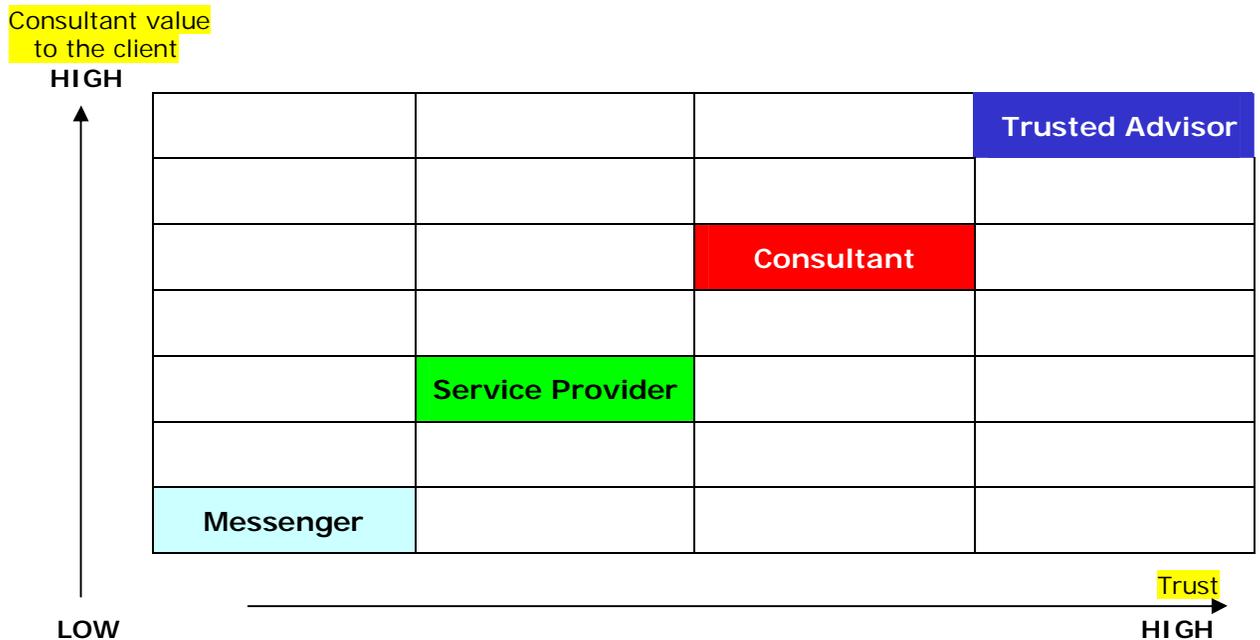


Moving towards the 'Trusted Advisor' role

How do you know you are a 'Trusted Advisor'? When it's written on your business card?

Many consultants and contractors work in the green space, denying their clients the greater benefit from delivery in the red and blue spaces. Reading the table below this diagram will give you a better insight into how to move into the red and blue spaces.



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Consultant Role	Service / Value
1. Messenger	Delivers messages: Courier skills, knows people, knows context. Adds no value other than saving some time!
2. Service Provider	Delivers what the client asks for. Uses skills, knowledge. Adds some value by implementing client determined solutions – adds depth.
3. Consultant	Delivers what the client really needs Uses skills, knowledge, plus independence, wisdom, challenges client. Adds more value by using breadth and depth and delivers solution on broader base – either expert or collaboratively designed solution.
4. Trusted Advisor	As for the consultant. However, the client requests input of the TA at the outset. Client sees Advisor as a 'Partner'. Adds most value as is brought in at the start so can help with design, the process and the solution before a sub-optimal path has been commenced by the client.

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This diagram helps understand how consultants can seek to move up and across into the right spaces.

A combination of consulting and relationship skills with a successful track record will see you better placed to move into the 'Trusted Advisor' relationship with your client. It's an outcome from a process, not an instant event.

Skills, knowledge and attitude can help to put you in the spot where the client comes to you. So too will David Maister's book "The Trusted Advisor".

Oh, and the answer to that question is ...- when your client invites you in at the start of the process!

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