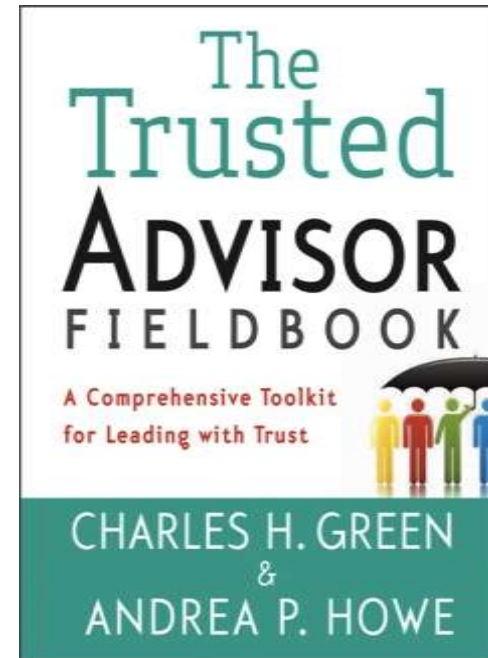
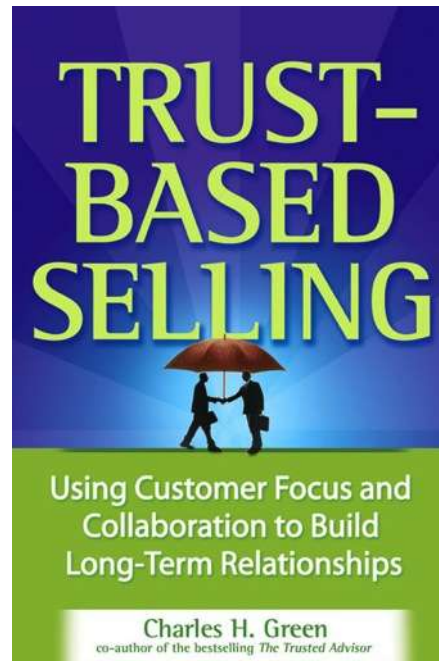
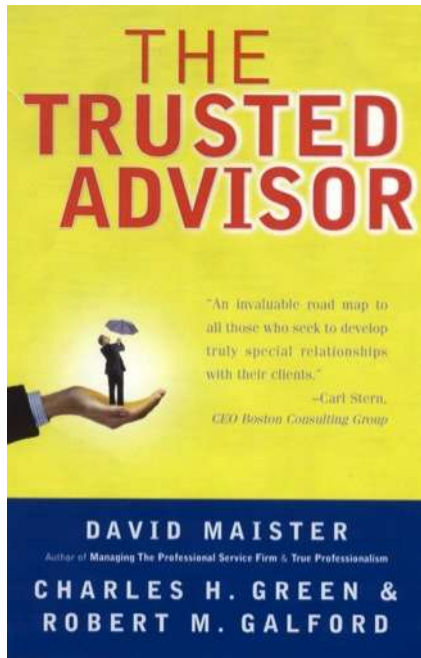


Trusted Advisor BUSINESS DEVELOPMENT

Books



Copies of slides

Four articles:

- 82 Ways to Improve Your Trustworthiness
- My Client is a Jerk
- The Paradox of Trust-based Selling
- The Point of Listening

Trust Matters blog

www.trustedadvisor.com/smh

Trusted Advisor BUSINESS DEVELOPMENT

Trust: A Thought Experiment

What would happen if your customers trusted you?

-
-
-
-
-
-



Why Trusted Advisor?

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Why Trusted Advisor?

They'll believe you

Greater repeat business

Fewer competitors

Faster decisions

Greater sales 'hit' rate

Lower business risk

Stronger agreements

Lower cost of sales

Refer you to others

They'll be more candid

Five Toughest Left Shift Questions

Why should we choose you?

What makes you different?

What experience have you had in the XYZ business?

Your price is too high

We're happy now, why should we change?

The Trust Equation

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

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

Four Factors of Trustworthiness

Words

Credibility

Truthfulness
Credentials

*I can trust what
she says about...*

Actions

Reliability

Dependability
Predictability

*I can trust him
to...*

Security

Intimacy

Discretion
Empathy

*I can trust her
with...*

Focus

Orientation

Motives
Attention

*I can trust that
he cares
about...*

The Trust Quotient: Your TQ

- Developed by Charles H. Green from the Trust Equation
- Taken by over 45,000 people to date
- A *trustworthy* indicator of *trustworthiness*

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

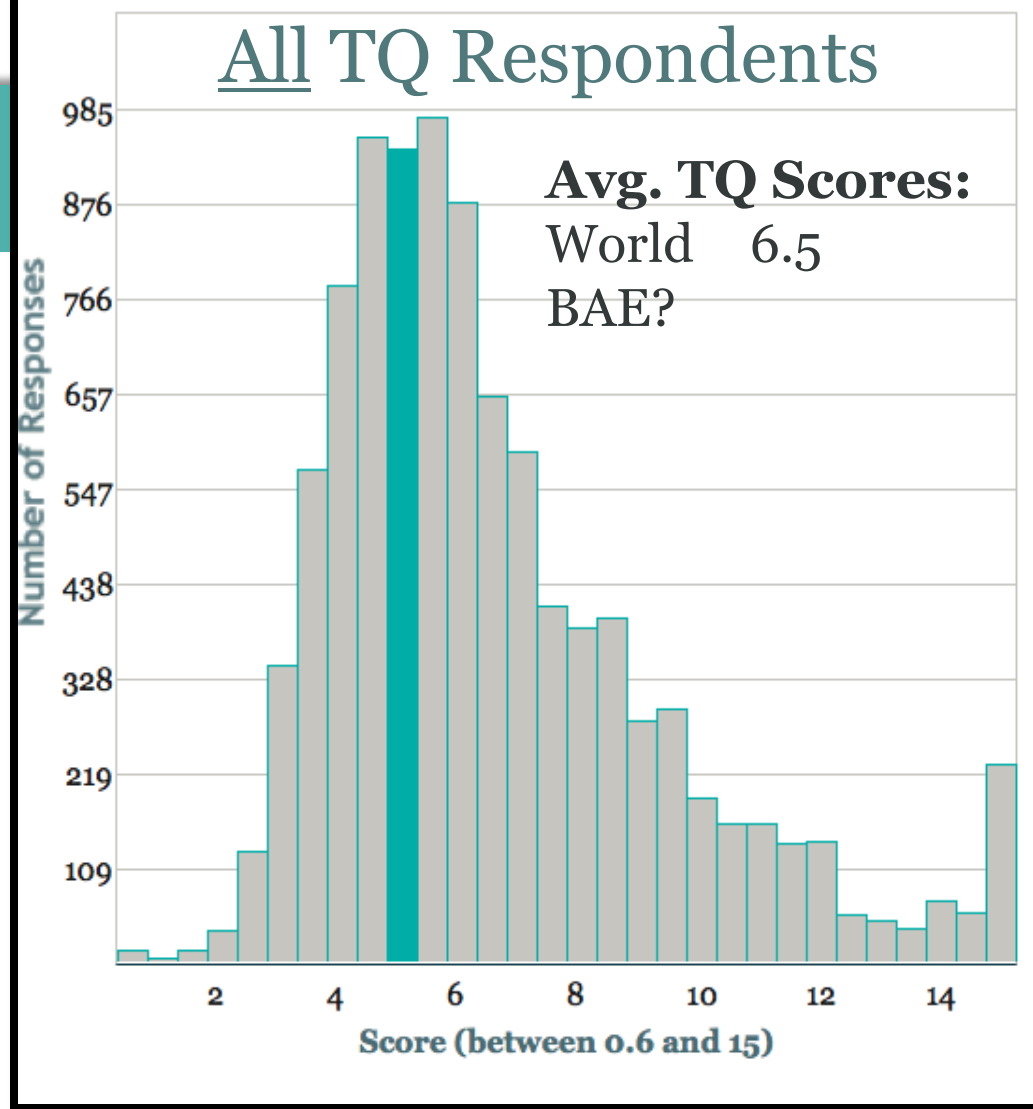


Your TQ

N = 12,857

(now > 45,000)

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



Interesting Questions...

Who's more trustworthy:

- Men or women?
- Young or old?

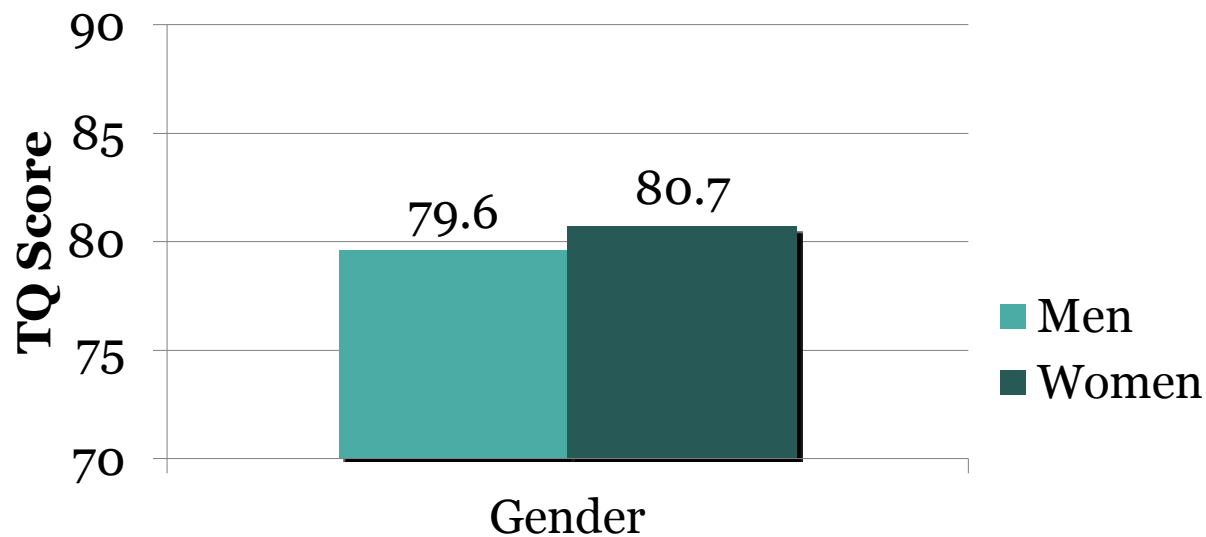
Most Trusted (and least-trusted) professions?

Which CRIS factor is strongest?

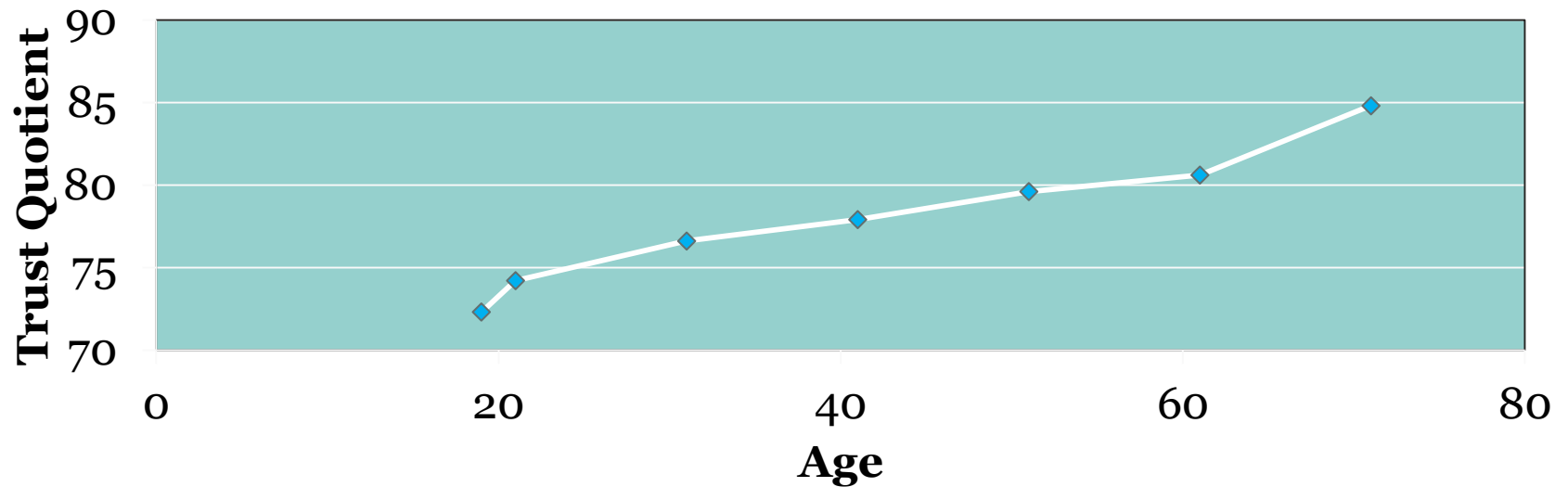


Trust by Gender

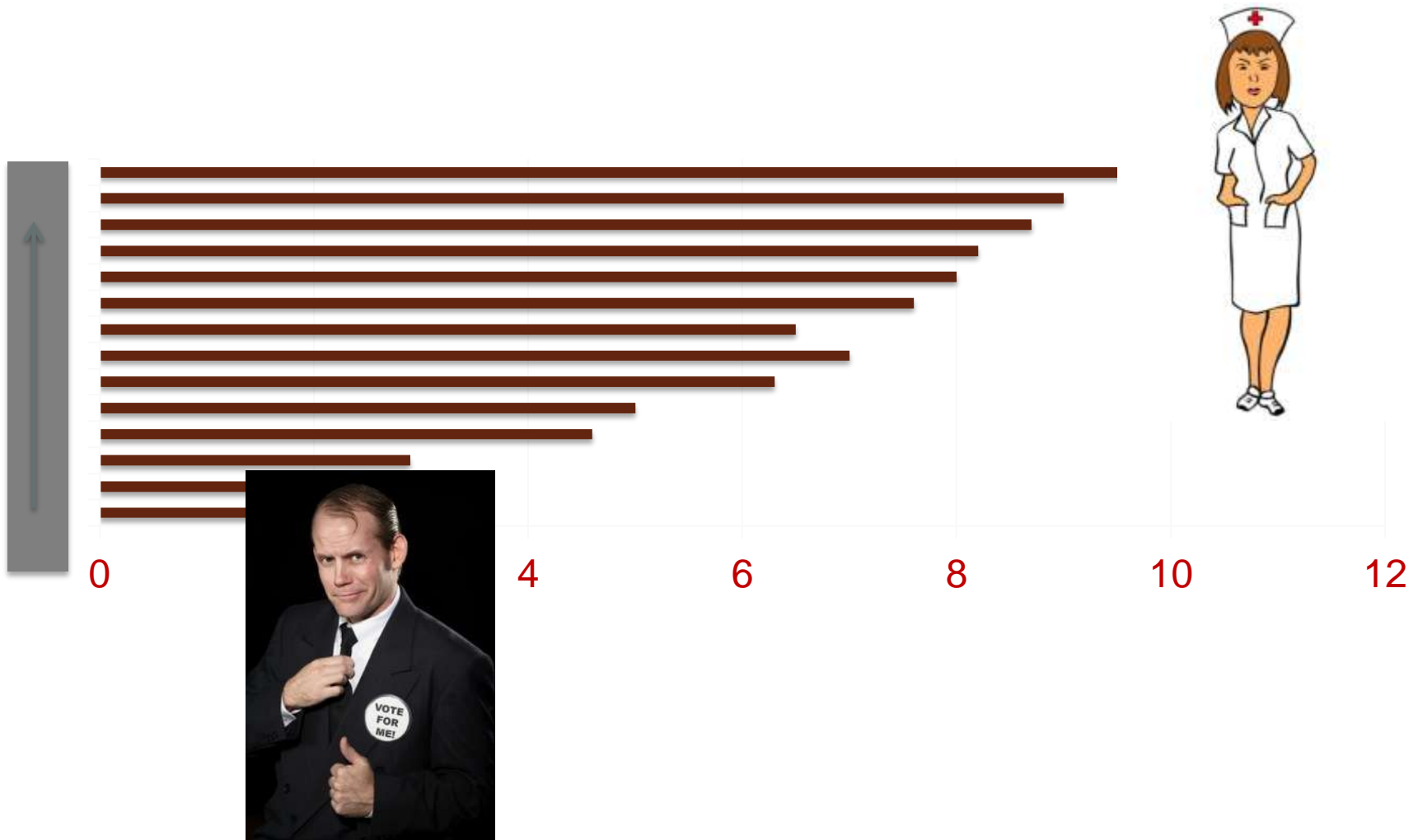
A non-trivial difference



Trust by Age



Most Trusted Professions



The Strongest Driver

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

What's in a Temperament?

- Two strongest factors = your Trust Temperament™
- Based on your self-assessment, because it's your *innate preference* when it comes to building trust

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

The Expert (CR)

Lead, follow or get out of
the way.”
– An Anonymous CR



The Doer (RI)

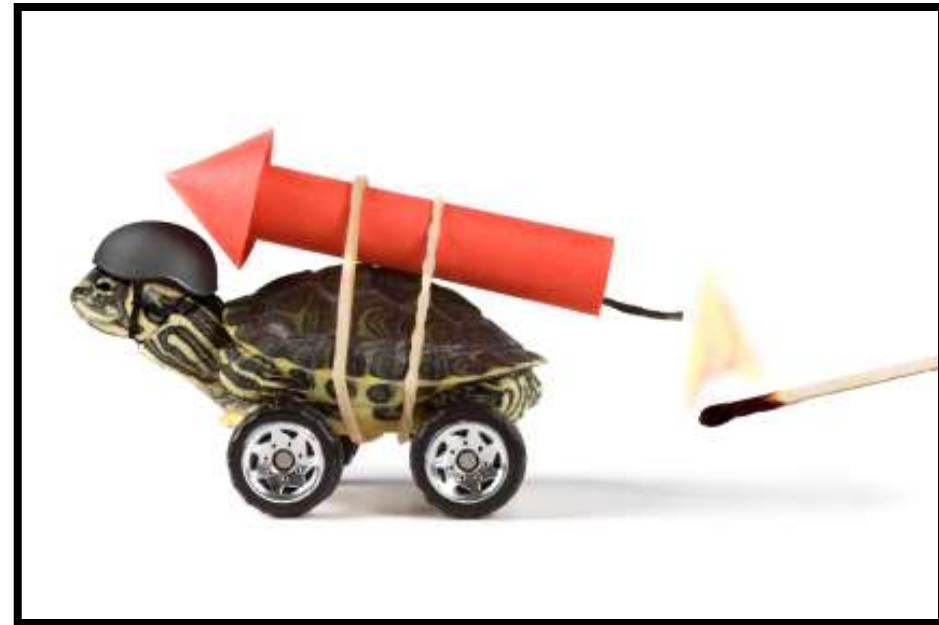
“As for accomplishments, I just did what I had to do as things came along.”

– Eleanor Roosevelt



The Catalyst (CI)

“A good head and a good heart are always a formidable combination.”
–Nelson Mandela



The Professor (CS)

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



The Steward (RS)

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

– Steve Wozniak



The Connector (IS)

It's not what you know, it's
who you know.”

– An Anonymous IS



Trust Temperaments: Distribution

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

Trust Temperaments: Distribution

World, Big 4

Temperament	Total	Big 4
CR Expert	31%	40%
RS Steward	21%	19%
RI Doer	17%	19%
IS Connector	13%	6%
CI Catalyst	10%	7%
CS Professor	8%	9%

Trust Temperaments: Distribution

World, Big 4, Law firm

Temperament	World	Big 4	Law Firm
CR Expert	31%	40%	59%
RS Steward	21%	19%	25%
RI Doer	17%	19%	8%
IS Connector	13%	6%	8%
CI Catalyst	10%	7%	0%
CS Professor	8%	9%	0%

Rank Order Effectiveness

Temperament	TQ Rank Order		
RI Doer	1		
IS Connector	2		
CI Catalyst	3		
RS Steward	4		
CR Expert	t5		
CS Professor	t5		

Effectiveness vs. Distribution

Temperament	TQ Rank Order	World Distribution	
RI Doer	1	17%	
IS Connector	2	13%	
CI Catalyst	3	10%	
RS Steward	4	21%	
CR Expert	t5	31%	
CS Professor	t5	8%	

Effectiveness vs. Distribution

Temperament	TQ Rank Order	World Distribution	Big 4 Firm
RI Doer	1	17%	14%
IS Connector	2	13%	7%
CI Catalyst	3	10%	11%
RS Steward	4	21%	25%
CR Expert	t5	31%	43%
CS Professor	t5	8%	0%

Effectiveness vs. Distribution

Temperament	TQ Rank Order	World Distribution	Law Firm Distribution
RI Doer	1	17%	8%
IS Connector	2	13%	8%
CI Catalyst	3	10%	0%
RS Steward	4	21%	25%
CR Expert	t5	31%	59%
CS Professor	t5	8%	0%

Effectiveness vs. Distribution

Temperament	TQ Rank Order	World Distribution	Your Bank?
RI Doer	1	17%	
IS Connector	2	13%	
CI Catalyst	3	10%	
RS Steward	4	21%	
CR Expert	t5	31%	
CS Professor	t5	8%	

Bad News / Good News

Bad News

May not be good at what's
important

(but neither is anyone else)

Good News

You can do this

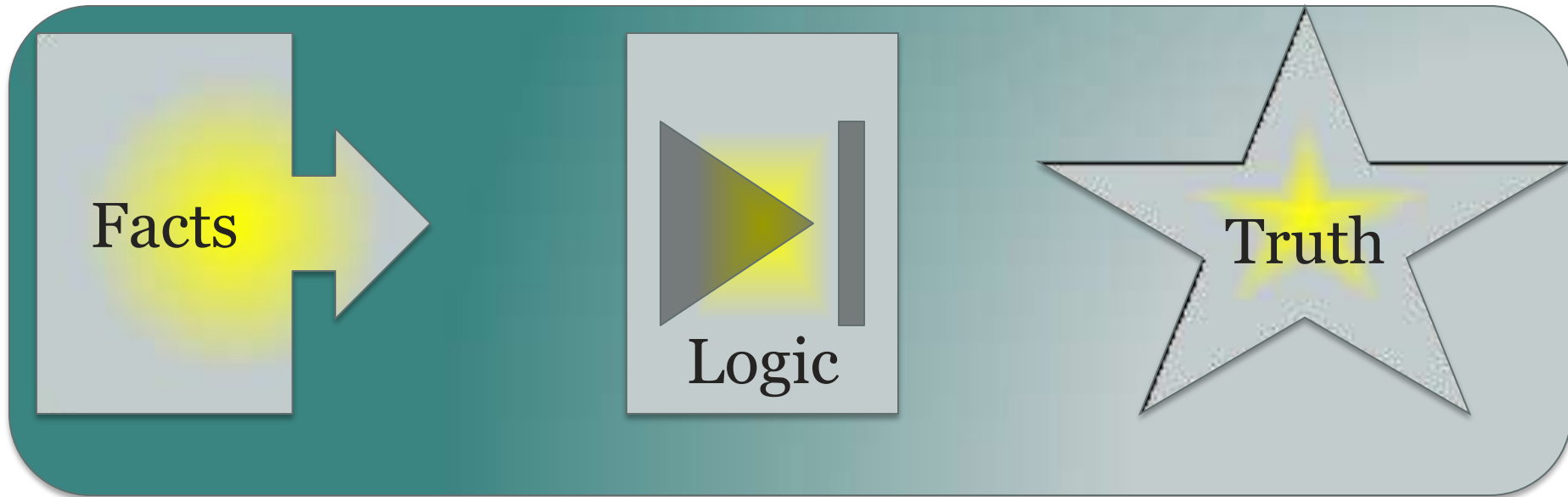
The Trust Equation

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

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S self-orientation

Trust and Influence

How We Think We Think



Are Ordinary People Rational?

Juries?

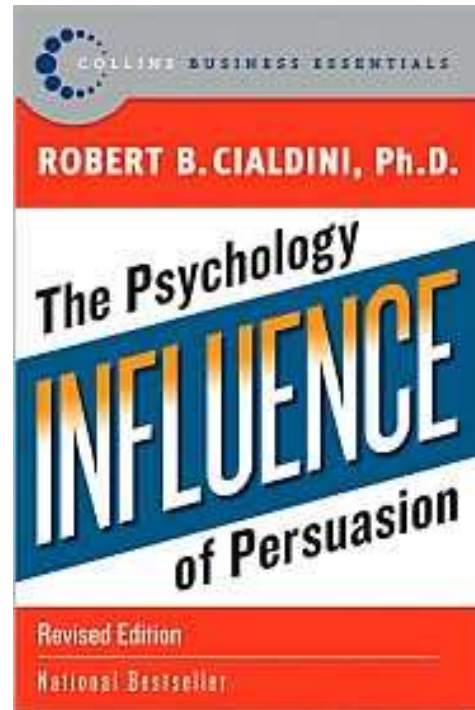
Are Judges Rational?

Does it matter what
judge hears your
case?

Does it matter how
the judge is feeling
today?

Cialdini on Influence

The number one factor of influence:
Reciprocity



The Doctor's Story

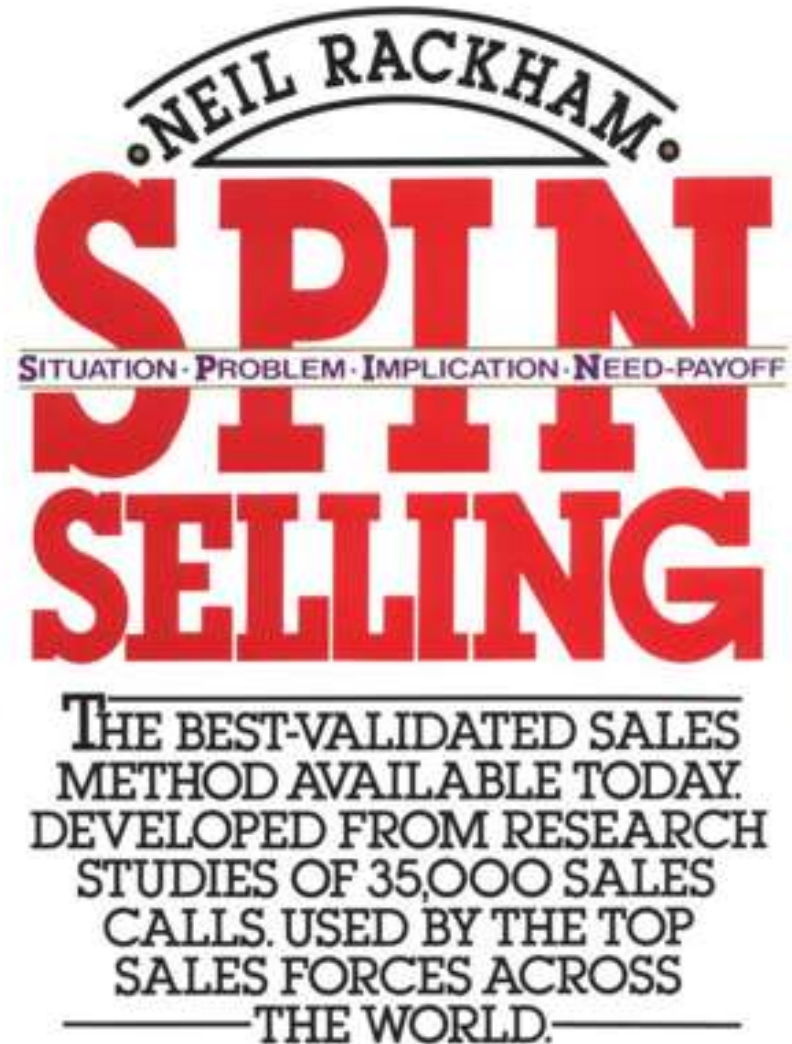
A pain in my left shoulder...

- If you listen to me, I will listen to you...
- If you don't listen to me, I will not listen to you...



Neil Rackham

“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.”



Suicide Hot Lines

The average call
lasts 20 minutes;
but *only* if –

–

Thomas Friedman on Listening

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 has never failed me...

“Indeed, the most important part of listening is that it is a sign of respect. It's not just what you hear by listening that is important. It is what you say by listening that is important...

Gottman on Marriage

“Understanding must precede advice.”

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

Needs and Wants

People buy what they *need* to buy anyway...

...from those who *understand* what they *want*.”

Bill Brooks and Tom Travesano, You're Working Too Hard to Make the Sale



To Be Clear:

1. Influence/effectiveness is non-rational
2. It works through reciprocity
3. Reciprocity in business happens in conversations
4. Listening (*yours*) drives influence.

The Trick to Making it all Work –



– You actually
have to care

Making Trust Work



Making Trust Work

- ELFEC
- Trust Principles
- Five toughest sales questions
- Managing risk
- Top Ten list

Trust Breakdown

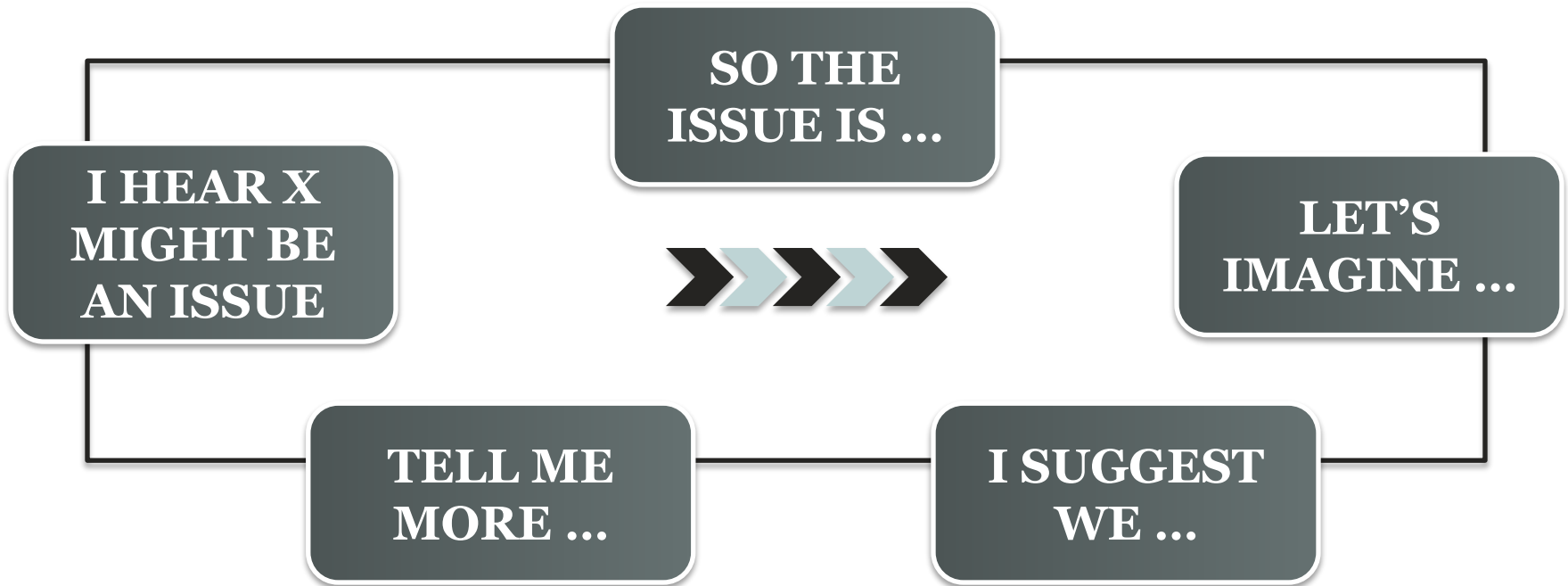


Trust Breakdown: Two Top Causes

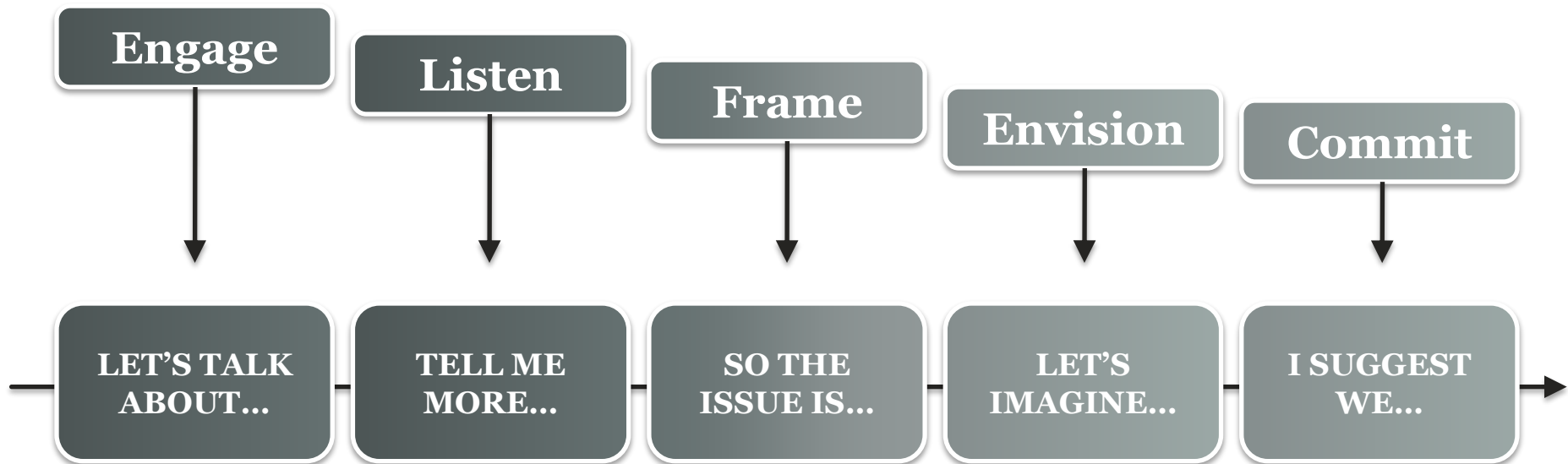


Trust Conversation Puzzle

What's the sequence?



Trust Creation Process



Trust Dynamics

Trusting
meets
Being Trustworthy

Trust

The Trust Principles

Customer focus – for the sake of the customer

Collaboration – same team, same side of the table

Medium-long term, relationship not transaction

Default to transparency

The Trust Top Ten

1. Cultivate an attitude of curiosity
2. Think out loud
3. Make listening a gift
4. Be yourself—everyone else is taken
5. Sell by doing, don't sell by telling
6. “Let me be a channel”
7. Their anger? It's not about you
8. Acknowledge calls unbelievably fast
9. Talk < 60 – 120 seconds
10. Talk at the right bandwidth

Copies of slides

Four articles:

- 82 Ways to Improve Your Trustworthiness
- My Client is a Jerk
- The Paradox of Trust-based Selling
- The Point of Listening

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