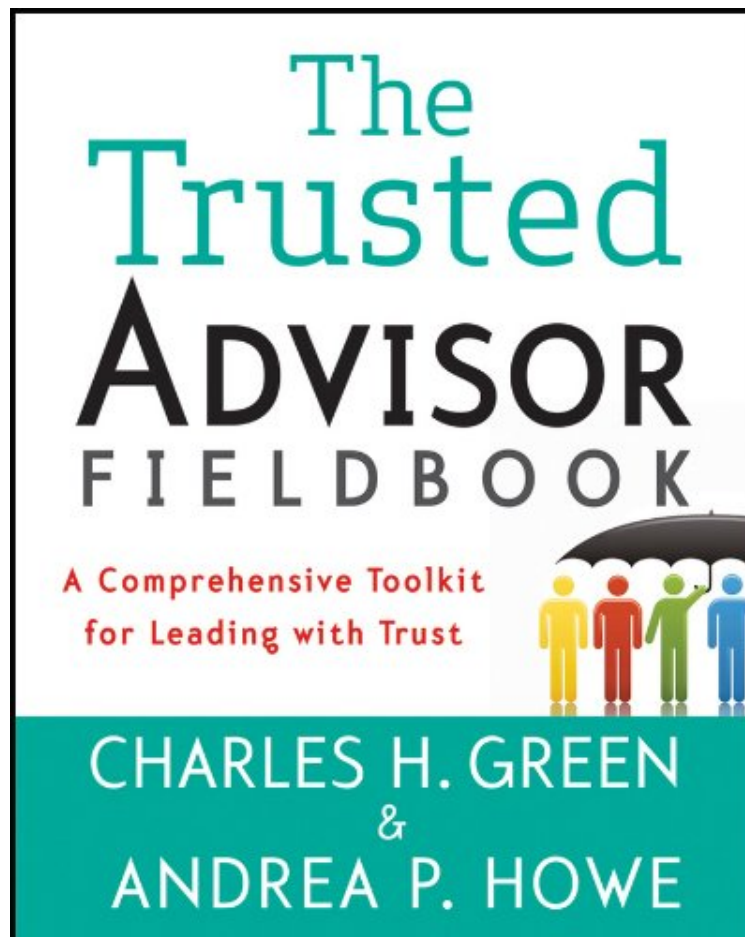


## The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust

Charles H. Green, Andrea P. Howe  
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**Charles H. Green, Andrea P. Howe : The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust:

4 of 4 people found the following review helpful. Absolutely brilliant follow-up to "The Trusted Advisor" By Erik Gfesser Almost exactly four years ago today, I wrote the following about the predecessor to this text: "Truly, the content that Maister, Green, and Galford provide in 'The Trusted Advisor' is absolutely brilliant. The only other consulting text that comes to mind which meets the quality of this work is 'The Secrets of Consulting', by Weinberg (see my review). And while 'Secrets' is an incredibly informative and entertaining masterpiece, the three authors who collaborated for this piece have provided a great service to anyone involved with advising other individuals, regardless of profession." What Green and Howe offer with this recent effort follows well in these earlier footsteps. In the words of the authors, this is "a more detailed how-to guide for people in any professional role", and I could not agree more. This book is not a replacement, but a compliment, providing a hands-on approach to developing and maintaining trust-

based relationships that will certainly cause me to recommend it to colleagues. The material that the authors present is broken down into five parts: Part 1 ("A Trust Primer"), Part 2 ("Developing Your Trust Skill Set"), Part 3 ("Developing Business with Trust"), Part 4 ("Managing Relationships with Trust"), and Part 5 ("Building and Running a Trustworthy Organization"). These parts are broken down into 31 chapters, each typically containing just a few pages, which greatly helped my digestion of the content as well as my focus on specific areas of trust. In addition, the conclusions of each of the chapters provide truly thought-provoking worksheets that challenged me during my reading and will continue to challenge me, as I expect to revisit these worksheets in the future as I grow as a professional. And one of the specific aspects about this book that I appreciated, as with "The Trusted Advisor", is all the lists throughout the book (164 in total, more than a 5-fold increase from the earlier effort!) that are also contained in a comprehensive appendix. As a consultant, chapter personal favorites include Chapter 1 ("Fundamental Truths"), Chapter 3 ("The Dynamics of Influence"), Chapter 4 ("Three Trust Models"), Chapter 6 ("Listen"), Chapter 7 ("Partner"), Chapter 8 ("Improvise"), Chapter 9 ("Risk"), Chapter 15 ("Talking Price"), Chapter 21 ("Accelerating Trust"), Chapter 23 ("Shifting from Tactics to Strategy"), Chapter 24 ("My Client is a Jerk: Transforming Relationships Gone Bad"), and Chapter 25 ("Dealing with Untrustworthy People"). Based on my experience, all professionals will find valuable what the authors present within the chapters of Part 2. While many other texts address the fact that self-knowledge is essential, if any potential readers of this book do not have time to read everything that the authors have to share, the other chapters within this portion of the book (on listening, partnering, improvising, and risk-taking) should be considered required reading for everyone who works with clients to any degree. The "Trust Equation",  $\text{Trust} = (\text{Credibility} + \text{Reliability} + \text{Intimacy}) / \text{Self-Orientation}$ , or  $T = (C + R + I) / S$ , is revisited and expanded upon by the authors alongside two other trust models in Chapter 4, resulting in one of the best discussions in the text. "Self-orientation, which we like to call your 'S', rears its ugly head most often when you feel some sort of fear: fear of looking bad, fear of rejection, fear of loss. All of these fears are perfectly normal. And they are what makes your S look big. What makes a difference is having the ego strength to see the fear, acknowledge it, 'get off your S', and move on. After all, obsessing about Big S mistakes is just more Big S." Following this discussion, "The Trust Creation Process", a five-step model (engage, listen, frame, envision, and commit) in which the authors stress order, is presented, followed by "The Trust Principles" that include a focus on the other, a collaborative approach, a medium-to-long-term perspective, and a habit of being transparent. As the authors explain, "being or becoming trustworthy cannot be reduced to pure behaviors. Your actions are driven by your beliefs, and your beliefs are driven by your values or principles. Trustworthy behavior is far too complex to fake without beliefs and values behind it. If your values don't drive you to behave in a trustworthy manner all the time, you will be found out quickly. Hence, the trust equation and the way you use the trust creation process are really just outcomes of the principles you hold, the trust principles. The way to become trusted is to act consistently from those principles." And later, the authors introduce a refrain that is common throughout the rest of the text, especially echoing throughout part 3, which personally brought to mind the negative repercussions an ABC (always be closing) mindset made famous by Alec Baldwin in *Glengarry Glen Ross* is likely to bring: "Focusing on relationships nurtures transactions, whereas focusing on transactions chokes off relationships." 0 of 0 people found the following review helpful. Great book on Influence Trust for seasoned and emerging leaders By Customer As a Career Strategist and Coach, I am always looking for advice and content that will help my clients build out their personal brands, leadership competencies or their careers. I bought this book for a webinar I delivered on reputation. I am glad I did! The book is a very easy read, the language is not too hard to access and it is not boring. I am especially liked the chapters around listening and influence - they have proven useful frameworks for my coaching sessions. I also like the fact that at the end of every chapter, there are worksheets for you to take action on what you've just read. 2 of 2 people found the following review helpful. This field book is a great resource for the Trusted Adviser book By Customer This field book is a great resource for the Trusted Adviser book. Some very helpful surveys, self-assessments and A/Ha moments. Thank you.

A practical guide to being a trusted advisor for leaders in any industry In this hands-on successor to the popular book *The Trusted Advisor*, you'll find answers to pervasive questions about trust and leadership—such as how to develop business with trust, nurture trust-based relationships, build and run a trustworthy organization, and develop your trust skill set. This pragmatic workbook delivers everyday tools, exercises, resources, and actionable to-do lists for the wide range of situations a trusted advisor inevitably encounters. The authors speak in concrete terms about how to dramatically improve your results in sales, relationship management, and organizational performance. Your success as a leader will always be based on the degree to which you are trusted by your stakeholders. Each chapter offers specific ways to train your thinking and your habits in order to earn the trust that is necessary to be influential, successful, and known as someone who makes a difference. Self-administered worksheets and coaching questions provide immediate insights into your current business challenges Real-life examples demonstrate proven ways to "walk the talk" Action plans bridge the gap between insights and outcomes Put the knowledge and practices in this fieldbook to work, and you'll be someone who earns trust quickly, consistently, and sustainably—in business and

in life.