

Building Trust, Commitment and  
Collaboration with Clients



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Authenticity Consulting, LLC

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### Topics

1. Listening skills
2. Being heard
3. Being authentic
4. Sharing feedback
5. Diversity skills
6. Managing interpersonal conflict
7. Dealing with client's resistance



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### Need for Collaborative Relationship With Client

- Relationship is critical to successful project
- Collaboration is key to long-lasting change
- Requires openness, honesty and trust
- Practice video's guidelines
- Upcoming course
  - Collaborative Consulting for Performance, Change and Learning™



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**Listening Skills**

- Be sure you can hear speaker
- Listen 75% of time
- Adopt listening posture
- Don't think while listening?
- Notice other's speaking style
- Listen for central ideas



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**Listening Skills (Cont.)**

- Let the speaker finish
- Reflect back what you heard
- Share indications you're listening
- Use supportive questioning
- Get feedback about your listening skills



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**Being Heard**

- Know what you want to convey
- Convey one point at a time
- Vary your voice
- Ask listener to reflect back
- Get feedback about your communications



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**Benefits of  
Your Authentic Consulting**

- Encourages openness and honesty
- Makes free, informed choices
- Builds trust and confidence
- Reveals issues early
- Ensure realistic plans



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**Guidelines to  
Authentic Behaviors**

- **Be:**
  - Honest – speak the truth
  - Direct – clear, concise and focused
  - Present – start with now
  - From you – own *your* perspective
  - Non-judgmental – don't aim to hurt
- **Don't be:**
  - Hurtfully blunt



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**Examples of  
Authentic Responses**

- Client: late to meeting
  - You: "You're late. You OK?"
- Irritable with consultant
  - "You irritated? What's up?"
- Rambles on
  - "Need to talk for a while?"
- Seems distracted
  - "Distracted? Need to take 5?"



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 **Sharing Feedback and Advice**

- Know what want to convey
- Be concise and specific
- Avoid generalizations
- Be descriptive, not judgmental
- Own the feedback
- First share feedback, then advice?



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**Pause for Reflection**

How can you improve your listening skills?

How might you improve your skills in being authentic?

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 **Strong Need for Diversity Skills**

- Diversity means different values, opinions
- Benefits of embracing diversity
  1. Leads to most accurate understanding
  2. Diverse clients must feel understood
  3. Long-lasting change = cultural change
- Unrecognized conflicting values hurts relationships



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**Guidelines to  
Develop Diversity Skills**

- Be aware of your values and opinions
- Each part of organization is unique
- Express your appreciation of diversity
- Get liaison from client's culture



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**Acculturating Your  
Consulting Projects**

- Assertiveness
- Direct communications
- Conflict
- Eye contact
- Humor
- Information collection
- Physical space
- Power
- Silence
- Time
- Wording

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**Managing  
Interpersonal Conflict**

- Know what you dislike about yourself
- 1. Manage to stay calm
- 2. Let other person vent
- 3. Summarize what you're hearing
- Repeat 1-3 for you to be heard
- Agree to disagree?
- Get mediator?



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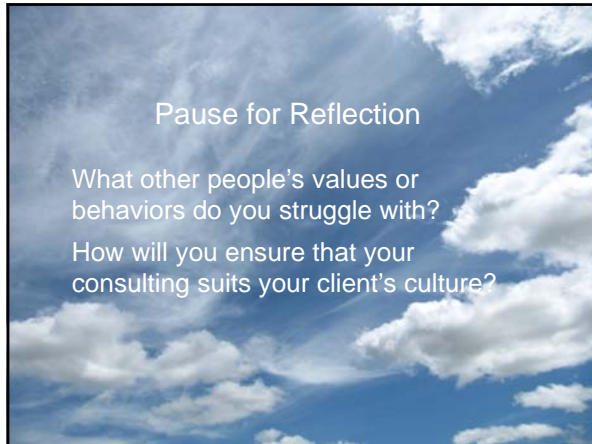
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Pause for Reflection

What other people's values or behaviors do you struggle with?

How will you ensure that your consulting suits your client's culture?



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### Resistance and its Causes

- Reactions against situation
- Common in organizational change
- Direct or indirect
- Isn't bad – indicates change
- If you don't see it, look again!



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### Examples of Client's Indirect Resistance

- Doesn't return calls
- Repeats same questions
- Keeps thinking, no conclusions
- Postpones meetings
- "We're fine. Good bye."
- Direct resistance is good



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## Responding to Client's Indirect Resistance

1. Recognize it
2. Name it
3. Ask client,  
"What do you want to do?"
4. Let them respond
  - Don't take it personally



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# Thank you!

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Dr. Carter McNamara, except for brief  
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Thank You.

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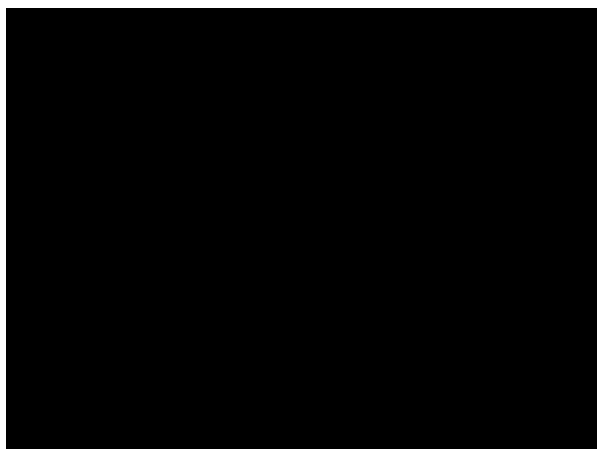
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