



TRUST AND INFLUENCE

What Every Successful PM Needs to Know



Welcome

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Goals for Today

At the end of this PRESENTATION you will:

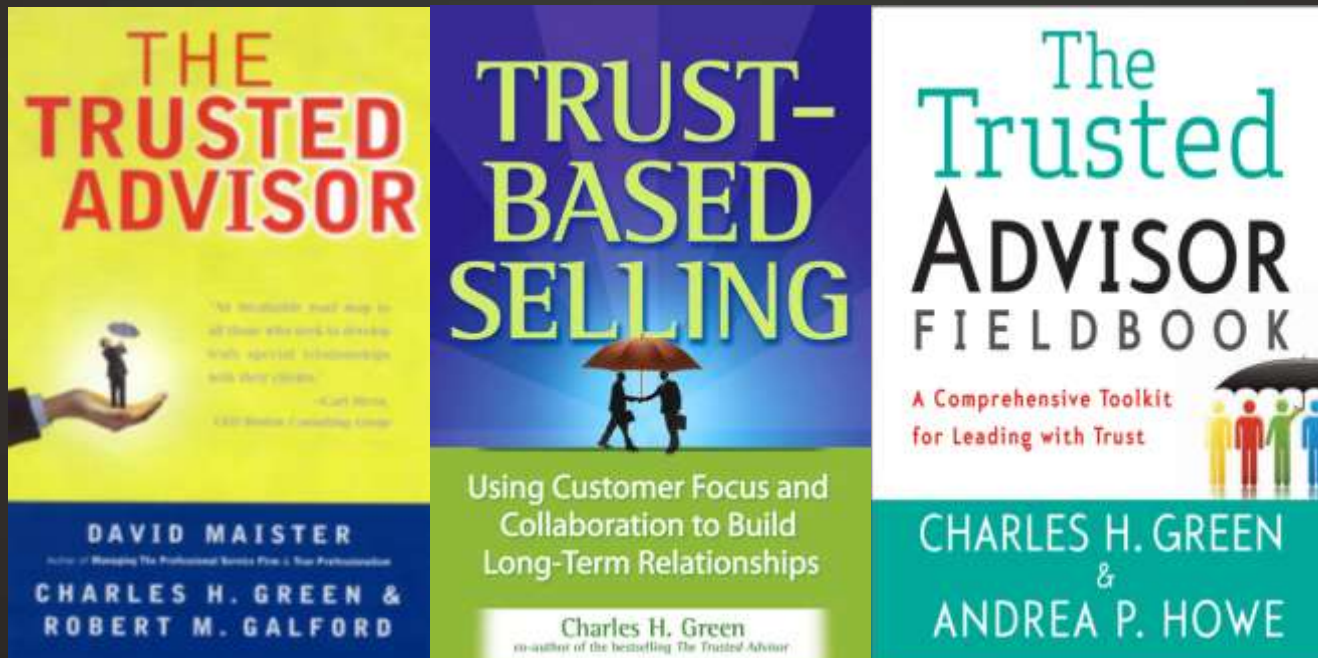
1. Know the **four essential elements** of trustworthiness
2. Understand the “**secret weapon**” of influence
3. Appreciate the **paradox** of trust and be able to put it to work

Common People Challenges


What's most VEXING for you?

1. Make a compelling case
2. Gain the agreement of diverse stakeholders
3. Say “no” to a customer
4. Recover from mistakes
5. Transition to a new customer

These are our building blocks



The Trust Equation brings clarity to ambiguity

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


T trustworthiness
C credibility

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

Reliability relates to actions

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

T trustworthiness
C credibility
R reliability

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

Intimacy equates to safety

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

T trustworthiness
C credibility
R reliability
I intimacy

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

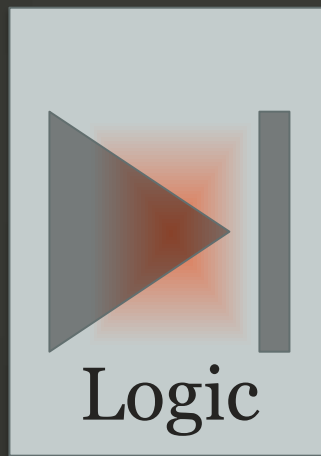
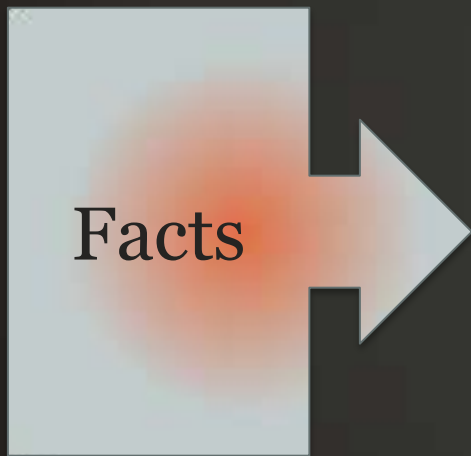
Self-orientation is all about focus

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

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

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

Influence is as misunderstood as trust



What drives influence might surprise you

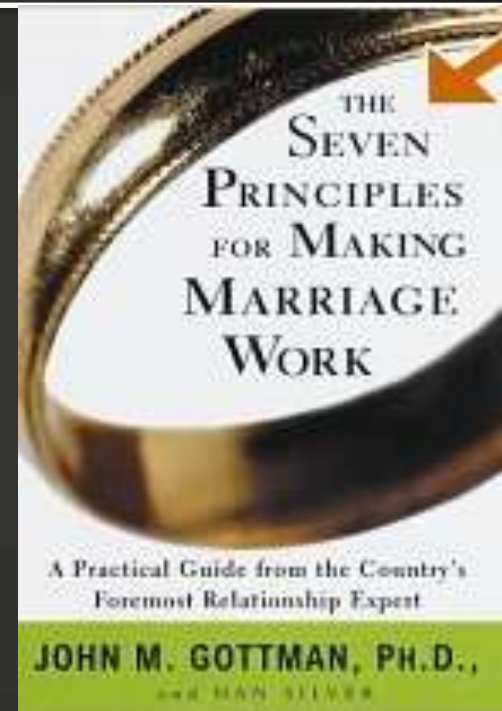


reciprocity

Source: *Influence: The Psychology of Persuasion* by Cialdini, Collins, 2007

The quality of our listening matters

- “Understanding must precede advice.”
- “You have to let your partner know that you fully understand and empathize ... before you suggest a solution.”



Here's what empathy sounds like

“I don't see value in that.”

“Sounds like we haven't done a good job making the case.”

“That's a tough spot to be in.”

“We're just not sure which way to go.”

“I'm disappointed by your team's results.”

We've clearly missed the mark from your perspective.”

Great listening happens on different levels



Level 1

- Relate to self
- Think about what you're going to say next

Level 2

- Relate to the speaker
- Focus on the speaker
- Make empathetic statements
- Ask questions
- Engage non-verbally

Source: *Co-Active Coaching* by Whitworth, Kimsey-House, and Sandahl, Davies-Black Publishing, 2007

Thomas Friedman has a point of view

The New York Times
ON THE WEB

“People often ask me how I, an American Jew, have been able to operate in the Arab/Muslim world for 20 years, and my answer to them is always the same. The secret is to be a good listener ...”

“ ... It's not just what you hear by listening that is important. It is what you say by listening that is important...”

“ ... Never underestimate how much people just want to feel that they have been heard; once you have given them that chance, they will hear you.”

Review...

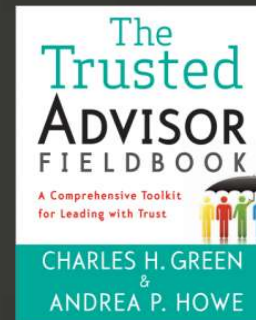
Key takeaways

1. Make a compelling case
2. Gain the agreement of diverse stakeholders
3. Say “no” to a customer
4. Recover from mistakes
5. Transition to a new customer



And there's more...

DRAW



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