

Table of contents

Introduction	7
We need to talk about specialists	13
1. The sedative effect of specialist advice	14
2. The ambidextrous, T-shaped gatekeeper	19
3. Moving forwards by looking backwards	20
Do not trust best practice	23
1. What is best, and worst?	23
2. The best practice fallacy	25
3. The risk of doing damage	27
4. Conventional wisdom	28
5. An alternative approach	31

- Soft skills are not enough** 33
 - 1. Emotional intelligence 33
 - 2. Economic necessity 35
 - 3. Competency and the effect of regulation 36
 - 4. Trust in organisations 39
 - 5. Marketing trust 40

- Who do you trust?** 43
 - 1. The in-group attitude 43
 - 2. Limitations of the in-group attitude 45
 - 3. The optimists 46
 - 4. How attitudes affect relationships 47

- Trusting a shared purpose** 51
 - 1. The risk of assumptions 51
 - 2. Working with a shared purpose 54
 - 3. Who is the client? 61
 - 4. What if there is no shared purpose? 65
(The cult of continuity)

- Creating the trusted team** 69
 - 1. What type of team? 70
 - 2. Creating an advisory team 72
 - 3. The shared purpose 73

4. Appointment	73
5. Accountability	78
6. Reward	80
7. Leadership	83
8. Family advisers' constitution	83
9. Do advisers want to work as a team?	85
About the author	88