



Welcome

Marisa Trzemzalski, AFL & TATT Board Member

Guest Speaker

Robyn Knox, HR Business Connect

Resource Update

Evan Carr, Spartanburg Shares

Adjournment

Marisa Trzemzalski

THANK YOU LEADERSHIP LEVEL PARTNERS



Join us for our next TATT Chat on
August 13 from 10:00-11:00 AM on Zoom!

Trust Comes First:

The Foundation of Strong Organizations and Thriving Communities

July 9, 2026



Robyn Knox, SHRM-SCP, SPHR, RCC
Founder/CEO, The HR Business Connect, LLC



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chat

Objectives and Outcomes

In this session, attendees will...

- 01 Explain the role trust plays in organizational effectiveness, community impact, and leadership influence.
- 02 Recognize how trust affects communication, collaboration, accountability, engagement, and performance.
- 03 Identify leadership behaviors that intentionally build trust and those that unintentionally diminish it.
- 04 Apply practical strategies to strengthen trust within teams, organizations, and stakeholder relationships.





Trust Across Organizations and Communities

Where Trust Shows Up

Trust shows up in how people decide whether to:



Follow your leadership



Support your vision



Give you honest feedback



Collaborate across differences



Stay engaged when things get hard



Believe your intentions when they disagree with your decisions

Why does trust matter?



50% higher
productivity;
faster problem
solving



74% less
stress; 40%
less burnout;
stronger
resilience



Engagement more
than doubles;
stronger
relationships and
better collaboration



8.5 times
more
revenue per
employee



Higher
retention; 50%
lower turnover;
41% lower
absenteeism

[Source: HBR](#)

[Source: Gallup](#)

[Source: Forbes](#)

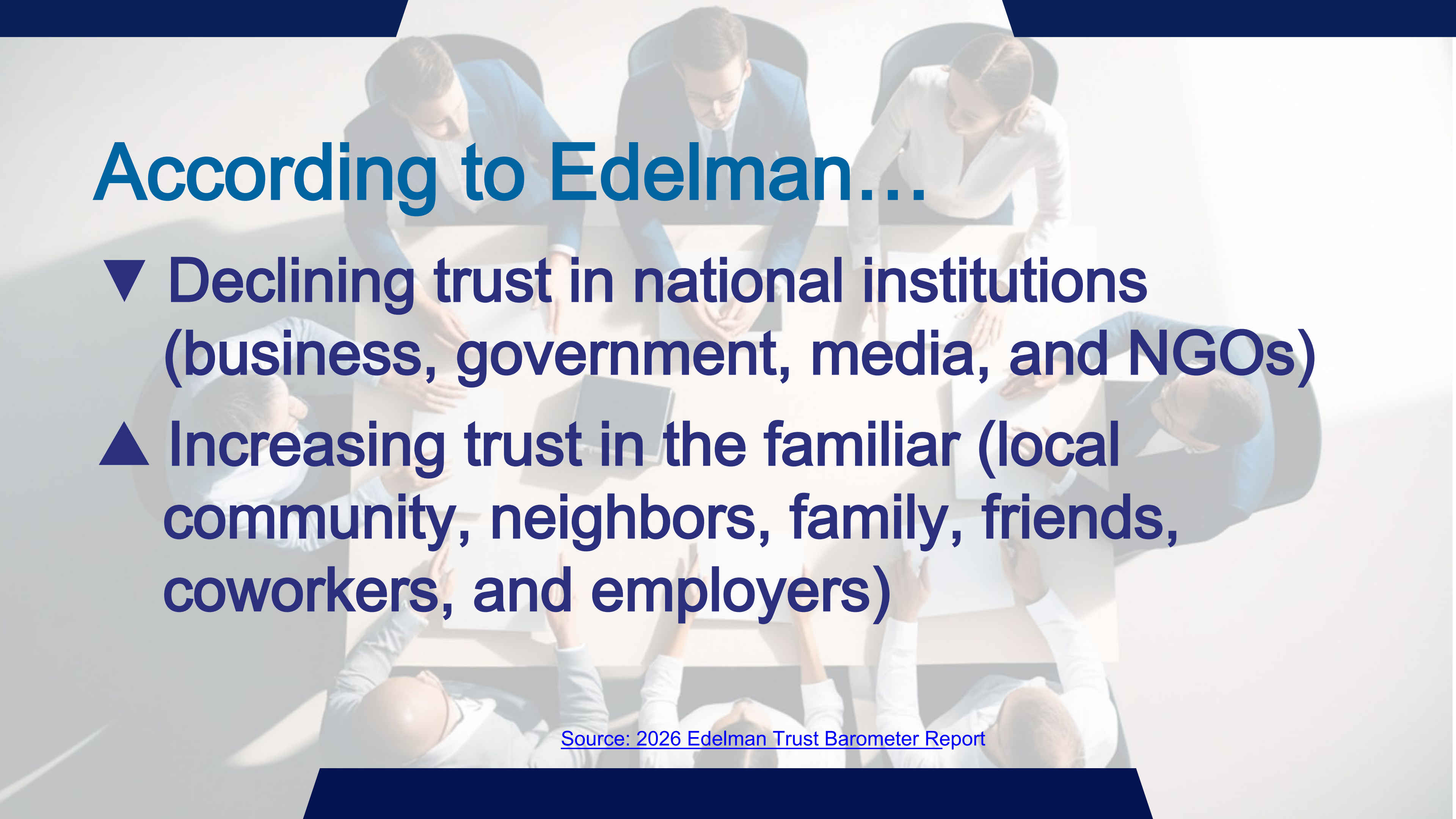
The background of the slide features a futuristic digital interface. A semi-transparent world map is centered, with various data points and lines connecting different regions. The interface has a blue and white color scheme with a grid-like pattern. The text is overlaid on this background.

In the U.S., trust in major institutions remains in the distrust territory.

U.S. Trust Index: 47

Global Trust Index: 57

[Source: 2026 Edelman Trust Barometer Report](#)

A high-angle, top-down photograph of a group of seven business professionals (four men and three women) seated around a large, light-colored conference table. They are all dressed in business attire (suits and blouses). The scene is brightly lit, with natural light coming from the right side, creating soft shadows. The professionals are engaged in a meeting, with some looking at documents or laptops on the table. The overall atmosphere is professional and collaborative.

According to Edelman...

- ▼ Declining trust in national institutions (business, government, media, and NGOs)
- ▲ Increasing trust in the familiar (local community, neighbors, family, friends, coworkers, and employers)

[Source: 2026 Edelman Trust Barometer Report](#)



Trust Across Different Demographics

Different Experiences. Different Expectations. One Foundation: Trust



Level of trust varies by...

- Behavioral style
- Income level
- Age

Traditionalists

What Builds Trust

- ✓ Consistency
- ✓ Honoring Commitments
- ✓ Respecting Experience



What Breaks Trust

- ✓ Dismissing Experience
- ✓ Lack of Structure

Baby Boomers

What Builds Trust

- ✓ Recognition
- ✓ Inclusion in Decisions
- ✓ Face Time



BABY BOOMERS

1946–1964

What Breaks Trust

- ✓ Being Sidelined
- ✓ Poor Communication

Gen X

What Builds Trust

- ✓ Space to Work Independently
- ✓ Leaders Who Follow Through



GEN X

1965–1980

What Breaks Trust

- ✓ Micromanagement
- ✓ Bureaucracy
- ✓ Empty Promises

Millennials

What Builds Trust

- ✓ Regular Feedback
- ✓ Transparency
- ✓ Investment in Development



MILLENNIALS

1981–1996

What Breaks Trust

- ✓ Lack of Transparency
- ✓ No Clear Growth Path

Gen Z

What Builds Trust

- ✓ Honesty
- ✓ Psychological Safety
- ✓ Respect for Boundaries



GEN Z

1997–2012

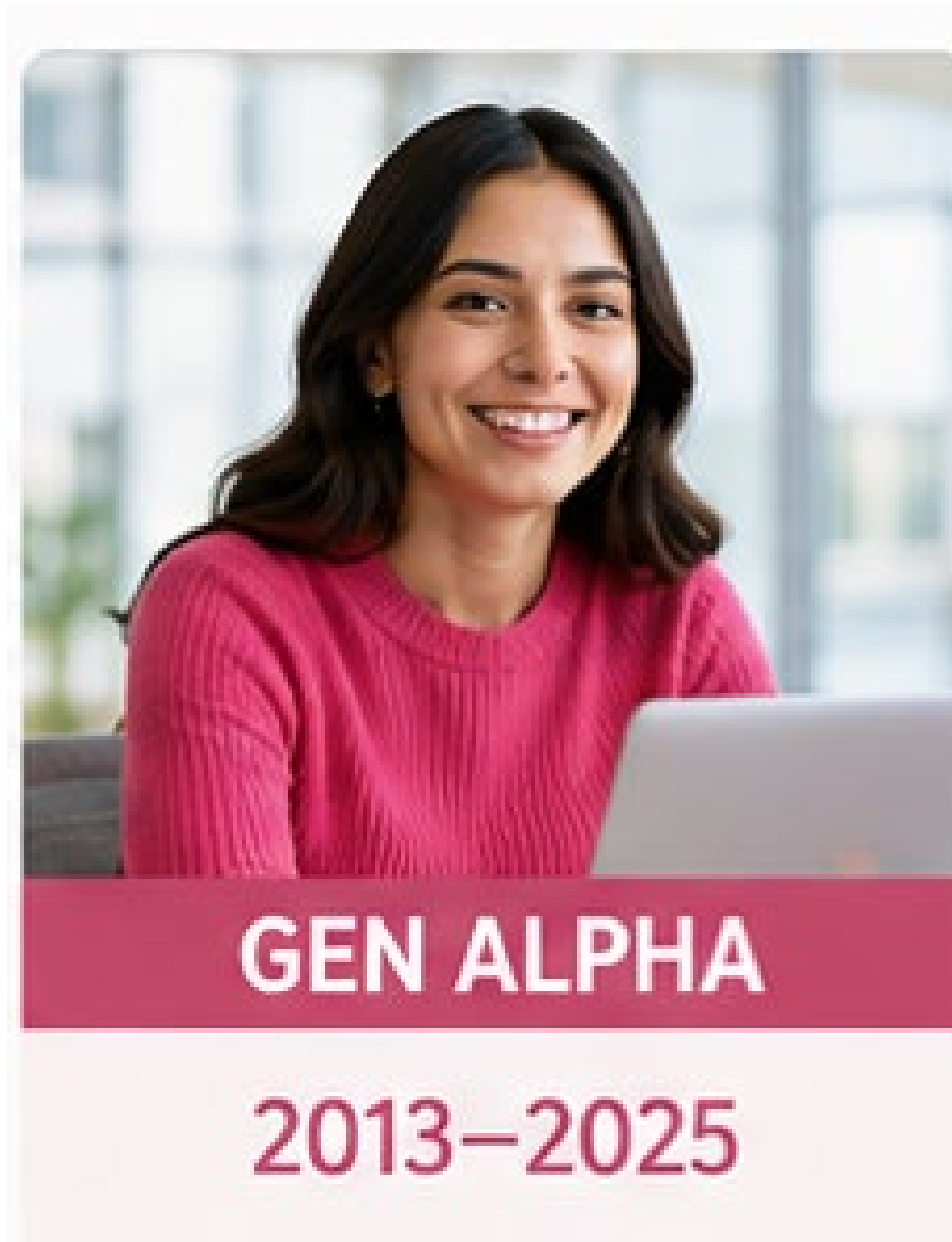
What Breaks Trust

- ✓ Performative Culture
- ✓ Inauthenticity

Gen Alpha

What Builds Trust

- ✓ Relevance
- ✓ Adaptability
- ✓ Being Genuinely Heard



What Breaks Trust

- ✓ Outdated Systems
- ✓ Slow Processes
- ✓ Feeling Invisible



**How do we create
high-trust organizations
and communities?**

The Culture Code

by Daniel Coyle

01 Purpose & Clear Signals

The Why; a central message, focus, and mission that guides organizational or community direction; unified language

02 Shared Vulnerability

Sense of trust; willingness to show weakness and asking others for help and support

03 Psychological Safety

Sense of belonging, feeling valued, connected to others, comfortable in position or role, and appreciated



What is Psychological Safety?

Psychological safety is the belief that you can speak up, make mistakes, ask questions, and offer ideas without fear of punishment, humiliation, or blame.



Google's Project Aristotle



Google's Project Aristotle

Research project launched in 2012 by Google's People Operations (HR) team to identify the key factors that contribute to high-performing teams.

2 Years | 180 Teams | 200+ Interviews | 250 Attributes

Google's Project Aristotle

Psychological
Safety

Dependability

Structure &
Clarity

Meaning of
Work

Impact of
Work

Why Psychological Safety Matters



Increases collaboration and creativity

Teams with high psychological safety speak up more, solve problems faster, and drive innovation.



Reduces turnover and burnout

When people feel safe and valued, they stay longer and are more engaged.



Improves performance and accountability

People who feel safe to take risks are also more likely to take responsibility.

“

Trust is the
foundation of
leadership.

-John C. Maxwell

”



What can you do to create an environment where people feel safe to speak up, ask questions, and offer ideas??



Trust Account

Trust Deposits

Trust Withdrawals



Trust Builders

- ✓ Listen Actively
- ✓ Following Through
- ✓ Being Transparent
- ✓ Admitting Mistakes
- ✓ Recognizing Contributions
- ✓ Encouraging Opinions
- ✓ Constructive Feedback
- ✓ Being Fully Present
- ✓ Keeping Confidences
- ✓ Treating All Fairly

Trust Busters

- ✗ Interrupting
- ✗ Breaking Promises
- ✗ Withholding Information
- ✗ Blaming Others
- ✗ Taking Credit
- ✗ Dismissing Input
- ✗ Harsh Criticism
- ✗ Being Distracted
- ✗ Gossiping
- ✗ Showing Favoritism

“
Trust is built
in very small
moments.

-Brené Brown

”



10 Body Language Tips that Build Trust

- Maintain comfortable eye contact
- Smile genuinely
- Nod while listening
- Use open posture
- Match your words with body language



10 Body Language Tips that Build Trust

- Lean slightly forward when listening
- Mirror subtly
- Sit or stand at the same level
- Respect personal space
- Avoid multitasking during conversations



T.R.U.S.T Behaviors Framework

5 Ways Leaders
Build Trust Daily



T.R.U.S.T Behaviors Framework

5 Ways Leaders
Build Trust Daily

T

Transparency - Be honest, even when it's hard. Admit your mistakes. Own the message. Share the "why" behind decisions.

R

Reliability - Follow through on commitments. Be consistent over time.

U

Understanding - Be present and give your full attention. Listen to learn. Be empathetic and consider other perspectives.

S

Safety - Create space for open dialogue. Model vulnerability. Handle failures as learning opportunities.

T

Time - Trust is built in small moments. Invest in real connection.



**How do we measure trust
in our organizations or
communities?**

What is your **ACT**ion Plan to build trust?

A

APPLY

What is the most important thing that you learned and will **APPLY** immediately?

C

CHANGE

What **CHANGE** have you been inspired to either lead or make?

T

TEACH/TRANSFER

What skill or knowledge will you **TEACH** or transfer to someone else?



Give feedback to Robyn

Scan this QR code



Or go to

<https://talk.ac/robynknox>

and enter this code when prompted

TATTCHAT

As a special **thank-you** for attending today's session and providing feedback, you'll receive the following resources:

- Copy of today's presentation
- Complimentary Five Behaviors Personal Development Assessment & Report

[Valued at \$150. Must be completed by July 23, 2026]

The Five Behaviors® Model



Trust One Another

When team members are genuinely transparent and honest with one another, it forms a safe environment that creates and builds vulnerability-based trust.

Engage in Conflict Around Ideas

With trust, team members are able to engage in unfiltered, constructive debate of ideas.

Commit to Decisions

When team members are able to offer opinions and debate ideas, they feel heard and respected, and will be more likely to commit to decisions.

Hold One Another Accountable

Once everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

Focus on Achieving Collective Results

The ultimate goal is the achievement of results, unlocked through implementing the model's principles of Trust, Conflict, Commitment, and Accountability.



RECAP

Key Takeaways

- 01 Trust is the foundation of strong organizations and thriving communities. Make the investment needed to repair any cracks.
- 02 Remember that leadership behaviors can build trust or break trust. Make more deposits than withdrawals.
- 03 Take ACTION. Apply. Change. Teach.



QUESTIONS?

Thank You



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Spartanburg Shares is a nonprofit medical loan closet serving Spartanburg County residents in need of durable medical equipment for a period of 90 days.

Our organization was founded by Bea Bruce and opened in October 2012 with the help of grants/funding and community partners. She started the organization because her husband, the late Dennis Bruce, retired from leadership at the Spartanburg County Public Libraries, and she and the family were having difficulty sourcing medical equipment that was inexpensive. After discovering the Medical Loan Closet in Hendersonville, NC, she decided to start our organization based off of their model in 2011.





We are seeking volunteers for all shifts, as well as donors, donations and community partnerships!





Our hours are:
Tuesdays 9am-1pm
Thursdays 2pm-6pm
1st and 3rd Saturdays 10am-1pm





**We are located at 137 S. Dean St.,
Spartanburg, SC 29302.
We are across from
Spartanburg Community College's
Downtown Campus and
next to Bank of America.**





Community Partners:





Our areas of service include:

Chesnee, Mayo, Cowpens, Pacolet, Converse (Mills, Heights and University), Hampton Heights, Clifton, Glendale, Enoree, Woodruff, Switzer, Pauline, Roebuck, Arkwright, Drayton, Beaumont, Greer, Moore, Lyman, Duncan, Wellford, Reidville, Sugar Tit, Startex, Tucapau, Cherokee Springs, Boiling Springs, Holly Springs, Glenn Springs, Cross Anchor, Landrum, Campobello, Gramling, Inman, Arcadia/Mayfair Mills, Fairforest, Saxon, Una, Westgate, Wadsworth, Hillcrest, Woodland Heights, Westview, Anderson Mill and of course the City of Spartanburg and anywhere in Spartanburg County!





Media Features:

We have been featured on/in:

**WSPA 7News/WYCW CW 62/Your Carolina, WYFF News 4, FOX Carolina
News/Access Carolina, WGGs-TV's Nite Line, WLOS ABC 13's Spotlight
Carolina**

**The Post & Courier Spartanburg
Voyage South Carolina/SC Voyage Magazine
(Bold Journey, Canvas Rebel, Shoutout South Carolina)
Spartanburg Living Magazine
WNCW 88.7 FM**

**Audacy Upstate (B93.7, The Planet 93.3, Rock 101, Magic 98.9/106.3,
NewsTalk WORD, The Fan Upstate, The Block 96.3)
iHeart Radio (WESC 92.5, WSSL 100.5, The Lake 102.5,
104.9 Fox Sports Upstate)**

**Summit Media Group (107.3 JAMZ, Hot 98.1, Awesome/Streetz 99.5, X98.5)
GoUpstate/Spartanburg Herald-Journal**

Google Spartanburg Shares and you'll find several of these in the results!



Media Features:

Visit the following links to check out our online video coverage:

www.youtube.com/@cevancarr

www.youtube.com/@ecmedia5

www.tiktok.com/@yourecmedia

www.instagram.com/cevancarr

www.instagram.com/yourecmedia

www.facebook.com/cevancarr

www.facebook.com/yourecmedia

www.linkedin.com/in/cevancarr

www.linkedin.com/company/yourecmedia



You can contact us or find us at the following:

www.spartanburgshares.org

www.facebook.com/spartanburgshares

www.linkedin.com/company/spartanburg-shares

(864) 504-3699 | info@spartanburgshares.org



@spartanburgshares



@Spartanburg-shares



Interested in volunteering? Contact Lead Volunteer Coordinator Evan Carr at info@spartanburgshares.org, (864) 504-3699, on Google or visit our Facebook page (@spartanburgshares). Our volunteers are always making a huge difference for our community!

