

Characteristics of Trusted Advisors

They Do	They Don't
<ul style="list-style-type: none"> ▪ Value the relationship ▪ Show they understand us (even like us) ▪ Demonstrate consistency and reliability ▪ Help us see fresh perspectives ▪ Help us separate logic from our emotion ▪ Criticize and correct gently ▪ Stay in it for the long haul ▪ Help us think differently ▪ Give us options and let us choose ▪ Build our understanding and knowledge ▪ Challenge our assumptions ▪ Act like a caring person, not someone in a role ▪ Have our best interests at heart ▪ Remember what we've talked about (without notes) ▪ Help us put our issues in context, through the use of metaphors, stories and anecdotes ▪ Speak from experience ▪ Have a sense of humor to diffuse tough situations ▪ Offer valuable resources 	<ul style="list-style-type: none"> ▪ Try to force things on us ▪ Panic or get overemotional ▪ Pull punches: we can rely on them to tell us the truth ▪ Break confidences ▪ Come in unprepared ▪ Overcommit ▪ Miss deadlines ▪ Rely only on what has worked in the past <div style="text-align: center; margin-top: 20px;">  </div>

Note: These characteristics are a compilation from a number of different sources including interviews, books, articles, blogs, etc.