zak showed that people with whom he'd given oxytocin nasal spray transacted at more than double the dollar amount than those that were given a placebo.

Misconception #7

To build trust you have to communicate, be honest and transparent

Sure you need to be honest and you do need to communicate.

However, if I communicate one thing, I can destroy trust. If I communicate another, I may build trust.

It's the same with honesty. I can be honest about one thing and destroy trust and honest with another and build trust.

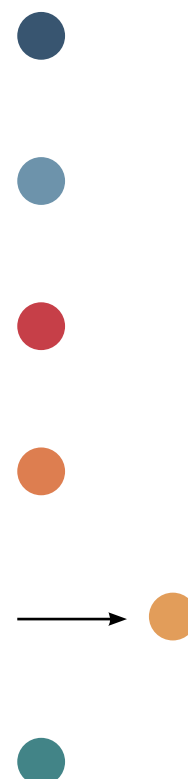


Misconception #8

Being highly trusted is enough

If only this was true. Trust allows us to thrive and succeed in our ambitions but winning at trust can be difficult. You need to be flexible, adept and resourceful. When it comes to trust, those who can assess trustworthiness the most accurately have the biggest advantage in reaching their ambitions and goals in life and at work.

Equally, to be trusted is not simply 'nice', ie, 'it's nice that they trust me.' To be trusted is highly competitive and the most trusted will always win the most opportunities, gather the most resources and garner the most support. Therefore, to be the most trusted is critical for being chosen.



Misconception #9

Building trust is to your advantage

Building trust is not just an advantage for you. Importantly, it's a service for your friends, family, colleagues, clients and investors. The higher the levels of trust, the less are the health risks associated with stress and anxiety; heart disease, strokes and mental health, for instance. It's why the erosion of trust in the Covid-19, post-truth era is such a concern – and it's why we need to rethink trust and its critical importance during such a time of crisis, and beyond.



Misconception #10

Trust is about what our stakeholders need to trust us for

If you just think about basic trust, you'll never get anywhere. These trust reasons are typically organisational and category hygiene factors.

But if you start to ask what your stakeholders would love to trust you for, you'll discover a whole new world of trust.

More powerful and differentiated trust.

Trust Scale:



Let's fill your Six Buckets of Trust®

On the next pages you will discover a little more what each of your buckets of trust is all about and how to fill them. When we work with our clients, it is every time apparent that we don't actually know all the great things about us that already make us more trustworthy. The reason for this is the wrong assumptions about trust and that trust was seen as complex and illogical. By structuring trust not the Six Buckets of Trust® you have a logical system that enables you to identify many more aspects that you can be trusted for. Aspects that make you more trustworthy. Trust drivers that make you trusted for more appealing aspects and differentiate you.

When we conduct the trust driver exploration in our workshops, the teams find very quickly that, within 90 minutes, they have 10-20 times more trust equity than they thought they had. They discover that they have many trust drivers personally, in the teams, in the organisation that they never knew about, but could have (and should have).

Go play with the Six Buckets of Trust®. You will find that a little exploration will increase your self trust – which makes it far easier to build your trust with others. You will find that trust suddenly becomes exciting and inspiring. You will find that building trust is fun and to get started is simple.



● **Development trust**



● **Vision trust**



● **Stability trust**



● **Benefit trust**



● **Competence trust**

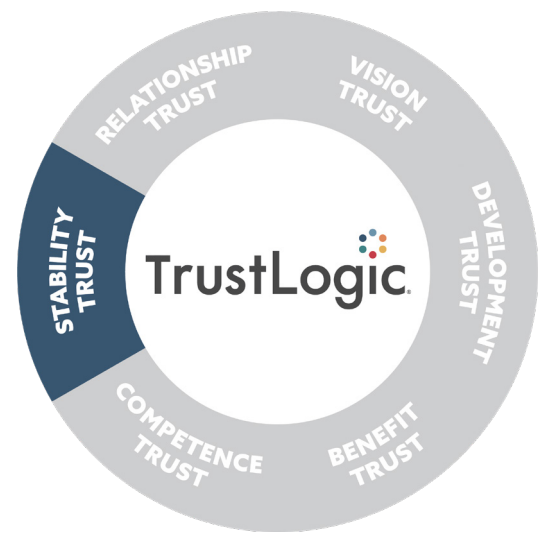


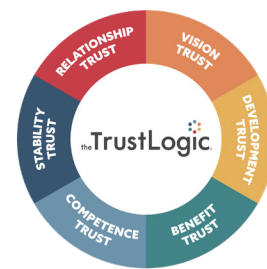
● **Relationship trust**

Stability Trust

Stability trust is, 'Why can I trust you to have built a strong and stable foundation? What have you achieved in the past?'

From birth, we live in relationships or, that is, a network of social relations. A strong bond and foundation is crucial and fundamental for every stage of development – it provides us with safety and stability. We feel protected and through this stability we get stronger and evolve. We express stability through continuity, long-term bonding, longevity and past achievements.





Stability Trust

Key words

- Track record
- Longevity
- Size
- Staff numbers
- Wins
- Headline clients

Ask yourself

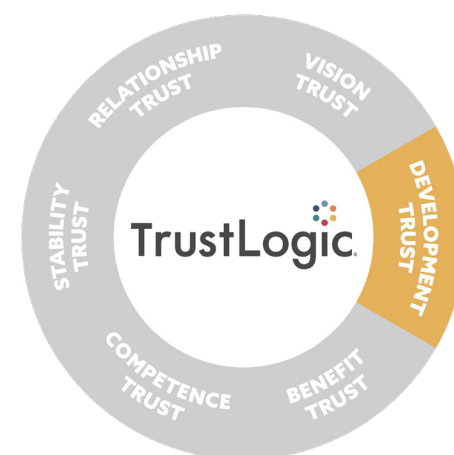
- What's your track record?
- How long have you been around?
- What turnover do you have?
- How many staff?
- What big successes?
- Headline clients?

Examples

- We have succeeded even in the most challenging times for over 140 years (even 20 years is fine with all the crises that have happened).
- We have over 12,000 staff globally and 532 locally.
- Our longest serving staff member, Julie in accounts, has been with us for more than 30 years.
- Just in the past decade we have won XYZ awards 7 times.
- Key clients include (for example) ABC which has been a client since we incorporated them 74 years ago.



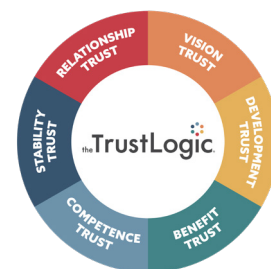
Development Trust



Development trust is, 'Why can I trust you to develop well into the future, to be a leader and stay relevant to me?'

Today's markets have grown increasingly complex and are developing faster than ever. As a result, companies and brands need to adapt, develop and change to grow, maintain and secure the trust that customers put in them. Similarly, we need to trust for future development. We are curious and interested about new things; we want to experience them and make new discoveries. How do we handle new things, how do we progress; how innovative are we? How do we show that we are excited about the future and what actions do we take? A stable foundation is the basis for the willingness to innovate. How do we show our clients and colleagues that we want to continually challenge the way we work for the better—and that they should be part of those changes?





Development Trust

Key words

- Invest
- Forefront
- Cutting edge
- Curious
- Forward-looking
- Forward-thinking
- Future
- Trends
- New
- Develop

Ask yourself

- What does your firm and your team invest into? (Even cyber security is good).
- What on-the-job and other training and development is happening?
- How do you choose and nurture young talent?
- Do you read or follow any cutting-edge things, write or present on them?

Examples

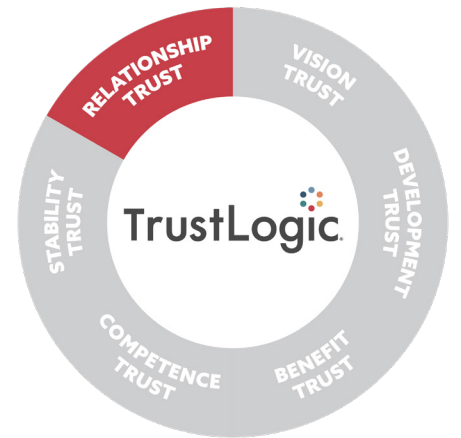
- Don't ask Juan about his weekend. He read the update on XYZ.
- During the next 3 years we're investing \$5m into cyber security.
- As an employer of choice we get the best talent and nurture them actively.
- Christina in my team is thinking about doing an MBA on the side. Any suggestions?

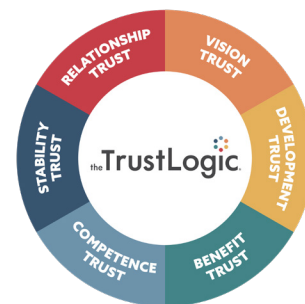


Relationship Trust

Relationship trust is about 'Why can I trust you to relate well to people like me? What quality does this relationship have and how do you show that you invest into it?'

The interpersonal relationship (or relationship between organisation and person) is hugely important. How good are we at interacting with other people? To be sensitive, to listen carefully, to exchange ideas, to be empathetic and to show social awareness? What kind of quality does this relationship have? How can I show that I invest in the relationship? That I value and respect the people around me.





Relationship Trust

Key words

- Together/We
- My team and I
- Inspire
- Exchange
- Support
- Invest into
- More than clients

Ask yourself

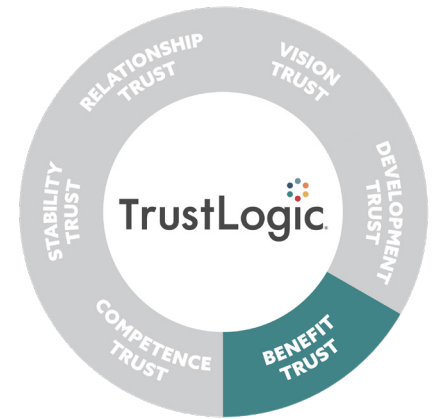
- What quality of relationship do you want to be trusted for?
- What activities do you do with/for clients beyond the immediate work?
- What relationships have grown out of your work over time?
- Do you speak enough about your and the client's team by name?

Examples

- Many clients have become friends over time.
- We invest in client secondments to get to know our clients better.
- We care about our clients as people as much as organisations.
- Bring surprising things to meetings (even on Zoom).
- Phrase things more in human/colloquial terms.



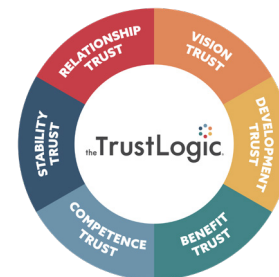
Benefit Trust



Benefit trust is, 'What benefit do I get from this relationship with you? What is valuable to me about this?'

What is the benefit of engaging with each other? What kind of added value do we as people, employees, clients and the company receive? How do you measure productivity, growth and profit? What are the emotional benefits? We want the relationship to be beneficial for all participants, for us and our customers or business partners at the same time – both financially and emotionally. This usually leads into conflicts, as sometimes different motivations and needs collide. For example, we want to run a financially successful business operation, at the same time we want to offer the best service and quality to our customers and business partners. Benefit trust deals with the challenge to find solutions, compromises and takes the tension between needs and motivations into account.





Benefit Trust

Key words

- Succeed
- Progress
- Grow
- Win
- Benefit
- Value
- Share

Ask yourself

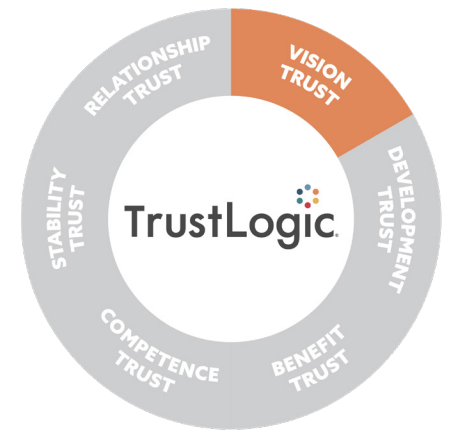
- What value do clients get from you? Operational, technical or human?
- How do you help the team to grow? On a global or regional level, what benefit does that provide?
- Have you considered other aspects like being proactive (rather than responsive)? Fun, stimulation, new ideas, clarity, re-evaluation?

Examples

- Enjoying working with us is as important as the technical expertise, because the best outcomes are achieved if both are in balance.
- Unparalleled access to connections/opportunities/insights.
- Our unique 'value mash' approach ensures we continuously improve the quality while working at the best possible efficiency.



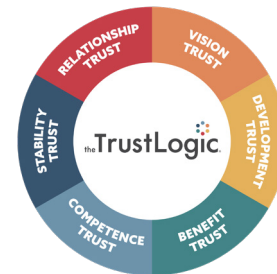
Vision Trust



Vision trust is about your bigger vision, mission and values. This is more about your purpose and role in society than business goals – ‘What kind of vision and values can I trust you for and how does it manifest itself?’

Without clear direction, values, and goals, we won’t take action. We need a challenging direction and ambitions which encourage us to achieve something in which we believe. The same goes for being trusted as a visionary. You need a clear and appealing vision and to be trusted for that vision. Only the one who courageously takes the lead can gain the others’ trust. What are we dreaming of? How do we want our ideal future to look like? What vision of the future do we have to offer? What moral compass and values do we have, and use as fundamental to our lives?





Vision Trust

Key words

- Values
- Pro bono
- Volunteering
- Supporting
- Participating
- Charity
- Philanthropy
- Serve

Ask yourself

- What causes do your firm/team/you support and how?
- Why do you espouse those values and causes?
- Why are you in this business? How does this connect with your values?

Examples

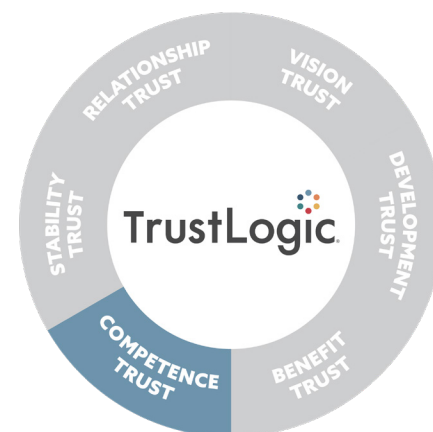
- John serves on the board of Youth Hand Up and personally mentors disadvantaged youths.
- Robert is an avid guitar player and supports the XYZ festival.
- Having grown up in a family that strongly emphasised XYZ, today Chris is the backbone of the cause.
- As a firm, we support ABC. In our practice we specifically support XYZ.

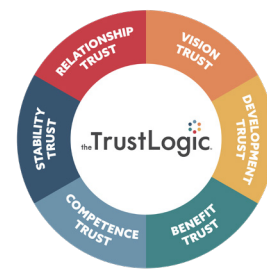


Competence Trust

Competence trust is, 'What competencies can I trust you to have to fulfill on your vision and to succeed?'

We can't succeed without proper tools, equipment and staying power. The vision can only succeed and be realised if we have the competences for it. Competence trust guarantees an anchor in reality and brings us back down to earth. Therefore, we have to ask ourselves which skills will help us to achieve our goals. What strengths? Which techniques, skills and competences do we have and can we be trusted for? And, of course, how does this manifest itself? But also, what competences do we credit to our customers? How can we help them to manage their lives? What exactly is the added value we provide to them?





Competence Trust

Key words

- Expertise
- Calibre
- Understanding
- Synthesising
- Know how/who
- Sought after
- Creativity
- People understanding

Ask yourself

- What competencies do you (and your team/firm) have? Think beyond the technical.
- Publications, speaking, presenting, panel invites.
- What qualities have you honed from growing up?
- What awards have you won?
- What high-profile landmark projects have you done and what calibre of clients do you work with?
- Don't forget your team and colleagues. Their competence trust can be equally important.

Examples

- I have grown up in a family of entrepreneurs and thus inherently know the business imperative.
- In many of our projects the ability to read and navigate politics is as important as the technical expertise.
- We have won XYZ awards 5 years in a row.
- I lecture on ABC at XYZ University. While sharing my expertise, it also keeps me up to date with the latest trends.

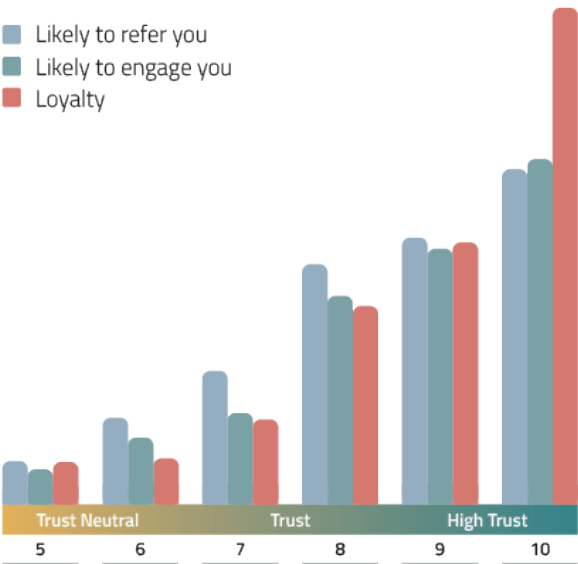


Trust has always been your critical success factor

In all our brand consulting work and workshops that show professionals how to build trust, our clients score the importance of trust for their success as 9 or 10/10. There are no exceptions.

One point more trust doubles your prospect's likelihood to engage you; one point more trust doubles your client's likelihood to refer you and a client who scores you 10/10 instead of 9/10 is almost twice as loyal.

Technology use and the post-Covid environment with less physical interaction hasn't changed that. But our previous reliance on personal interaction is called into question. Partners often talk about the key to building trust is building a good relationship. As you've seen, that's wrong. If you want to keep relying on that, good luck. That focus on personal relationship building was also able to overcome the deficiencies in trust building based on wrong trust assumptions, the misconceptions we debunked earlier. To succeed in the future, you will not be able to disregard this new way of thinking.



Professional Services

In the next sections we'll look at the specific trust context for professional services and examples of how to shift your prospect's and client's trust up in everything you do. It takes a little practice, but once you internalise the trust lens with The Six Buckets of Trust® it becomes as automatic as spell checking.

Being the most trusted advisor

We always talk about the importance of being the trusted advisor to our clients. With The Six Buckets of Trust® you've already discovered how you can be a more trusted advisor to your clients by filling the six buckets with relevant trust drivers.

Nevertheless, we can't overstate the importance of being more than the trusted advisor. The goal has to be that you are the most trusted advisor. This may seem less important to established advisors with a good base of clients, but even with a strong base it's critical to be the most trusted. Otherwise competitors will try to jostle into that position and your business will slowly erode. That means putting in the effort in to refresh trust continuously with new and differentiated trust drivers that go beyond your current trust.

To win new business that is critical. There's no prize for being the second most trusted. For those who strive to build their business, The Six Buckets of Trust® gives you a great selection of trust drivers that enable you to achieve the most trusted status faster and with less effort. This is particularly true if you are younger and feel you don't have a track record (stability and competence trust) like your competitors. The Six Buckets of Trust® give you the trust drivers that turn this perceived weakness into a trust strength.



A renewed focus on trust

In an era of eroding trust and technological change, governments, charities and commercial entities put a new focus on trust. For the past three years we worked with a global not-for-profit to build the right trust to lead to more donations. The result was an increase in engagement of 2.5 times. If previously they had \$1 million in marketing budget, suddenly that was worth \$2.5 million! The conversion rate for monthly continuous donations increased by 53% and the cancellation rates plummeted, in some cases by 50%. We'll leave it to your imagination what that means to a lifetime value on a global level.

A global professional services brand we developed just 8 years ago still executes the brand trust strategy and has recently been named the leading brand in Asia-Pacific. On the government side, we currently work with a leading national political party because they recognise that their old ways of trying to build trust don't work anymore.



The emergence of the Chief Trust Officer

In case you haven't noticed, many organisations now appoint Chief Trust Officers to their executive team. Salesforce is one of those examples. Do a quick search on LinkedIn and you'll see how many there are already. This signifies a big shift in organisations from talking about trust to a distinct focus on building and guarding trust. In professional services you should also consider having a Chief Trust Officer at the firm or on the corporate level. But at a sector or practice level the Chief Trust Officer has to be YOU.



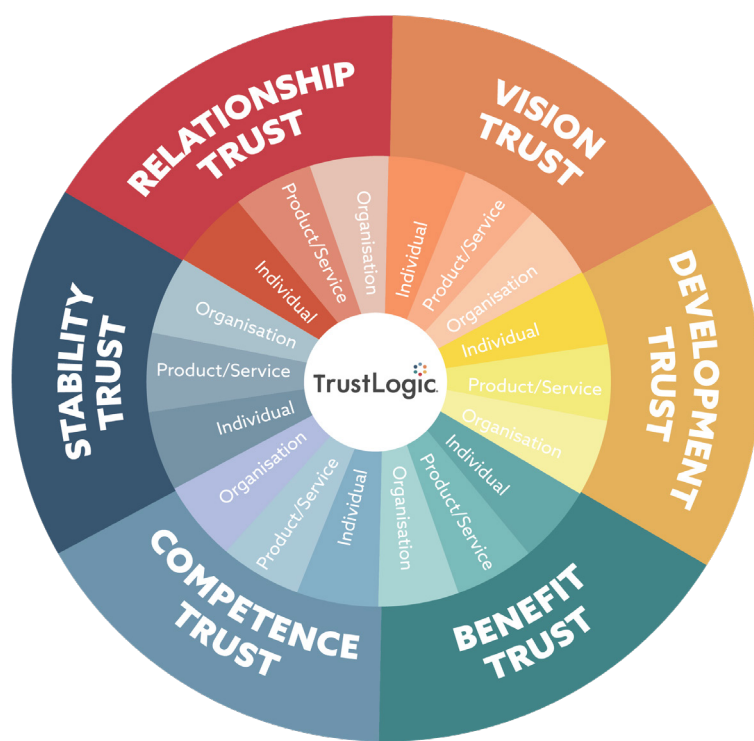
Trustify yourself

We call the process of reviewing what you do with our Six Buckets of Trust® 'trustifying'. Trustifying is the process of maximising the trust impact in all your activities from day-to-day emails to your brand.

In the next sections we provide you with more practical examples for specific touchpoints. Mind you, the examples can be used for any of your touchpoints. After that, we discuss a few trust perspectives that will help you get a quick starting point to build differentiated trust. This is followed by examples of trust drivers that will help you explore and identify more and better drivers you and your team can use effectively.

Maximise your sources of trust

After the simple prompts and examples given, think more broadly about the great sources of trust you have available.



Your **organisation**, for example. What are the trust drivers for each bucket of your organisation? Globally, regionally, locally?

Your **product and service**. Think of your practice, processes, systems and offers on a global, regional and local level. Don't forget the other practices and departments – IT, Finance and HR.

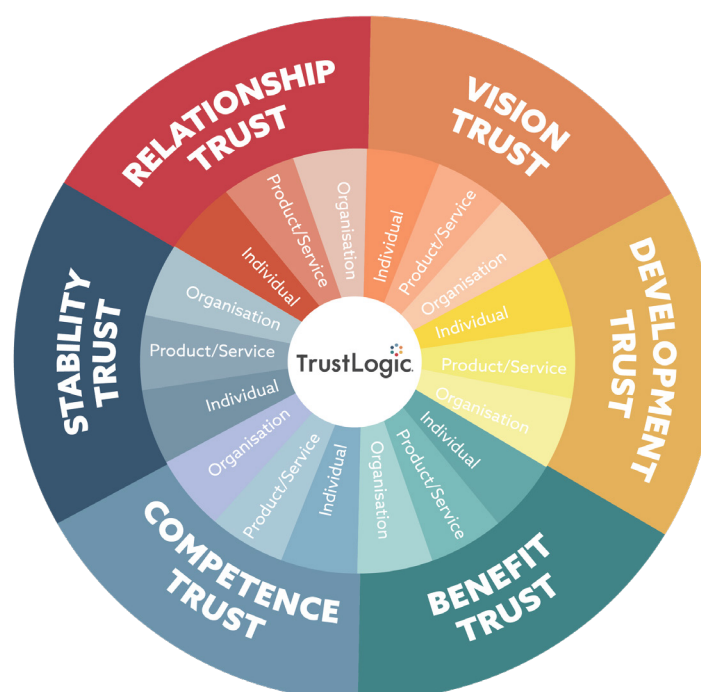
Individuals. Of course, that's you. But a lot of trust can also be built through your colleagues, the other partners and your team. How about other people in the organisation; who is the longest serving staff member or maybe someone speaks at an interesting conference or even has developed a patent?

As well as all of the above, also think of trust drivers as:

- Past, e.g. past awards
- Current, e.g. new project management system
- Enduring – those you can use for a long time such as a new client win
- Short term – those that are relevant only for a short time, like a team member attending a training or charity fun run

Thinking about your trust drivers in this systematic way will:

- Provide you with a myriad of ideas to build more trust
- Guide you in exploring more of these by asking your team members and colleagues
- Help you identify them and allocate them to the right buckets



If you want to play the game for yourself or with colleagues, just draw The Six Buckets of Trust® on a sheet of paper. Throw a coin in the air. Depending on which bucket it lands closest to, the team member nearest has to come up with a trust driver example, e.g. Vision Trust for an individual, 'Our tax partner, Mary, sits on the board of ABC Charity and supports XYZ with her skills and time.'

So remember, the more trust drivers you have available, the more effectively you and your team can build more trust and become the MOST trusted more often (and faster).

Trustify



Start with your trust assessment

Whatever you do, whatever client you think about, first assess what level of trust you feel they have in you. Doing this every time will help you effortlessly focus on trust more, help you to start with the right trust buckets and focus on what trust shift you can achieve.

You'll find that you'll get more accurate with your assessments. You'll also find that this conversation with your team will shape the trust conversation internally and allow you to build trust faster and more effectively.

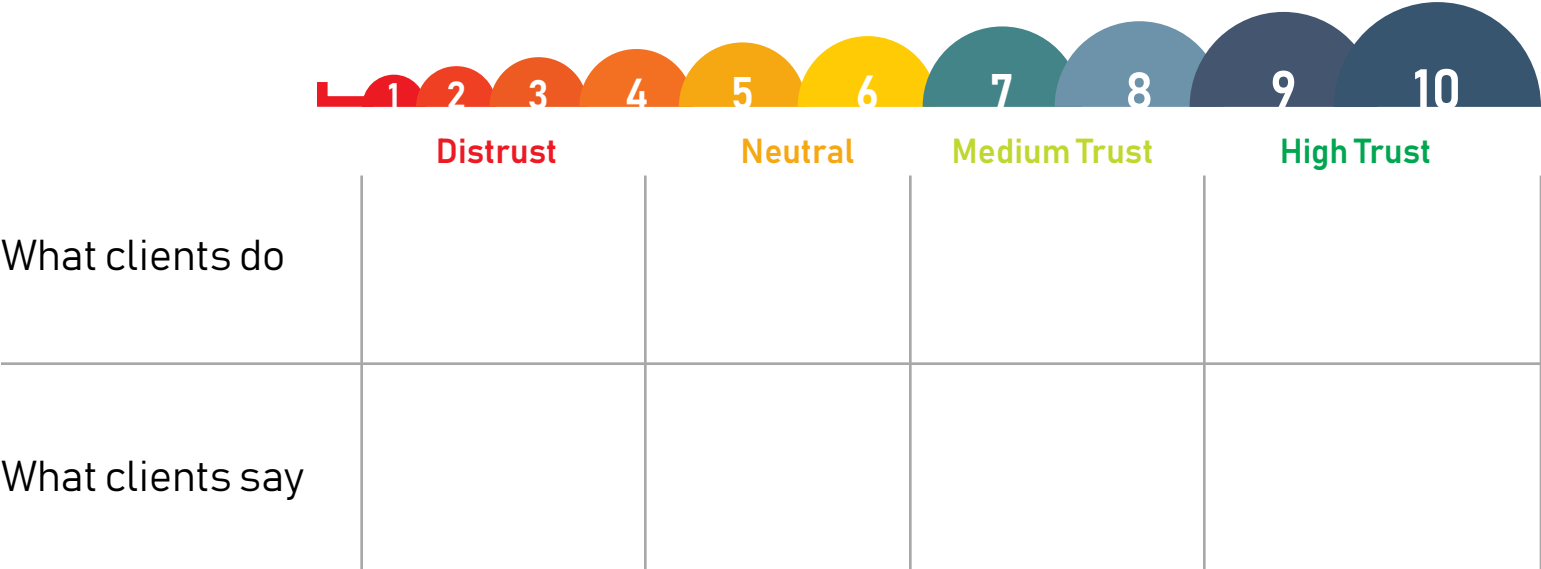
What's more, you'll find this a powerful exercise in how to manage trust with your client, assess your prospect potential and develop your trust strategies for them. At first it may seem rather confrontational to assess your own trust or see how your team assesses it for you, but it's well worth it. Many of our clients take up our suggestion to ask their clients and prospects too.

Ask yourself: on a scale from 0-10, what level of trust does she/he have in:

Me	0	1	2	3	4	5	6	7	8	9	10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The firm	0	1	2	3	4	5	6	7	8	9	10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key competitor (partner)	0	1	2	3	4	5	6	7	8	9	10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key competitor (firm)	0	1	2	3	4	5	6	7	8	9	10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Base your assessment on

- The person's knowledge about you and the firm in each bucket of trust
- The person's behaviour towards you and the firms (e.g. cancel appointments, query invoices, make lots of time for you, contact you)



In trustifying your interactions, you'll conduct the same assessment for each of The Six Buckets of Trust® – and for your three sources of trust. This will provide you with clear guidance on what trust you will need to focus on with which client.



Profile/CV and LinkedIn profile

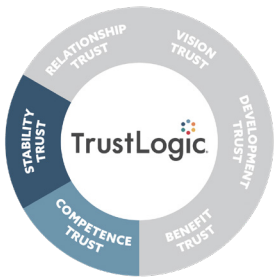
Many profiles and CVs focus largely on stability and competence trust. But if you include other 'trust buckets' this will create more trust and, importantly, more differentiated trust. It's by using diverse buckets of trust that you'll ensure anyone browsing your CV or profile will be more curious about you and want to get to know you more.

It's also important to keep trust up to date when new stakeholders are looking at your profile. Studies have shown that the majority of legal services buyers now use LinkedIn first to have a look at partners they may be interested in.

Typical first sentence:



This statement focusses strongly on stability and a little competence trust.



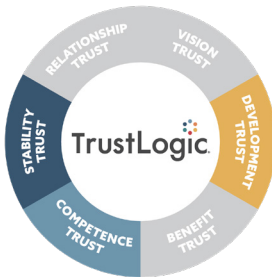
Trustified sentence:



This statement builds the same trust as the typical one, but just by adding the word 'pioneer', John now also builds development trust.

So overall, it builds more relevant and differentiated trust.

Simple, isn't it? Imagine the impact on your profile, or if a colleague or MC introduces you like this instead of the first version of you. It shifts trust up at least a point, you've seen what impact one point more trust has.

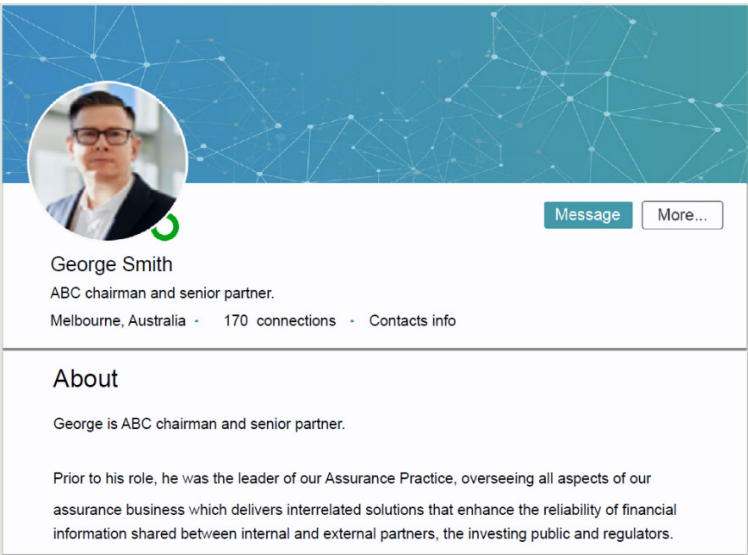


Profile

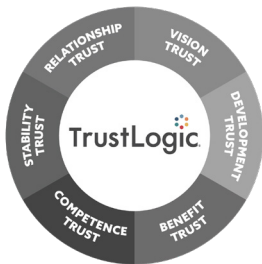
In some instances, your profile may be tailored for your clients, but here we have a generic example from a website entry of a senior partner at one of the leading consulting firms:

"George has over 25 years of diversified experience serving clients in the financial services industry in the US and internationally. Prior to his current role, George led our Assurance Practice and before that, he led our Financial Services practice and Consumer Finance Group. He has been published or quoted in numerous publications and is a frequent contributor to industry events."

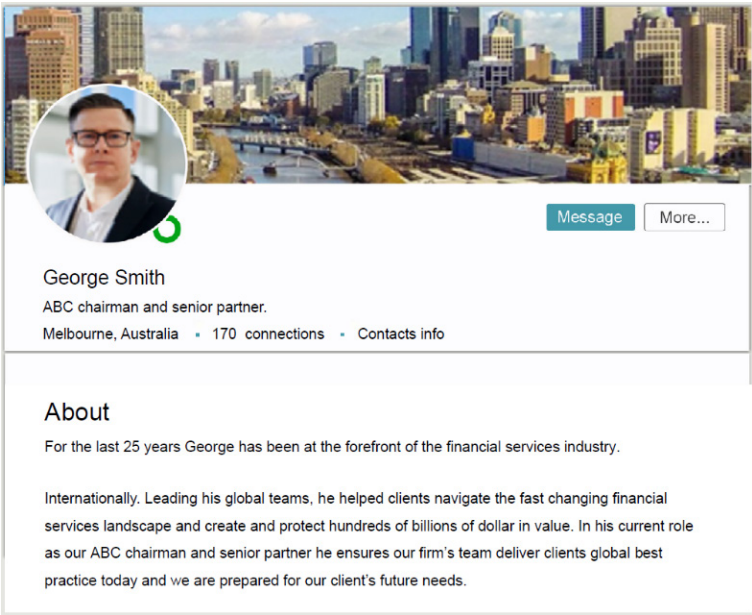
And here is his LinkedIn description:



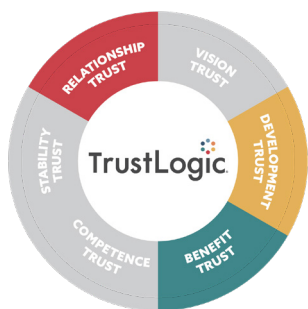
"George is ABC Chairman and Senior Partner. Prior to this role, he was the leader of our Assurance Practice, overseeing all aspects of our Assurance business, which delivers interrelated solutions that enhance the reliability of financial information shared between internal and external partners, the investing public and regulators. George has over 25 years of diversified experience serving financial services clients in the financial services industry in ABC and abroad."



Just adding a little development, relationship and benefit trust changes instantly what George would be trusted for and increases his trust. We'll demonstrate this in just one or two sentences below and that should make it easy for you to review your profiles and make little changes.



"For the last 25 years George has been at the forefront of the financial services industry internationally. Leading his global team, he helped clients navigate the fast changing financial services landscape together with creating and protecting hundreds of billions of dollars in value. In his current role as our ABC Chairman and Senior Partner he ensures our firm's team deliver clients' global best practice today and we are prepared for our clients' future needs."



Before:



Jane Edward

Partner, Corporate and Securities Group
(a member of Indonesia management
committee, and Head of M&A practice team)

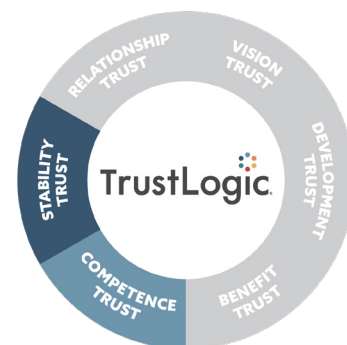
Areas of Practice

Jane Edwards is a senior partner and the
head of the cross-border M&A practice group
of X Law Firm.

Ms. Edwards has more than 20 years of
experience in mergers and acquisitions,
joint ventures, corporate restructuring
and financing. She has served as the
leading counsel for a number of landmark
cross-border M&A transactions and was
instrumental in their structuring, negotiations
and implementation.

Her experience covers a wide variety
of industries, including manufacturing,
automobile, machinery, healthcare, energy,
mining, infrastructure and financial services.
Her working highlights include:

- Representing X Technology in its acquisition
of X International
- Representing X on its sale of equity stake in
X Insurance
- Representing X in acquisition of X Appliance
business for USD X



Trustified:



Jane Edward

Senior Partner & Head of M&A Practice,
Co-Lead Global M&A TeamCity, Country
T +00 000 000 000 jane.edwards@legal.com

'The final contract is the manifestation of our client's commercial objective having been achieved.'

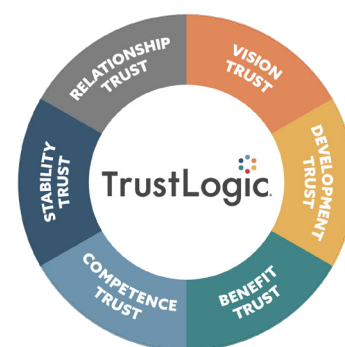
Jane Edwards' belief that she and her team are not just lawyers, but facilitators of their client's commercial objectives, has driven her globally recognised success for more than 23 years.

While being aware of the importance of every detail, her unique ability to see the big picture and her clients' perspectives has allowed her to help a diverse range of clients achieve the best outcomes, even in the most complex transactions.

This internationally unparalleled experience, coupled with her love for challenging the status quo and her tireless energy, drive her to continuously innovate and improve – something she shares generously, whether it's in the first meeting with a new client to add value, or to a new generation of lawyers in her team, at University or on the client-side.

Having started her career in an internationally focused organisation, then continuing to work in many jurisdictions and with the private and government sector, Jane Edwards has a finely tuned sense not just for the legal and commercial aspects, but also the cultural nuances that can make or break success.

Jane Edwards joined our team in 2000, after working with an American legal firm in x and x.



To stand out from other advisors and ensure the people reading your CV say 'Wow – now that's someone I want to meet' you need to dial-up relationship, benefit and development trust as well.

Do it yourself guide

Write a trust building CV

1. Read through the questions in each box relating to each trust category
2. Answer these questions the best you can
3. Prioritise which trust categories you would like to include in your CV and mark the ones you feel you want to start your CV with. It is worth playing it through in your mind or on paper
4. Start drafting your CV by connecting your answers to the questions in these categories into sentences. Next, edit and move until you have achieved the structure and tonality you want. Finish it off yourself, or get a colleague or the marketing department to do the fine-tuning

Relationship Score: /10

What is it like to work with you?
What is your working style?

Stability Score: /10

What are you most proud of over the course of your career?

Competence Score: /10

What are your areas expertise?
Do you have any special skills or languages?

Vision Score: /10

How do you make a positive difference through your work or in your community? Or...
What motivates you/why do you do what you do?

Development Score: /10

Provide an example of when you have come up with a new idea/approach, either with your team or by yourself. Or how do you stay relevant/at the forefront of your industry?

Benefit Score: /10

Why should the client choose you?
What do you bring that others don't?

the TrustLogic

RELATIONSHIP TRUST
VISION TRUST
DEVELOPMENT TRUST
BENEFIT TRUST
COMPETENCE TRUST
STABILITY TRUST

(. + . + . + .) / 6 = _

Another trustified example:



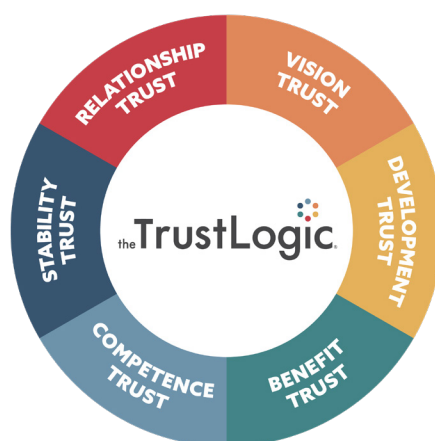
Joan Patterson

Example Partners, Seattle

'Joan has a unique ability to envisage markets decades ahead and combine this with her multijurisdictional legal and commercial expertise. Through this combination of skills and her ability to engage on any level and in any culture, Joan and her team have established themselves as leading experts in nuclear energy, waste decommissioning and renewables. Joan and her team have helped many clients build successful commercial strategies in emerging and mature markets.

Leading her highly respected multilingual team, Joan project manages these complex global energy transactions, including contracts and commercial law, real estate, public and utilities procurement, and project delivery structures.

Clients set great value by Joan's extensive knowledge and technical expertise of the energy and renewables sectors in markets as far apart as sub-Saharan Africa, Eastern Europe and Central Asia. This gives her the unique breadth and vision that clients require for honest assessments of often difficult investment circumstances. Clients regularly comment on Joan's project management skills and the value of Example Partner's global one-stop-shop legal practice in the energy sector.'



Note: what trust drivers you can identify in which trust buckets?

Specifically, look out for keywords that you can always use in the different buckets.

Simply start with development trust

The use of the development trust bucket is always a favourite with our clients. It's true to them and they use a trust bucket they have never used before. Here are two live LinkedIn examples partners and their BDs rewrote based on our training workshop. In the Nick example, note also the second paragraph. It focusses on relationship and benefit trust. After that he follows his description with project examples, awards and reviews to build competence trust and incorporate the right key words. However, with the first two paragraphs, Nick fills three trust buckets that are hardly ever used and thus builds trust in more appealing aspects, creating interest and differentiating himself.

Development example 1

About

Nick has been at the cutting edge of workplace relations for more than 25 years. He supports his clients in finding long term and sustainable solutions to their workplace issues. Nick is known for his capacity to stand firmly for his clients in the face of aggression when necessary, while developing trust among parties and finding mutually acceptable solutions where possible. He regularly helps clients to review their labour strategies in light of ongoing business and technological developments, and writes on the changing nature of the workplace.

He works in the fields of industrial relations, workplace safety and health, employment, investigations (eg: arising under "whistleblowing" processes, and/or allegations of bullying, harassment, or corruption) and discrimination. The clients he supports include large resources companies (mining and oil and gas), government organisations, and companies in the maritime, construction, healthcare, transport and logistics, retail, and technology sectors.

Development example 2

About

A leader and innovator in employment/pensions and data law, Tobias, is known for "getting things done". He has a reputation for successfully guiding clients through challenging HR change projects, cross-border reorganizations, boardroom issues, risk mitigation/litigation cases and compliance projects (including data protection and digital ethics).

It doesn't take long to trustify profiles, but it's very powerful. You can make your initial changes within a few minutes and change the trust game. To trustify a full partner profile set typically takes us about two hours and provides the final foundation for situation specific customisation.



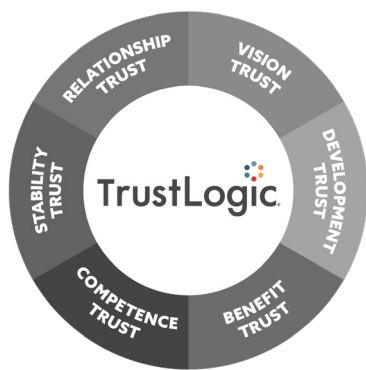
Case studies

Case studies are great to build more trust and more differentiated trust, but they are seldom trustified. Many just mention factually what the project was about, but omit what was special about it. Just changing your case study descriptions can increase trust by one or two points. That can mean the difference between being equally trusted, or most trusted.

Here is an example:

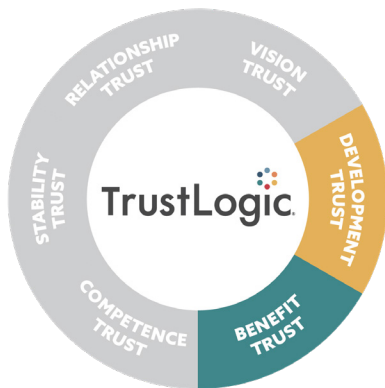
Before:

\$ 3bn raised.



Trustified:

\$ 3bn raised to take the next step in a great corporate strategy.



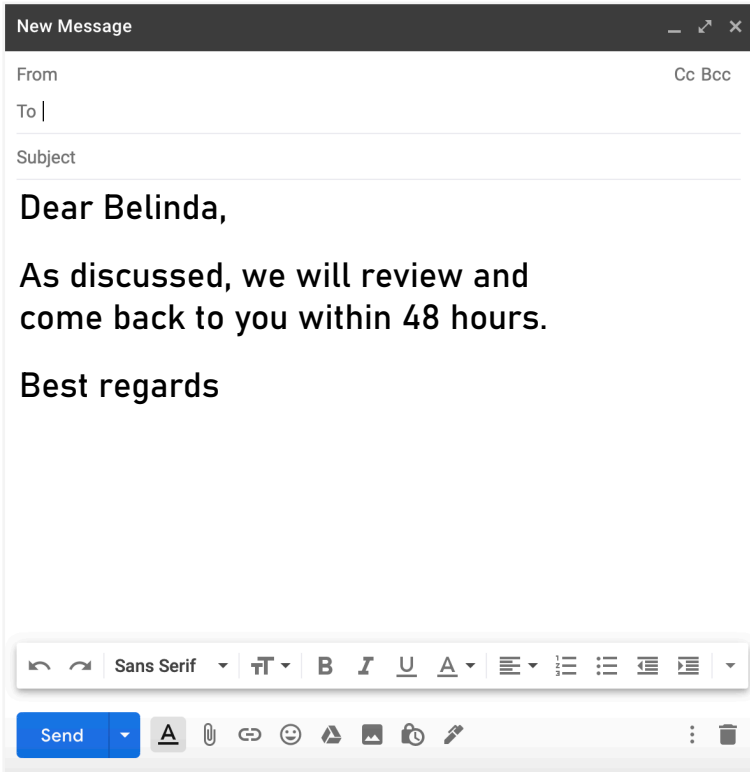
Day-to-day communications

Emails and conversations

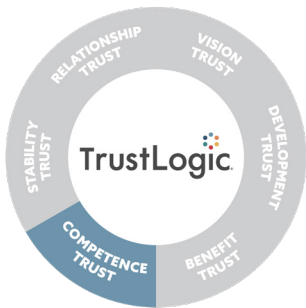
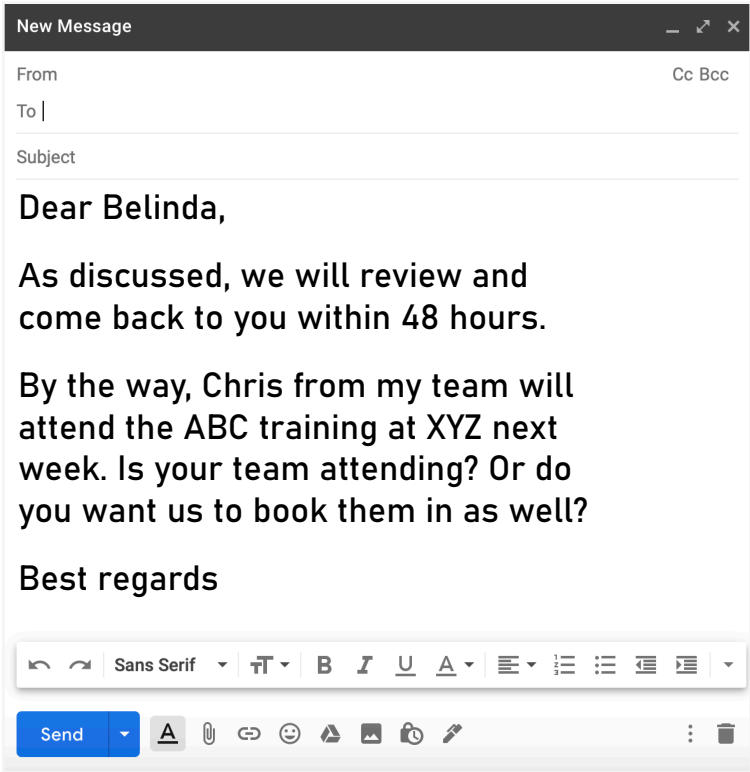
Often emails are focused on efficiency. That's certainly good and builds competence trust.

But it doesn't take much to also build other and therefore more trust.

Typical email:



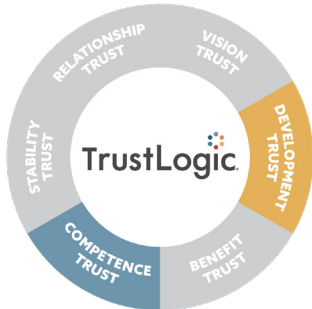
Trustified email:



In the trustified version we simply added a training event that is coming up and aligned it with the client's team.

Once you look for these little events or other interesting things, you will have ample ammunition to build more trust and keep it fresh.

For example, what webinars do you or your team attend or what books do they read?



Social introductions

Another simple example is social introductions. Typically, in social situations someone will ask you: "What do you do?" If you add your children and partners to those questions, you have about 1,000 positioning opportunities. Nevertheless, most people tend to play down their skills and simply respond: "I am a lawyer/management consultant/accountant/engineer." If you happen to mention your company name, that's usually as far as it goes.

By holding back information you're highlighting a sense of personal humility. But if you give a little more of yourself, you'll probably find that people will trust you more and that will also be the starter for a conversation.

Furthermore, each of these contacts is an opportunity to build familiarity and trust in you and your organisation. For example, with three children I still spend hours per week watching sports with other parents. Many of these are senior executives in corporates, including CEOs, CFOs, COOs, Heads of Legal etc. In short, they're buyers and influencers. So, if I meet you and you don't give me anything interesting to trust you for, I know nothing about you to fill those hours.



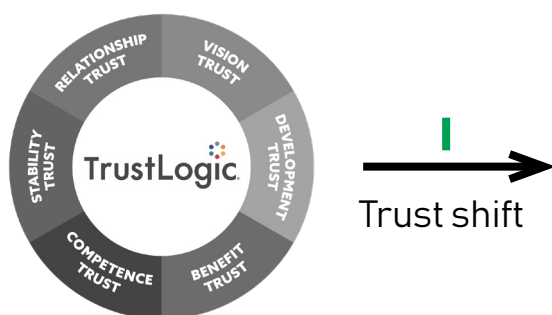
So, let's play with that

Here's a better way of introducing yourself and building the right and more trust.

Before:

"I am a lawyer."

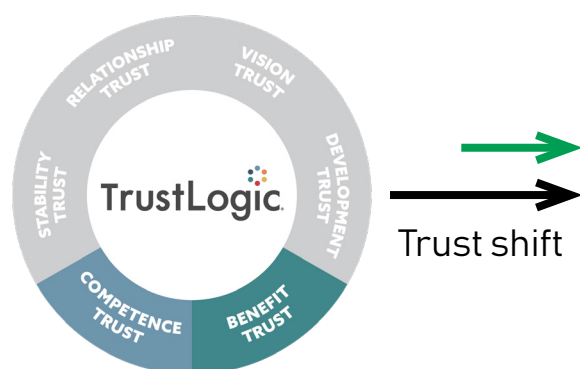
There are countless lawyers. At what level do you play? In what area? Basically, this introduction doesn't build any trust whatsoever and makes it difficult for me to engage. In our workshops people tell us that's only the start of the conversation and following this introduction they tell more about themselves when the person asks more. But this doesn't make me likely to ask much more and the conversation may move swiftly to other topics.



Trustified:

"I am a partner at a global law firm and help clients buy and sell large scale properties internationally."

That doesn't take much longer but builds a lot more trust. It also makes me want to find out more, which in turn will build more trust. Finally, even if I am not a direct prospect or influencer, this little nugget of information will go down well with my fellow parents. What would be your next question following this intro? It gets interesting, doesn't it?



Our workshop participants routinely say that this simple change in introduction would shift their start off trust by at least one or two points – meaning a doubling of engagement and success opportunity in one sentence.

Submissions, proposals and quotes

These vary hugely in the effort you have to put in. They range from simple email quotes to significant tenders to get on panels, or to get a specific job.

In any case, they are the culmination of a lot of your upfront work and any submission should reflect that effort by building more trust. In a competitive context that is obviously critical. Your submission together with your previous effort has to make sure you're differentiated and the most trusted to get the business.

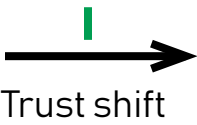
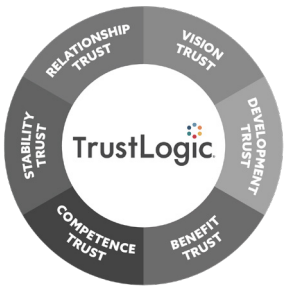
In the following, you'll find a few examples on how to trustify the headline or proposal cover. These examples can apply to formal submissions, pitch openings and headlines in simple email quotes.

Importantly, these trustified headlines provide the key thought that clients have in mind while reading your entire proposal. Therefore, it provides you with a great theme that you can run throughout the proposal and build your other buckets of trust upon.

Before:



Just descriptive.
No trust is built.

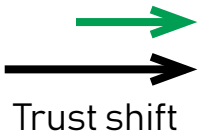
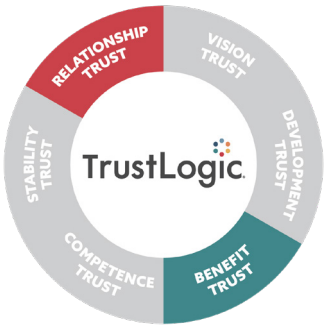


Trustified:



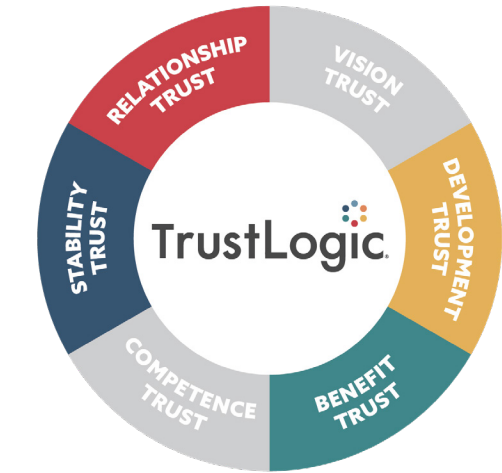
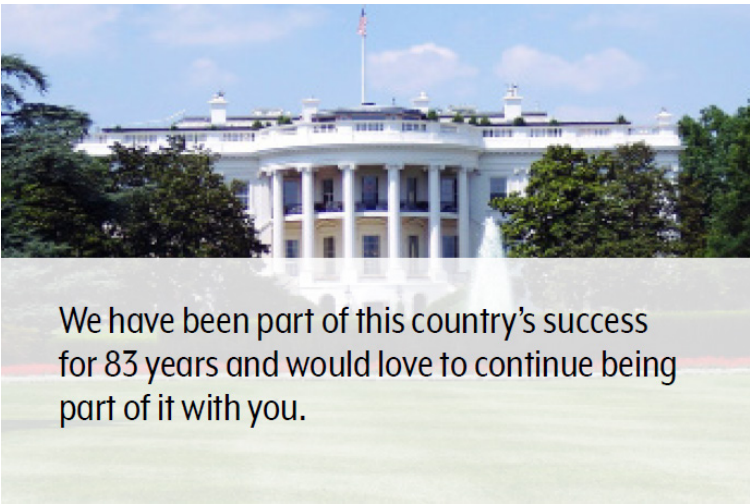
The new headline builds instant and precise relationship and benefit trust.

Workshop participants and clients assess the trust shift as 2 points.

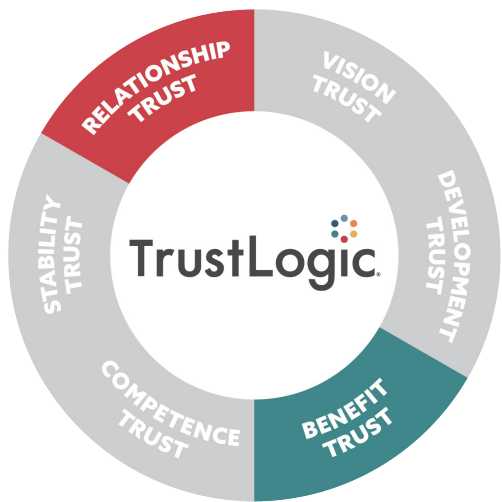


Other examples

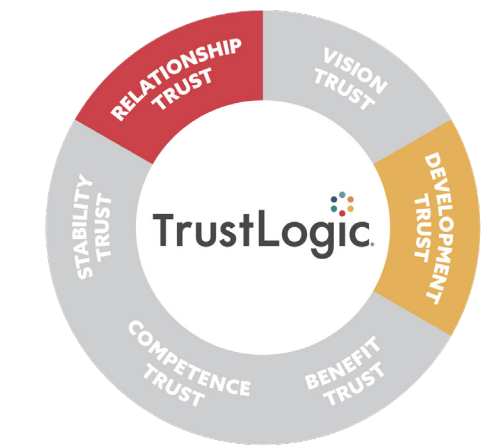
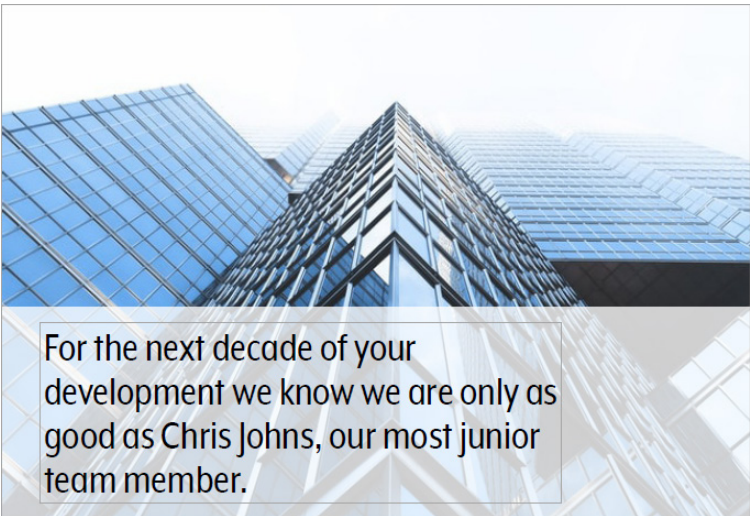
Government panel example:



Infrastructure example:



Panel pitch example:



Events

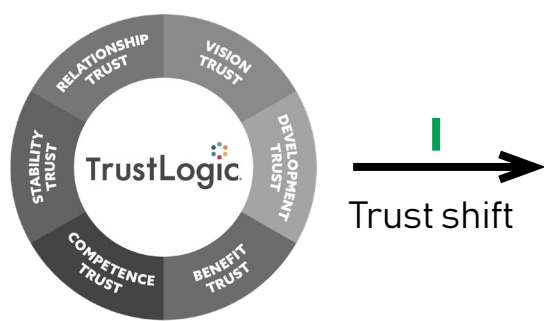
Your choice of events and even the naming of the event has a great bearing on what trust you are building – and how much.

For example, one event we worked on was called:

Before:

‘Implications of blockchain on the aged care industry’

This event title doesn’t shift a lot of trust.

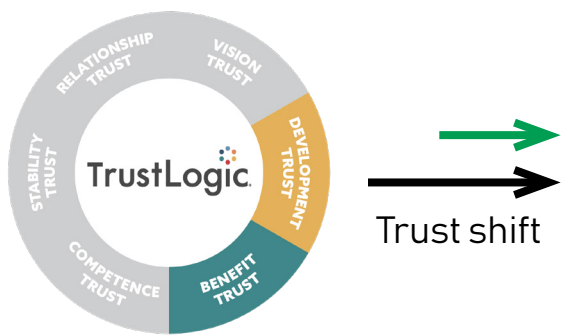


Trustified:

‘Aged care: Discover your emerging blockchain opportunities’

This event title focus in the development and benefit trust buckets.

By changing your event title in your emails and social media you build more trust and more differentiated trust. The effect is that more people attend and even those that don’t attend go away with a greater sense of trust in you and possible interest to talk to you further.



Social media and content

In analysing and following many social media accounts of professional services firms and partners, it's clear that few have a trust strategy.

In most cases projects and partner appointments dominate. Webinars with very factual topic descriptions are pervasive.

If you look at trust building in social media and with your content, look at it with The Six Buckets of Trust® and build rich and engaging content.

Here are a few examples of trust driving content.



Here are a few examples of trust driving content.

● Relationship trust:

- Post about your clients. For example, their promotions or wins. As an example, if you write about a successful project you finalised, write about it as congratulating your client on the success, rather than talking about yourself
- Mention secondments to your clients
- Mention where a team member went out of their way for a client

● Vision trust:

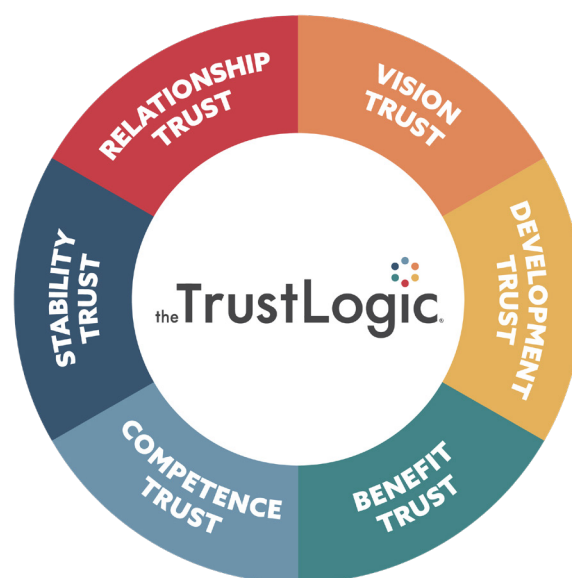
- Talk about your personal and your team's (or colleagues') charity engagements. Even if it's just a fun run
- Don't just post once a year about how many hours the firm gave pro bono. Do this continuously

● Development trust:

- Yes, project wins also build some development trust
- Post about courses or conferences you and your team attend. You can do this before and after. The post after the event should have a key take out. This also builds benefit and competence trust
- Post about a different department. For example, IT. One bank we work with updates their app every 24 hours. That's something no one knew
- Recently, we saw one firm post about specific graduate hires. This builds development and benefit trust

● Stability trust:

- Celebrate a long-term anniversary of a team member (also builds relationship trust)
- Post about a great win or project you won or finalised years ago



● Competence trust:

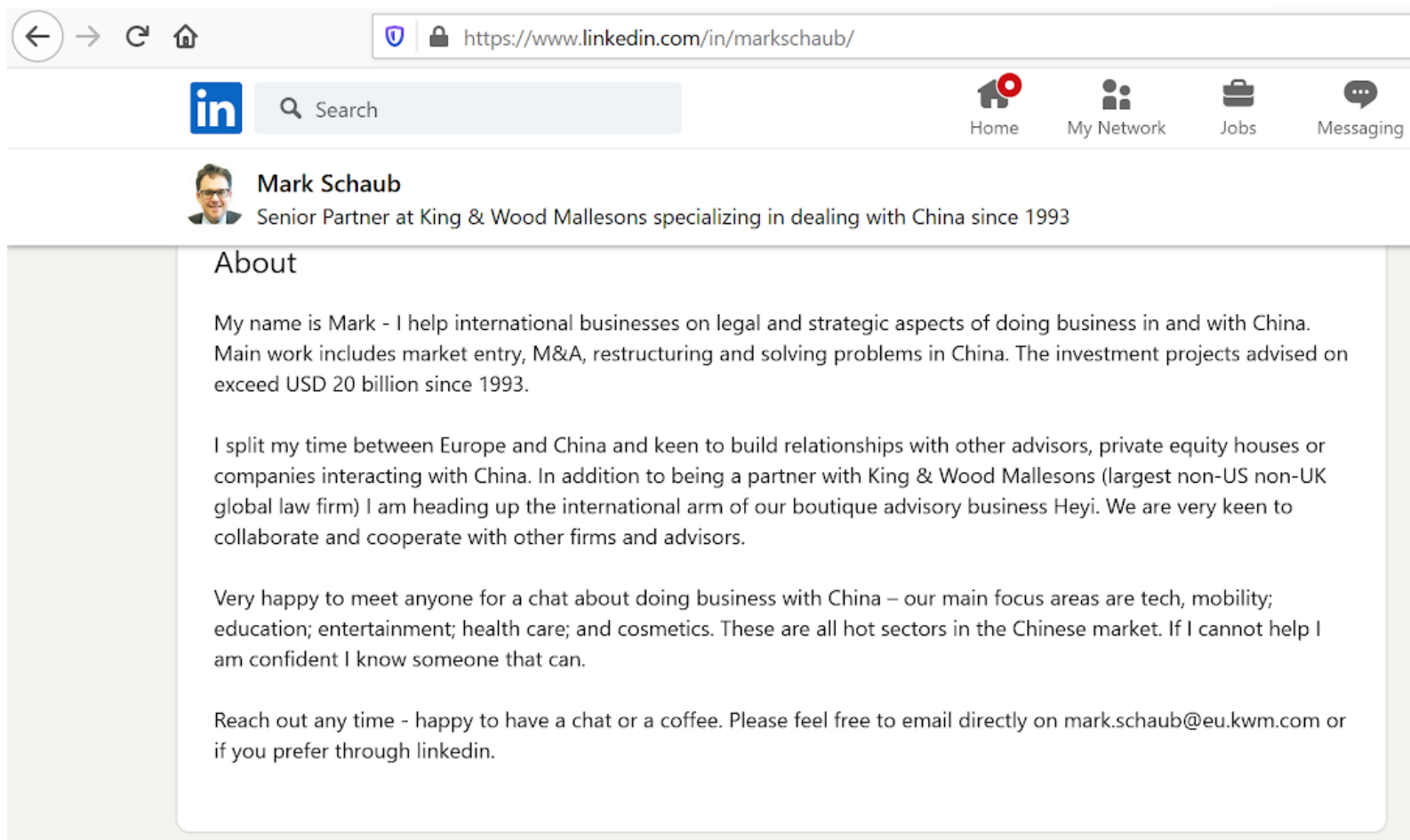
- Post more often about external and internal trainings
- Post about interesting books and articles you and your team read (with a note about what that means to clients)
- Remember to go beyond technical competence and include other relevant competencies like business acumen, creativity, ability to navigate politics or your understanding of people and how they are developing (e.g. in financial advice this may be the understanding of how families and their needs develop over time)

● Benefit trust:

- Post about recent meetings and how that added value to the client
- Whatever you post, post it with a client implication
- Repost interesting content you saw. This can come from your team. If you brief your team, you can get a great variety of simple posts

A good example for social media and content

Subsequent to helping King & Wood Mallesons develop their global brand, we had the pleasure of training many of their partners globally, including Mark Schaub's team in China. Have a look at his LinkedIn profile. Mark focuses strongly on relationship trust – what it will be like to work with him. Despite his casual tonality (or because of it) he also builds a large amount of competence trust. In conjunction with his profile Mark uses posts and webinars effectively to build benefit and development trust on top of that.

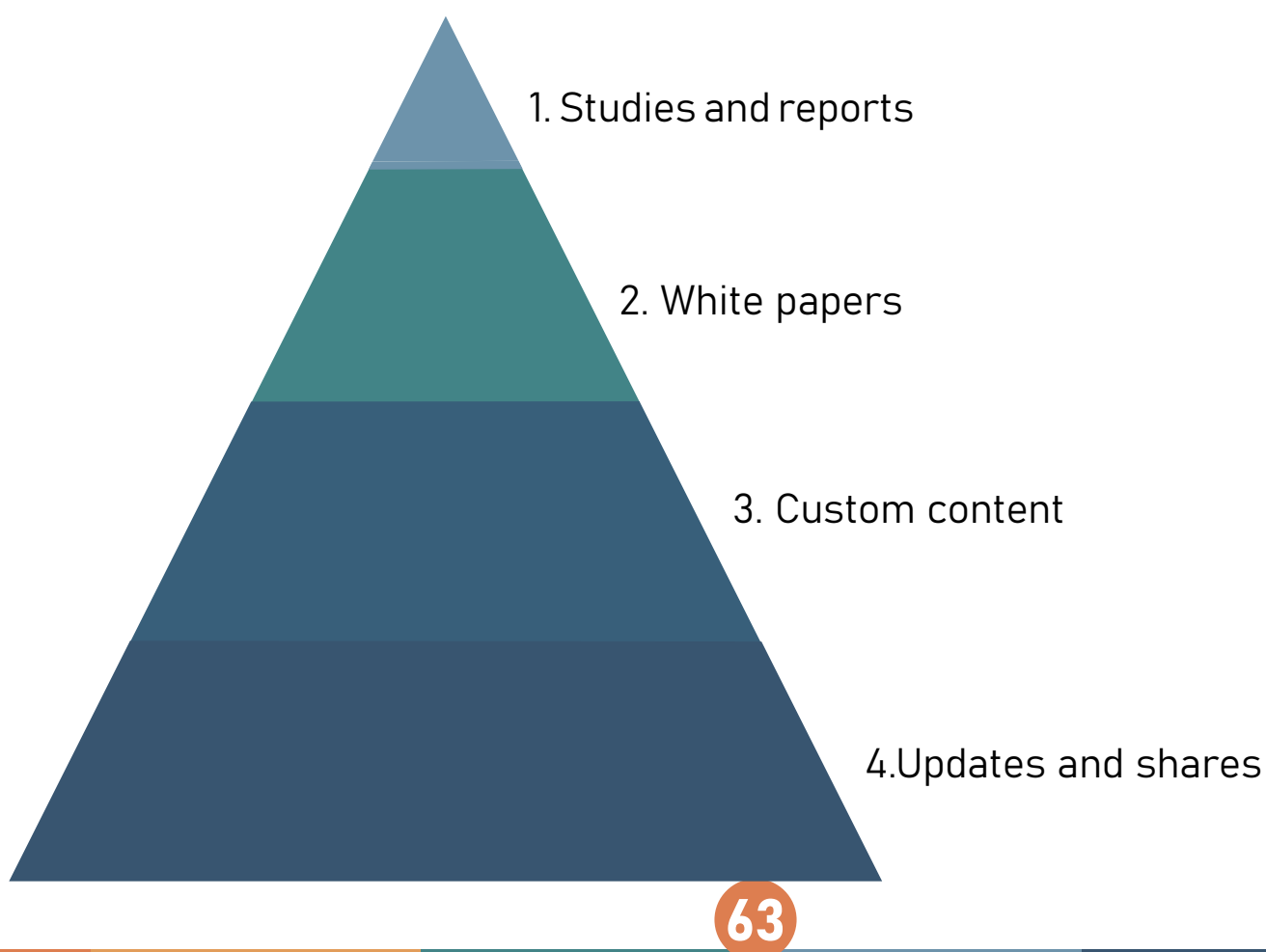


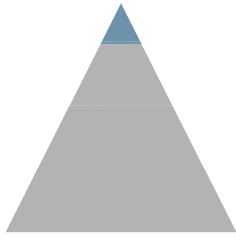
Play the different content levels to maximise your trust building potential

In our work with partners we always see that they already have a lot of content that has never been utilised well. When you explore your buckets of trust, bear this in mind and note all the possible content you may have already in each bucket.

We tend to look at content as a pyramid. At the top of the pyramid is content of high quality that's developed with a big effort. For example, a global review and trends in legislation on a specific topic. This content needs to be maximised across all channels and broken into many pieces over time – pre-launch to launch and well post the launch. This can include reactions from clients to the events or questions they asked after seeing the material.

At the bottom of the pyramid it's high volume, little effort. These are the content pieces like article reposts, team activities in charity and learning.

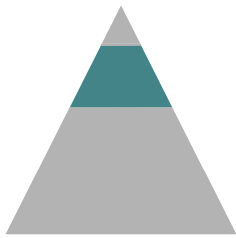




1. Studies and reports

Frequency: These are pinnacle pieces you'll likely do once or twice a year.

The way to determine them is the same as described below in 'custom content'. In determining these, it is important to align them across the firm and all practice areas to ensure you receive the right airtime and focus. These are always to be seen as campaigns with a clear goal of presenting personally to prospects; they require alignment and planning along with marketing and BD.

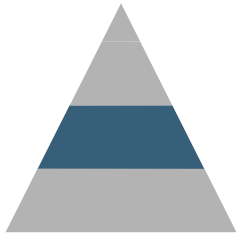


2. White papers

Frequency: Every 3-4 months.

These are quite a bit more involved. They should be a few pages long and well designed. These should be aligned across the practice, ideally internationally, and aligned with the sector groups. The principles of determining which trust to drive with a particular topic, and who does it, is the same as described in the 'custom content' level. Here you are likely to involve external specialists, writers and your design team – early on – and develop a campaign around it. This may include mail-outs, sponsored content, events, webinars or video pieces to make sure your investment gets the best possible exposure.





3. Custom content (eg. blogs and opinion pieces)

Frequency: 1-2 per month

Think about a longer time frame as you will likely produce only one or two per month. You also don't have to write them all yourself. Engage your team and distribute the topics you define. If it's locked into your practice calendar, your team will know when and what needs to be done. This is also a great way to profile your team members – you may even want to align and share the workload with other offices.

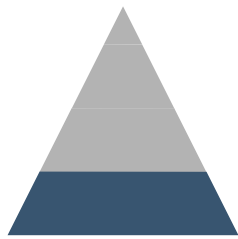
Around the TrustLogic® model, determine which trust categories are a particular priority to build. You can do this in percentages informing you on how many topics you want to include in each trust category.

Brainstorm on the topics you can think of in these trust categories. Think about what you already have and what topics would be of interest. What events or topics can you see coming up in the coming months that would lend themselves to a blog?

Pick the topics and appropriately put them into a timeline. Choose some trust drivers on a global/regional level that you would like to weave in. Make notes on how you want to shape the topic to drive the respective trust category, and how you drive each trust: personal, the practice and the firm.

Designate who is responsible to write the piece (with credit) or pre-write it for your input. Then, organise an internal or external writer who can apply the final edits and choose a captivating image to go with it.





4. Updates and shares

Frequency: Can be daily, but you should try to get one out at least once a week.

At the base it is about volume and continuity – you could say noise. At this level, you don't need to do a lot of work. Define what trust you want to drive.

Updates: If you or a colleague attended a conference or presented at an event, it is worth a quick update. The different kinds of updates will drive different trust categories. With the way you can articulate them you can also shape these.

Content: With content, you first share and then set-up respective Google alerts, online mags and other subscriptions to glean the right articles. Then post these articles from your social media account, or share them directly from your mobile. It is often good to include a quick note indicating what you liked about it or what you specifically found interesting; if you agree or disagree, or if you have anything to add–your opinion makes it even better. This also applies to our firm's publications and those of others.



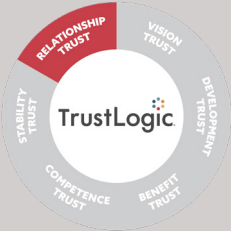
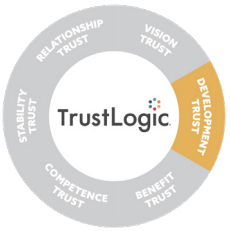
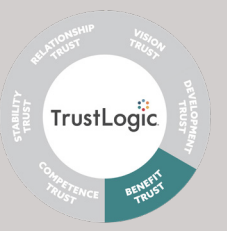
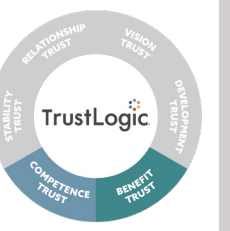
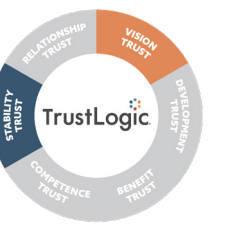
Preparing client meetings

It's worth taking a few minutes to plan how to trustify the meeting. With a little practice it will become automatic.

Think about what trust you want to build or refresh in which phase of the meeting.

Think about what trust drivers – especially current or new ones – you have that you want to use.

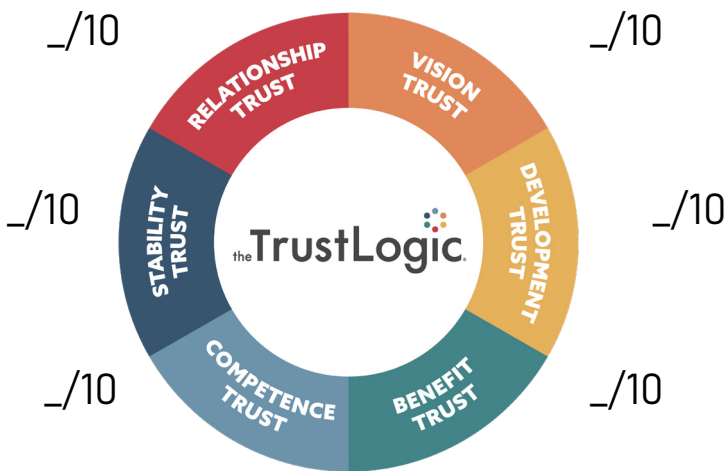
Then think about who will deliver them and in which way.

	Settle down	General topics	Kick off	Matter at hand	Next steps	Wrap up
Trust focus						
Messages						
Actions						
Materials						

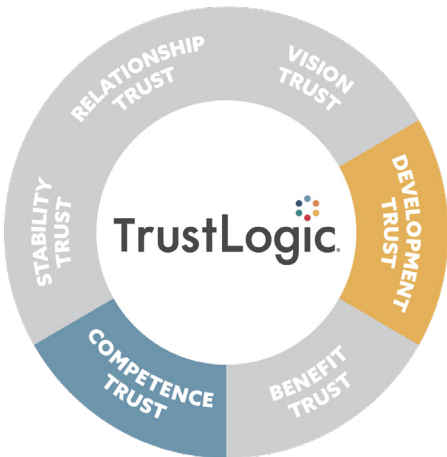
Develop your client trust strategy

Client trust strategy and execution is a powerful way to boost the effectiveness of your practice, positioning and planning to expedite business wins and to earn 10/10 reviews with clients.

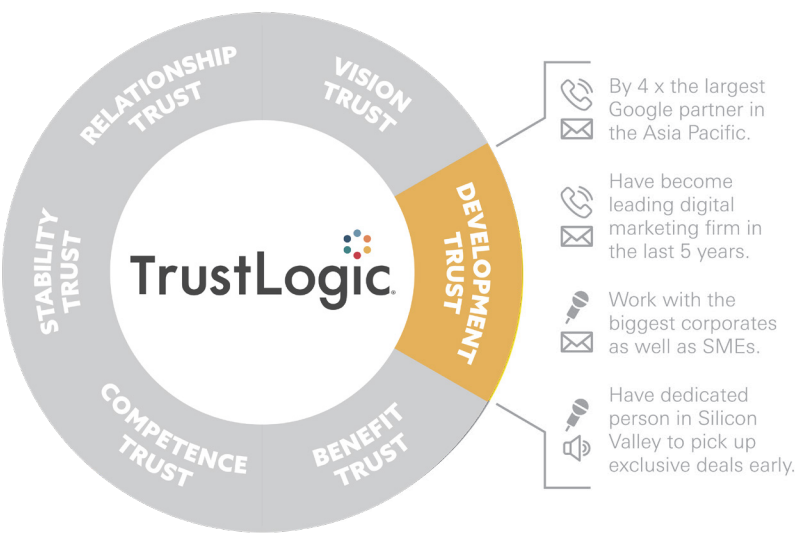
Assess any stakeholder



Prioritise over time



Define actions and messages



Allocate timing and channels



The real trust equation.
We have tested this with our work with millions of customers.

$$\left(\frac{S + D + R + B + V + C}{6} \right) = \text{Trust} \underline{\hspace{1cm}}$$

Building trust is a team challenge

Building more and differentiated trust is a team effort.

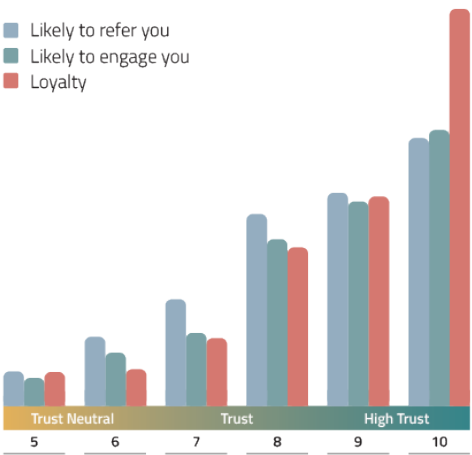
Decide with your team, marketing and BD which trust is being built in what activities and with which trust drivers.

Spread them across your team and you will find that trust building will become even faster and more effective.

For example, you may find it hard to say about yourself that your engaging personality and pragmatic approach help make even the toughest negotiations come to a successful end.

But if your team writes about you in the third person, then that's perfectly fine.

Take charge of your trust, explore your drivers and allocate who builds what trust in you.



To build trust quickly it's best to work as a team.



Your brand and client experience is all about trust

Your brand, whether it's your firm or personal brand, is simply what you are trusted for. Your client experience is the manifestation of what you define as your trust. Manifestation in what you say, what you do, how you say it, how you look, your posture, who you invite to your meetings, what your office looks like and even the video conferencing background you use.

When we help our clients develop their firm and personal brands and align them, we use The Six Buckets of Trust[®] to define the brand values based on the current and future trust drivers.

We align them based on what the firm and partners want to be trusted for, can be trusted for and what their clients and teams have to and would love to trust them for.

This enables our clients to define each trust bucket as a brand value based on the trust drivers as a substantiation, providing the entire team with clear anchors to base their behaviours upon. The trust drivers associated with the brand value provide the team with a powerful brand story and the material to build the brand (and benefit from it) in their day-to-day work.

Client

Meaning



Trust driver



People

Meaning



Trust driver



Community

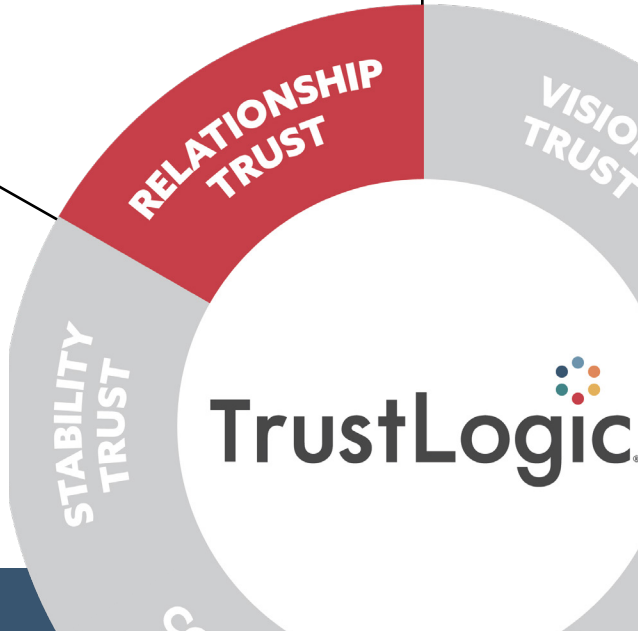
Meaning



Trust driver



We harness the power of together



Another brand trust example

We understand that opening a new chapter in life has its unique challenges. But we're prepared for them all.

So let us help you open a better chapter in your life.



For this professional services, we defined the benefit trust bucket as 'help you open a better chapter in your life'. In the marketing communications material this brand value is articulated for clients. The people meaning is defined as being about personal and career development.

Explore and use your trust drivers

'Trust drivers' are messages, actions and behaviours. Even the tone is important. Be precise and give tangible examples to build more trust. For instance, 'being around for 165 years' is far better than 'we have been around for a long time'.

While reviewing each of the buckets, take note of what trust drivers come to mind for yourself and how you would talk about them.



To build trust you have to know all your trust equities and line them up.



Every little increase in trust counts

Let's have a look again at why it's so important and powerful to know your trust and to focus on it consciously in everything you and the team do.

Over the years, we've reviewed customers and clients in many categories with more than 150,000 surveys completed. We look at the behavioural changes linked to their levels of trust. The changes in attitudes based on the level of trust differ little across categories, whether it's energy, telecommunications, airlines or professional services.

In calibrating the scale of 0-10, we conducted cognitive testing, meaning we talked to respondents to understand what they meant when they gave a particular score, say 6 on the trust scale.

We found that when respondents scored 0-4, this meant they weren't trusted. With 5 and 6 they had a neutral trust score or no trust. This is important. Interestingly, 6, which is above the halfway mark, is still considered to be a lesser trust score or even a no trust score. With 7 and 8, respondents started to trust and at 9 and 10, they had a high level of trust in the person, offer or organisation.



Every little trust driver adds up to more trust. Our conceptual memory is almost inexhaustive in collecting and retaining these. Clients may not recall them consciously, but they retain them unconsciously.

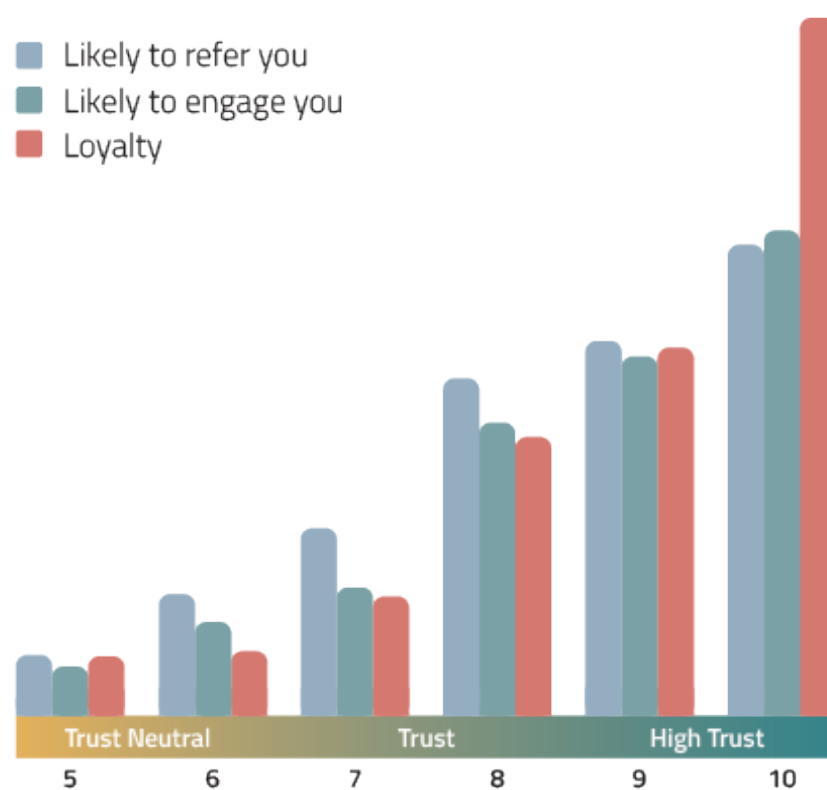
Every little increase in trust counts

The levels of trust make a big difference. But it gets even more interesting. Every point of more or less trust makes that difference. The chart shows you the precise shift in behavioural change.

If you look at the likelihood to buy from you and choose you, it's clear that a 5 and 6 doesn't put you in a great position. But a shift in trust from 6 to 7 already doubles their propensity to buy from you. A shift in trust from 6 to 8 and that likelihood to buy from you quadruples.

When it comes to the likelihood of recommending you, which is critical in professional services, it's the same picture.

Loyalty lags a little behind that. You need to reach a trust level of at least 8 to get significant gains in loyalty. The shift from 9 to 10 gives you the most critical uplift in loyalty – another 60%. That's the Holy Grail and we ask if you really spend enough time and focus on making sure you reach that score with every one of your clients.

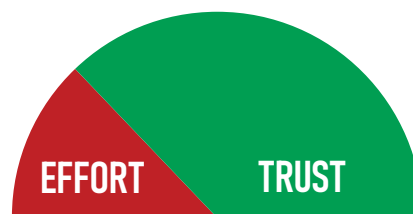


Trust doesn't take long to build

Let the meaning of the chart sink in for a moment. It's not difficult to understand that the notion of "it takes a long time to build trust but it can be destroyed in a moment" is wrong. In fact, trust is built and destroyed every second. No one is perfect at building trust. Even in this book you'll find things that will raise your trust in us, as well as things that will reduce it. Hopefully, it's more of the former than the latter.

Trust up, effort down

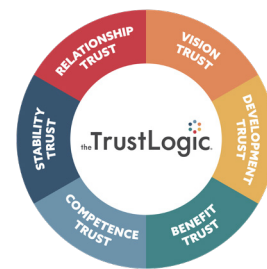
There is a direct correlation between the level of trust vs effort. With every little bit more trust, the effort, time and cost it takes to win and service clients goes down in equal measures. That's why some people call trust the lubricant of interaction and transaction.



For you and your team, how does it feel to gain your client's trust?

Trust is an amazing concept that creates a unique win-win for your client, you, your team and for your firm. This means more profit for you and your firm. But that only happens because the client is able to trust you and value your services. That's why they transfer that value directly back to you. A high level of client trust is also invaluable to you and your team's work experience and overall happiness.

The 6 Rules of Trust



Rule No 1:
What I don't know,
I can't trust for.

Bear that in mind.
You'll be surprised
how little of the trust
equity you already have,
you actually use.

Rule No 2:
Our mind orders all
signals into the six
distinct trust categories
and collects them there.

Rule No 3:
All trust equity adds
up. Our conceptual
memory is almost
inexhaustible.

Rule No 4:
Every time a client or
prospect thinks of you,
hears about you or interacts
with you, they assess your
trust in milliseconds in each
of the six kinds of trust.
They do the same with your
competitors and they come
to a conclusion how much
they can trust you (versus
your competitors).

Rule No 5:
Trust building isn't
about consistency. It's
about coherence, filling
the right trust buckets
at the right time with
the right things.

Rule No 6:
Building trust is
a service to your
clients!

Rule No 6a:
Building trust
is enjoyable and
enriching. Don't make
it a chore.



The Six Buckets of Trust® and your trust equity

In each category your client assesses what they can trust you for, how valuable that is to them and how strongly they can trust you. What becomes clear from this is that 'what the client doesn't know, the client can't trust you for'. With one junior partner in China it emerged that his father was a successful entrepreneur who always told him not to look at the next year, but the next 10 years. On the other hand, his mother was an accountant looking at the details of this year only. Just filtering that into a conversation at a meeting after a weekend where he may have seen his family would build development trust and benefit trust – and probably strongly.

Building trust is about filling the right buckets with the right things at the right time

Think of this in money terms: your last big success may be worth \$1k for competence and stability trust, while mentioning something interesting you read in Wired magazine may be worth \$1 in development trust. But it all adds up and everything is worth money as it shifts your trust up even more powerfully.

As you start to collect your trust equity, break it down for yourself to make it easier. In each bucket look at the your trust equity. In this book we give you some pointers and examples for each bucket to help you get started. But gathering your equity takes time and often needs conversations with other people.

In our workshops we've discovered that some find it difficult to get started, while for others it just flows. We had two very different workshops with partners in London. One group just kicked in and within 90 minutes they had collected over 150 trust drivers – many of which they hadn't known before. Another group found it very difficult to get started. After a long silence, we said that that's just the point. If they can't find and articulate trust drivers, how can they build that trust with clients? But after a slow start it gathered pace and the group collected a number of trust drivers.

You'll find that you'll come back to this exercise and look things up for the next email, meeting or tender – and you'll find you can have a lot of fun with it. Many of our clients do far more with them. They gather them through the marketing, business development or HR departments and make a database for easy access on firms, practices, departments and specific people.

Others have made posters to help internalise them or write one each day on a blackboard and ask people to use that one during the week. Weekly meetings are also a great forum to take five minutes to focus on one bucket and find a new trust equity driver for use next week. It's also a great way to ask who used which ones during the week and share the solutions and experiences. That ingrains trust building as a fun, new way to work and will show how your colleagues and firm are building more trust equity as the weeks go by.

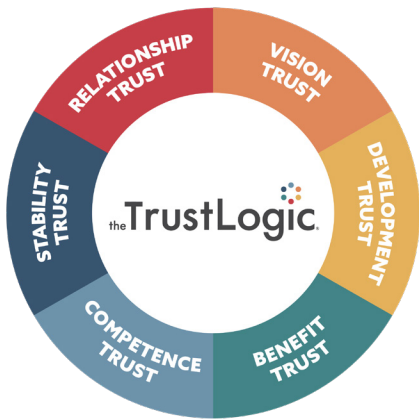
In collecting your trust, think of it like a game of Trivial Pursuit. You have the six topics, The Six Buckets of Trust®. Now you can explore the pieces you can collect for these topics so you have them at your disposal.



Your trust must have

We do the same for our firm and we split the trust drivers into the 'must use', the 'extended trust drivers' and the 'situational drivers'.

The must use trust drivers are the key trust drivers every team member must know and use and are the drivers every client must know about us.



Stability Trust

- | | | |
|---|--|--|
| mext: <ul style="list-style-type: none">• Over 15 years• Work globally• Clients like Qatar Airways | Product: <ul style="list-style-type: none">• Proven for over 15 years with leading global clients• Have trained tens of thousands of staff across 40+ countries to build more trust with hundreds of millions of clients, customers, consumers, staff, public, investors | Personal: <ul style="list-style-type: none">• Stefan has 30 years of experience in top global marketing organisations |
|---|--|--|

Development Trust

- | | | |
|--|---|--|
| mext: <ul style="list-style-type: none">• Continuously drive the science and application of trust to business• Continuously expanding into new areas of application across the globe | Product: <ul style="list-style-type: none">• Work with L&D experts to improve adoption• Working with gamification experts in the US | Personal: <ul style="list-style-type: none">• Enjoys doing the 'impossible' (even Prof Salber told him at first that trust is too complex. But he said 'if you don't try, you don't get') |
|--|---|--|

Relationship Trust

mext:

- Long-term clients have become mext partners

Product:

- Global managing partner: 'Why the F5\$ & didn't we do this years ago'

Personal:

- Surprising (e.g always has something new to bring, show or tell)

Benefit Trust

mext:

- Help you to grow with vision, precision and certainty
- Always achieve significant improvements in a short time
- Finance: record fund inflows in 12 months
- Telco: 25% customer number growth and 17% ARPU increase
- Unique solution because of a unique approach
- Focus on enabling rather than continuous doing to achieve better and more sustained results
- Fun to use and work with
- People's trust in own organisation also increases exponentially, thus further improving results

Product:

- Intuitive and becomes self-driven, because it is psychologically correct, everyone understands the importance of trust and wants to be more trusted
- Simple visually represents our own mind's logic of trust
- It's a strategic tool as well as a day-to-day workhorse
- It is easy to translate the trust drivers into integrated actions across multiple functions

Personal:

- Stefan has 30 years of global experience in many business categories
- Can, therefore, seize on that global experience with different businesses
- With an international creative award-winning mind he is quick to synthesise and add value with new solutions and ideas

Competence Trust

mext:

- Unique mix of management consulting rigour, psychological insight and award-winning creativity
- Have worked with/trained professionals in 40+ countries
- Other clients include KPN, CCA, Qatar Airways, HSBC, KWM and A&O

Product:

- TrustLogic® was developed with the late Professor W Salber, the former head of psychology at the University of Cologne and father of the most recent full psychology theory to be defined and Barbara Grohsgart, his long-term student and protégé
- TrustLogic® is scientifically correct, statistically proven, measurable and practically proven with leading organisations in more than 40 countries

Personal:

- Stefan has advised the world's leading organisations on their marketing including Heineken, HSBC, Deutsche Bank and KPN Europe
- Stefan was a regional head of creative and strategy in Europe, Asia and Australia
- Has successfully pitched for billions of dollars of business
- He studied design and fine arts and was trained in morphological psychology

Vision Trust

mext:

- We aim to create the greatest value by creating a win/win/win. A win for the client, the partners and their teams and the firm. Because trust is so valuable to clients, they transfer that value right back to the people they work with – and in \$ to the firm

Product:

- Trust is at the very core of human wellness and endeavour. TrustLogic® helps people understand trust to improve all aspects of their lives

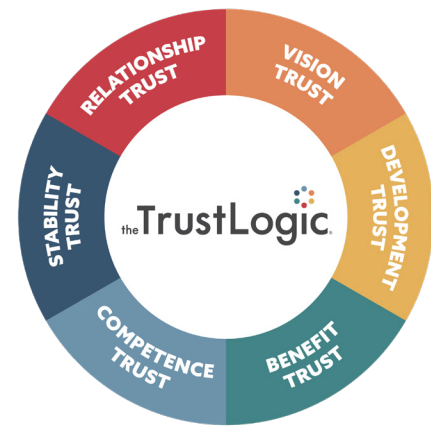
Personal:

- Stefan uses the HuTrust® methodology often to help charities from humanitarian to medical to environmental ones to achieve more
- For example, he has advised World Vision globally at a much-reduced rate on the psychology of giving and helped them achieve things like 50% cancellation reductions – directly impacting the lives of the most vulnerable children in the most challenging regions
- Went to visit his World Vision sponsor child in Eswatini with his family and continues to support the family and projects

The extended trust drivers

The extended trust drivers collect all the aspects you can be trusted for across the organisation, your product/practice and individuals. It takes time to collect them. Over time you will query more and more aspects across the organisation. Once you start to look out for them in your conversations and materials, you will find that they pop up everywhere.

You can use this list to copy trust drivers and customise them to yourself. Use them to identify more of your trust drivers and use them as prompts to look for them in your organisation, with your team and for yourself.



Stability Trust

Organisation:

- CreHas was founded in 1843 and has successfully navigated all market challenges since
- Retains clients since their inception 120 years ago
- More than 6000 staff globally in 43 countries
- Continuously one of the most award-winning
- Long-standing clients like...
- Many staff are already 2nd or 3rd generation with the firm (examples)

Product:

- Our M&A practice has over 500 people in 28 countries (can add any other practice, department, sector, technology, process, past innovation...)
- Our teams have helped draft and evolve legislation for decades

Personal:

- XYZ is a third-generation lawyer
- Started with the firm, then went to another firm and returned 10 years ago to us
- Has been consistently highly ranked in industry rankings
- Has won multiple awards
- Looks after clients like...
- Worked in London and Singapore before settling with his family back in Sydney

Development Trust

Organisation:

- Employer of choice for x years running
- Get the best new and lateral hires
- Well resourced graduate program (give an example of an amazing grad)
- Invest \$ X into IT and data security next year
- Invest 10% of hours in PD
- Own academy
- Globally X new clients chose us and our current client billings rose Y

Product:

- Don't just follow legislation, we are invited to draft it (e.g)
- X new clients chose our practice and Y clients chose other firm services
- 360-degree learning and knowledge programme
- Invented XYZ application in our space and have five key innovation project for the next two years in the pipeline

Personal:

- Is always up to speed with technological developments
- Expert in blockchain and how it will impact industries
- Can see what's far ahead as development options and apply it to today's advice
- Has been asked to join XYZ panel
- Is on the advisory panel of ABC University and thus picks up all the latest research

Relationship Trust

Organisation:

- Inspiring confidence
- Actively invite clients to convey what's important to them as a whole person
- Strive to speak our client's language as much as possible – free language classes. Key people are expected to be trilingual
- Extensive secondment programmes to understand each other deeply
- Extensive social events to click socially as well
- Client hardship support programmes in cases of illness or redundancy

Product:

- Find the passion for the client as a person and for their business
- Engage equally at all levels
- Know and are cognisant of what goes on in our client's broader life
- Team baked Christmas cookies for the clients themselves
- Give client's kids a leg-up where needed
- Clients become friends and are treated as such

Personal:

- Dry sense of humour that cuts through even in tense moments
- Calm under pressure and known to come up with new ideas that change the game
- Always thinks from the other person's perspective
- Doesn't mess around, is definitive
- Great at facilitating groups

Benefit Trust

Organisation:

- Global access
- Provide valuable connections
- Second to none service experience
- Access to almost any specialisation
- As a leader, the leading experts and companies want to work with us and thus clients benefit
- We are where clients are where personal access is needed and use low-cost centres where we can gain efficiencies for clients
- The best people want to work for us
- X people engagement score means high performance for clients and going beyond expectations
- Dedicated innovation teams to pre-empt client needs

Product:

- The best people with the best minds combined with the best environment
- Don't just deliver global best practice, we develop it for our clients
- Combination of people creates new ideas
- Cases (achievements for clients)
- Our client's team learns and we openly share knowledge and capability
- Change the game

Personal:

- XYZ makes even working hard together a pleasure
- For example, during a big transaction where the firm and client worked round the clock, the partner got full catering from a great restaurant into the boardroom for all staff and clients to have dinner together before getting back onto it
- Married to an industry outsider ...keeps him grounded
- Can identify swiftly what the really important factors are
- Views international litigation as a three-dimensional chess game and thus opens new moves to achieve his client's goals
- Is internationally known as one of the most knowledgeable in blockchain
- Gets to great outcomes together and carried by everyone

Competence Trust

Organisation:

- Creating a culture of...
- Intercultural
- Great exchange programmes for cross-learning
- One of the leading learning and development programmes
- Second to none financial management
- High people engagement scores
- Our leaders are often asked to be part of conference panels
- Focus on global best practice in every area of the organisation
- University associations with...
- Integration of practices and sector areas
- Global view of client environments with challenges and opportunities
- Ability to connect clients geographically, across industries and specialisation
- Understand client needs in management and expertise across levels and functions

Product:

- Regular ValueMash sessions to identify added value and efficiency opportunities for clients as a regular thing
- Our partners are ranked ... In industry rankings with ...
- Our senior associate XYZ won ABC award at (e.g)
- XYZ practice of the year six times in a row
- One of only two accredited secure data centres globally
- In the last five years successfully completed X\$ of transactions (or have helped buy and sell almost every major landmark in (e.g)
- ...High court cases (e.g)
- Win x/y cases (e.g)
- Unique and highly potent combination of talent/ personalities that complement each other (e.g. people, vs deep function nerds vs creative thinkers vs process experts)
- 360 degree structured learning and knowledge programme comprising internal deep practice and cross-practice learning, as well as external with clients, associations, universities and external experts
- Cases and jobs...

Personal:

- Deep functional expertise
- Deep client industry expertise
- Ability to read client dynamics
- Ability to engage at every level and any function
- Good at listening, synthesising and adding value right away
- Degrees, extra courses
- Lectures at XYZ University
- Has spoken at the ABC conference
- Will speak next month at...
- Has ____ followers on LinkedIn
- X people watch her webinars.
- Paints in her spare time and has had exhibitions
- Publications (be specific)
- Was called as an expert witness in the international...
- Won ABC high court challenge/tax challenge
- Is an expert in blockchain. So much so he visited the developer of blockchain in New York

Vision Trust

Organisation:

- Has a health and wellness running society
- 20,000 hours per year pro bono work (That's 10 years for one person)
- Support XYZ charity
- Founded ABC charity
- Our people support 178 charities in 104 countries
- Flexible working hours
- Non-discriminatory
- Engage with world leaders to set the agenda (e.g Davos or UN)

Product:

- Our area supports XYZ charity
- Charity events with clients
- Conduct ABC pro bono work
- Hire underprivileged and marginalised people
- Invest a lot of time into student and industry development
- Our team does over 7300 km of running and cycling per year in charity events and we even have an extreme marathon runner
- Cate will do the Breast Cancer Run next Sunday, will some of your team also go?

Personal:

- On the board of XYZ charity
- Partner/wife/husband does ... for charities and community
- Children do XYZ activities
- Drives only 4000 miles per year by walking more and taking the bike for environmental (and wellness) reasons
- Is known to arrive at clients windblown as she walks (high heels in her bag)
- Will be at an all-day strategy session with XYZ charity next weekend

Differentiated trust

A key challenge in the professions is differentiation. Working with The Six Buckets of Trust® can help you differentiate yourself and be trusted for more appealing aspects to become the most trusted advisor.

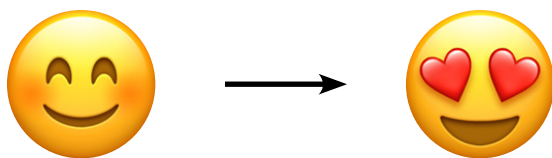


'Need to trust for' vs 'Would love to trust for'

The conversation about trust and what you have to be trusted for often centres around the hygiene factors of trust. To differentiate yourself and to build more relevant and appealing trust, simply ask for each of the six buckets of trust: 'What would my client/prospect LOVE to trust me/us for?'

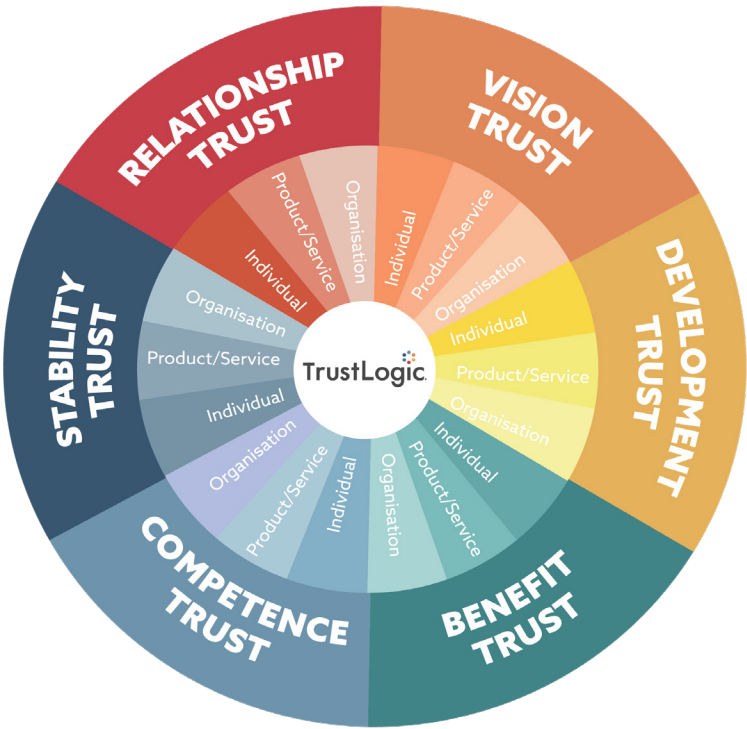
This will change you and your team's perspective fundamentally. Our clients also find it very valuable to make that distinction in their conversations with clients.

- 'What do you currently trust us for?' (you can prompt around The Six Buckets of Trust®)
- 'What else would you need to trust us for?' (probe around The Six Buckets of Trust®)
- 'What else would you love to trust us for?' (probe around the six buckets of trust using example trust drivers)
- You can extend these trust conversations with your direct clients to probe on the trust needs and desires of the other stakeholders, too



Use all sources of trust

In exploring your sources of trust, including other departments and individuals, you'll find many trust drivers others wouldn't use.



Play the Buckets of Trust

We have already seen that some of the six buckets are usually underutilised. To build differentiated trust, look at what trust your competitors don't build. Look at what trust you haven't built a lot of in the past. One of our clients called using all six buckets of trust 'using all my playing cards'.

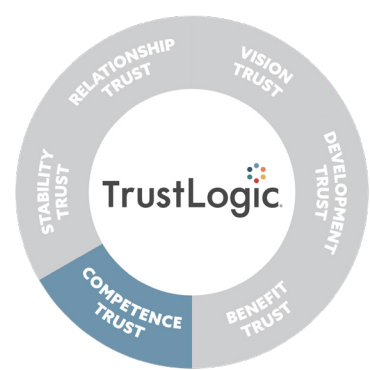
Simply asking as an aside, 'Have you seen XYZ on TikTok?' builds development trust, because it shows you are up there with the latest apps and what young people use. It doesn't even have to relate to your job.

Give it a go. Visit our online spinner (www.playtrustify.com) to play your trust. Can you come up fluently with trust drivers from each source?



Competitive vs differentiated

In each bucket of trust check what you can be trusted for versus your competitors. If, for example, in competence trust you are trusted at a 9/10 for technical expertise and your competitor is trusted for that at the same level, it makes little sense to put a lot of effort into that trust driver. It makes far more sense to ensure you don't slip on this technical expertise against your competitor but focus on finding other relevant trust drivers for competency. For legal firm partners this may be creativity – an example could be that you paint or play in a band and then relate that creativity to your job – for a forensic accountant this could show an understanding of psychology.



Needs to trust for:

Technical expertise

	0	1	2	3	4	5	6	7	8	9	10
You	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key competitor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Would love to trust for:

Creativity

	0	1	2	3	4	5	6	7	8	9	10
You	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key competitor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From 'right' to 'convincing' to 'wowing'

Building trust is like telling a story. Think of every trust driver as the raw material that you can articulate more powerfully.

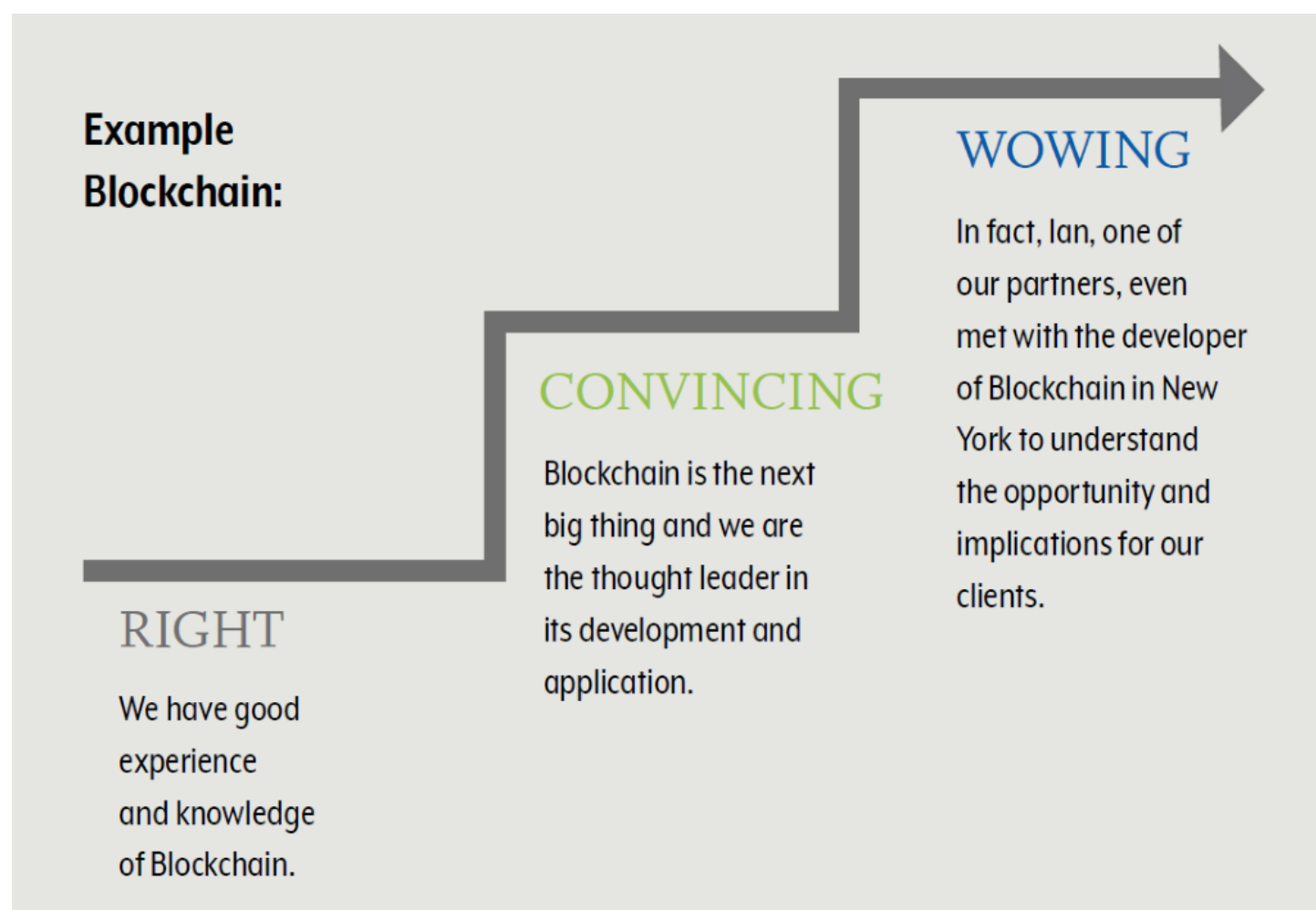
Consider the following four statements in terms of trust worth. We explored this development trust driver with one of our media clients. At first, they couldn't think of any. Then the following fragments emerged. The result was that it greatly contributed to improving development trust by 19% within four months and led to many new appointments and increased sales.

- First iteration: We are an exclusive Google partner.
- Second iteration: We are one of just seven exclusive Google partners and among those we are the biggest.
- Third iteration: We are four times the largest Google partner not just nationally, but regionally.

- Fourth iteration: We are four times the largest Google partner. Not just nationally, but in the region. And of all Google partners globally we are the best performing, beating all other customer achievement benchmarks.

At the start of the exploration, hardly anyone in the team even knew they were exclusive Google partners. But during the workshop these different fragments emerged from different quarters, creating an immensely powerful trust driver—internally and externally.

Make it 'wow', because it can make a trust difference of 1 or 2 points.



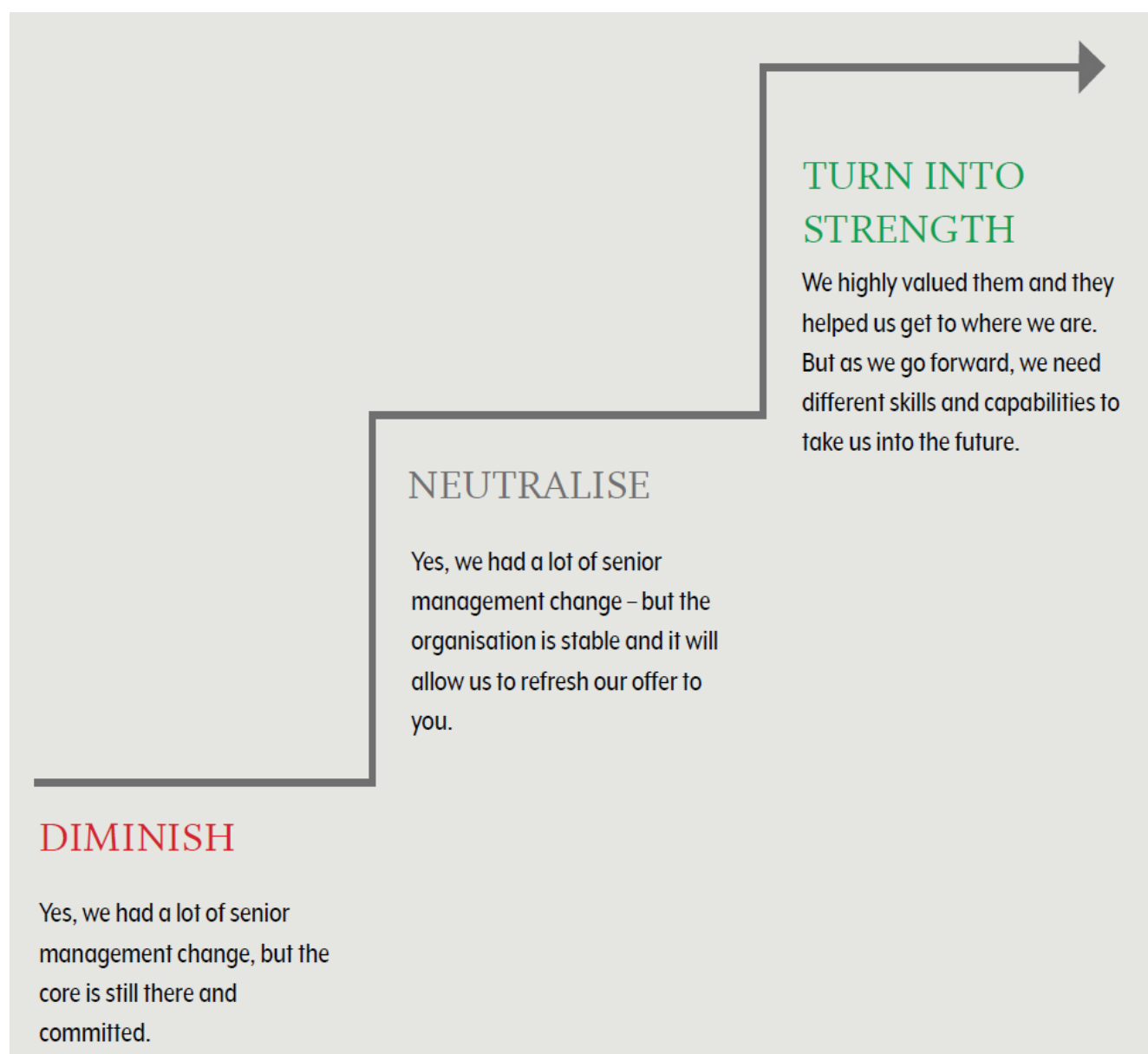
The same applies to managing issues

Remember who said there is no such thing as bad publicity? While we don't subscribe to this notion, most negatives can either be neutralised or even turned into a strength. Very often we find that firm staff try to avoid the issue because they feel they don't want to reinforce the issue or don't know how to deal with it. If clients bring it up, they feel they are on the backfoot and become defensive or make it smaller—something that hardly ever works.

However, most perceived negatives can be turned even into strengths by demonstrating what they mean for the firm and client going forward and reinforcing trust drivers.

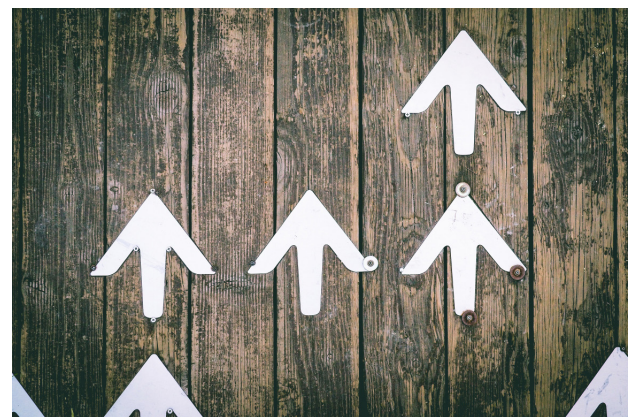
In this example, management changes were reported in the industry press as being negative and a sign of ongoing instability. Other typical issues are partners leaving, client losses, or client-related issues.

Despite the instability of the management changes, this firm had a good forward strategy and the management departures were not a real threat to the company or its future success. The key was to position the departures correctly and focus on future strategies.



Become fluent in trust building

Building more trust is a matter of practice. The more you build trust consciously, the easier it becomes. The more trust drivers you uncover, the more will pop up. The more you discuss trust with your team, the more it becomes a powerful team exercise. The more you engage your clients in open trust conversations, the more you'll find that trust becomes the most powerful basis of your relationships.





Postscript – the post-truth, post-trust world

Professional Services face a multitude of challenges

Hourly fees are becoming more competitive, fixed pricing becomes pervasive.

Procurement processes inhibit our traditional way of building trust and eliminate a lot of trust advantages. More panels are more competitive, even project by project. Market transparency and comparisons empower clients. Direct client relationships count for less as influencers and team decisions become more important. Still, trust is key. But we have to forget about the misconceptions and look at trust scientifically with The Six Buckets of Trust®, to build trust effectively for the benefit of our clients and ourselves.

When PepsiCo recently declared an end to the traditional working day with the introduction of flexitime, the global food and beverage giant was putting trust firmly on the agenda of its employee engagement programme.

In reaction to the momentous changes that had been wrought by Covid-19, PepsiCo was eager to show that old employment models were no longer adequate in a modern post-Covid workforce. Importantly, the company also emphasised that trust was now the new barometer of success – indeed, trust underpinned these new working conditions. Importantly, the integration of technology and more flexible working patterns has also created a seismic shift in clients' expectations of trust in professional services.



In a recent Bloomberg survey of 600 law practitioners in the US, eight out of 10 firms reported that clients now trusted them to increase their use of legal technology to be more efficient post pandemic. In the same survey, two thirds of corporate legal departments said they would increase their use of legal technologies, while three-quarters said outside counsel is expected to increase its use of technology. These new working models – involving employers, workforce and clients – are inextricably linked to how trusted you are to deliver the new services.

This new hybrid working experience will focus wholly on trust. The workforce will be trusted to choose the space where they are most productive and professional services firms will create spaces and strategies that build trust among their workforce and with their clients. The new culture of trust emerging from the pandemic will create a meaningful difference for professional services firms, their workforce and their clients. Statistics are all showing that employees in high-trust organisations are more productive, work better with their peers, and stay with their employers longer; they suffer less stress and are happier with their lives. Above all, in an era of post-truth and post-trust, real and lasting trust has never been more important. Trust in working with your team and trusting your team to actively build trust in your firm, practice and you to be the most trusted advisors.

If you want help, just contact us. Having done this for more than 15 years we can help you make headway more quickly while you learn. In our online learning portal, you'll find more examples and video explanations to take your trust to the next level. Trust us, it's fun and worth spending a little time to discover the methods behind the science of trust.



Always remember

**"Trust is like a gentle
giant that can see far into
the future and has the
means to get us there"**

Professor Wilhelm Salber in his introduction to the
TrustLogic® Model and The Six Buckets of Trust®



TIME TO RETHINK TRUST



Unlearn your misconceptions about
trust and discover
The Six Buckets of Trust®,
the scientifically proven method for
building your No 1 success factor.

**Professional
Services edition**



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