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Trust and Influence: Making the C-Suite your Sweet Spot

Andrea Howe
Gary Jones

HR FLORIDA STATE COUNCIL

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In this "moment of truth," what should I do?

A. Leave the room

B. Answer both questions

C. Share what I learned at school

D. Redirect attention to the client

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Developed in partnership with TrustedAdvisor [ASSOCIATES LLC]

Human vulnerabilities have serious consequences

- Waste
- Lost opportunity
- Compromise
- Failure

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Trust has upside

#2

1. Influence
2. Engagement
3. Productivity
4. Information sharing
5. Creativity/innovation

What are the Top 5 benefits of trust in the workplace?

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Today,
we'll explore what it really takes …

… to be trustworthy

… to be influential

… to make a habit of trust

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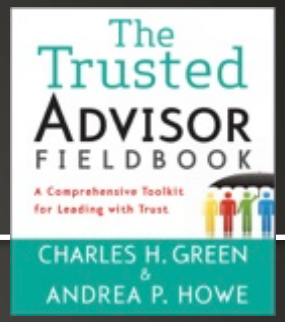
This is a "how to" kind of session



Boost **4** essential elements of trust

Leverage **1** hidden driver of influence

Align with **5** aspects of a CXO's world

Apply **7** best practices for successful C-suite meetings

Bottom line: Get noticed and heard

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Let's be sure you're all well-equipped

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Trust and Influence: Making the C-Suite Your Sweet Spot
Key Takeaways

#1. My CxO stakeholder's name:

#2. The **TOP FIVE BENEFITS** of trust in the workplace:

- _____
- _____
- _____
- _____
- _____

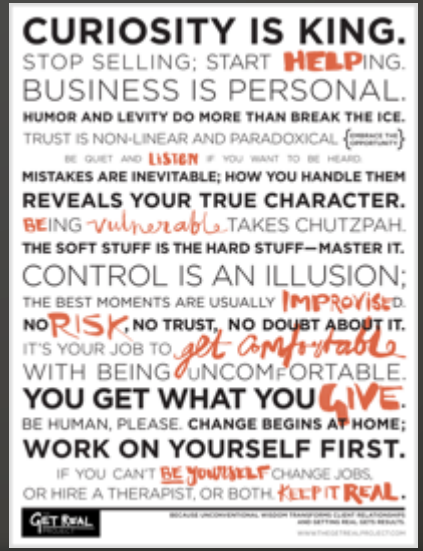
FREE DOWNLOADS:

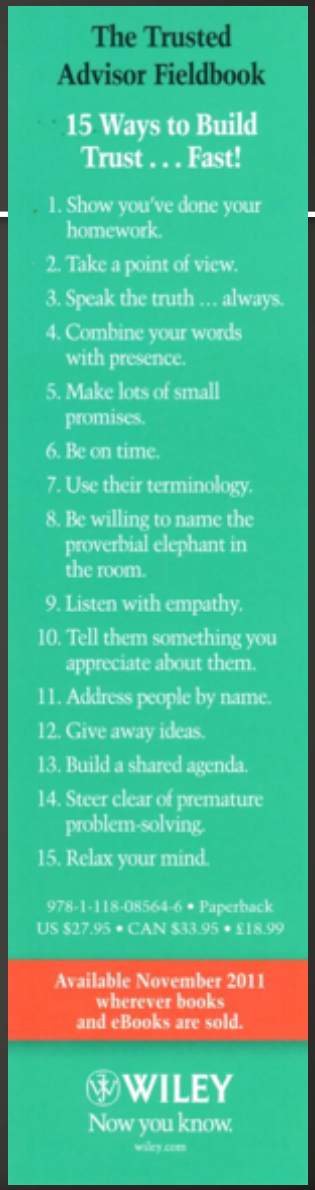
- Improving Trust (eBook)
- The Point of Listening is Not What You Hear, but the Hearing Itself (article)
- How to Sell to the C-Suite (eBook)
- *The Trusted Advisor Fieldbook* Worksheet Series (book excerpt)
- Six Risks You Should Take to Build Trust (eBook)

#3. The **FOUR VARIABLES** of trustworthiness:

C _____, which equates to _____.
R _____, which equates to _____.
I _____, which equates to _____.
S _____, which equates to _____.

#4. Words that **DESCRIBE**





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With a partner, say three things out loud

#1

1. "My CxO stakeholder is _____."
2. "The trust-building challenge/opportunity is _____."
3. "My wish for this relationship is _____."

First up, what it really takes …

… to be <u>trustworthy</u>
… to be influential
… to make a habit of trust

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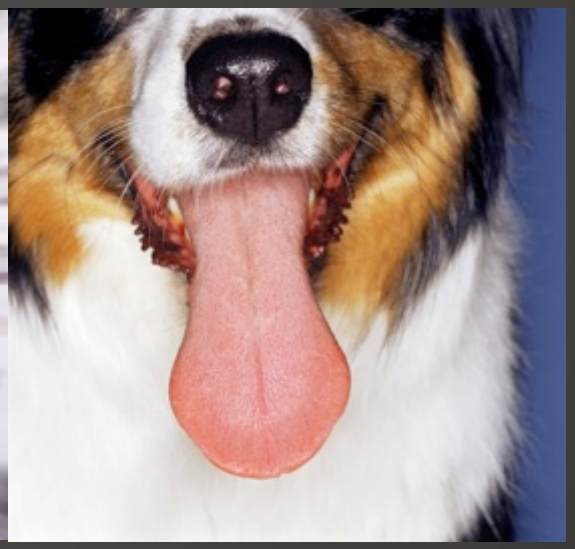
Looking up “trust” is a waste of time



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The Trust Equation brings clarity to ambiguity

#3

$$T = \frac{C}{}$$

T trustworthiness
C credibility

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

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Part of the HR leader's credibility is "the story"

- Know the field of HR
- Only speak as an authority when you are one
- Provide evidence of an informed opinion
- Raise difficult truths

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Here's a situation:

- You promised your CFO a report by "close of business"
- You won't be able to deliver it until 8am
- She typically gets in at 9am

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What should you do?

A. Decide not to worry about it
B. Deliver at 8am with a quick note
C. Re-promise now for 8am tomorrow
D. Send a message to your team mate (cc your CFO)

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Reliability relates to actions

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

T trustworthiness
C credibility
R reliability

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

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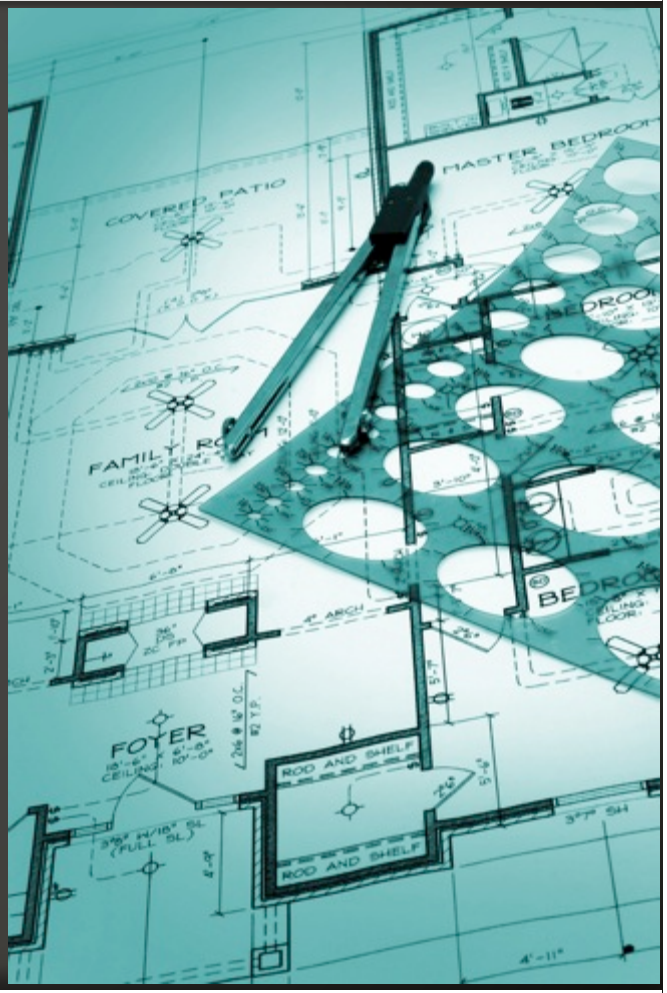
In HR, tactical excellence matters

- Handle the “little” things well
- Deliver on C-suite promises
- Treat all your stakeholders as execs



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Here's another situation:

- Paul, your CEO, is 10 minutes late to your one-on-one
- In passing, he mentions issues at home
- Throughout the meeting he seems distracted

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What should you do?

A. Stay focused on the agenda
B. Make a mental note … then ask later if he is okay
C. Make a mental note … then look for ways the team can help
D. Pause to make an observation

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Intimacy equates to safety

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

T trustworthiness
C credibility
R reliability
I intimacy

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

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How “attuned” are you?

#4

Look at—*and experience*—the world from your CXO’s perspective.

What’s it like?

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Start by getting in your CXO's world

#5

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What's the biggest derailer?

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

T trustworthiness
C credibility
R reliability
I intimacy
? _____

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

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The biggest de-railer *lives inside of us*

I'll get to hang out with the big guys!

$$$$$$!

Imagine me as CHRO!

Do I really have what it takes?

That new system is happening no matter what!

Hey, that was *my* idea!

Will they ever notice me?

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Self-orientation is all about focus

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

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

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

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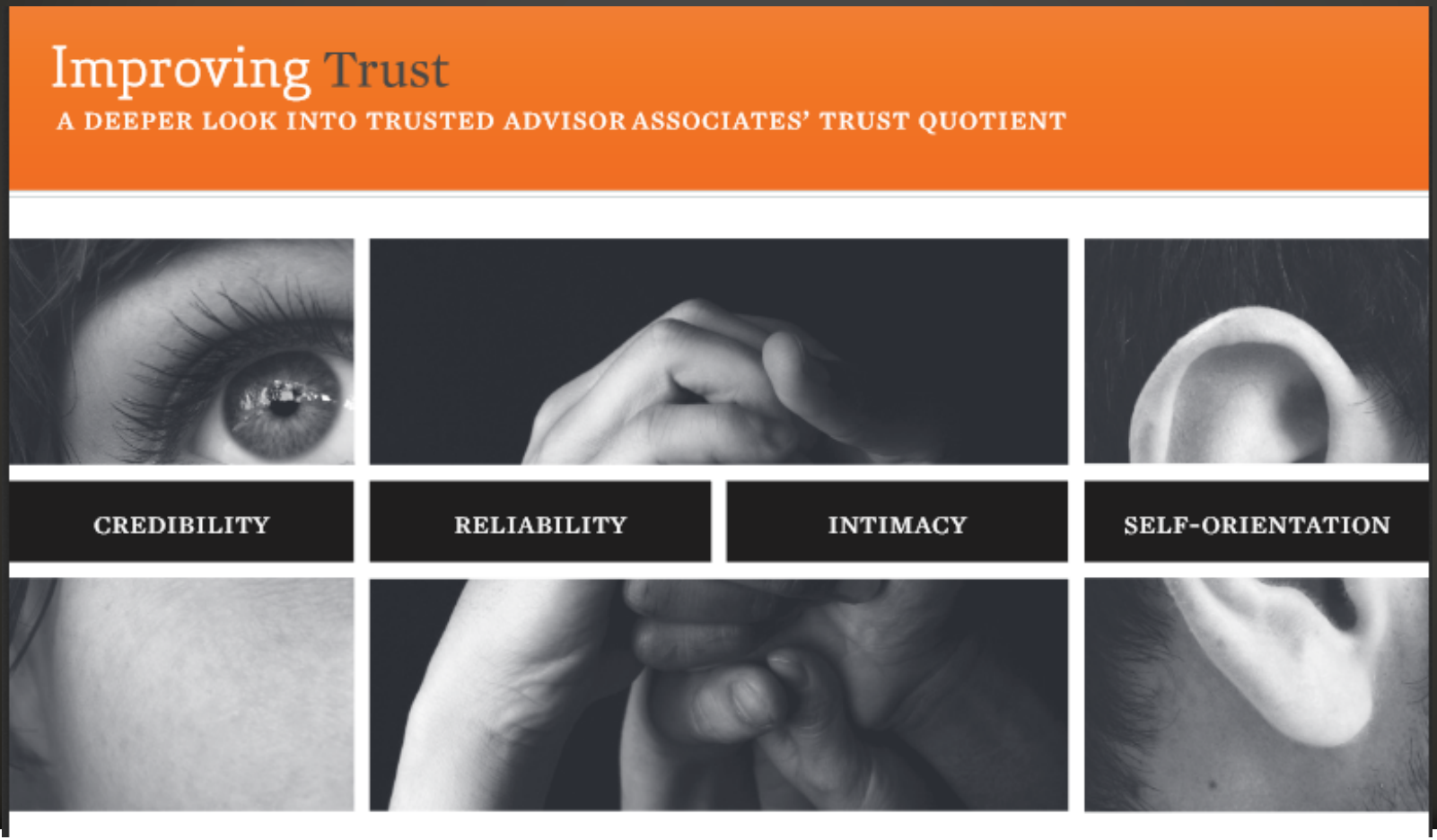
With your partner, say one thing out loud

#3

"My biggest opportunity to boost my trustworthiness score with my stakeholder is _____."

Downloadable!

The Trust Equation eBook



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Next up, what it really takes …

… to be trustworthy
… to be <u>influential</u>
… to make a habit of trust

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In-the-moment survey:

Raise your hand if you've ever given good, solid advice only to have it not be taken.

Why did that happen?

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Why *did* that happen?

Three common replies:

- “My c[illegible]asn’t [illegible]elling enough“
- “They we[illegible]g rational”
- “They [illegible]t sm[illegible]ough”

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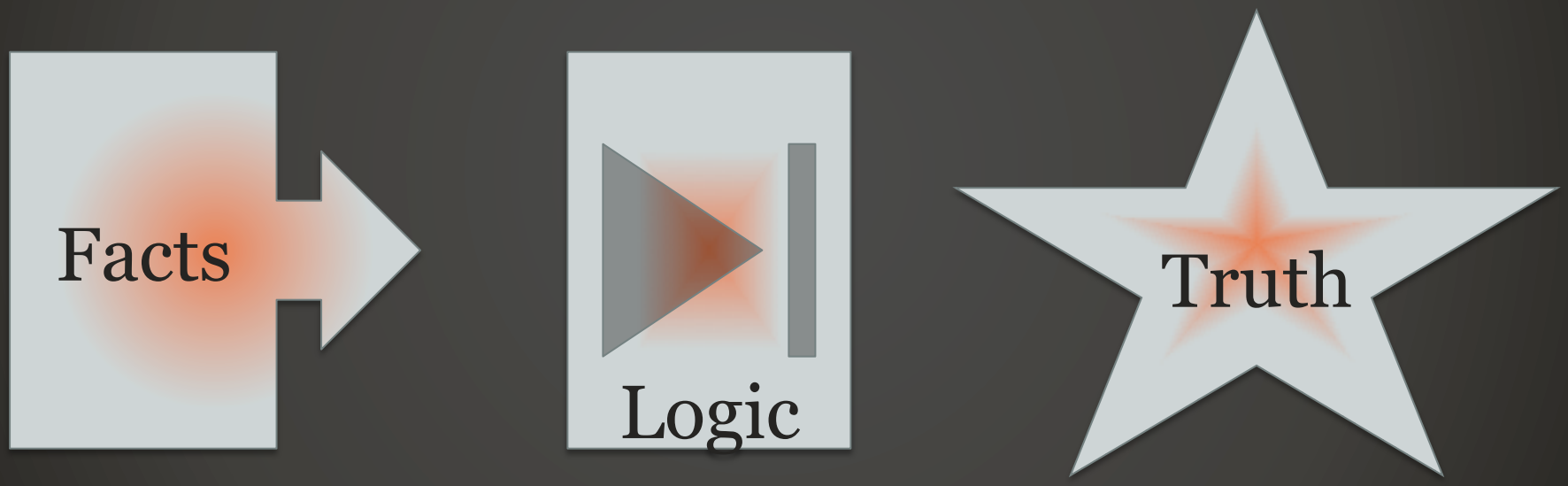
Influence is as misunderstood as trust



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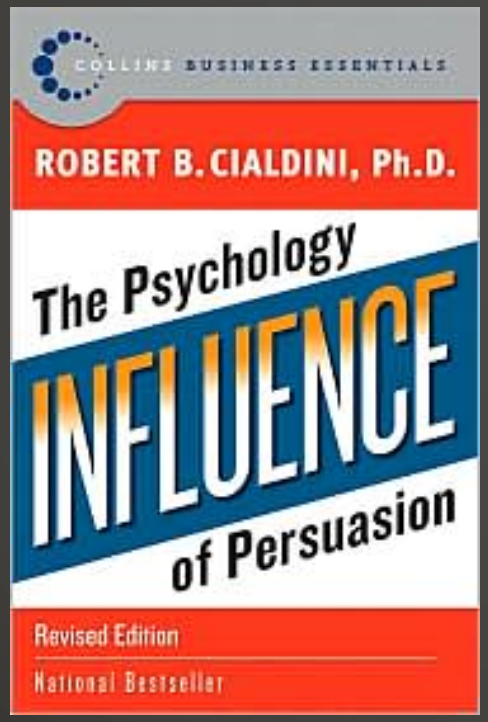
What drives influence might surprise you



reciprocity

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It's not enough to be right

#6

#7

You have to earn the right to be right.

<u>Listening</u> is key.

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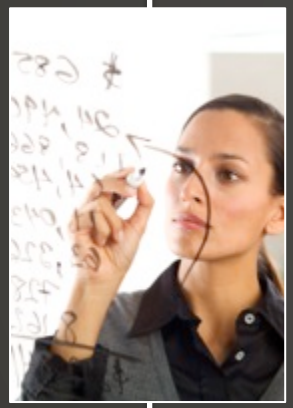
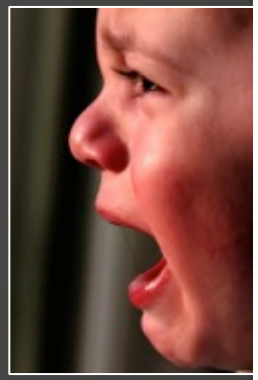
Masterful listening happens in two realms

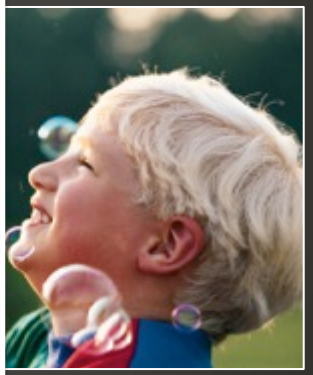
RATIONAL



Paraphrase

NON-RATIONAL





Empathize

Earn the Right

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So if you had your hand up …

… there's a good chance you were the problem.

(Sorry!)

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And now … a demonstration

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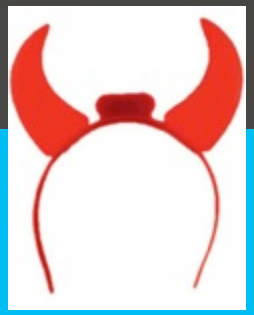
Your turn: “New choice!”

Frustrated CFO

or Stressed CIO

or Weary CEO

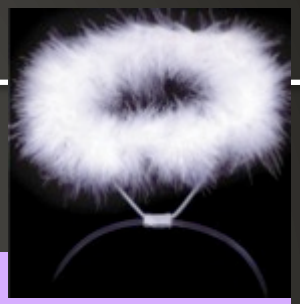


First response:

Defensive!

Reactive!

Impatient!



New choice:

Authentic
OR
Acknowledging
OR
Empathetic

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Downloadable!

“The Point of Listening …” (article)

Trust Matters Blog

The Point of Listening Is Not What You Hear, but the Hearing Itself

October 26, 2007 / 3 Comments / in Uncategorized / by Charles H. Green

In the category of “Things We Find Completely Obvious—But Aren’t True,” number one—the classic in this category—was “The Earth Is Flat.”

Number 27 is: “Listen to Customers to Identify their Needs and Wants.”

Seems obvious. Listen to learn, so that you can then:

- tweak what you’re selling to fit what they need, or
- find someone else who can give the customer what they need, or
- change the problem definition so you can help them get something else they need.

That’s what just about any sales book will tell you.

But—just like Flat Earth—it turns out to be wrong. Or, to be clear—less than 100% right. Way less.

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Finally, what it really takes …

… to be trustworthy
… to be influential
… to make a habit of trust

It takes practice to become natural

[1]experiment

SAVE POPULARITY

noun | ex·per·i·ment | \ik-'sper-ə-mənt *also* -'spir-\

Cite! Share +1 Tweet

: a scientific test in which you perform a series of actions and carefully observe their effects in order to learn about something

: something that is done as a test : something that you do to see how well or how badly it works

Try a 30-day experiment

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7 best practices for C-suite meetings

#8

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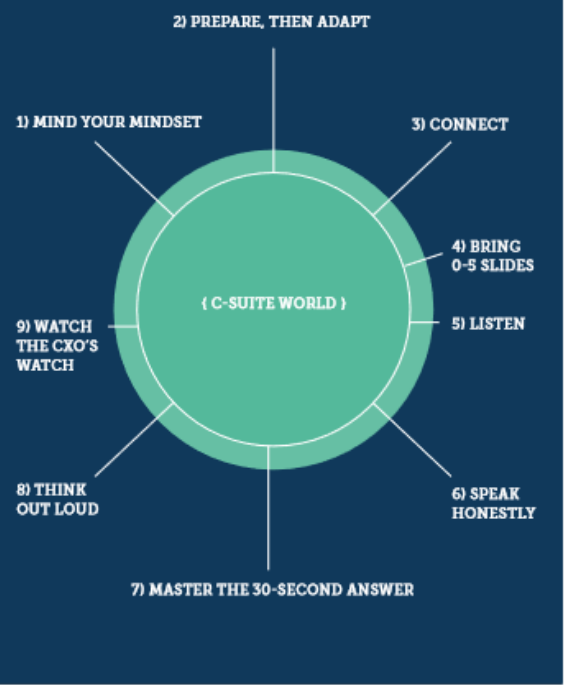
Downloadable!

Selling to the C-Suite (eBook)

TrustedAdvisor
[ASSOCIATES LLC]

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

HOW TO SELL TO the C-Suite



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.

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Downloadable!

Your 30-day experiment (worksheet)

YOUR 30-DAY EXPERIMENT

GOAL

To develop a new habit in an area of trustworthiness where you have the most room to improve.

SPECIFICS

Focus on your greatest opportunity: choose either Credibility, Reliability, Intimacy or Self-Orientation.

TIPS

- Make your experiment simple and FUN
- Choose one thing to try; don't pile on
- Be very specific about what you're going to practice—"Be a better listener" is too general
- Work the muscle every day, or twice a week, or 8 times in the next 30 days—you decide, just commit and stick to it
- It's ok to experiment on/with people outside of work. The goal is to form the habit; it doesn't really matter how and with whom

SOME EXAMPLES

Choose **one experiment** from the list below or design your own.

Credibility	Reliability
a) Write one short blog a week that shares your lessons learned with others (whether you publish it or not matters less; just write it)	a) Document the promises you make and regularly provide status to those who were promised (try the ol' index-card-in-the-pocket approach)
b) Do 10% more preparation than you normally would for every meeting	b) Assess and prioritize your to-do list every Monday, Wednesday, and Friday
c) Share your passion, not just your expertise, in your next 5 presentations	c) Make three small promises a week and consistently follow through
d) Name It and Claim It with 5 people you've been avoiding, or been indirect with	d) Create a new routine in at least four relationships (such as regular meetings, status emails)
e) Keep a daily journal of your observations of others who have "presence," what they do to convey that, and how you might adopt some	e) Arrive five minutes early to every scheduled

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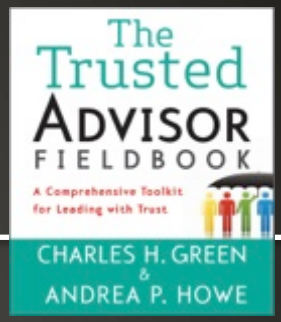
Downloadable!

30+ worksheets (book excerpt)



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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So now we've explored what it really takes …

… to be trustworthy

… to be influential

… to make a habit of trust

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BAM!

4 essential elements of trust

1 hidden driver of influence

5 aspects of a CXO's world

7 best practices for successful C-suite meetings

Bottom line: Get noticed and heard

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With a partner …

Say one thing out loud:

"My biggest takeaway from today is _____."

A

To the room …

Volunteers:

"My biggest takeaway from today is _____."

BONUS: "And one action I will take with my stakeholder is _____."

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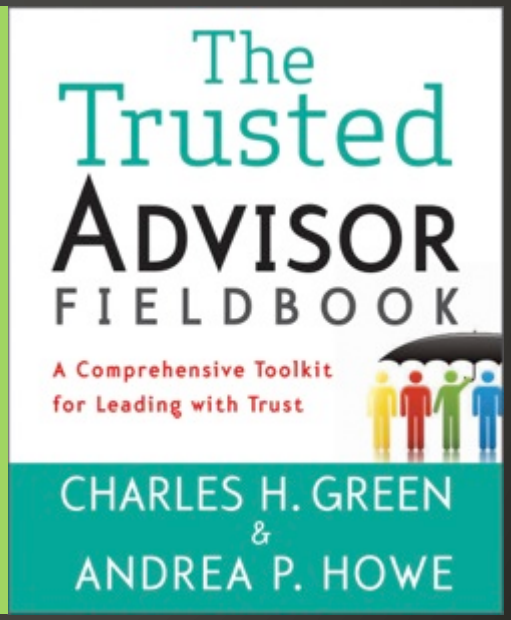
What's next?

Get free stuff online

MapYourShow/Sessions
(presentation)

thegetrealproject.com/HRFlorida2015
(lots of other stuff too)

Peruse …



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Would you help us re-set the room?

Please pass excess materials to your row's first chair on the center aisle, thank you!

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#2. The **TOP FIVE BENEFITS** of trust in the workplace:

- _____
- _____
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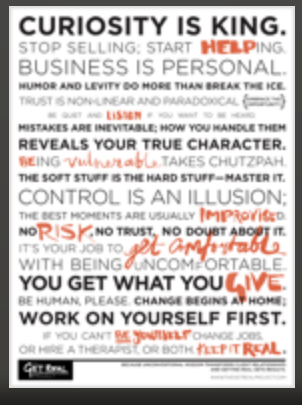
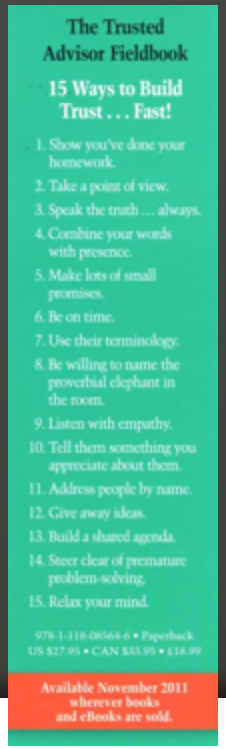


CURIOSITY IS KING.
STOP SELLING; START HELPING.
BUSINESS IS PERSONAL.
HUMOR AND LEVITY DO MORE THAN BREAK THE ICE.
TRUST IS NON-LINEAR AND PARADOXICAL.
BE QUIET AND LISTEN IF YOU WANT TO BE HEARD.
MISTAKES ARE INEVITABLE; HOW YOU HANDLE THEM
REVEALS YOUR TRUE CHARACTER.
BEING vulnerable TAKES CHUTZPAH.
THE SOFT STUFF IS THE HARD STUFF—MASTER IT.
CONTROL IS AN ILLUSION;
THE BEST MOMENTS ARE USUALLY IMPROVISED.
NO RISK, NO TRUST. NO DOUBT ABOUT IT.
IT'S YOUR JOB TO get comfortable
WITH BEING UNCOMFORTABLE.
YOU GET WHAT YOU GIVE.
BE HUMAN, PLEASE. CHANGE BEGINS AT HOME;
WORK ON YOURSELF FIRST.
IF YOU CAN'T BE YOURSELF CHANGE JOBS,
OR HIRE A THERAPIST, OR BOTH. FLIP IT REAL.
GET REAL



The Trusted Advisor Fieldbook

15 Ways to Build Trust . . . Fast!

1. Show you've done your homework.
2. Take a point of view.
3. Speak the truth .... always.
4. Combine your words with presence.
5. Make lots of small promises.
6. Be on time.
7. Use their terminology.
8. Be willing to name the proverbial elephant in the room.
9. Listen with empathy.
10. Tell them something you appreciate about them.
11. Address people by name.
12. Give away ideas.
13. Build a shared agenda.
14. Steer clear of premature problem-solving.
15. Relax your mind.

978-1-118-08564-6 • Paperback
US $27.95 • CAN $33.95 • £18.99

Available November 2011 wherever books and eBooks are sold.

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Trust and Influence:

Making the C-Suite your Sweet Spot

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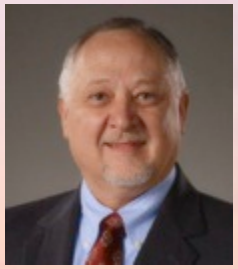

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