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# The Trusted Advisor David H Maister

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The Trusted Advisor Fieldbook  
The Thin Book of Trust  
Who Can You Trust?  
Simple Sabotage  
The Trusted Advisor: 20th Anniversary Edition  
First Among Equals  
The Art of the Brick  
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The Trusted Advisor Fieldbook John Wiley & Sons

A new edition of a very practical business book on going it alone as a freelance consultant.

**The Thin Book of Trust** thimblesofplenty

Bestselling author David Maister teams up with Charles H. Green and Robert M. Galford to bring us the essential tool for all consultants, negotiators, and advisors. In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert world-renowned professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. To demonstrate the paramount importance of trust, the authors use anecdotes, experiences, and examples -- successes and mistakes, their own and others' -- to great effect. The result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike.

Who Can You Trust? Penguin

Professional service firms differ from other business enterprises in two distinct ways: first they provide highly customised services thus cannot apply many of the management principles developed for product-based industries. Second, professional services are highly personalised, involving the skills of individuals. Such firms must therefore compete not only for clients but also for talented professionals. Drawing on more than ten years of research and consulting to these unique and creative companies, David Maister explores issues ranging from marketing and business development to multinational strategies, human resources policies to profit improvement, strategic planning to effective leadership. While these issues can be complex, Maister simplifies them by recognising that 'every professional service firm in the world, regardless of size, specific profession, or country of operation, has the same mission statement: outstanding service to clients, satisfying careers for its people and financial success for its owners.'

*Simple Sabotage* Simon and Schuster

Managing people when you're not their boss is a challenge, particularly in professional service firms where, increasingly, top professionals are being tapped to lead their peers. Now Patrick McKenna and David Maister provide a 'play book' for professionals trying to be both a team member and coach. In industries ranging from banking and insurance to law and engineering, as well as in research labs and software companies, management responsibility is increasingly delegated - usually without guidance - to those who head up smaller teams of professionals. **FIRST AMONG EQUALS** speaks directly to those who have gone from focusing on their own performance to being a group manager in charge of leading others. From understanding the group leader role to setting terms of reference and effectively dealing with talented prima donnas, McKenna and Maister present a thorough introduction to managing and orchestrating talent.

Allen & Unwin

Exchange-traded funds (ETFs) have become in their 25-year history one of the fastest growing segments of the investment management business. These funds provide liquid access to virtually every financial market and allow large and small investors to build institutional-caliber portfolios. Yet, their management fees are significantly lower than those typical of mutual funds. High levels of transparency in ETFs for holdings and investment strategy help investors evaluate an ETF's potential returns and risks. This book covers the evolution of ETFs as products and in their uses in investment strategies. It details how ETFs work, their unique investment and trading features, their regulatory structure, how they are used in tactical and strategic portfolio management in a broad range of asset classes, and how to evaluate them individually.

*The Trusted Advisor: 20th Anniversary Edition* CFA Institute Research Foundation

If you can't trust those in charge, who can you trust? From government to business, banks to media, trust in institutions is at an all-time low. But this isn't the age of distrust--far from it. In this revolutionary book, world-renowned trust expert Rachel Botsman reveals that we are at the tipping point of one of the biggest social transformations in human history--with fundamental consequences for everyone. A new world order is emerging: we might have lost faith in institutions and leaders, but millions of people rent their homes to total strangers, exchange digital currencies, or find themselves trusting a bot. This is the age of "distributed trust," a paradigm shift driven by innovative technologies that are rewriting the rules of an all-too-human relationship. If we are to benefit from this radical shift, we must understand the mechanics of how trust is built, managed, lost, and repaired in the digital age. In the first book to explain this new world, Botsman provides a detailed map of this uncharted landscape--and explores what's next for humanity.

First Among Equals John Wiley & Sons

The definitive "Customer Success Manager How-To-Guide" for the CSM profession from Gainsight, who brought you the market-leading Customer Success The Customer Success Manager has become a critical asset to organizations across the business landscape. As the subscription model has spread from the cloud and SaaS to more sectors of the economy, that pivotal role will only grow in importance. That's because if you want to compete and thrive in this new environment, you need to put the customer at the center of your strategy. You need to recognize you're no longer selling just a product. You're selling an outcome. Customer Success Managers (CSM) are committed to capturing and delivering those outcomes by listening to their customers, understanding their needs, and adapting products and services to drive success. Although several existing resources address the customer success imperative, there is no authoritative instruction manual for the CSM profession--until now. The Customer Success Professional's Handbook is the definitive reference book for CSMs and similar roles in the field. This practical, first-of-its-kind manual fills a significant gap in professional customer success literature, providing the knowledge every CSM needs to succeed--from the practitioner level all the way to senior leadership. The authors--acknowledged experts in building, training, and managing Customer Success teams--offer real-world guidance and practical advice for aspiring and experienced CSMs alike. The handbook is written by practitioners for

practioners. An indispensable resource for front-line Customer Success Managers, this much-needed book: Demonstrates how to build, implement, and manage a Customer Success team Helps new CSMs develop their skills and proficiency to be more employable and grow in their careers Provides clear guidance for managers on how to hire a stellar CSM Presents practical tactics needed to drive revenue growth during renewal, expansion, and customer advocacy opportunities Explains proven methods and strategies for mentoring CSMs throughout their careers Offers valuable insights from Gainsight, the Customer Success Company, and the broader customer success community with more than a dozen of the industry's most respected leaders contributing their perspectives Currently, with over 70,000 open positions, Customer Success Manager is one of the fastest-growing jobs in the world. The Customer Success Professional's Handbook: How to Thrive in One of the World's Fastest Growing Careers—While Driving Growth For Your Company will prove to be your go-to manual throughout every stage of your CSM career.

The Art of the Brick Simon and Schuster

An engagingly illustrated account of immigrant Clara Lemlich's pivotal role in the influential 1909 women laborer's strike describes how she worked grueling hours to acquire an education and support her family before organizing a massive walkout to protest the unfair working conditions in New York's garment district. 25,000 first printing.

*True Professionalism* Business Expert Press

thimblesofplenty is a group of friends who also happen to be business people and avid readers. We wanted to keep up with the latest business books but found that time was a factor. So we divided out the work and each of us took a book and summarised it for the others. We thought it might be a great idea to share these summaries with you. For a small price and a 3 minute time investment, our summary gives you some of the wisdom from the book, some food for thought and hopefully the impetus to make some time to read the whole book!

*The Effortless Experience* No Starch Press

The 20th anniversary edition of the “brilliant and practical” (Tom Peters, author of *The Professional Service 50*) business classic—now updated to reflect the digital world—provides essential tools and wisdom for all consultants, negotiators, and advisors. In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. In this 20th anniversary edition, Maister, Green, and Galford enrich our understanding of today's society and illustrate how to be effective communicators in a digital world. Using their model of “the trust equation” they dissect the rational and emotional components of trustworthiness. With precision and clarity, they detail five distinct steps you must take to create a trust-based relationship. Each step—engage, listen, frame, envision, and commit—is richly described in distinct chapters. This immensely accessible book offers “an invaluable road map to all those who seek to develop truly special relationships with their clients” (Carl Stern, CEO, Boston Consulting Group). The authors weave together anecdotes, experience, and examples of both their own and others' successes and mistakes to great effect. The Trusted Advisor is essential reading for anyone who must advise, negotiate, or manage complex

relationships with others.

*Principles* Tantor Media Incorporated

International expert and consultant David Maister offers a brilliant and accessible guide to every management issue at play in professional firms. Professional firms differ from other business enterprises in two distinct ways: first, they provide highly customized services and thus cannot apply many of the management principles developed for product-based industries. Second, professional services are highly personalized, involving the skills of individuals. Such firms must therefore compete not only for clients but also for talented professionals. Drawing on more than ten years of research and consulting to these unique and creative companies, David Maister explores issues ranging from marketing and business development to multinational strategies, human resources policies to profit improvement, strategic planning to effective leadership. While these issues can be complex, Maister simplifies them by recognizing that “every professional service firm in the world, regardless of size, specific profession, or country of operation, has the same mission statement: outstanding service to clients, satisfying careers for its people, and financial success for its owners.”

*Trust-Based Selling* McGraw Hill Professional

In today's highly competitive realm of professional service firms, the quest for individual stardom is at an all-time high. The temptation to rack up the most billable hours and out-perform one's fellow advisers is often irresistible. But it is also shortsighted and terribly counterproductive, according to world-renowned authority and acclaimed author David Maister. In this groundbreaking book, Maister issues a much-needed wake-up call to today's professional service firms. Arguing that a far greater contribution to a firm's success can come from those who find fulfilment in seeing other's succeed rather than those who assume the role of “most valuable player”. The author outlines and discusses in detail the nine key “people” issues upon which successfully managed and profitable organisations rely. Supporting his findings with a range of compelling data, Maister demonstrates how and why firms that emphasise the highest standards of employee professionalism are invariably more financially successful than those that don't.

**The Customer Success Professional's Handbook** John Wiley & Sons

The Instant New York Times Bestseller! A Good Morning America\* Book Club Pick! Named a Best Book of the Year by NPR! Named a Notable Book of the Year by the Washington Post! “Historical fiction at its best!”\* A remarkable novel about J. P. Morgan's personal librarian, Belle da Costa Greene, the Black American woman who was forced to hide her true identity and pass as white in order to leave a lasting legacy that enriched our nation, from New York Times bestselling authors Marie Benedict and Victoria Christopher Murray. In her twenties, Belle da Costa Greene is hired by J. P. Morgan to curate a collection of rare manuscripts, books, and artwork for his newly built Pierpont Morgan Library. Belle becomes a fixture in New York City society and one of the most powerful people in the art and book world, known for her impeccable taste and shrewd negotiating for critical works as she helps create a world-class collection. But Belle has a secret, one she must protect at all costs. She was born not Belle da Costa Greene but Belle Marion Greener. She is the daughter of Richard Greener, the first Black graduate of Harvard and a well-known advocate for equality. Belle's complexion isn't dark because of her alleged Portuguese heritage that lets her pass as white—her complexion is dark because she is African American. The Personal Librarian tells the story of an

extraordinary woman, famous for her intellect, style, and wit, and shares the lengths she must go to—for the protection of her family and her legacy—to preserve her carefully crafted white identity in the racist world in which she lives.

**Strategy and the Fat Smoker** Harper Collins

Use the latest technology and techniques to craft winning proposals.

The Trusted Advisor: 20th Anniversary Edition McGraw Hill Professional

We often (or even usually) know what we should be doing in both our personal and professional life. We also know why we should be doing it and (often) how to do it. Real strategy lies not in figuring out what to do, but in devising ways to ensure that, compared to others, we actually do more of what everybody knows they should do. In 18 chapters, Maister explores the fat smoker syndrome and how individuals, managers, and organisations can overcome the temptations of the short-term and actually do what they already know is good for them.

**Waking Up** Simon and Schuster

This deeply insightful guide to understanding what clients really want is “an indispensable resource for consultants” (Keith Ferrazzi, #1 New York Times–bestselling author of *Never Eat Alone*). Independent consulting is a potentially lucrative enterprise—but the reality seldom matches the dream. Most solo consultants and boutique consulting firms are perpetually within six months of bankruptcy due to the sputtering unreliability of their new business engines. The problem, according to international consulting expert David A. Fields, is twofold: 1) lack of a consistent, proven plan, and 2) fundamental misunderstanding about what clients want in a consultant. Fields, who has helped hundreds of consultants and boutique firms worldwide build profitable, sustainable practices, replaces the typical consultant’s mindset of emphasizing expertise and differentiated processes with a focus on building relationships, engendering trust, and solving clients’ existing problems. In *The Irresistible Consultant’s Guide to Winning Clients*, Fields synthesizes his decades of experience into a step-by-step approach to winning more projects from more clients at higher fees. From nuts-and-bolts business advice and tactics to a deeply insightful breakdown of the human side of a very human profession, Fields, named one of *Advertising Age* magazine’s “Marketing Top 100,” delivers a comprehensive guidebook that is at once highly approachable and satisfyingly detailed. “If I could have just one book on client strategy, this book would be it.” —Marshall Goldsmith, #1 New York Times–bestselling author of *Triggers*

The Irresistible Consultant's Guide to Winning Clients McGraw Hill Professional

Sales based on trust are uniquely powerful. Learn from Charles Green, co-author of the bestseller *The Trusted Advisor* how to deserve and, therefore, earn a buyer’s trust. Buyers prefer to buy from people they trust. However, salespeople are often mistrusted. *Trust-Based Selling* shows how trust between buyer and seller is created and explains how both sides benefit from it. Heavy with practical examples and suggestions, the book reveals why trust goes hand-in-hand with profit; how trust differentiates you from other sellers; and how to create trust in negotiations, closings, and when answering the six toughest sales questions. *Trust-Based Selling* is a must for anyone in sales, is especially invaluable for sellers of complex, intangible services.

The Personal Librarian PublicAffairs

Everyone knows that the best way to create customer loyalty is with service so good, so over the

top, that it surprises and delights. But what if everyone is wrong? In their acclaimed bestseller *The Challenger Sale*, Matthew Dixon and his colleagues at CEB busted many longstanding myths about sales. Now they’ve turned their research and analysis to a new vital business subject—customer loyalty—with a new book that turns the conventional wisdom on its head. The idea that companies must delight customers by exceeding service expectations is so entrenched that managers rarely even question it. They devote untold time, energy, and resources to trying to dazzle people and inspire their undying loyalty. Yet CEB’s careful research over five years and tens of thousands of respondents proves that the “dazzle factor” is wildly overrated—it simply doesn’t predict repeat sales, share of wallet, or positive word-of-mouth. The reality: Loyalty is driven by how well a company delivers on its basic promises and solves day-to-day problems, not on how spectacular its service experience might be. Most customers don’t want to be “wowed”; they want an effortless experience. And they are far more likely to punish you for bad service than to reward you for good service. If you put on your customer hat rather than your manager or marketer hat, this makes a lot of sense. What do you really want from your cable company, a free month of HBO when it screws up or a fast, painless restoration of your connection? What about your bank—do you want free cookies and a cheerful smile, even a personal relationship with your teller? Or just a quick in-and-out transaction and an easy way to get a refund when it accidentally overcharges on fees? *The Effortless Experience* takes readers on a fascinating journey deep inside the customer experience to reveal what really makes customers loyal—and disloyal. The authors lay out the four key pillars of a low-effort customer experience, along the way delivering robust data, shocking insights and profiles of companies that are already using the principles revealed by CEB’s research, with great results. And they include many tools and templates you can start applying right away to improve service, reduce costs, decrease customer churn, and ultimately generate the elusive loyalty that the “dazzle factor” fails to deliver. The rewards are there for the taking, and the pathway to achieving them is now clearly marked.

**Managing The Professional Service Firm** John Wiley & Sons

A practical guide to being a trusted advisor for leaders in any industry In this hands-on successor to the popular book *The Trusted Advisor*, you’ll find answers to pervasive questions about trust and leadership—such as how to develop business with trust, nurture trust-based relationships, build and run a trustworthy organization, and develop your trust skill set. This pragmatic workbook delivers everyday tools, exercises, resources, and actionable to-do lists for the wide range of situations a trusted advisor inevitably encounters. The authors speak in concrete terms about how to dramatically improve your results in sales, relationship management, and organizational performance. Your success as a leader will always be based on the degree to which you are trusted by your stakeholders. Each chapter offers specific ways to train your thinking and your habits in order to earn the trust that is necessary to be influential, successful, and known as someone who makes a difference. Self-administered worksheets and coaching questions provide immediate insights into your current business challenges Real-life examples demonstrate proven ways to “walk the talk” Action plans bridge the gap between insights and outcomes Put the knowledge and practices in this fieldbook to work, and you’ll be someone who earns trust quickly, consistently, and sustainably—in business and in life.

3 Minute Summary of The Trusted Advisor by David H. Maister Simon and Schuster  
In order to survive, today's professionals must earn the trust of their clients--and re-earn it

throughout their careers. This is a dynamic must-listen for successfully negotiating relationships in today's bold new economy.

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