

The Difference Between a Functionary and a Fiduciary

FUNCTIONARY	FIDUCIARY
1. Low Level	1. High Level
2. Low Relationship	2. High Relationship
3. Assumes Little Responsibility	3. Accepts High Responsibility
4. Uses Low Skill	4. Masters High Skill
5. Records Information	5. Perceives Information
6. Responds to Needs	6. Anticipates Needs
7. Processes Data	7. Interprets Data
8. Narrow Picture Viewpoint	8. Big Picture Viewpoint
9. Delivers Information	9. Advises and Consults
10. Other-Directed	10. Self-Directed
11. Minimum Legal Responsibility	11. Maximum Legal Responsibility
12. Employee	12. Partner
13. Does the Task	13. Owns the Result
14. Tells and Sells	14. Educates and Guides
15. Stays out of Decision Making	15. Involved in Decision-Making
16. Follows Rules and Procedures	16. Uses Judgment and Intuition
17. Replaceable	17. Irreplaceable
18. Minimally Paid	18. Highly Paid