

ENGAGE

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

02 | Trust

Intention

- Be explicit about your own hesitations & about the complexity of the project.
- Explicitly appreciate what goes well with your stakeholder
- Avoid a negative atmosphere: do not complain about others or existing situations.
- Keep in touch with people who are no longer a stakeholder or keep future stakeholders in the loop.
- Show your good intentions nonverbally (smiling, eye contact, body language mirroring, dress code,...)
- Show explicit sincere appreciation and add the motivation of your compliment.
- Quote someone at a later point in the discussion or use the same keywords.
- Remember informal details and integrate them into 'small talk moments' (origin, studies, family, hobbies,...)
- Create connection by talking about people you both know (name dropping).

Credibility

- Start a conversation from a business attitude: professional background, clear agenda setting and structure.
- Your competence is not only evident from your substantive input. Asking the right targeted questions is equally important.
- Refer to standards, figures & guidelines within the sector.
- Provide structured next steps.
- In addition to the benefits, identify possible risks and tell them how they can be avoided.
- Exude nonverbal dominance (body language).
- Refer to key learnings from previous similar projects.
- Make sure you are present in a group. If only by summarizing it.
- Do your homework: prepare so you know what your subject.
- Show your knowledge by limiting your argument to the essentials.
- If the previous fails, engage external credibility: other people with power, examples from the sector, put managers in CC.



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Reliability

- Indicate that you understand the other person's feelings and concerns, including their motive.
- Demonstrate that you are interested by thoroughly examining your stakeholder's point of view.
- Make explicit connections with what your stakeholder used to tell you.
- Name benefits of your proposal that are relevant from the point of view of your stakeholder.
- Demonstrate your understanding by summarizing.
- Make the influence your stakeholder has on your project, publicly visible.
- Demonstrate how your proposal will make things easier for the other.
- Stay visible: 'out of sight, out of mind' (e.g. regularly send status updates and pass on new information quickly).
- Volunteer for certain tasks or responsibilities within the project.

Self orientedness

- Give enough space to the other person for feedback.
- Start a negotiation not from differences, but from common grounds.
- Research which non-material 'gifts' you can give: time, attention, information, relationships, training.
- Build a reputation for generosity: don't wait until you need something from someone.
- Make sure that you can make concessions during a negotiation so that you're the other can always win things as well.
- If you're doing someone a favor, make sure they know this, make it explicit.
- Make sure that what you give to the other person is meaningful to them.
- Make sure you thank people very quickly and very explicitly for all the steps they take in the desired direction.

