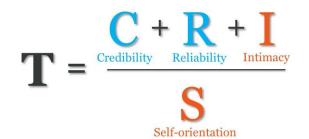






79 WAYS TO BUILD TRUST WITH COLLEAGUES

Using the <u>Trust Equation</u> from the books <u>The Trusted Advisor</u> and <u>The Trusted</u> <u>Advisor Fieldbook</u>, discover 79 specific ways to increase the level of trust in your business 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.

- 1. Know about industry trends and info, business news
- 2. Take the initiative to expand your knowledge
- 3. Ask great questions
- 4. Write about your areas of expertise articles, blogs, white papers
- 5. Express your passion for your subject
- 6. Host an event that brings key stakeholders together; be the moderator
- 7. When you present, practice, practice, practice so your delivery is relaxed
- 8. Use metaphors, stories, and vivid examples to share your ideas, prove your point

- 9. Offer your point of view when you have one
- 10. Share the "why" behind your point of view
- 11. Be articulate and thoughtful when you express yourself
- 12. Find ways to demonstrate your expertise; don't just talk about it
- 13. Say "I don't know" when you don't know
- 14. Never ever lie
- 15. Report regularly on project progress/measures
- 16. Combine your words with presence—a firm handshake, eye contact, confident air
- 17. 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..." Dependability Predictability

CREDIBILITY

WORDS

"I can trust what

she says about..."

Credentials

Truthfulness

- 18. Set expectations up front and report on them regularly
 19. Be prepared for meetings 2
- 20. Be at least on time if not early
- 21. Be unbelievably responsive
- 22. Make lots of small promises and consistently follow through
- Announce changes immediately and acknowledge the impact—especially when you won't deliver as promised
- 24. Create documents and deliverables with a consistent look and feel
- 25. Be rigorous about using good business practices, such as meeting agenda and notes
- 26. Use others' terminology and templates
- 27. Establish routines in your relationships (regular meetings, emails, etc.)
- 28. Reconfirm scheduled events
- 29. Only cancel if you absolutely must
- 30. Dress appropriately

79 WAYS TO BUILD TRUST WITH COLLEAGUES (CONT.)

Intimacy exists in the domain of *emotions* and emotional connectedness. It includes a visible demonstration of empathy, discretion, and personal risk-taking—all of which make it possible for clients to flourish in a comfortable and safe working environment.

- 31. Be relentlessly discreet; honor confidentiality
- 32. Address your colleagues by name
- 33. Adopt a friendly tone
- 34. Ask something personal
- 35. Ask others about their feelings
- 36. Share something personal
- 37. Tell your colleague something you appreciate about him/her
- 38. Use colloquial language
- 39. Be willing to show your emotions (elation, frustration, etc.)
- 40. Acknowledge uncomfortable situations
- 41. Send a hand-written note of acknowledgment/thanks
- 42. Make the first move
- 43. Ask open-ended questions
- 44. Use expressive/friendly body language

- 45. Practice different ways of asking difficult questions or making difficult statements before your deliver them
- 46. Take responsibility for mistakes
- 47. Hold others accountable
- 48. Be candid—Name It and Claim It!
- 49. Don't gossip or promote relationship "triangles"
- 50. Think in advance of how your colleague is likely to react
- 51. Talk more with your eyes, ears and body, and less with your mouth
- 52. Be empathic in all your interactions; practice Three-Level Listening
- 53. Celebrate success with your colleagues
- 54. Extend yourself—e.g., Invite colleagues to meet you outside of work, share a meal
- 55. "Be yourself. Everyone else is already taken."

To be other-oriented is to be consistently focused on your colleagues' wants and needs.

- 56. Find out how your team defines success and how you can help them achieve it
- Don't jump to problem-solving—slow yourself down by counting, taking notes, vocalizing expectations
- 58. Set aside the "spin"
- 59. Let go of trying to appear clever, bright, witty
- 60. Be self-deprecating
- 61. Confront issues as they arise—being preoccupied with them keeps your attention on your own preoccupation
- 62. Answer direct questions with direct answers
- 63. Give voice to your fears
- 64. Know your own traps/triggers and manage them well
- 65. Don't interrupt
- 66. Watch a tendency to name-drop
- 67. Call your colleague just to find out how he/she is

- 68. Eliminate your jargon from your conversations
- 69. Put the PowerPoint deck aside
- 70. Spend time in your colleague's shoes imagine what it's like to be him/her
- Cultivate an attitude of curiosity—think in advance about what questions you want to ask
- 72. Practice "thinking out loud" with your colleagues
- 73. Let someone else have the last word
- 74. Be really honest even (especially) when it makes you look bad
- 75. Give others credit for successes
- 76. Skip the "blame game"
- 77. Take responsibility for failed communications
- Deliver "early and ugly"—collaborate and iterate
- 79. Step aside when your heart's no longer in it

INTIMACY SAFETY

"I can trust her with ..." Discretion Empathy Personal Risk-Taking

OTHER-ORIENTATION

FOCUS

"I can trust that she cares about..." Motives Attention