Outrageous TRUST Workshop Action Guide
2015 Leadership Summit

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Outrageous TRUST®

Confronting the Promise You Were Created to Keep

Find clarity, make better decisions, keep your promises, strengthen relationships and deliver results.

ACTION GUIDE

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Outrageous Trust

It’s time to get better results by building better relationships…through Outrageous Trust®.

My passion is to work with people and organizations, to equip and train them to better earn, cultivate, manage, understand, build and repair trust in their relationships.

Outrageous Trust® provides a framework and a model to find greater clarity, help you make better decisions, strengthen your relationships and deliver results. There are three basic ideas that will create clarity in building your relationships.

1. Understand how trust works and be intentional to build it
2. Subscribe to a set of guiding principles…this is what you must “do”
3. Strive to achieve the attributes of a trusted person…this is what you must “be”

This program is the result of more than two decades of working with individuals, small businesses, entrepreneurs, large organizations and Fortune 100® companies in just this capacity. The concepts in Outrageous Trust® are based on tried and tested communication, organizational, business and leadership models and practices.

Outrageous Trust® is a comprehensive, yet practical program you can put to work immediately to improve your relationships. Now, let’s learn to be outrageous.

Roy W. Reid, Jr., APR, CPRC
Why “Outrageous” Trust?

Outrageous Trust® is a call to the leaders in business, government, churches, and families to take ownership of their relationships, and to be intentional about earning, cultivating, repairing and restoring trust. This can change the course of a crisis, create a sustainable business, save a family, reinvigorate a church congregation, and move a country into greater long-term prosperity.

When you improve your relationships, you will improve your results.

1. Why are relationships important?

2. What role does trust play in your relationships?

3. What are the barriers to or the actions that can erode trust?
4. What role does trust play in your organization’s values?

5. What is a good example or illustration of trust?

6. What would be different in your relationships if you could immediately improve the levels of trust (in your relationships)?

7. Describe an environment where there is no trust.

8. Describe an environment where trust is flourishing.
Why “Outrageous” Trust?

Trust is the cornerstone of our relationships and its measure goes a long way to determine the fulfillment, productivity, and profitability of any relationship. Tragically, trust continues to be lost in relationships from “Main Street” to “Wall Street” and all places in between. Trust is fragile and must be fostered with every word and deed. Trust is often misunderstood, assumed, and overlooked.

People can make meaningful and lasting changes in their family, business, and community by taking immediate and intentional steps. And it begins at home.

A Lesson From My Daughter

It was the Friday of Memorial Day Weekend a few years ago and my then seven-year-old daughter Faith greeted me at the door as I came home. She was obviously very excited as she had turned our dining room into a plastic bead bracelet factory and spent a good portion of the day carefully and skillfully making a colorful, beaded bracelet for me. She rushed to meet me at the door. She was breathless, and with all of the energy in her being, she asked me to wear it.

“Absolutely I will wear it,” I said, and immediately put it on.

I wore that bracelet everywhere we went, for the entire, long weekend. And she took great pride in showing it off to everyone we saw. If you are a parent (or perhaps gave your parents a gift that you made), then you know that you become “show and tell” for your daughter.

Dressing for work on Tuesday morning, I realized that I would need to wear a suit and had some pretty critical client meetings. Without a second thought, I took off the bracelet, laid it on my dresser, and went to work. That evening as I arrived home, I noticed the bracelet factory was still in full gear and Faith was hard at work. While I was helping make dinner, she came up to me offering a newly made bracelet with different colored beads. My first thought was “Oh no, I only have so much arm to give.”

However, her next words crushed me, “Daddy,” she said, “If you don’t like the other bracelet, will you wear this one?” And it hit me. Regardless of what I thought or knew about proper office attire, she had only heard me say, “Absolutely, I will wear it”. I had made a commitment to her with no caveat or qualifiers.
When she saw the bracelet on my dresser, I had broken trust with my daughter. I didn’t think through all of the implications of my commitment to her. I was not trying to pull a fast one on her…I did not set out to hurt her…I was not conspiring to take anything away from her. I was simply not intentional in understanding her perspective and expectations. How often do we casually commit to things or say something without taking all of the factors into account, especially without considering the belief and expectation of those asking?

So, what did I do? I dropped everything I was doing and put the bracelet back on and I wear it every day for two reasons. First, because I told Faith that I would. And second, because it reminds me that every little thing that I say or do contributes to building trust or tearing it down in my relationships.

Trust is not one big sweeping thing, but the result of many small things. Trust is built one step, one action, and one person at a time.

Real, meaningful, outrageously good trust begins with...

The key to success in our most fulfilling relationships is the degree of intentionality and humility. Taking time to listen, hear and be mindful of other people’s needs and beliefs. The level of intentionality by which you strive to build trust will determine how much more enriching your relationships will be.

I have seen this play out in both large and small organizations in more than 25 years as a public relations and marketing professional. From that experience, coupled with sound business, social and communications practices, Outrageous Trust provides a model on which you can build much better relationships and realize much better results.
Why “Outrageous” Trust?

These results will benefit you, your family, friends, and business; it will transform the lives of people around you. Let’s take some time to establish a better understanding of trust in your life.

Let’s personalize this concept…what was your bracelet?

Take time to answer the following questions. Remember the lesson shared in the story about the bracelet. If applicable, use more than one example in each question (i.e. family, work, community, other) so you can examine the different roles of your relationships.

1. Remember a time when you felt someone intentionally betrayed or disappointed you with his or her words or actions. How did that feel? Describe exactly what you felt had been breached in your relationship.

2. How about a time in your life when someone unintentionally broke your trust? How did that feel, and was it any different? Again, be specific in describing exactly what part of the relationship was broken.

3. How did you feel and how did it affect your ability to trust either of the two previously mentioned people? Was it any different?
4. Now, let’s turn the tables. Note a time when you did or said something intentionally that violated someone’s trust.

5. How about a time when you unintentionally did (or said) something that violated someone’s trust.

6. In either of your breaches of trust, was the outcome any different, or did it take any different effort to restore trust?

7. Now think about a time when trust was broken in a relationship where you were not responsible for the breach. How did that work?

8. In each of these four examples, how was trust restored or repaired?
Why “Outrageous” Trust?

**trust noun**

- Have confidence or faith in;
- A reliance or certainty based on past experience
  - Earned…not assumed
  - Reputation & brand
  - Competency & integrity
  - The license to grow & change
  - The “benefit of the doubt”
  - The anchor
  - Despite its importance, trust is often overlooked and assumed.

- **Trust is your responsibility to earn…one person…one action…one step at a time**

**ou·ra·geous adjective**

- exceeding the limits of what is usual
- not conventional or matter-of-fact: **fantastic**

Do not settle for average when you can have OUTRAGEOUS!
What is the Return on Investment for TRUST?

The Condition of Trust
How Trust Works

Exercise
Write down the names of three people whom you trust the most in the spaces provided below.

1. ______________________________________
   ______________________________________

2. ______________________________________
   ______________________________________

3. ______________________________________
   ______________________________________

Trust is built on two foundations:

1. ______________________________________
   and

2. ______________________________________

And it works from the inside / out.
Connecting to Others
The Four Attributes of Outrageous Trust
The Guiding Principles of Outrageous Trust®

1. Be Trustworthy and Take Responsibility for Your Relationships

Take ownership of your relationships and build a firm foundation of trust.

1. Have I acted with the highest degree of ____________ in my interaction with others?

A firm adherence to a code of especially moral or artistic values; an unimpaired condition; a quality of completeness or undivided.

"The glue that holds all relationships together -- including the relationship between the leader and the led is trust, and trust is based on integrity.”

Brian Tracy
2. Is my ________________ appropriate for the task at hand?

   The condition of belief and feelings one has toward the current condition of things.

   “Your attitude colors every aspect of your life. It is like the mind’s paintbrush.”
   John C. Maxwell

   "Everything can be taken from a man or a woman but one thing: the last of human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way."
   Victor Frankl
   Man’s Search for Meaning

   "A positive attitude may not solve all your problems, but it will annoy enough people to make it worth the effort."
   Herm Albright

3. Am I ________________ on the right thing, right now?

   Your directed attention to a matter.

   "Concentration is the secret of strengths in politics, in war, in trade, in short in all management of human affairs. “
   Ralph Waldo Emerson
4. Have I taken the ____________________ to solve problems and advance?

The energy and aptitude on initiating action.

"Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don't quit."

Conrad Hilton
Hilton Hotels

5. Am I working to develop greater __________________ in the areas for which I am responsible?

The aptitude for seeing inside of things with discernment.

“Wise men speak because they have something to say; fools speak because they have to say something.”

Plato

“Wisdom is not a product of schooling but a lifelong attempt to acquire it.”

Albert Einstein
6. Do I have the ______________ to work through the most difficult times?

Persistent determination in the face of obstacles and difficulties.

“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.”

Martin Luther King, Jr.

"Thankfully, perseverance is a good substitute for talent"

Steve Martin

7. Is my work reflecting the highest degree of ______________?

Superior quality in delivery of results.

“If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception it is a prevailing attitude.”

General Colin Powell

“We are what we repeatedly do, so excellence is not an act, but a habit.”

Aristotle
8. Do I have a ______________________ that accounts for “empathy” and the “big picture”?

Unusual competence in discernment or perception with intelligent foresight.

"You've got to think about big things while you're doing small things, so that all the small things go in the right direction."
Alvin Toffler

"The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."
Michelangelo
Action Plan
Taking Responsibility for Your Relationships

The first principle of Outrageous Trust is to “take responsibility for your relationships” so the first action item is to proactively build trust. The information you will learn through the Attributes of Outrageous Trust will provide the tools for this action plan.

Choose someone with whom you need to build trust. They may be one of three types:
1. You don’t know them well and need to earn trust
2. You know them and need to cultivate trust
3. You know them and you need to repair or restore trust

Use the Guiding Principles – inside/out; communicate; and stewardship – to frame up your actions and efforts.

<table>
<thead>
<tr>
<th>ACTION PLAN: Taking Responsibility and Building Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person with whom I want to build trust.</td>
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<tr>
<td>Person #1:</td>
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<tr>
<td>Ally: Someone with whom I need to CULTIVATE Trust.</td>
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<tr>
<td>Person #2</td>
</tr>
<tr>
<td>Agnostic: Someone with whom I need to CULTIVATE Trust</td>
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<tr>
<td>Person #3</td>
</tr>
<tr>
<td>Adversary: Someone with whom I need to REPAIR/RESTORE Trust.</td>
</tr>
</tbody>
</table>

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**Building Trustworthiness from the Inside/Out:**
Examine yourself on how well you execute these attributes in your life/work. How would others perceive you in these eight areas?

(1= not at all / 10 = very much so):

<table>
<thead>
<tr>
<th>Attribute</th>
<th>1</th>
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<th>3</th>
<th>4</th>
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<th>6</th>
<th>7</th>
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</table>
Gather feedback from three different perspectives to provide you a complete profile of your trustworthiness.

How do you close the loop on your perceived trustworthiness? Ask more questions. Ask three people who know you well to rate you for each of the eight attributes of Principled Trust. As we reviewed the Johari Window, you will also rate yourself and compare the results to get a full picture of your status.

Ask three colleagues, close subordinates and/or clients who know your work very well to rate you on the eight attributes of Principled Trust using a 1-10 scale. Make the replies anonymous so there’s no worry about professional consequences. Rate yourself in the appropriate box as well. Use the descriptions of each of the attributes below.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Your Rating</th>
<th>Person One</th>
<th>Person Two</th>
<th>Person Three</th>
<th>Average of four scores</th>
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</thead>
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<tr>
<td>Integrity</td>
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<td>“…doing the right thing when no one is around…”</td>
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<tr>
<td>Attitude</td>
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<td>“…approaching situations in the most productive way, despite situations…”</td>
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How did you rate yourself versus the other three? Did you score higher or lower in each area? What does that mean for your self-assessment versus the perception of others?

1-4: you must address this area and take action to correct or repair.

5-7: Average is just not good enough, but you are in a good position to do so.

8-10: You have “brand” presence in this area.
2. Be Authentic and Build Trust From the Inside Out

Authenticity is achieved when you establish a sustained level of credibility from the Inside/Out.

• Understand Your_________________
  o Understanding and focused on what is most important, to grow, maintain and protect your interests.

• Be ____________________
  o Make time to cultivate and build relationships
• ___________ Everyone
  o Listening intently, to discover the “shared self-interests” you have with others.

• Cultivate ________________
  o Open to input and taking the appropriate responsibility.

• Exercise ________________
  o Releasing distrust and moving forward in your pursuits.

• Be ________________
  o Actions that correspond to your expressed intentions.
Exercise: Active Listening Builds Authentic Trust

Body language says more than words. Research tells us that people receive information in the following ways:

- 55% of what we learn from others comes from their body language.
- 38% of what we learn from others comes from their tone of voice.
- 7% of what we learn from others comes from the words they say.

![Pie chart showing the breakdown of information reception: 55% Body Language, 38% Tone of Voice, 7% Words.](chart.png)
Action Step: Fostering Authenticity

Clarity of purpose:

Increase presence:

Actions that define respect:

Ways to encourage candor:

Pathways for forgiveness:

Characteristics of transparency:
3. Be Dependable and Communicate Consistently

Provide a consistent reliable performance and manage expectations.
Dependability is the attribute that defines a strong BRAND.

Name the three “top brands”....

1. _____________________
2. _____________________
3. _____________________

Why are they “top brands”?

____________________________________________________________
____________________________________________________________
____________________________________________________________

Within every business model you can do this through the four step process called The Strategic EDGE™, which is an acronym for:

• _________________ fully in the work;

• _________________ on time...or early;

• _________________ a consistent reliable performance;

• _________________ and make improvements.
Exercise Dependability:

What are our deliverables?

How can we improve reliability, value and experience with our customers and stakeholders?
4. Be Influential and a Good Steward of Your Trust

Make a difference in the lives of people in your sphere of influence.

Those who make a difference and effectively exercise influence follow these steps.

- _________________ to become part of the solution, be decisive.

“In any moment of decision the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

Theodore Roosevelt
- Make a public or physical ________________.

  "Unless commitment is made, there are only promises and hopes; but no plans."
  Peter Drucker

- ________________ the good, bad and ugly for achieving the objective.

  "Confronting the brutal facts is the first step in moving from ‘Good to Great’."
  Jim Collins

- Find the right ________________ to achieve the objective.

  "If I have seen further than others it is by standing on the shoulder of giants."
  Sir Isaac Newton

- Have the ________________ to finish.

  "Courage is resistance to fear; mastery of fear…not an absence of fear."
  Mark Twain
Action Step: Making a Difference

Where can you make a difference?

How can you make a difference?

What choices do you need to make?

What commitments do you need to take on?

Have you confronted everything to accomplish your objectives? Why or Why not?

What competencies do you still need to acquire? Who can help you?

How will you foster the courage to complete the task?
Monuments & Legacy
SAMPLE: The UCF Blackstone LaunchPad Contract

OUR PLEDGE

1. We own our relationships with everyone in our lives.
2. We are committed to open, honest & authentic communication.
3. We address tension with forgiveness.
4. We have fun!
5. We respect each other for who and what we are.
6. We challenge each other to grow and are willing to be challenged.
7. We are committed to what we do.
8. We have compassion.
9. We do our best everyday.
10. We are willing to forgive others and ourselves.
11. We are present and committed to excellence.
SAMPLE: Central Florida Regional Hospital TRUST Contract

As members of the Central Florida Regional Hospital Leadership Team, we will follow these guiding principles to ensure we are focused on building fulfilling, productive, profitable relationships.

To achieve Outrageous Trust amongst ourselves, our employees, physicians, patients and their families, our community, and other stakeholders, we agree to:

1. Act with integrity in everything that we do, in public and in private; ensuring the safety and care for the best interests of those with whom we are entrusted to work for and work with each day.

2. Choose our attitude each day, beginning with the humbleness to take responsibility for each relationship, seek help from others, and be mindful of all the little things we do each day that contribute to or diminish trust with everyone.

3. Treat everyone with respect by listening first and always, communicating consistently with openness and candor.

4. Foster a culture that encourages, models, and practices giving and accepting forgiveness and provides “safe zones” where people can speak freely and with confidence to deal with issues and present opportunities.

5. Be dependable, providing people with a consistent and reliable experience in the work we do, “closing the loop” and providing follow-up that helps them also be dependable in their roles and responsibilities.

6. Lead by example and engage in relationships that help us grow and improve our performance, seeking relationships where we can mentor others and be mentored by others -- helping us grow in our strengths and providing opportunities to improve on our weaknesses.

7. Take ownership and the initiative to identify issues and take the necessary actions, enlist the help of others and evaluate the options to be successful in our efforts.

8. Determine the expectations of our patients, co-workers, and others -- so we can manage both the performance of our work and the perceptions of others.

9. Give one another the benefit of the doubt to foster a culture of trust and encourage strong stewardship of our trust.

10. Hold ourselves and our teams to the highest standards and expectations for building more fulfilling and productive relationships in pursuit of our mission.
Outrageous Trust Contract for Your Team

As members of the team we will follow the guiding principles to ensure we are focused on building fulfilling, productive, profitable relationships.

1. Take responsibility for your relationships
2. Build trust from the inside/out
3. Communicate Consistently
4. Be a good steward of trust

As members of the team, we will strive to be:
   Trustworthy
   Authentic
   Dependable
   Influential

To achieve Outrageous Trust amongst ourselves and with our stakeholders, we agree to:

1. 

2. 

3. 

4. 

5. 

Signed All Members of The Team:
The commitment you are willing to assume in making a difference serves as the foundation of earning, building, cultivating, restoring, and/or repairing trust.

Remember, "Life is about the storm...you are either in the storm, coming out of the storm, or preparing to go back into the storm."

We are certainly facing a number of storms right now. Society will judge us on how we deal with adversity and challenges during these times. As such, others will choose whether or not to give us their trust and allow us to continue to govern, do business, or serve our community. If we commit to earn trust every day, challenging our own actions and cultures, and becoming more intentional and committed to this endeavor, we can make a difference.

Ultimately relationships are built one person, one action and one step at a time. Unless you become more mindful of this and take intentional steps to instill it in your personal and organizational actions, you will see only the "deficit of trust" grow. Business, civic and government leaders have the capacity to make the right moves if they have the will and the courage to make it happen.

Trust building is something that is exercised in every small action and interaction.

_Whoever can be trusted with very little can also be trusted with much, and whoever is dishonest with very little will also be dishonest with much._

If you are outrageous, you can make a difference, and you can earn, build and restore trust in your relationships, in business and in society.
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Roy Reid, APR, CPRC, is a leading authority on public relations and marketing. He works with business leaders and organizations as a counselor, strategist and coach...to grow, maintain and protect their interests. Roy is recognized by the organization Trust Across America as one of the 100 Thought Leaders in Trustworthy Business Behavior.

He is an award-winning business expert and author of Outrageous Trust®, a program that provides a framework and understanding of how to improve outcomes by earning and improving trust. Roy is a sought after speaker on numerous business topics including trust, issues management, crisis communications, ethics, change, and other related topics.

His clients include Fortune 500® companies, private companies, entrepreneurs, professional service firms and public agencies. Roy works to help clients assess risk and issues within the organization and in the marketplace, and then develop strategies to manage the identified issues from the inside/out. He has worked with leading brands, including companies like Wal-Mart, Walt Disney Resorts, 5/3 Bank, CSX Transportation, Tavistock Group, Lake Nona, The University of Central Florida, Progress Energy, Burger King, and numerous healthcare systems.

He is active in the community and a seasoned entrepreneur serving on the boards, in an advisory capacity, or as faculty with Junior Achievement/JA Academy; The University of Central Florida, The Foundation for Florida Virtual School, United Global Outreach, and Downtown Credo.

Roy earned a degree in Business Administration with a minor in Communications from the University of Central Florida, where he also served as student body president. In 2007, he was recognized by the College of Business as its Alumni of the Year, and in 2010 he was inducted into the Nicholson School of Communications Hall of Fame. Roy is Accredited in Public Relations (APR) and an active member of the Public Relations Society of America (PRSA). He is a Certified Public Relations Counselor (CPRC) of the Florida Public Relations Association (FPRA). Roy is a student and instructor of martial arts and holds a fourth degree black belt in Taekwondo.