

Go from Good to Great, from
Great to Exceptional!
It's all about the Soft Skills.

John Spencer
US RIM Service Delivery Manager

27 March 2019



Google results

Soft skills

About **504,000,000** results

Emotional Intelligence

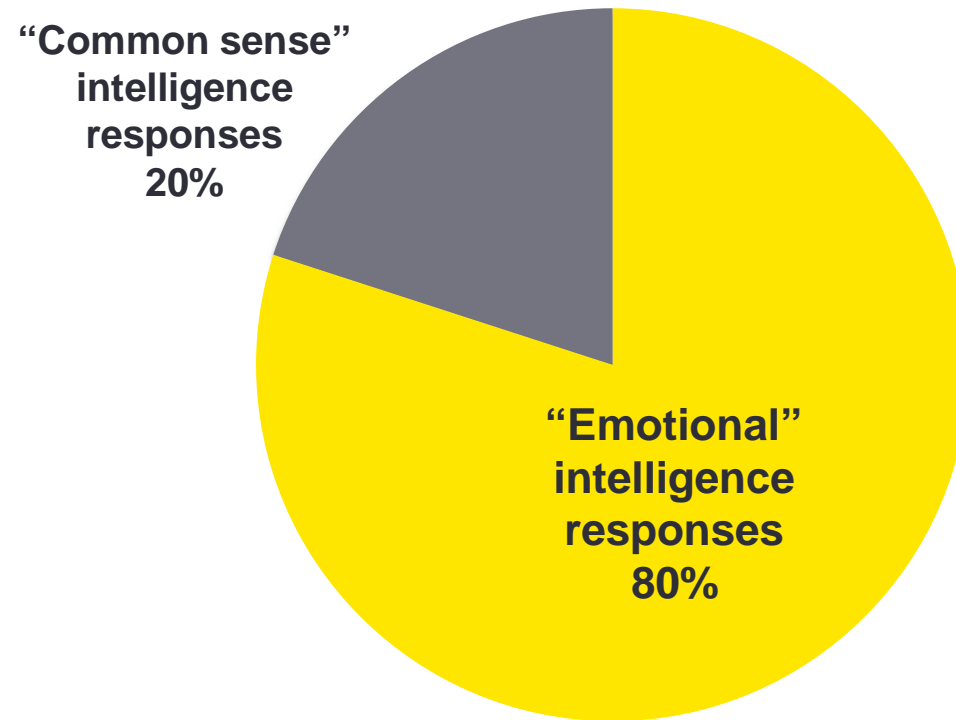
About **265,000,000** results

Common sense is not always common practice



**Requires
discipline, mental
and emotional
will power**

Life achievements and successes



Source: *Emotional Intelligence: A Practical Guide to Making Friends with Your Emotions and Raising Your EQ*

My goal

- ▶ Add clarity and basic understanding of soft skills
- ▶ Offer practical and actionable guidance for enhancing your soft skills
- ▶ Offer straightforward guidance to make it easier for you to navigate in the emotional intelligence landscape
- ▶ Inform and stimulate to take further action on the ideas, tools, tips and recommendations

Why should you care: What's In It For Me? (WIIFM)

- ▶ Gain a competitive advantage – influence your success
- ▶ Improve your work relationships and create more productive conversations
 - ▶ Managers
 - ▶ Stakeholders
 - ▶ Co-workers
 - ▶ Customers
 - ▶ Direct reports
 - ▶ Leadership
- ▶ Improve your leadership and management effectiveness
- ▶ Improve your sales and customer service skills
- ▶ Improve employee performance, productivity, and satisfaction
- ▶ Establish your professional brand
- ▶ Create partnerships and promote collaboration
- ▶ Build and strengthen your network
- ▶ Exist in the emotional intelligence landscape

Why should you care: What's In It For Me? (WIIFM)

- ▶ Increased self-confidence
- ▶ Decreased stress and worry
- ▶ Enhanced satisfaction at work
- ▶ Increased joy and laughter in life
- ▶ Reduced frustration
- ▶ More constructive ways dealing with anger
- ▶ Smoother, more harmonious relationships
- ▶ Better cooperation from others
- ▶ An end to getting “hooked” by others
- ▶ A feeling of being more control in you environment
- ▶ Increased understanding of others
- ▶ Ability to take healthy risks
- ▶ Ability to let go of unrealistic expectations
- ▶ Increased skill in handling difficult conversations
- ▶ Better ways of dealing with the egos of others

Soft skills (Behavior) vs. Hard skills (Academic)

Soft skills (right brain-emotional center) – Emotional Quotient (EQ)

These are the skills that enable us to engage and get along with people on a personal and **emotional** level. These skills give us the power to express ourselves effectively, and they allow us to understand and connect with others – **how we behave (interactional behavior)** and present ourselves. Rules change depending on company culture and people.

Hard skills (left brain-logical center) – Intelligent Quotient (IQ)

These are the academic and technical skills (e.g., math, physics, computer programming, accounting, engineering). Rules stay the same regardless of company.

What are soft skills? How we behave

1. Self-Management Skills <i>How we manage ourselves</i>	2. People Skills <i>How we handle relationships with others</i>
<p>Skills you use to manage your emotions (behaviors), perceptions, and reactions – in such a way as to generate positive interactions with others and motivate yourself in all situations. It also includes your ability to manage your impulses and reactions to unexpected situations</p> <p>Understanding your own impact on situations and people, knowing what makes you tick, understanding others' motives and feelings, and having the ability to adapt your behavior to what the situation dictates</p>	<p>Skills that enable you to effectively interact with other people so that you can build meaningful work relationships. It also includes your ability to influence how others perceive/receive you, your work, your ideas</p> <p>Being able to work with a wide range of people regardless of their personalities or talents</p>

Source: *Lei Han – Career Strategist*

What are soft skills? How we behave

1. Self-Management Skills How we manage ourselves

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Understanding your own impact on situations and people, knowing what makes you tick, understanding others' motives and **feelings**, and having the ability to adapt your behavior to what the situation dictates

2. People Skills How we handle relationships with others

Skills that enable you to effectively interact with other people so that you can build meaningful work relationships. It also includes your ability to influence how others perceive/receive you, your work, your ideas

Being able to work with a wide range of people regardless of their personalities or talents

- ü Cultural influence
- ü Gender
- ü Sexual orientation
- ü Educational background
- ü Unknown personality trait
- ü Varying value systems
- ü Geographic origin
- ü Appearance
- ü Work classification
- ü Family communication dynamic
- ü Race
- ü Age
- ü Religion
- ü Non-religion
- ü Physical ability
- ü Nationality
- ü Income
- ü Parental status
- ü Marital status

Source: Lei Han – Career Strategist

What are soft skills? How we behave

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<ul style="list-style-type: none">ü Emotional intelligence<ol style="list-style-type: none">1. Self-awareness2. Self-regulation (self-control)3. Self-motivation4. Stress management5. Empathy6. Social awareness	<ul style="list-style-type: none">ü Patience with othersü The ability to trust othersü Active listeningü Genuine interest in othersü Flexibilityü Good judgmentü The ability to persuade othersü Negotiationü Critical thinkingü The ability to keep an open mindü A great sense of humorü Awareness of body languageü Proactive problem solvingü Leadershipü The ability to be supportive

What is emotional intelligence?

Emotional intelligence is having the skill and ability to recognize, understand, and use emotions to successfully manage our day-to-day interaction with self and others.

In short, emotionally intelligent people use their thinking and behavior to guide their emotions rather than letting their emotions dictate their thinking and behavior.

Source: Society of Emotional Intelligence

Emotional flexible

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Empathy



**Empathy is about feelings. Involves listening. No judgements.
Better understanding. Fuels connections between people**

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The future of jobs – Skill demand

Today	Trending 2022
1. Analytical thinking and innovation	1. Analytical thinking and innovation
2. Complex problem solving	2. Active learning and learning strategies
3. Critical thinking and analysis	3. Creativity, originality, and initiative
4. Active learning and learning strategies	4. Technology design and programming
5. Creativity, originality, and initiative	5. Critical thinking and analysis
6. Attention to detail, trustworthiness	6. Complex problem solving
7. Emotional Intelligence	7. Leadership and social influence
8. Reasoning, problem-solving, and ideation	8. Emotional Intelligence
9. Leadership and social influence	9. Reasoning, problem-solving, and ideation
10. Coordination and time management	10. Systems analysis and evaluation

“Technological breakthroughs rapidly shift the frontier between the work tasks performed by humans and those performed by machines and algorithms; global labor markets are likely to undergo major transformations.”

The Future of Jobs 2018 Report, The World Economic Forum

IGP Skills

Analytical	Management	Planning/Forecasting	Communication
Risk assessment/mitigation	Budgeting	Benchmarking/metrics	Ability to respond under pressure
Business process analysis	Personnel management	Environmental scanning	Business relationship building
Critical thinking	Cultural sensitivity	Project management	Networking
Trend analysis	Decision making	Strategic thinking	Persuasion
Research	Interviewing	Continuous improvement	Presentation
	Negotiation		Technical writing
			Trust building

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**The hottest job skill is
- Continuous Lifelong Learner -**

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The future of jobs – Skill demand

**The hottest job skill is
- Continuous Lifelong Learner -**

**"ongoing, voluntary, intentional, and self-motivated"
pursuit of knowledge for either personal or professional reasons**

- ▶ It's important to put a Continuing Learning Development strategy in place
- ▶ It's important to know what you are learning – is it relevant?
- ▶ It's about understanding which skills are needed at the right time!
- ▶ Then learn them in a timely manner

II

2018 TOP 10

Soft Skills

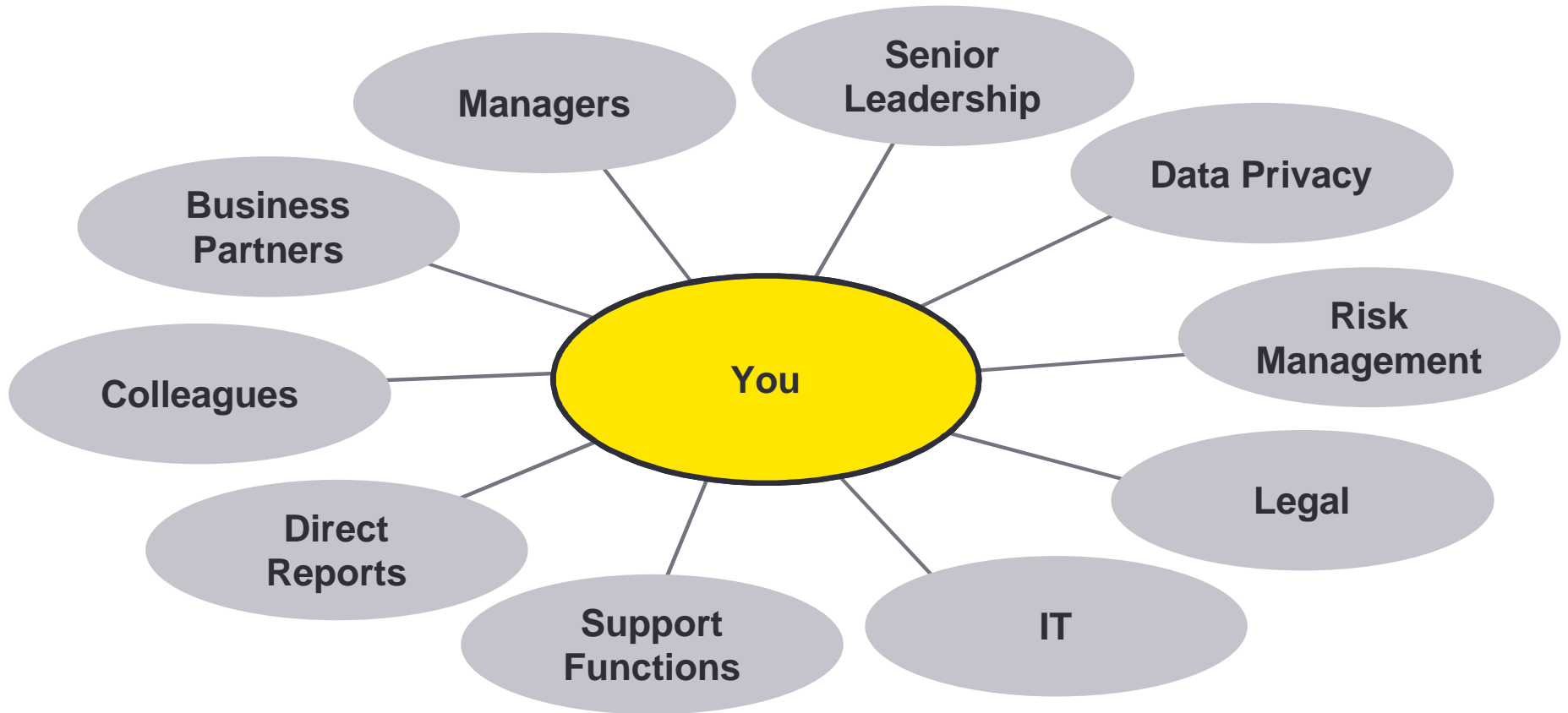
Soft skills are on the rise, but which soft skills matter the most? We took a look at what 20+ million people are learning on UdeMy to find out the 10 fastest-growing soft skills trending in 2018.

- 1 Manager Training
- 2 Emotional Intelligence
- 3 Business Writing
- 4 Focus Strategies
- 5 Personal Development
- 6 Presentation and Public Speaking
- 7 Negotiation
- 8 Stress Management
- 9 Customer Service
- 10 Interviewing Skills

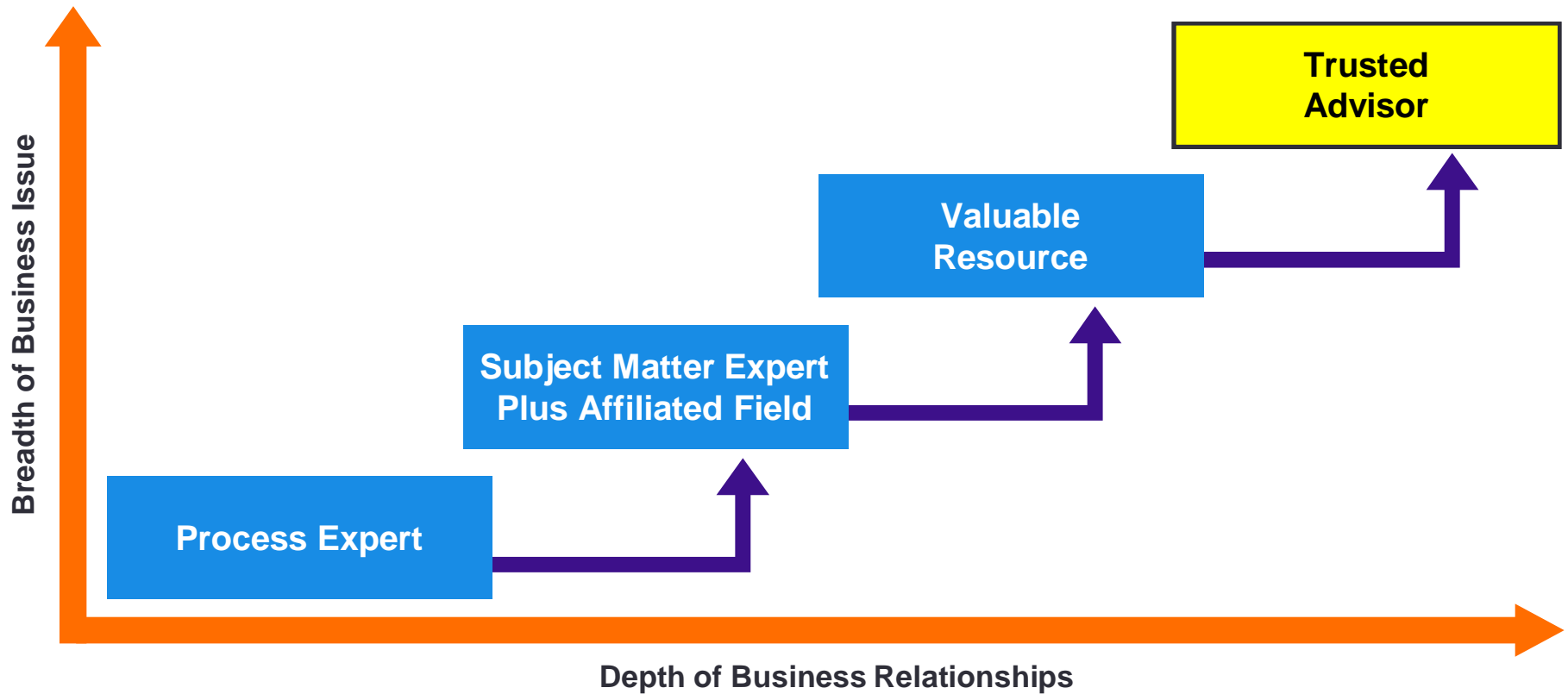
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 UdeMy
for Business

Juggle multiple professional relationships

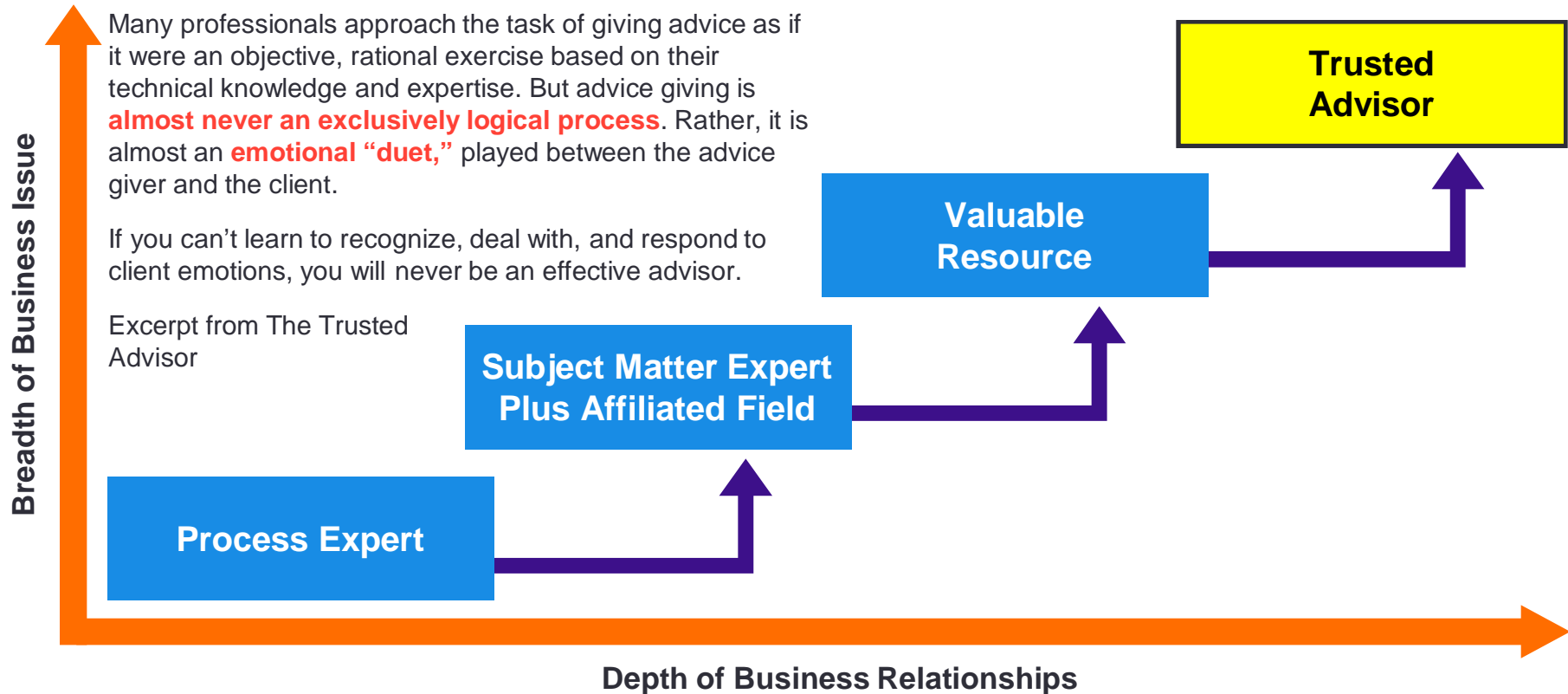


Evolution of a business relationship



Source: Adapted from *The Trusted Advisor*

Evolution of a business relationship



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Records Management's Interaction with Other IG Stakeholders

With its enterprise-wide scope, records management affects and is affected by the responsibilities, interests, and activities of other information governance stakeholders. As the

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Time to Engage

RIM has never been more important to the business. With much focus on the protection of information, information professionals are tremendous

Collaborate, create partnerships, and promote collaboration among other IG and RIM stakeholders. In creating a partnership with your IT partner, for example, share information and credit. Joini

Developing Productive Relationships with Other IG Stakeholders in 2018

Forging a Partnership with IT for Technology Lifecycle Management

Becoming Trusted Advisors

RIM professionals are – and will continue to be – more than utilizing their expertise to manage physical records. To maintain visibility and remain a business component of an organization's strategy, they must leverage synergies that exist between their wealth of information and be managed

Information governance must promote interaction, cooperation, and consultation among stakeholders [i.e., records management, information technology, information security, risk management, compliance, legal affairs, data science, and archival administration].

How RIM Can Influence IT and Shape IG

Phyllis Elin

Records and information management professionals should have the requisite expertise to play a key role in the organization's information governance strategy.

In particular, relationship management has become a crucial skill for information professionals the facilitator between many disparate business functions that include operational business process discovery, IT, compliance, risk, data scientists, vendor management, and more.

Records Management's Interactions with Information Governance Stakeholders



EY named as [REDACTED] auditor for 2018!

Celebrating
our [REDACTED]

Following a very competitive pursuit process, [REDACTED] named EY as its auditor for 2018.

[REDACTED] securing this win speaks volumes about the deep relationships we developed, the caliber of the pursuit team, our sector expertise including sector convergence, our market-leading Assurance technology platforms, our Tax practice and the EY brand.

EY has served [REDACTED] for many years in a Channel 2 capacity. We built trust through our work on strategic projects across the global [REDACTED] network, demonstrating to them the breadth of EY's capabilities. The quality and consistency of our delivery prompted [REDACTED] to ask us to be considered during their audit proposal process. Our teams worked together to transition assignments, achieve independence and focus on bringing [REDACTED] new levels of value through the audit relationship.

ways in which we engaged [REDACTED] executives — reflected their commitment to innovation and exceptional client service.

"The digital audit is having a transformative impact on EY and on our clients. The team should be commended for building a strong foundation of client relationships and showing [REDACTED] that our leading edge audit technology platform is, indeed, a market differentiator," says **Felice Persico**, Global Vice Chairman — Assurance.

We are incredibly proud of this opportunity to serve an industry leader like [REDACTED]

The power of innovation and teaming

More than 75 professionals from across the Central Region, FSO, Automotive and Transportation Sector, Global Pursuits, Americas Assurance and Markets worked tirelessly on this proposal for more than six months.

This opportunity was only possible because of the exceptional work performed across our service lines for [REDACTED] and the strong relationships built in the many years leading up to the audit pursuit.

Throughout the pursuit, the team demonstrated the power of thinking differently about the audit. All touchpoints — from the branding of materials, to the Insight & Innovation Day in our Detroit office, to the

Emotional intelligence

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Source: Society of Emotional Intelligence

Emotional flexible

Common myths about emotions at work

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Just calm down

Don't be such a drama queen

Don't get so upset

Just relax

Chill out

Be a big girl

Snap out of it

Get over it

Suck it up

Big boys don't cry

There's nothing to be sad about

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Low emotional intelligence – What does it cost?

- ▶ 48% intentionally decreased their work effort
- ▶ 47% intentionally decreased the time spent at work
- ▶ 38% intentionally decreased the quality of their work
- ▶ 80% lost work time worrying about the incident
- ▶ 63% lost work time avoiding the offender
- ▶ 66% said that their performance declined
- ▶ 78% said that their commitment to the organization declined
- ▶ 12% said that they left their job because of the poor behavior
- ▶ 25% admitted to taking their frustration out on the customer

Source: Harvard Business Review on Emotional Intelligence

Low emotional intelligence – What does it cost?

Managers and executives at Fortune 1000 firms

- ▶ 13% of their work time mending employee relationships
- ▶ Equivalent to seven weeks a year
- ▶ Costs soar when consultants or attorneys are brought in

Source: Harvard Business Review on Emotional Intelligence

Self-awareness is the foundation for emotional intelligence

Self-awareness is the secret weapon of the 21st century. As an organizational psychologist, I've found that people who understand who they are—and how they're seen—make smarter choices, build better relationships, and enjoy more successful careers.

– Dr. Tasha Eurich, author, Insight



WITHOUT self-awareness

- ▶ You don't know your behavioral blind spots
- ▶ You don't know when your emotions are interfering with your thinking
- ▶ You don't have an accurate sense of your strengths and weaknesses
- ▶ You don't know how your behavior is impacting others
- ▶ You don't know what you know and what you don't know

**Stress
management**

Self-regulation

Self-motivation

Empathy

Social awareness

WITH self-awareness

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95% of people think
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10-15% of people actually
possess the skill

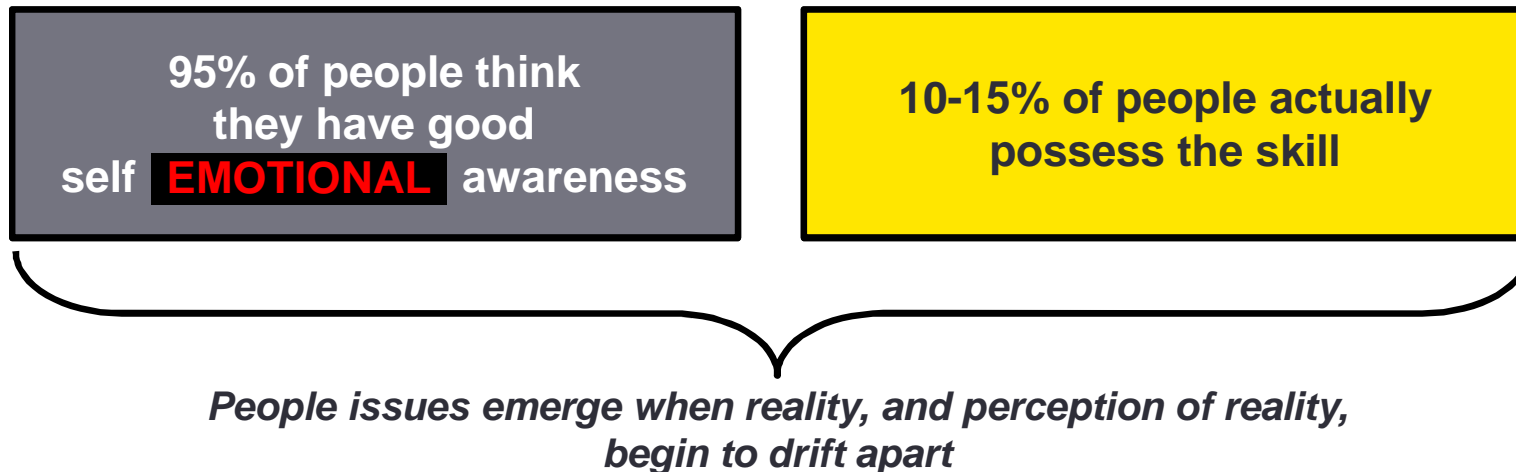
Source: Dr. Tasha Eurich, author, *Insight*

How to increase your self-awareness

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Be intentional

- ▶ Learn the truth about yourself – The hardest victory is over self ~ Aristotle



How to increase your self-awareness

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- ▶ **Ask For and Accept Feedback – Be Coachable**
 - ▶ *I'm open to your feedback. Make me better*
 - ▶ *Avoid feedback giver relationship bias*
 - ▶ *Shift from "That's Wrong" to "Tell Me More"*

95% of people think they have good self **EMOTIONAL** awareness

10-15% of people actually possess the skill

People issues emerge when reality, and perception of reality, begin to drift apart

How to increase your self-awareness

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. . . Most often, we are stuck with polite versions of the truth about ourselves . . .

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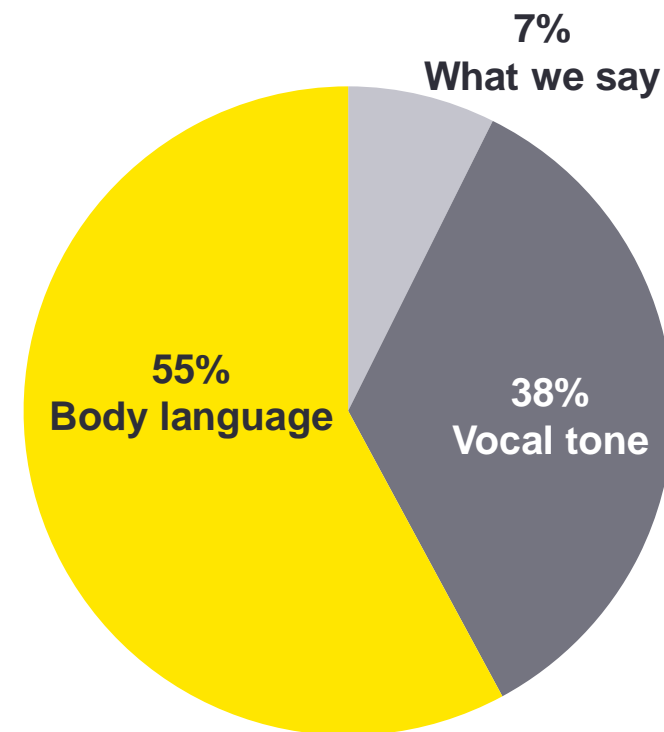


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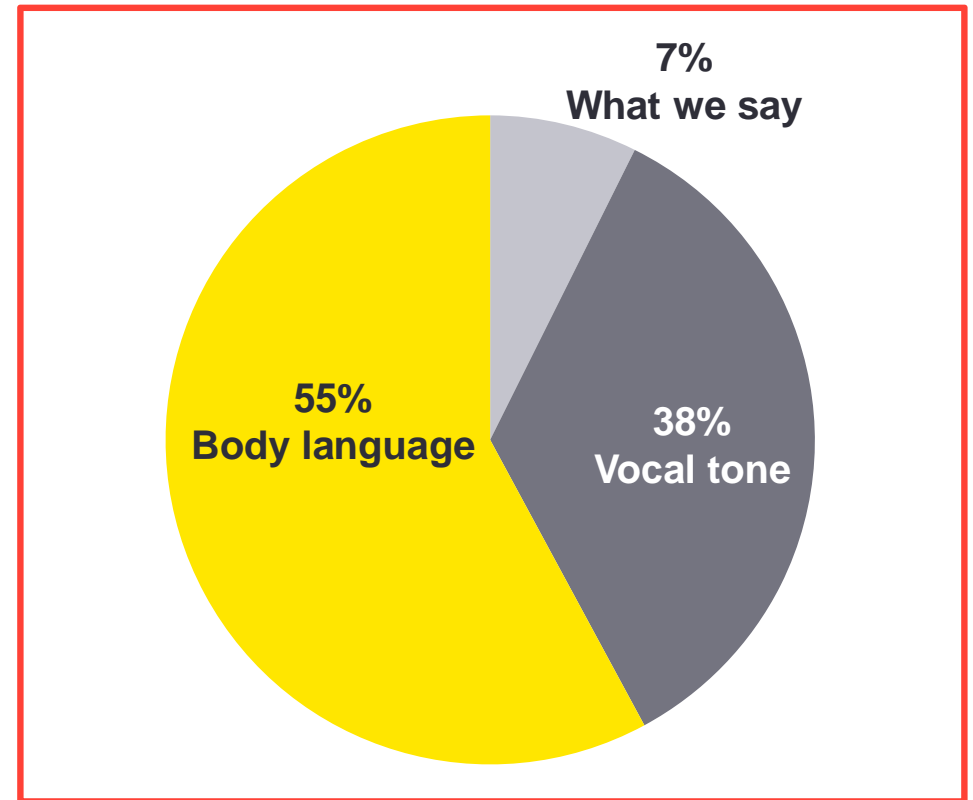
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- ▶ Ask For and Accept Feedback – Be Coachable
- ▶ Examine how you make appraisals – your personal filter
- ▶ **Become fluent in body language and tone**
 - ▶ *Pay attention to how your body language and tone impact others*

Become fluent in body language and tone – pay attention to how your body language & tone impact others



Become fluent in body language and tone – pay attention to how your body language & tone impact others

Emotional tone



Become fluent in body language and tone – pay attention to how your body language & tone impact others

Nonverbal communication – collecting data

Vocal tone – emotions

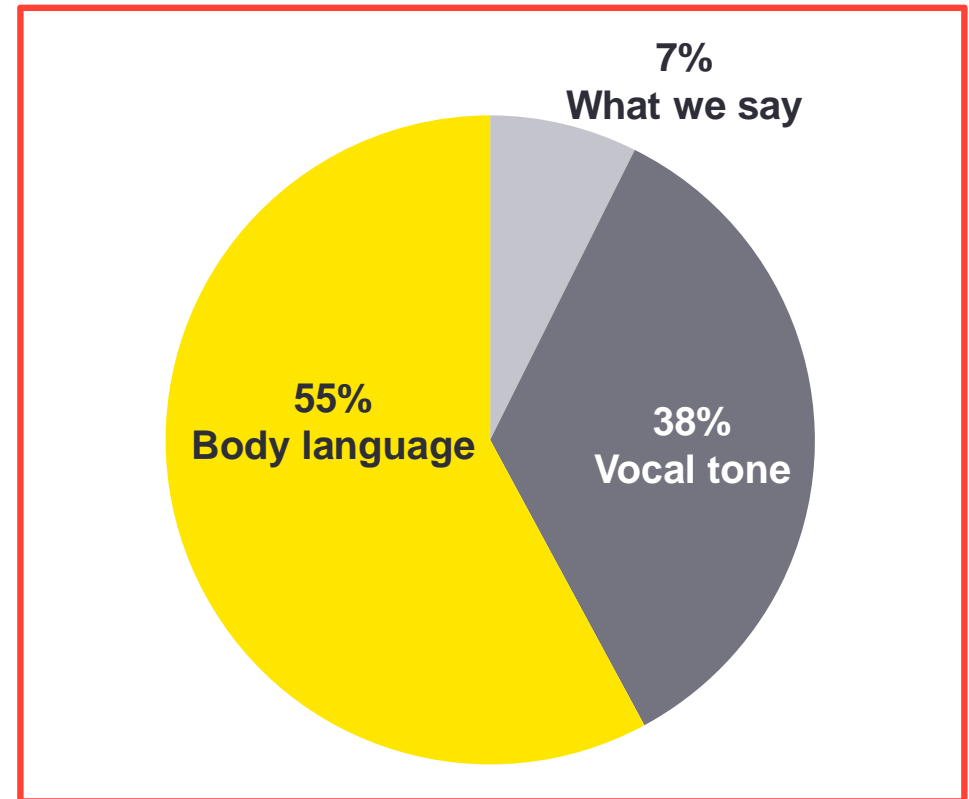
- ▶ Volume (pitch)
- ▶ Kind
- ▶ Harsh
- ▶ Sarcastic
- ▶ Bitter
- ▶ Upbeat
- ▶ Warm
- ▶ Clear/concise
- ▶ Under control
- ▶ Overbearing

Body language – emotions

- ▶ Facial expression
- ▶ Eye rolling
- ▶ Arms
- ▶ Aggressive
- ▶ Sighs
- ▶ Aloof
- ▶ Affirmative movements
- ▶ Invasion of personal space
- ▶ Smile through gritted teeth

No one can see your intent, your heart. No one can see what you meant to convey.

Emotional tone



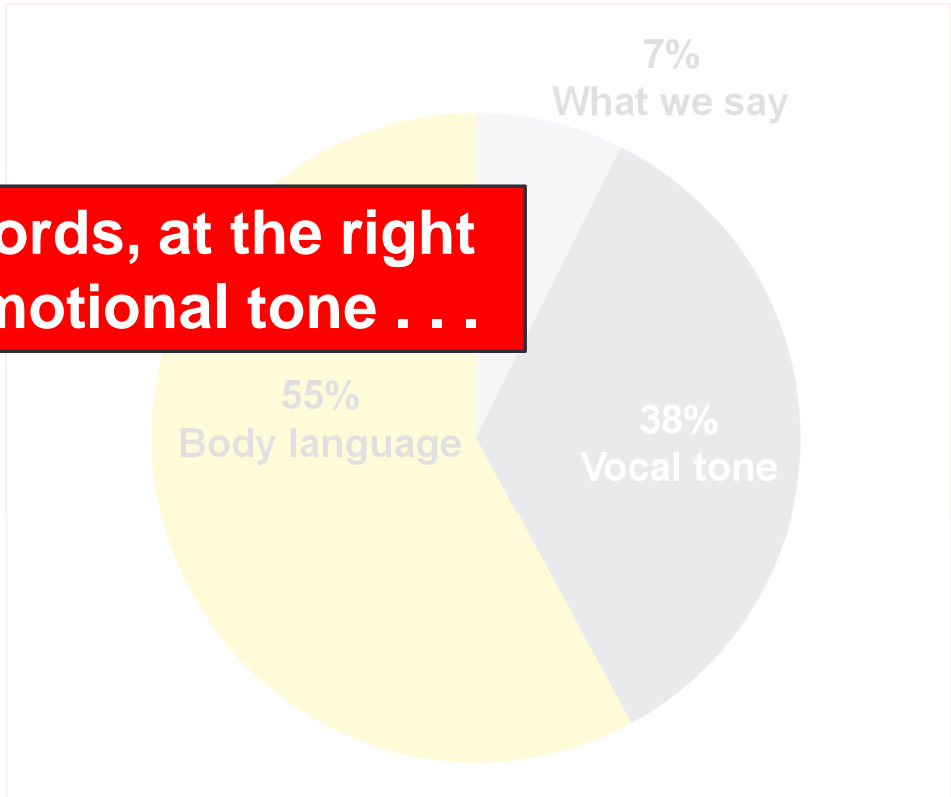
Become fluent in body language and tone – pay attention to how your body language & tone impact others

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 - ▶ Kind ▶ Warm
 - ▶ Harsh ▶ Clear/concise
 - ▶ Sarcastic
 - ▶ Bitter
- ▶ Body language – emotions
 - ▶ Facial expression ▶ Lean
 - ▶ Eyes ▶ Affirmative movements
 - ▶ Arms ▶ Invasion of personal space
 - ▶ Aggressive ▶ Cynical

... Speak the right words, at the right time, with the right emotional tone ...

Emotional tone



No one can see your intent, your heart. No one can see what you meant to convey.

How to increase your self-awareness

Be intentional

- ▶ Learn the truth about yourself – The hardest victory is over self ~ Aristotle
- ▶ Ask For and Accept Feedback – Be Coachable
- ▶ Examine how you make appraisals – your personal filter
- ▶ Become fluent in body language and tone
- ▶ **Practice self-evaluation and reflection**

Signs of “**HIGH**” emotional intelligence

1. You are curious about people	9. You know where you need to grow
2. You are a good judge of character	10. You apologize when you are wrong
3. You think about your reactions	11. You are difficult to offend
4. You can modify your emotions	12. You don't hold grudges
5. You let go of mistakes	13. You neutralize toxic people
6. You can put yourself in other people's shoes	14. You know how to say no (to yourself and others)
7. You handle criticism without denial, blame, excuses, or anxiety	15. You stop negative self-talk in its tracks
8. You are a good listener	16. You embrace change

Results from TalentSmart

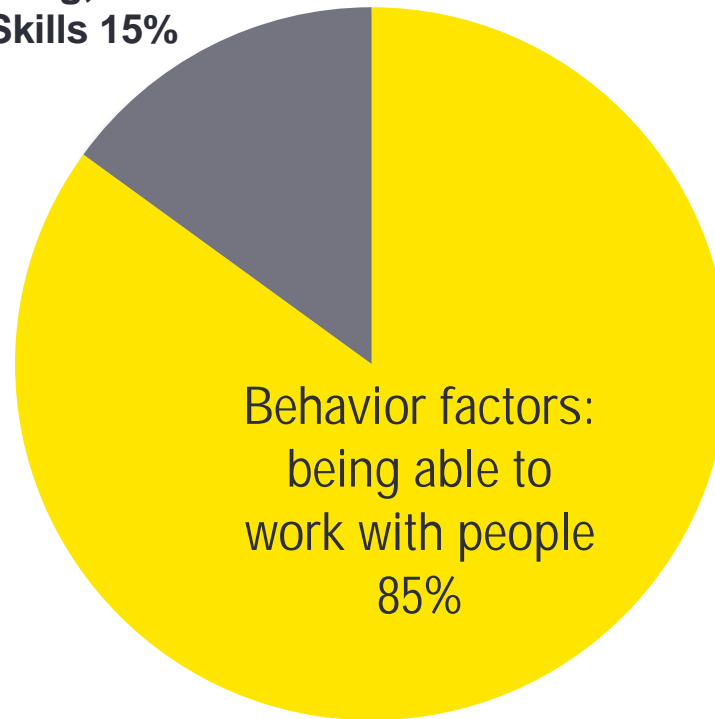
Signs of “**LOW**” emotional intelligence

1. You lack personal accountability	9. You lack empathy – You don’t understand how others feel
2. You don’t know your triggers	10. You think other people are overly sensitive
3. You have difficulty asserting yourself	11. You often feel misunderstood
4. You make assumptions quickly and defend them vehemently	12. You blame other people for how they make you feel
5. You hold grudges	13. You blame others for mistakes
6. You don’t let go of mistakes	14. You are easily offended
7. You have a limited emotional vocabulary	15. You get in a lot of arguments
8. You have sudden emotional outbursts	16. You have an inability to cope with Emotionally-Charged Situations

Results from TalentSmart

Success on the job

**Technical training, Intellect
and Job Skills 15%**



Source: Carnegie Institute of Technology

4 key behaviors to be successful

4 key behaviors to be successful

1. Choose to be visible

2. Choose to be easy

3. Choose to be useful

4. Choose to be ready

Choose to be VISIBLE

- ▶ **Listen up!**

Choose to be VISIBLE

▶ Listen up!

- ▶ Listen like *Alexa*
 - ▶ Committed to listening
 - ▶ Listen to understand
 - ▶ Avoid bias



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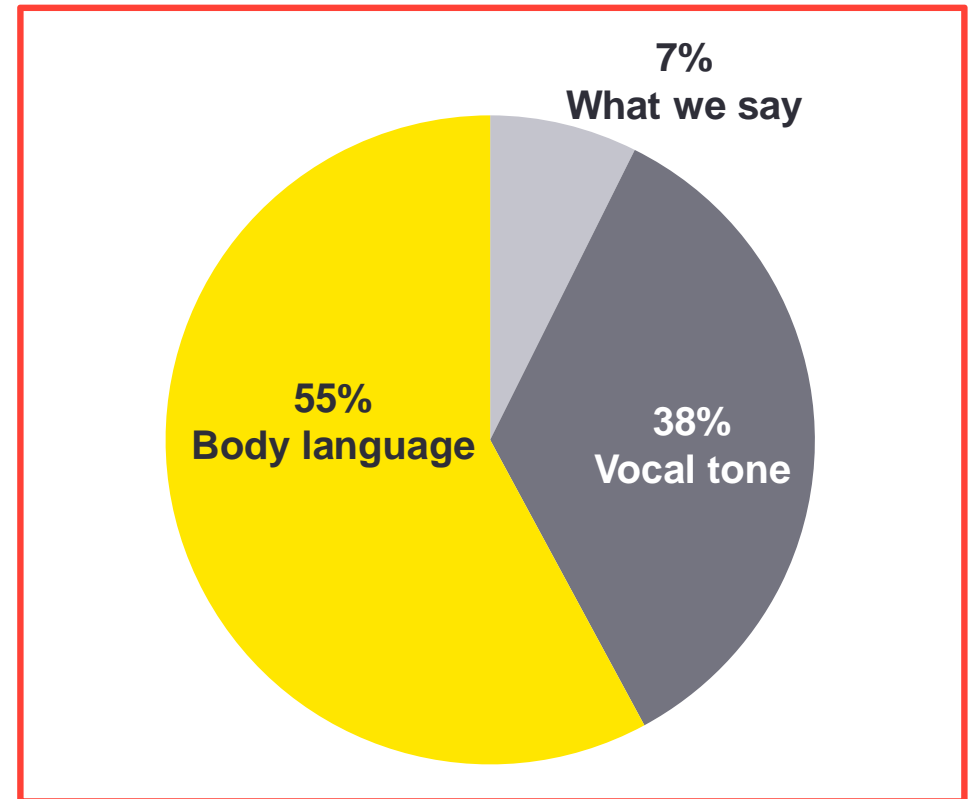


“Always getting smarter and adding new features and skills”

Choose to be VISIBLE

- ▶ Listen up!
- ▶ **Listen with your eyes – your heart**
 - ▶ Watch people's nonverbal reactions to you. What do you think they are feeling?

Emotional tone



Choose to be VISIBLE

- ▶ Listen up!
- ▶ Listen with your eyes
- ▶ **Speak up – leverage your voice**

Choose to be VISIBLE

▶ **Speak up – leverage your voice**

- ▶ Creates a perception about who you are
- ▶ Creates a level of your contributions
- ▶ Think actively (strategy) about how you want to use your voice
 - ▶ *Do you want to use your voice to be constructive or to complain?*
 - ▶ *Do you want to use it to be supportive or to be contrarian?*
 - ▶ *Do you want to interrupt people all the time or be the one to summarize the discussion?*

Relevant, timely, intelligent, solution-focused, or containing key facts

Choose to be VISIBLE

- ▶ Listen up!
- ▶ Listen with your eyes
- ▶ Speak up – leverage your voice
- ▶ **Establish your personal brand**
 - ▶ *Your brand is a perception or emotion, maintained by somebody other than you, that describes the total experience of having a relationship with you.*
 - ▶ *Everyone has a unique personal brand, whether they know it or not. We should all be striving for a powerful, attractive, and visible personal brand.*

Choose to be VISIBLE

Your Self Presentation



Your Personal Brand

There's a good chance that if you're not controlling your personal brand, someone else is.

– Erica Nicole


Your personal brand is what people say about you when you are not in the room – remember that. And more importantly, let's discover why!

– Chris Ducker

Your personal brand serves as your best protection against business factors you can't control.

– Dan Schawbel

Choose to be VISIBLE

- ▶ Listen up!
- ▶ Listen with your eyes
- ▶ Speak up – leverage your voice
- ▶ Establish your personal brand
- ▶ **Network and build relationships – your personal** 

Choose to be VISIBLE

- ▶ Develop a networking strategy
 - ▶ Set networking goals – Be intentional – Be purposeful – Be prepared
 - ▶ Establish your “WHY” filter
 - ▶ Is the opportunity aligned with my goals?
 - ▶ Will my participation add value for me?
 - ▶ Will my participation add value to the other attendees?
 - ▶ Will the opportunity expand my network?
 - ▶ Will the opportunity strengthen my existing relationships?
 - ▶ Create a follow-up strategy
 - ▶ Build your network before you need it – Nurture it before you need it

Source: *Build Your Dream Network*

Choose to be VISIBLE

▶ **Networking activities (encounters)**

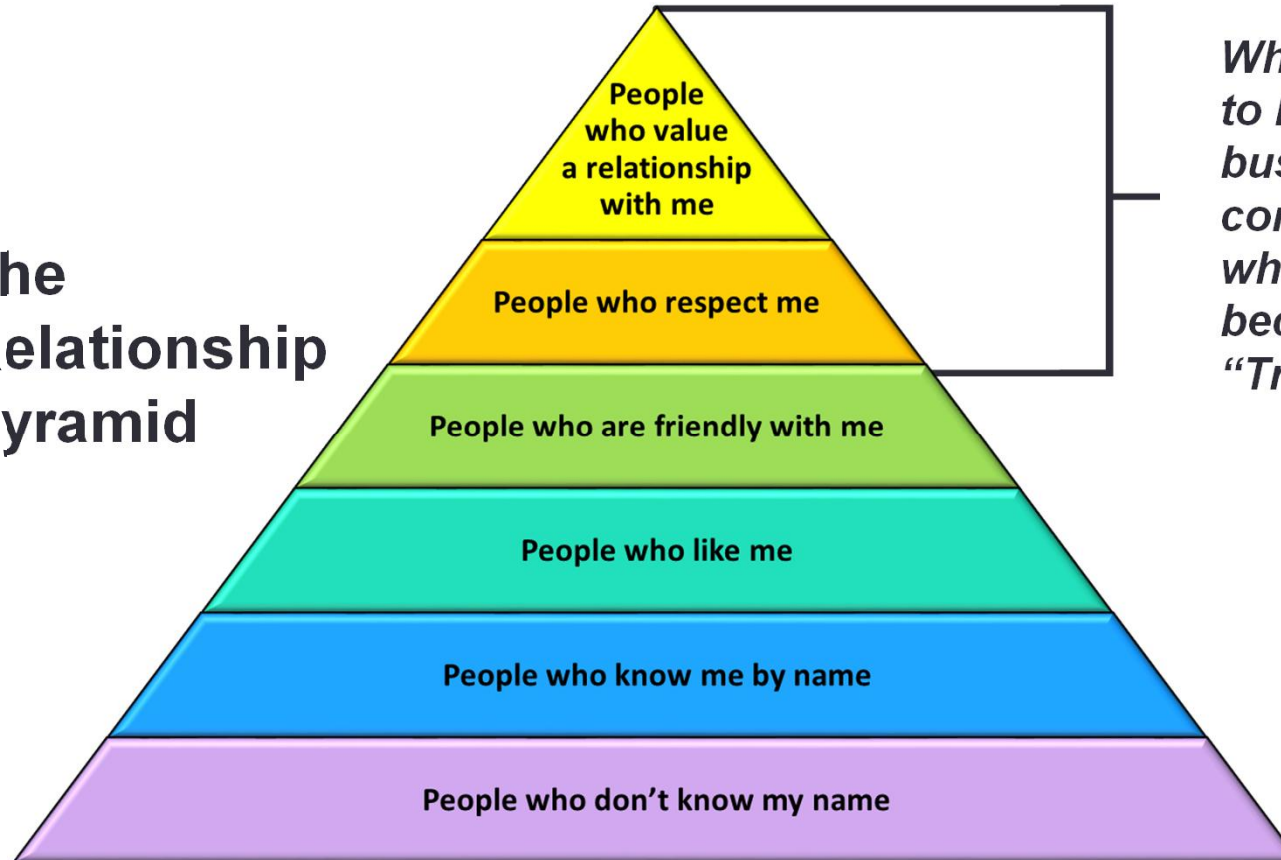
- ▶ Your headshot on a social media profile (skype)
- ▶ Your e-mail signature line
- ▶ The wording of your out-of-office auto response
- ▶ Your voicemail message
- ▶ Your profile on a website
- ▶ An update posted on your LinkedIn profile
- ▶ Participating in a Twitter chat
- ▶ Going to the break room
- ▶ Grabbing a coffee
- ▶ Sharing a cab (Uber)
- ▶ Elevator ride

Any situation that involves interaction with other people poses an opportunity for expanding your network

Source: Build Your Dream Network

Choose to be VISIBLE

The Relationship Pyramid



Where you want to be with key business contacts. This is where you become a "Trusted Advisor"

Source: *The Relationship Edge*

4 key behaviors to be successful

1. Choose to be visible

2. Choose to be easy

Choose to be EASY

- ▶ **Be open to new information – Being persuaded**

Choose to be EASY

- ▶ Be open to new information – Being persuaded
- ▶ **Be people flexible – Diversity and Inclusion**

While I'm trying to find ways to get along with people, what can I do to make it easier for people to get along with me?

Choose to be EASY

- ▶ Be open to new information – Being persuaded
- ▶ Be people flexible – Diversity and Inclusion
- ▶ **Be consistent and manage emotions**

Don't get mad, get even

Choose to be EASY

- ▶ Be open to new information – Being persuaded
- ▶ Be people flexible – Diversity and Inclusion
- ▶ **Be consistent and manage emotions**

Don't get mad, get even-tempered!

Choose to be EASY

- ▶ Be open to new information – Being persuaded
- ▶ Be people flexible – Diversity and Inclusion
- ▶ Be consistent and manage emotions
- ▶ **Understand that not everything that happens to you is about you – Egocentric bias**

4 key behaviors to be successful

1. Choose to be visible

2. Choose to be easy

3. Choose to be useful

Choose to be USEFUL

- ▶ **Understand your manager's goals**

Choose to be USEFUL

- ▶ Understand your manager's goals
- ▶ **Be the team player everyone wants to work with**

4 key behaviors to be successful

1. Choose to be visible

2. Choose to be easy

3. Choose to be useful

4. Choose to be ready

Choose to be READY

- ▶ Develop a day-to-day mindset that keeps you prepared for any outcome
- ▶ Stay uncomfortable
- ▶ Pay attention to what your peers are doing
- ▶ Treat everyday like you're on a job interview
- ▶ Never stop learning – know what you need to know BEFORE you need to know it

Choose to be READY

Never stop learning – take ownership of your professional development

Asher's Hierarchy of Lifelong Learning Actualization <i>Which of the following descriptions can be applied to you?</i>	
6	Anticipator of skills needed by society as a whole
5	Anticipator of skills needed to advance to the next level in the company
4	Active initiator of training and skills development inside and outside the company
3	Active initiator of training and skills development inside the company
2	Passive recipient of training, only when directed by others
1	Person who refuses to learn new skills

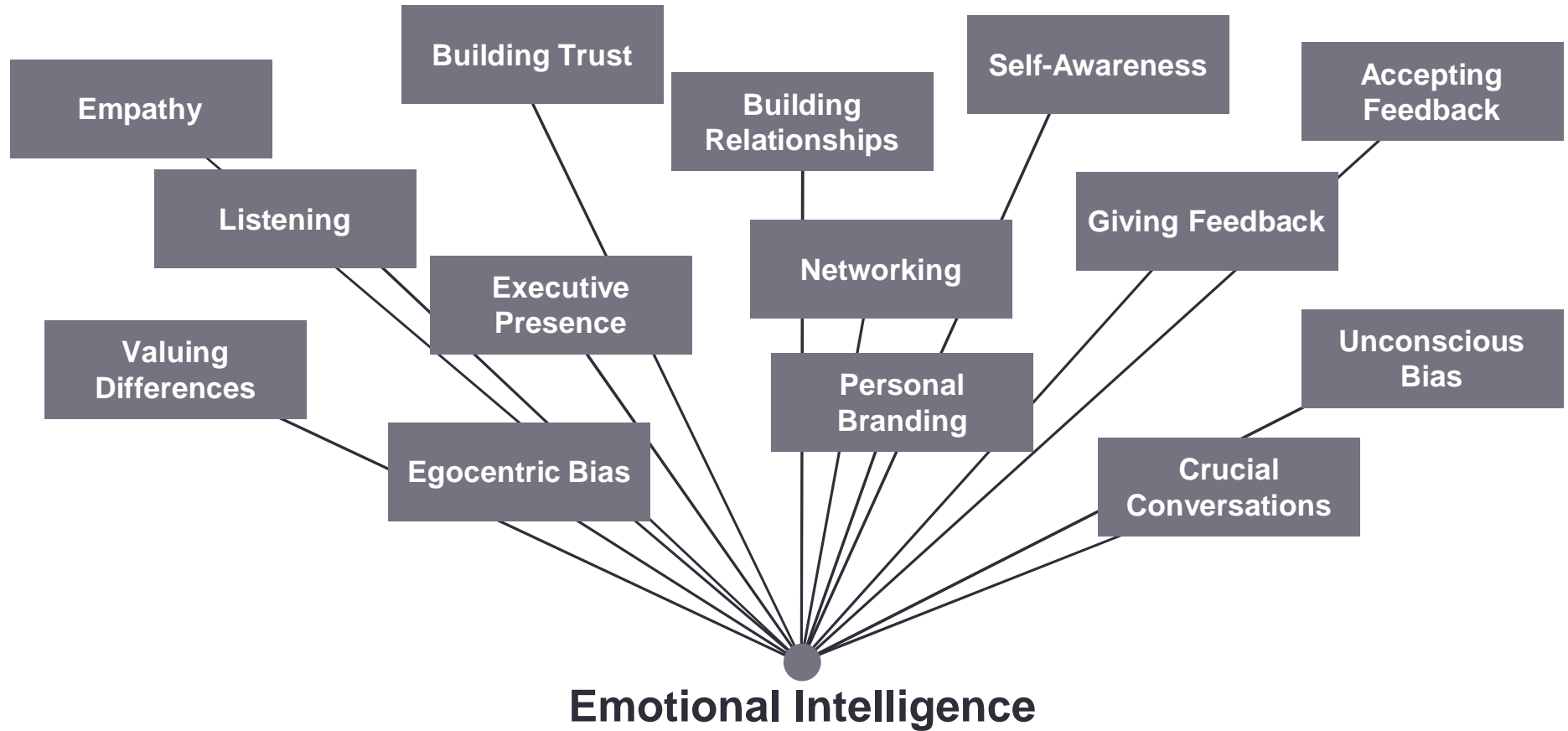
Source: *Who Gets Promoted* – Donald Asher

Soft skills development plan

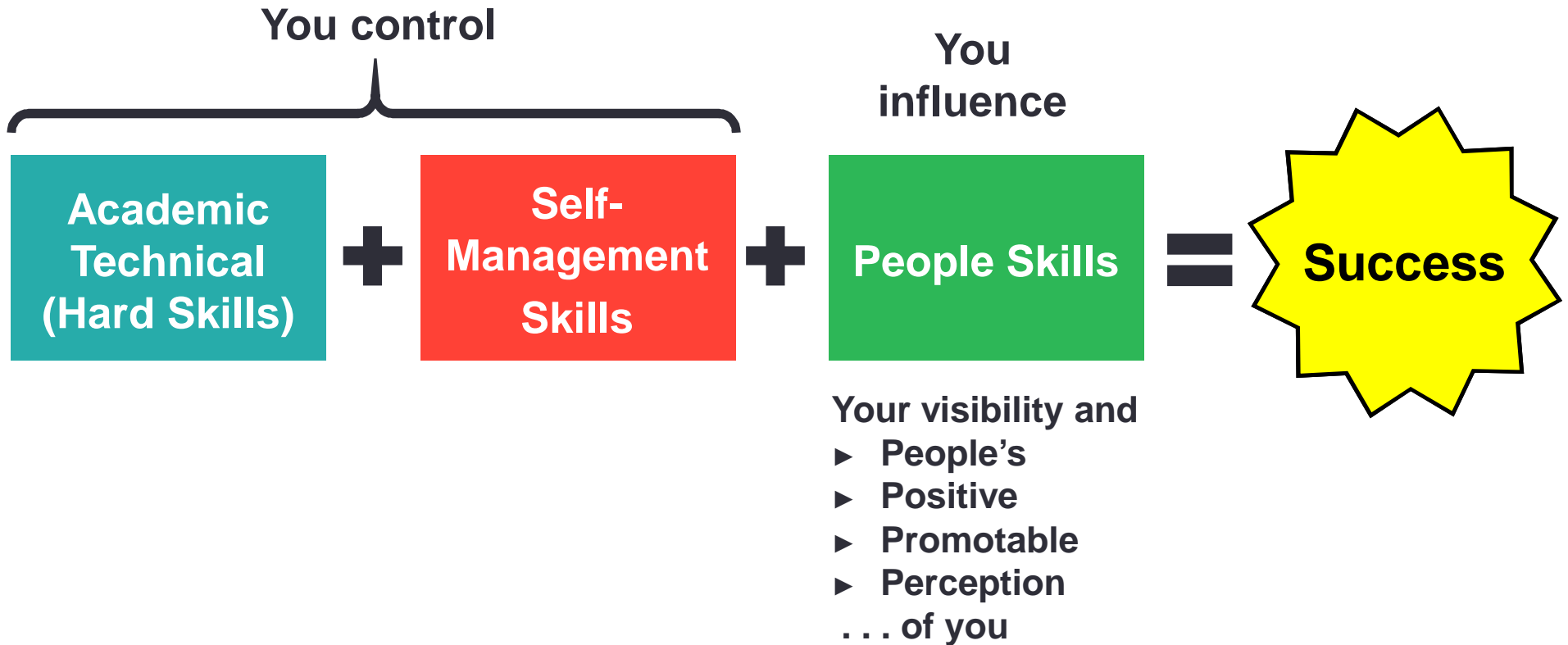
- ▶ Read up – Understand the importance and benefits (soft skills inventory)
- ▶ Prioritize – choose 1-2 self management and 1-2 people skills (start small)
- ▶ Know why – write down 3-5 benefits you will experience in your career; write down 3-5 pains you will experience in your career
- ▶ Make a commitment to practice – be patient
- ▶ Find a supporter (mentor)

Source: Lei Han – Career Strategist

All learning has an “Emotional Base” ~ Plato



An equation for success



Thank you!

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“Go from Good to Great, from Great to Exceptional!
It’s all about the Soft Skills.”

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