From Executor to Trusted Advisor

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Go to menti.com and respond to the prompt.

What does it mean to be a Trusted Advisor?

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Trusted advisors are TRUST-worthy.

$$\frac{\textbf{Credibility + Reliability + Intimacy}}{\textbf{Self-Orientation}} = \textbf{TRUST}$$

Source: The Trusted Advisor


Achieving trust...
...requires the
“Double Win.”


High-quality work
“This showed thought, rigor, and detail.”
“I was confident that it was accurate and complete.”
High-impact work
“This addressed and clarified the right issues.”
“It gave us the confidence to make a decision and take action.”

Assumption: You are an outstanding driver – you deliver high quality work!

Frame before you solve:
start by setting the direction.

The Foreground and the Trigger lead to a Central Issue.

What are the key, relevant facts that define the current situation?

Foreground

= the minimum that must be said to orient someone to the situation at the appearance of the problem

What is the need for change now?

Trigger

= the primary motivation for the project: "Why this? And why now?"

What is the defining issue that needs to be resolved by the project?

Central Issue

= the project forcal point, addressing the need for change

Make sure everyone is in the same vehicle with the same destination!

Foreground: On the last audit, we identified x, y, and z as problem areas.

Trigger: The next audit is coming up in a month, but we have not resolved those issues.

Central Issue: Should we convene a task force to address these now, so we are ready when the time comes?

Activity – Part I

Take two pieces of paper from the center of the table.

Paper 1: Frame your problem

Think about a conversation you need to have with a key stakeholder about a project. Write Three Finger Summary for the project.

- **Foreground:** What are the relevant facts to describe the situation? *(One sentence)*
- **Trigger:** Why might it be an issue or an opportunity? *(One sentence)*
- **Central Issue:** What's the one question we need to answer today?

Paper 2: Describe your key stakeholder

1. Who is this stakeholder in relation to you?
2. What are they like to work with?
3. What makes this relationship challenging?

Activity – Part II

Find a partner:

1. Hand the piece of paper to your partner that describes who they will role play (your key stakeholder).
2. Share your Three Finger Summary verbally. Remember, only THREE sentences.
3. Partner: Respond to what you heard. What questions did their Three Finger Summary raise?
4. Swap roles.

Notice the questions your "stakeholder" asks you. What does that tell you about the clarity of your communication?

Your GPS has access to many details...

...but it only tells you what you need to know.

The destination is influence.

Level 3: Influence

Turn right in 500 feet.

Level 2: Insight

The fastest route is Highway 285.

Level 1: Knowledge

- Every street
- Traffic
- Construction
- Speed limits
- Elevation
- Every intersection

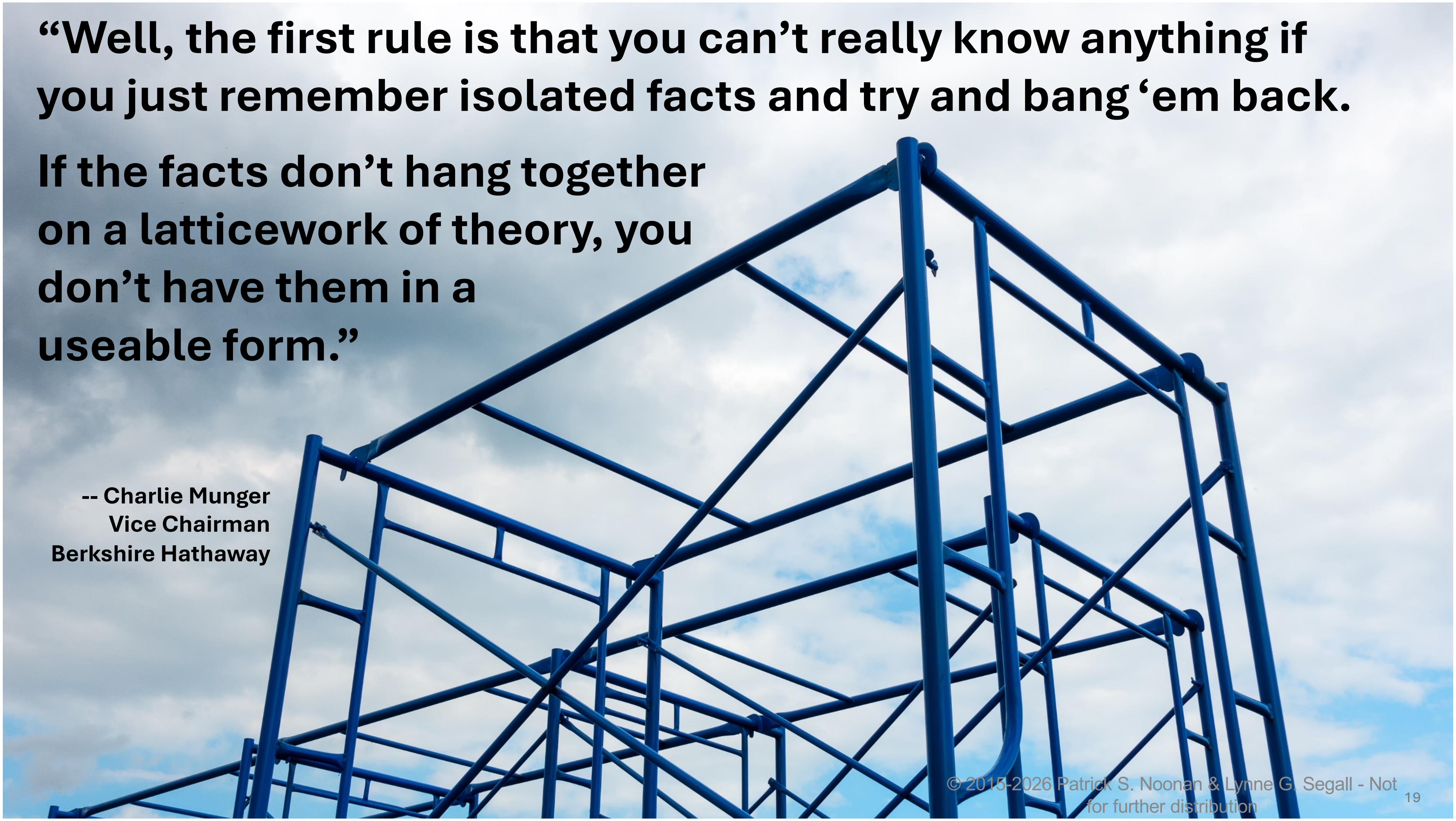
Use “So What?” to get you there.

“So what?” prompts us to synthesize information.

The “So what?” ladder helps us move from details to insights.

Implementation	specific process steps for making the recommended direction a reality	• “How should we move forward?” • “What are the steps?”
Recommendation	prescribed decisions and actions, based on the conclusions	• “What should we do?” • “Which direction is best?”
Conclusions	implications of applying business judgment to the findings	• “What is the significance of this?” • “How might the analytical results matter to the business question?”
Findings	objective results of the analysis of the facts	• “What do the data say?” • “What is the direct result of the analysis?”
Facts	pieces of unprocessed information	• “What do we know?” • “What data do we have?”

Lead with answer first!



“Well, the first rule is that you can’t really know anything if you just remember isolated facts and try and bang ‘em back.

If the facts don’t hang together on a latticework of theory, you don’t have them in a useable form.”

-- Charlie Munger
Vice Chairman
Berkshire Hathaway

“Here’s what we did…
Here’s what we found…”

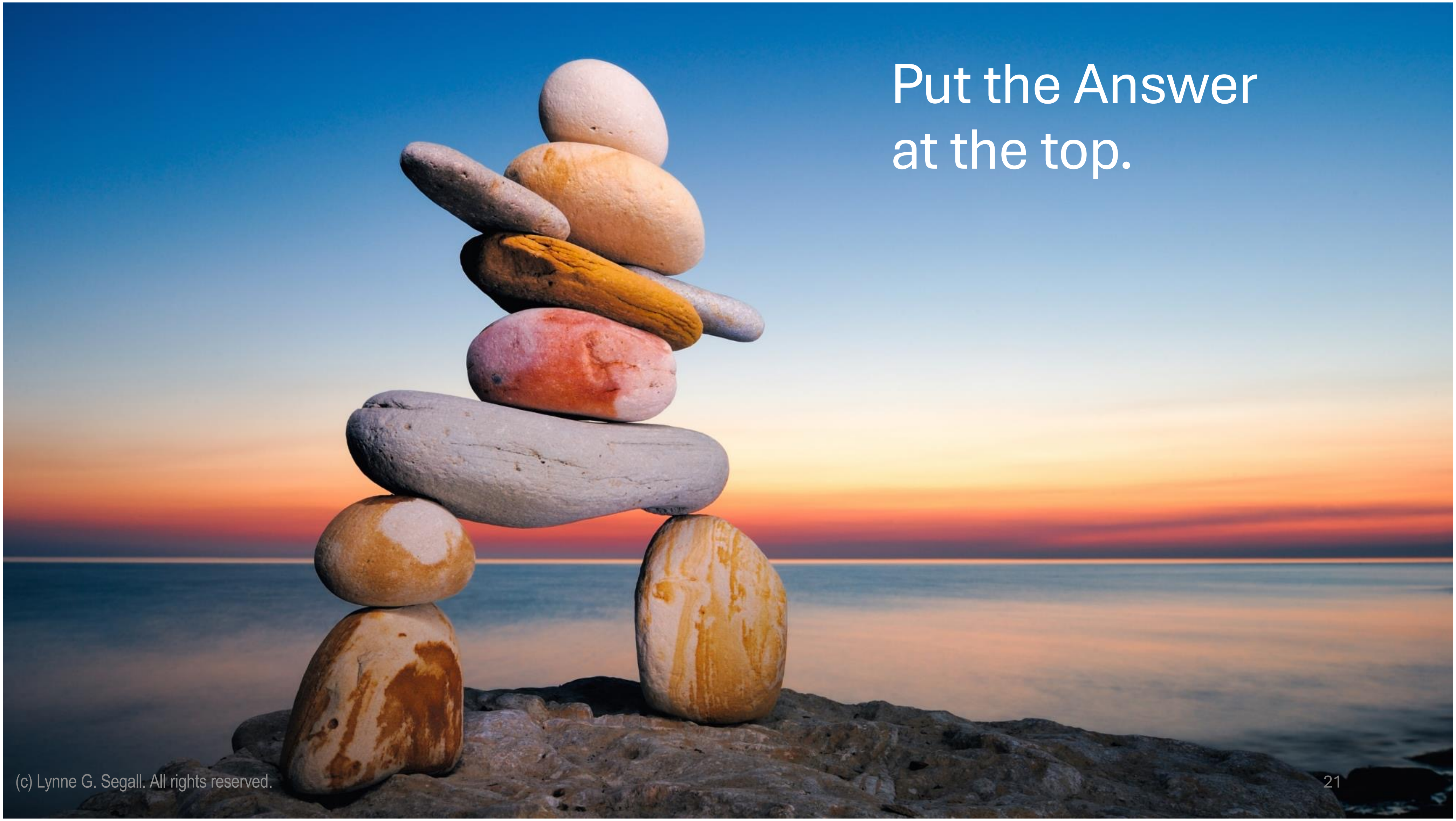
We reviewed 250 purchase orders from the past six months and compared them to the company's approval matrix. We found that 37 purchase orders over the approval threshold were authorized by managers without the required second-level approval. We also confirmed that the system does not automatically prevent these transactions from being processed.

Based on these findings, we believe there is a control gap that increases the risk of unauthorized spending.

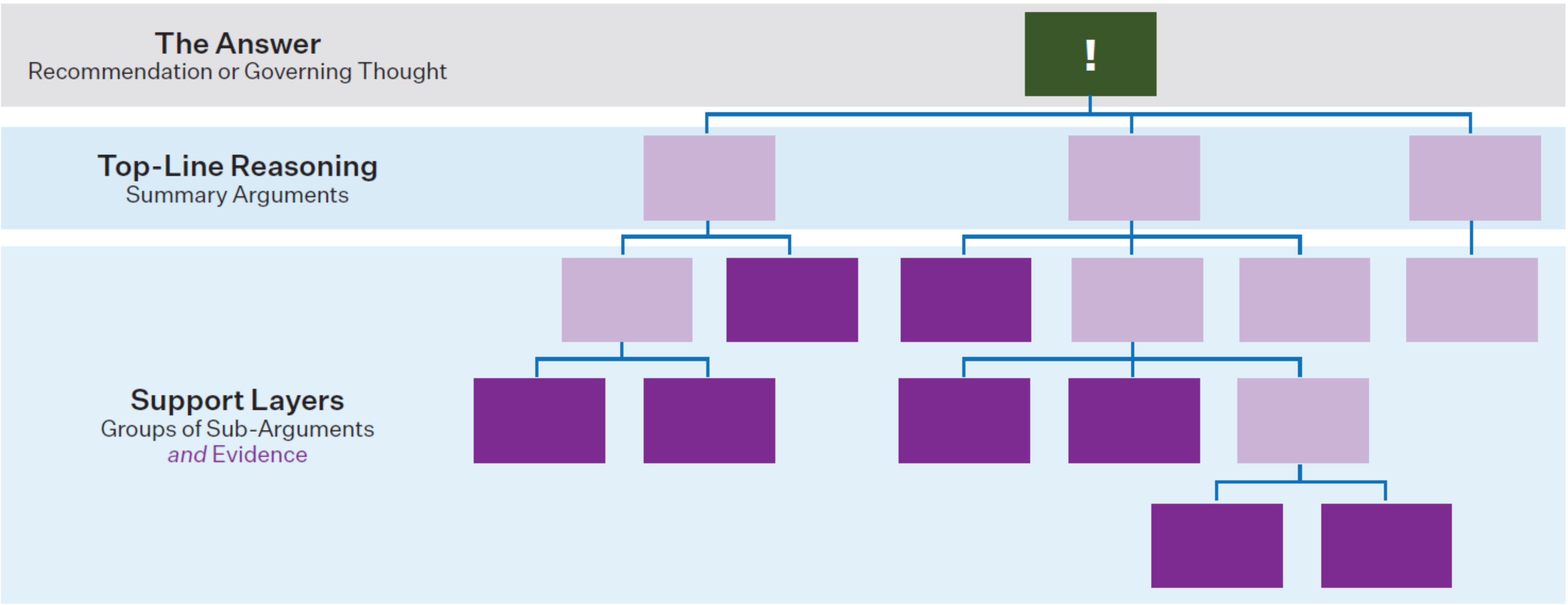
“Here’s the issue,
here’s why we know…
Here’s why it matters…”

We have a control gap that is allowing high-value purchases to bypass required approvals, creating unnecessary financial risk.

In our review of 250 purchase orders, we found 37 transactions above the approval threshold that lacked the required second-level approval. The issue appears to stem from the system not enforcing the approval workflow, allowing unauthorized transactions to be processed. Strengthening that control would significantly reduce the risk going forward.


Put the Answer
at the top.

Lead with the Answer or the Big Idea, then support with arguments and evidence.



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Let's go back to Menti.

Know what you are signaling.

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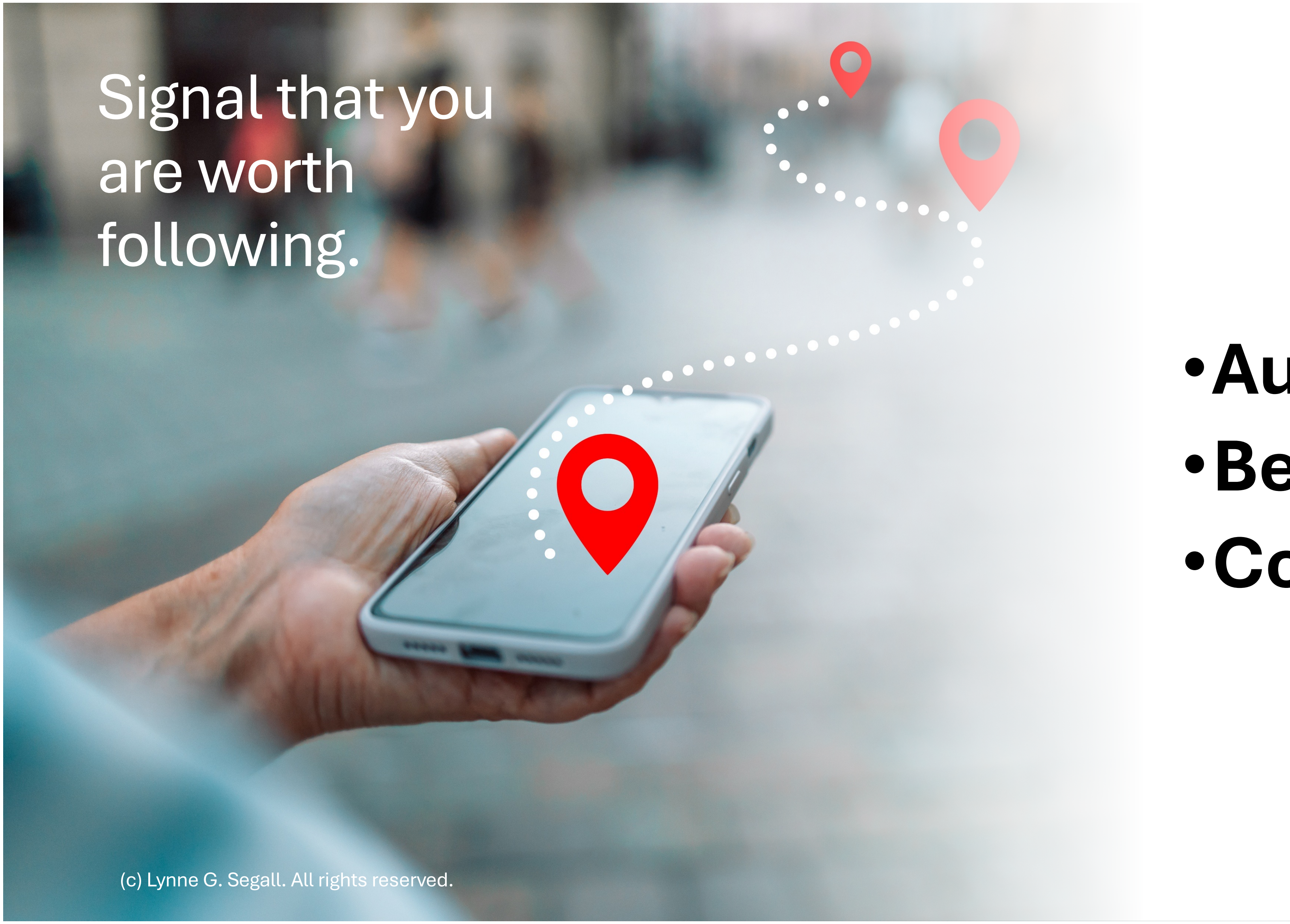
Signal that you are worth following.



- **Authority**
- **Belief**
- **Connection**