



# Trust and Influence

Say It With Impact | May 15, 2012

# Can someone who lies ever be trusted?

A. No

B. Yes

C. Maybe

# Today we'll answer ...

## Defining Trust



How does trust actually work?

## Assessing Trust



What are your personal strengths and weaknesses?

What does this group lead with when it comes to trust-building?

## Being Influential



What is the biggest driver of influence?

What are the two biggest trust-destroying habits?

# Welcome

# Why does trust matter?

## When you are trusted, your clients and colleagues ...

- Solicit your advice
- Accept and act on your recommendations
- Bring you in on complex, strategic issues
- Share more information
- Give you the benefit of the doubt
- Forgive mistakes
- Protect you
- Are comfortable with you
- Involve you early-on
- Rely on your instincts and judgments
- Treat you as you wish to be treated

Welcome



# Defining Trust

# Looking up “trust” in the dictionary is a waste of time



Defining Trust

# The Trust Equation brings clarity to ambiguity

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

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

Defining Trust

# There are four variables of trustworthiness

## Words

### Credibility

Truthfulness  
Credentials

*I trust what she  
says about...*

## Actions

### Reliability

Dependability  
Predictability

*I trust her to...*

## Safety

### Intimacy

Discretion  
Empathy  
Risk-taking

*I trust her  
with...*

## Focus

### Self-Orientation

Motives  
Attention

*I trust that she  
cares about...*

Defining Trust

# How do the four variables map to the PwC Experience?

LINKING TO THE SERVICE BASICS

Q: What do you notice about this mapping?

Listen with an open mind

Personalize relationships

Respond promptly

Seek out specific feedback

Express appreciation to others

Own a problem thru resolution

Act with humility, not arrogance

Intimacy | Self-Orientation

Intimacy

Reliability

Intimacy

Intimacy

Self-Orientation

Credibility | Intimacy | Self-Orientation

Defining Trust



# Assessing Trustworthiness

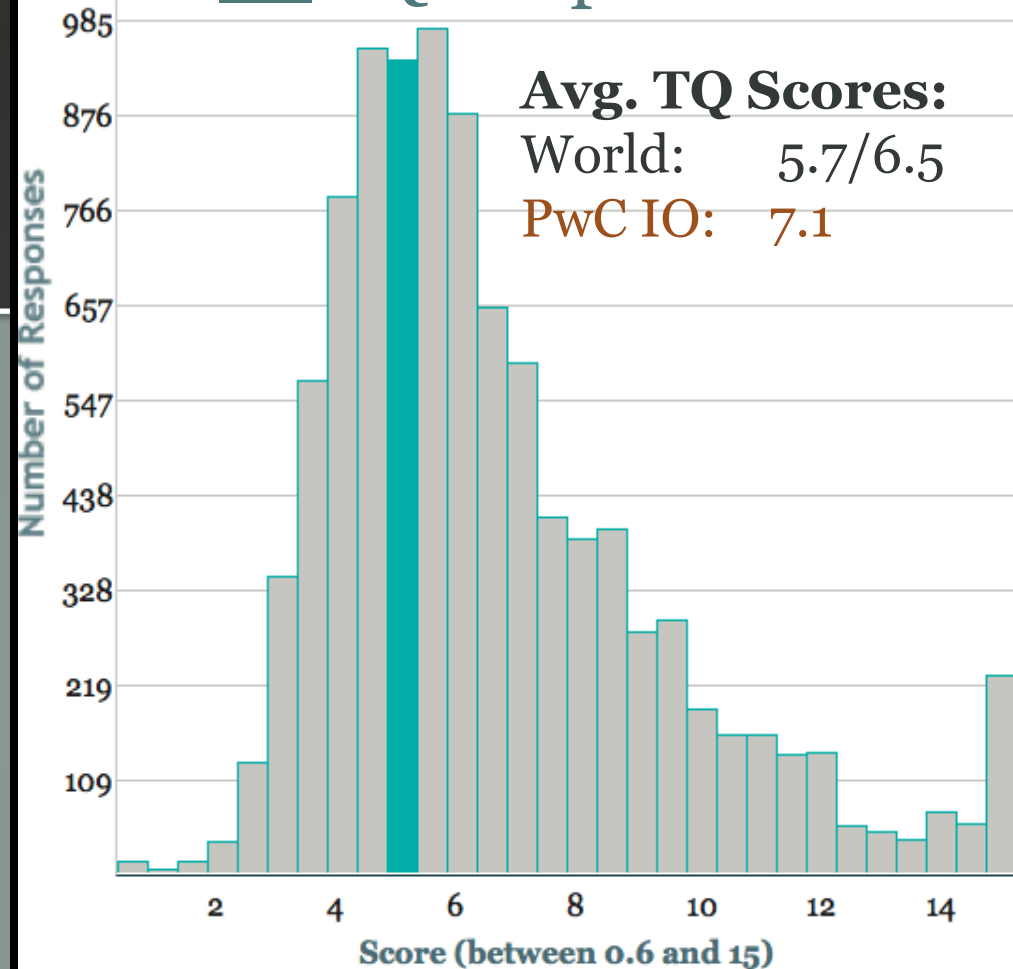
# What's your TQ?

N = 12,857

Median skewed left:  
3 x S

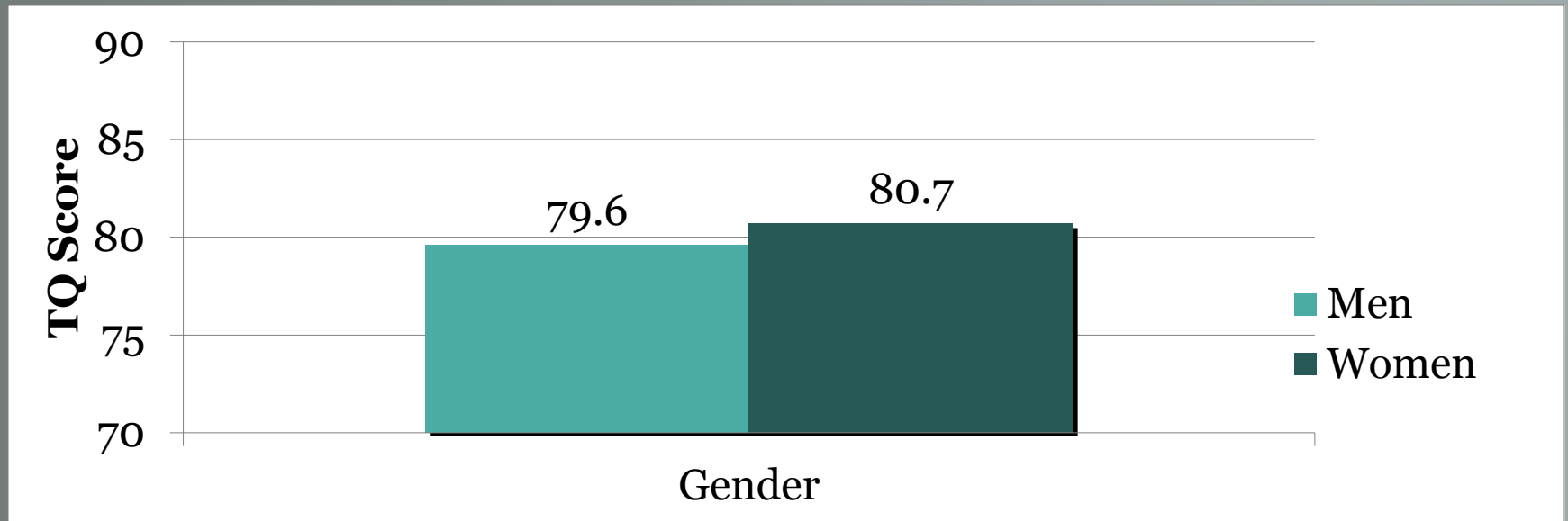
$$T = \frac{C + R + I}{S}$$

## All TQ Respondents



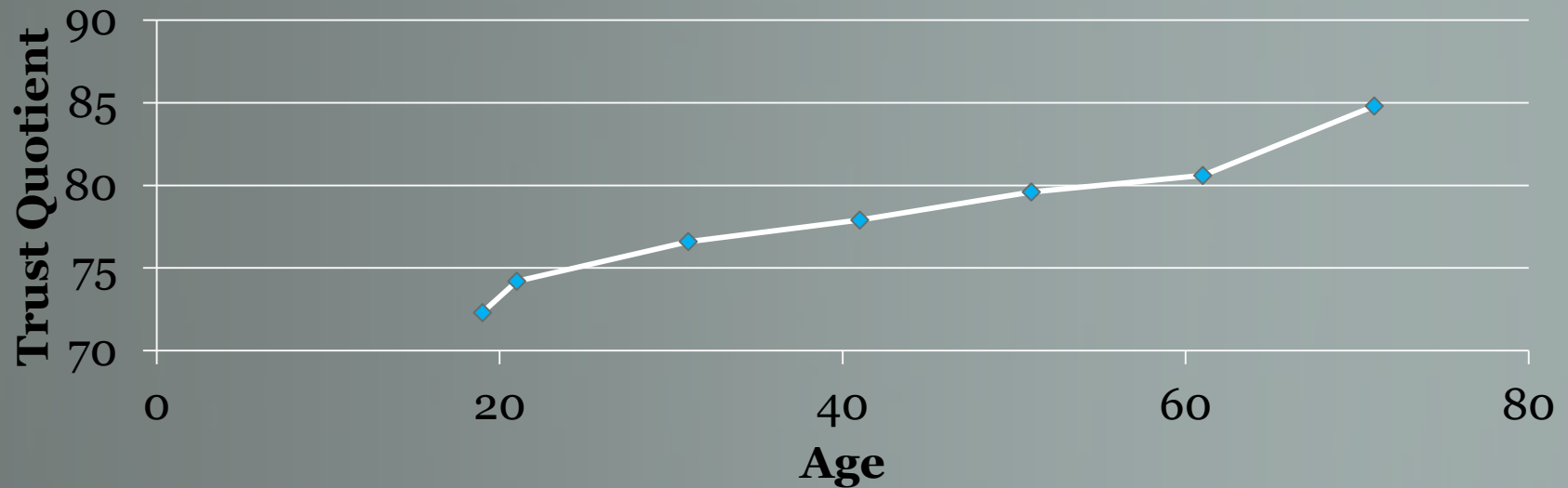
Assessing Trustworthiness

# Who's more trustworthy: men or women?



Assessing Trustworthiness

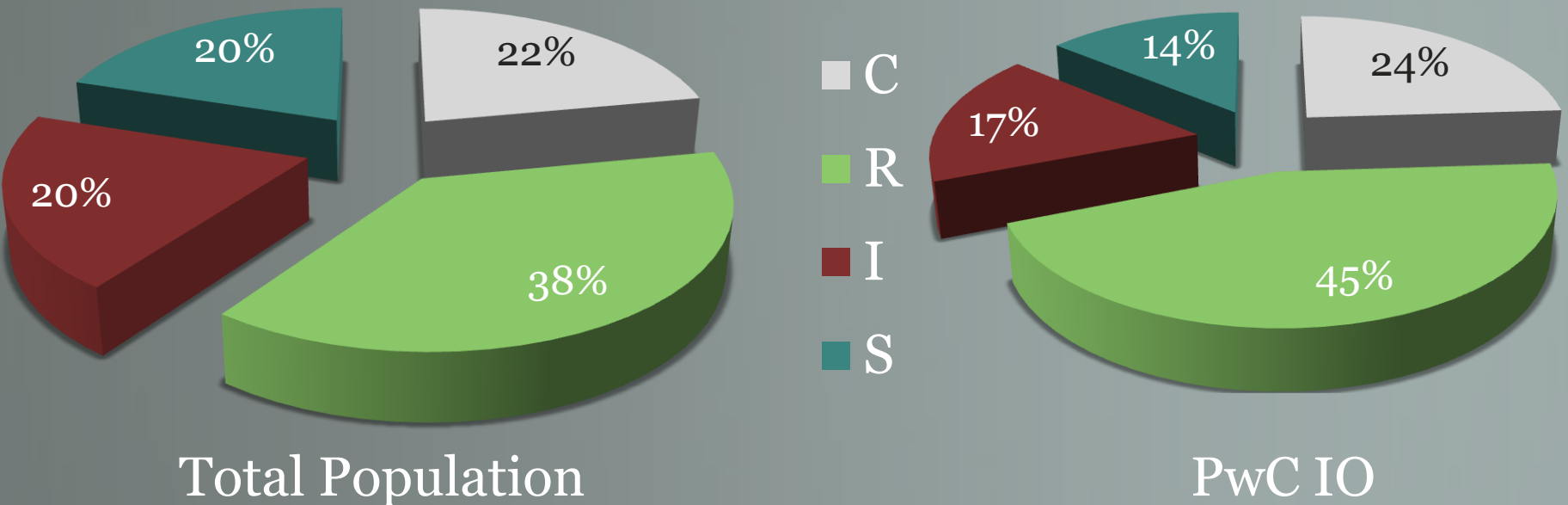
# Do we get more or less trustworthy as we age?



Assessing Trustworthiness

# How does this group compare?

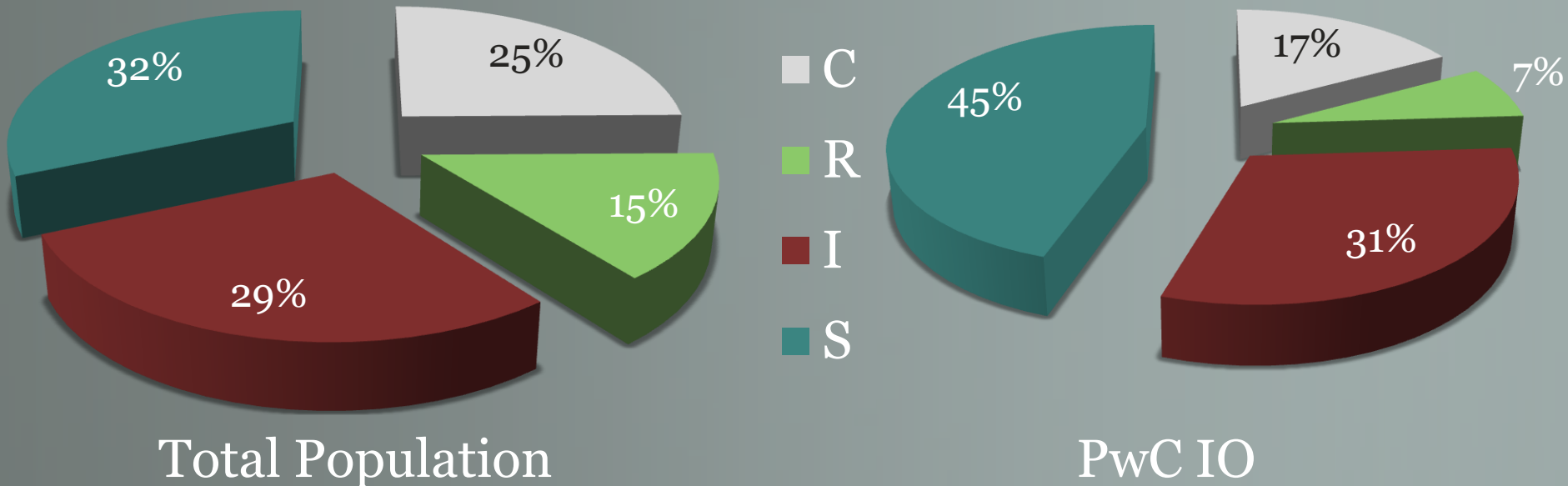
## HIGHEST RATED VARIABLE



Assessing Trustworthiness

# How does this group compare?

## LOWEST RATED VARIABLE



Assessing Trustworthiness

# What's in a Temperament?

- Derived from the two strongest variables
- Your *innate preference* when it comes to building trust

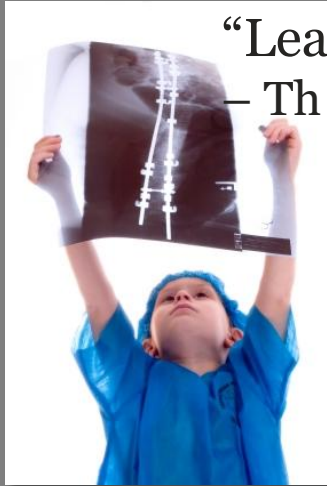
Trust Temperament™	C	R	I	S
Expert	✓	✓		
Catalyst	✓		✓	
Professor	✓			✓
Doer		✓	✓	
Steward		✓		✓
Connector			✓	✓

Assessing Trustworthiness

# Each Temperament brings a unique approach

“My goal wasn’t to make a ton of money.  
It was to build good computers.”

Steve Wozniak



“Lead, follow or get out of the way.”

— Thomas Paine



“The important thing is not to stop questioning. Curiosity has its own reason for existing.”

— Albert Einstein



“I just did what I had to do as things came along.”

— Eleanor Roosevelt



“Invisible threads are the strongest ties.”

— Friedrich Nietzsche



“A genuine leader is not a searcher for consensus but a molder of consensus.”  
- Martin Luther King, Jr.

# How does this group compare?

WORLD (N = 12,857)

Temperament	World
CR Expert	31%
RS Steward	21%
RI Doer	17%
IS Connector	13%
CI Catalyst	10%
CS Professor	8%

Assessing Trustworthiness

# How does this group compare?

WORLD (N = 12,857), PWC IO (N = 29)

Temperament	World	PwC IO
CR Expert	31%	32.5%
RS Steward	21%	22.5%
RI Doer	17%	25%
IS Connector	13%	2.5%
CI Catalyst	10%	10%
CS Professor	8%	7.5%

Assessing Trustworthiness

# How does this group compare?

WORLD, PWC IO, LAW FIRM

Temperament	World	PwC IO	Law Firm
CR Expert	31%	32.5%	48%
RS Steward	21%	22.5%	25%
RI Doer	17%	25%	8%
IS Connector	13%	2.5%	8%
CI Catalyst	10%	10%	0%
CS Professor	8%	7.5%	0%

Assessing Trustworthiness

# What about effectiveness vs. distribution?

## WORLD EFFECTIVENESS

Temperament	TQ Score
RI Doer	80.6
IS Connector	80.4
CI Catalyst	79.9
RS Steward	79.7
CR Expert	79.1
CS Professor	79.1

Assessing Trustworthiness

# What about effectiveness vs. distribution?

## WORLD EFFECTIVENESS, WORLD DISTRIBUTION

Temperament	TQ Score	World Dist.
RI Doer	80.6	17%
IS Connector	80.4	13%
CI Catalyst	79.9	10%
RS Steward	79.7	21%
CR Expert	79.1	31%
CS Professor	79.1	8%

Assessing Trustworthiness

# What about effectiveness vs. distribution?

WORLD EFFECTIVENESS, WORLD DISTRIBUTION, PWC IO DISTRIBUTION

Temperament	TQ Score	World Dist.	PwC IO Dist.
RI Doer	80.6	17%	25%
IS Connector	80.4	13%	2.5%
CI Catalyst	79.9	10%	10%
RS Steward	79.7	21%	22.5%
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Assessing Trustworthiness

# What about effectiveness vs. distribution?

WORLD DISTRIBUTION, PWC IO DISTRIBUTION, LAW FIRM DISTRIBUTION

Temperament	World Dist.	PwC IO Dist.	Law Firm Dist.
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Assessing Trustworthiness

Consider the **relationship challenge** you brought to mind:

- How is your Trust Temperament™ impacting the strategies and actions you have been choosing?
- How might you be more effective with this person?

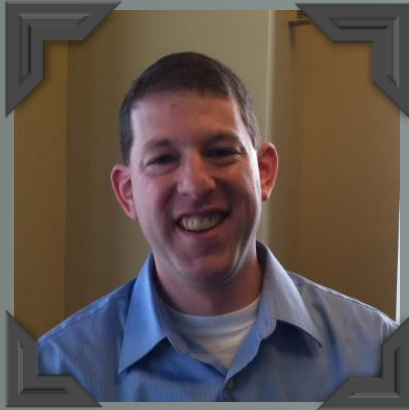
Assessing Trustworthiness

# Break time!



*Re-start at 3:05*

# They're back by popular demand!



*The Client:*  
Kevin Glazer



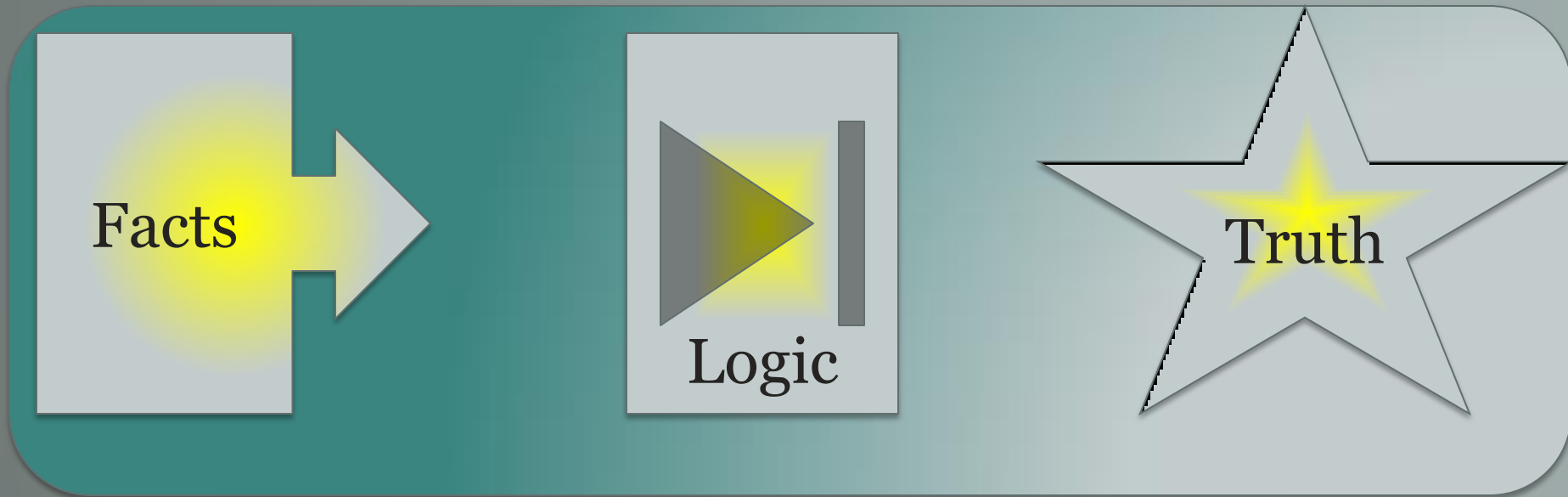
*The Consultant:*  
Frank Munn

Being Influential



# Being Influential

# Influence is as misunderstood as trust

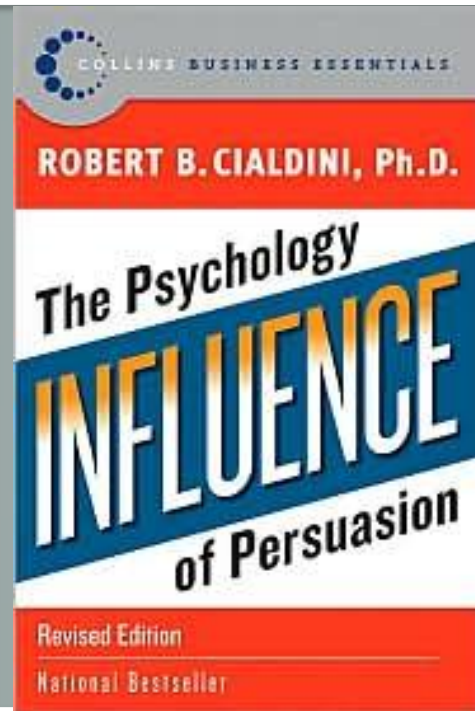


Being Influential

# What drives influence might surprise you

A primary driver of influence is ...

reciprocity

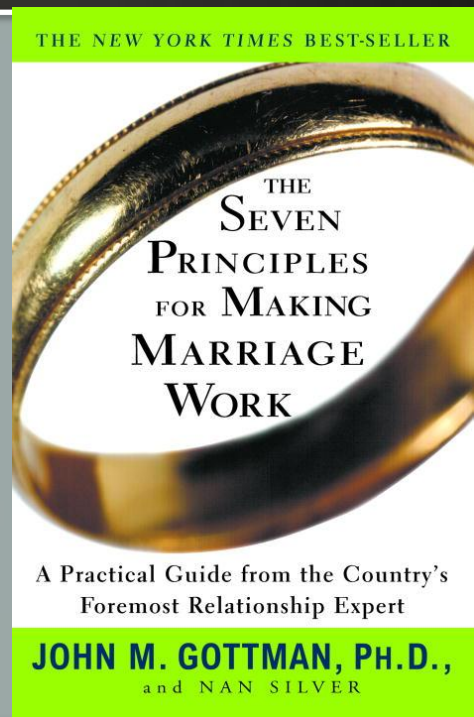


Being Influential

# 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.”



Being Influential

# What's at the root of all trust breakdowns?



Being Influential

# We have to earn the right to be right

## RATIONAL



## NON-RATIONAL



Earn the Right

Being Influential

# Masterful listening *can* be learned

## PUTTING IT INTO PRACTICE

Groups of 3 in 3 rounds

1. *Your own stakeholder*
2. *Listener*
3. *Observer*

1-minute setup:

Describe interests, concerns

3-minute role-play (as if you were on the phone)

1. Stakeholder—*be that stakeholder!*
2. Listener—DO NOT solve the problem!

2-minute debrief:

1. Observer—shares specific strengths, opportunities
2. Stakeholder—shares experience

	Round 1	Round 2	Round 3
Stakeholder	A	B	C
Listener	B	C	A
Observer	C	A	B

Being Influential

# What did you discover?

Listener—What was hardest about doing this?

Observer—What did the listener do well? What were the opportunities for improvement?

Stakeholder—What was your experience?

What “ahas” did you have as your stakeholder?



Being Influential

According to *one* lawyer ...

"If you wish to persuade me, you must think my thoughts, feel my feelings, and speak my words"

—Cicero

Being Influential



# Taking Action

# Everyday empathy makes a difference

Empathize with the grocery store clerk. And the drycleaner. And the newspaper vendor. And the babysitter.

[www.trustedadvisor.com/PwCIO](http://www.trustedadvisor.com/PwCIO)

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

—Aristotle

Taking Action