SHRM17
ANNUAL CONFERENCE & EXPOSITION
June 18–21 | New Orleans

All in

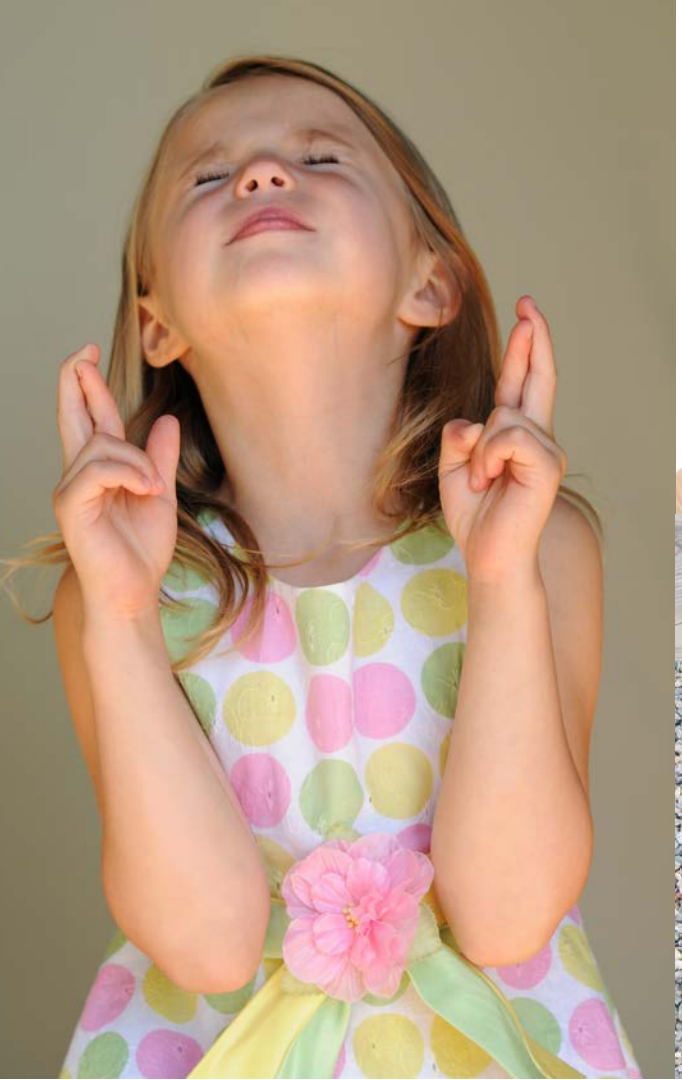
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How to Deliver Bad News *and* Build Trust … at the Same Time

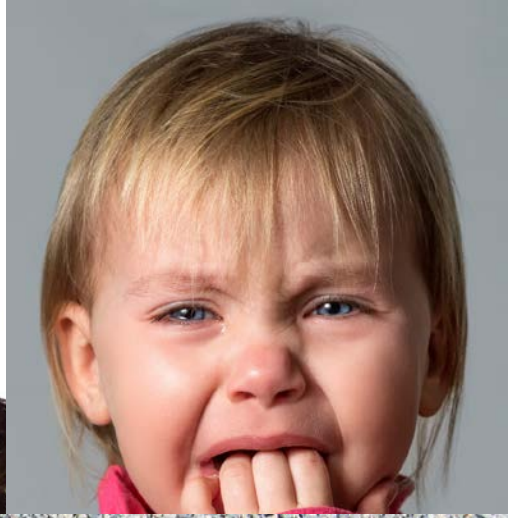
ANDREA HOWE and GARY JONES

To access these slides, please go to
Presentations.shrm.org

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To staff …

"You're being let go"

"We've reversed the telecommuting policy"

"Your pay increase request was denied"

To leadership …

"We have a major morale problem"

"Your staffing request wasn't approved"

"It's your %$#@ job; make the call"

To anyone …

"I didn't get the report done on time"

"I made an error on the spreadsheet"

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HR gets a bad rap

FAST COMPANY "Why We **Hate** HR"

THE WALL STREET JOURNAL. "Companies Say **No** to Having HR Department …"

CBS moneywatch "Four Things to **Never** Share with HR"

TLNT | Talent Management and HR "**Never** Trust HR and Other Workplace Tips for Millennials"

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With bad news,
there are challenges.

Four main problems

1 It's uncomfortable



2 Conventional wisdom really sucks

"Be objective/ factual."

"Stay positive!"

"Bring solutions to the table."

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Four problems (cont.)



3 It’s a tug of war



4 People are watching

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Good news!



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Incentive to stay!



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Make it real

Think about a work situation that requires you to deliver bad news

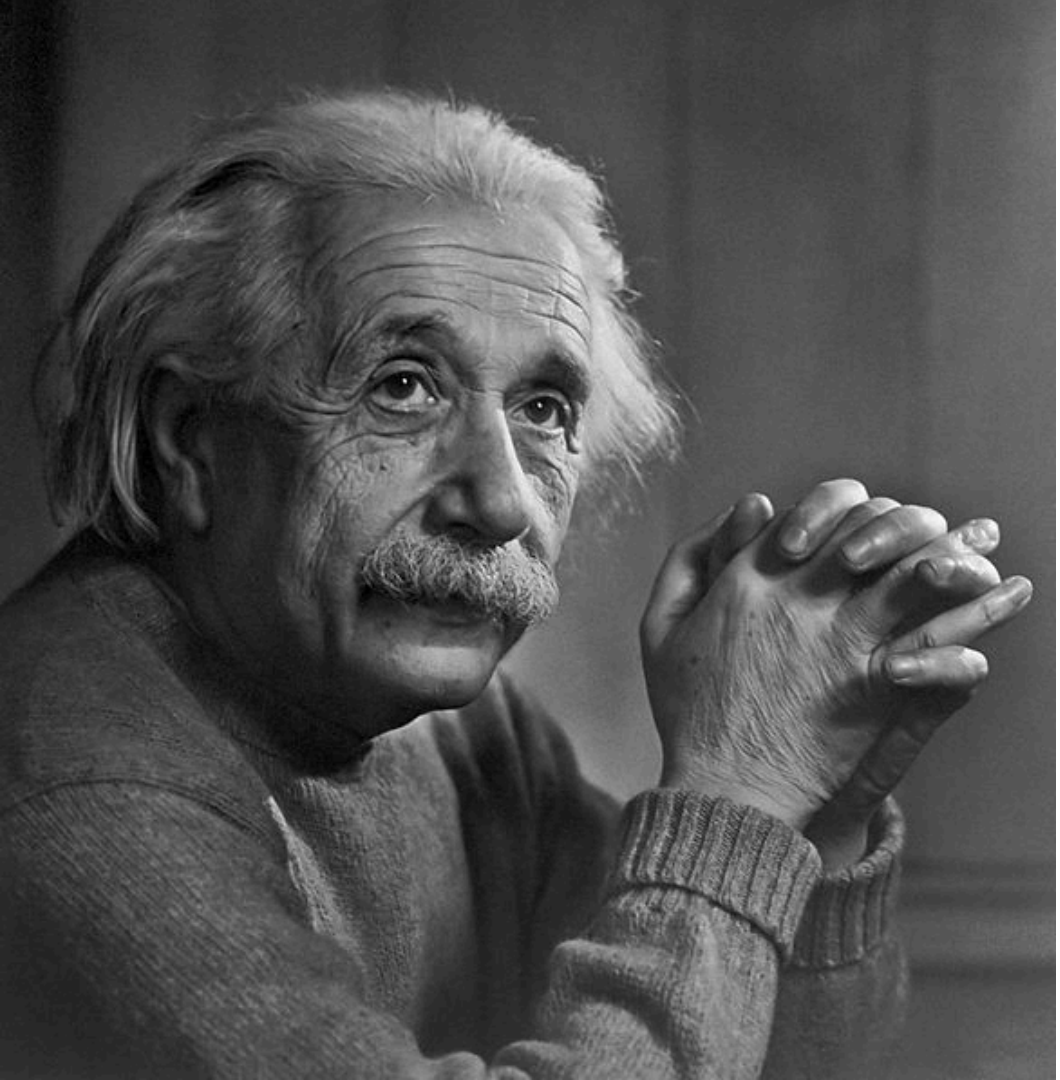
Ideal: current

Workable: recent past

1. What I need to say: _____
2. To whom: ___
3. Why I haven't said it yet: ___



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"In the middle of every difficulty lies opportunity"

Albert Einstein

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You get to
be a role
model.

Candor facilitates collaboration.



Candor also inspires innovation.





The “how”:

- Understand how trust works
- Have a good technique
- Know when to use it
- Know what to do/say next

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Trust is tricky

Looking up “trust” is a waste of time





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An equation can help

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

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

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

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Work the variables

Credibility	Intimacy	Self-Orientation
Words	**Safety**	**Focus**
Credentials Truthfulness *I trust what she says about…*	Discretion Empathy Risk-taking *I trust her with…*	Motives Attention *I trust that he cares about…*

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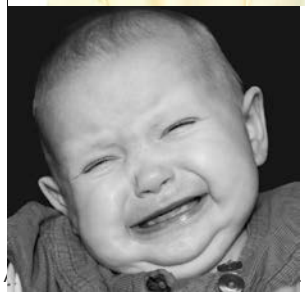
What drives S



They might not like me



They'll get emotional—yuck



I've got my own emotions



I'll get blamed



I don't agree

?

(Insert yours here)

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How to “get off your S”



Have a “perspective practice”





Find an (appropriate) emotional outlet

Shift your body chemistry

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Consistency counts

Credibility	Reliability	Intimacy	Self-Orientation
Words	**Actions**	**Safety**	**Focus**
Credentials Truthfulness	Dependability Predictability	Discretion Empathy Risk-taking	Motives Attention
I trust what she says about…	*I trust him to…*	*I trust her with…*	*I trust that he cares about…*

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Make it real

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

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

The variable I tend to lean on: ___

The one I tend to leave behind: ___

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What to do about it

Downloadable! thegetrealproject.com/SHRM17



82 WAYS TO BUILD CLIENT TRUST

Using the Trust Equation from the books *The Trusted Advisor* and *The Trusted Advisor Fieldbook*, discover 82 specific ways to increase the level of trust in your client relationships. Which one will you put into practice today?

CREDIBILITY
WORDS
"I can trust what she says about..."
Credentials
Truthfulness

Credibility exists in the domain of words. It is created through your credentials, truthfulness, and how you present yourself.

1. Be diligent about researching your client
2. Know about industry trends and info, business news
3. Take the initiative to expand your knowledge
4. Ask great questions
5. Write about your areas of expertise—articles, blogs, white papers
6. Express your passion for your subject
7. Host an event that brings key stakeholders together; be the moderator
8. When you present, practice practice practice so your delivery is relaxed
9. Use metaphors, stories, and vivid examples to share your ideas, prove your point
10. Offer your point of view when you have one
11. Share the "why" behind your point of view
12. Be articulate and thoughtful when you express yourself
13. Find ways to demonstrate your expertise; don't just talk about it
14. Say "I don't know" when you don't know
15. Never ever lie
16. Report regularly on project progress/measures
17. Combine your words with presence—a firm handshake, eye contact, confident air
18. Be humble; remember there is always more to learn

RELIABILITY
ACTIONS
"I can trust him to..."

Reliability occurs when you prove yourself dependable and predictable over time.

19. Set expectations up front and report on them regularly
20. Be prepared for meetings
21. Be at least on time if not early
22. Be unbelievably responsive
25. Create documents and deliverables with a consistent look and feel
26. Be rigorous about using good business practices, such as meeting agenda and notes
27. Use others' terminology and templates

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The “how”:

- Understand how trust works
- Have a good technique
- Know when to use it
- Know what to do/say next

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Introducing name it and claim it

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

It's *your* job to make the call.

I might risk my job

It's awkward

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What's a caveat?



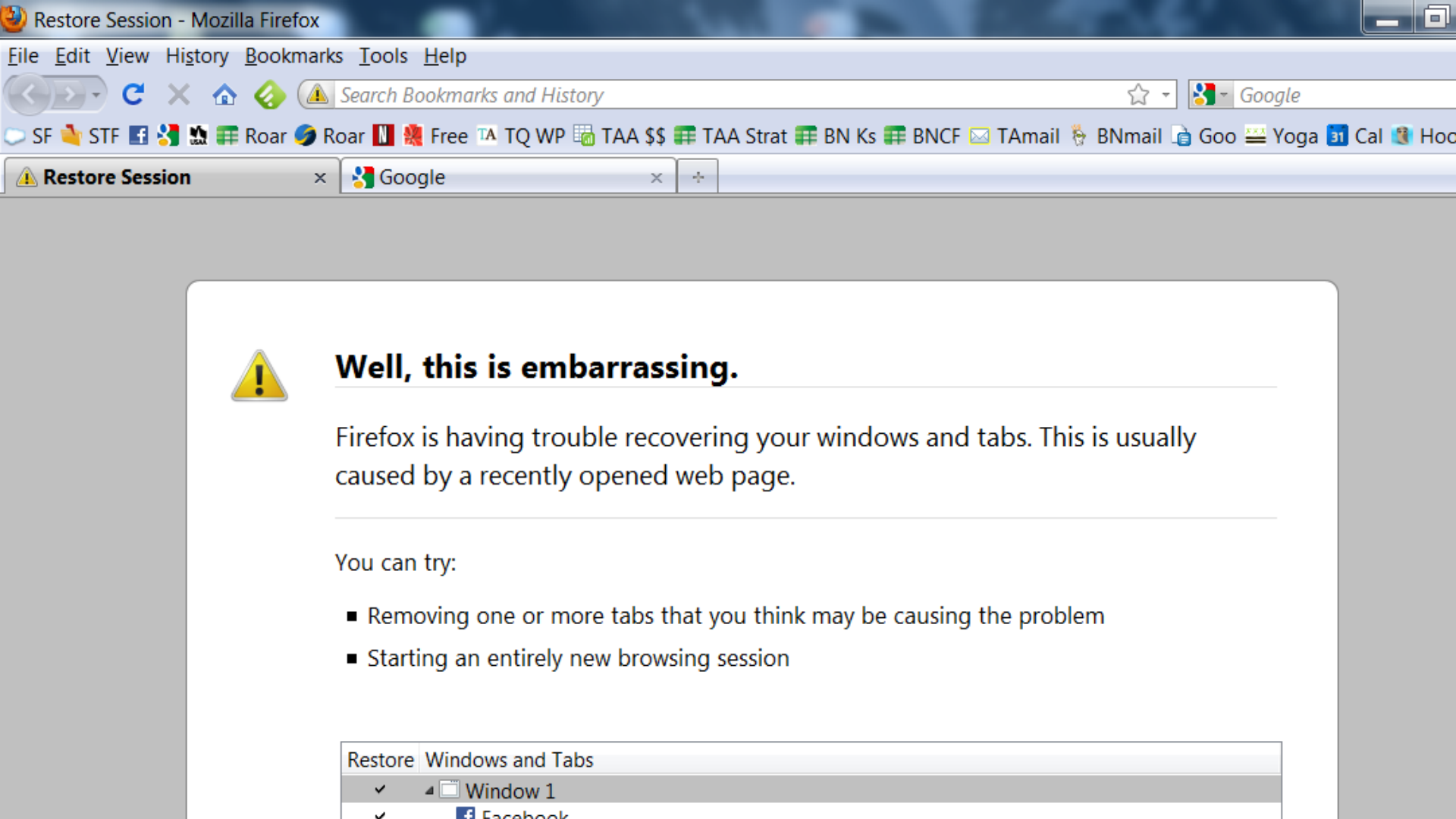
A short phrase that serves as a warning or cautionary detail.

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Restore Session - Mozilla Firefox
File Edit View History Bookmarks Tools Help
Search Bookmarks and History
Google
SF STF Roar Roar Free TQ WP TAA $$ TAA Strat BN Ks BNCF TAmail BNmail Goo Yoga Cal
Restore Session
Google
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


“Mommy, I have to tell you something that makes my tummy hurt ...”
“I may be completely missing the mark …”
“There’s really no easy way to say this ...”
“At the risk of embarrassing myself …”
“This is awkward …”
“This may put my job at risk …”
“You’re not going to like what’s coming …”
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Let's put it together

"At the risk of embarrassing myself … I made an error on the spreadsheet."

"This is awkward, and it might put my job at risk to say it … it's your job to make the call."

"There's really no easy way to say this ... you're being let go."

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A trust trifecta

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

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

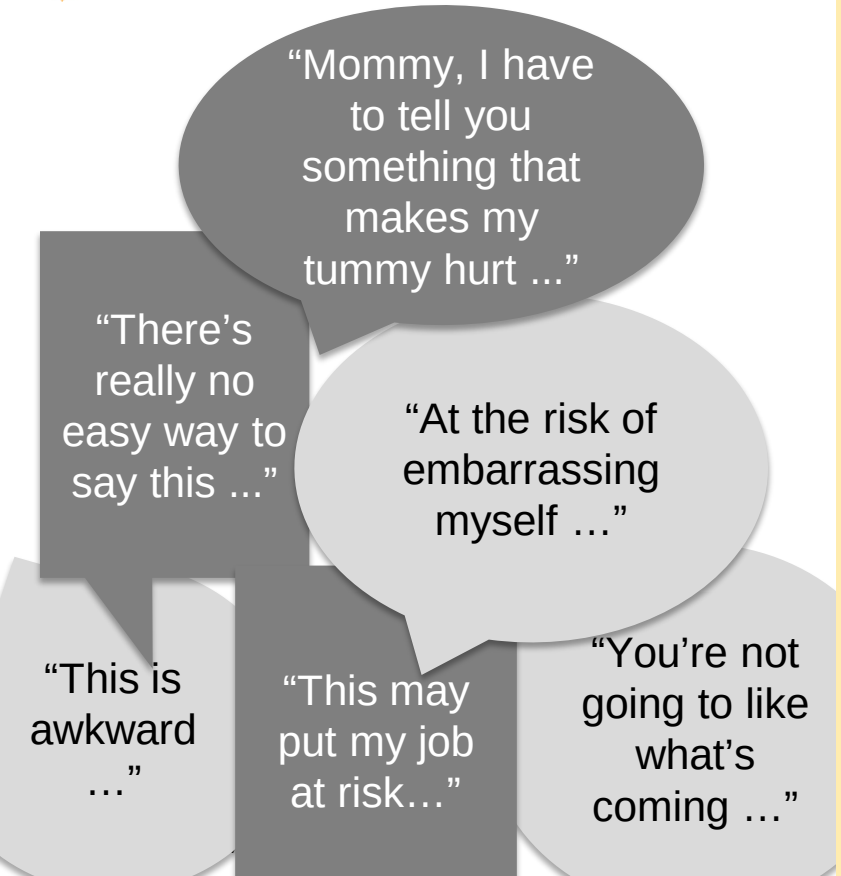
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Make it real



1. What I need to say: _____
2. To whom: ___
3. Why I haven’t said it yet: ___
4. **What caveats I might use:** ___

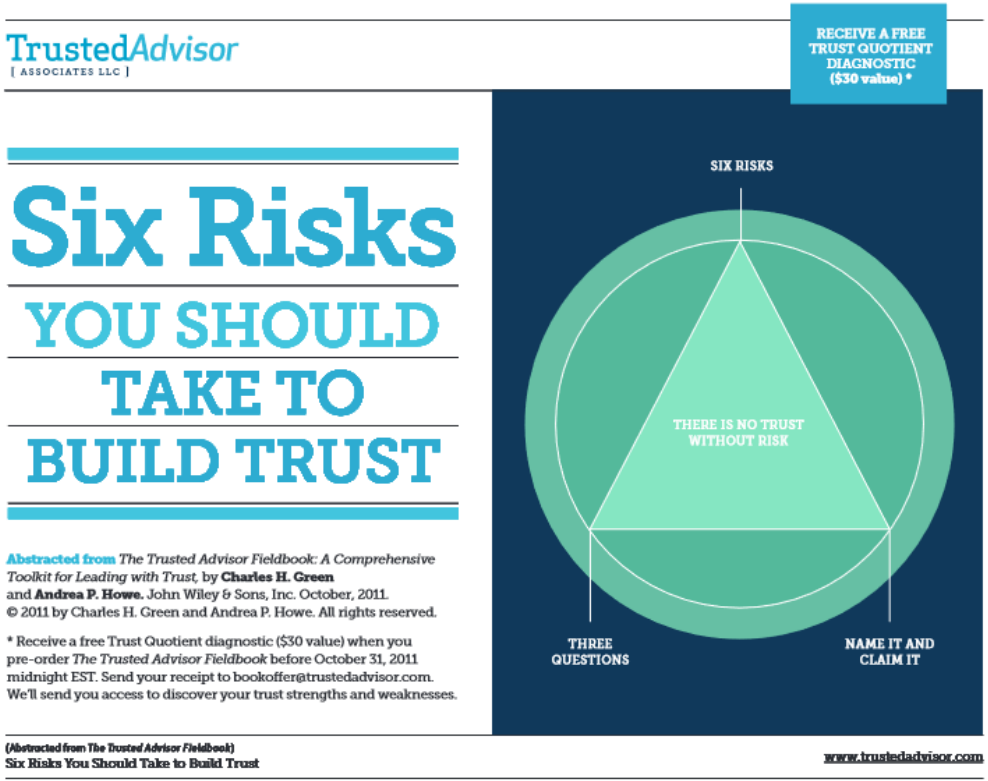
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What to do about it

Downloadable!

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RECEIVE A FREE TRUST QUOTIENT DIAGNOSTIC ($30 value) *

Six Risks YOU SHOULD TAKE TO BUILD TRUST

Abstracted from *The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust*, by **Charles H. Green** and **Andrea P. Howe.** John Wiley & Sons, Inc. October, 2011.
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* Receive a free Trust Quotient diagnostic ($30 value) when you pre-order *The Trusted Advisor Fieldbook* before October 31, 2011 midnight EST. Send your receipt to bookoffer@trustedadvisor.com. We'll send you access to discover your trust strengths and weaknesses.

SIX RISKS

THERE IS NO TRUST WITHOUT RISK

THREE QUESTIONS

NAME IT AND CLAIM IT

(Abstracted from The Trusted Advisor Fieldbook)
Six Risks You Should Take to Build Trust

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The “how”:

- Understand how trust works
- Have a good technique
- Know when to use it
- Know what to do/say next

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Use these questions

1. Am I hesitant for Big "S" reasons?
   - Yes → NICI
   - No ↓
2. If s/he finds out later, will s/he feel misled?
   - Yes → NICI
   - No ↓
3. Would I say something if s/he were my friend?
   - Yes → NICI
   - No ↓



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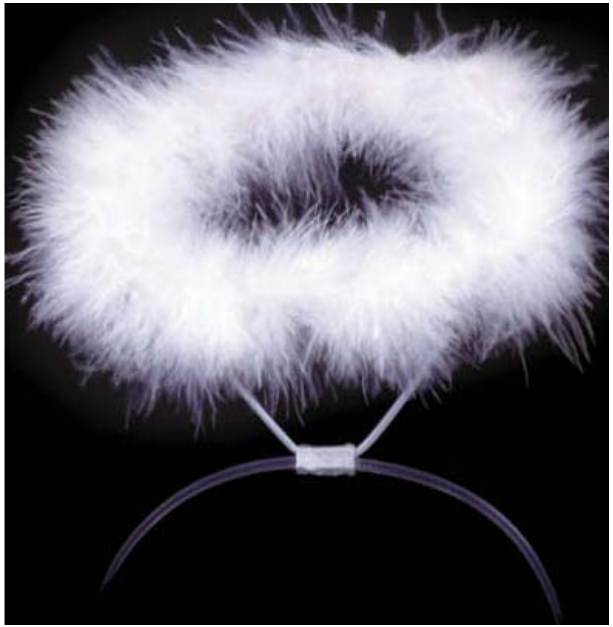
The “how”:

- Understand how trust works
- Have a good technique
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And now … a demo





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Our best advice

Let them react

"I know this is sad for you ..."

Offer resources, not solutions

"As you process this, you may have questions ..."

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Unconventional wisdom

Show some vulnerability

Bring resources (at the right time)

Let them react

Focus first on honest dialogue

"Be objective/ factual"

"Bring solutions to the table"

"Stay positive!"

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Make it real



An important takeaway for me today is:

_____

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A brighter picture

FAST COMPANY — “Why We **Love** HR”

THE WALL STREET JOURNAL. — “Companies Say **Yes** to Having HR Department …”

CBS money watch — “Four Things to **Always** Share with HR”

TLNT | Talent Management and HR — “**Always** Trust HR and Other Workplace Tips for Millennials”

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More on trust-building

Downloadable! thegetrealproject.com/SHRM17

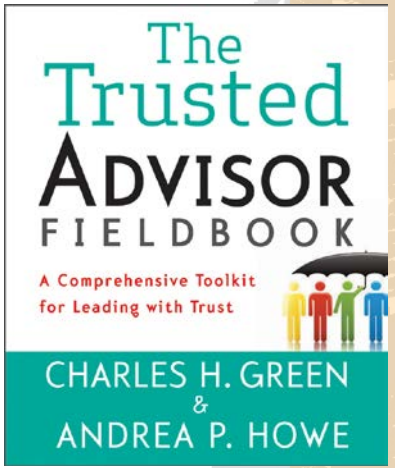
Chapter 10: Know Yourself

Introspection, the act of looking within, helps you lead with trust. Knowing yourself makes it possible to adjust to people and situations, facilitates empathy by making it easier to relate to others and be related to, and paves the way for more rewarding working relationships. *Chapter 10: Know Yourself* offers practical ways to increase your self-knowledge with guidance on how to look inward, turn blind spots into insights, and experiment regularly. We also suggest ways to use expanded self-awareness to increase your integrity and build trust.

Worksheet: Self-Knowledge Is Power

This chapter identifies three approaches to expanding your self-knowledge: look inward, turn blind spots into insights, and experiment regularly. For each, choose one practice based on the ideas provided. What specifically will you do to achieve a level of self-awareness that, paradoxically, will lower your self-orientation and improve your ability to connect with others?

Approach	Description	Your Actions
Look inward.	There are myriad tools to help you profile yourself. Use them. Discover your values, preferences, strengths, and weaknesses. Get familiar with your inner voice—a critical guidepost for decision-making.	



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SHRM Society for Human Resource Management

Incentive to stay!



- Experiment for 30 days
- Tell us how it went **by July 19th**
- Be one of three to win

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