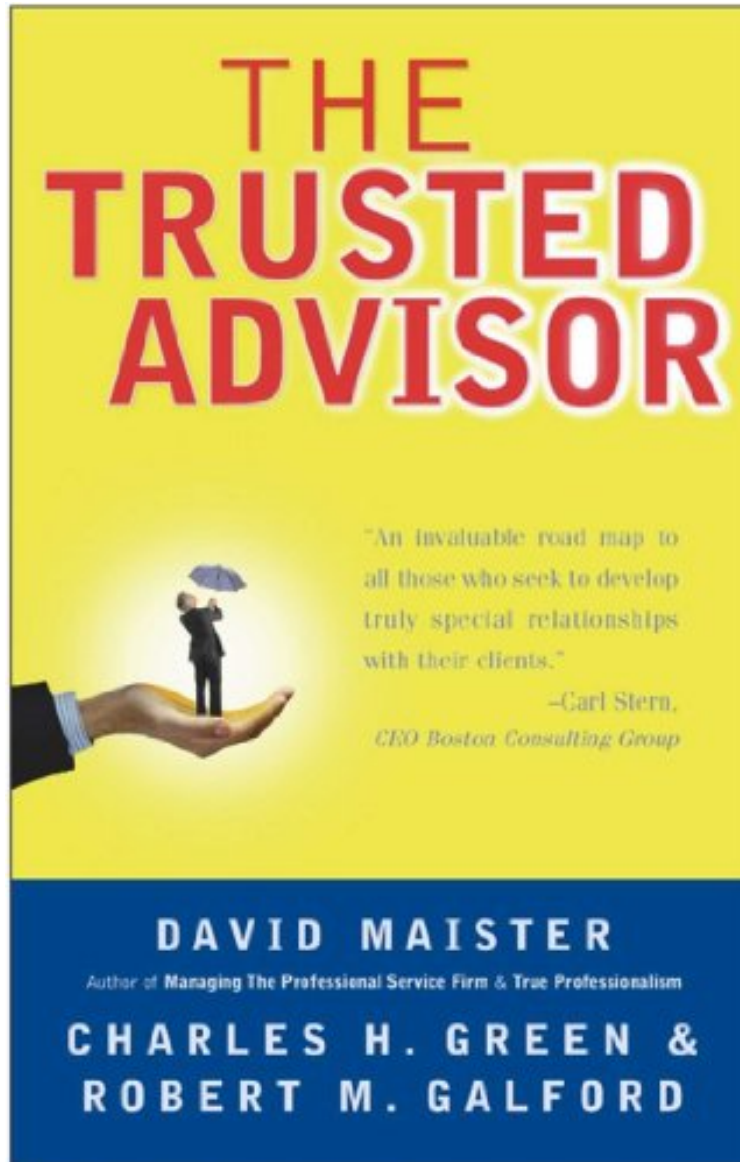


The Trusted Advisor

David H. Maister, Charles H. Green, Robert M. Galford
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David H. Maister, Charles H. Green, Robert M. Galford : The Trusted Advisor before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Trusted Advisor:

2 of 2 people found the following review helpful. Sounds great on paper. Much harder in practice. By redexSure, be the trusted advisor, someone who never gets anything wrong. LOL The philosophy is good, but quite hard in practice. The other key take away is that you always work for your client's best interest. That's how you build trust. I'd say more important than that is you SHOW how your actions benefit them even at your own expense. Otherwise, they won't even

realize how good they have it 0 of 0 people found the following review helpful. An Excellent Book By M. TODA The Trusted Advisor Well written, good examples shared and worth the time to read it. Like many I do not have time. I tend to be slow at reader at a times. Even if I buy the book, if it is not relevant or did not make sense, I may skip pages or chapters or not even bother to read the book. In early part of the chapter the authors make it clear how to get the most out of it and skim the material. I like what I read from the back of the book and decided to invest my time to read the entire book. It does not matter if someone is watching or not. The following sentence is not from the book. Our thoughts become actions. Actions becomes habits and could define our character. It is better to align with how we feel inside and make it part of what we do that others can feel it. I like the part about high achievers and experts tend to focus a lot more on technical aspects. Buyers tend to be looking at things at emotional level and there is a way to understand that and bridge that. At least be sensitive about it. I had opportunity to think and reflect more on this book and based on other materials I am reading and listening, I am much more calm in what I do for the clients. I am able to offer a lot more by trusting them first from my side and do it more with confidence and results are getting even better than before and comfort level is much higher. The authors have done a good job of envisioning at the beginning of the book and explain this in one of the chapters about the importance of it instead of rushing from problem definition to the commitment part and implementation. It is worth taking extra time to do this right and know the five step process to build the trust. It is easy to understand and follow the book. The Trusted Advisor 0 of 0 people found the following review helpful. Great Guide for Relationship Building By kim garrett The book is a nice guide book for existing consultants or those interested. I've been in consulting for six years with heavier client interaction recently. This book really drives home what you can improve on and how to go about strengthening your skill set. Tips are provided throughout the read with several easy to access places for reference. The authors tell you, tell you again, and then summarize with easy references to make sure the points stick with you. Read for better client and personal relationships.

Bestselling author David Maister teams up with Charles H. Green and Robert M. Galford to bring us the essential tool for all consultants, negotiators, and advisors. In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert world-renowned professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. To demonstrate the paramount importance of trust, the authors use anecdotes, experiences, and examples -- successes and mistakes, their own and others' -- to great effect. The result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike.

.com David Maister, Charles Green, and Robert Galford--consultants on professional-service management and customer-relation issues--believe nobody can become successful as a business guru until they first gain the confidence of their clients. In *The Trusted Advisor*, the authors effectively build their case through anecdote and illustration, then relay a solid series of relevant suggestions applicable to both would-be consultants and those already active in the field. Among their most potent suggestions is a practical, five-step development process that encourages outsiders to engage clients by focusing attention on the issues and individuals at hand; listening both to what they say and what they leave unsaid; framing the immediate problem from their perspective; envisioning with them how a solution might appear; and committing jointly to the actions and resources that will bring it about. Also particularly useful is the examination of trust-building during four phases of a client-advisor alliance: at the time the relationship is consummated; during the assignment; after the assignment; and when "cross-selling," or establishing affiliations with the customer's associates. Boosting its utility, the book is filled with concise, easily adopted tips like "return phone calls unbelievably fast" and "always tell the truth and not what the client wants to hear." --Howard Rothman Carl Stern CEO, Boston Consulting Group An invaluable road map to all those who seek to develop truly special relationships with their clients. Tom Peters author of *The Professional Service 50* This is a brilliant -- and practical -- book. In our "world gone mad," trust is, paradoxically, more important than ever. William F. Stasior senior chairman and former CEO, Booz-Allen Hamilton This book is engaging, enjoyable, and absolutely on target. It is packed with truth. *The Trusted Advisor* will guide success not just in the advisory professions but in leadership and life as well. Professor Charles Fombrun Leonard N. Stern School of Business, New York University *The Trusted Advisor* gets to the heart and soul of the advice business. This path-breaking book is a must-read. About the Author Charles H. Green Charles H. Green is an executive educator and business strategy consultant to the professional services industry. Charlie has taught in executive education programs for the Kellogg Graduate School of Management at Northwestern University, and for Columbia University Graduate School of Business, as well as independently through his firm, Trusted Advisor Associates. His current work centers on the nature of trust-based relationships within organizations, and on the management of professional service firms. Green is a graduate of Columbia and Harvard Business School. He spent the first twenty years of his career with The MAC Group and its successor, Gemini Consulting, where his roles included strategy consulting (in Europe and the United States), VP Strategic Planning, and a variety of other firm

leadership roles. He is the author of numerous papers, with articles published in the Harvard Business and Management Horizons. He is president of Trusted Advisor Associates, which he founded with Rob Galford. He resides in Morristown, New Jersey. Robert M. Galford Robert M. Galford is currently a Managing Partner of the Center for Executive Development in Cambridge, Massachusetts, and was formerly the executive vice president and chief people officer of Digitas, Inc., a leading Internet professional services firm with over 1,400 employees. He taught for many years on executive programs at the Columbia Graduate School of Business and the Kellogg Graduate School of Management at Northwestern University, in addition to consulting to professional services firms, technology companies, and financial institutions. Rob has lived and worked in both Western Europe and North America as a vice president of The MAC Group and its successor firm, Gemini Consulting. He has practiced law with the international firm of Curtis, Mallet-Prevost, Colt Mosle in New York and Washington, and has also worked in investment management for Citicorp. Rob's writing and commentaries on management have been published in the Boston Globe and he is a three-time contributor to the Harvard Business . He currently sits on the boards of directors of Forrester Research, Inc., and Access Data Corporation. He also hosts the business video Talk About Change! with the popular cartoon character Dilbert. nbsp;