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Newsletter Issue # 19
What is trust?



THE HUMAN FACTOR, Inc.

... helping companies, teams & individuals be better, faster, stronger

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In the News

Check out these recent publications quoting Holly:



When you don't trust your boss.



VISTAGE
better leaders = decisions = results
want and need.

Vistage Voice.
Positive Feedback:
What employees
want and need.

You can find all of these articles, as well as radio shows, in the News & Updates section of our [website](#).



Strategic planning time is here for companies on both a September and December year

end. Have you contacted Holly to discuss your strategic planning process and how she can help you be better, faster, and stronger? [Do it today](#) - defining winning and focusing on excellence is harder than ever in today's world of constant change and excessive noise. The Human Factor has tools, templates and processes **to help you get clear, get focused and win!**

In last month's newsletter I talked about Trust being the new business imperative. After reading the newsletter you might be asking yourself - What is trust? And, how do I get it?

In organizations, trust is the belief that management's actions, words and deeds are intended to benefit and enrich all stakeholders, not just those who run the company. For trust to exist, your customers, employees, suppliers and stockholders have to believe that you are acting in their best interests as well as your own.

90% of consumers surveyed noted that they trust recommendations from people they know, while 70% trusted consumer opinions posted online. (blog.nielsen.com/nielsenwire/consumer/global-advertising-consumers-trust-real-friends-and-virtual-strangers-the-most)

Strategies for building trust include:

- Act with integrity. In other words, walk your talk.
- Develop a strong, unifying mission and vision. Let people know why you exist and how that will make the world a better place for everyone involved with the company.
- Define and clarify organizational values that determine how you will behave internally and externally. Live those values on a daily basis.
- Communicate constantly, not just about the decisions being made but why they are being made.
- Treat people with respect. Create an environment where people are encouraged to express their opinions, and listen when they do.
- Provide ongoing feedback. Let employees know what you expect from them and tell them how they are doing on a regular basis.
- Develop a culture of accountability. Reward



Holly was recently recognized as one of **America's Premier Experts** and interviewed on the radio show, The Next Big Thing. Check out the podcast at [iTunes](#). Or visit [The Next Big Thing website](#).

New Website

Our new and improved website is up. Stop by [The Human Factor](#) and check out all the tools and resources available to you and your organization to help you thrive as a leader or manager.



Holly is back from vacation and working with some incredible clients on a real variety of projects ranging from strategic planning to innovation forums to leadership development to team building...What are you waiting for? Now is the time to be the best possible leader and manager you can be! [Contact us today!](#)

Keynote Presentations



Do you belong to a professional

- high performance and hold people accountable for improving poor performance.
- Communicate constantly and cascade key messages throughout the organization. This includes telling employees how the business is doing overall and where you see it headed in the next one to three years. It also includes constantly updating employees on shifts in the external environment (markets, competition, regulations, etc.) and defining why you still win.

Perhaps the biggest change wrought by the advent of social media is the demand for transparency. In the past, many companies controlled public perception by limiting the amount of information people had access to. With social media and the resulting flood of information, transparency in business has become an expectation.

In today's world, secrecy breeds suspicion. When you withhold information, both the intent and the actual content become open to misinterpretation. In the absence of information, today's bloggers, twitterers and forum posters will make it up for you. The last thing you want is for others to dictate how the public perceives your business.

Creating trust as a strategic objective represents a new way of thinking for many of today's business leaders. But the next generation of market leaders will be those companies that do the best job of building and maintaining trust with their key stakeholders.

This topic is so much in the forefront for business today that the Business Roundtable Institute for Corporate Ethics has initiated a major project on it. There is a full report on their website that may help you gain further insight into the magnitude of this new imperative.

<http://www.darden.virginia.edu/corporate-ethics/publictrust/index.htm>

Answer to last edition's ***Who said this?*** "When a man assumes a public trust, he should consider himself as public property." Thomas Jefferson

This month's ***Who said this?*** "The value of having everybody get the complete picture and trusting each person with it far outweighs the risk involved." Find out who in the next newsletter.

Are you twittering? ...have any friends on Facebook? ...Linked In yet? ...gotten on Plaxo? ...are you getting the More Than a Minute weekly blogs? Social media is powerful and a great opportunity to do more than ever before



organization or industry group? Holly would love to speak to your group or conference.

You need real tools to thrive as a leader and manager in today's environment. Holly provides them in interactive keynotes and workshops. Contact [Holly](#) today to discuss how she can customize content to achieve the results you need.

with fewer dollars.

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