

SHRM 2016

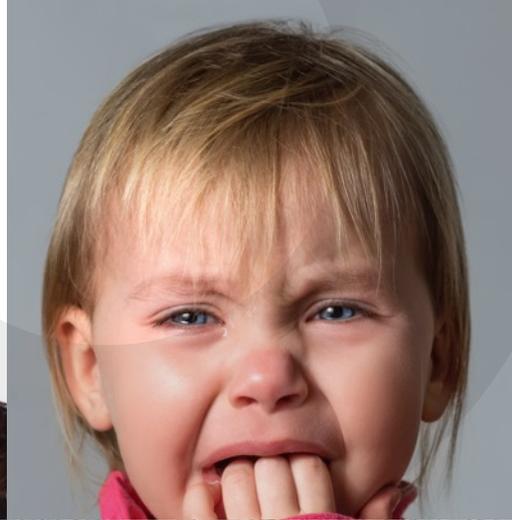
JUNE
19-22

ANNUAL CONFERENCE & EXPOSITION

#SHRM16

»» How to Deliver Bad News
and Build Trust
... at the Same Time

ANDREA HOWE and GARY JONES | JUNE 22





To leadership ...

“We have a major morale problem”

“Your staffing request wasn’t approved”

“It’s your %\$#@ job; make the call”

To staff ...

“You’re being let go”

“The company has reversed its policy on telecommuting”

“Your request for a pay increase has been denied”

To anyone ...

“I didn’t get the report done on time”

“I made an error on the spreadsheet”

»» HR gets a bad rap

FAST COMPANY

THE WALL STREET JOURNAL.



TLNT | Talent Management and HR

“Why We Hate HR”

“Companies Say No To Having HR Department”

“Four Things Never to Share with HR”

“Never Trust HR And Other Workplace Tips For Millennials”

HBR.ORG

Harvard Business Review

 JULY-AUGUST 2015

106 **The HBR Interview**
Sony's Michael Lynton
on the Hacking Debacle

58 **The Big Idea**
Intel's Employer-Led
Health Care Revolution
Patricia A. McDonald et al.

118 **Managing Yourself**
Job Search: Ace
the Assessment
Tomas Chamorro-Premuzic



IT'S TIME TO BLOW UP

HR

AND BUILD SOMETHING NEW.

HERE'S HOW

PAGE 53



»» With bad news, there are challenges

Four main problems

1 It's uncomfortable

2 Conventional wisdom really sucks



“Be objective/factual.”

“Bring solutions to the table.”

“Stay positive!”

»» Four problems (cont.)



3 It's a tug of war



4 People are watching



Good news!

Today you will:

- ❑ **Link** truth-telling to trust-building
- ❑ **Practice** a time-tested technique
- ❑ **Apply** the three question transparency test
- ❑ **Understand** your personal barriers



»» Incentive to stay!



\$100



\$100



\$100

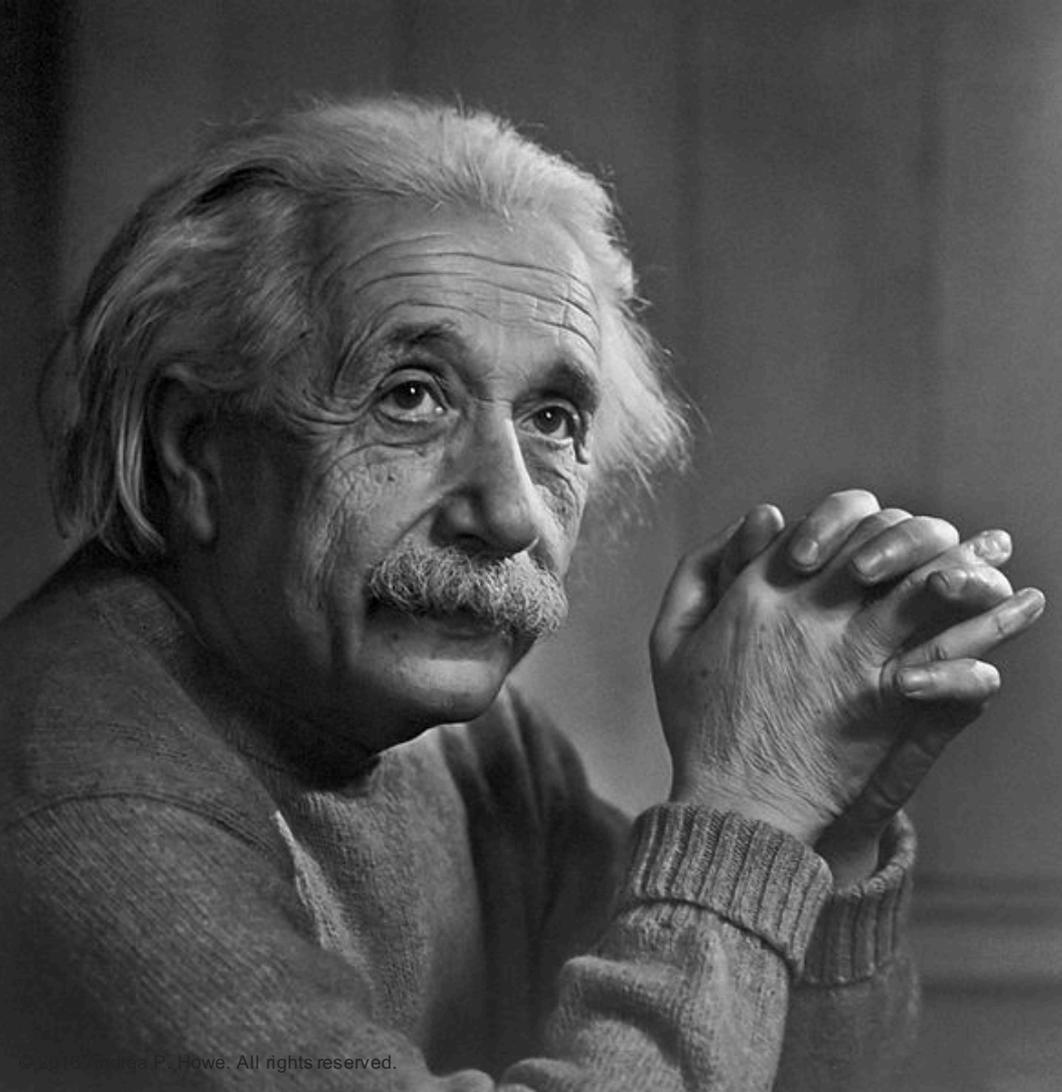


Think about a work situation that requires you to deliver bad news

Ideal: current

Workable: recent past

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



“In the middle
of every
difficulty lies
opportunity”—
Albert Einstein

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

»» Trust is tricky

Looking up “trust” is a waste of time



»» An equation can help

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

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

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

Work the variables

Credibility

Words

Credentials
Truthfulness

*I trust what she
says about...*

Intimacy

Safety

Discretion
Empathy
Risk-taking

*I trust her
with...*

Self-Orientation

Focus

Motives
Attention

*I trust that
he cares
about...*

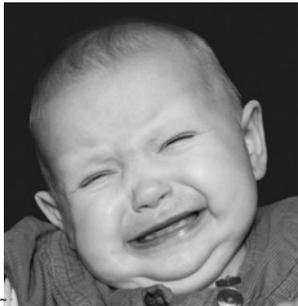
»» What drives S



They
might not
like me



They'll get
emotional—
yuck



I've got my
own emotions
to deal with



I'll get
blamed



I don't agree
with the
decision



(Insert yours
here)

Consistency counts

Credibility

Words

Credentials
Truthfulness

*I trust what she
says about...*

Reliability

Actions

Dependability
Predictability

*I trust him
to...*

Intimacy

Safety

Discretion
Empathy
Risk-taking

*I trust her
with...*

Self-Orientation

Focus

Motives
Attention

*I trust that
he cares
about...*

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

The variable I tend to lean on: _____

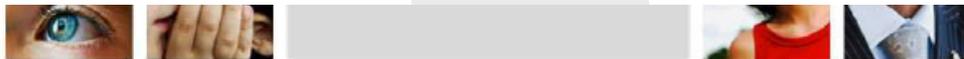
The one I tend to leave behind: _____

Downloadable!

thegetrealproject.com/SHRM16

C R I S

»» What to do about it



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

CREDIBILITY

WORDS

"I can trust what she says about..."

Credentials
Truthfulness

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/measurements
17. Combine your words with presence—a firm handshake, eye contact, confident air
18. Be humble; remember there is always more to learn

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

RELIABILITY

ACTIONS

"I can trust him to..."

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
23. Create documents and deliverables with a consistent look and feel
24. Be rigorous about using good business practices, such as meeting agenda and notes
25. Use others' terminology and templates



»» The “how”

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

»» 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

»» What's a caveat?



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



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

✓  Facebook

“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 ...”

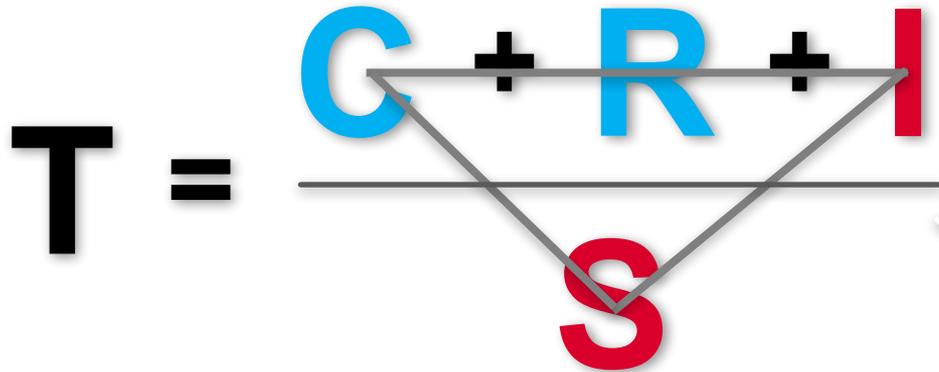
»» Let's put it together

“At the risk of embarrassing myself ... I made an error on the spreadsheet.”

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

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

»» A trust trifecta



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

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

»» Make it real

“Mommy, I have to tell you something that makes my tummy hurt ...”

“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 ...”

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

Downloadable!

thegetrealproject.com/SHRM16

»» More on risk-taking

TrustedAdvisor
[ASSOCIATES LLC]

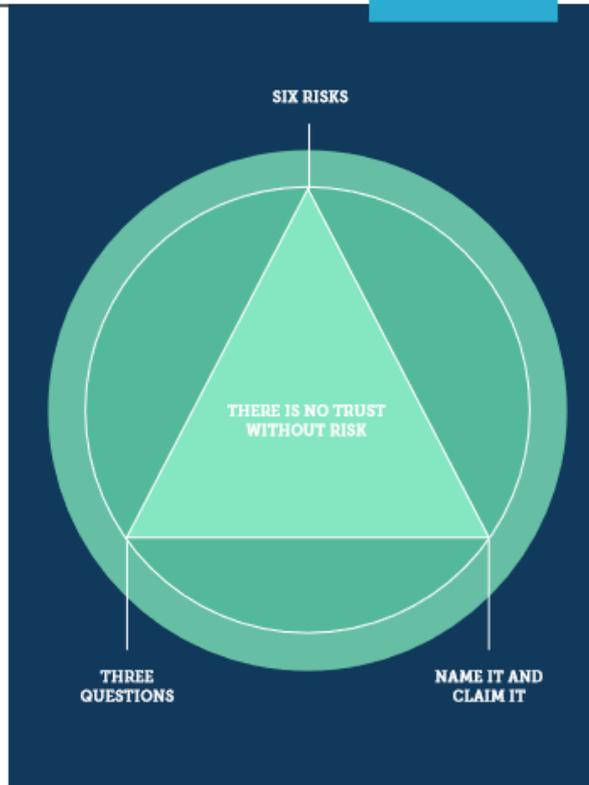
RECEIVE A FREE
TRUST QUOTIENT
DIAGNOSTIC
(\$30 value) *

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. © 2011 by Charles H. Green and Andrea P. Howe. All rights reserved.

* 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.

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



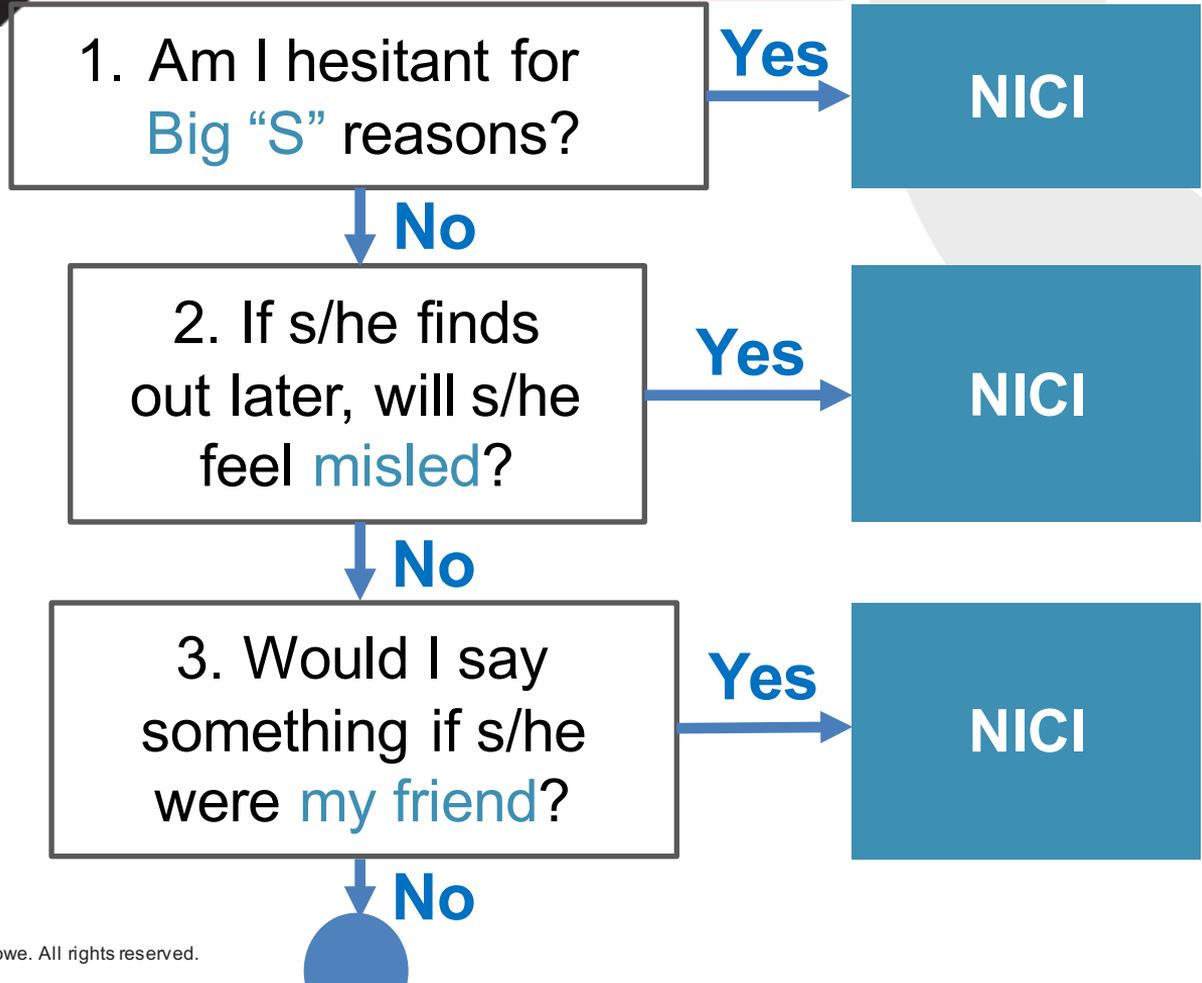
www.trustedadvisor.com



»» The “how”

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

Use these questions

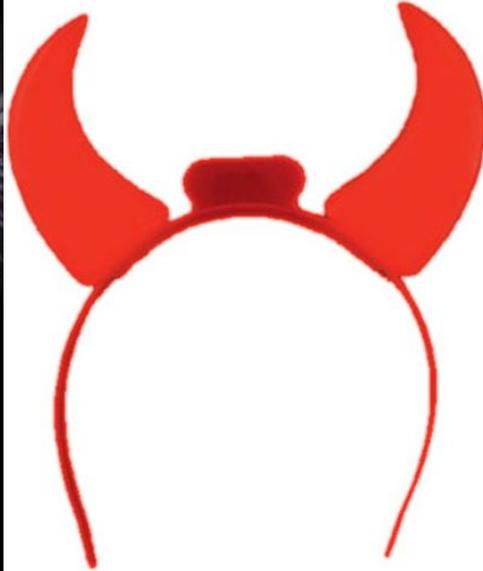




»» The “how”

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

»» And now ... a demo



Let them react

“I know this is sad for you ...”

Offer resources,
not solutions

“As you process this, you may have questions ...”

»» 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!”



We did it!

- ❑ **Link** truth-telling to trust-building
- ❑ **Practice** a time-tested technique
- ❑ **Apply** the three question transparency test
- ❑ **Understand** your personal barriers



»» A brighter picture

FAST COMPANY

THE WALL STREET JOURNAL.



TLNT | Talent Management and HR

“Why We **Love** HR”

“Companies Say **Yes To a Bigger and Better** HR Department”

“Four Things **Always** to Share with HR”

“**Always** Trust HR And Other Workplace Tips For Millennials”

Downloadable!

thegetrealproject.com/SHRM16

More on trust-building

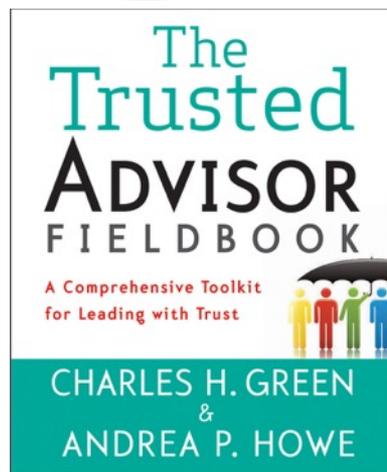
Chapter 10: Know Yourself

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.	



»» For the die-hards



\$100



\$100



\$100

- Experiment with what you learned here for 30 days
- Tell us how it went by July 20th
- Be one of three to win a \$100 gift card

»» Contact Us

Andrea P. Howe

1-202-906-0485

andrea@

thegetrealproject.com

@AndreaPHowe



Gary S. Jones, SHRM-SCP

1-404-935-7846

gary.jones@

grizzard.com

@GarySJonesSPHR

