

The Trusted Advisor

Ideas for Personal Positioning & Service deliver

Introduction

- Overview of some of the current thinking around delivery of services
- Models for positioning of services with your clients
- Applies to internal services as well as external service delivery.

But first some questions ...

- Difference between product and service
- Service providers have clients, product sellers have customers, is there a difference?
- What does it feel like to “buy” professional services?

What do Clients Buy?

- **E** **Expertise**
- **E** **Experience**
- **E** **Efficiency**

Exercise 1.

- In table groups how you classify the services you offer or your function offers?
- Can different services be positioned differently? Examples.

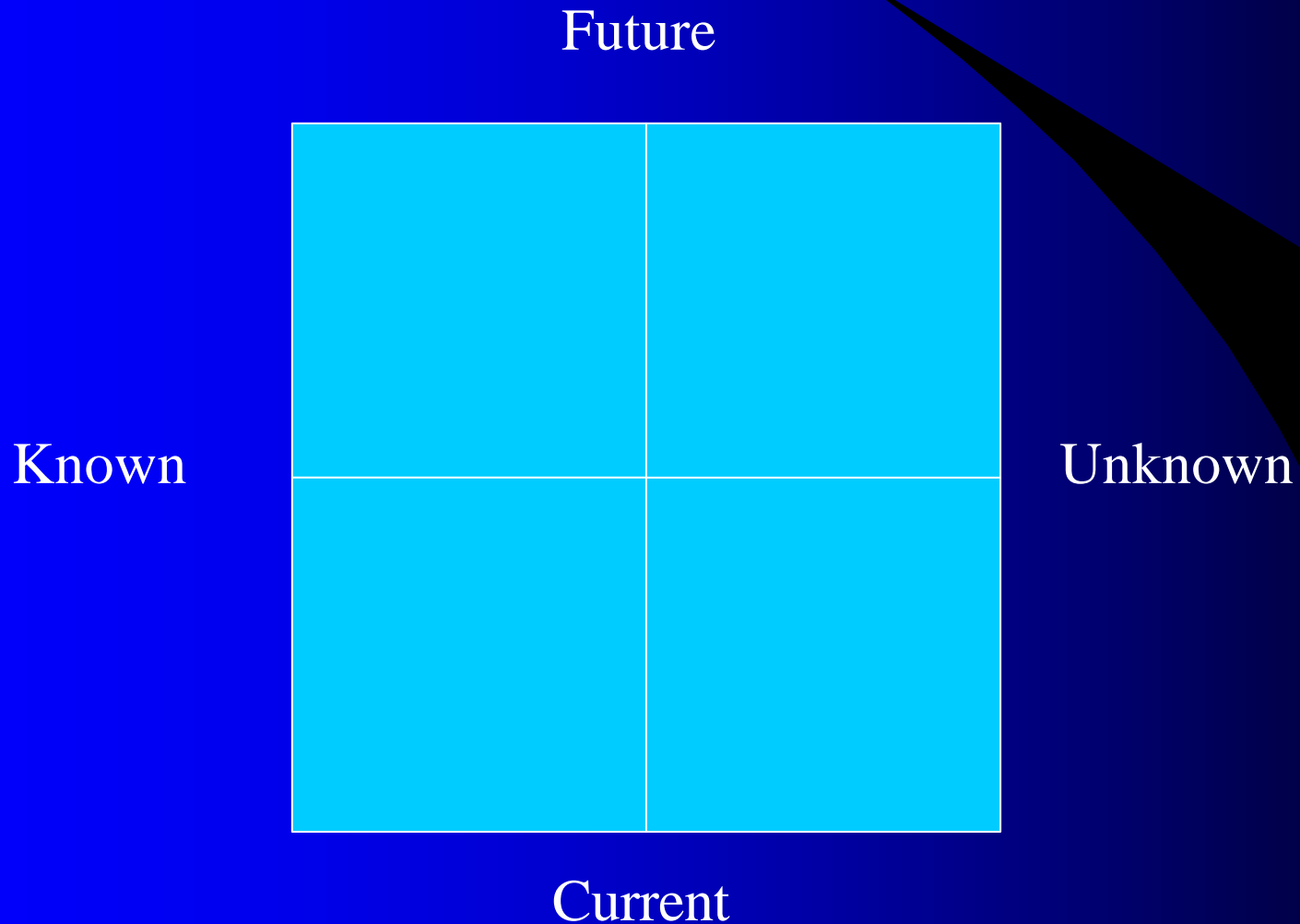
Shifts in Market Paradigms

Market Share

—————> Share of Client

—————> Share of Issue

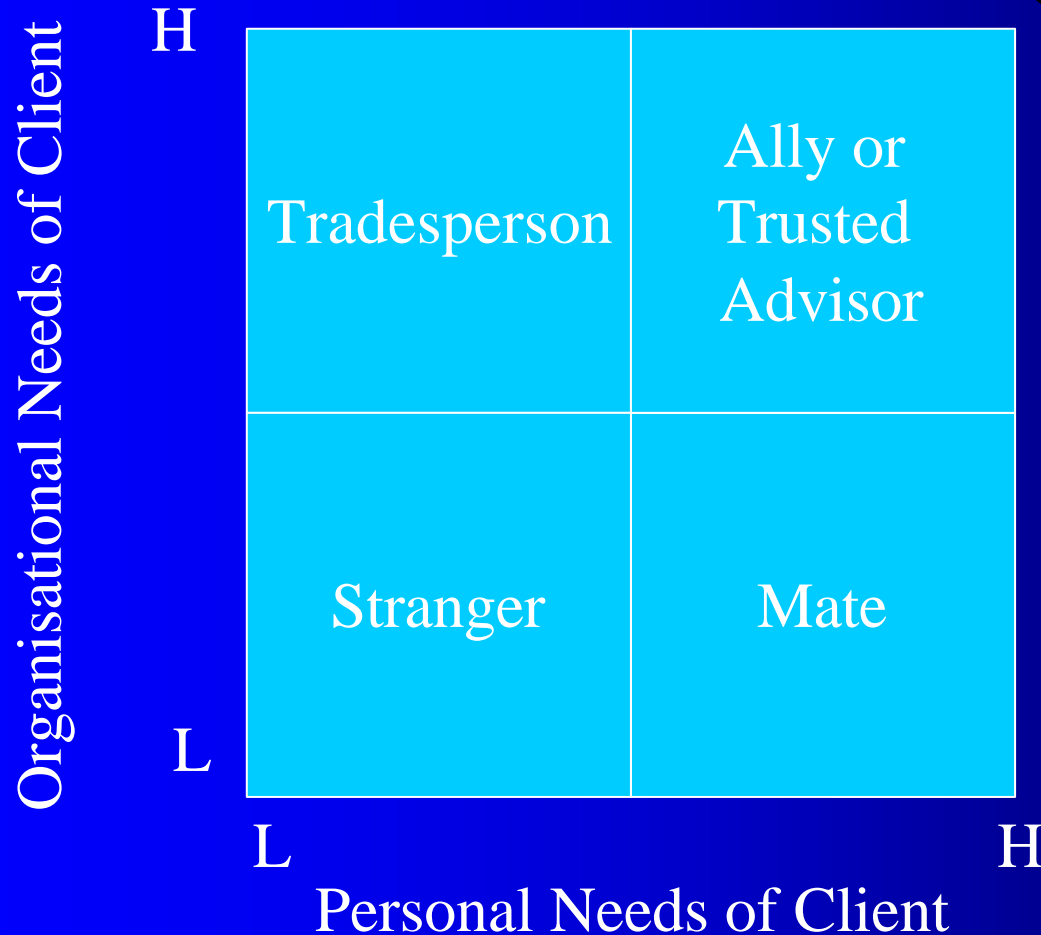
Nature of the Issue



Exercise Two

- Has this trend been apparent in your own organization's business? In how you do business?
- If so, in what ways has it manifest itself in the organization?

Nature of Relationships



Common Attributes of Trusted Advisors

- Enough Self confidence to listen without prejudging
- Enough curiosity to inquire without supposing and answer
- Sees client as partner on joint journey
- Enough ego strength to subordinate own ego
- **Focus on client rather than self**

Skills of Trusted Advisors

- Empathic listening
- Build relationships
- Ability to look at issues from client perspective and engage in conversations on that basis
- Ability to engage in conversations about difficult agendas and demonstrate that they care

Comments about Trust

- Grows does not appear
- Is both rational and emotional
- Presumes two way relationship
- Entails some risk
- Is different for the client than it is for the advisor (one does the trusting and one is trusted)
- Is personal

What kind of relationships do we have?

Where does L&D do most of its work?

Performance Consultants?

What does this tell us about ourselves?