**INTRODUCTION**

As we compete in the global market of information providers, libraries can advance by better understanding how companies conduct business and provide services.

According to The Trusted Advisor (2000), constituents may value trust and confidence more than discipline expertise.

An impediment to building relationships can be the common belief that mastery of technical content is sufficient.

Librarians who fail to build trust and exhibit credibility with constituents may struggle to engage them.

Trust-building techniques facilitate a shift from a transactional service model to a relationship model.

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**TRusted Librarian: Corporate Techniques Build Constituent Loyalty**

**TRUSTED LIBRARIAN CORE SKILLS**

1. **Earning Trust**
   - Eliminate the phrase “trust me”
   - Be generous with your knowledge
   - Demonstrate simple gestures
   - Timing is everything

2. **Giving Effective Advice**
   - An advisor’s job is to be helpful
   - Earn the right to be critical
   - Give reasons not instructions
   - Pay careful attention to language
   - Tread carefully
   - Turn assertions into questions
   - Practice constructive criticism

3. **Building Relationships**
   - Go first
   - Listen for what’s different, not familiar
   - Keep asking questions
   - Say what you mean
   - Show an interest in the person
   - Use compliments, NOT flattery
   - Show appreciation

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**REFERENCE INTERVIEW MODEL**

![Diagram of Reference Interview Model]

**WHO ARE YOU?**

“Many people have built their past success on having a transactional view of their clients, not a relationship one, and it is not clear that they really want to change. Stated bluntly, professionals say they want the benefits of romance (relationship model), yet they still act in ways that suggest that what they are really interested in is a one-night stand (transactional model).”

[Maister 2005]

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**SERVICE MODELS**

**RELATIONSHIP MODEL**

- Known as Romance (Maister 2005) since the relationship deepens over time.
- Requires a shift in mindset which requires a change in attitudes and behaviors.
- Effective in corporate or academic libraries.
- When trusted, you will be invited into unrelated areas outside your expertise.
- Librarian is viewed as a trusted advisor within a collaborative team.
- Creates a base of repeat and future constituents to build sustainability.
- Increased opportunities for engagement.

**TRANSACTIONAL MODEL**

- Known as the One Night Stand (Maister 2005) since no long term relationship is established.
- The traditional reference interview is an example of a transactional model.
- Successful in public libraries.
- Frequently a 3-step closed interaction.
- Can be repeated with same customer over time with different topics.
- Results in easily-captured, quantifiable statistics.
- Distinction of duties: you ask the question and I’ll answer it.
- Does not promote collaboration.

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**GLOBAL CURRENCY**

“Trust has become the new currency of the global economy. It is the basis on which many people do business – or don’t.”

[Covey 2012]

Academic librarians meet with a variety of university administrators, faculty and students which provides continual opportunities for reaching across disciplines to build new partnerships.

Constituents who trust your assistance will share your name with others, which results in a snowball effect for expanding your constituent base.

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**CONCLUSIONS**

Trust-building techniques ensure the librarian is viewed as a valuable resource in the collaborative research process, and in doing so, we become trusted advisors. The relationship model requires a change in how we view client interactions, however, using these principles might be advantageous when your career and library reach a tipping point.

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**REFERENCES**


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**HOW TO BECOME TRUSTWORTHY**

- **CREDIBLE**
  - Content expertise + how we look, react and talk about our content.
- **RELIABLE**
  - Whether clients think you are dependable and exhibit consistent patterns of behavior.
- **TRUST**
  - Content expertise + how we look, react and talk about our content.

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**TINA’S BEST PRACTICES**

- Acknowledge email within 24 hours even if the answer is forthcoming, unless using your out-of-office attendant.
- Timing is everything. Pick the proper topic at the right time, not a rambling list of issues.
- Become embedded in daily workflows.
- Don’t bug your constituents. Develop a sense of “when” and “how” to make contact.
- Display an eye-catching object just inside your OPEN office door.
- My toy goldfish always sparks conversations.
- Always carry paper/pen. Requests occur when constituents see you in the hallway, parking lot or even restroom.
- Socializing is not necessary, being sociable is mandatory.

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