

Trust Summit October 23 NYC

A PANEL DISCUSSION WITH THE LEADING CONSULTANTS ON TRUST IN THE BUSINESS WORLD

Featured Speakers



CHRIS BROGAN



DAVID MAISTER



JULIEN SMITH



CHARLES H. GREEN

IN A WORLD THAT IS INCREASINGLY CONNECTED, BUT ALSO INCREASINGLY IMPERSONAL,
THE ROLE OF **TRUSTED** RELATIONSHIPS IS EVER MORE CRITICAL.

Trust Summit October 23 NYC

WHEN IT COMES TO TRUST,
DOES ONE SIZE FIT ALL?

IS TRUST IN BUSINESS
UNCHANGABLE, OR DOES
IT CHANGE WITH NEW
SOCIAL MEDIA?

Register Now for this Event

The recession drove most businesses to redefine their relationships--both inside and out of company walls. Now more than ever it is important to learn how to apply effective, practical Trust tactics to improve and solidify your business's reputation and network. Preaching trust is not enough; how to trust, and to be trusted--those are the questions.

On Friday, October 23, the Harvard Club will host a Trust Summit : Four of the leading minds in the field of creating and maintaining trust in the business world will be gathering for a unique event where tried and true sensibilities meet new online environments. [Click here](#) to find out more about attending.

The event will feature [Chris Brogan](#) and [Julien Smith](#), co-authors of the New York Times Bestseller : *TRUST AGENTS* along with [David Maister](#) and [Charles H. Green](#), co-authors of *The Trusted Advisor*.

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HOW TO COMPETE

CHRIS BROGAN ON FRIDAY, SEPTEMBER 11, 2009

How do we compete with other companies? What are our unique differentiators? In a world where everything is pretty much the same, what matters? They're bigger than us. They have more budget than us. They have the market share.

Zappos had to convince thousands and thousands of customers that ordering shoes on the web was easy, and that their customer service policies were top shelf. They made a near-billion dollar correct bet on how they competed.

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HOW TO COMPETE

CHRIS BROGAN
SEPTEMBER 11, 2009

[Craigslist](#) revenues for 2009 were estimated to top \$100 million dollars, and Craig Newmark built the company around the premise that excellent customer service and community involvement were the key.

Peter Shankman built [HARO](#) (Help A Reporter Out) as a free-to-receive thrice-daily email newsletter to support reporters' need for information, and has pocketed quite a tidy sum by being helpful to others.

Helpful is always a powerful way to compete.

Other Ways to Compete

Want some more hints? Think about these words:

- » **Velocity** – Can you build a faster experience for people? Can you build a slower one?
- » **Distance** – Can you eliminate distance? (the web does this). Can you make distance a value? (vacation spots)
- » **Distribution** – Can you jump a gate? Jim Koch of Samuel Adams hand-delivered his beer to many bars until someone bought.
- » **DIY** – Can you empower others in the spirit of do-it-yourself? Does your product or service empower others?

Even More Ways to Compete

- » Can you solve a problem I didn't know I have? – VirginUSA solves my “flying is kind of boring” problem.
- » Can you remove steps? – [BatchBlue](#) formed relationships with [Shoebboxed](#), which allows me to mail my business cards to Shoebboxed, and have them show up in my contact database at BatchBlue, thus powering my contact management.
- » Can you create a new marketplace for me? – The iPhone isn't an amazing phone. It's a gatejumper for services the other telcos refused to provide, and it's open for developers to try and make their fortunes. See also Threadless. See also Second Life (virtual goods is still alive and well).
- » Can you equip me to succeed? – My [Monster Outlets to Go](#) (amazon link) power cord with 3 plugs and a USB port is invaluable to me at airports, where I often have to charge and run. The USB port is the magic (to me.)

It's a dodgy game to compete on price. It's always a race to the bottom. It's never fun to compete by name-calling or bragging over your competitors. Instead, really earn it with us by competing in ways that will empower both you and us.

Do you agree? And more importantly, how are *you* competing right now?

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Photo Credit: Robert S. Donovan

SUCCESSFUL SOCIAL TOOLS

JULIEN SMITH ON WEDNESDAY, SEPTEMBER 9, 2009

This morning, I did six- count em- SIX radio interviews for [the book](#). Here's some stuff I kept reiterating, that I'll say now for you, except I'll expand on it, because you already get a lot of it.

[Humans don't change.](#)

Only tools change. We've always trusted and liked the same kind of people + channels- those that were open with us, that are amusing and that tell us interesting things.

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DAVID MAISTER



JULIEN SMITH



CHARLES H. GREEN

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SUCCESSFUL SOCIAL TOOLS

JULIEN SMITH
SEPTEMBER 09, 2009

Social tools only succeed if they function around human needs

Social recommendation sites like [Reddit](#) and [Digg](#) work because we do these things naturally; these tools just amplify it.

If you're creating a social tool, you need to think, "Is this a normal human behaviour," and if it seems off, you need to make it more natural by reducing friction. Seems to me that it'll get you closer to success.

Some human needs aren't yet satisfied by technology

There's a lot of stuff that can be duplicated today by social technology, such as allowing for trusted networks, finding work recommendations, and so forth. But not all.

Some human behaviours aren't yet amplified by social technologies. The trick to success is to facilitate the creation of these tools, and reduce the friction around adopting and using them.

Think [Seismic Desktop](#). Its main purpose is to reduce friction; as long as it does that well, it succeeds. That's a smaller job than to duplicate a human behaviour, but it's still a big enough job that it's capable of sustaining a company.

The ideal social technology duplicates all human behaviours

If you can duplicate one social behaviour that we humans have, you've got a real success. Think [Digg](#), [Facebook](#), [Twitter](#), even [PlentyOfFish](#) – all hugely successful sites that facilitate a natural human behaviour.

If you can do many of them, you've got a... well, I don't know quite what, but something crazy.

Your job, then, is one of three things:

- a) Build a tool that facilitates natural human behaviour.
- b) Reduce friction in facilitating one of these behaviours through an existing tool.
- c) Become a master at one of them.

Each of the above is a bigger job than one of the one below it– so if you just want to relax, choose a simpler one lower on the pyramid, it'll be easier and you'll have more time to ride your bicycle with your family or whatever you do.

Anyway, I'm thinking these are the only 3 ways to succeed with the social web. What do you think? Make sense?

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Photo Credit: Roland Lavis

HOW TO BE INTIMATE

DAVID MAISTER ON WEDNESDAY, JUNE 21, 2006

“I have used Trusted Advisor in my work for several years. The Reliability and Credibility factors you talk about there have always seemed like “table stakes” to me.

What things would you recommend that companies of any size can do to be more intimate with their customers, employees and community? If you are a company who needs scale to survive, is it a given that you have to leave intimacy and trust behind?”

For me, the secret to the ‘intimacy’ aspect of trust, whether dealing inside or outside an organization, is the simple act of getting out of role-to-role interactions, and making them encounters between real people. In other

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HOW TO BE INTIMATE

DAVID MAISTER
JUNE 21, 2006

words, treat me like a person, not an ‘employee’ or a ‘customer.’

Viewed this way, the issue of creating intimacy is less one of systems, procedures and processes, than it is one of attitude and style. The famous examples are the cabin attendants and pilots of [Southwest Airlines](#), who (according to their reputation) can make announcements conveying serious information but with humor, personality and individualism, proving that you don’t have to be robotic, bureaucratic or rule-driven to get something done. And Southwest is one of the largest airlines out there. It’s all about attitudes, mentality, empowerment, self image, and keeping things in proportion.

As I’ve written many times (and never tire of preaching) it’s the RULES that grind us all down, and they tend to accumulate and take over when organizations grow. If managers only focused on WHAT needs to be done (superbly), and WHY it needs to be done (superbly), then they could empower and trust the front-line staff to figure out for themselves HOW to do it. And if, as a staff member, I can then do it MY way, I’m going to make it more real, more human and more intimate for both the customers and for myself.

What about the effects of scale? In my book [Practice What You Preach](#), I studied 139 businesses analyzing the relationship between attitudes and financial results. While there were examples of great intimacy (‘human scale’) the overall trends were a clear decline with scale. In larger offices

in general, people did, indeed, give lower scores to such things as:

- » Management valuing input
- » Management listening to people
- » Management being trusted
- » Management practicing what they preached
- » Management being successful in fostering communication and loyalty

These all declined with larger offices, even though I was able to prove that doing well on these things was a significant predictor of better financial results.

In addition to my statistics, the book contains portraits of nine of the highest-performing businesses I could find in my database. I interviewed not only the managers, but many other people who worked in these nine office.

One of the absolutely fascinating outcomes was that, in line with your question, everyone was worried that they could only achieve their level of excellence because they were ‘small’ and had a strong sense of community and purpose - or, if you prefer, intimacy. But this reaction was expressed by offices that had over 300 people!

This convinced me that creating a sense of intimacy is a managerial phenomenon, not one simply determined by scale. It can be achieved by managers who know how to manage.

HOW TO BE INTIMATE

DAVID MAISTER
JUNE 21, 2006

So what did the ‘great’ managers do to overcome the effect of size? None of it was very dramatic. Most of the (hundreds) of specific messages are contained at the end of the book could be summed up as “Be human and never forget that we are, too.”

Some specific advice to managers in the book?

- » Do your own photocopying occasionally. Wash your own cup
- » Don’t hesitate to jump in and help and prove you’ve still got it
- » Keep a level emotional keel, don’t over-react to either triumphs or disasters
- » Take work seriously but don’t take yourself seriously
- » Treat people as adults
- » Let people know you as a human being, not just as their manager
- » Believe in, and keep the faith with what we are doing

At the risk of repetitiousness, I must stress that these lessons from the book are NOT that these are ‘nice-to-have’ behaviors, but that they are EXACTLY what the managers of the financially highest performing businesses in my database do.

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Photo Credit: Elgabji

CAN TRUST BE TAUGHT?

CHARLES H. GREEN ON WEDNESDAY, JUNE 03, 2009

Let's not mince words. The answer, pretty much, is yes.

The exception is what the academics call social trust—a generalized inclination to think well or ill of the intentions of strangers in the aggregate. That kind of trust ends up being inherited from your Scandinavian grandparents (or not, from your Italian grandparents).

The rest, let's break it down. First, enough talk about “trust.” Trust takes two to tango. One to trust, another to be trusted. They are not the same thing.

So let's start by asking which we want to teach: **to trust**, or **to be trustworthy**?

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CHRIS BROGAN



DAVID MAISTER



JULIEN SMITH



CHARLES H. GREEN

CAN TRUST BE TAUGHT?

CHARLES H. GREEN
JUNE 03, 2009

Trusting someone is, paradoxically, often the fastest way to make that other person trustworthy—thereby creating a relationship of trust. People tend to live up, or down, to others’ expectations. So if you can muster the ability to trust another, you’re both likely to reap big returns quickly from the resultant trust.

However: *trusting* can also be a high risk proposition. The vast majority of business people, on hearing “trust,” will say “that’s too risky.” In other words, they hear “trust” as meaning “*trusting*,” and they turn off.

On the other hand, there is being *trustworthy*. If you consistently behave in a trustworthy manner, others will come to trust you, and voila, you have that trusting relationship. Being trustworthy tends to take longer than trusting, but the results are just as good. And, it’s very low risk.

Let me say that again: becoming trustworthy is a low risk, high payoff proposition. This is not a hard concept for people to get, if explained right.

What does it mean to be trustworthy? The trust equation explains it: it’s a combination of credibility, reliability, intimacy, and a low level of self-orientation. You can take a self-assessment test of your own **TQ, or Trust Quotient**, based on the trust equation.

So the question is: can people be taught to become more credible? More reliable? More capable of emotional connectedness? More other-oriented and less self-oriented?

The answer is yes. Big picture, there are two ways to teach these things. One is to recall Aristotle’s maxim: “We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.”

People can be taught truth-telling, reliability, even other-orientation to some extent by showing them the behaviors—particularly the language--of trustworthy people.

But the deeper, more powerful approach to building trustworthy people starts the other way around: by working on thoughts to drive action. As the **Burnham Rosen group** articulates this point “thought drives actions which result in outcomes.”

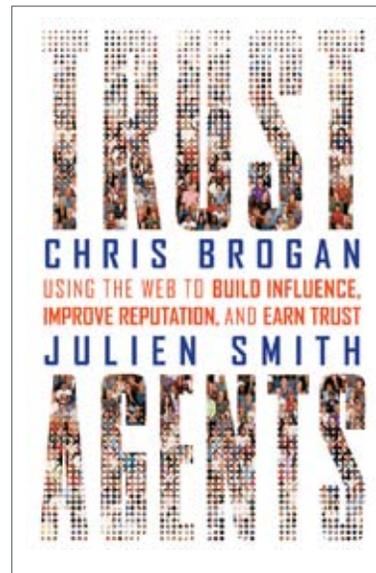
Many disciplines outside of business know the truth and power of this approach: psychology, acting, public speaking, to name a few. Business doesn’t appreciate it enough. But commonsense does.

Trust can be taught: either by teaching trusting, or trustworthiness. The latter is lower risk, hence the most attractive approach for many in business. And trustworthiness can be taught via a mix of skillsets and mindsets

It makes sense.

Chris Brogan Julien Smith

TRUST AGENTS



The web is the most influential networking tool in this digital era in which we now find ourselves.

Chris Brogan and Julien Smith's *TRUST AGENTS* focuses on how harnessing social media and the internet can provide a solid platform from which to build strong, lasting and trusting business relationships. Brogan and Smith understand the need to establish trust as the focal point in building any online business network. In their book, they teach how to tap into the power of social networks to build influence, reputation and profits by becoming a Trust Agent. *TRUST AGENTS* provide all the tools and strategies one would need to employ the web for your business the right way--honestly, effectively and profitably.

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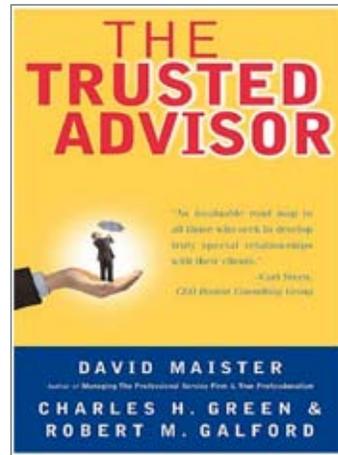


JULIEN SMITH



CHARLES H. GREEN

David Maister Charles H. Green



The ability to earn trust is a learnable skill.

David Maister and Charles Green built their careers consulting on professional-service management and customer-relation issues, when they found an untapped source where businesses were lacking direction—Trust. From this, with Robert Galford, they wrote *The Trusted Advisor*, which introduced the **Trust Equation**, a practical approach to the establishment of personal trustworthiness, and put meat on the bones of the previously generic phrase “Trusted Advisor.”

After last year’s economic recession, most companies have had to redefine their relationships both inside and out of company walls. Now more than ever it is important to learn how to apply these Trust tactics to improve and solidify your business’s reputation and network.

The panel discussion will be followed by a Q&A session allowing for audience members to gauge how to use Trust within their own situations.

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CHRIS BROGAN



Chris Brogan is cofounder of **PodCamp** a popular new media conference series focused on the use of social media to build business and personal relationships. He is a widely read blogger on the subject of social media.

Find him at chrisbrogan.com.

Follow him on Twitter at twitter.com/chrisbrogan.

You can also subscribe to his blog [here](#).

JULIEN SMITH



Julien Smith is a veteran trend analyst who has run Web communities for over ten years. He helps companies prepare for and profit from disruptive changes in their industries, and has appeared on news programs to represent companies and nonprofits in Canada and the U.S.

Find him at juliensmith.com.

Follow him on Twitter at twitter.com/julien.

You can subscribe to his blog, [inoveryourhead](#) [here](#).

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DAVID MAISTER



David Maister a leading authority on the management of professional service firms, is the author of the bestselling *Managing the Professional Service Firm*, *True Professionalism*, and *Practice What You Preach*. He lives in Boston, Massachusetts.

Find him at davidmaister.com.

Subscribe to his blog, *Passion, People, and Principles* [here](#).

Subscribe to David Maister's Business Master Class Article Series [here](#).

CHARLES H. GREEN



Charles Green is founder and CEO of Trusted Advisor Associates. The author of *Trust-based Selling* and co-author of *The Trusted Advisor*, he has spoken to, consulted for or done seminars about trusted relationships in business for a wide and global range of industries and functions. Centering on the theme of *trust in business relationships*, Charles works with

complex organizations to improve trust in sales, internal trust between organizations, and trusted advisor relationships with external clients and customers.

Follow [Charles H. Green on twitter](#).

Subscribe to his blog, *Trust Matters* [here](#).

Subscribe to Trusted Advisor's ebook series [here](#).

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TRUST SUMMIT

Four of the leading minds in the field of creating and maintaining trust in the business world will be gathering for a unique event where tried and true sensibilities meet new online environments.

On Friday AM October 23rd at the Harvard Club in New York City, the event will feature **Chris Brogan** and **Julien Smith**, co-authors of the New York Times Bestseller : **TRUST AGENTS**, along with **David Maister** and **Charles H. Green**, co-authors of **The Trusted Advisor** (with Robert M. Galford.)

TO REGISTER

Please [sign up](#) for this exceptional event. Tickets are on sale at [trustbreakfast.eventbrite.com](#) for \$25.

7:30am: Continental Breakfast

8:15am—9:30am: Panel and Q&A discussion

LOCATION

Harvard Club of New York

35 West 44th St.
New York, NY
10036