

# Why Should the Boss Listen to You?

**The Seven Disciplines of the Trusted  
Strategic Advisor**

James E. Lukaszewski

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My guess is that you picked this book up because you are in finance, the law department, public relations, human resources, strategic planning, security, marketing, IT, or compliance, and you deserve to be heard much earlier, more often, at higher levels. You hold in your hands the disciplines necessary to achieve your objective.

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If you are going to advise bosses and leaders, you need to change your perspective. Having a better sense of the disciplined approach required and how these seven disciplines mold you into a strategic advisor will be essential to your success.

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1 How Leaders Think and Operate: The Pressures, What Matters, the Obstacles, and the Solutions	3
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First, know whom you are advising, their environment, and what they care about. Here, I analyze the world in which leaders currently live, what is different today in what they do and what is expected of them, and how this applies to the trusted strategic advisor. This includes how leaders make decisions and spend their time, five reasons leaders fail, and five behaviors for leadership success.

2 What Leaders Expect	21
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Meeting the expectations of those you advise is essential, but knowing what they expect can be mysterious. This chapter identifies seven key expectations executives have for advisors, five aspects of effective advice, questions to ask before approaching the boss, and the talents and abilities expected of advisors.

3 Achieving Maximum Impact	33
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There is a lot of competition and many voices at these altitudes. If you want to punch through, you must constantly strive to have maximum impact. Know the nitty-gritty of what trusted strategic advisors do. This is the chapter that takes you there. You will walk through the self-energizing steps to gain the confidence of senior managers, and learn about the importance of speaking management's language, annoying staff habits to avoid, and, most important, the five areas where leaders and bosses need feedback every day.

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	<p>A leader's greatest skill is verbal skill, and a leader's advisor must also have powerful verbal skills. Explore the six verbal tools advisors have to provide advice, self-assess your verbal skill, find out what it means to be a visionary, and discover the six behaviors and actions of verbal visionaries.</p>	
6	Develop a Management Perspective	87
	<p>Managers and leaders trust those who show interest in and are knowledgeable about operations and the work of leaders. To be a management advisor, you need to be able to talk more about your boss's goals and objectives than about whatever your staff function happens to be. You need to be able to see the business or organization operationally and through the leader's eyes.</p>	
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	<p>The fundamental premise of this book is that you are the table whenever you are in the presence of those you are advising, even if you are the only one in the room with them. Forget searching for this mythical place, located somewhere in the vicinity of the boss's office. Understand the leaders' environment and thinking. Develop the disciplined approach this book offers, and the table will be full whenever you are there. This confident attitude, coupled with sensible, useful, and constructive advice, is what the boss expects, relies on, and respects you for in the process.</p>	
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