



Trust and Influence:

What Every Successful HR Professional Needs to Know

HRATV HR Rise Up Conference | April 2014

Human vulnerabilities have serious consequences

- Waste
- Lost opportunity
- Compromise
- Failure



Trust has upside



1. Engagement

2. Productivity

3. Influence

4. Information sharing

5. Creativity/innovation

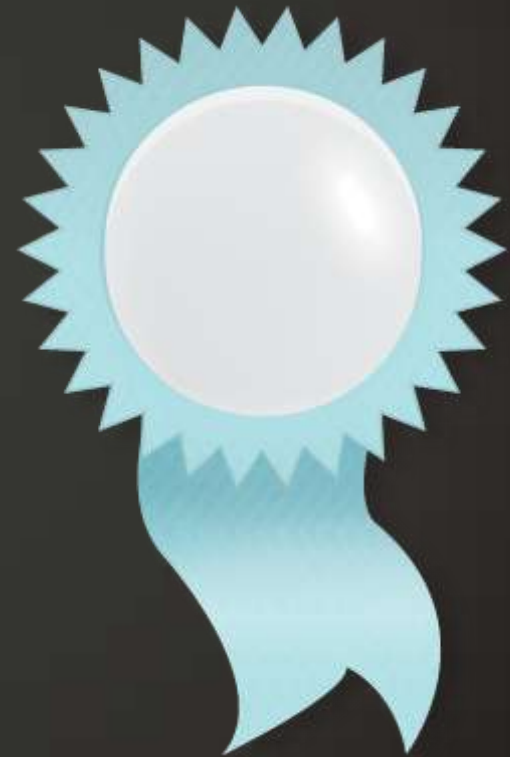


Today, we'll explore what it really takes ...

... to be trustworthy

... to be influential

... to make a habit of trust



Trustworthiness starts with mindset

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



The
3 P's

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 _____.”

Looking up “trust” is a waste of time



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

Reliability is about actions

Actions

Reliability

Dependability

Predictability

I trust him to...

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

Credibility relates to words

Words

Credibility

Truthfulness
Credentials

*I trust what she
says about...*

Actions

Reliability

Dependability
Predictability

I trust him to...

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

Intimacy relates to safety

Words

Credibility

Truthfulness
Credentials

*I trust what she
says about...*

Actions

Reliability

Dependability
Predictability

I trust him to...

Safety

Intimacy

Discretion
Empathy
Risk-taking

*I trust her
with...*

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

Self-orientation relates to focus

Words

Credibility

Truthfulness
Credentials

*I trust what she
says about...*

Actions

Reliability

Dependability
Predictability

I trust him to...

Safety

Intimacy

Discretion
Empathy
Risk-taking

*I trust her
with...*

Focus

Self-Orientation

Motives
Attention
*I trust that he
cares about...*

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

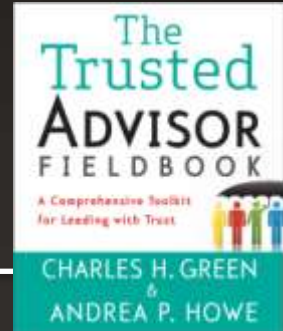
Let's link this to your stakeholder...

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

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

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

Walking the talk: Your stakeholder's experience



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

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

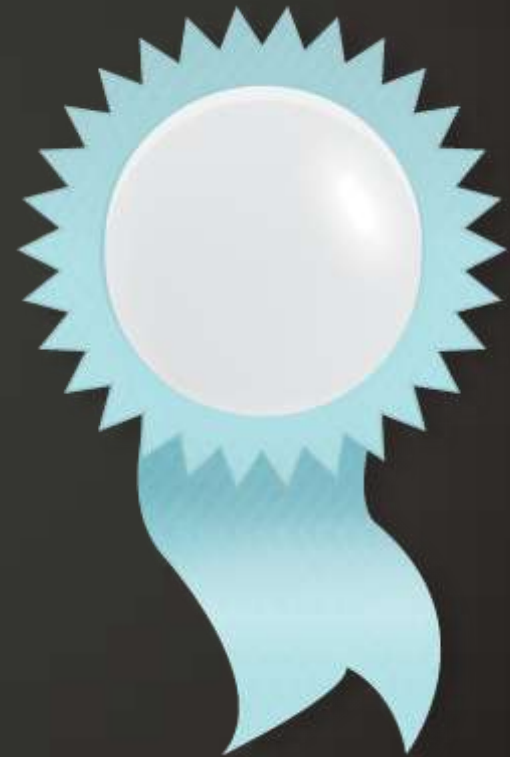
T trustworthiness
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Next up, what it really takes ...

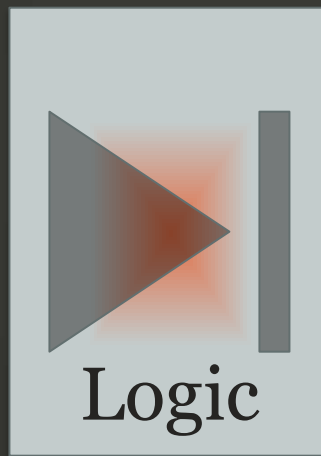
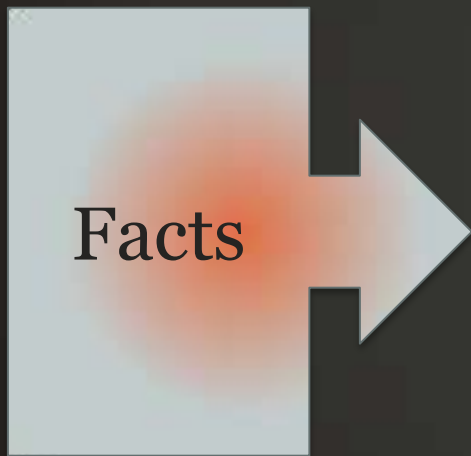
... to be trustworthy

... to be influential

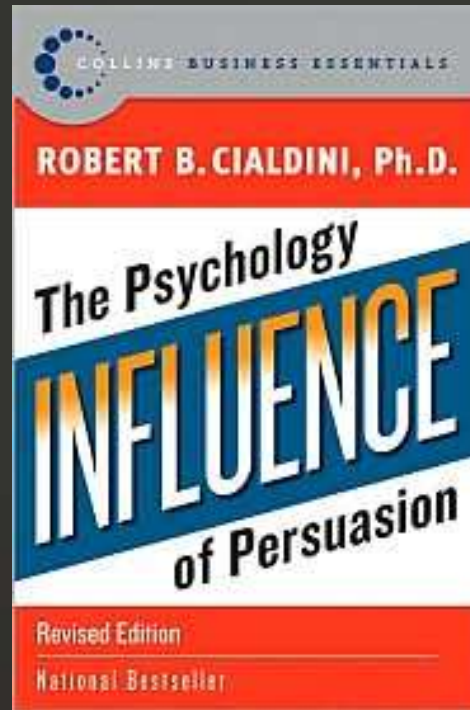
... to make a habit of trust



Influence is as misunderstood as trust



What drives influence might surprise you

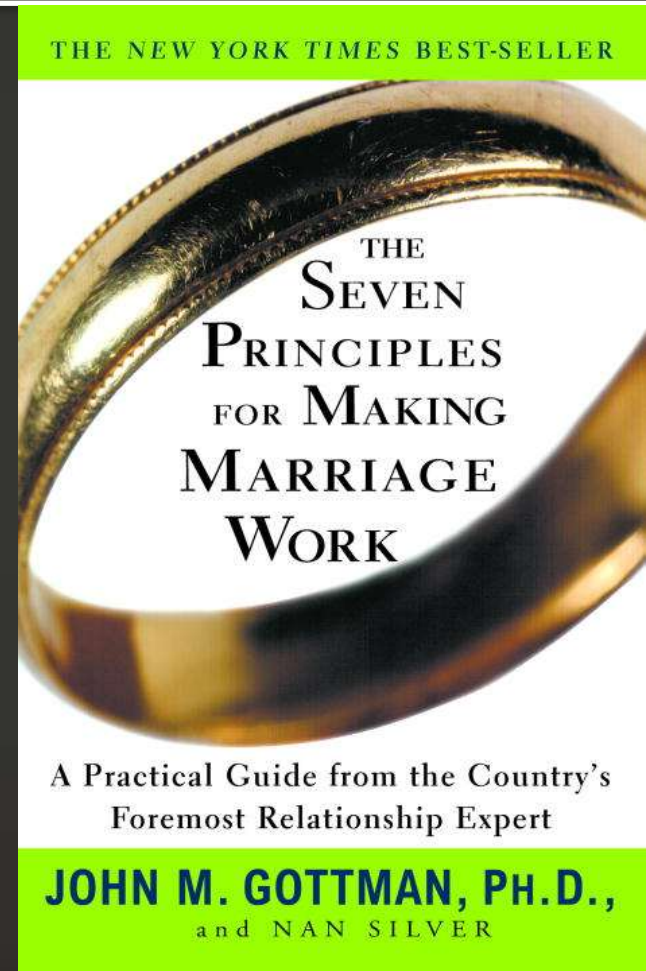


reciprocity

It turns out the *quality* of our listening also matters ... a lot

“Understanding must precede advice.”

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



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

Consider your stakeholder situation

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

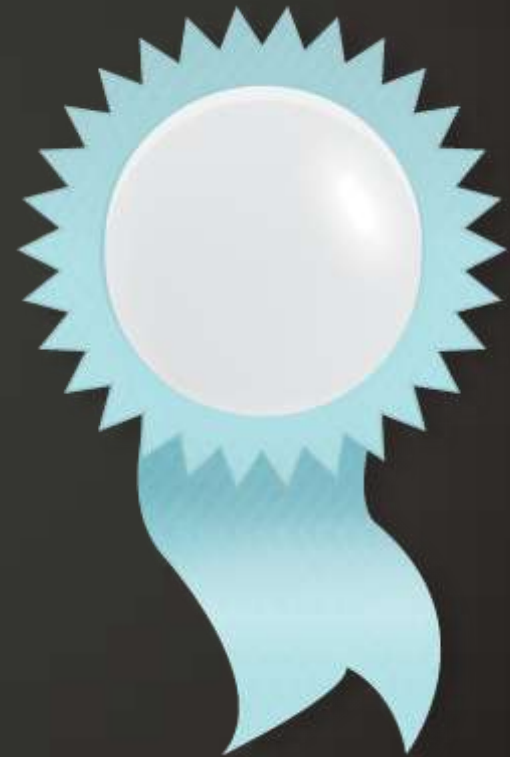


Finally, what it really takes ...

... to be trustworthy

... to be influential

... to make a habit of trust



It takes practice to become natural

1. Practice everyday empathy
2. Tune out to tune in
3. Get curious – about yourself and others

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

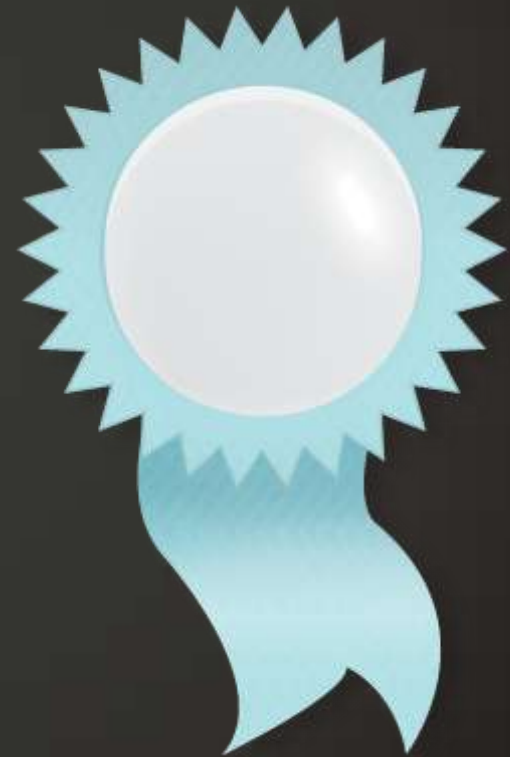
—Aristotle

Today we covered, what it really takes ...

... to be trustworthy

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**Trust and Influence: What Every Successful HR Professional Needs to Know:
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/HRriseup
- Take the Trust Quotient Assessment
<http://trustsuite.trustedadvisor.com>

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How will you choose ...

... to set yourself apart?

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