



Trust and Influence

**What Every
Successful
Project Manager
Needs to Know**

April 20, 2016

Common People Challenges

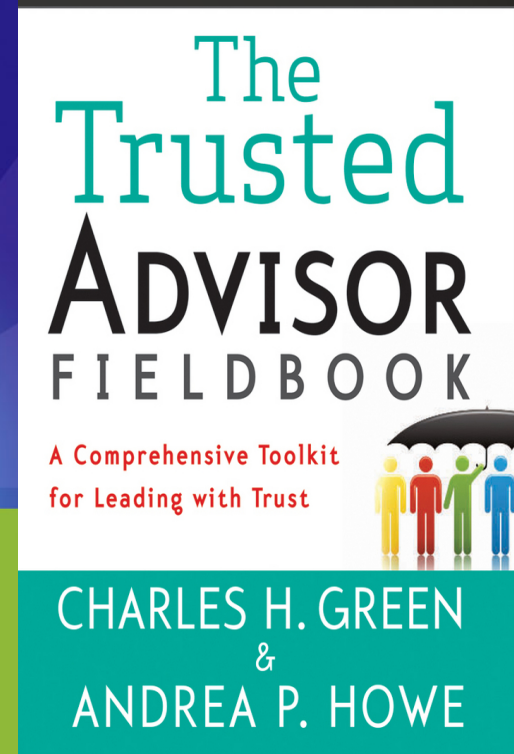
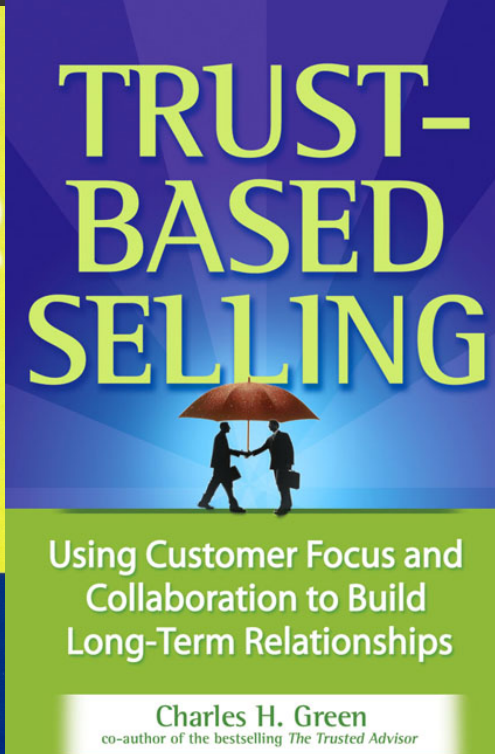
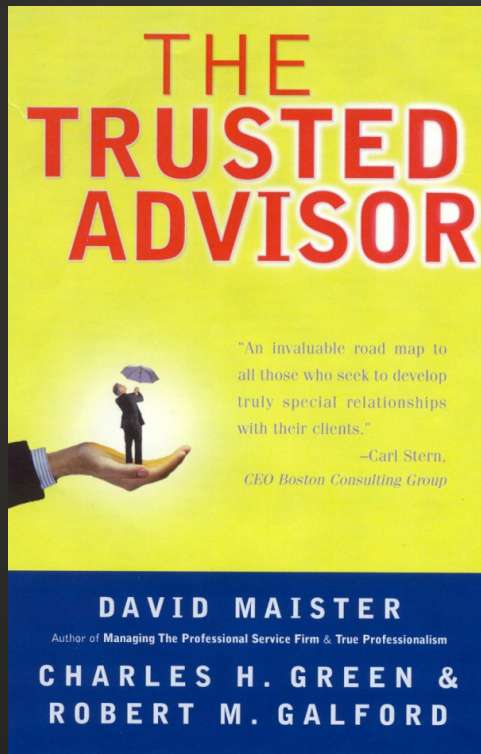
1. Make a compelling case
2. Gain the agreement of diverse stakeholders
3. Say “no” to a customer
4. Recover from mistakes
5. Transition to a new customer

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Goals for Today

1. Know the four essential elements of trustworthiness
2. Understand the “secret weapon” of influence
3. Appreciate the paradox of trust and be able to put it to work

These are our building blocks



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

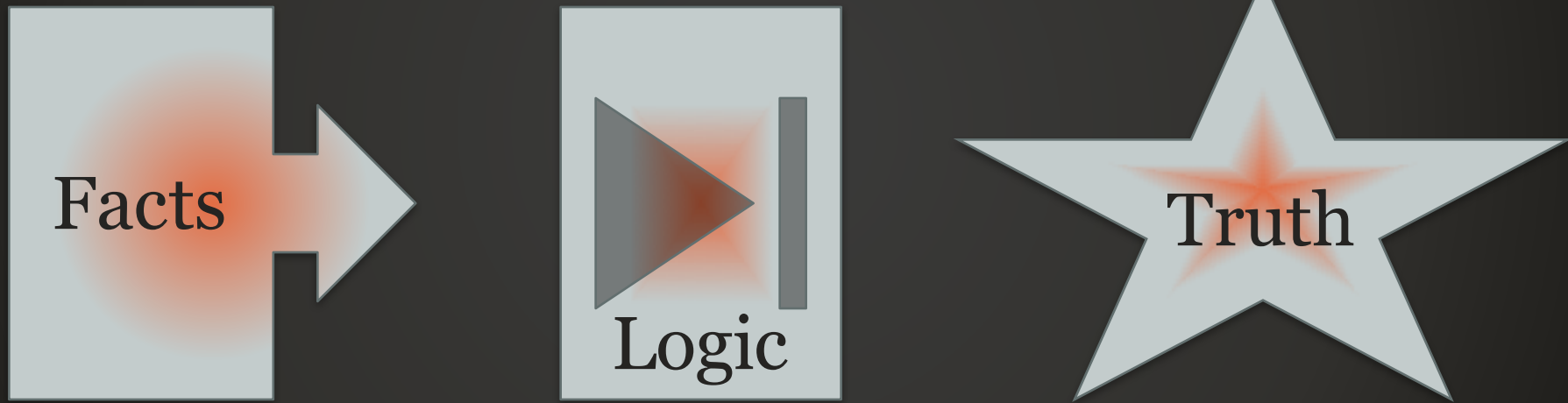
12. Give away ideas

13. Build a shared agenda

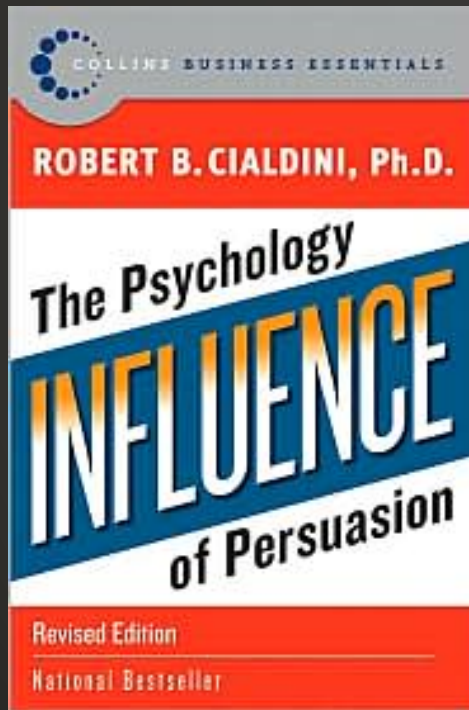
14. Steer clear of premature problem-solving

15. Relax your mind

Influence is as misunderstood as trust



What drives influence might surprise you



reciprocity

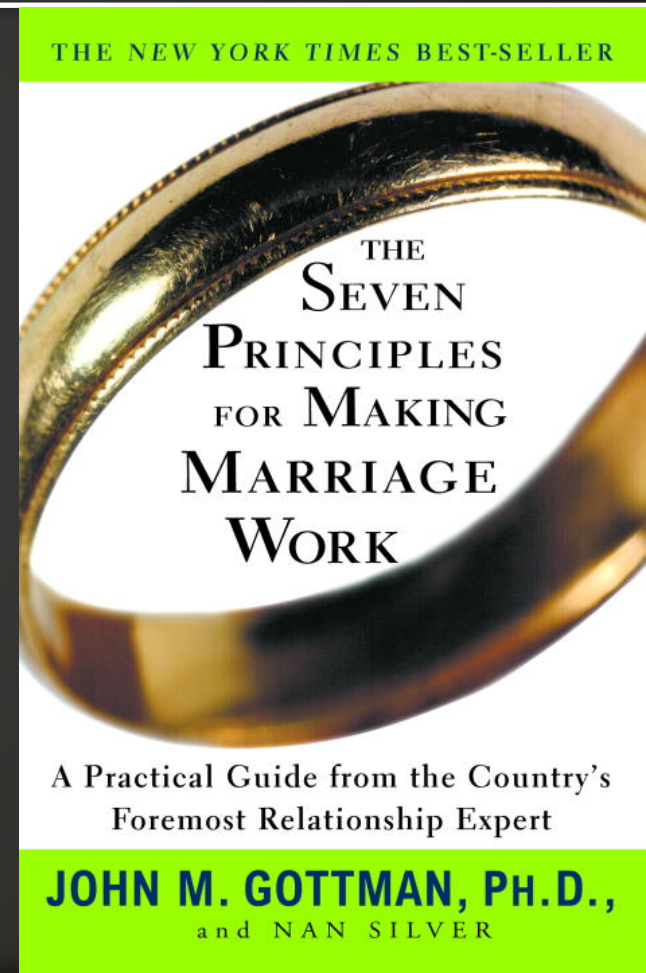
Trust breaks down in conversations in two key ways



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



“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

Key Takeaways

1. Make a compelling case
2. Gain the agreement of diverse stakeholders
3. Say “no” to a customer
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5. Transition to a new customer

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Trust and Influence:
What Every Successful PM Needs to Know

#1. My stakeholder's name is: _____

#2. CREDIBILITY equates to _____
RELIABILITY equates to _____
INTIMACY equates to _____
SELF-ORIENTATION equates to _____

#3. My trustworthiness score:
☐ + ☐ + ☐ = ☐ 1 - 5 points each

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

T trustworthiness
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S self-orientation

#4. _____ is the only element of trustworthiness that requires the passage of time.

#5. Four ways to RAPIDLY BOOST MY TRUSTWORTHINESS score are:
Self-Orientation: _____
Intimacy: _____
Reliability: _____
Credibility: _____

#6. According to Cialdini, _____ is a primary driver of INFLUENCE. This plays out in the business of project management in the form of _____.

#7. EMPATHETIC LISTENING requires that we prove we've understood the _____ and _____ reality of another.

#8. My BIGGEST TAKEAWAY from today is: _____

#9. ONE ACTION I will take to increase my trustworthiness with my stakeholder is: _____

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The Virtual Goodie Bag



- Online resources for you:
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- The Get Real Project Weekly Tips