

**TRUST Inc:**  
**Strategies for Building Your Company's Most Valuable Asset**

*Edited by Barbara Brooks Kimmel, 2014; Global Experts Define Organizational Trust, pp 254-255:*



"If you run an organization, or seek to influence one, it's useful to think of trust and its payoffs on a continuum. At one end are the *since qua non*, the Mechanics. You speak honestly, you do what you say, consistently, predictably. You get permission to engage.

Further along, you are trusted for the Substance of who you are as an indicator of your intention. Each party experiences deep value, mutual benefit and possibly sustained relationship.

Today, the trust premium goes to businesses whose Substance reeks of their sense of humanity -- and who act in congruence with it."

- Elsie Maio, Founder  
Humanity, Inc