



Securing Your Role as a Trusted Advisor

IAPSC Conference| April 2014



In this “moment of truth,” what should I do?

- A. Wait for Chuck to respond
- B. Press on
- C. Back out gracefully
- D. Get curious

Human vulnerabilities have serious consequences

- Waste
- Lost opportunity
- Compromise
- Failure



Trust has an upside



1. Engagement

2. Productivity

3. Leverage

4. Information sharing

5. Creativity/innovation



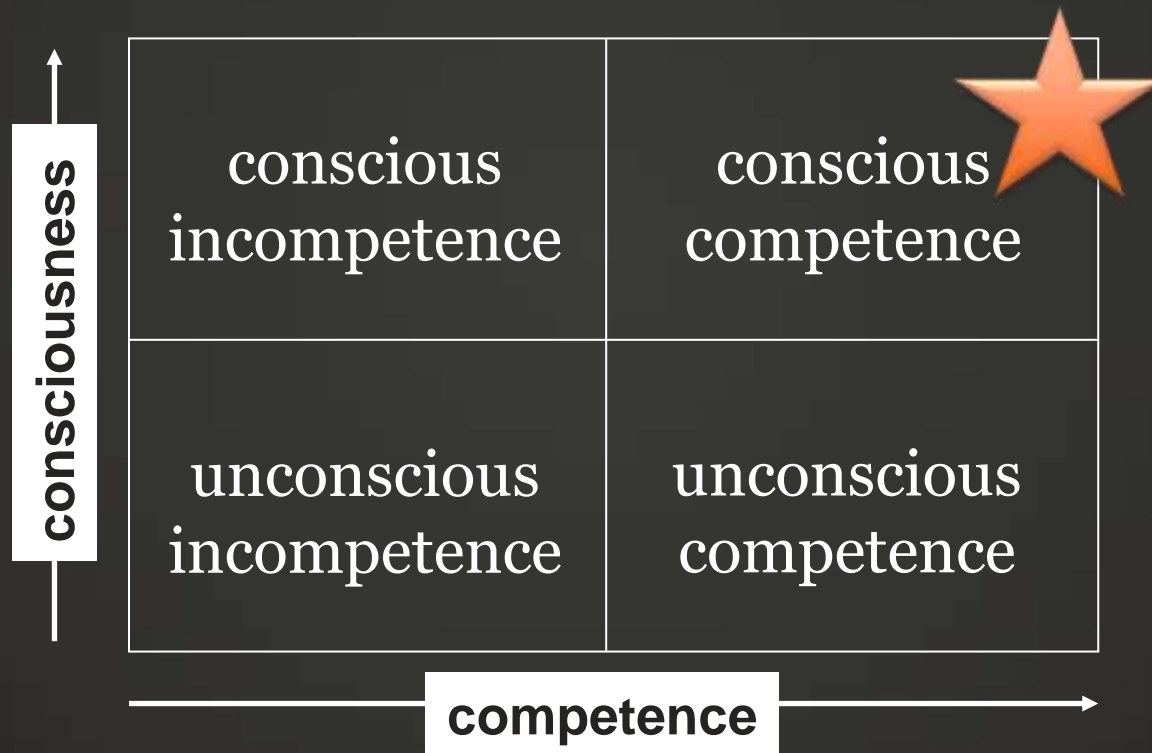
Trustworthiness starts with mindset

- Trust is **p**ersonal
- Trust is **p**aradoxical
- Trust is **p**ositively correlated to risk



The
3 P's

A certain level of mastery is required

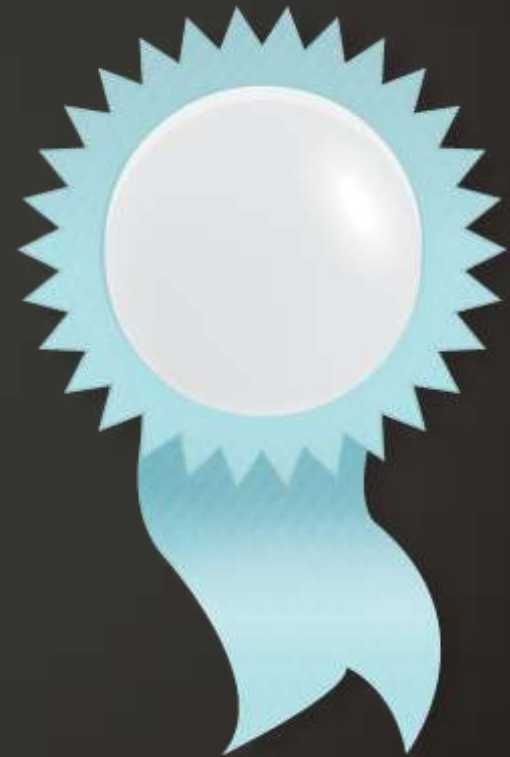


Today, we'll explore what it really takes ...

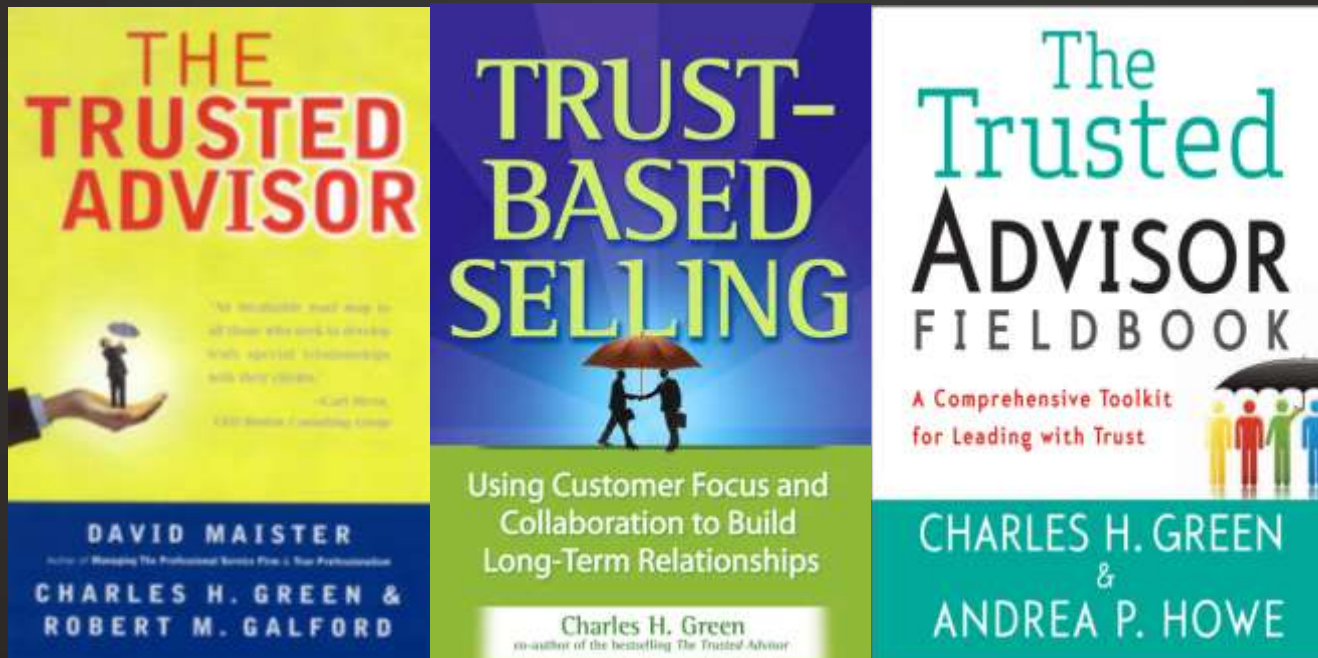
... to be trustworthy

... to be influential

... to build your business
through trust



These are our building blocks



Looking up “trust” is a waste of time



Let's make it real

Bring to mind a “relationship situation”:

1. There's misalignment, concern, disagreement, frustration, tension, or conflict (big or little)
2. It's with an individual
3. You can speak about it here



Say three things out loud

1. “My stakeholder is _____.”
2. “The challenge as I see it is _____.”
3. “My wish for this relationship is _____.”

Let's consider this situation together:

- You promised a client something by “close of business”
- You won't be able to deliver it until 8am
- She typically gets in at 9am

What should you do?

- A. Decide not to worry about it
- B. Deliver at 8am with a quick note
- C. Re-promise now for 8am tomorrow
- D. Send a message to your team mate (cc your client)

Reliability relates to actions

$$T = \frac{R}{A}$$

T trustworthiness
R reliability

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Reliability is the only variable that requires the passage of time

AND you can accelerate it:

5. Make lots of small promises
6. Be on time
7. Use their terminology

How about this situation:

- You are meeting with a potential client
- You studied their business
- They ask about your direct experience with XYZ
- You've never done XYZ

What should you do?

- A. Talk about and demonstrate your knowledge of XYZ
- B. Tell her you do not have any direct experience
- C. Share how your experience equips you to do XYZ
- D. Change the subject quickly

Credibility is about more than expertise

$$T = \frac{C + R}{\quad}$$

T trustworthiness
C credibility
R reliability

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Here's how to build credibility quickly

1. Show you've done your homework
2. Take a point of view
3. Speak the truth ... always
4. Combine your words with presence

How about this situation?

- Paul is 10 minutes late to your one-on-one
- In passing, he mentions issues at home
- Throughout the meeting he seems distracted

What should you do?

- A. Stay focused on the agenda
- B. Make a mental note ... then ask later if he is okay
- C. Make a mental note ... then look for ways your team can help
- D. Pause to make an observation

There are many paths to Intimacy

$$T = \frac{C + R + I}{1}$$

T trustworthiness
C credibility
R reliability
I intimacy

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Even intimacy can be accelerated

8. Name the elephant

9. Listen with empathy

10. Tell them something you appreciate about them

11. Address people by name

And finally, this situation?

- You have a great opportunity to significantly expand your work.
- Your group has *some* experience.
- NONAME GROUP has done excellent work in this area.

What should you do?

- A. Prepare to recommend your group
- B. Prepare to be candid ... but keep the focus on your group
- C. Prepare to be candid ... and suggest they consider NONAME as well
- D. Update your resume

Self-orientation is all about focus

$$T = \frac{C + R + I}{S}$$

T trustworthiness
C credibility
R reliability
I intimacy
S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

There are ways to “get off your ‘S’” faster, too

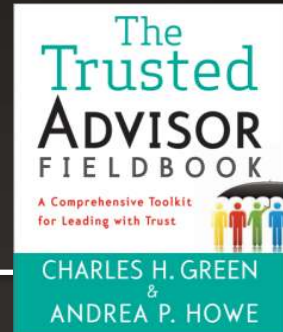
12. Give away ideas

13. Build a shared agenda

14. Steer clear of premature problem-solving

15. Relax your mind

Walking the talk: Your stakeholder's experience



Consider your **stakeholder challenge**. Which variable would he/she say earns your highest score? Lowest score?

$$T = \frac{C + R + I}{S}$$

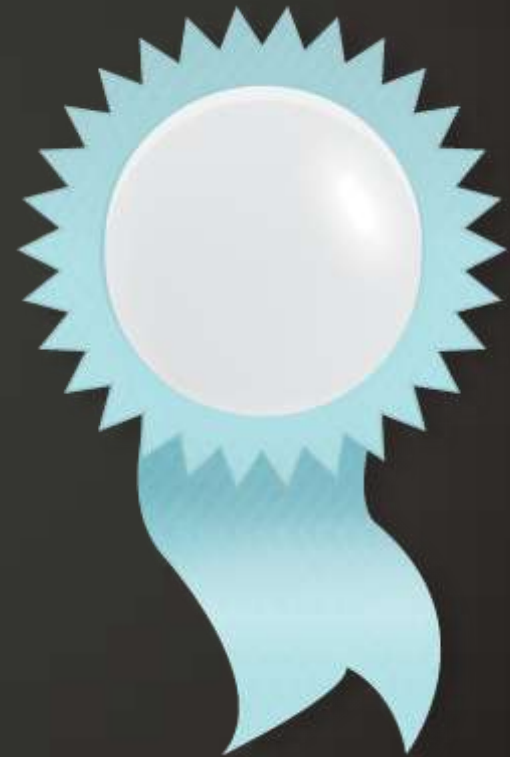
T trustworthiness
C credibility
R reliability
I intimacy
S self-orientation

Next up, what it really takes ...

... to be trustworthy

... to be influential

... to build your business
through trust





Securing Your Role as a Trusted Advisor

IAPSC Conference| April 2014

Welcome Back

The Trust Equation brings clarity to ambiguity

$$T = \frac{C + R + I}{S}$$

T trustworthiness
C credibility
R reliability
I intimacy
S self-orientation

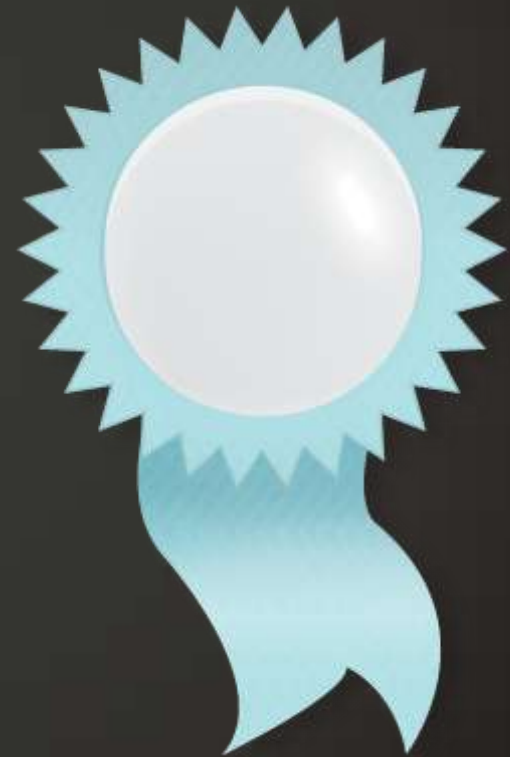
Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Next up, what it really takes ...

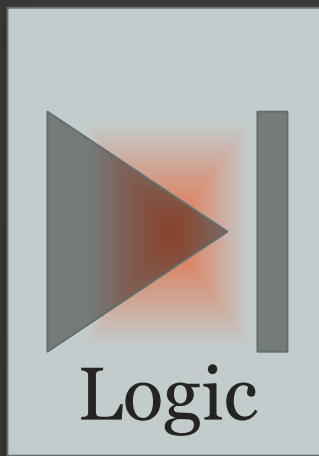
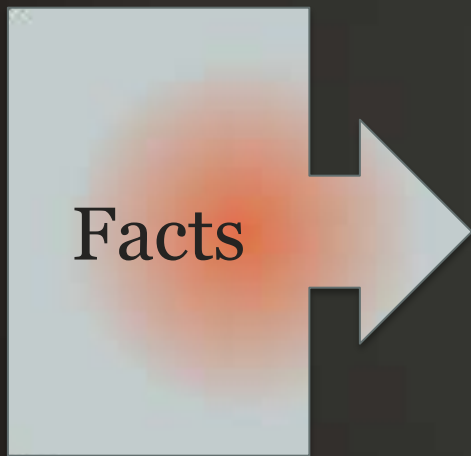
... to be trustworthy

... to be influential

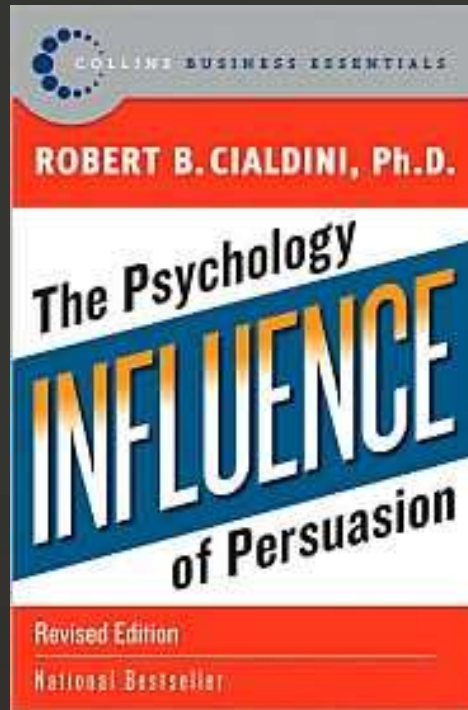
... to build your business
through trust



Influence is as misunderstood as trust

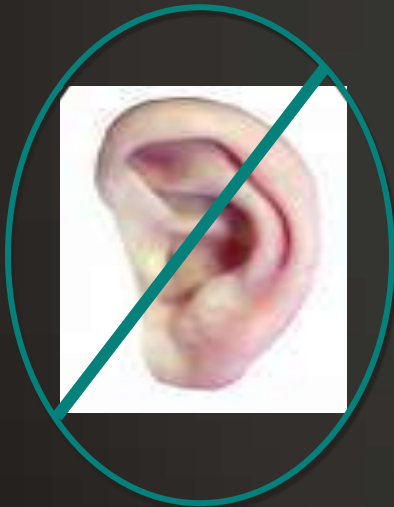


What drives influence might surprise you



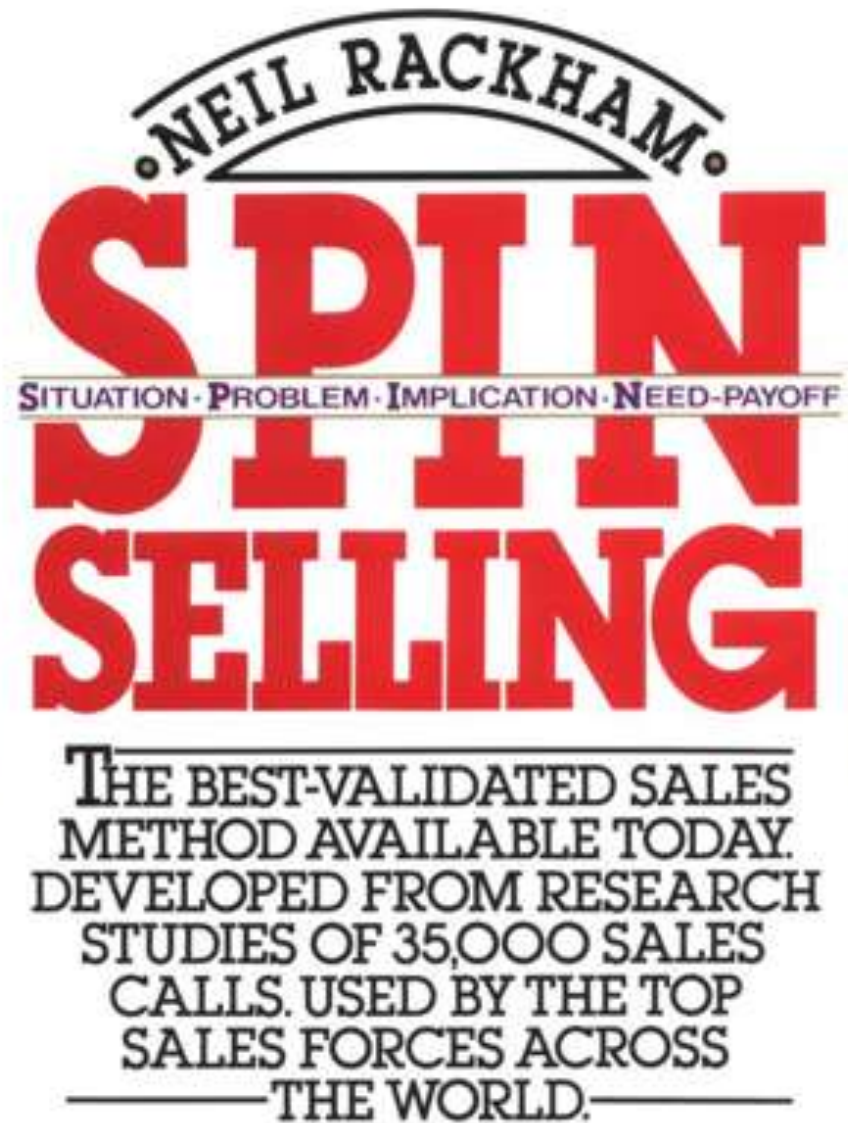
reciprocity

Trust breaks down in conversations in two key ways



Listening also drives sales

“The most pervasive and hardest sales problem? **Premature solutions.** The mistaken belief that the sooner they can begin solving the problem, the more effective they will be.”



Influence, in fact, is a function of listening,
not talking



empathy

We have to earn the right to be right

RATIONAL



Paraphrase



NON-RATIONAL



Empathize



Earn the Right

Earning the Right to be Right



Consider your stakeholder situation

- What haven't I been HEARING?
- What haven't I been SAYING?

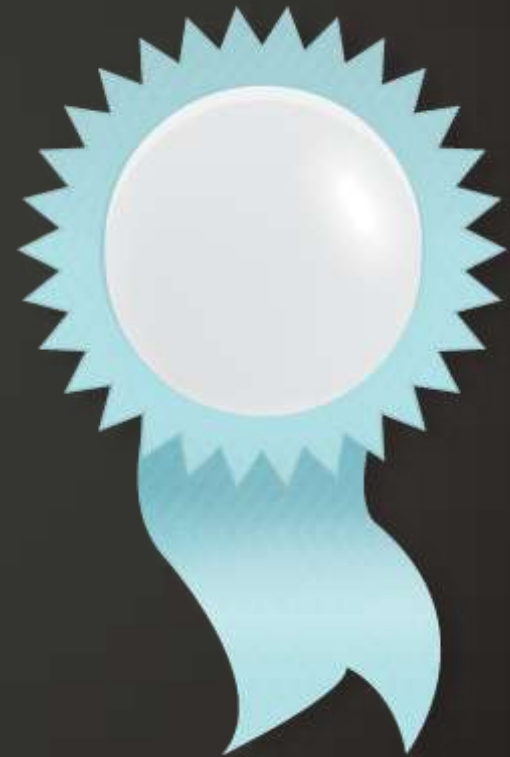


Finally, what it really takes ...

... to be trustworthy

... to be influential

... to build your business
through trust



The definition of “sell” isn’t pretty

Full Definition of SELL



transitive verb

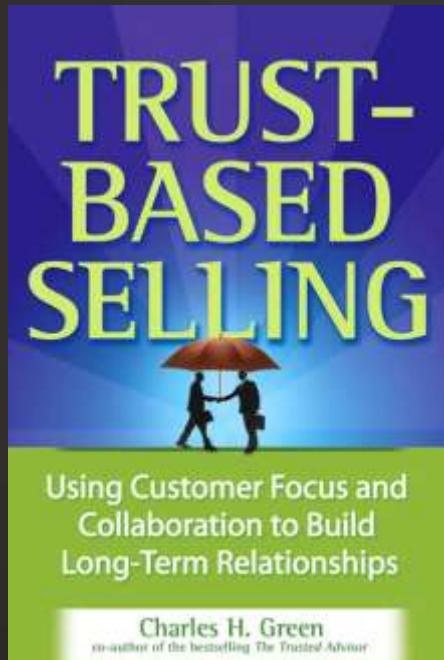
1 : to deliver or give up in violation of duty, trust, or loyalty and especially for personal gain : **BETRAY** —often used with *out* <sell out their country>

Source: <http://www.merriam-webster.com/dictionary/sell>

Mindsets make a difference



Trust-based selling is about helping ...



“The objective of trust-based selling is to help the buyer do the right thing—for the buyer. Period.”

... and helping isn't smarmy.

The Trust Principles define four key values to live by

1. Other-focus—for their sake, not yours
2. Medium- to long-term—relationship, not transaction
3. Collaboration—working with, not to/for, the client
4. Transparency—except where illegal or injurious

How do you apply the trust principles to developing business?

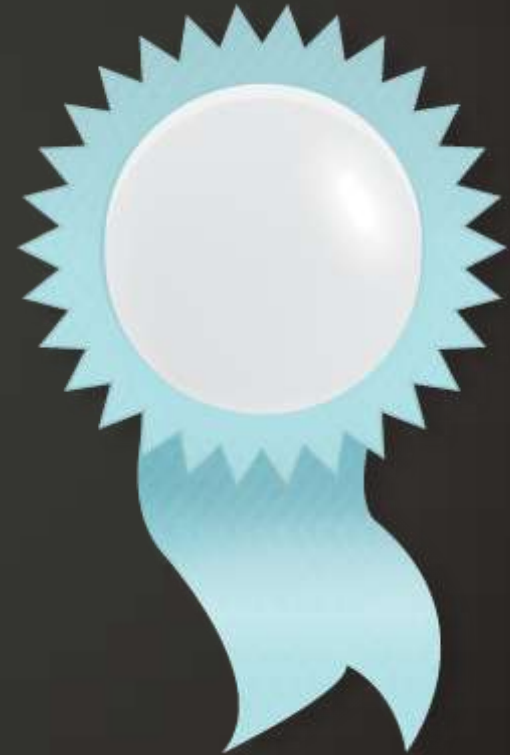
Other-focus	Collaboration	Med to LT view	Transparency
Offer a client three ideas for improving their performance in the next quarter without any extra work	Start internally: take concrete steps to break down silos	Revisit the list of clients you screened out and find out what they're up to	In sales conversations, compare your offerings to others—share the good, the bad, and the ugly

Today we covered how...

... to be trustworthy

... to be influential

... to build your business
through trust



Securing Your Role as a Trusted Advisor: Key Takeaways

#1. A TRUSTED ADVISOR is a _____.

#2. The THREE P's of trust are:

Trust is p _____

Trust is p _____

Trust is p _____

#3. The TOP 5 BENEFITS of trust are:

1. _____

2. _____

3. _____

4. _____

5. _____

#4. My stakeholder's name is: _____.

#5. CREDIBILITY equates to _____.

RELIABILITY equates to _____.

INTIMACY equates to _____.

SELF-ORIENTATION equates to _____.

$$T = \frac{C + R + I}{S}$$

#6. _____ is the only variable of trustworthiness requiring the passage of time.

#7. Four ways I could RAPIDLY BOOST MY TRUSTWORTHINESS score:

Self-Orientation: _____

Intimacy: _____

Reliability: _____

Credibility: _____

Choose from your bookmark or insert your own. Download a free eBook that expands on the [15 Ways to Build Trust ... Fast!](#)

#8. My TRUST TEMPERAMENT™ is my _____ when it comes to trust-building.

#9. According to Cialdini, _____ is a primary driver of INFLUENCE. This plays out in the business of advice-giving in the form of _____.

#10. My BIGGEST TAKEAWAY from today is: _____.

#11. ONE ACTION I will take to increase my trustworthiness is:

What	By When	With Support From

The Virtual Goodie Bag



- Online resources for you:
www.trustedadvisor.com/IAPSC
- Take the Trust Quotient Assessment
<http://trustsuite.trustedadvisor.com>

cgregory@trustedadvisor.com



How will you choose...

Cate Gregory
cgregory@trustedadvisor.com
1-703-346-5050, [LinkedIn](#)

... to set yourself apart?

A photograph of a stage with heavy red curtains. A circular spotlight illuminates a microphone stand in the center of the stage. The floor is covered with a patterned carpet.