

**GIVE & GAIN 2014**  
**TWO CENTS AT THE TABLE - C.K. DURYEYEA**

List of traits of trusted advisors: Taken directly from *The Trusted Advisor* by David Maister, Charles Green and Robert Galford, pg 4-5.

1. Seem to understand us, effortlessly, and like us
2. Are consistent (we can depend on them)
3. Always help us see things from fresh perspectives
4. Don't try to force things on us
5. Help us think things through (it's our decision)
6. Don't substitute their judgment for ours
7. Don't panic or get overemotional (they stay calm)
8. Help us think and separate our logic from our emotion
9. Criticize and correct us gently, lovingly
10. Don't pull their punches (we can rely on them to tell us the truth)
11. Are in it for the long haul (the relationship is more important than the current issue)
12. Give us reasoning (to help us think), not just their conclusions
13. Give us options, increase our understanding of those options, give us their recommendation, and let us choose
14. Challenge our assumptions (help us uncover the false assumptions we've been working under)
15. Make us feel comfortable and casual personally (but they take the issues seriously)
16. Act like a real person, not someone in a role
17. Are reliably on our side and always seem to have our interests at heart
18. Remember everything we ever said (w/o notes)
19. Are always honorable (they don't gossip about others, and we trust their values)
20. Help us put our issues in context, often through the use of metaphors, stories, and anecdotes (few problems are completely unique)
21. Have a sense of humor to diffuse (our) tension in tough situations
22. Are smart (sometimes in ways we're not)

**Top Things to Remind Yourself, pg 202**

1. I don't have to prove myself every ten seconds.
2. I have a right to be here in this room; I can add value without worrying about it.
3. Shut up and repeat again and again: "Really? And then what happened?"
4. Also again and again: "Gee, what's behind that?"
5. Is my pulse racing? Why? Why not say so, and say why, out loud?
6. Have I earned the right yet to give an answer?
7. Am I trying in any way to win an argument? Turn it back into a conversation.
8. Emulate Lt. Columbo: "I may be a little show here. Maybe it's just me, but..."
9. Take responsibility for the emotional outcome.
10. Don't blame anybody for anything anytime.
11. More value is added through problem definition than through problem answer.
12. Just because the client asks a question doesn't mean that's the right question to answer.
13. Don't be insecure. Say to yourself: "Hey, if I don't know the answer, and I'm a pro, then this is a really neat question; let's get into it!"
14. Is my tummy telling me something's wrong? My tummy's right. Let's talk about it.