



A Volunteer Please...



What Just Happened Here?



Trust:

The Core of Our Work

Trusted Advisor:

The Goal of Our Work

The Partnership of Philanthropic Planning
September 12, 2013

The Definition of Trust

*Firm Reliance on the
integrity, ability, or character
of a person or thing*

In my career...



Who Are You?



▶ **Senior Vice President/Investment Counselor**

- Capital Group Private Client Services

▶ **Executive Vice President/COO**

- California Community Foundation



▶ **Naval Flight Officer/P3 Orion**

- US Navy

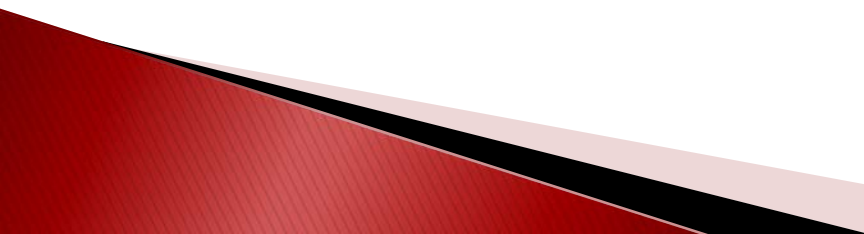
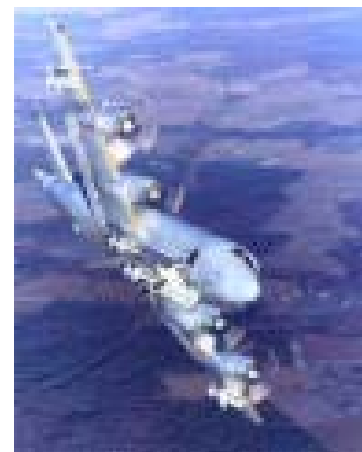
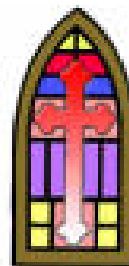


▶ **United Way of OC**



- Campaign and Government Relations Associate

▶ **Saint John's Seminary**



Agenda

- ▶ The Exercise...What Just Happened? Using that... WHY TRUST?
- ▶ First Principals of Trust and the Human Condition
- ▶ Social and Institutional Context – In ___ We Trust
- ▶ The Trusted Advisor Dynamic

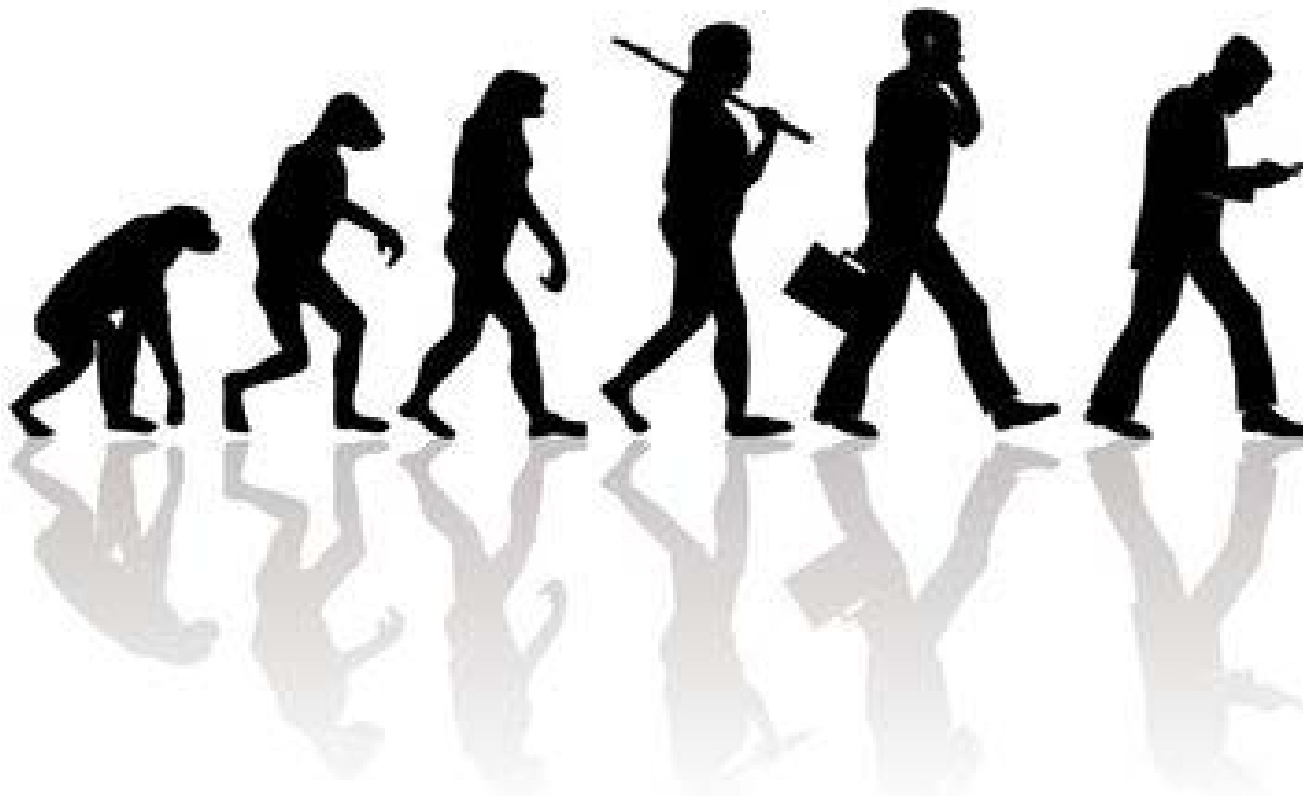




First Principals and the Human Condition

Trust Begins...

- ▶ https://www.youtube.com/watch?v=zg0j_h93K4M



Trust is Primal...

To Trust Is Human

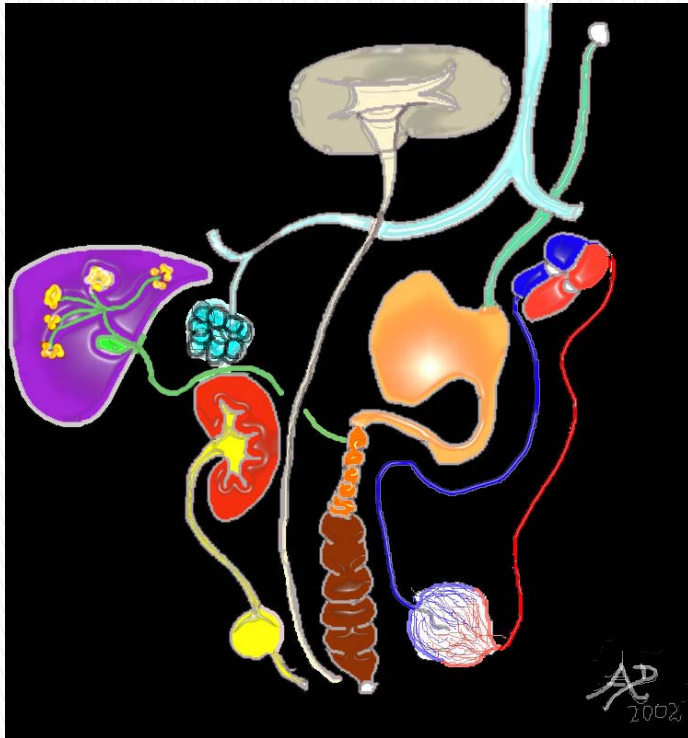
“Rethinking Trust”
HBS, R. Kramer



- ▶ <http://www.youtube.com/watch?v=rhohOlfOoK0>

Trust is Chemical

<http://www.youtube.com/watch?v=8-3M0Xz2PrM>



- ▶ Oxitocin
 - Sequence of 9 amino acids in the hypothalimus
 - Monogamy
 - Caregiving
 - Genetic
 - Economic
 - Cuddle Drug...



Trust is Facial

- ▶ <http://faceresearch.org/>





Trust is Physical

- ▶ http://www.youtube.com/watch?v=nVK_Z3dD4E0



Therefore,
“Presumptive Trust”
We Presume Trust

Trust your...



Can You Trust Your Gut?

- ▶ Confirmation Bias
- ▶ Illusion:
 - Personal Invulnerability
 - Unrealistic Optimism
 - Attention
 - Memory
 - Knowledge
 - Cause
 - Potential
 - Experience*



Too Trusting.

The only way to make a man trustworthy is to trust him.
- Henry Stimson

funnywallpaper24.blogspot.com

Not Trusting...

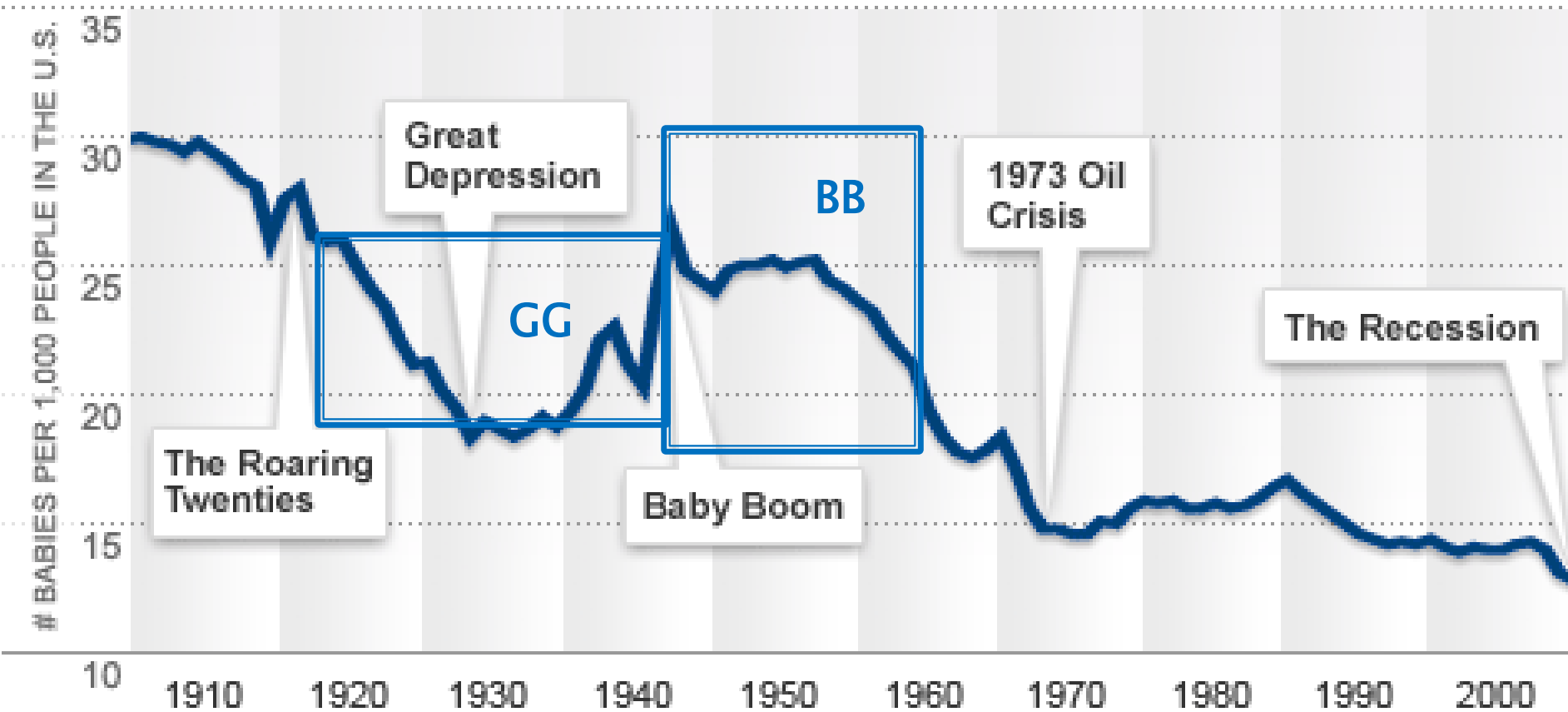


Historical, Cultural, Social and Institutional Context – In ___ We Trust



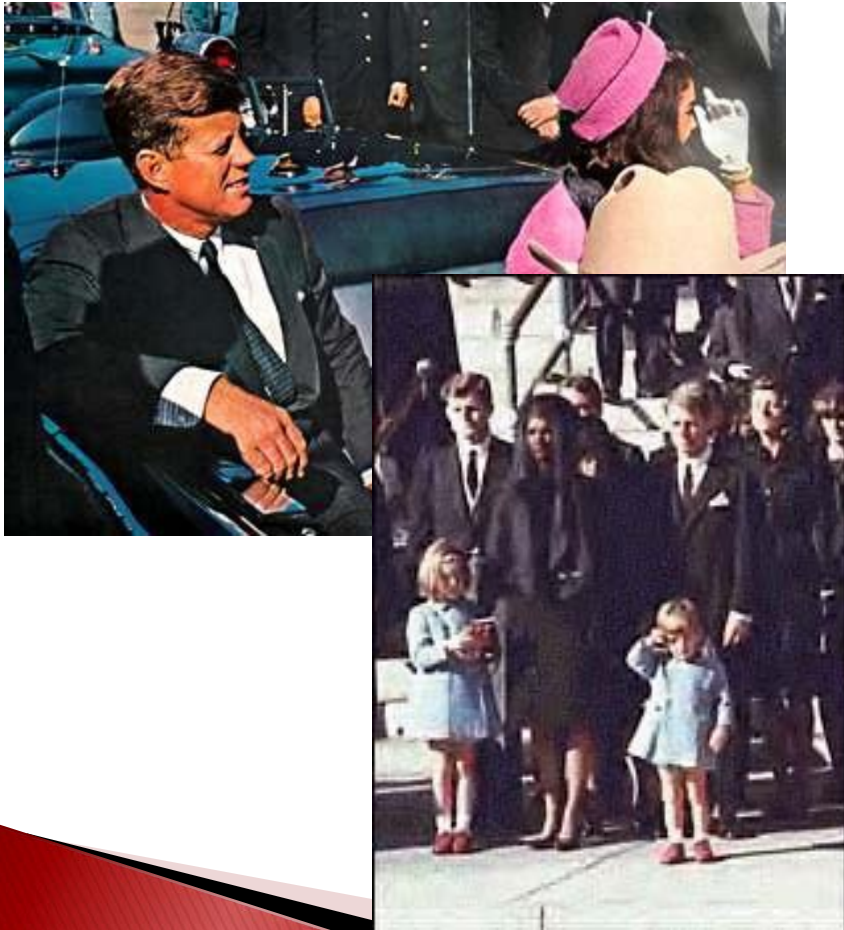
Demographics of Trust

IN BAD TIMES, FEWER BABIES BORN



SOURCE: NATIONAL CENTER FOR HEALTH STATISTICS

Boomer's Signature Event



“Each generation in this country appears to have a defining moment, which helps us to understand how they’re different from other generations. The defining moment for baby boomers, in my opinion was the assassination of President Kennedy. **That began our continual journey into skepticism, into frustration, into a lack of belief that government and society can do good and can be trusted.** We’re still living with that Legacy”

Fernando Torres-Gil

That's just wrong...



“The Ultimate Photo Op: This Image of Richard Nixon, trying to appear “**Hip**” Alongside Elvis Presley, gave Boomers the impression that our **leaders would lie to us about anything.**”

The Boomer Century

Boomer Business



▶ “Greed is Good”

Gordon Gecko
(Ivan Boesky)
Wall Street



At whose cost...



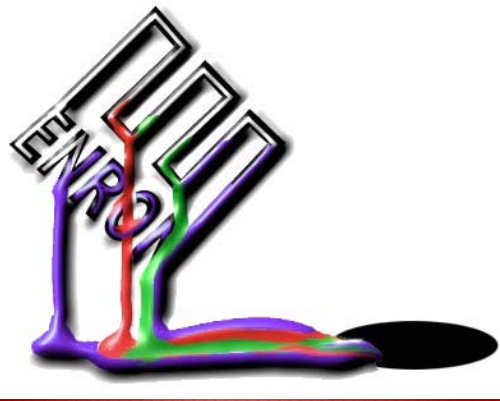
© Reuters

<http://www.youtube.com/watch?v=Muz1OcEzJOs>

The Foundation for Boomer Attitudes

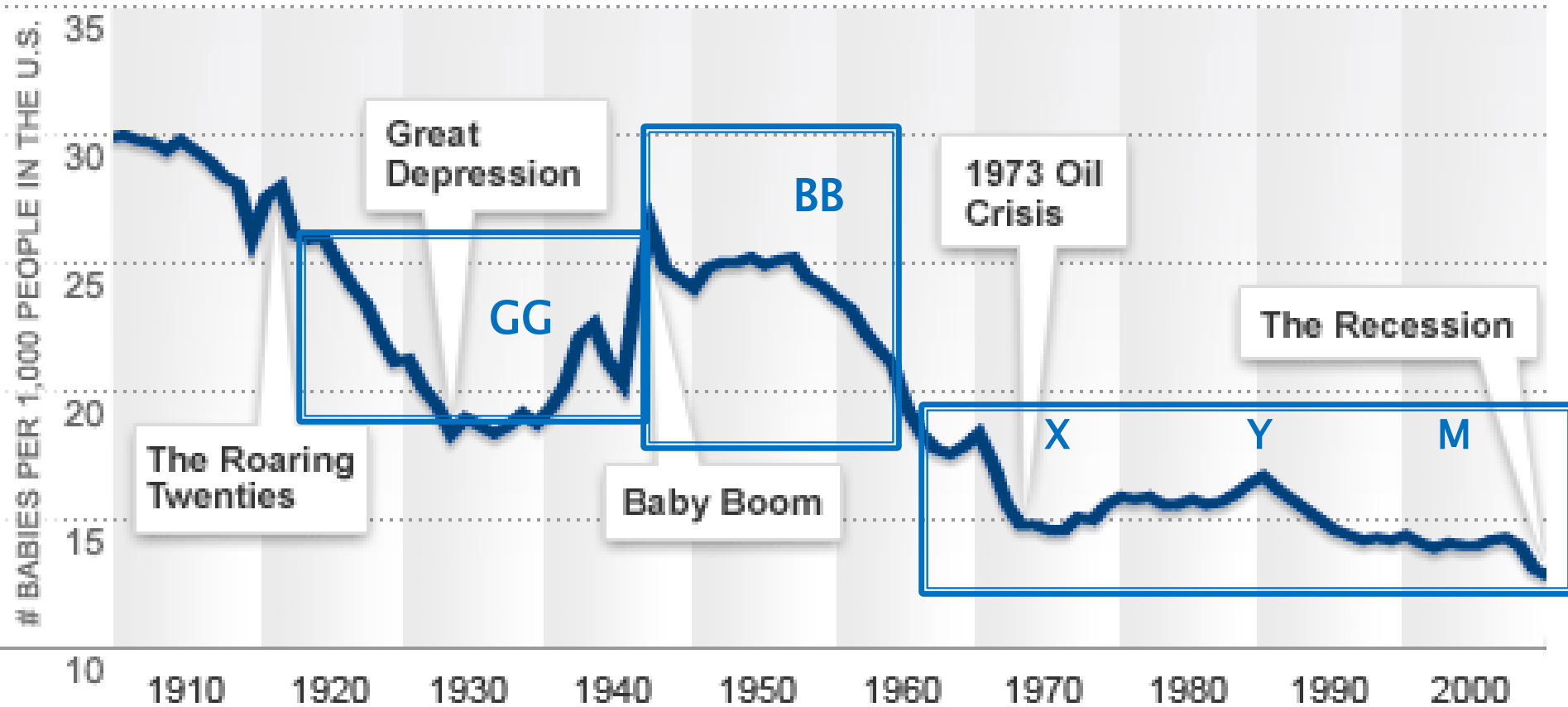


resistance



Demographics of Trust

IN BAD TIMES, FEWER BABIES BORN

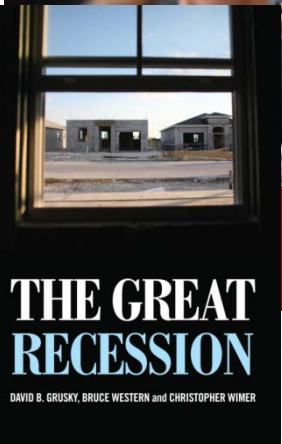


SOURCE: NATIONAL CENTER FOR HEALTH STATISTICS

Generations X,Y,Millenials...



- ▶ It's all about personal growth.
- ▶ Use technology.
- ▶ Work-life balance is essential.
- ▶ Encouragement is appreciated.
- ▶ Ask for our input on decisions.
- ▶ Give us an opportunity to make a difference.





Measuring Trust



Edelman
trustbarometer
2013 | ANNUAL GLOBAL STUDY

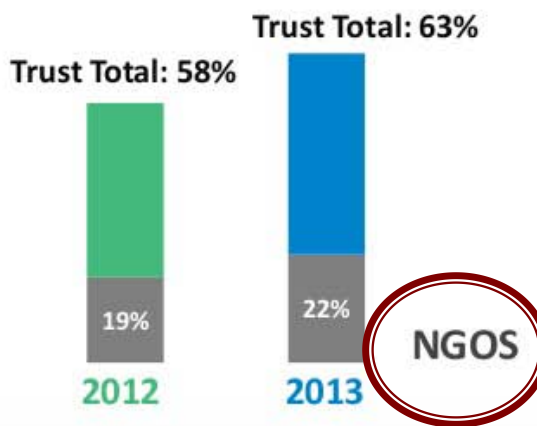
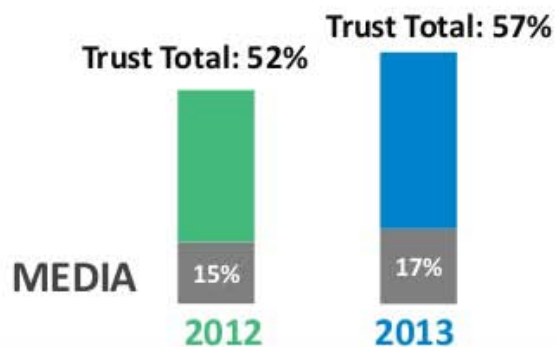
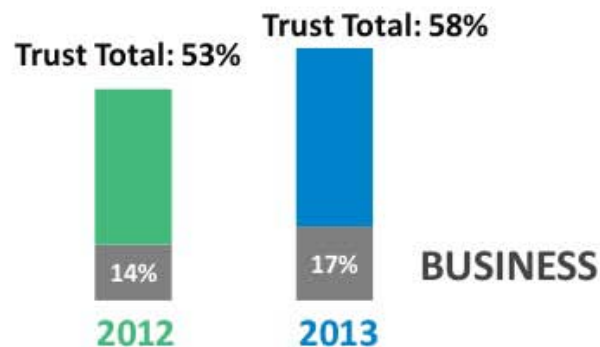
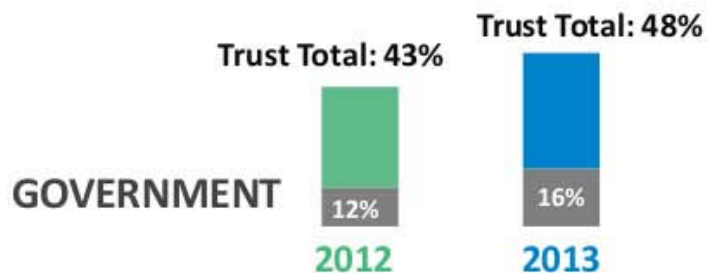




TRUST ON THE RISE ACROSS INSTITUTIONS, BUT WEAK INTENSITY PERSISTS

TRUST IN INSTITUTIONS

TRUST A GREAT DEAL 

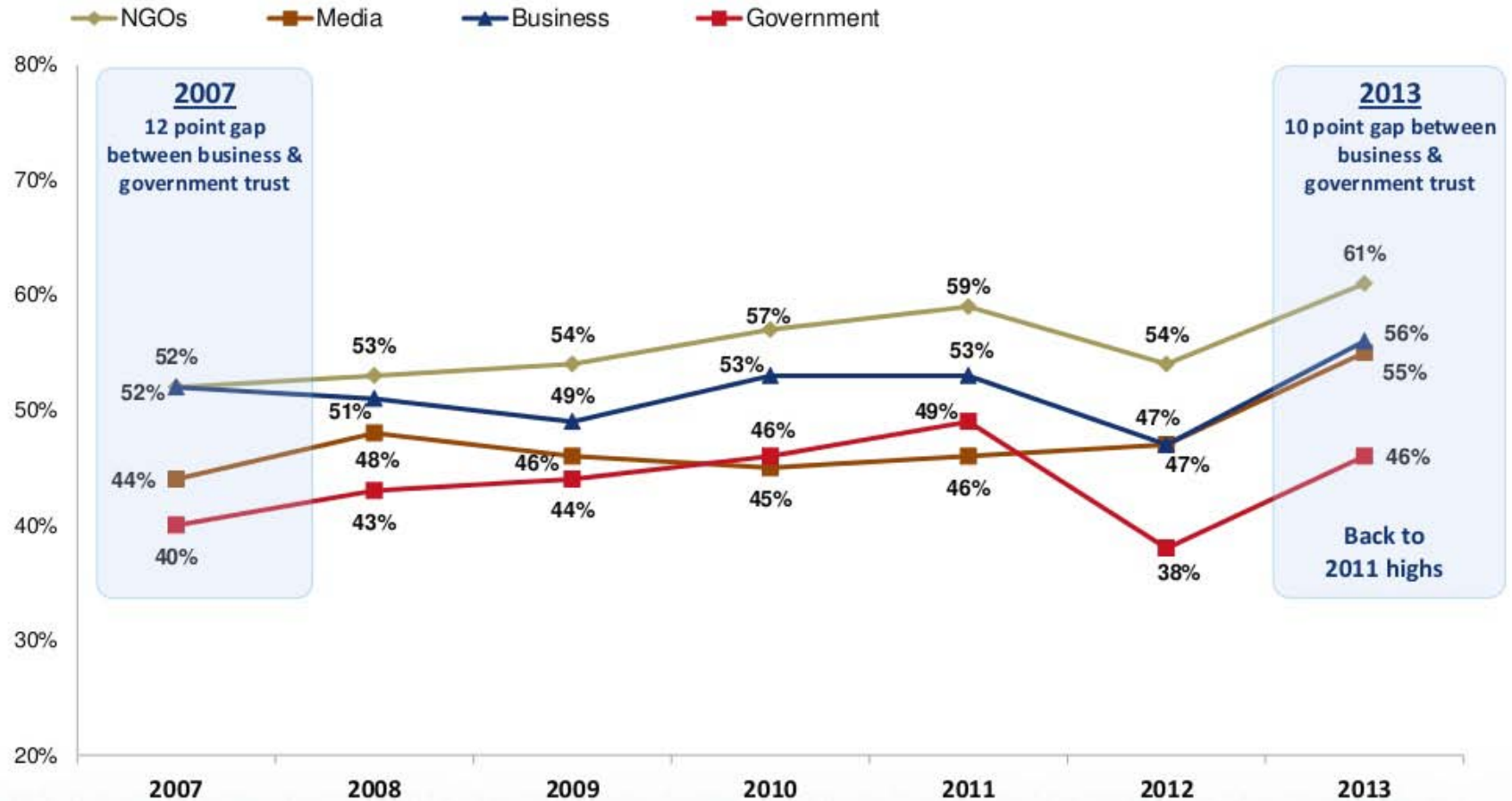


Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". (Top 2 Box, Trust a great deal and Top 4 Box, Trust) Informed Publics ages 25-64 in 20-country global total

MOST INSTITUTIONS SEE RETURN TO 2011 HIGHS; GAP BETWEEN BUSINESS AND GOVERNMENT NEARLY AS WIDE AS IN 2007



TRUST IN INSTITUTIONS – INFORMED PUBLICS AGES 35-64

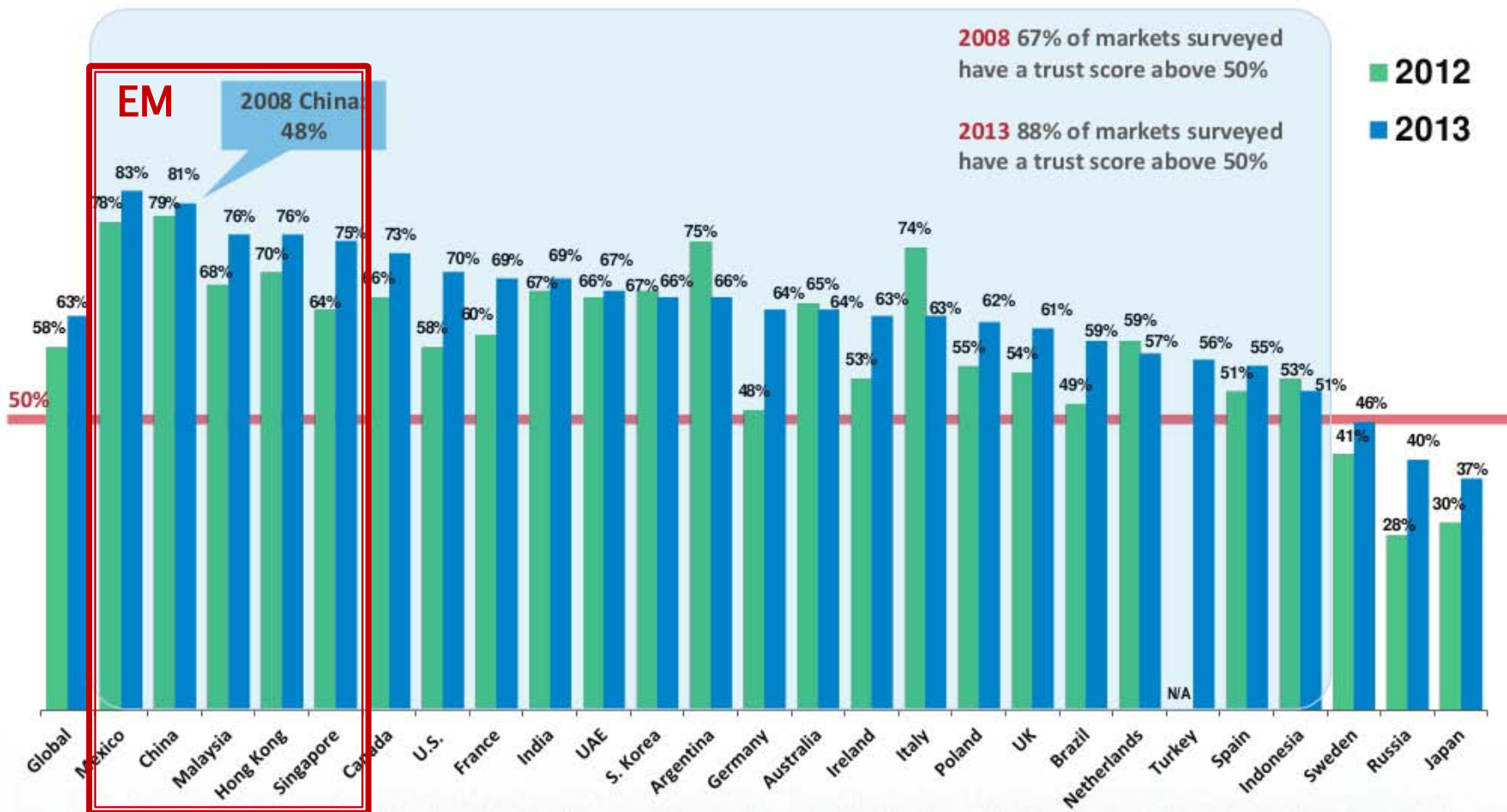


Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". (Top 4 Box, Trust) Informed Publics ages 35-64 in 18-country global total (excludes Argentina, Australia, Hong Kong, Malaysia, Indonesia, Singapore, Turkey and UAE)



NGOS REMAIN MOST TRUSTED INSTITUTION; FOUR OUT OF FIVE MARKETS WITH HIGHEST TRUST IN APAC REGION

TRUST IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

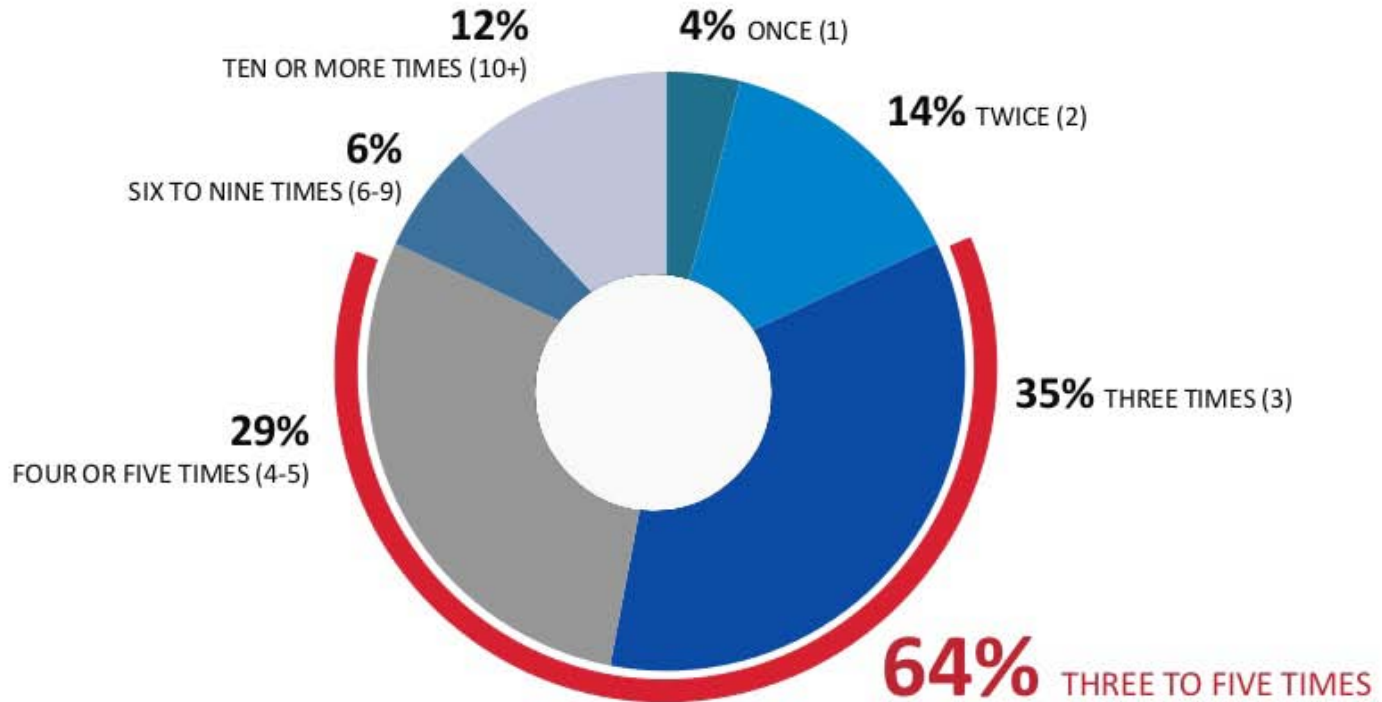


Q11-14. [NGOs TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". (Top 4 Box, Trust) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore, Turkey and UAE) and across 26 countries



SKEPTICISM AND DISPERSION REQUIRES REPETITION

MAJORITY NEEDS TO HEAR COMPANY INFORMATION 3-5 TIMES TO BELIEVE MESSAGES



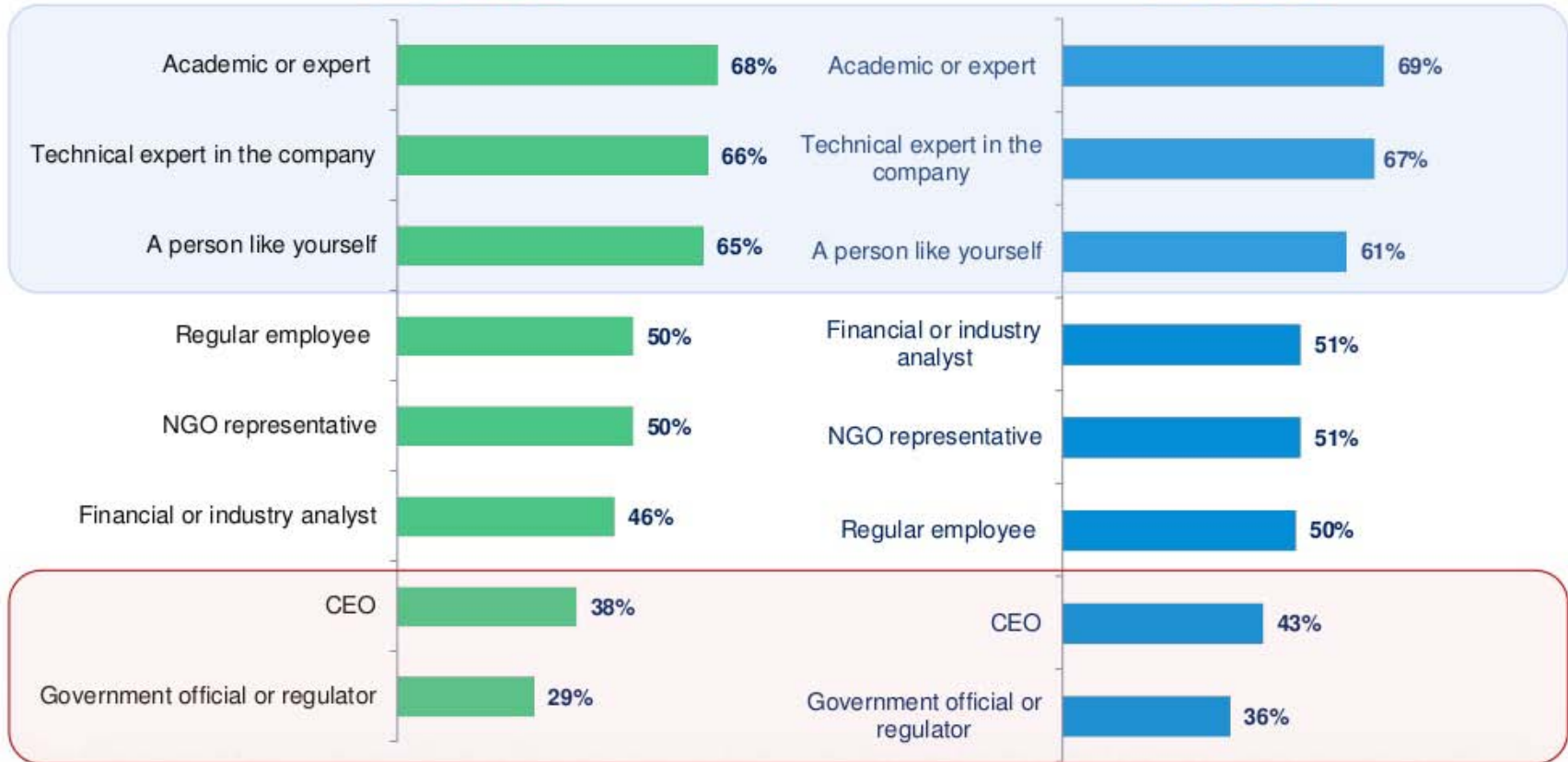


TRUSTED SOURCES ARE EXPERTS AND PEERS

CREDIBLE SPOKESPEOPLE

2012

2013



Nonprofit Historical Trust

Sixty-first Congress of the United States of America;

At the First Session,

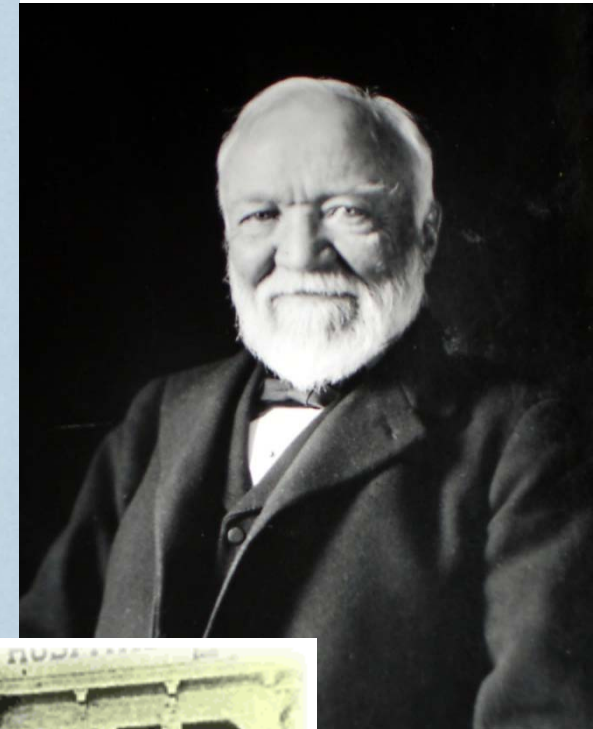
Began and held at the City of Washington on Monday, the fifteenth day of March, one thousand nine hundred and nine.

JOINT RESOLUTION

Proposing an amendment to the Constitution of the United States.

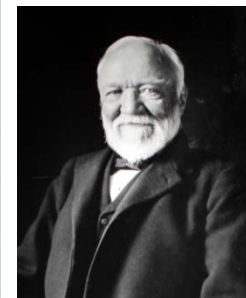
Resolved by the Senate and House of Representatives of the United States of America in Congress assembled (two-thirds of each House concurring therein), That the following article is proposed as an amendment to the Constitution of the United States, which, when ratified by the legislatures of three-fourths of the several States, shall be valid to all intents and purposes as a part of the Constitution:

"ARTICLE XVI. The Congress shall have power to lay and collect taxes on incomes, from whatever source derived, without apportionment among the several States, and without regard to any census or enumeration."



Nonprofit Managerial Trust

- ▶ California Management Review
- ▶ “The **Five Core Transactions** (Relationships) as **Bases of the Public Trust**”
 - Contracting
 - Soliciting and Receiving Charitable Contributions
 - Exercising Custody Over Assets
 - Promising the Organization’s Social Capital
 - Promising Mission Commitment and Adherence



You, Trust and the Trusted Advisor?

Firm Reliance on the [integrity](#), [ability](#), or [character](#) of a person or thing

*The trusted advisor is a practitioner who has earned the right to be **exceptionally influential** when helping a sponsor develop the understanding, commitment, and alignment needed to fulfill his or her role in the **change process**.*

Daryl Conner



The Trusted Advisor Dynamic -- The Advisory Circle

Attorney

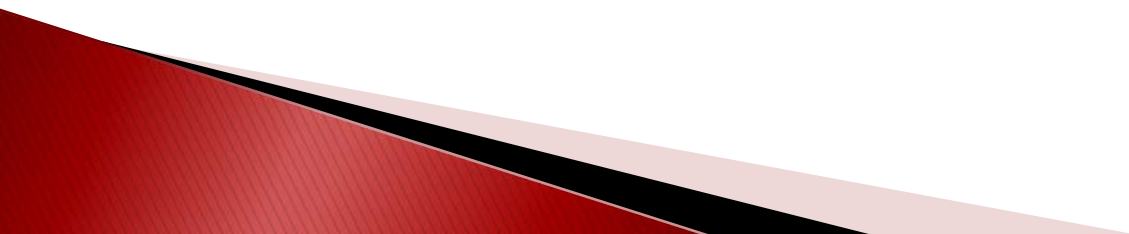
Philanthropy

Accountant

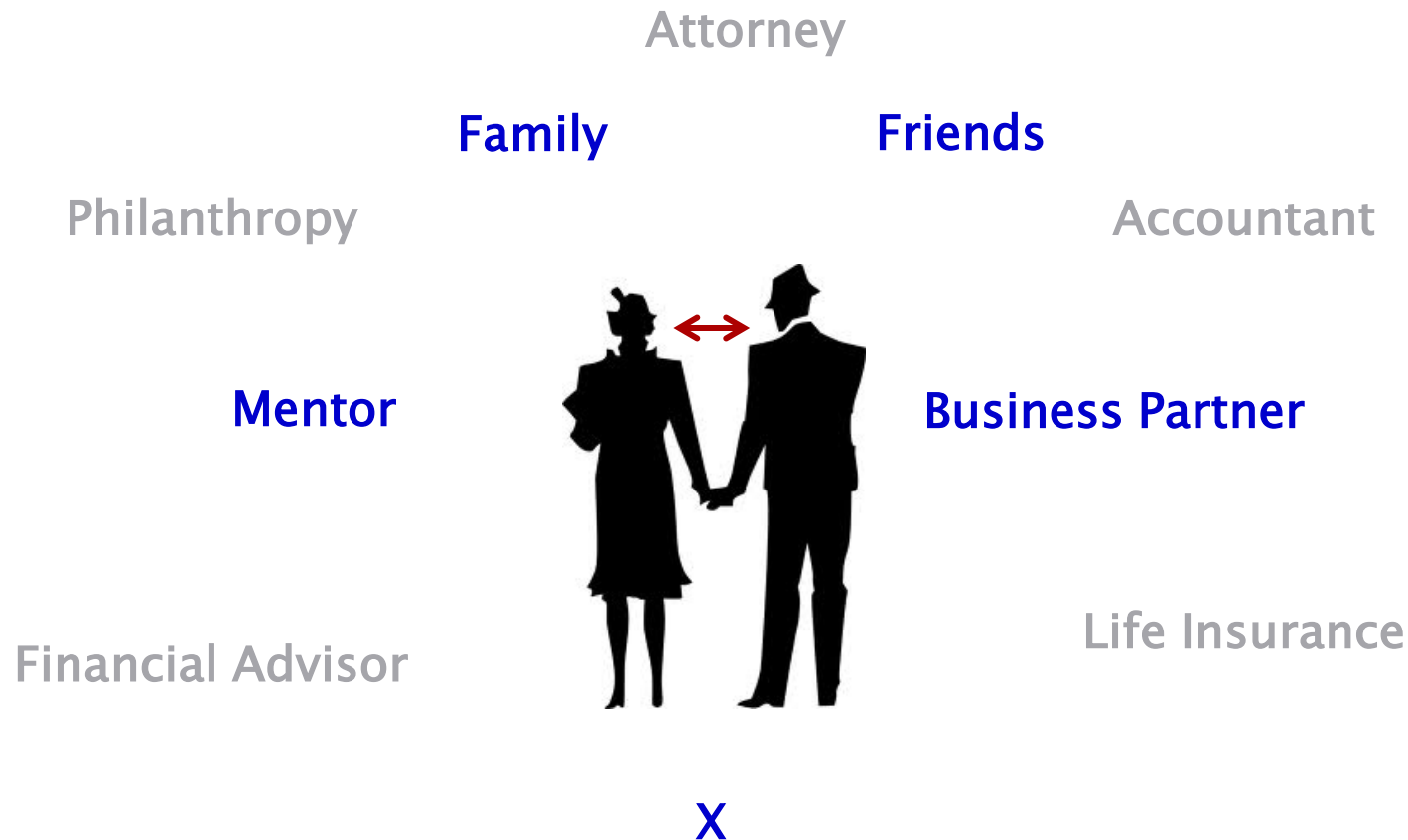


Financial Advisor

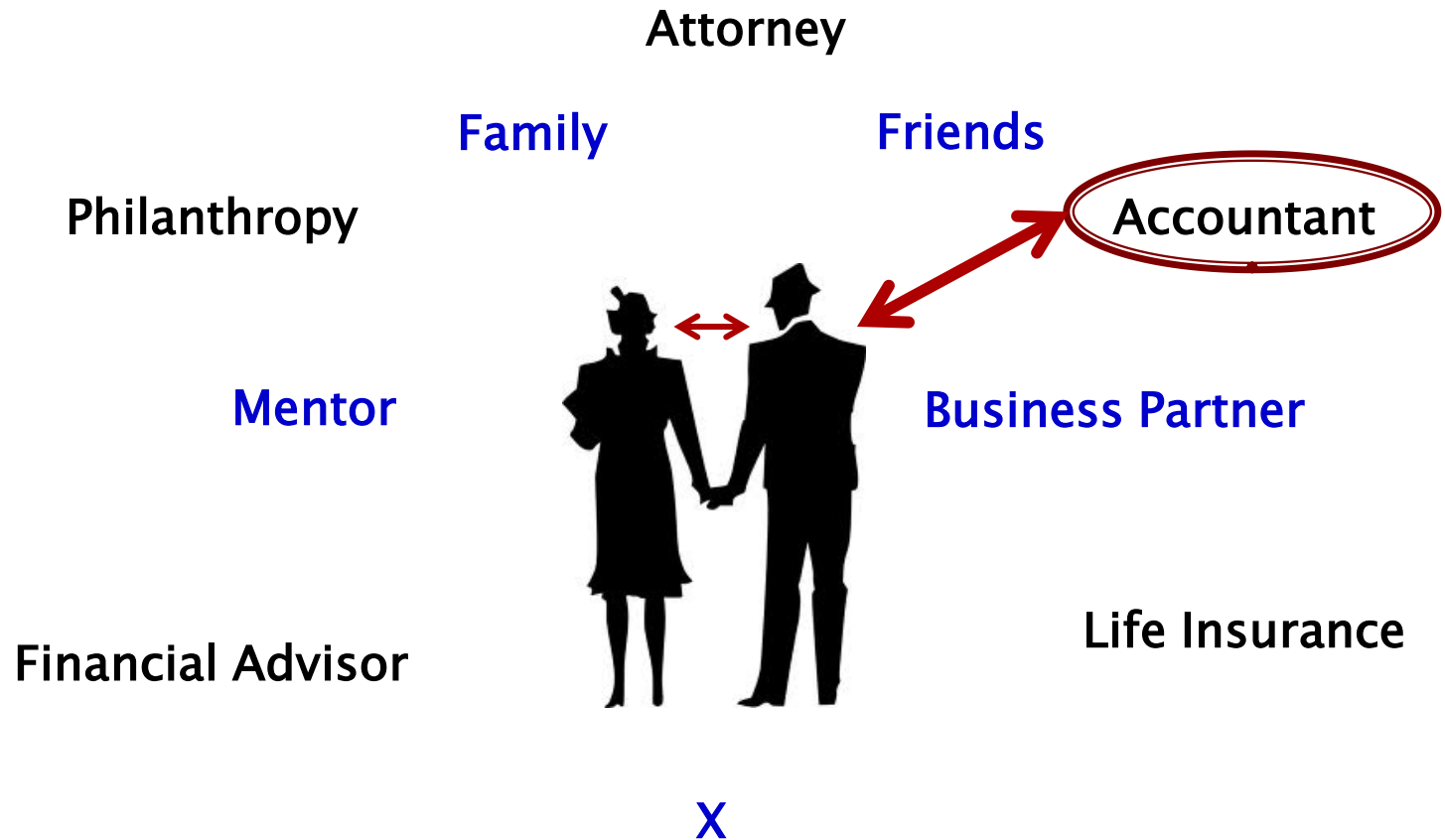
Life Insurance



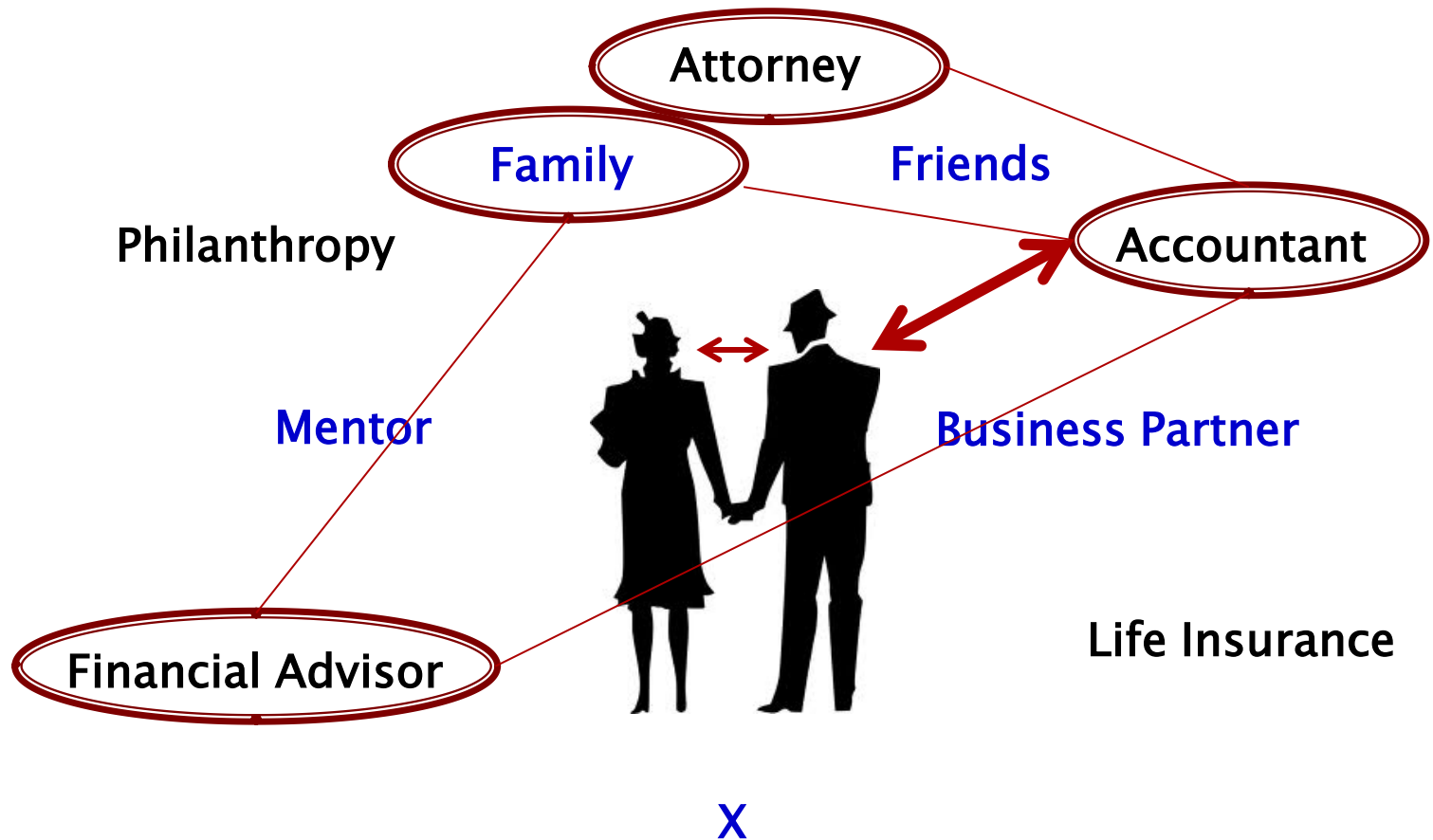
The Trusted Advisor Dynamic -- The Inner Circle



The Trusted Advisors Dynamic -- The Gate



The Trusted Advisors Dynamic -- The Committee



The Trusted Advisors Dynamic -- The Hierarchy



Accountant

Financial Advisor

Family

Attorney

Friends

Mentor

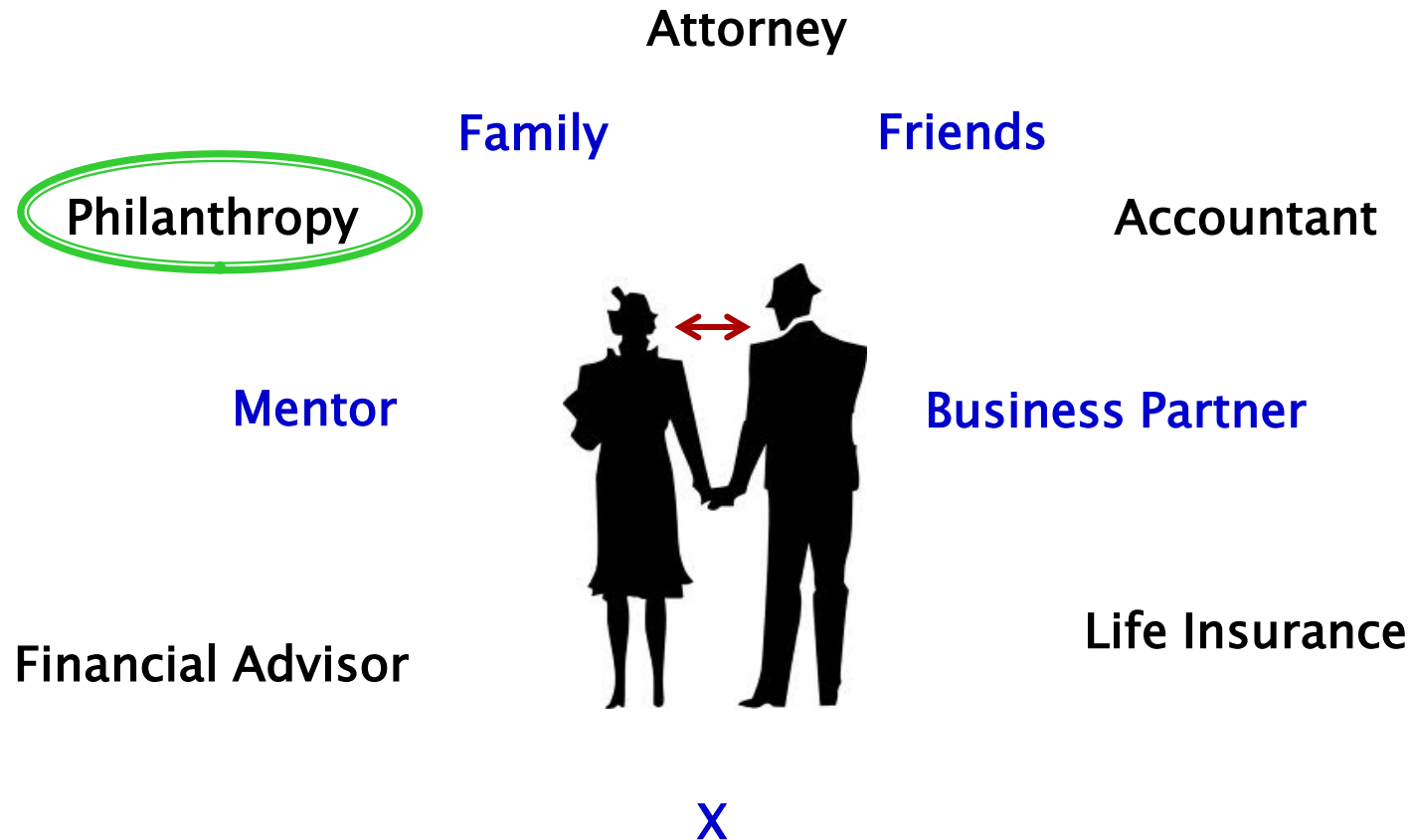
X

Life Insurance

Business Partner

Philanthropy

The Trusted Advisors Dynamic -- Philanthropic Trusted Advisors...



The Trusted Advisors Dynamic

-- The Moment



Accountant

Financial Advisor

Family

Attorney

Friends

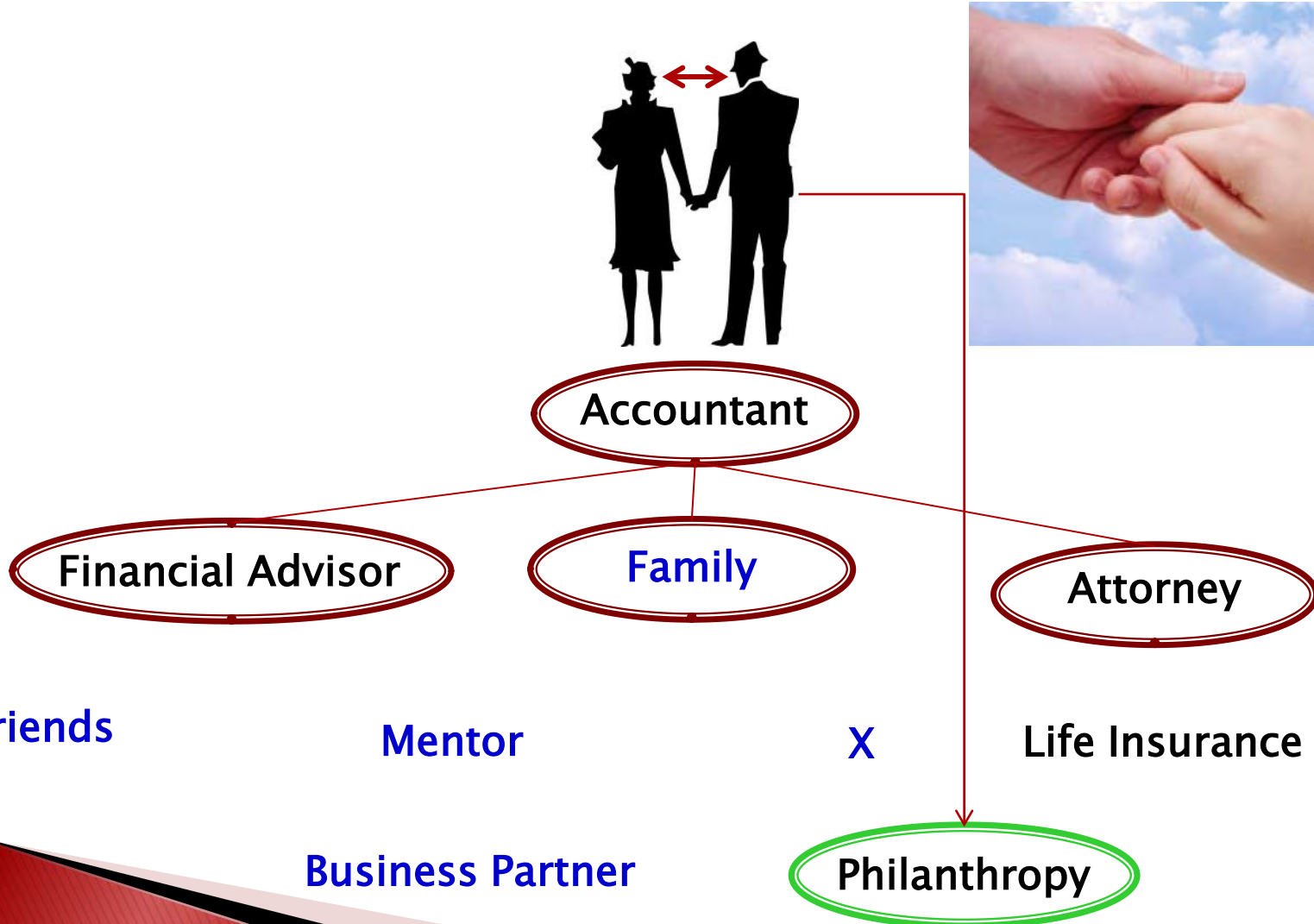
Mentor

X

Life Insurance

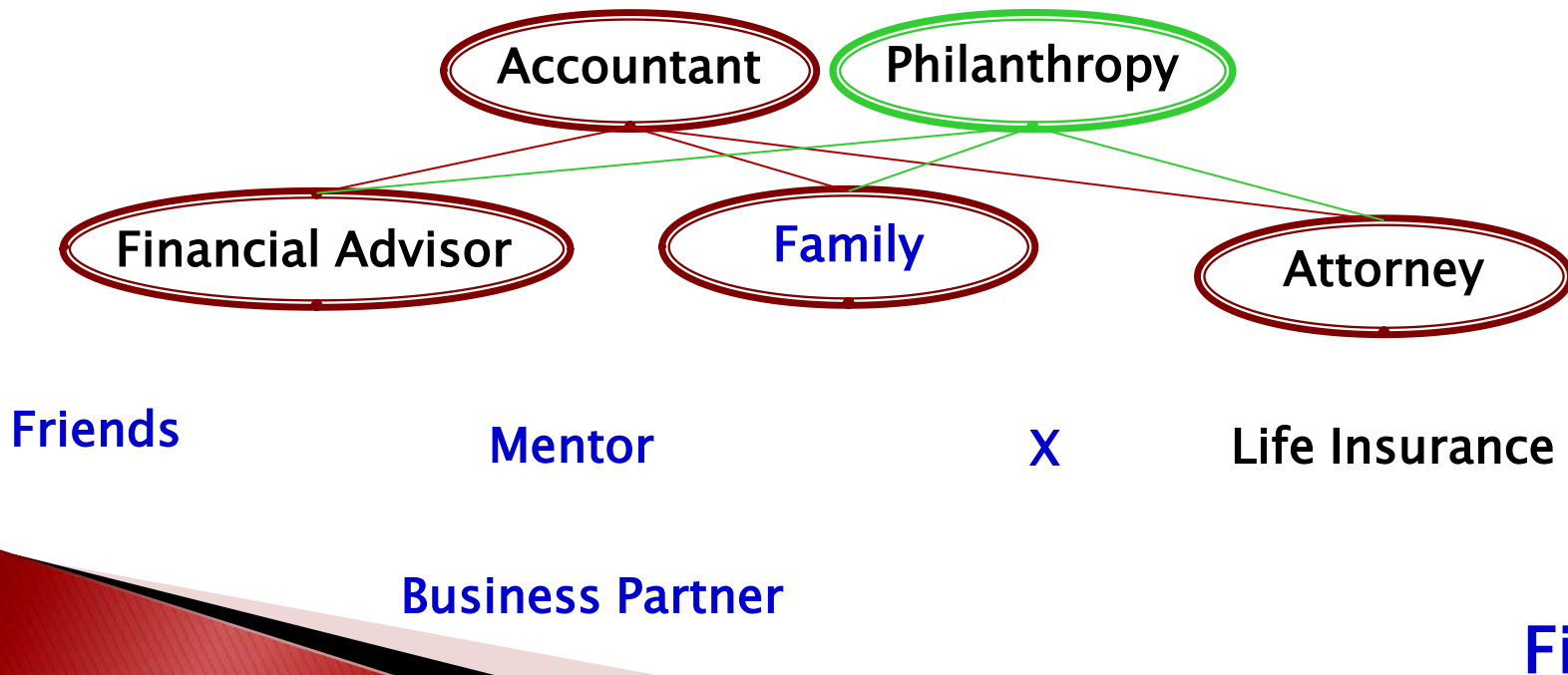
Business Partner

Philanthropy



The Trusted Advisors Dynamic

-- The Moment



Trusted Advisor Self Assessment

- ▶ Am I aware?
 - Dynamic
 - Self ↔ Empathy
- ▶ Am I qualified?
 - Multidimensional Competence
 - Self ↔ Leadership
- ▶ Do I want it?
 - Time, time time...
 - Self ↔ Other





The journey to become trusted advisor?



HBR.ORG

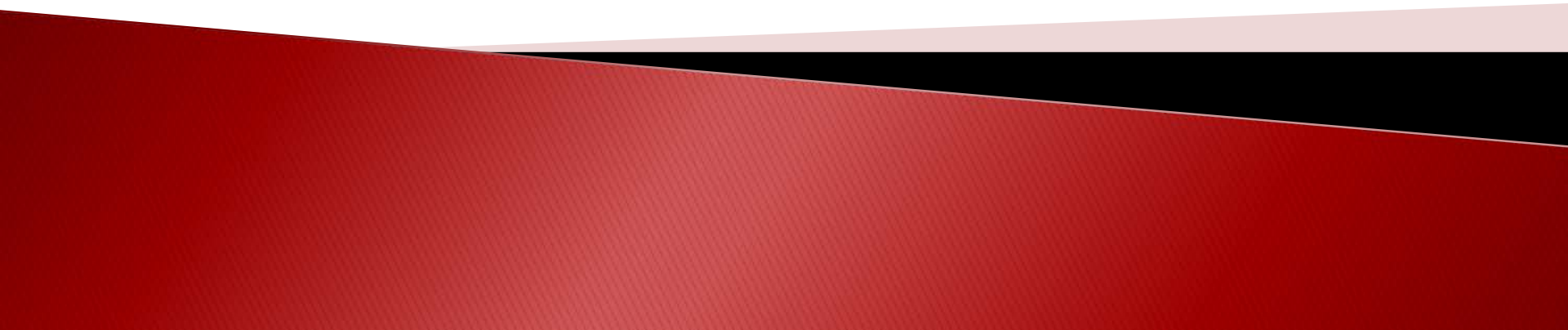
Harvard Business Review

SPECIAL DOUBLE ISSUE

Influence



**What is your trusted
advisor brand?**





Who Are You?



▶ **Senior Vice President/Investment Counselor**

◦ Capital Guardian Trust Company

▶ **Executive Vice President/COO**

◦ California Community Foundation

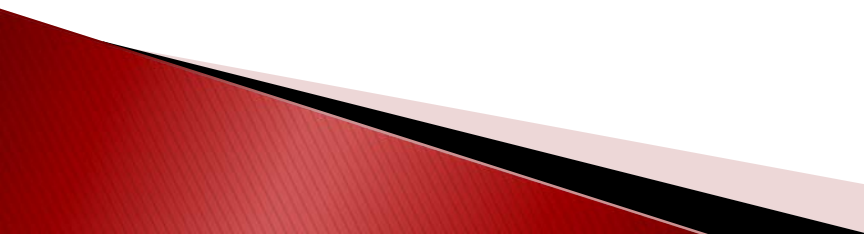
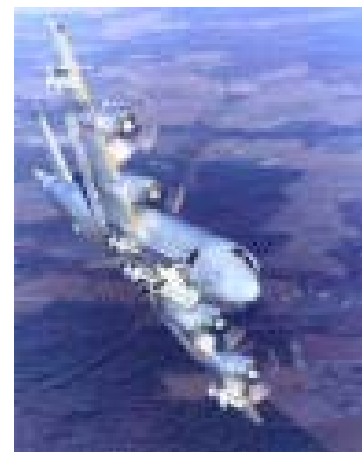
▶ **Naval Flight Officer/P3 Orion**

◦ US Navy

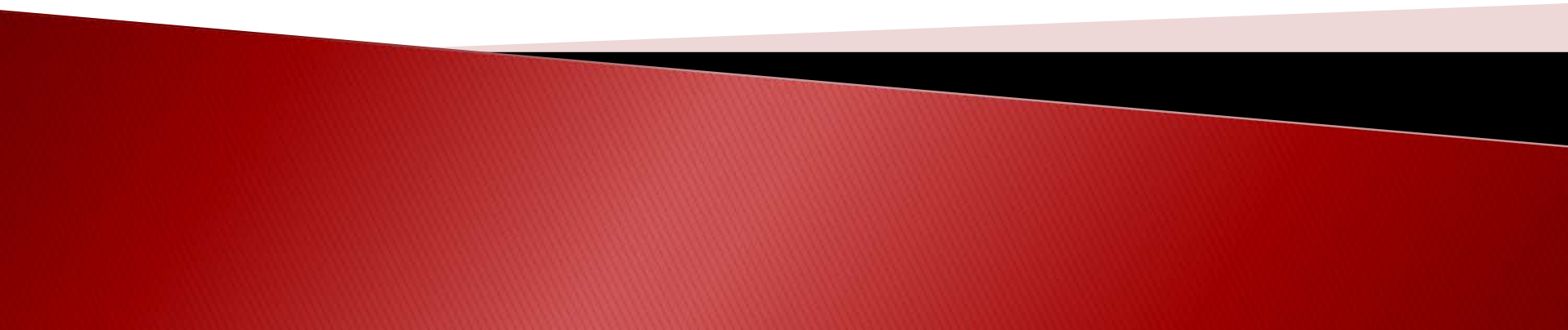
▶ **United Way of OC**

◦ Campaign and Government Relations Associate

▶ **Saint John's Seminary**



**What is your trusted
advisor demeanor/style?**





“Connect Then Lead” HBR Aug/Jul’13

Warmth + Strength = **Happy Warrior**

- Find the Right Level
- Validate Feelings
- Smile – and Mean It
- Feel In Command
- Stand Up Straight
- Get Hold of Yourself

Project Warmth

Project Strength



**What do you bring to the
table?**



“How Experts Gain Influence”

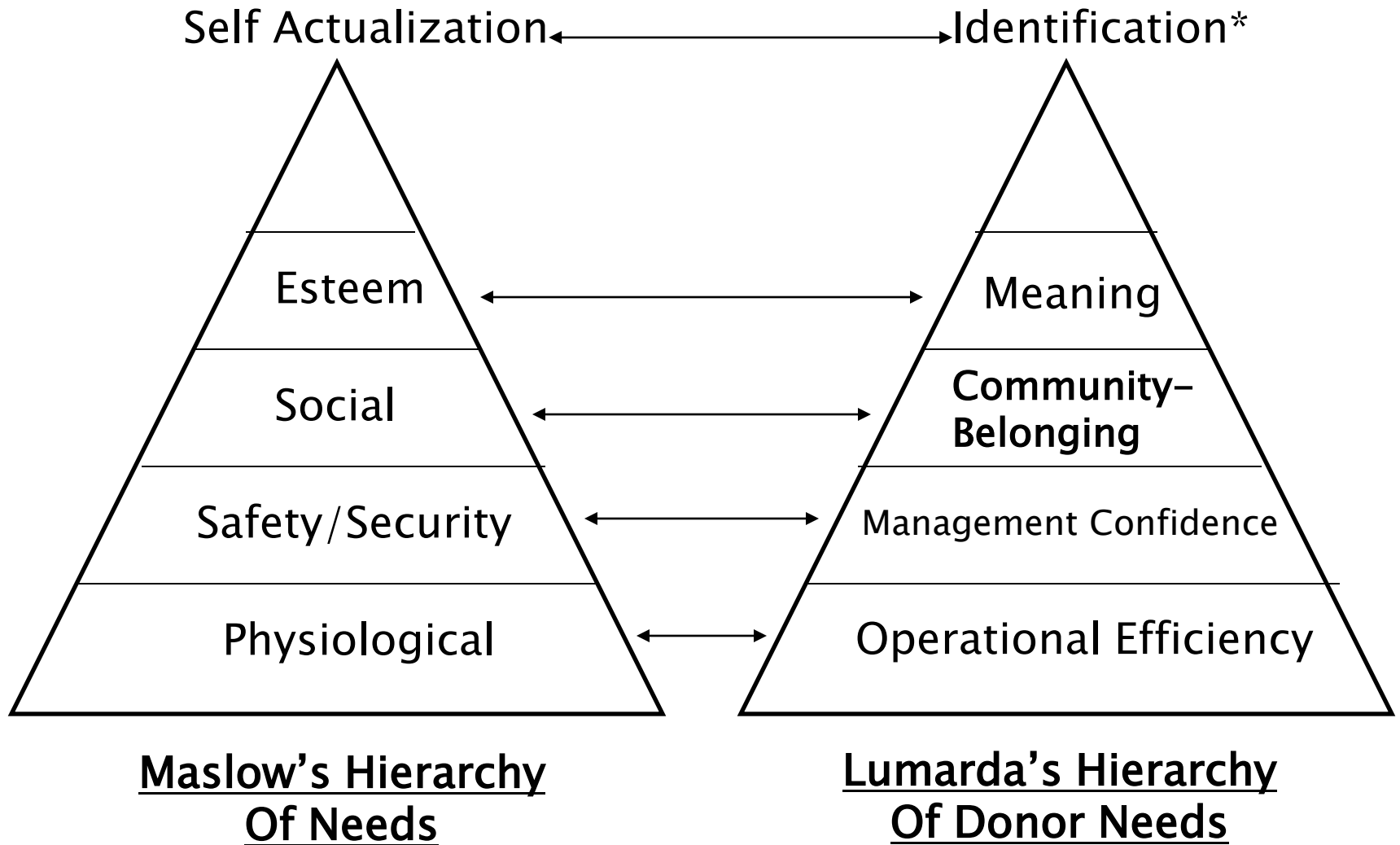
HBR Jul/Aug '13 – Mikes, Hall and Millo

- ▶ **TRAILBLAZING** -- Finding New Ways of Looking at Things...
- ▶ **TOOLMAKING** -- Developing and Deploying Tools That Embody and Spread Expertise
- ▶ **TEAMWORK** – Using Personal Interaction To Take Other’s Expertise and Convince People of the Relevance of Your Own
- ▶ **TRANSLATION** – Personally Helping Decision Makers Understand Complex Content (clarity, issues, etc.)

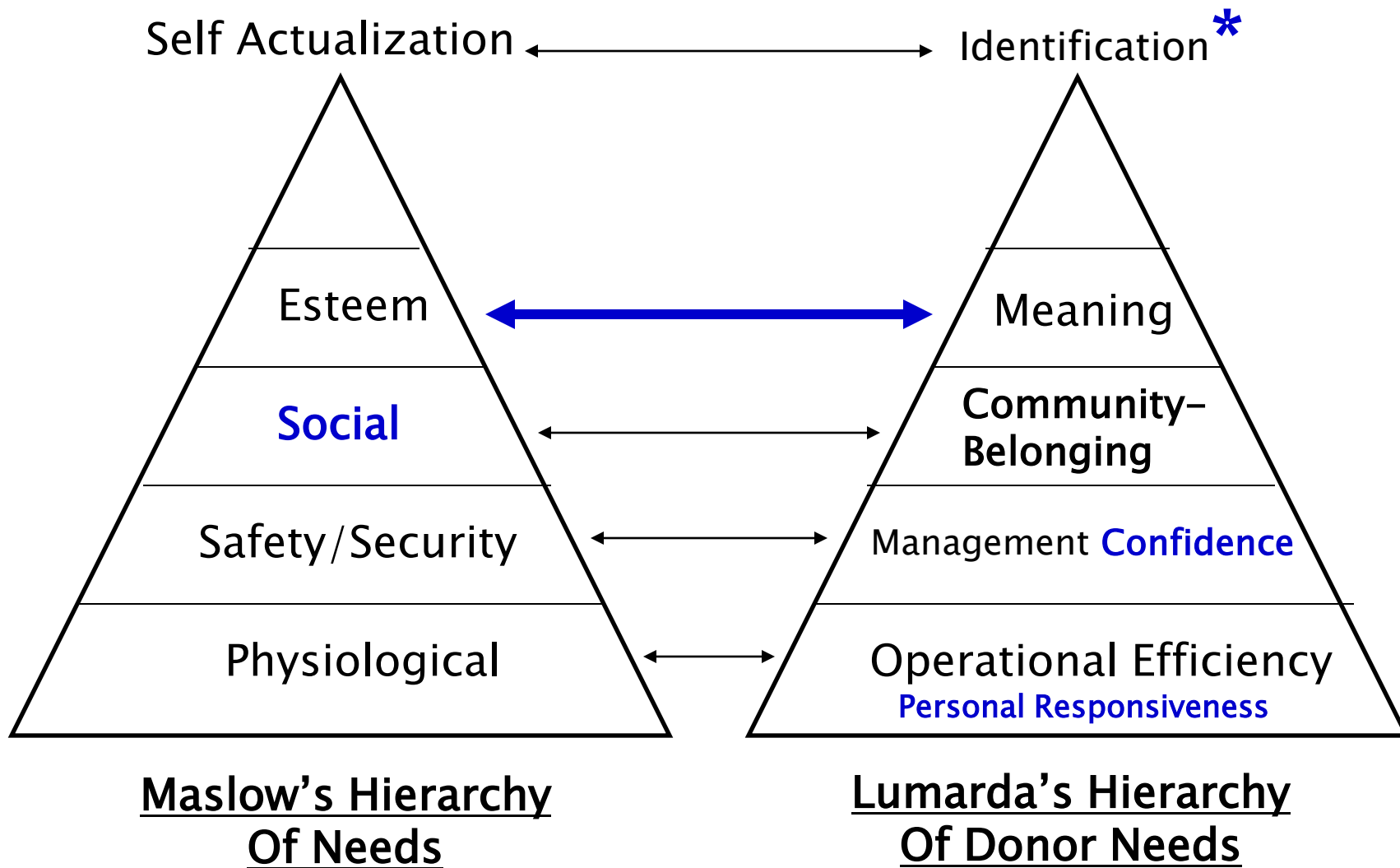
4T's

Final Thought...





*Paul Schervish Identification Model



*Paul Schervish Identification Model

You've got to discover you,
what you do,
and Trust It...

Barbara Streisand



Thank You!

