The Trusted Advisor – David H Maister, Charles H Green, Robert M Galford.

Trusted Advisor

Contents

Short Summary

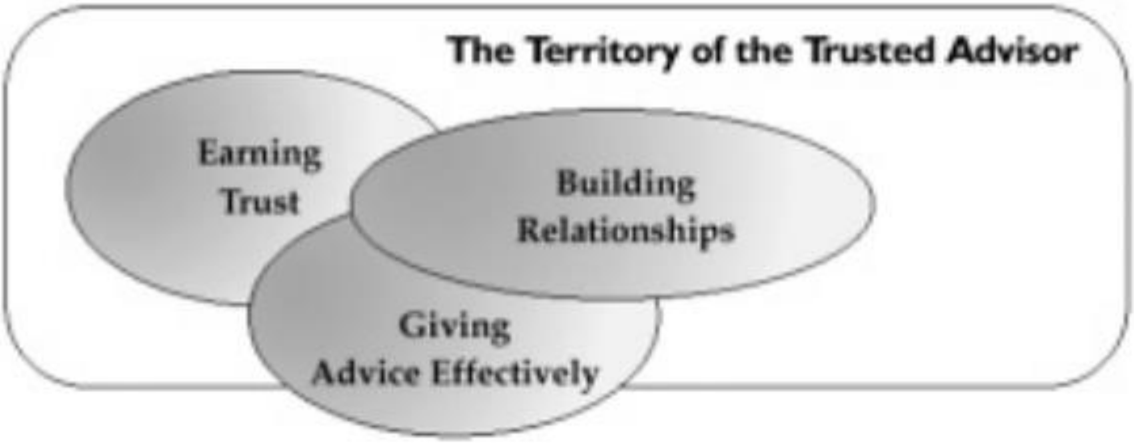
This book is written by consultants for consultants.
Reading it made me feel ill…… I spent 8 years as a consultant adn whilst I loved delivery and didn't mind pulling a pitch together, the sales aspect of twisting people's arms so they give you work was the reason I left the industry. I don't like sales. I don't like selling and I don't like being sold to.

My top 4 points from the book are:

1. A trusted advisor can (1) Earn trust, (2) Build a relationship and (3) Give advice effectively
2. The more a customer trusts you the more topics they will seek advice on
3. Trust = (Credibility + Reliability + Intimacy) / Self-orientation
4. The steps to a trusted relationship are:
    a. Engage - client feels it may be worth talking to this person
    b. Listen - Client feels heard and understood
    c. Frame - Client feels the problem is understood
    d. Envision - Client feels they can achieve the objective
    e. Commit - Client thinks 'let's do it'.

Detailed Summary (Figures and Lists)

Figures



The More Your Clients Trust You, the More They Will (Chapter 1)

	Focus Is On:	Energy Spent on:	Client Receives:	Indicators of Success:
Service-based	Answers, expertise, input	Explaining	Information	Timely, high quality
Needs-based	Business problem	Problem-solving	Solutions	Problems resolved
Relationship-based	Client organization	Providing insights	Ideas	Repeat business
Trust-based	Client as individual	Understanding the client	Safe haven for hard issues	Varied; e.g. creative pricing

$$T = \frac{C + R + I}{S}$$

Where:

T = trustworthiness

C = credibility

R = reliability

I = intimacy

S = self-orientation

Component	Realm	Example
Credibility	Words	I can trust what he says about . . .
Reliability	Actions	I can trust her to . . .
Intimacy	Emotions	I feel comfortable discussing this . . .
Self-orientation	Motives	I can trust that he cares about . . .

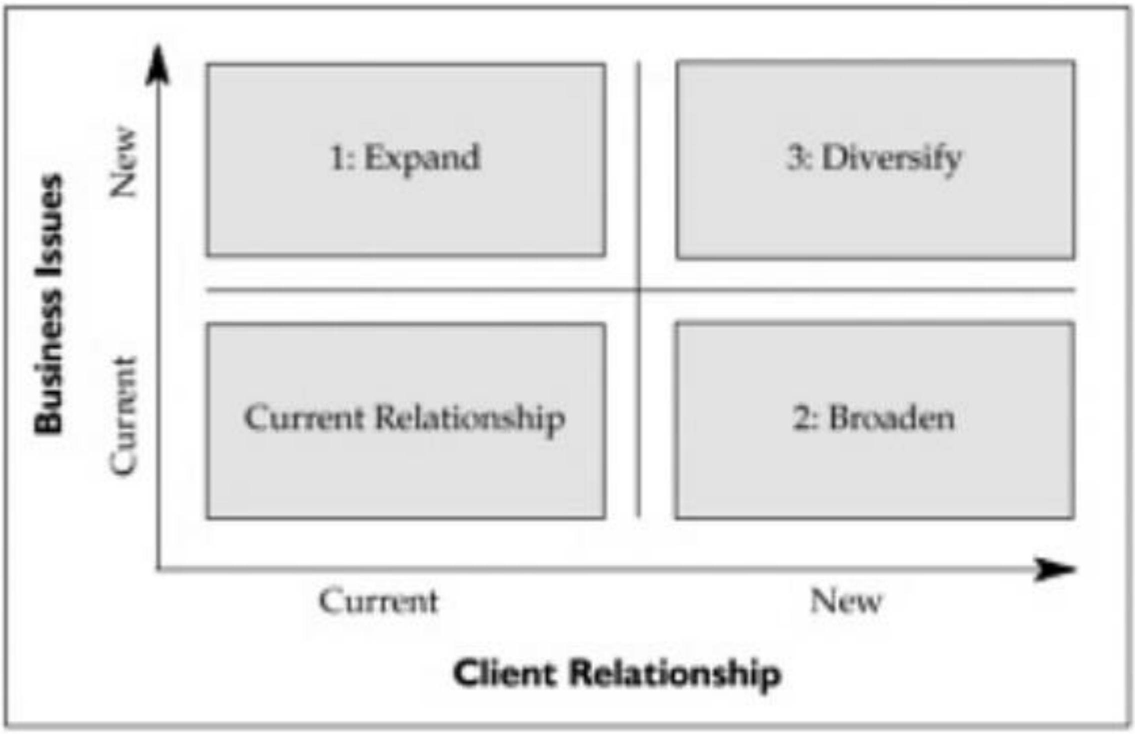
Poor Marks On:	Get Characterized As:
Credibility	Windbags
Reliability	Irresponsible
Intimacy	Technicians
Self-orientation	Devious

Realm	Rational	Emotional
Characteristics	Accuracy	Completeness
Response	Believability: not telling lies	Honesty: telling truths, completely
Channel	Testimonial; Direct Experience	Direct Experience

Trust Process Step	Action Taken	What the Client Feels	What the Advisor Gains
1. Engage	Attention becomes focused	"It may be worth talking to this person about . . ."	Earns the right to tell and hear truths
2. Listen	Ears bigger than mouth; acknowledge and affirm	"I am being both heard and understood . . ."	Earns the right to suggest a problem statement or definition
3. Frame	The root issue is stated clearly and openly	"Yes, that is exactly the problem here . . ."	Coalesces issues to move forward
4. Envision	A vision of an alternate reality is sketched out	"Could we really accomplish that? That could be a really interesting outcome."	Concretizes vision; generates clarity of objectives.
5. Commit	Steps are agreed upon; sense of commitment is renewed	"I agree, I understand what needs to be done. I'm with you, let's do it."	Allows problem-resolution to begin.

Perceived Risk to Credibility:	"You Can't"	"Because the Client Wants"
	Hypothesize	An answer
	Say you don't know	Confidence
	Focus on the problem statement	Expertise

Perceived Risk to Intimacy:	"You Can't"	"Because the Client Wants"
	Stay with listening too long before moving to action	Action
	Get too personal	A "professional" relationship
	Talk about emotions	Just the facts
	Go off-agenda	Progress
	Point out difficult situations	To not be embarrassed



Trust Component	Comment
Credibility: 4	Amy's own credibility on the new content is low; Barbara's only credibility is from Amy, whose motives can seem to be mixed
Reliability: 2	No track record regarding the new service area or Barbara, no plan for getting one
Intimacy: 3	Amy has broadened the agenda to assume shared perspectives on competitors, evaluation of Barbara, and the new area, but all on her own, without involving Curt
Self-orientation: 8	Amy's talk is all about herself, her firm; no indication of focus on client's perspective, issues
Total Trust Score: 1.13	(C + R + I) / S = Trust (4 + 2 + 3) / 8 = 1.13

Trust Component	Comment
Credibility: 6	High on service offering, but low on Don's business
Reliability: 4	Track record with Curt, but not with Don, and no plan to get one
Intimacy: 2	Amy is asking Curt to pass judgment on Don's business needs and on Amy's quality; Amy takes no risk herself, Curt takes it all
Self-orientation: 8	All about Amy and her firm; no evidence of attention paid to what Don's interests are
Total Trust Score 1.5	(C + R + I) / S = Trust (6 + 4 + 2) / 8 = 1.50

Lists

1. Reach for your advice.
2. Be inclined to accept and act on your recommendations.
3. Bring you in on more advanced, complex, strategic issues.
4. Treat you as you wish to be treated.
5. Respect you.
6. helps you to help them, and improves the quality of the service you provide.
7. Pay your bills without question.
8. Refer you to their friends and business acquaintances.
9. Lower the level of stress in your interactions.
10. Give you the benefit of the doubt.
11. Forgive you when you make a mistake.
12. Protect you when you need it (even from their own organization)
13. Warn you of dangers that you might avoid.
14. Be comfortable and allow you to be comfortable.
15. Involve you early on when their issues begin to form, rather than later in the process (or maybe even call you first!)

Trust your instincts and judgments (including those about other people such as your colleagues and theirs)

Common Traits of Trusted Advisors
(Chapter 1)

1. Seem to understand us, effortlessly, and like us.
2. Are consistent (we can depend on them)
3. Always help us see things from fresh perspectives.
4. Don’t try to force things on us
5. Help us think things through (it’s our decision)
6. Don’t substitute their judgment for ours
7. Don’t panic or get overemotional (they stay calm)
8. Help us think and separate our logic from our emotion
9. Criticize and correct us gently, lovingly
10. Don’t pull their punches (we can rely on them to tell us the truth)
11. Are in it for the long haul (the relationship is more important than the current issue)
12. Give us reasoning (to help us think), not just their conclusions
13. Give us options, increase our understanding of those options, give us their recommendation, and let us choose
14. Challenge our assumptions (help us uncover the false assumptions we’ve been working under)
15. Make us feel comfortable and casual personally (but they take the issues seriously)
16. Act like a real person, not someone in a role
17. Are reliably on our side and always seem to have our interests at heart
18. Remember everything we ever said (without notes)
19. Are always honourable (they don’t gossip about others, and we trust their values)
20. Help us put our issues in context, often through the use of metaphors, stories, and anecdotes (few problems are completely unique)
21. Have a sense of humour to diffuse (our) tension in tough situations
22. Are smart (sometimes in ways we’re not)

Common Attributes of Trusted Advisors
(Chapter 2)

1. Have a predilection to focus on the client, rather than themselves. They have:
    - enough self-confidence to listen without prejudging
    - enough curiosity to inquire without supposing an answer
    - willingness to see the client as co-equal in a joint journey
    - enough ego strength to subordinate their own ego
2. Focus on the client as an individual, not as a person fulfilling a role
3. Believe that a continued focus on problem definition and resolution is as important as technical or content mastery
4. Show a strong “competitive” drive aimed not at competitors, but at constantly finding new ways to be of greater service to the client
5. Consistently focus on doing the next right thing, rather than on aiming for specific outcomes
6. Are motivated more by an internalized drive to do the right thing than by their own organization’s rewards or dynamics
7. View methodologies, models, management techniques, and business processes as means to an end
8. Believe that success in client relationships is tied to the accumulation of quality experiences
9. Believe that both selling and serving are aspects of professionalism
10. Believe that there is a distinction between a business life and a private life, but that both lives are very personal (i.e., human)

Three Basic Skills a Trusted Advisor Needs
(Chapters 3-5)

1. Earning trust
2. Giving advice effectively
3. Building relationships

Some Characteristics of Trust Relationships
(Chapter 3)

1. Grows, rather than just appears
2. Is both rational and emotional
3. Presumes a two-way relationship
4. Is intrinsically about perceived risk
5. Is different for the client than it is for the advisor
6. Is personal

Principles of Relationship Building
(Chapter 5)

1. Go first
2. Illustrate, don’t tell
3. Listen for what’s different, not for what’s familiar
4. Be sure your advice is being sought
5. Earn the right to offer advice
6. Keep asking
7. Say what you mean
8. When you need help, ask for it
9. Show an interest in the person
10. Use compliments, not flattery
11. Show appreciation

Important Mindsets
(Chapter 6)

1. Ability to focus on the other person
2. Self-confidence
3. Ego strength
4. Curiosity
5. Inclusive professionalism

Four Essential Elements That Engender Trust
(Chapter 8)

1. Credibility
2. Reliability
3. Intimacy
4. Allow level of self orientation, or focus on oneself

Some Tips on Enhancing Credibility
(Chapter 8)

1. Figure out how to tell as much truth as possible, except where doing so would injure others.
2. Don't tell lies, or even exaggerate. At all. Ever.
3. Avoid saying things that others might construe as lies.
4. Speak with expression, not monotonically. Use body language, eye contact, and vocal range. Show the client you have energy around the subject at hand.
5. Don't just cite references. Where it is genuinely possible to create mutual benefit, introduce your clients to each other; they will learn from each other, and you will have plenty of reflected credit in which to bask.
6. When you don't know, say so, quickly and directly.
7. Yes it's important to have them know your credentials. Just don't get silly by having all those initials and certifications appear after your name on your business card.
8. Relax. You know much more than you think you know. If you don't really belong there, then don't put yourself there in the first place.
9. Make sure you've done absolutely all your homework on the client company, the client marketplace, and the client individual, and that it's absolutely up to the minute.
10. There's no reason to show off.
11. Love your topic. It will show.

Some Thoughts on Reliability
(Chapter 8)

1. Make specific commitments to your client around small things: getting that article by tomorrow, placing the call, writing the draft by Monday, looking up a reference. And then deliver on them, quietly, and on time.
2. Send meeting materials in advance so that the client has the option of reviewing them in advance, saving meeting time for substantive discussions.
3. Make sure meetings have clear goals, not just agendas, and ensure the goals are met.
4. Use the client's "fit and feel" around terminology, style, formats, hours.
5. Review agendas with your client, before meetings, before phone calls, before discussions. Clients should know that they can expect you to always solicit their views on how time will be spent.
6. Reconfirm scheduled events before they happen. Announce changes to scheduled or committed dates as soon as they change.

Some Thoughts on Intimacy
(Chapter 8)

1. Be not afraid! Creating intimacy requires courage, not just for you, but for everyone.
2. People in senior positions appreciate candour, but candour isn't necessarily intimacy, and they value that even more.
3. Find the fun and fascination.
4. Test whether you're coming too close to the line, or pushing too far, too fast.
5. Practice a little. No, you can't practice spontaneity, but you can practice phrasing.

“Threats” to Client Focus
(Chapter 8)

1. Selfishness
2. Self-consciousness
3. A need to appear on top of things
4. A desire to look intelligent
5. A to-do list on our mind that is a mile long
6. A desire to jump to the solution
7. A desire to win that exceeds the desire to help the client
8. A desire to be right
9. A desire to be seen to be right
10. A desire to be seen as adding value
11. Fears of various kinds: fear of not knowing, of not having the right answer, of not appearing intelligent, of being rejected

Clues About Excessive Self Orientation
(Chapter 8)

1. A tendency to relate their stories to ourselves
2. A need to too quickly finish their sentences for them
3. A need to fill empty spaces in conversations
4. A need to appear clever, bright, witty, etc.
5. An inability to provide a direct answer to a direct question
6. An unwillingness to say we don’t know
7. Namedropping of other clients
8. A recitation of qualifications
9. A tendency to give answers too quickly
10. A tendency to want to have the last word
11. Closed ended questions early on
12. Putting forth hypotheses or problem statements before fully hearing the client’s hypotheses or problem statements
13. Passive listening; a lack of visual and verbal cues that indicate the client is being heard
14. Watching the client as if he/she were a television set (merely a source of data)

Signs of Low Self Orientation
(Chapter 8)

1. Letting the client fill in the empty spaces
2. Asking the client to talk about what's behind an issue
3. Using open-ended questions
4. Not giving answers until the right is earned to do so (and the client will let you know when you have earned it)
5. Focusing on defining the problem, not guessing the solution
6. Reflective listening, summarizing what we've heard to make sure we heard correctly what was said and what was intended
7. Saying you don't know when you don't know
8. Acknowledging the feelings of the client (with respect)
9. Learning to tell the client's story before we write our own
10. Listening to clients without distractions: door closed, phone off, email not in line of sight, frequent eye contact
11. Resisting with confidence a client's invitation to provide a solution too early on—to stay in the listening and joint problem definition phases of discussion
12. Trusting in our ability to add value after listening, rather than trying to do so during listening
13. Taking most of the responsibility for failed communications

The Five-Step Trust-Building Process
(Chapter 9)

1. Engage: Uses language of interest and concern
2. Listen: Uses language of understanding and empathy
3. Frame: Uses language of perspective and candour
4. Envision: Uses language of possibility
5. Commit: Uses language of joint exploration

Skills Required for the Five-Step Trust Process
(Chapter 9)

1. Engaging requires the skill of being (credibly) noticed.
2. Listening requires an ability to understand another human being.
3. Framing requires creative insight and emotional courage.
4. Envisioning requires a spirit of collaboration and creativity.
5. Commitment requires the ability to generate enthusiasm, and sometimes the ability to manage down overenthusiasm.

Approaches to Engagement
(Chapter 10)

1. Approaches that demonstrate concern about competitive developments
2. Approaches that signal an understanding of career challenges facing a particular individual
3. Approaches that might offer a solution to a specific managerial issue
4. Approaches that demonstrate continuity and development

What Good Listeners Do
(Chapter 11)

1. Probe for clarification
2. Listen for unvoiced emotions
3. Listen for the story
4. Summarize well
5. Empathize
6. Listen for what's different, not for what's familiar
7. Take it all seriously (they don't say, "You shouldn't worry about that")
8. Spot hidden assumptions
9. Let the client "get it out of his or her system"
10. Ask "How do you feel about that?"
11. Keep the client talking ("What else have you considered?")
12. Keep asking for more detail that helps them understand
13. Get rid of distractions while listening
14. Focus on hearing your version first
15. Let you tell your story your way
16. Stand in your shoes, at least while they're listening
17. Ask you how you think they might be of help
18. Ask what you've thought of before telling you what they've thought of
19. Look at (not stare at) the client as he or she speaks
20. Look for congruity (or incongruity) between what the client says and how he or she gestures and postures
21. Make it seem as if the client is the only thing that matters and that they have all the time in the world.
22. Encourage by nodding head or giving a slight smile
23. Are aware of and control their body movement (no moving around, shaking legs, fiddling with a paper clip)

What Great Listeners Don't Do
(Chapter 11)

1. Interrupt
2. Respond too soon
3. Match the client's points ("Oh, yes, I had something like that happen to me. It all started …")
4. Editorialize in midstream ("Well, that option's a nonstarter")
5. Jump to conclusions (much less judgments)
6. Ask closed-end questions for no reason
7. Give you their ideas before hearing yours
8. Judge you
9. Try to solve the problem too quickly
10. Take calls or interruptions in the course of a client meeting. (It seems so obvious, but watch how often it happens!)

Characteristics of Naming and Claiming
(Chapter 12)

1. An acknowledgment of the difficulty of raising the issue
2. An acceptance of the responsibility for raising it
3. A direct statement of the issue itself

Responsibility-Taking Caveats
(Chapter 12)

1. It's probably just me, but …
2. I must have been tuned out for a moment, I'm sorry, but …
3. I'm sure you covered this before, but …
4. I'm sorry to interrupt but I just can't get this out of my head about …
5. You've probably thought of this already, but …
6. I wish I knew, but I just don't know how to handle this concern …
7. I realize you have a strong preference for XYZ, but …
8. I'm probably thinking about this all wrong, but …
9. I'm not sure if this is on-point, but …
10. I may not have understood this right, but …
11. I don't know exactly how to say this, so I hope you'll help me, but …
12. I'm not sure if I'm being inappropriate in bringing this up, but …
13. I hope you'll forgive me for not knowing quite how to say this, but …

Commitment Topics
(Chapter 14)

1. What's going to get in the way of getting this done?
2. What do we intend to do about it?
3. Who needs to be brought into the loop?
4. Who should do what part?
5. What information do we need?
6. When shall we check in?
7. What are the key deadlines?

Managing Expectations
(Chapter 14)

1. Clearly articulate what we will do and won't do
2. Clearly articulate what the client will do and won't do
3. Define the boundaries of the analyses we will perform
4. Check with the client about areas that the client may not want us to get
1. involved in, or any people the client does not want us to speak with
5. Identify precise working arrangements
6. Agree on methods and frequency of communicating
7. Decide who should get which reports
8. Decide how often a report should be delivered
9. Decide how any reports will get used
10. Decide what milestones and progress reviews are needed
11. Decide how success will be measured, both at the end and during the process

Building Trust When Managing Expectations
(Chapter 14)

1. Always tell the truth about what you can (and can't) do, and what you can (and can't) deliver when.
2. Start the project before you've been engaged.
3. Show your enthusiasm.
4. Ask the questions that are troubling you earlier rather than later.

Concerns About the Trust-Based Approach
(Chapter 15)

1. This is all too personally risky. The emotional stuff feels embarrassing, different, flaky.
2. It's not easy to stop worrying about yourself and focus on others instead.
3. Professional services firms often breed a culture of content expertise and mastery. (We're taught that content is all.)
4. We can't overcome our fears of looking ignorant, stupid, or uninformed, so we act assertively.
5. It's hard to shut up and listen before you solve the problem. We have a hard time rewiring our instincts or habits.
6. It takes a lot of courage to speak about the unspeakable. Some things you just don't say; they're too personal, too risky, or too unprofessional.
7. It comes too close to the line of invading the private.
8. This approach discounts too heavily the value of good content or expertise.
9. It all sounds too moralistic.
10. This process sounds s-l-o-w! My budget won't allow for this!
11. My client wants me to focus on the work at hand; he or she doesn't want to see me about anything else.
12. It's risky to take a position on an issue until I'm absolutely sure.
13. I took a position, and now I'm stuck with it. To change my view would destroy my credibility!
14. It's hard to be this humble!

Why Professionals Jump to Action Too Soon
(Chapter 15)

1. The human tendency to focus on ourselves
2. The belief that we're selling only content
3. The desire for tangibility
4. The search for validation

Common Fears
(Chapter 15)

1. Not having the answer
2. Not being able to get the right answer quickly
3. Having the wrong answer
4. Committing some social faux pas
5. Looking confused
6. Not knowing how to respond
7. Having missed some information
8. Revealing some ignorance
9. Misdiagnosing

Other Emotions One Must Control
(Chapter 15)

1. Wanting (needing?) to take credit for an idea
2. Wanting to fill blank airtime with content
3. Playing to our own insecurity by feeling we have to get all our credentials out there
4. Wanting to put a cap on the problem so we can solve it later, without the pressure
5. Wanting to hedge our answers in case we're wrong
6. Wanting (too soon) to relate our own version of the client's story or problem

Dealing with Different Client Types
(Chapter 16)

1. Work in advance on what is different about this client, and what might be different about you in this situation.
    - Are there any topics I should avoid because they are too delicate to discuss in a large forum?
    - Are there any topics on which the views of your colleagues are divided?
    - Where are we likely to encounter the most resistance?
    - Do you have initiatives already going on that might interact with the discussion of this one?
2. As you look at a client, force yourself to ask three questions:
    - What is the client's prevailing personal motivation?
    - What is their personality?
    - How does the state of their organization affect their worldview?
3. When thinking about a client's prevailing personal motivation, which of the following comes first?
    - the need to excel?
    - the need to take action and achieve results?
    - the need to understand and analyse before deciding?
    - the need to drive consensus?
4. Figure out why you might truly like this client as a person.
5. Use the trust equation.

Some Difficult Client Types, and How to Respond
(Chapter 16)

1. Type 1. The "Just the Facts, Ma'am" Client
2. Type 2. The "I'll Get Back to You" Client
3. Type 3.The "You're the Expert, Dummy" Client
4. Type 4. The "Let Me Handle That" Client
5. Type 5. The "Let's Go Through This Again" Client
6. Type 6. The "You Don't Understand" Client
7. Type 7. The "My Enemy's Enemy Is My Friend" Client
8. Type 8. The "Just Like, You Know, Come On" Client
9. Type 9. The "Oh, By the Way" Client

Factors Affecting a Client's Perceived Value of Service
(Chapter 19)

1. Understanding
2. Sense of control
3. Sense of progress
4. Access and availability
5. Responsiveness
6. Reliability
7. Appreciation
8. Sense of importance
9. Respect

Tactics to Build Trust on the Assignment
(Chapter 19)

1. Involving the client in the process through:
    a. brainstorming sessions
    b. giving the client tasks to perform
    c. giving the client options and letting the client choose
    d. keeping the client informed on what's going to happen, when, and why
2. Making reports and presentations more useful, easier to pass on, by:
    a. getting the client to instruct us on format and presentation
    b. providing a summary so the client can use it internally without modification
    c. having all reports read by a non-project person to ensure readability and comprehension prior to delivery
    d. providing all charts, tables, and summaries on overheads for internal client use
2. Helping the client use what we deliver by:
    e. coaching the client in dealing with others in client organization
    f. empowering the client with reasoning steps
    g. advising on tactics/politics of how results should be shared inside client organization
    h. writing progress summaries in a way that the client can use internally without modification
3. Making meetings more valuable by:
    i. establishing a specific agenda and goals prior to meeting
    j. sending information and reports in advance, saving meeting time for discussion, not presentation
    k. finding out attendees in advance and researching them
    l. establishing next steps for both sides
    m. dictating and transcribing a summary of all meetings and significant phone conversations and sending copy to client the same day or next day
    n. Calling afterward to confirm that goals were met
4. Being accessible and available by:
    o. calling in advance when we're going to be unavailable
    p. ensuring that our assistants know where we are and when we'll be back
    q. ensuring that our assistants know the names of all clients and names of all team members involved in the relationship
    r. working at getting clients comfortable with our "junior" personnel, so they can be available when we're not

Building Trust During the Engagement Process
(Chapter 19)

1. Keep clients in the loop regarding your progress.
2. Tell the truth and not what the client wants to hear.
3. Love your work.
4. Make sure that your answer is not a purely technical one.
5. Figure out what comes next for the client.
6. Don’t ask for follow-on work too quickly.

Client Suggestions for Relationship Building
(Chapter 20)

1. Make an impact on our business, don’t just be visible.
2. Do more things “on spec” (i.e., invest your time on preliminary work in new areas).
3. Spend more time helping us think, and helping us develop strategies.
4. Lead our thinking. Tell us what our business is going to look like five or ten years from now.
5. Jump on any new pieces of information we have, so you can stay up-todate on what’s going on in our business. Use our data to give us an extra level of analysis. Ask for it, don’t wait for us to give it to you.
6. Schedule some offsite meetings together. Join us for brainstorming sessions about our business.
7. Make an extra effort to understand how our business works: sit in on our meetings.
8. Help us see how we compare to others, both within and outside our industry.
9. Tell me why our competitors are doing what they’re doing.
10. Discuss with us other things we should be doing; we welcome any and all ideas!

The Quick-Impact List to Gain Trust
(Chapter 22)

1. Listen to everything
2. Empathize (for real)
3. Note what they’re feeling
4. Build that shared agenda
5. Take a point of view, for goodness ‘sake!
6. Take a personal risk
7. Ask about a related area
8. Ask great questions
9. Give away ideas
10. Return calls unbelievably fast
11. Relax your mind

Sayings to Relax Your Mind
(Chapter 22)

1. It's about the client.
2. Who am I thinking about?
3. What is the client feeling about this?
4. The answer is a better question.
5. The problem is rarely what the client said it was at first.
6. I am not the centre of the universe.
7. Who am I serving by my present approach?
8. Assigning blame will trap me; taking responsibility will empower me.
9. It's a "we" game, not a "me" game.
10. What am I afraid of here?
11. Knowing the truth is better than not knowing it.
12. You can hope for what might be, but don't wish for what can't be.
13. A point of view doesn't commit you for life.
14. Don't ever, ever tell a lie or even shade the truth.

More Tips
(Chapter 22)

1. Notice a feeling in yourself and comment on it.
2. Make a commitment and then deliver on it—not overdeliver or
3. underdeliver, just deliver.
4. Don't answer a question the first time the client asks it; ask for clarification.
5. Say something revealing about yourself, but not manipulatively.
6. Make a facial expression of empathy, even if it's just scrunching up your face and saying "ouch" in an appropriate setting.
7. Reach out to notice, and acknowledge, something that has been held back in or about the other person.

Top Things to Remind Yourself
(Chapter 22)

1. I don't have to prove myself every ten seconds.
2. I have a right to be here in this room; I can add value without worrying about it.
3. Shut up and repeat again and again: "Really? And then what happened?"
4. Also again and again: "Gee, what's behind that?"
5. Is my pulse racing? Why? Why not say so, and say why, out loud?
6. Have I earned the right yet to give an answer?
7. Am I trying in any way to win an argument? Turn it back into a conversation.
8. Emulate Lt. Columbo: "I may be a little slow here. Maybe it's just me, but ..."
9. Take responsibility for the emotional outcome.
10. Don't blame anybody for anything anytime.
11. More value is added through problem definition than through problem answer.
12. Just because the client asks a question doesn't mean that's the right question to answer.
13. Don't be insecure. Say to yourself: "Hey, if I don't know the answer, and I'm a pro, then this is a really neat question; lets get into it!"
14. Is my tummy telling me something's wrong? My tummy's right. Let's talk about it.

Two Final Suggestions
(Chapter 22)

1. Call your client, now!
2. Tell your romantic partner how much he or she is appreciated. Do it today!