

executive summary cont'd

to establish, grow, extend, and restore trust is the “leadership competency” of the new global economy. Trust holds the key to enhanced collaboration, increased innovation, and engaged execution, thus providing a truly competitive advantage. And, ultimately trust affects two measurable outcomes – speed and cost – which he defined as the “trust dividend.”

Covey reinforced that in order to create a “trust dividend” (instead of paying a “trust tax”) requires a focus on individual and organizational character and competence resulting in increased credibility. He outlined the 13 behaviors

of high trust leaders, identifying their obstacles and their counterfeits. Unfortunately, too many leaders think trust is too risky when; in fact, a propensity to trust is inspirational, contagious, reciprocal, and in general, facilitates more to happen. Frankly, leadership without mutual benefit – trust – is NOT leadership at all. What is your trust dividend?

So there you have it. As you can readily surmise, this was a powerful professional development opportunity that attendees experienced at the APPA 2008 conference in San Antonio this past July. The chance to learn from such great leaders, writers,

and thinkers, and to network with colleagues and business partners alike, was extraordinary.

You won't want to miss the APPA 2009 convergence next year, given the similar experience already being planned! Look for the registration opening this coming December and mark your calendar now for Vancouver, British Columbia, Canada next July 8-10, 2009. ☎

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