



# Trust, Influence, and Risk

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Using Trust to  
Tackle Two  
Common PM  
Challenges

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May 19, 2016

# Common People Challenges

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

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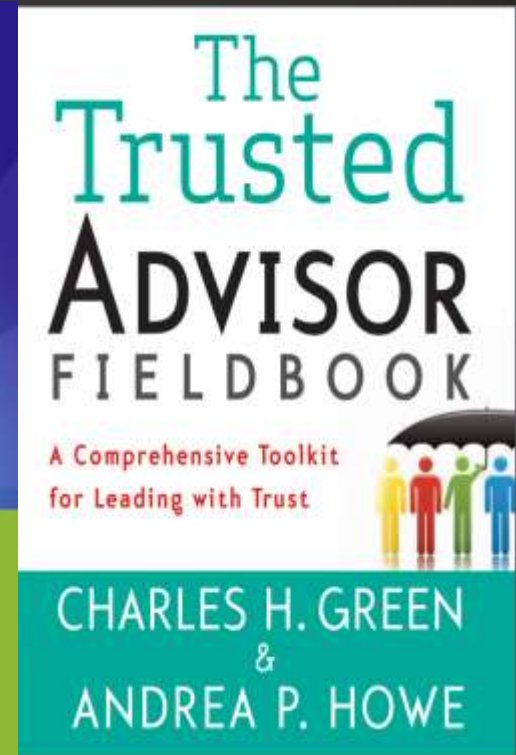
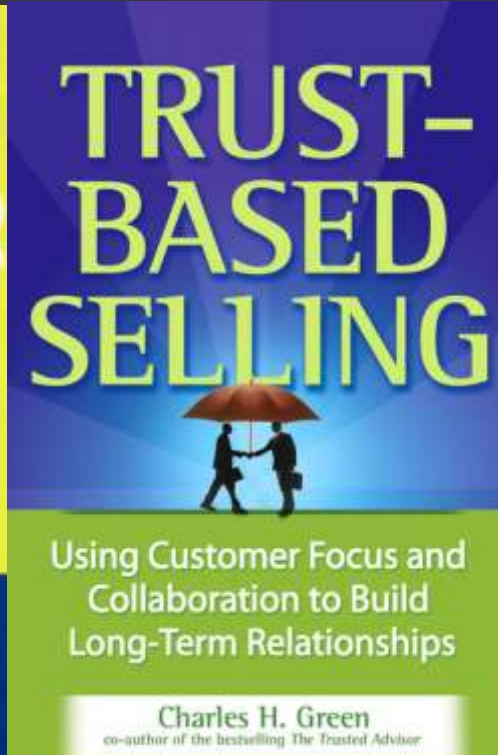
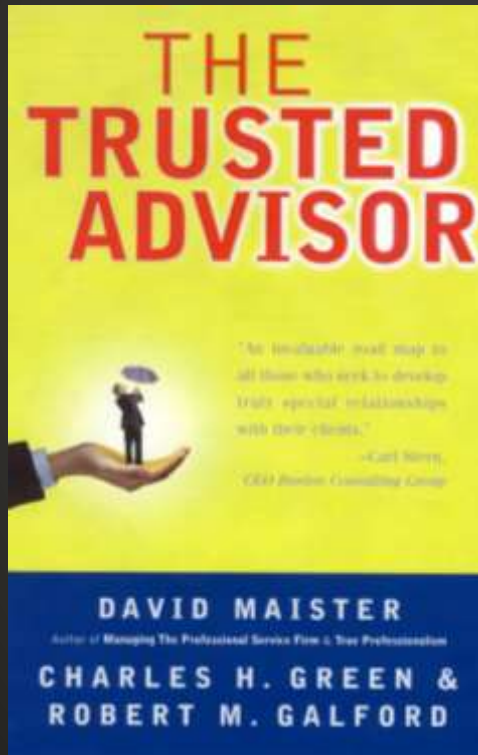
# Today, we'll explore ...

1. what it really means to be **trustworthy**
2. what does it take to be **influential**
3. Some **unconventional wisdom** about bad news
4. a **delivery technique** that's tried and true



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# These are our building blocks



# 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

# All 4 Variables Matter

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

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

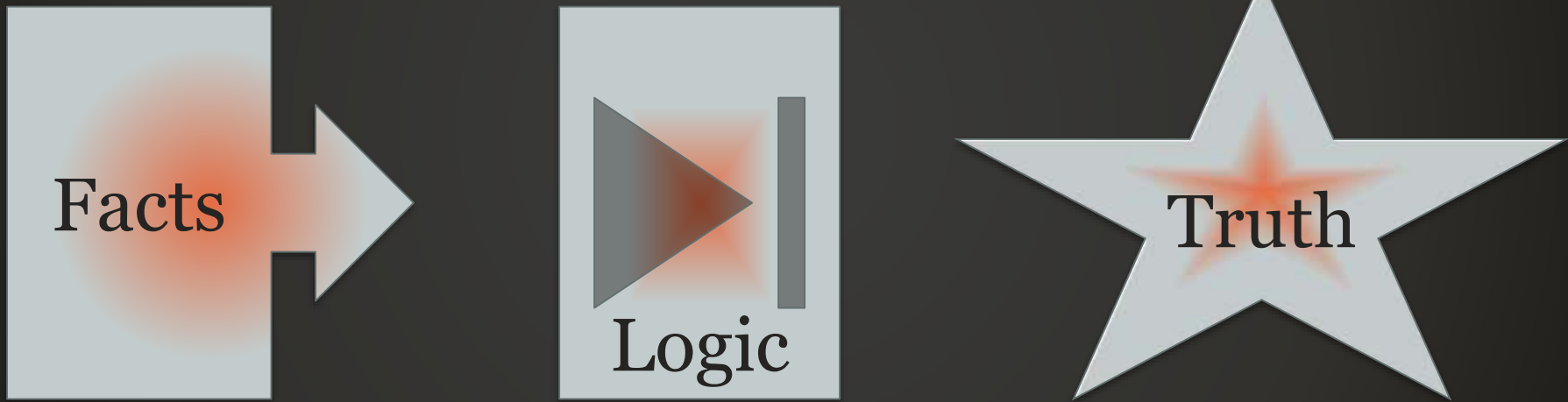
Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

# Next up...

1. what it really means to be trustworthy
2. what does it take to be **influential**
3. Some unconventional wisdom about bad news
4. a delivery technique that's tried and true

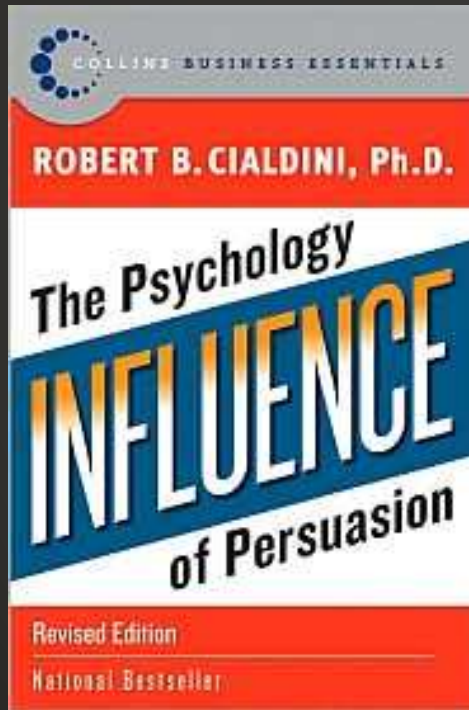


# Influence is as misunderstood as trust





# What drives influence might surprise you

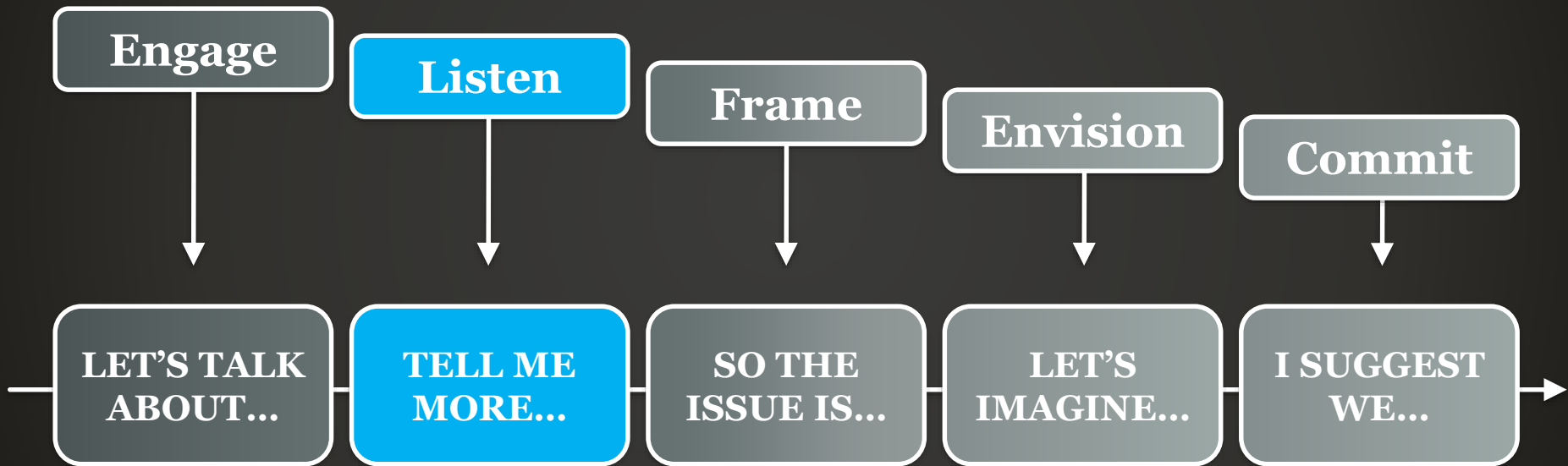


reciprocity

# Trust breaks down in conversations in two key ways



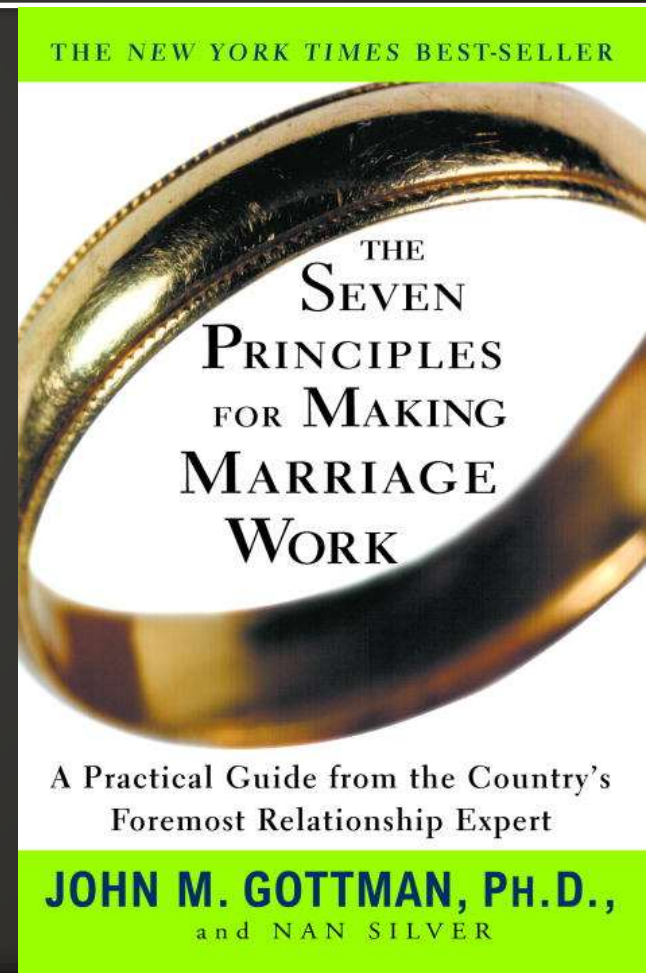
# Listening matters ... a lot



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.”



# You have to earn the right to be right

## RATIONAL



*Paraphrase*

## NON-RATIONAL



*Empathize*

→ Earn the Right ←

# What Empathy Sounds Like

“I don’t see value in that.”

“Sounds like we haven’t done a good job making our 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.”

“I’m very sorry to hear that. I’m sure that’s frustrating, to say the least.”



# What Listening Says

**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.”

*Thomas Friedman*

# And now...

1. what it really means to be trustworthy
2. what does it take to be influential
3. Some **unconventional wisdom** about bad news
4. a delivery technique that's tried and true



## Web Results

[How do I communicate bad news without getting blamed for ...](#)

Getting bad news also builds their confidence in you as a project manager, because it tells them that you are on top of your project's progress and problems.

[www.projectconnections.com/knowhow/burning-questions/new/communicating-bad-project-news.html](http://www.projectconnections.com/knowhow/burning-questions/new/communicating-bad-project-news.html)

[communication - How to deliver bad news to a project sponsor ...](#)

Having all this in mind, shall the project manager always (!) ... There is no good way to announce bad news :) – Lipis Mar 19 '11 at 0:03 ...

[pm.stackexchange.com/questions/1125/how-to-deliver-bad-news-to-a-project-sponsor](http://pm.stackexchange.com/questions/1125/how-to-deliver-bad-news-to-a-project-sponsor)

[How to Make Bad News Better in Project Management « Welcome to ...](#)

May 7, 2011 ... In the day-to-day activities of a project manager, we are faced with people delivering bad news to us, so it becomes our job responsibility to ...

[lisamdrake.com/2011/05/07/how-to-make-bad-news-better-in-project-management/](http://lisamdrake.com/2011/05/07/how-to-make-bad-news-better-in-project-management/)

[Common Project Issues: Keeping Bad News from the Customer ...](#)

Mar 22, 2009 ... How we handle these situations often separates the good Project Manager from

the bad Project Manager. The Bad News. Has anyone really ...

[pmtips.net/common-project-issues-keeping-bad-news-customer/](http://pmtips.net/common-project-issues-keeping-bad-news-customer/)

[Communicating Bad News About Your Project](#)

Communicating Bad News About Your Project · Tweet · Tweet. As any seasoned project manager can tell you, no matter how well you plan, sometimes ...

[cobaltpm.com/communicating-bad-news-about-your-project/](http://cobaltpm.com/communicating-bad-news-about-your-project/)

[Bringing Bad News To A Sponsor - Project Management - YouTube](#)

Jan 20, 2010 ... <http://ProjectShrink.com>/potion Dave and Bas answer the viewer question: "How

to bring bad news to a sponsor? Especially when he/she is not ...

[www.youtube.com/watch?v=DUYwO14MXQU](http://www.youtube.com/watch?v=DUYwO14MXQU)

[Telling a project manager a new co-worker is bad news - The ...](#)

Telling a project manager a new co-worker is bad news. ... Myself and a co-

- None
- Safe
  - Risky
  - Dangerous
  - No rating yet

# Conventional wisdom can't be trusted

“Be objective/factual”

“Bring solutions to the table”

“Stay positive”



# It skews to the rational side of trustworthiness

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

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

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



# Unconventional wisdom, on the other hand, rounds out the equation

Set **expectations** up front

Dare to collaborate

Make room for **reactions**

Show some **vulnerability**



Take **responsibility**



# So let's look at...

1. what it really means to be trustworthy
2. what does it take to be influential
3. Some unconventional wisdom about bad news
4. a **delivery technique** that's tried and true





## Well, this is embarrassing.

Firefox is having trouble recovering your windows 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

What tough  
messages do  
you have to  
deliver?

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

p. 28

1. Clarify the issue (Tip: 10 words or fewer)
2. Inventory top-of-mind 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 ...”

“At the risk of embarrassing myself ...”

“I may be completely missing the mark ...”

“This is awkward ...”

“I’m going to go out on a limb ...”

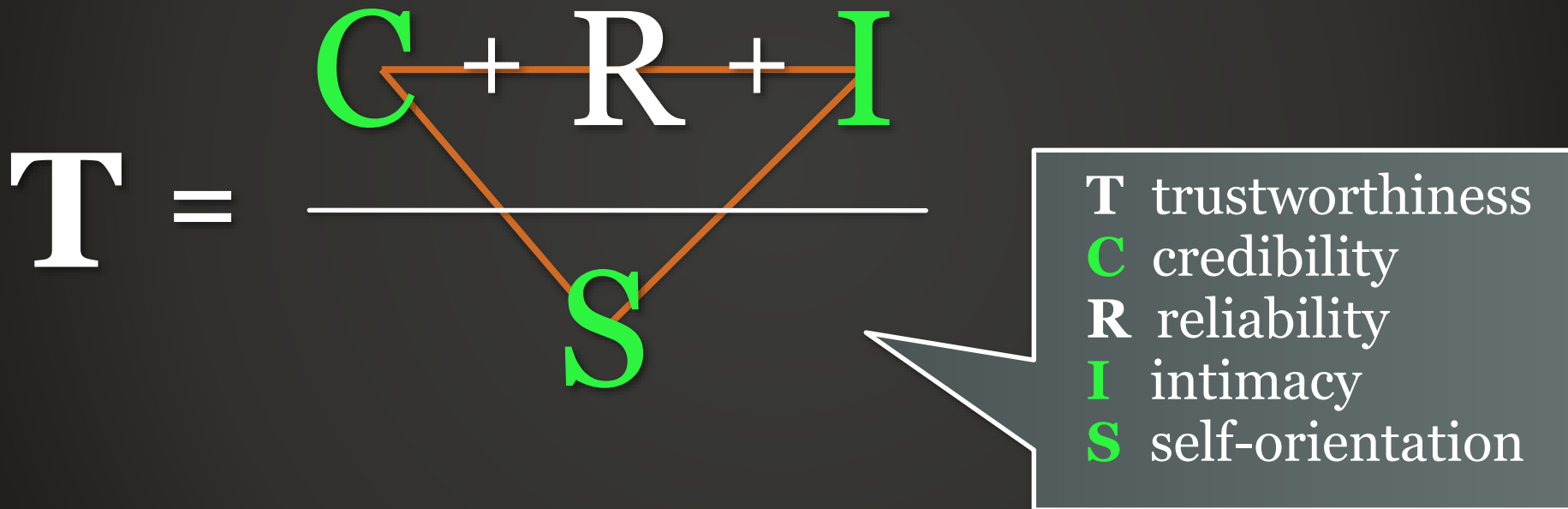
“You’re not going to like what’s coming ...”

# 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

# 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

TrustedAdvisor

Using Trust to Tackle Two Common PM Challenges – Key Takeaways

#1. The THREE P's of trust are:

Trust is P. \_\_\_\_\_

Trust is P. \_\_\_\_\_

Trust is P. \_\_\_\_\_

#2. My "STAKEHOLDER's" name is: \_\_\_\_\_

The "challenge" we face is: \_\_\_\_\_

My "wish" for this relationship is: \_\_\_\_\_

#3. My OWN TRUSTED ADVISOR's traits include:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#4. The FOUR VARIABLES of trustworthiness:

CREDIBILITY equates to: \_\_\_\_\_

RELIABILITY equates to: \_\_\_\_\_

INTIMACY equates to: \_\_\_\_\_

SELF-ORIENTATION equates to: \_\_\_\_\_

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

#5. \_\_\_\_\_ is the only element of trustworthiness that requires the passage of time.

#6. Four ways to RAPIDLY BOOST MY TRUSTWORTHINESS score are:

Self-Orientation: \_\_\_\_\_

Intimacy: \_\_\_\_\_

Reliability: \_\_\_\_\_

Credibility: \_\_\_\_\_

#7. According to Cialdini, \_\_\_\_\_ is a primary driver of INFLUENCE. This plays out in business transactions in the form of \_\_\_\_\_.

Don't forget to [visit www.trustedadvisor.com](http://www.trustedadvisor.com) for additional resources.

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# The Virtual Goodie Bag



- Online resources for you:  
[www.trustedadvisor.com/GMU2016](http://www.trustedadvisor.com/GMU2016)
- Take the Trust Quotient Assessment:  
<http://trustsuite.trustedadvisor.com>
- The Get Real Project Weekly Tips