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Context to the nugget

Becoming a Trusted Advisor is often the Holy Grail for every Consultant, Lawyer, Banker, Doctor Etc. who are providing advice to the client. Zia talks about what it takes to become a Trusted Advisor.

Transcription

Deepak Jayaraman (DJ): One of the other pieces I am curious about as a consultant is generally how do you build empathy with client without affecting it to your life?

Zia Mody (ZM): You learn that, so as you are younger you get much more emotionally involved and I think that's not a good thing, you should always have the clients confidence and always have the clients trust that doesn't mean that you have to be sucker for what he says, a lot of clients, embellished some just lie, some of them are too naive, So you quickly become a reader of human beings as a successful lawyer, at least a lawyer and you can smell and sense and your antenna is up for the personality and character of the client sitting in front of you, you need to know when to cajole him, when to handhold him, when to smack the hell out of him, tell him to get lost from your office, but by enlarge to make him feel that you are his trusted advisor that you are lawyer plus that is really a lawyers place, today I don't want to be known as a lawyer, I want to be known only as a trusted advisor of all my clients, not just one, all because they should be reaching out to me for that softer yes or no should I shouldn't I? What do you think? And the answer is so important, because you know it factors into their decisions.

DJ: What's your sense in moving from just being that advisor who is the content person in that particular domain to being a trusted advisor who transcends domain?

ZM: It's a judgement call, your judgement call, so why would a client reach out to me for a yes or no on a deal, he wants my judgement call, he doesn't want my law but I cannot give him that judgement call unless I have utter domain over that subject, so what do you think, will the reserve bank come after me? Will the IRDA get upset? What will SEBI think? I am not SEBI but they trust me to give them a fine sense of how SEBI will think? So you sort of a little under their skin in terms of how much they value it? That's what you do! You just become a very trusted human being to their decision-making process.

Reflections from Deepak Jayaraman

DJ: As somebody who has been a Consultant at KPMG, McKinsey and EgonZehnder, Trusted Advisor ship is something that I have heard a lot of people talk about. It is fascinating to see how

Consultants, Bankers, Lawyers, Financial Advisors and bunch of other advisors are vying for that coveted slot. I like David Maister's take on this where he talks about Trust as directly proportional to Credibility, Reliability and Intimacy and inversely proportional to self-orientation. If this is a topic of interest, you should consider buying the book Trusted Advisor by David Maister. I also like the metaphor that one of my clients who runs a successful Financial Services firm uses - He breaks it down to a combination of Aukaat and Neeyat. He talks about Aukaat as capability to deliver the goods, Neeyat as intent (heart in the right place and solving for the client needs). I guess Zia talks about the notion of Judgment which is the Holy Grail where the leaders are often lonely and are looking for people who understand the nuanced context and have the horsepower to take all the information in and come up with their gut on what they think makes sense. That is truly powerful.

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End of nugget transcription

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Zia Mody - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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