

# 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”

HSR.ORG

# Harvard Business Review

JULY-AUGUST 2015

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IT'S TIME TO BLOW UP

# HR

AND BUILD SOMETHING NEW.

HERE'S HOW

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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.”

“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**

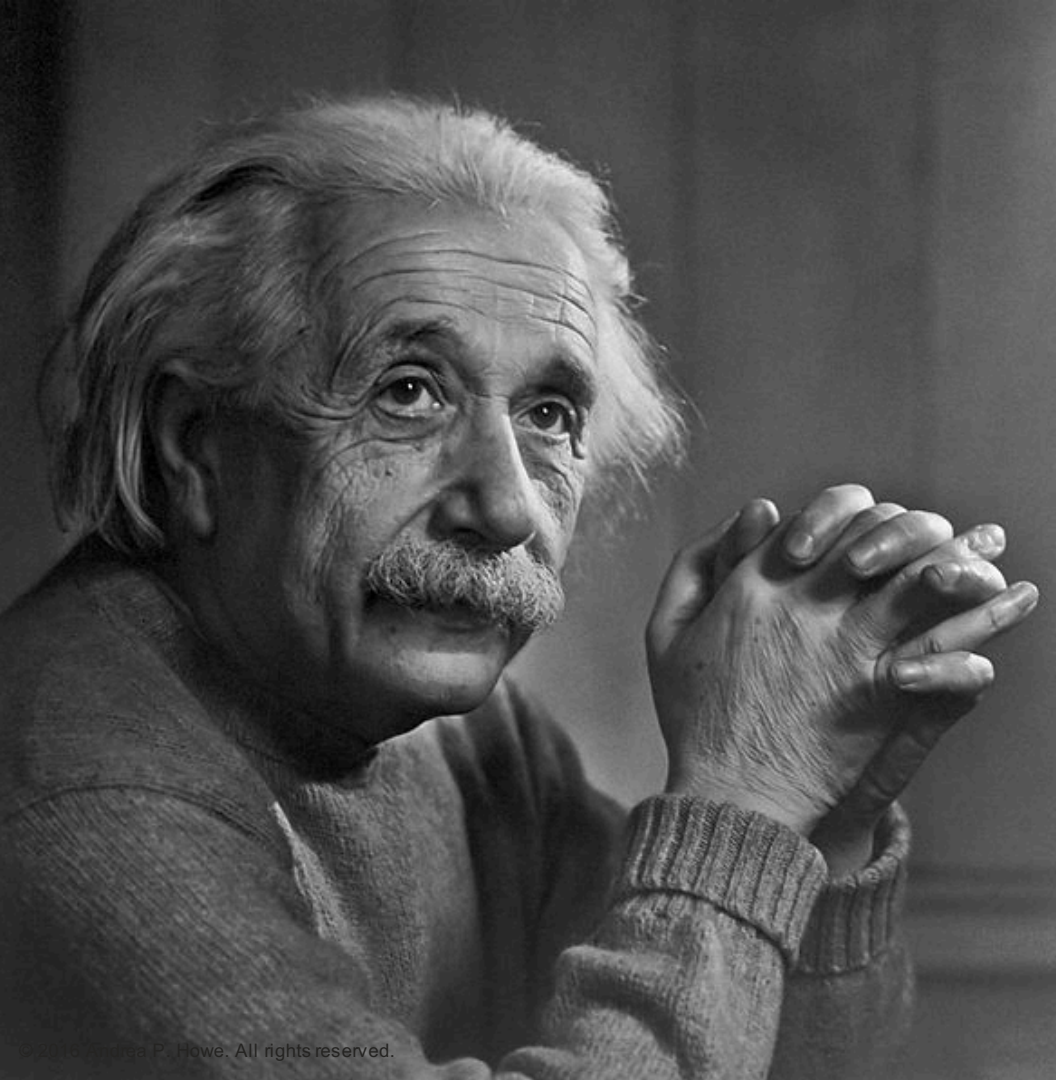


Think about a work situation that requires you to deliver bad news

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...*

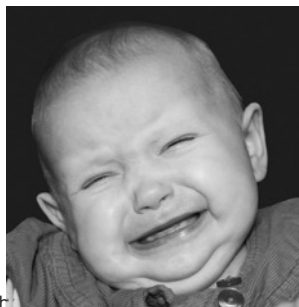
# >>> What drives S



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: \_\_\_\_

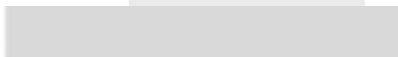
The one I tend to leave behind: \_\_\_\_

# Downloadable!

[thegetrealproject.com/SHRM16](http://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

##### 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  | 10. Offer your point of view when you have one                                    |
| 2. Know about industry trends and info, business news                               | 11. Share the "why" behind your point of view                                     |
| 3. Take the initiative to expand your knowledge                                     | 12. Be articulate and thoughtful when you express yourself                        |
| 4. Ask great questions  | 13. Find ways to demonstrate your expertise; don't just talk about it             |
| 5. Write about your areas of expertise—articles, blogs, white papers                | 14. Say "I don't know" when you don't know  |
| 6. Express your passion for your subject  | 15. Never ever lie  |
| 7. Host an event that brings stakeholders together; be the moderator                | 16. Report regularly on project progress/measures                                 |
| 8. When you present, practice practice practice so your delivery is relaxed         | 17. Combine your words with presence—a firm handshake, eye contact, confident air |
| 9. Use metaphors, stories, and vivid examples to share your ideas, prove your point | 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 | 25. Create documents and deliverables with a consistent look and feel                 |
| 20. Be prepared for meetings                               | 26. Be rigorous about using good business practices, such as meeting agenda and notes |
| 21. Be at least on time if not early                       | 27. Use others' terminology and templates   |
| 22. Be unbelievably responsive                             |   |






## »» The “how”

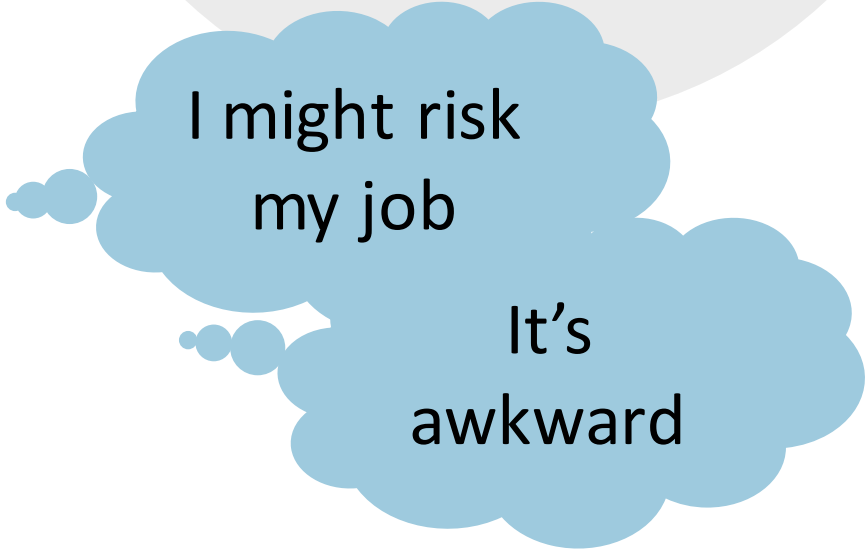
- Understand how trust works
- **Have a good technique**
- Know when to use it
- Know what to do/say next

# »» 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.”

# T

## C credibility

## 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: \_\_\_\_\_

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## >>> More on risk-taking

TrustedAdvisor  
[ ASSOCIATES LLC ]

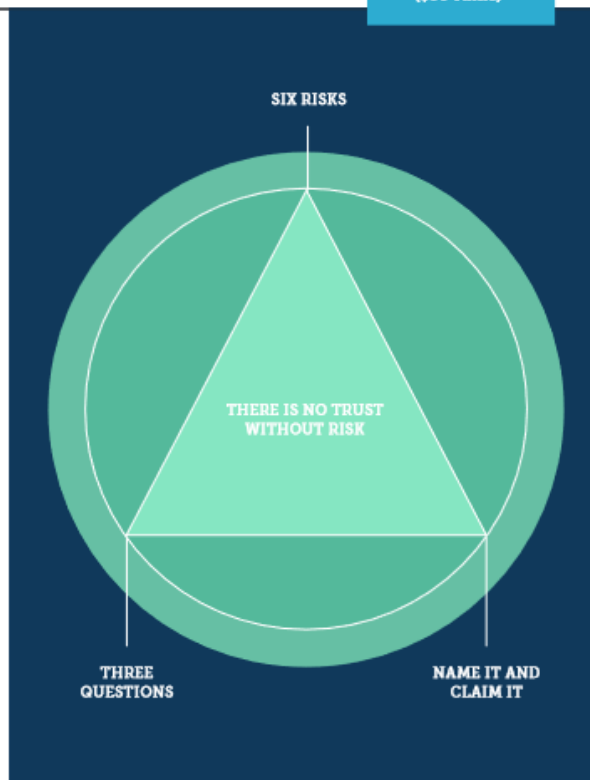
# Six Risks YOU SHOULD TAKE TO BUILD TRUST

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](mailto: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

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DIAGNOSTIC  
(\$30 value) \*



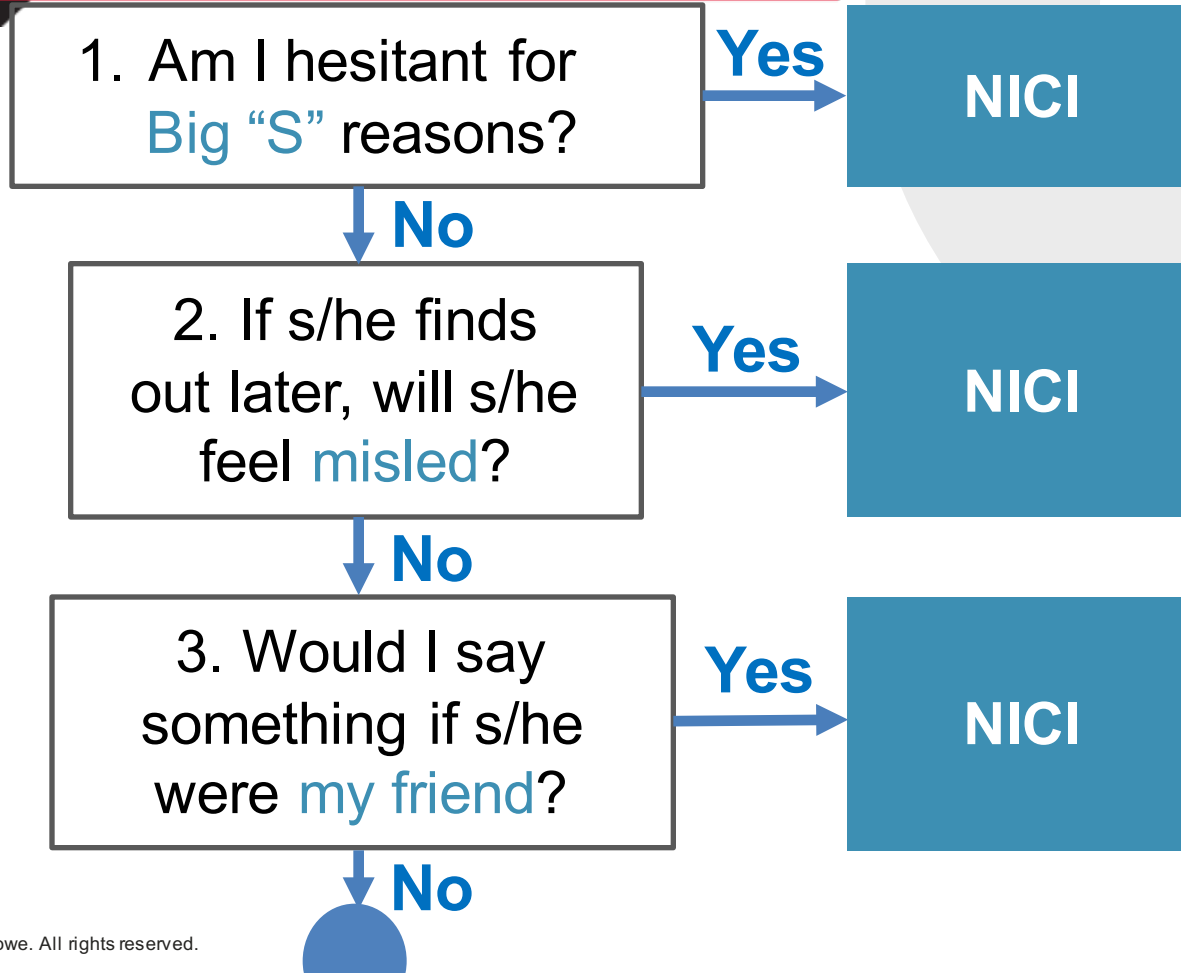
[www.trustedadvisor.com](http://www.trustedadvisor.com)



## »» 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

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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”

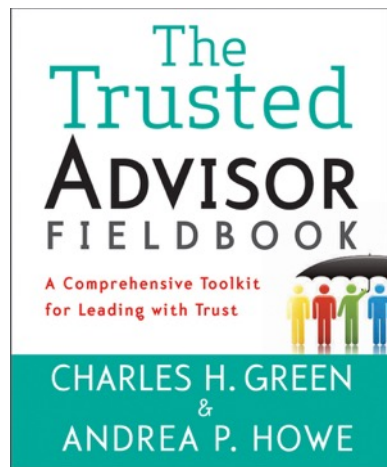
## Chapter 10: Know Yourself

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

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