



# Being a Trusted Advisor

## Orr Associates, Inc. | July 10, 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

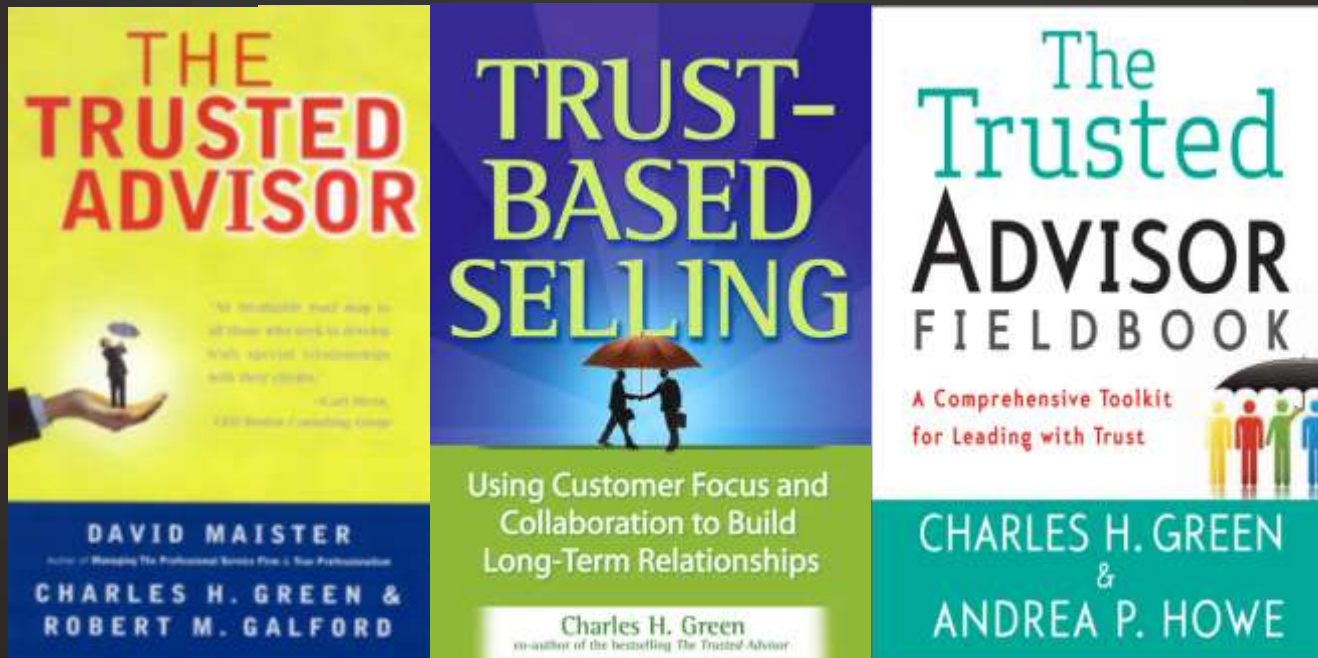
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# Trust is personal

1. Name
2. Role
3. How many months you have been working at OAI
4. An interesting tidbit or factoid that *no one in the room knows about you*



# These are our building blocks



# What's the “so what” of trust?

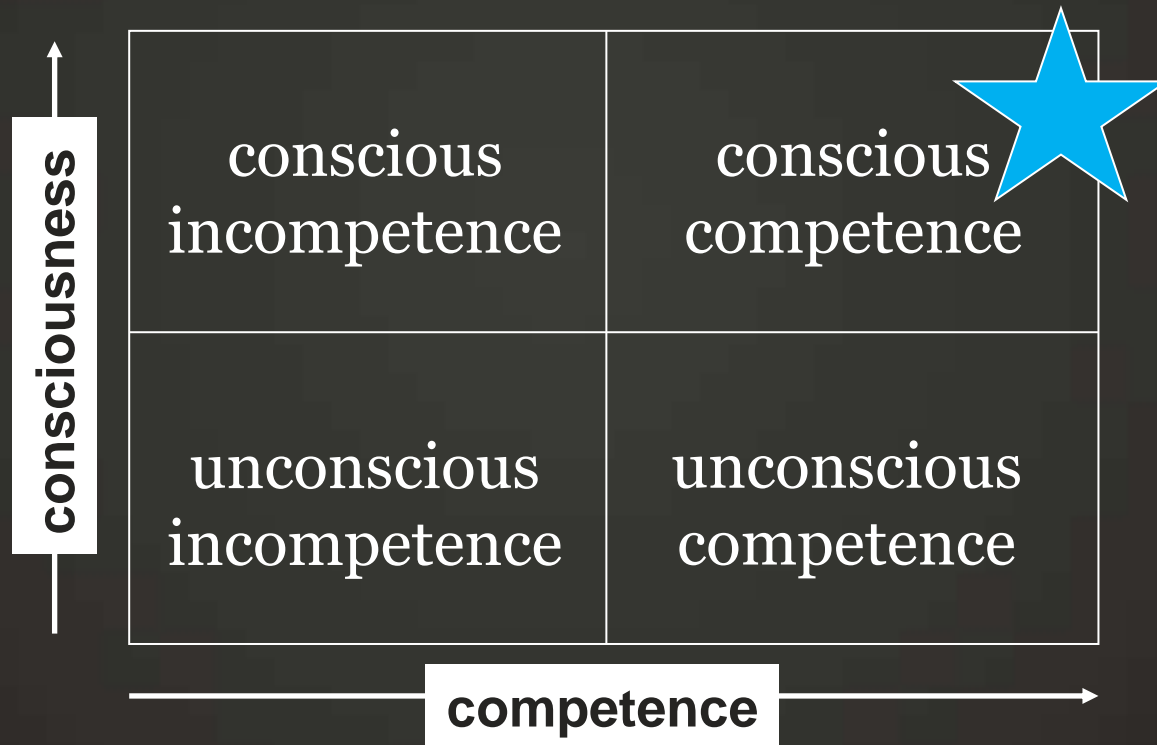
Work = enjoyable

Relationships = rewarding

Results = remarkable

What is the  
natural result  
when you are  
trusted by  
your clients?

# “Mastery” is more than “really good”



# We'll be covering a lot of ground

Defining  
Trust



Assessing  
Trustworthiness



Managing  
Risk



Making it  
Real



The goal: at least 2% for 100%



# What kind of environment will we create to get the desired results?



# Defining Trust



# The Trust Principles define four key values

1. A focus on the other for the other's sake, not just as a means to your own ends
2. A collaborative approach to relationships
3. A medium- to long-term relationship perspective not short-term transactional focus
4. A habit of being transparent in all your dealings

# Trust-based relationships are distinctive

	<b>Focus:</b>	<b>Energy:</b>	<b>Output:</b>	<b>Success:</b>
<b>Expertise-based</b>	Answers, expertise	Explaining	Information	Timely, high quality
<b>Needs-based</b>	Business problem	Problem-solving	Solutions	Problems resolved
<b>Relationship-based</b>	Partner org'n	Providing insights	Ideas	Repeat business, sole-sourced
<b>Trust-based</b>	Partner as a person	Understanding partner	<b>Safe haven for tough issues</b>	Mutually rewarding relationship

# Remember your homework?

Bring to mind a “client situation”:

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



# Let's make it real

Looking at your **client situation**, where are you spending most of your time?

How would you frame the situation as a problem statement? (“The problem is \_\_\_\_\_.”)

	<b>Focus:</b>	<b>Energy:</b>	<b>Output:</b>	<b>Success:</b>
<b>Expertise-based</b>	Answers, expertise	Explaining	Information	Timely, high quality
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# Who's *your* Trusted Advisor?

Bring to mind someone in your life you would turn to for advice on a wide range of topics, including sensitive ones both professional and personal.

What words would you use to describe this person?

# 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

# How does your trusted advisor score?

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

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

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

# Let's make it real

## Consider your **client situation**.

What opportunities do you see to improve your Intimacy and Self-orientation?

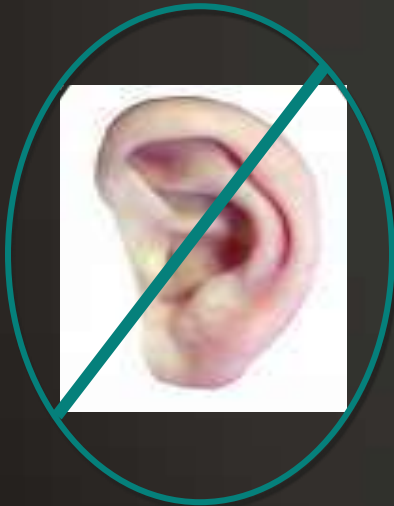
# The Case of the Travel Agent

You're the Travel  
Agent: What's  
your minimum  
acceptable  
outcome?

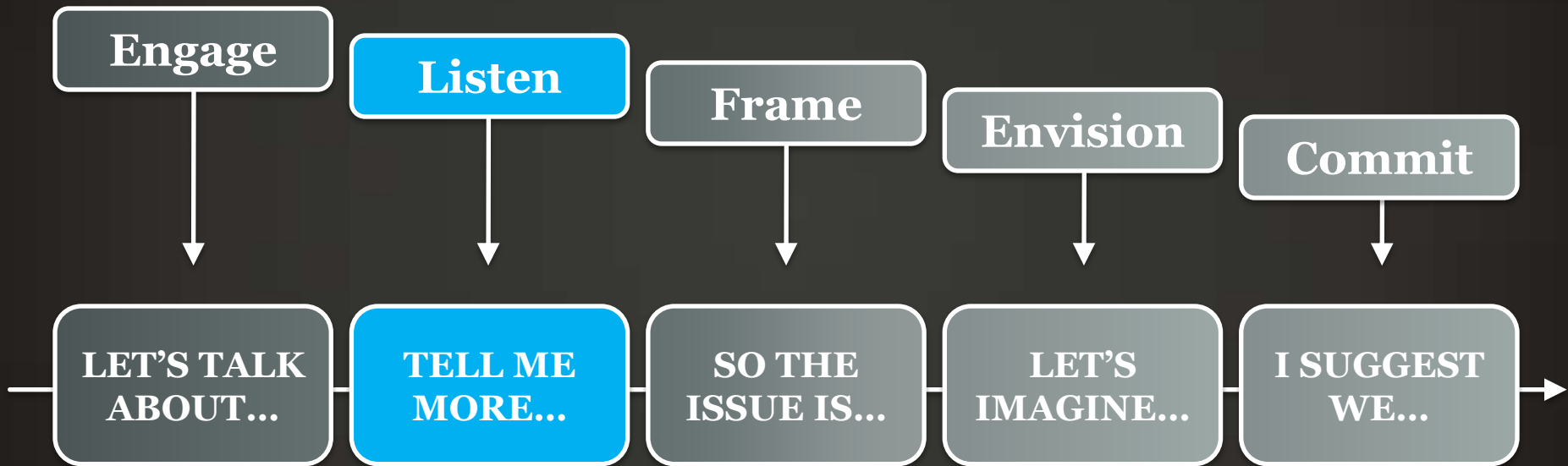
Ideal outcome?



# Trust breaks down in conversations in two key ways



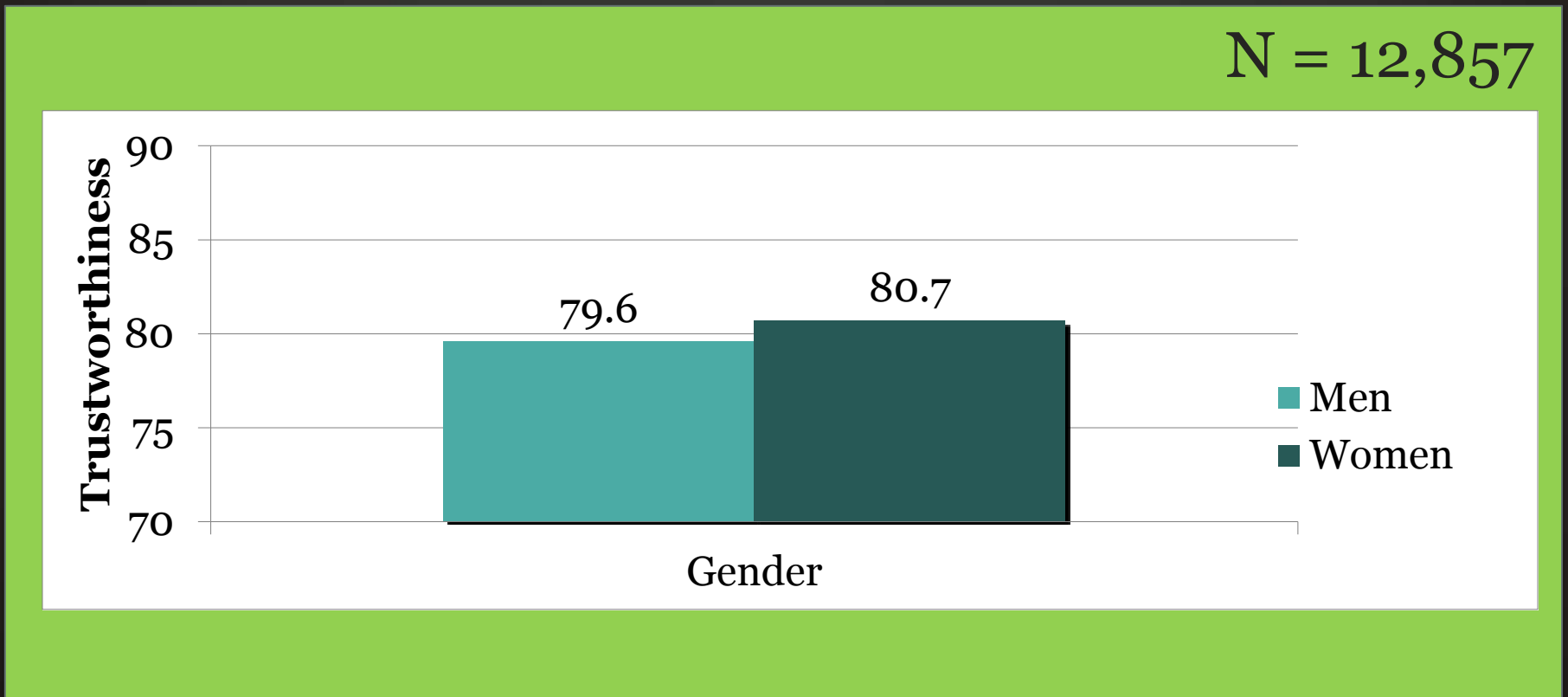
# Listening matters ... a lot



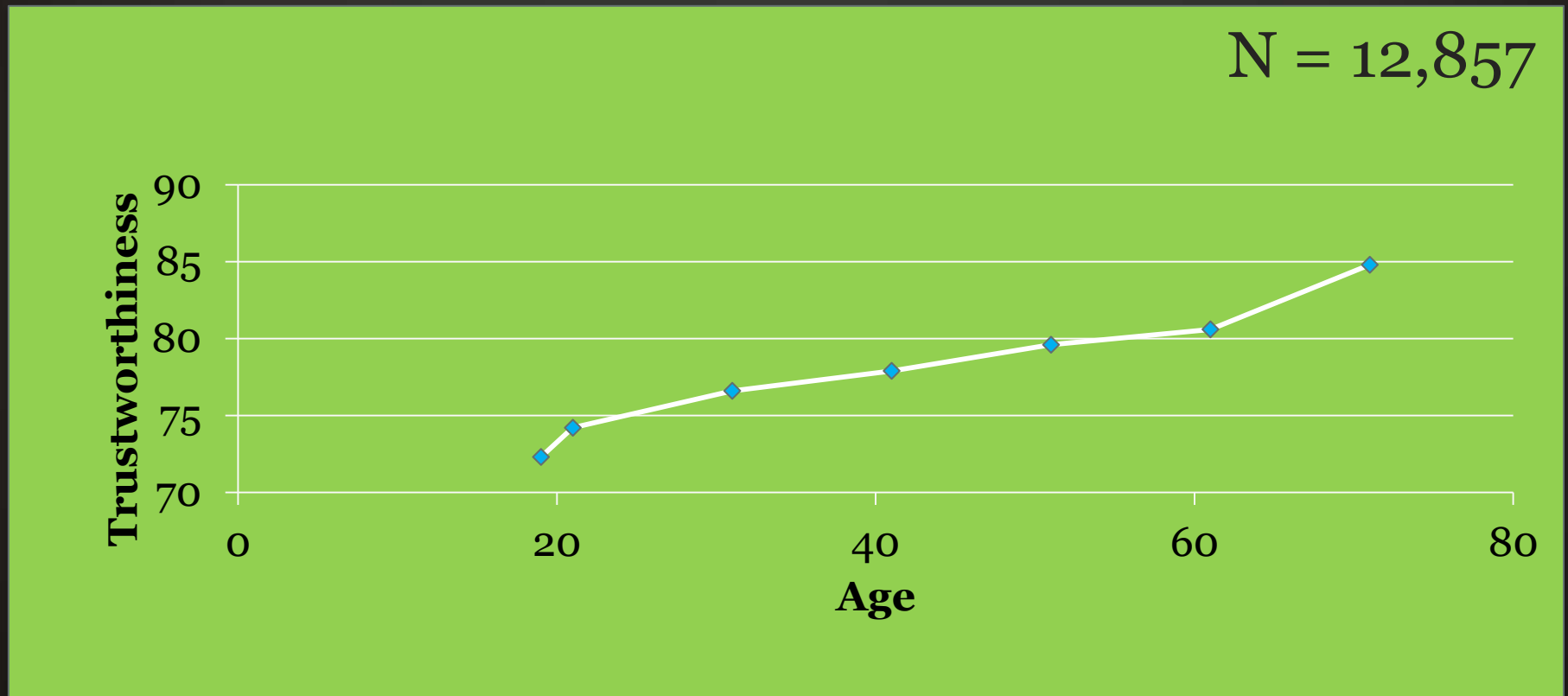


# Assessing Trustworthiness

# Who's more trustworthy: men or women?



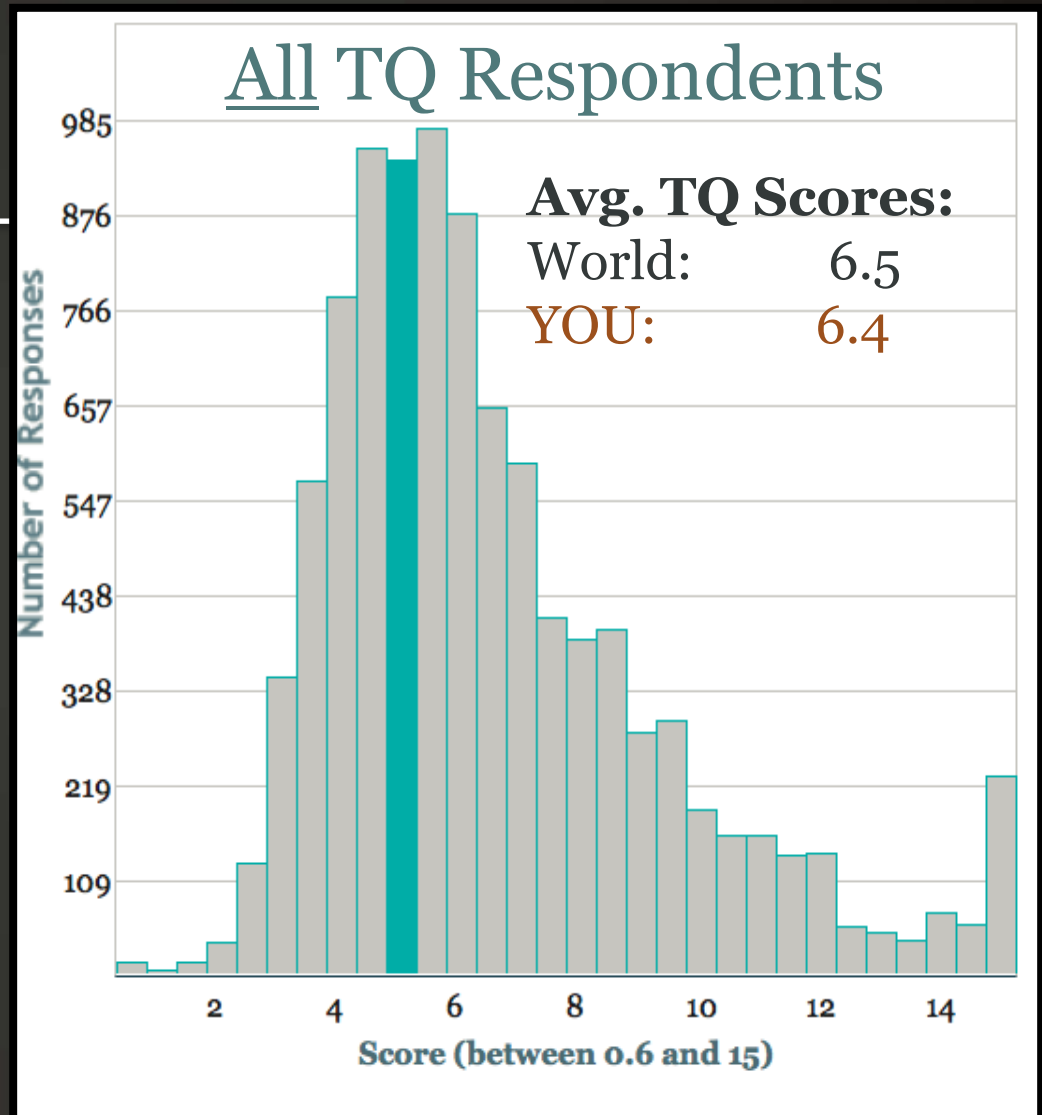
# Do we get more or less trustworthy as we age?



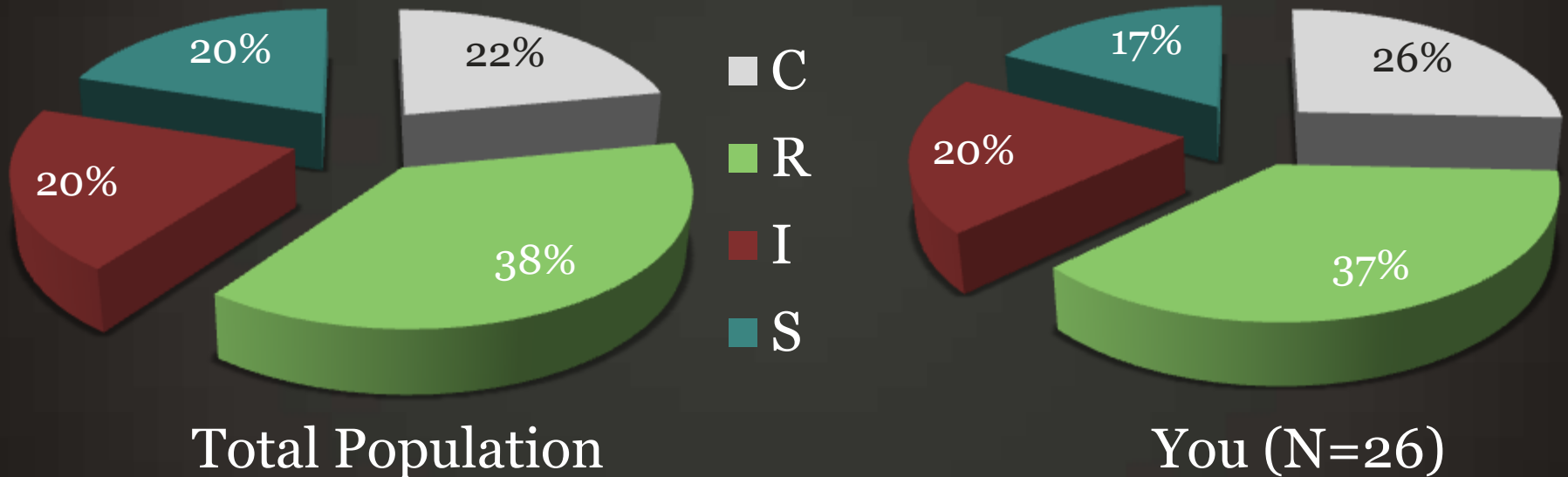
# How trustworthy are *you*?

Note: Median  
skewed left

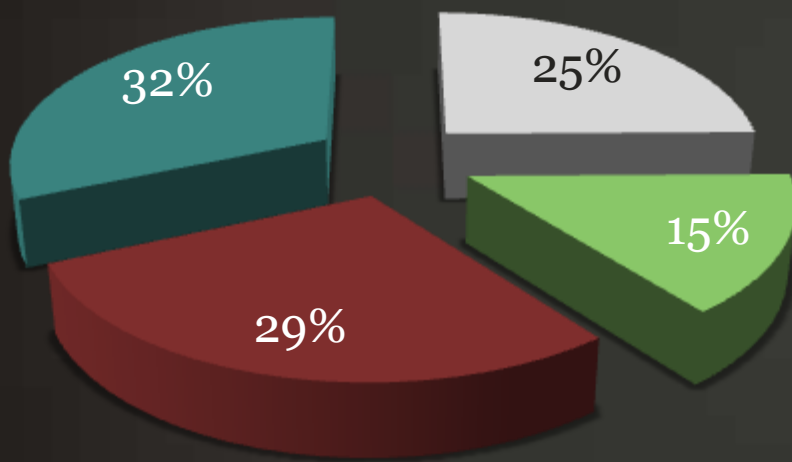
(3 x S)



# Here's how you see your strengths

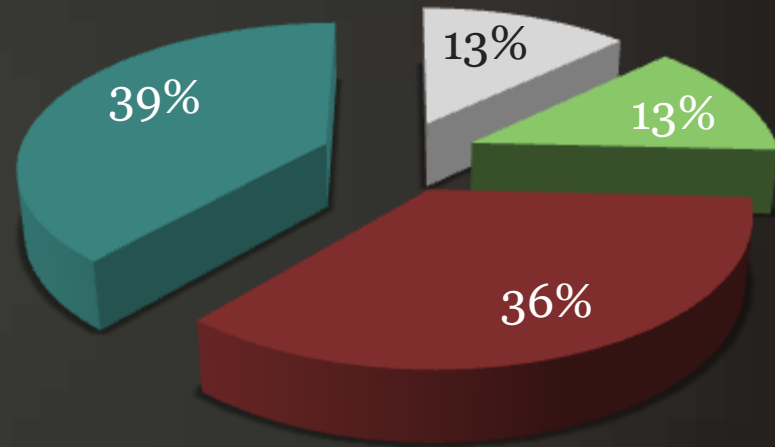


# Here's how you see your areas of opportunity



Total Population

■ C  
■ R  
■ I  
■ S



You (N=26)

# Let's make it real

1. What do you naturally lead with?
2. In what ways do you score low on trustworthiness?
3. How are your scores reflected in your situation?
4. What's one specific action you can take?

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

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

# Managing Risk



What tough  
messages do you  
have to deliver?



## Well, this is embarrassing.

Firefox is having trouble recovering your windows and tabs. This is usually caused by a recently opened web page.

You can try:

- Removing one or more tabs that you think may be causing the problem
- Starting an entirely new browsing session

### Restore Windows and Tabs

- ✓ Window 1
  - ✓ Facebook
  - ✓ Time Out | Vicki Elam
  - ✓ Go Easy on Yourself, a New Wave of Research Urges - NYTimes.com
  - ✓ Invoice: Andrea Howe
  - ✓ Google Docs - All items
  - ✓ Trusted Advisor - Consulting Skills - London

# Name It and Claim It is as easy as 1-2-3

1. Clarify the issue (Tip: 10 words or fewer)
2. Inventory all concerns, risks, fears (*yours*)
3. Use caveats to say them out loud

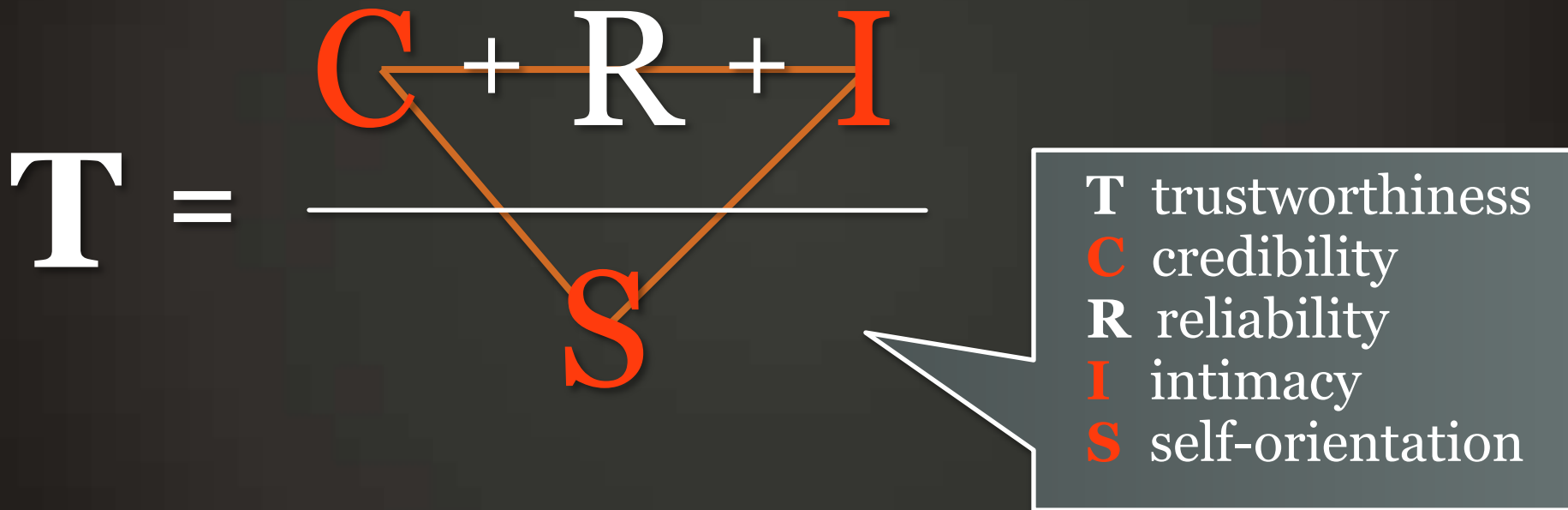
# Caveats are conversational jewels

- “There’s really no easy way to say this ...”
- “You’re not going to like what’s coming ...”
- “At the risk of embarrassing myself ...”
- “I may be completely missing the mark ...”
- “I’m going to go out on a limb ...”
- “This is awkward ...”

# Name It and Claim It is a socially acceptable way to put hard truths on the table

- “I may be completely missing the mark here, and I sure don’t want to step on any toes. I’m concerned we don’t have the executive sponsorship we need.”
- “There’s really no easy way to say this. We’re not going to make the deadline.”
- “At the risk of embarrassing myself, I’ve lost sight of what we’re really trying to accomplish.”

# Saying the hard stuff can be a trust trifecta



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

# Let's make it real

Consider your **customer situation**.

- What haven't you been saying that needs to be said?
- How might you Name It and Claim It?

# We've covered a lot of ground

Defining  
Trust



Assessing  
Trustworthiness



Managing  
Risk



Making it  
Real



# Let's make it real

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What other tools, practices, mindsets, maxims, and ways of being have been added to your trusted advisor toolkit?

# Let's make it real

## 5 Questions to unlock any relationship issue:

1. What haven't I been HEARING?
2. What haven't I been SAYING?
3. In what ways could I take more RISK?
4. What do I want that I haven't been GIVING?
5. In what ways have I not been BEING a partner?

# Let's make it real

Define an action  
plan for your  
client situation



Let's make it real

#38



How will you choose ...

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... to set yourself apart?