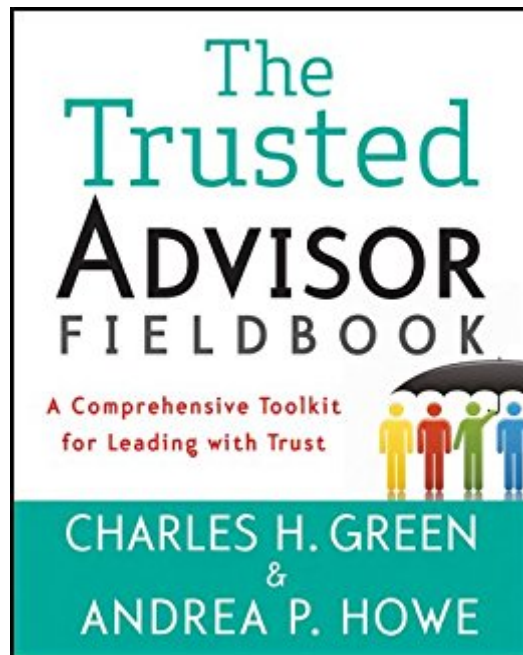


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# The Trusted Advisor Fieldbook: A Comprehensive Toolkit For Leading With Trust



## Synopsis

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.

## Book Information

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## Customer Reviews

Trust between individuals is one of the most essential and important ingredients of personal influence. If motivation is the fuel of persuasion, trust is its lubricant. Trust lowers risk; it opens communication; it makes decisions more efficient and effective. Of course, you don't need a book to tell you that. The critical point is that trust is also within your control, and this excellent book by Charles H. Green and Andrea P. Howe shows you how to establish, accelerate, and maintain it. Whether or not you are in sales, you exert influence and make a difference in others' lives when they take your advice--but even if you are always right it's no guarantee that people will take your advice. (And you don't have to have teenage kids for this to be true.) As the authors tell us, you have to earn the right to be right. The *Trusted Advisor Fieldbook* shows you how by opening up the black box and exposing how the process works so that you can become more trustworthy to others. It then goes into specific practical detail on how to apply the trust principles in everyday situations, from different aspects of the sales cycle to personal and organizational relationships. Most "how-to" books such as this provide value on three levels: \* Things you already "know" you should do but need reminding or prompting to do more of \* Things you kind of know how to do, but get expert instruction on how to do it better \* Things you thought you knew, but were wrong. The fieldbook has a lot of material in the first category, but to me the most important reminder is worth quoting at length: "The goal of traditional selling is to convince the buyer to buy from you--the goal of trust-based selling is to help the buyer do what is right for him.

As a business owner of a consulting firm for more than a decade, I was introduced to *The Trusted Advisor* and Charles H. Green's work on trust years ago and finally understood what relationship-based sales really meant. I've introduced those trust concepts to many people since then and have seen numerous light bulbs go off. Most people don't talk about trust in a diagnostic and prescriptive way, so these concepts are a breath of fresh air. In the *Trusted Advisor Fieldbook*, Green and Howe offer a straightforward, practical toolkit for building trust across situations like business development, networking, C-suite selling, and internal communications. They include useful lists and exercises to use as reference for building relationships in multiple settings. For example, there's a 5-point checklist for preparing for meetings. With so many wasteful meetings, 10 minutes of prep can dramatically shift the outcome. There are also lots of tips for sales here, including how to strengthen trust instead of hard selling. This often runs counter to what you hear in

sales trainings, but is definitely my personal experience for what works. Finally, what I find personally most helpful is the advice around strengthening relationships that aren't working. I wish I'd had this book as a new manager, struggling to motivate employees! For anyone who has had an employee they are trying to "turn around," you'll find inspiration in the book. As a leader, if you don't have trust, you'll never get buy-in. I felt so strongly about the ideas in this book that I included an entire chapter in my own book about them. I saw what a difference they'd made in my life, and wanted to share them with anyone seeking to influence others. This book is a must-read for leaders.

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.

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