

Greg Link: Good morning, everyone. This is Greg Link and Stephen M.R. Covey. We're pleased to be with you this morning here in North America and in other time zones throughout the world. We appreciate your attention and interest.

As everyone knows, Stephen is the author of the best-selling *Speed of Trust* and the co-author of *Smart Trust*. Those books have been published in numerous countries, so we have people from different countries around the world. We appreciate everybody's resolve to try to address these tough issues.

Today's issue is a particularly difficult one and one that comes up repeatedly. If there's anything we're asked more often than anything else, it's, "How do you restore trust? How do you fix it? How do you do it in a situation that's poison?" etc. So, we'll try to shed some additional light today. Stephen will – if you will take a moment, Stephen, and frame the issue a little bit, and then, we've got a number of insightful client questions. I will try to get to as many as we can, as we always do, and see if we can't peel the curtain back a little bit on some tips and ways that you can have some hope, and actually take some action.

One of the things that – just an observation for you Stephen, and for everybody, the tone of the questions – now, to put it in perspective, there's over 1,000 people registered for the call. So, there's a tremendous number of questions I've been going through, and the tone after a few hours of working with those questions, there's a recurring theme, and the recurring theme is, you know, "What do I do?" And it's really interesting how disempowered the tone – and it doesn't matter what level the people were asking the question from. These are senior people, junior people, nurses, doctors, federal government, city government, you know, all sorts of different professions. But the general tone is helplessness, which was interesting to me. And, again, I – that's not an indictment; it's just a reality that we get so immobilized by this topic and the issues where we are one of the characters that we really do, sometimes, need an outside perspective.

So, with that, Stephen, would you frame the issue, and then, we'll jump into the questions, and I won't even repeat the request to answer short. Go ahead.

Stephen Covey: All right, well, thank you, Greg, and hello to everybody, wherever you might be. Delighted to be on this call with Greg and Greg said it best that of all the questions that I'm asked, that Greg is asked,

and that our team is asked, if we were to say, "Is there a No. 1 question that is asked?" it is the one we're dealing with today and that is, "**How do you restore trust? Can you restore trust? Is it possible to restore trust?**" More than anything else we're asked that and if we were to just do a generic thing on trust and say, "Ask questions," we'd see more on restoring on trust than any other issue.

And so, we find it all the time, and I've been reflecting as to why, and I've come up with a couple of reasons why I think we get this. And, again, Greg was talking about it. The first reason is that we're operating in such a low-trust world – all around us – where a lot of trust has been lost, and it's the environment we find ourselves in, the climate we find ourselves in, where there's lost trust almost everywhere we turn. We see low trust in organizations – in many organizations – and we see low trust in some industries, and we see low trust in society at large, sometimes, and in institutions.

And so, that's a little bit the world in which we're operating, and it's a low-trust world, and so, the question in a low-trust world is, "Can we do anything about this? Can we shift it? Can we change it? Can we improve the trust, grow it? Can we restore trust that has been lost?" In some cases, maybe, we didn't lose the trust, but it's the reality that we're in a place where maybe trust is low. So, that's – one of the reasons is that we're operating in such a low-trust world and we've also, maybe, had people violate our trust. And, in some cases, maybe we've lost somebody else's trust. And so, those are other issues – not just the overall environment that we're in; that we, personally, experience the loss of trust either where we're at fault, or where someone else is at fault. And so, again, we come back to, "Can you restore it?" And, if so, how?

And then, finally, I think another reason why this is such an interesting question to people – and to me as well – and you, Greg, is that the conventional wisdom out there on whether you can restore trust is that, generally, that you can't. And so, the common starting point is that you can't do it. In fact, let me give the paradigm. It's – I've heard it expressed this way. Trust is hard to gain, easy to lose, and once lost, can never be restored. Someone just told me that the other day and I said, "Well, I do agree that it's hard to gain, but I think there's some ways that you can accelerate gaining it, and I clearly agree that it's easy to lose. You can lose trust through your misbehavior, and you can lose it very fast if it's blatant misbehavior." And – but the last point of, "Once lost, it can never be restored," I take issue with. I will acknowledge that there

are some situations – certain situations – where that might be true, where the nature of the loss of trust is so egregious, and the stakes were so high that, basically, you're not going to get a chance to restore it. So, there might be times and places where that is true, where you don't have a chance to restore it.

Having said that, I believe that, in most situations, we do have a chance to restore it. It's not going to be easy; in fact, it will be difficult. It's a lot harder to restore it than it was to create it in the first place. And – but, in most situations, we do have a chance to restore it, and what a wonderful opportunity that is because if we couldn't have such a chance, then in operating in a low-trust world, we'd all be doomed to a vicious downward cycle of more distrust and suspicion with no hope, no possibility of changing the circumstance. And that's maybe why there's a little bit of a sense of the victim tone, Greg, is that the conventional wisdom is that you can't restore it.

Greg Link: Yes.

Stephen Covey: And you and I, and what we're doing with the *Speed of Trust*, we're turning that on its head, and we're saying, "There's a paradigm shift." The myth is that, you know, once lost, trust cannot be restored. That's the myth. The reality is, "Though difficult, in most cases, lost trust can be restored."

Now, again, I – for those that jump out of their seat and say, "No! We don't – you know, what about this?" I acknowledge there are certain situations where it can't, but in most situations, I argue that it can, and that that gives us hope, and possibilities, and opportunities.

And, in some cases, even – it cannot only be restored, it can be enhanced, and improved, increased, even better than it was before. And that also is hopeful because that gives it a chance to improve and get better. In fact, in many – there's many books that have been written on this in business that are called service recoveries where you've made a mistake in serving your customer, and you quickly could lose their trust, but how you recover to that mistake – the service recovery – creates a great opportunity to, actually, not only restore trust to the customer, but win that customer's loyalty, in some cases, for life because of the nature of your response. And that's, in a sense, restoring trust – a service recovery.

And there's other situations where maybe it wasn't that one incident, but it's been a general loss of trust over time, triggered by, perhaps, some incidents where it's going to take you longer than just a quick service recovery. And it may be that people need to see consistent behavior over time; that's something we'll talk about as we get into the solution, as we go through these questions, but I want to, up front, acknowledge why this is so interesting to people, so relevant.

It's because it's a low-trust world, everywhere we turn. We, ourselves, have lost trust and others have lost trust with us. And so, we're all in this boat together. And then, finally, the conventional wisdom is that once you lose it, you can never get it back.

And, in fact, let me give you one more piece of that conventional wisdom. I read an article by a leading business author who wrote the following – again, this is their perspective – who wrote, "The truth is, you can't regain trust period. You doubt? Think hard about the times you've been betrayed. Did the villain ever find their way back into your heart? If you're like the thousands I've asked, the answer is, 'Never!' Trust can be gained once and lost once. Once lost, it's lost forever."

Now, again, sometimes, that's the truth and there's other cases where it's not. And I will talk about how, and why, and take an approach that, I think, will give us hope so that we don't see trust – lost trust – as the shattered mirror that can never really go back. But, in fact, in some cases, it can be enhanced wholly, and in other cases, even improved and made better.

So, that's a bit of a preamble, and I wanted to also just maybe, at the outset, give one last piece and that is that – so, when someone comes up to me and says, "Can you restore trust?" my answer is, "Generally, yes. In some cases, no." So, "It depends." And what does it depend upon? Well, there's really three conditions that are critical, that you'll look at. The first condition is, **"What's the nature of the loss of trust?"** In other words, "How was that lost?" Was it a violation of character? Of integrity? Was it a loss of – you know, a violation of competence where we didn't deliver, didn't perform? And what we learn is that it's a lot easier to restore trust that came on, maybe, falling down, being deficient in something, not being capable or competent. That's easier to restore than it is to restore a loss of integrity or of character. It's a lot harder to restore. You know, Bernie Madoff is

going to have a hard time restoring trust because of the egregious loss of trust over many years. It wasn't just a quick, momentary thing.

That was calculated over many years – an absolute violation of integrity – and that's a lot harder to restore than, say, when Jet Blue had their operational snafus on that eastern part of the United States' storm four or five years ago where they had some operational issues, and a lot of people lost confidence in Jet Blue, and they came out, and they said, "Hey, here's what happened. We had made some mistakes operationally. We weren't efficient. We had planes we grounded." You know, no one got hurt, but they had planes grounded inefficiently, and people were stuck on planes for several hours at a time – and it was an operational deficiency, but they quickly took steps to correct that, to amend that. They came out within a few days with an advertisements saying, "We apologize. We made a mistake. We were wrong. We're still improving our airline and we apologize." And they went beyond just the apology; they actually made restitution. They created a Customer Bill of Rights that you could expect of airlines. "Here's what you should expect, Customer," and that included compensation if there were an inconveniencing of the customer, and they took steps to not only apologize to regain the trust, but to make restitution to regain the trust. And they behaved themselves out of that problem that they behaved themselves into, and they actually restored the trust that had been lost.

But, again, that was on the competence side – easier than on the character side – much harder. So, that's the first thing – the nature of the loss of trust. The second thing is, **"What's the importance of the relationship?** What are the stakes involved? And how important is it to you?" And so, with a family member or a child, that's a pretty important relationship where you're going to probably be a little bit more patient on – being open to the possibility of restoring trust. If it's just another partner – you know, a customer – or, excuse me – a partner that's a supplier, and they've lost your trust, and you've got dozens of suppliers to choose from, you might say, "Hey, I got lots of choices. This is not that critical to me. I can just go elsewhere really fast." You may never give them a chance to restore it because the stakes involved and the nature – the importance of the relationship.

So, that's another important factor. And then, the **third condition is the willingness of both parties because trust is a two-way street, and one party might be willing to restore it, but**

the other party may not give them a chance. And that's why it's never a good idea to lose someone's trust with the idea that, "Hey, I'll gain it back and I'll build it back; I'll have a service recovery with them as a strategy," because you may not get a chance to rebuild it, because they may not give you a chance. And so, both parties need to be willing. So, that's – those are the three things – the nature of the loss of trust, the importance of the relationship, and the willingness of both parties.

So, with that, Greg, I say let's dive into these questions and I'll do my very best to give shorter answers so we can get through more of them.

Greg Link: One of the things I told Stephen a second ago is I try to follow Stephen just for the sake of the audience and being authentic because he hasn't seen any of these questions in advance. And, as a result – and we don't do them in any order. I'm just trying to follow Stephen and, as he goes, he answers some of the next questions unknowingly. And so, anyway, Stephen, just have confidence that you can give a short answer and that, eventually, there'll be another question on the way.

Stephen Covey: – That's a deal.

Greg Link: – All right, so, jumping right in, this is asked in a couple of different ways, but, "***What are the major obstacles in restoring trust? What gets in the way?***"

Stephen Covey: Well, I'll tell you. What gets in the way is maybe this last point that, suddenly, we've lost someone's trust – they may not give us a chance. It may be one and done, and move on, because a lot of people do operate on the premise of, "You can never restore it." So, someone has lost it. I may not have a chance to restore it. So, that's often a situation.

Another reality is that, sometimes, we may not really be willing to do what it takes to restore it, to regain it, because words alone are going to be insufficient. You can't just apologize and think that everything will be okay. Now, the apology is going to be helpful, but you probably have to go a lot deeper than that. It's going to have to get into your behavior, and that will take some time. And, sometimes, people really aren't that committed to behaving their way out of it.

So, here's the principle. The principle is this: you can't talk yourself out of a problem that you behaved yourself into. See, words alone won't get you out. If you lost someone's trust through your behavior, words alone can't get you out of it. You have to behave your way out, but that's the good news that, in most cases, you can behave your way out of it. It's just that you ought to do it consistently and it may take some time. And so, sometimes, people aren't willing to pay the price to behave their way back into trust.

So, those are a couple of immediate obstacles is whether or not you have the opportunity, and then, the willingness of both parties. And then, also, are you ready to really do it? Are others really ready to do it with you – to behave their way out of it – because they must get into the behavior?

And then, you also, sometimes, move into a culture of blame, which is a lot easier to blame everybody else, and just to point the finger, and say, "Hey, you know what? There's really all these other factors that led to this happening and, you know, it's their fault, and they didn't follow through over here." It's just easier to blame somebody else and – but the problem with that is that the other party might say, "You know, that's nice and everything," but it just sounds like an excuse to them. And they become less willing to regain trust in you when you're just pointing the finger and blaming everybody else. Or if others are doing that with you – if they've lost your trust, and then, they're just blaming everybody else, that doesn't necessarily help you restore trust in them. It just feels and sounds like excuses to you. So, the blame game is another reason why it doesn't happen.

People – another reason, finally, is that – maybe the last one I'll mention – is, sometimes, people don't really confront the reality that it's been lost. They are just burying their head in the sand, and act like it didn't happen, and that everything is okay, and if they don't talk about it, that it'll somehow go away. And so, they don't confront the reality that trust has been lost. I've seen many people do that, many leaders do that, and just never acknowledge that they've lost trust. And – or just downplay it, and act like it was no big deal, when, in fact, it was a big deal. Or they point the finger and blame, or they're not willing to – behave their way out of it. And so, those are some of the main reasons why we, sometimes, get lost when it comes to restoring trust.

Greg Link: Very good. All right, this one, again, is a recurring theme, but *fear often trumps trust, particularly in this employment environment. How can this natural tendency be curtailed?*

Stephen Covey: Yes, I'll tell you this – that's absolutely true that, sometimes, the fear does override the trust, but I've also seen it the other way where trust can override fear as well. And I was with my colleague, Barry Rellaford, and this is one of the things that we've talked about – how, as we look at taking a risk, there's always a risk in trusting. And, sometimes, that risk overwhelms us, and it turns into fear, and the fear can trump the trust, and the willingness to trust, and the willingness to take a risk.

But we often have to balance that out, and recognize that there's also a risk in not trusting, and look at that, and recognize that, sometimes, that risk is greater than the risk of trusting. So, the risk of not trusting is often greater than the risk of trusting. And when we balance that out, and recognize that, that sometimes helps us deal with the fear because we say, "Hey, look. Yes, you can trust too much, but you can also not trust enough, and there's a risk either way." So, don't just be fearful of the one when there really could be fear on the other. And when you recognize that there's a balancing act in all of this, sometimes, that helps dissipate the fear, and helps us manage it better.

Greg Link: – Good.

Stephen Covey: – To come to grips with it. Also, when we see the power of what trust does to people, and what restoring trust really does to people, and how the trust can override the fear, that can become very powerful.

So, let me give you an example. This is at a personal level – not with me, personal, but someone's personal story. And this is someone that went through our two-day training course on Leading at the *Speed of Trust*, and they were in there, and it was the end of the first day, and the instructor gave the participants a challenge to identify a relationship that they had – two relationships, actually – one professional, one personal, where they had lost trust. Trust had been lost either, you know, whomever's fault. It could have been their fault; it could have been the other party's fault. But there's a low-trust relationship where the trust has been lost, but that it was an important relationship where it would be just fantastic if they could restore the trust. It would be a game-

changer if they could restore the trust because of the importance of the relationship.

And people identified that, and then, they asked the question, "You know, what's getting in the way?" And I'll tell you what, Greg, this questioner's point was getting in the way too and a lot of people – what was getting in the way was fear. And people didn't know how; they didn't dare take the risk. They didn't dare take the first step. They didn't know if they could. They didn't know if it was possible. They were afraid to. But the fear was trumping the trust and the need – and the desire – to restore the trust, in many cases. In other cases, it was other things other than fear, but fear often was the leading reason.

And, well, one person went through this, and then, the next day, came into the class, and said, "You know what?" to her colleagues and peers, "I've got to share my story." And said, "I picked a personal relationship. I had a professional one, but the one I really wanted to focus on was the personal one, and it was my sister," she said. And, "We have grown estranged and – over years to where we don't talk any more – we've lost trust. And we both blamed the other party and that it's their fault. And it's hard to know whose fault it really was, as I reflect on it objectively," she said. And, "I decided last night that I would take the initiative. I used this. I'd focus on her and I – you know, the thought was, 'I'd do this some time over the next few months.' But last night," she said, "as I was thinking about this, I decided I needed to do this now. I needed to reach out, but I was afraid to because it's going to take a lot of courage, and besides, it was her fault anyway!" You know?

And, "But I decided to have the courage to take the leap, and to make a call, and to see if I could talk. And I thought she might just hang up on me, but I thought, still, I'm going to take this first step." Because she had put together a plan that she would reach out, take the initiative, and that she would start by saying, "I want to restore trust in our relationship and I take responsibility that it's been lost." And she called up, and those were the first words that came out of her mouth, and she said, "I think that's why she – my sister didn't just hang up because I made the effort to not just blame." And they ended up talking, and they talked, and they talked, and they talked, and they talked for hours. And they planned to get together shortly to have dinner, and so, she came in the next morning just ecstatic that she'd had the courage to take on a fear, to focus on a relationship that if she could improve the trust,

restore it, it could be a game-changer, and was astonished to see how quickly, in that situation, it could regain trust.

Now, it wasn't completely back 100 percent; they still had a ways to go. There were still issues that had built up, but they were already on at least first base, maybe second base, of restoring the trust in that relationship. And she was just ecstatic, but it was a fear issue that was getting in the way, as well as a pride – a pride issue that was getting in the way, and a blame issue, and – but she was able to confront it, and we find that in many situations in a personal level. I could give you similar examples at a professional level where it takes courage to trump that fear, to take the leap, to regain the trust, but it's usually worth it.

Greg Link: – Very good, Stephen.

Stephen Covey: – I would say almost always worth it.

Greg Link: – Always worth it, yeah. And it's interesting, you know, what is most personal is most general. Here, we're contrasting personal and work relationships, and really, that's a false distinction. All relationships are personal and, as a result, the same principles – that same grapple with the pride that you talked about, Stephen, really is that fear of losing face, as they say, in Asia. It's just so predominant, it sometimes freezes us, and prevents us from stepping forward. So, good – good example.

Stephen Covey: Absolutely.

Greg Link: – All right, so, ***when people around you are habitually gossiping and not loyal to the absent – in fact, initiating it – how do you restore trust in the team?***

Stephen Covey: Yes, well, I'll tell you what – the first thing is to model the behavior that will enable you to build trust in the first place. And so, when people aren't loyal to the absent, and they're bad-mouthing everybody else behind everyone else's back, if you can model how to behave, that's the first step. So, it might look like this: when everyone is bad-mouthing someone else, you might join in and say, "Hey, you know what? These are all useful comments that people are making – useful points – but I'm sure that there's another side to the story that we don't fully understand. I'm sure there's a different perspective from this person's side that, if we understood, we'd have a better understanding as to why they're doing what they're doing. So, why don't we go to him? Why don't

we go to her and try to hear their side?" See, rather than just join in, in the bad-mouthing, whether we're bad-mouthing a colleague or a peer, instead, I speak about that colleague or peer as if they were present. And what that does is it tells everyone that is present that I'll do the same for them, too, when they're not present.

And if you get enough of that behavior going, you can change a culture that way. But when you must restore the trust, when a lot of this has gone on, and the trust is low, then you might have to take steps to restore it.

I'll never forget a time – personally – when I was working at a company, and we'd go in for lunch. There'd be about a dozen of us going in, and we'd be in there, and then, we'd, you know, start to talk about people, and I was a brand new employee. So, I was just very young, and everyone was starting to talk about people that weren't there, and bad-mouth them behind their back. And then, of the group of 12 – three or four of them might leave, and then, the remaining eight would start to bad-mouth the three or four that just left. You know? And then, a couple more would leave, and people would start to bad-mouth those that just left. And, you know, I was scared to leave, Greg.

Greg Link: Sure.

Stephen Covey: – I stayed to the end. I gained a little bit of extra weight, too, eating a lot because I didn't want them to bad-mouth me. So, I just waited everybody out, but that's what happens in these low-trust environments is you get that thing going. So, you must confront it, and the best way to confront it, first, is to model the behavior. Show them how to behave that way because people need to see that there's another way to do it – another model – but then, you may need to take steps to compensate for it, and to make it right, apologize.

So, again, let me give you another personal one – this is of me as a leader. When I had been bad-mouthing one of our divisions – it's when I was the CEO of a company – and I'd been bad-mouthing a division of the company behind their back, with the premise that, you know, "They're really not that profitable." And we didn't have very good accounting at the time, and we had to – you know, accounting for the whole company, but didn't have good accounting along some of the product lines, and the division lines, and at least, you know, to a great degree.

And so, we had high-level stuff, and we thought, "Well, they're – this division is not that profitable." And I bad-mouthed them a little bit behind their back, and they learned about it, and such. And then we did this activity-based costing, where we got outside people to come in, and we really analyzed the profitability of each of these divisions, and got good data for the first time. And the data came back, and this division that I'd been poo-hooing as not very profitable, in fact, turned out that they were quite profitable. You know, they weren't the most profitable division, but they were holding their own, and doing well. And suddenly, I'm embarrassed – embarrassed by my behavior; that I'd been bad-mouthing them, and I had to confront the reality that I'm the one that looks like a fool here, and that – and I had to go, and I went straight to them. Because, here, another learning is, you know, "You model the behavior."

But the second thing is, "Then, go to the person." Go to the people and you – and right the wrong. And so, I went to them, and I said, "You know what? I'm embarrassed. I've been bad-mouthing you behind your back – not in a mean-spirited way, but just more in a way of saying, 'Hey, you know, this group is not that profitable –' and because we didn't have good data, and it appeared that you weren't that much. But the fact is, you're holding your own. You're doing much better than I and everyone else thought – and even that you thought. And I was wrong."

I had to confront it, and it was hard for me to do that, and I had to apologize. You know, this is part of righting the wrong. And then, I had to make restitution. Now, restitution is – "How am I going to make restitution – you know, for a prior bad-mouthing?" Well, the way I made restitution was I tried to really, then, become their advocate, become their champion, and be in their corner to help them, and to offset some of the negative that I had created earlier with some positive about, "Hey, they're doing great things. This division is really doing well. They're creating great value for clients and they're extremely profitable – much more than anyone was aware of. In fact, look at this and look at the contributions they made." And I went beyond what I might have normally done, and became an advocate, and a champion of them.

And I'm not counting myself as a great example here because I was the one that made the mistake in the first place, but rather, that I had to restore the trust. And – but I'll tell you what. I did it. I paid the price, and I had to go to them, I had to right the wrong, which included apologizing, and making restitution, and

then, I had to re-clarify expectations going forward. Then, I had to keep the commitments that I just made back to them, going forward. But when I did those things, we did regain the trust. We restored it and I became a big advocate, and champion, and they became an advocate and a champion of me.

And so, it was a hard thing to do, but I learned that that's how you can do it. We regained the trust and it actually went to great, new levels – new highs. And so, it's a good example, and prior, they didn't fully trust me, and I didn't fully trust them, and I had engaged in some of that behavior myself of bad-mouthing. So, again, this is – I'm not perfect at it, but I learned some of those principles, and they included what I've just described – that you must go to the person; you must right the wrong. Make restitution. Re-clarify expectations, and then, keep the commitments. Do what you say you're going to do going forward, and if you do that, you can restore the trust in most cases.

Greg Link: Yeah, well, none of us are perfect at it. The key is we just must step up.

Stephen Covey: Yeah.

Greg Link: Okay, *in the workplace, when people dodge the hard work of restoring trust – that you've just described – how can I accept the pace and encourage them to engage in the trust process?*

Stephen Covey: Well, they need to see why it matters and that there's a high cost to low trust. And that if they don't restore it, the kind of low-trust taxes they're going to pay. Most people have never thought of it that way. They just just say, "Hey, this is our reality and we can't do anything about it," because they operate on the premise, "You can't restore it," or that it's, you know, all but impossible to restore. And they often operate on the premise that it's just a social issue; there's not really an economic issue.

So, I would say, first thing, show the high cost of low trust. Show the economics of lost trust and how they're – when you lose trust, it affects everything, and you can't move as fast, it costs you more. There's a tax that you're paying. That's the first step. Second step is to also show how, in most situations, it's possible to restore trust if we do it through our credibility and, especially, through our behavior. And so, give people hope. Give them the possibility that it can be restored. Because if you make the first point that there's a high cost to low trust, and then, the corollary,

which is that there's a great return to high trust – in other words, if you can flip that, if you can turn a tax – a low-trust tax into a high-trust dividend, that that dividend is worth it, there's huge gain to be had, then, "Okay, so, how do you do it?" And then, try to give people hope and show them a path. And the best way to show them a path is to model it, but also, sometimes, to teach it.

And when you can show how trust is a function of your behavior, and you can behave your way back into trust, that can be really valuable. And I look at, you know, companies that have done this in the marketplace – that confronted some realities. Look at what Nike did, you know, years ago when they had some issues around how they were perceived with some of their plants in foreign countries. And, you know, were they taking advantage of workers or what have you? And this is a decade plus ago where these issues were there. In the 1990s, actually, they were criticized by some for not being as socially responsible based on the conditions in some of these plants.

Well, you know what? They confronted this. It took them a while, but they confronted it. They acknowledged the problem. Phil Knight, himself, wrote about it. He called it a bumpy original response – an error for which yours truly was responsible. He took – he looked in the mirror and said he was responsible. But then, they took action. They took behavior over months and years that demonstrated tangible results, and a real commitment to elevating the conditions not only for themselves, but even for the entire industry, and to be a leading corporate citizen.

And so, they behaved their way out of this. It wasn't a marketing slogan, or a PR campaign; it was a behavior. And they consistently tried to create – elevate – the standards, follow on it, be compliant to it, and increase the transparency around it. Well, they improved their situation, and they elevated the entire industry, and today, Nike is widely-recognized as a leader in corporate social responsibility, just recently being ranked No. 10 on the *Corporate Responsibility* magazine's 2011 list of the 100 best corporate citizens. But they did it through their behavior. They confronted that reality and they recognized that it was worth doing.

So, sometimes, people just have to see why it's worth doing, and that you can behave your way back into it, and Nike recognized it, and they behaved their way back into it. And now, they're at or near the top of – being this kind of corporate citizen.

Greg Link: Yeah, and the lesson is it was hard. It was, in fact, hard work. It was – not an easy thing.

Stephen Covey: – It was hard work.

Stephen Covey: Yeah. See, a PR campaign won't do it because it's words; that's talking your way out of it. The talk is useful in that it sets the expectation. You need to apologize, things like that, but you must behave your way out of it, and that's hard work. But they were willing to do it and they reaped the dividend from it.

Greg Link: Very good. Okay, this is an international question. *"Stephen, what suggestions do you have for restoring trust with someone with whom you have a virtual working relationship?"*

Stephen Covey: Well, it's really – it happens, in a sense, the same way, just in a virtual relationship, you've got to be more deliberate about it and more explicit because of the fact that you're not proximate and present, which often can lubricate the process – facilitate it even better when you can be right together, face-to-face. You can look someone in the eye – that is very valuable to restoring and rebuilding trust.

When you aren't able to do that in a virtual relationship, it just puts a greater premium on being deliberate and explicit about the same steps. And so, I'm going to highlight five key steps for someone to restore trust in a virtual situation, but also, in other situations, too. I'm saying – I'm arguing that, in a virtual situation, you're even more explicit and deliberate about these steps.

So, here's the first step. **First step is to confront the reality that you've lost the person's trust.** A lot of times, people don't do that and they just ignore it, neglect it, or just hope it goes away. And you must confront that reality.

Second step, then, is to practice accountability. Own it. So, it's not just that you're aware of it now – that you confronted the reality – but now, you're owning it. The more common counterfeit is that people blame. They say, "Hey, you know what? Yeah, we understand that trust was lost, but it's not our fault; it's their fault. It's his fault. It's her fault. They made us do this and – or they didn't deliver on that." And – but again, if you're on the receiving end, that sounds like excuses and you want someone to not only confront the reality, but you want them to own it – to take

responsibility to practice accountability, starting with themselves. So, that's what you do. You practice accountability. You own it.

The third step, then, is that you right the wrong. You make it right when you're wrong. So, now, you don't just own it, but now, you try to right it. And so, that may include an apology; it almost always includes an apology. It will likely include restitution. Restitution is a legal concept to make whole. You must make it up and make it right. Make up to them, you know? Like what Jet Blue did when they made it right with – on that – the operational deficiency. They created a Customer Bill of Rights with compensation. They made restitution. That's very important.

And then, the **next** step is you re-clarify expectations going forward so that you can make sure that you're going to rebuild the trust. "So, here's what we're going to do going forward –" just signal your behavior. Tell them what you're going to do. So, that's re-clarify expectations going forward.

And then, **finally, keep the commitments that you just made – that's the fifth point is that you do what you say you're going to do.** You just tell them you're going to do – the fourth point was re-clarify expectations; tell them what you're going to do. And the fifth point is do what you say you're going to do. Keep the commitments that you just made. And you're going to have to do that over time because that's where the behavior comes into play here. You must behave your way back into trust. But if you do those five things, I'll tell you what – in more situations than you might be aware of, you can regain the trust. You can restore it. You can bring it back. And, in some cases, even enhance it – grow it.

And, in a virtual situation, you might have to just be a little bit more deliberate about it and saying, "Hey, you know what? It's hard that we're not together, but I want to acknowledge here that I know trust has been lost, and you know what? I'm going to own it. There's lots of things that have happened, but I'm responsible. And so, I must make up for that, and I apologize, and I wish I could be face-to-face with you, see. But I'm telling you, I apologize, and I – here's what we're going to try to do, and here's how I'm going to try to make up to you. And, going forward, here's what I'm going to do." And then, you must deliver on that.

And so, again, same process; it's just more explicit, more deliberate about it in a virtual environment because of the fact that

the proximity is not there to aid you in that process. But you still must behave your way out of it.

Greg Link: Yep, that's for sure. Okay, *how can a middle manager help her vice president restore trust among his staff if he doesn't realize he's lost it?*

Stephen Covey: Yeah, again, this is all part of this confronting reality, and, in this case, the middle manager is trying to help the vice president learn the reality.

Greg Link: – Right.

Stephen Covey: – And so it's not the middle manager's issue; it's just the vice president is not aware of the reality. So, how do you get that to him?

Well, there might be a variety of different ways. The more credible you are as a middle manager with this vice president, the more courage that will give you to have a conversation, to confront the reality with this vice president and saying, "Hey, you need to be aware of something. There's some issues that have caused people to lose trust." And I've learned this – separate the person from the behavior. So, don't focus on the person, you know, the vice president being a bad person with, "Hey, you know, Boss, I don't trust you and no one trusts you," you know? "You're terrible." That's what it sounds like to the person and those are fighting words to people.

Instead, separate the person from the behavior and say, "You know what? This behavior that we've seen here causes people to lose trust. You're spinning on this, so they don't know if they can fully trust what you say because they see us spinning." Or, "You've got hidden agendas and everyone knows it, so they – when you're talking, they don't – and saying, 'Well, here's your agenda,' they don't fully believe it because they see you operating with hidden agendas." Or, "You know what? You're not delivering on your promises and you're over-promising and under-delivering." Or, "You're just flat out breaking commitments, and the problem with that is people lost trust. They don't – they can't trust what you're saying, and the problem with that is there's a high cost to low trust."

In other words, you separate the person from the behavior. You focus on the behavior that's causing people to lose trust, you

focus on the consequences of lost trust – how there's a high tax – and, you know, a high cost to low trust, and that's a way of confronting this and addressing this. Now, what would give you the courage to do that with a boss? I mean, it's a lot easier to do that with a direct report because, you know, the "geography" of trust – you're in the power position, so to speak. That they report to you, so it's easier with a direct report, but for you to do this with a boss? To have these conversations where they're losing trust either with you or with others through their behavior, that takes a lot more courage. What gives you the courage to do that? My argument is your own credibility. Start with yourself. Start with your own credibility.

So, before you really focus on the boss, and the vice president in this case, and their behavior that's causing people to lose trust, first, maybe, look in the mirror and ask this question, "How credible am I? How trusted am I? Do I have people's trust? Do I have my boss' trust?" Because if you do, and if you're credible with that boss, then that gives you permission to go and talk with them. It gives you clout to talk with them. It gives you, also, the courage to talk with them – to take that on. If you're not credible with the boss, and you're not trusted yourself, then it's going to sound like whining to the boss. And, you know, their response is, "Hey, you know, deliver results, and then, I'll listen to you," type of thing. So, focus on your own credibility.

Look in the mirror first, and having done that, and assuming that you're credible, and the boss does trust you, then use – you know, be courageous, and go, and have this conversation. And the key to the conversation is, "Separate the person from the behavior." Focus on the behavior and how that causes people to lose trust. And then, suggest – make a behavior-specific request of the boss. "Hey, here's what I would suggest." You know, "Be transparent. Open up your agenda, you know, so that people don't think you have a hidden agenda. Be open about it. Be transparent and you'll go a long ways with it. Talk straight to them – to me and to others, instead of spinning on this. Hey, don't make a commitment unless you're going to keep it. I ask that of you because it will help us grow trust." Again, what gives you the courage to do that with the boss? Your credibility. And then, if you do that, you can help them confront these realities and help them regain and regrow trust.

Greg Link:

Stephen, this next question represents a common theme, also, where many folks on the line are operating, virtually, in a sense –

geographically dispersed. And so, the concept of decision-making in that situation – so, this is a representative question. *The lack of trust hinders smart decision-making because we are not proximate. How do we build confidence in each other to freely make decisions?*

Stephen Covey: Yes, well, when you're not proximate, again, it's still a similar process; it's just more pronounced and a greater need to be deliberate and explicit about it.

So, in a case like that, you must build the level of trust that is there around decision-making, see, because we don't trust, necessarily, everyone and everything because none of us are perfectly competent in everything, you know? My wife doesn't trust me to perform medical surgery on the kids, and neither would the kids, because I'm not a doctor. I'm not competent. But she trusts me in other ways in life, you know?

And so, you have to look at, "What is – what kind of decisions are we talking about being made?" And then, "Let's ensure that we build people's confidence in our competence as well as our character, and our judgment, in making those decisions." And so, in a virtual environment, you're going to be – need to be more deliberate about it. And so, I would suggest a couple of things.

The first is to declare your intent that, "Hey, I want to build trust and confidence here. I want to be able to have you have confidence in me, such that I earn your trust for me to make some of these decisions, and I don't expect to be handed it. I want to earn it, but you need to know that about me. So, I want to earn that kind of confidence." **You declare your intent.** That goes a long ways to building people's trust. **Second step is, now, tell them what you're going to do.** I call it signaling your behavior. Tell them what you're going to do, and that way, they're looking for it. They're aware of it. And then, the third step is, **"Do what you say you're going to do."** You just told them you're going to do it; now, do it.

And I'm going to add a **fourth step to this one – report back on it, especially in a virtual environment.** In other environments, you may not need to report back on it, but in a virtual environment – especially early on – reporting back on it is just showing that you're aware that they're not fully ready to trust yet. And so, "Hey, you said you're going to do something. You

just did it and you're reporting back on it." And, over time, they may say, "Hey, hey, you don't need to tell me any more. I get it." Or, "Just tell me routinely when we have our regular meeting." But you're making the point that, "I don't have your trust yet, fully. We're virtual, and so, I'm going to be more explicit and deliberate about it, and I'm going to clarify expectations, do it – you know, I'm going to tell you what we're going to do, and then, I'm going to deliver on it. And then, I'm going to report back on what I just delivered." And you can build people's trust faster when you do those steps, and then, over time, it may be that you're not needing to do that last step near as much – the reporting back on it – and it becomes something where you gain such high trust that they just say, "Hey, I trust their judgment on making the decisions." So, you don't even need to declare all these things up front; they're just part of the relationship now. So, that's a process of earning that kind of trust with people.

Greg Link: Yeah, time is flying as always. I think we can do two or three more questions. This person says, *"As a group, we read and discussed your new Smart Trust book. After a few months, people are quickly slipping back into their old ways. How do we keep this alive?"*

Stephen Covey: Yeah, it's natural we go back to the old ways because that tends to be reinforced by the culture. The key here, to keep it alive, is to get a critical mass that for whom, behaving in these ways, becomes the cultural norm and expectation, and where you model it, and you expect it of yourself, but you also expect it of others. You're not asking others to do it if you're not willing, but you are willing, and you ask yourself to do it. And if you can get enough of a critical mass – so, it could be you and your direct reports, you and your team, you and your group. And it may be that others outside of your group are back into behaviors that diminish the trust – the counterfeit behaviors where they're spinning, and operating with hidden agendas, the things that are common in most organizations – but you're choosing to operate differently, on the basis of straight talk, and creating transparency, and righting wrongs, and restoring trust, and, you know, and delivering results, and listening first, and so forth. And you declare your intent, and you're showing the value of this to others by modeling it. And you get enough of a critical mass, you'll keep the thing moving.

As we work with clients – here's what we've found. I just was with one client in a situation where they said the key was, "We needed to get a critical mass of people, and once we did that – once

we got a team operating this way – then that could build its own momentum." And then, this one group said, "And, in particular, we started to really perform well, too. So, we were getting greater results, in a way that was building the trust, and that reinforced those behaviors that this gets results, and builds trust, and then, suddenly, everyone started to look at us and say, 'Hey, how are they doing it?' And then, we started to have – that critical mass started to spread to more and more because they were getting results in a way that inspired trust."

And that, ultimately, is what will shift the behavior is that people are practical. They're pragmatic, at the end of the day, and if this gets better results, then they'll move that way, but you must get that critical mass going. And, sometimes, you're swimming upstream to do it, and you must get to where it becomes swimming downstream because you've got such a culture operating in this way that it becomes a downstream swim, instead of upstream. And that's one of the – it's a challenge, so I acknowledge that it's not an easy thing, but model that, and get a critical mass, and then, get results, and you'll find that you can spread that critical mass.

Greg Link: We have time, Stephen, for one more question and a closing comment you might want to make. And then, we're going to – for those of you that are interested to stay on the line – I think we'll answer that question in another direction – is that, sometimes, just reading the book is not going to do it. So, we'll spend a few minutes at the very end of the call, for those that want to stay, about how you can take on some of these tougher issues and make some shifts.

Okay, Stephen, *how does one clear history? Meaning, with individuals, especially those in powerful positions that previously damaged the trust factor – what do you do when trust has been rocked in the past, and now, everyone is constantly pointing toward the old injury? And how does this trust deficit, you know, affect the new leaders of this new organization?*

Stephen Covey: Yeah, it affects them in a serious way. It's – low trust is a tax and, in this case, that's an inheritance tax.

Greg Link: Yeah.

Stephen Covey: You didn't do it, but yet, you inherited it, and it's very real, and so, you must confront it. You must acknowledge it, and then, you've got to do the best you can to right the wrong – even if you didn't

create it – to address it, to redress it, and then, to make commitments going forward. And then, keep those and behave your way out of it.

So, even though, again, you didn't necessarily create it, nonetheless, it's real to the people. It's in the culture and it's part of what they're inheriting. And so, they tax you for it, even though you didn't do it, and you can say, "Hey, that's not fair," but life isn't fair, and so, we must confront it.

So, I call this an inheritance tax. I'll give you an illustration of it. This person bought this company – a mid-sized business. This was the fourth owner in three years, so they'd been turned over again, and again, and again – and again – four times. And so, the people were disillusioned. They didn't trust. They didn't trust this new owner coming in.

So, you know, here's a brand new owner. He didn't do all these other things where, you know, people violated commitments prior, but the whole culture did not trust anyone in management, and certainly not the owner. So, he comes in and he holds a town hall meeting, listens to everyone, and in the process of listening, he also makes a series of commitments – of things he's going to do to improve. People walk out of the meeting saying, "Yeah, yeah, yeah, yeah. We don't – I'll believe it when I see it. We've been in this movie before. Everyone says this."

Called a meeting a couple weeks later, came back. He had like 14 commitments. He went through all of the 14; he'd done most of them up to that point – I think it was 12 of them – the others were in process. People walked out that meeting saying, "Huh. Maybe this is different now. Maybe this is a different day. Maybe this is a different person. Maybe we can trust this person." But, see, he quickly just confronted it – took it head on – and he made commitments to them, and then, he kept them. So, making and keeping commitments, you know? Say what you're going to do, do what you say you're going to do, and you can regain and rebuild it, even when you're operating in a low-trust environment in a low-trust, you know, inherited tax that you inherited. But you can still win it back through your behavior, and it's the only way back.

And so, it's – again, it's this basic process – and I go back to those five steps I gave. Confront the reality. Take responsibility – even when it's not you; you just take responsibility that that's your

reality that you're inheriting. And then, right the wrong as best you can. Clarify the expectations; that is, tell them what you're going to do. And then, do what you say you're going to do. Keep the commitments and you can regain the trust, including when you're inheriting the tough thing.

And let me just say this in conclusion before we open it up for these other questions you're going to ask – that this restoring trust is so vital. I look at – sometimes, there's relationships that look like they've gone awry. I look at the old relationship with Disney and Pixar. It has gone awry. And then, there's some shift in leadership, and suddenly, they're married and merged-type of thing.

Greg Link: – Yeah.

Stephen Covey: And, you know, when people have said, "It's over." I look at, you know, Johnson & Johnson with Tylenol years ago. People said, "They can't restore the trust. They've lost it forever. The brand will be dead." And yet, they restored it through their behavior, by how they acted. I look at the challenges United Way had a few years ago where they had a bad-apple-type-of-thing. They were transparent about it, and they restored the trust through their behavior.

And so, I'm an optimist – that trust can be restored through the behavior. I know it's not easy. I remember when Apple came out with their first iPhone, and they priced it pretty high, and then, two months later, they lowered the price dramatically. And just two months into it and a lot of the original buyers – you know, it went from \$600.00 to \$400.00 in a two-month period, and that will always happen with technology, but maybe not that – quite that fast. And a lot of their original buyers felt like, "Hey, gosh, you penalized us for being your advocates." And same day that they announced the new price, all this feedback came to Steve Jobs. Within that day, he had gone out with an apology letter basically say, "Hey, I don't apologize for the fact that technology moves fast, but it looks to some of you like we – that we're not rewarding our loyal customers." So, they gave \$100.00 credit to everyone right there that they could use at the stores – you know, instant, fast.

You know, one way to restore trust – move fast on it and right the wrong. And it's amazing how you take these kind of steps, you can rebuild, restore the trust. Look at the trust people

have in Apple and because they righted the wrong as quickly as they could.

So, I'm an optimist. I believe that, in most cases, you can do it – I recognize not in every case – but that gives us hope. And I'll tell you what – in a low-trust world, we need that kind of hope that we can restore it in relationships, on teams, and organizations. And I'm confident that we can and you can – our listeners, all of us – we can do this together. So, thanks for this chance to be with you.

Greg Link: Very good, Stephen, thank you. Thanks everyone. For those of you that are staying on the line, we're going to take a couple of questions on how you can implement this and really make it impactful in your organization – your team.

Stephen, the first one that seemed to be best representative is, *"You know, we talk about benchmarking. And we've benchmarked the Great Places to Work Institute, and realize that trust is a major factor in those, some of which are our competitors. And we just can't quite seem to figure out how to go from a losing season to a winning season."* I thought that was a great analogy.

Stephen Covey: Um-hum, yeah. Well, it's – here's the thing. Trust, itself, is a lagging – a lag measure, a lagging indicator. It's an important one; it's vital. It's as important to understand what the level of trust is, but that, itself, is a lagging indicator – a lag measure.

The lead measures, the leading indicators for trust, are the behaviors. Are you behaving in ways that grow the trust? And, in the case of credibility – the integrity, the intent, the capabilities, the results – and by the behaviors, I mean talking straight, creating transparency, listening first, keeping commitments, extending trust, and so forth. In *The Speed of Trust* – we identified 13 behaviors that are common to high-trust people.

So, if you want to move the needle on trust, focus on the credibility and on the behaviors because they're the lead indicators. And when you move the needle on those, you will move the needle on trust. So, too often, we're approaching this too abstractly and too much of the lagging indicator level, not on the leading indicator level. We must get into the behaviors. It, ultimately, comes down to credibility and behavior. You can measure credibility and

behavior, and when you move the needle on that, you'll move the needle on trust.

I think that's our greatest strength, Greg, is that – I think we have two great strengths. I think the first is that we really make a compelling business case for trust and can help our clients do that so they can see that there's economics of trust, and there's a high cost to low trust, and a tremendous return to high trust. I think that's our first strength. I think our second strength is that we're very good at helping leaders and organizations move the needle at growing trust consciously, deliberately, by helping them understand the credibility component and the behaviors that help drive trust, and to get good at those, and to get to where those behaviors become the common practice in an organization.

And so, we give people common language, a common framework, a common process – all around behavior – to grow trust. And unless you get into that, you probably won't move the needle on trust. You'll talk about it a lot, but you won't move the needle. But to move the needle, you must get into the behavior, and that's what I think we've done really well is to give people a process to identify and understand the behaviors, and then, also, help them develop the skills to exhibit those behaviors as part of their culture inside their organization.

Greg Link:

Right, and that's really the art of the deal; you've got to – engage in the trust transformation process. It's not just a read the book, or even attend a course – which we have, *Leading at the Speed of Trust*, again, next week in Sundance. Those are all helpful, but you need to get a critical mass.

I loved what Al Carey said as the CEO of Frito-Lay, who did do the hard work, and did engage their entire culture in this business case, and received numerous benefits – over a 40,000-person population – more than that – 50,000-person Carey said. You know, he said, "If you can get 50,000 people working like this –" you know, and that's the real art of the deal, when you – when people look at these winners, these benchmarks of the people that are high-trust organizations and are getting all these dividends, you know, it seems like a long way.

If you're at the bottom of the list in the NBA and you're looking at the NBA champions, there's a lot of work to do. There's recruiting work. There's training work. There's drill. There's skill.

So, it's not just something that you can have a paradigm shift and expect the entire – make a business case, for example, and then, expect the entire management team to shift gears and behave differently. It is a skill-and-drill issue.

And so, that's an important factor, and I think, you know, sending some of your key people decision-makers to evaluate the process by attending the two-day leadership, Leading at the Speed of Trust course at Sundance. I think that really does give you an insight as to what you're – what you need to do, and you can see the fruits of that very quickly even if you do a pilot in-house in a small team. It becomes very quickly evident to people that, "Wow, even the cynics – results convert the cynics. Even the cynics that sat through that, and did the skill-and-drill, started to have the insights." And then, you can see how that could cascade, then, through the rest of your culture.

Stephen Covey: – Absolutely, and, ultimately, people need that language, that framework, and that process. That's what we try to give people in these workshops, and then, we have processes to help them instill it throughout their entire culture.

Greg Link: Right, exactly, and it needs to move beyond an intellectual understanding to an experiential, visceral behavior, like you say. Okay –

Stephen Covey: – Into behaviors and into the skills, um-hum.

Greg Link: Yep, into the actual skills, and that brings us to the last question that we have time to answer today. *In the Smart Trust book, you talked about smart trust being a skill, and, you know, this whole idea of – as a manager – to be able to get my people to have better judgment intrigues me. "Can you tell me more?"* is basically what he says.

Stephen Covey: – Yeah, well, you know, you know as well as I, Greg, because we're co-authors on the *Smart Trust* and it's basically saying, "Look. It's a low-trust world, and yet, there's great benefits with high trust. So, how do you operate with high trust in a low-trust world?" And you must be smart about it, and so, the *Smart Trust* process is really – it's a third alternative. It's between the extreme of blind trust, where you're gullible, and trust everyone and everyone without judgment, and then, the other extreme of distrust, where you're suspicious of everyone and anyone without judgment. Instead – you know, because don't want to get burned in trusting

people, so there's a third alternative – smart trust – where you balance a high propensity to trust that flows out of your heart, with equally high analysis, which flows out of your head. And on the analysis side, you're assessing the situation, the risk, and the credibility of the people involved. On the heart side, the propensity to trust side, you really open yourself up to the possibilities that trust, and creating trust, and extending trust is a better way to lead. You must be smart about it.

And so, it's really all about how you achieve that balance, how you optimize that balance of, you know, trust and verify in a way that really helps you navigate with high trust in a low-trust world without getting burned. And that's the whole premise, and it's the judgment that you've earned through that process. So, in that book, we go through the five actions that help people do this, where they can get better skilled at it, and really, develop that judgment, that competency to be able to operate with trust. And, boy, when you get – when you earn people's trust on that basis, that's exciting because you can do a lot of things with it, and you can build a high-trust culture as well when you can trust your people to make good decisions, to have that judgment that's needed.

Greg Link:

And, really, that's the key is that the fact that smart trust is a skill, and that's a – we touch on that in the *Speed of Trust* book – we go deeper in *Smart Trust* – but the skill of being able to teach people – it's counter-intuitive for most people to be able to navigate that risk, and a lot of the managers are consciously or unconsciously competent at doing that or they wouldn't have gotten promoted into the positions they're in. So, management has a blind spot many times to how difficult it is for the rest of the team, the rest of the culture, the rest of the department, to really understand how to navigate risk, how to – to how to trust in a low-trust world, how to exhibit good, sound judgment.

It is a skill that you must learn, and it's incumbent upon the management of organizations that if they do want to shift, and become a high-trust organization, you must do the skill-and-drill. Stephen and I both snow ski and if you snow ski and you don't fall – if you're not falling down, you're not learning. And so, you must take that tough work on, head on.

Stephen Covey:

– Yep, yep.

Greg Link: And there is an online course on smart trust that we offer with Franklin Covey that you may be able to get insights into, and then, soon, it'll be an in-house course that you can do. But, for now, it's the online version.

But, anyway, Stephen, let's let everybody go. Thank you so much -- for your time.

Stephen Covey: – Let me give this concluding thought on restoring trust. Isaac Newton – he said, "Men build too many walls and not enough bridges." So, restoring trust builds a bridge, not a wall. So, let's move forward with that in mind. Thanks so much, everyone.

Greg Link: Good insight – love it. Appreciate everybody – have a great day and a great evening, wherever you are in the world. Thank you.

Stephen Covey: So long.

[End of Audio] Duration: 68 minutes