

SMART SKILLS™ :

Key Skills for Leading With or Without a Title

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Emotional Intelligence

High Level Communication

Stress & Change Management

Interest Based Negotiation

Appreciative Inquiry

Influence With Impact



JUST HOW CRUCIAL IS IT FOR TODAY'S BUSINESS LEADERS TO POSSESS SMART SKILLS?

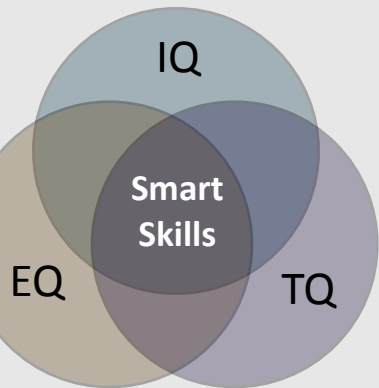
Traditionally, skill development in most companies has been largely limited to various "technical; skills" with a smattering of management and leadership training mixed in. In most industries, the technical knowledge required to be successful gets more attention, is more highly thought of and is easier to justify from an expense point of view.

With the usual approach to promotion, people with the best grasp of the technical issues and the business get moved into management positions without ever asking the question, "what skills are really required to be an effective manager"?

In many cases they progress into higher positions throughout their careers and some even end up in top management without ever having a real look at their non-technical skill set.

IQ + TQ + EQ = SMART SKILLS?

With "Smart Skills", we have taken the approach that, while technical skills are important and indeed essential for success, they represent only one suite of skills required to become a fully effective employee, manager, program/project manager, and leader.



ASSESSING YOUR SMART SKILLS

An assessment and a blending of people's IQ (Intellect Quotient), TQ (Technical Quotient) and EQ (Emotional Quotient) are required to fully define the skills necessary to fill any given position in a business enterprise.

Once assessed, individuals can craft a personal development program that addresses the skill areas that are in need of improvement. This same exercise highlights the individual's "natural talents" and helps them focus on areas within the business enterprise where their skills and talents are best suited.

Traditionally, these so-called "soft skills" have been denigrated by many technical people and seen as "touchy, feely". Given the obvious bias against this skill area, it is easy to understand why many shy away from skill building in this area. Usually, introspection, self-examination and revealing of one's limitations and/or weaknesses accompanies this work. People not wanting to appear weak or vulnerable resist these areas and, to be fair, many trainers and human resource professionals have not made an effective case as to why these crucial areas need to be developed.

When we looked at this situation from a strategic point of view, it became clear that we needed a different approach -- hence "Smart Skills".

Initially we identified six specific areas that could help managers and non-managers alike become more effective in their jobs, their careers and their lives. In collaboration with our clients we continue to identify new areas for development under the banner of Smart Skills.

EMOTIONAL
INTELLIGENCE



HIGH LEVEL
COMMUNICATION



INFLUENCE
WITH IMPACT



INTEREST BASED
NEGOTIATIONS



STRESS &
CHANGE
MANAGEMENT



APPRECIATIVE
INQUIRY



Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions in ourselves and in our relationships.



Developing your capacity to recognize and manage your own emotions and to react appropriately to the emotions of others is key to relationship building and business success.

Managing interpersonal conflicts and redirecting inappropriate energy is also essential to managing relationships. Understanding yourself and developing the capacity to "catch" yourself before being seduced into a disagreement or argument is key to high Emotional Intelligence.

Similarly, having the capacity to observe and "read" other's emotions is a key skill. When highly developed, this skill can allow an individual to defuse a potentially volatile situation before it actually begins.

Having the foundation of Emotional Intelligence, we then looked at what many people must do regularly at work to be successful. We identified the ability to Influence With Impact as a required skill in both management and non-management positions.



Influencing is defined as the act or power of producing an effect without apparent exertion of force or direct exercise of command. Also, it is defined as the power or capacity of causing an effect in indirect or intangible ways.

This ability to influence others, be they our managers, our direct reports, our peers or others in the organization is key to success. In other words, being able to "make your case effectively" is an important skill. With the foundation of Emotional Intelligence and learned influencing skills, people can then begin to add other, more structured relationship skills.

When looking at how many times people must "negotiate" with others at work, we decided on adopting a negotiating technology called "Interest based Negotiations" from the well-known book *Getting to Yes*, first published in 1981 by Roger Fisher and William Ury.

Influence: the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself

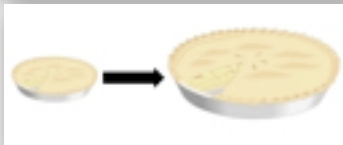


Interest Based Negotiations represents a much more effective way to negotiate conflicting positions as the techniques are based on expanding the mutual interests of the parties as opposed to the traditional Win/Lose model of position based negotiations.

Managers and non-managers find these techniques extremely valuable as they allow them to gracefully navigate many of the difficult situations in which they find themselves when dealing both inside and outside their groups.

Interest Based Negotiations helps facilitate conflict resolution, builds collaboration and tends to temper human emotions in negotiating for mutual gain.

In traditional negotiating, people tend to argue their "positions" in an adversarial fashion looking for the "win" while in Interest Based Negotiations, the goal is to "make the pie bigger" in order for all parties to get enough of what they want and need to be satisfied. Interest Based Negotiations usually does not have the less than satisfying feeling that comes from "compromise" in traditional negotiations.



Another foundational piece to managing relationships is High Level Communications. While there are a plethora of communications related training resources available (and most people have had at least one) we believe that reinforcement is necessary.

"High Level Communications" focuses on improving one's ability to communicate effectively in today's complex business environment.

Many organizations operate "virtually" and therefore communication is even more difficult.

New barriers to effective communications have emerged and while the traditional ones still exist -- now there are even more. Multi tasking (text, email, IM, mute buttons) now serves to further complicate the job of communicating effectively. People need to be more aware of the barriers and their habits that may be contributing to them. Developing effective listening skills amid all the distractions and using influence and persuasive communications throughout any organization is key to achieving business goals.

Communication: a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior <the function of pheromones in insect communication>; also : exchange of information



With all of this chaos facing workers at all levels, it would have been imprudent not to include "Stress and Change Management" in the Smart Skills suite.



The ability to effectively manage stress and change is a basic survival skill today. The physical and emotional costs of our 24 X 7 X 365 work world is taking an ever-increasing toll on our physical and emotional well being. The use of and indeed over use of technology only adds to the feeling that people never really *leave* work. This over active world demands our attention to an ever-growing list of things from work to home to family to community.



Stress comes at us from all angles. There is global stress such as war, global recession and threats to our way of life. There is national stress from our sluggish economy to the political upheaval in Washington DC. There is regional stress with States near bankruptcy and cutting thousands of jobs and local stress with municipalities actually filing for bankruptcy.

Add to this all of the stress that everyday life brings us and it is obvious that skill building in this critical area is mandatory.



Finally, a better way to approach success paths for everyone seemed prudent so we included "Appreciative Inquiry" in our first six "Smart Skills".

Appreciative Inquiry was adapted from work done by earlier action research theorists and practitioners and further developed by David Cooperrider of Case Western Reserve University and Suresh Srivastva in the 1980s. Cooperrider and Srivastva say that an *organization is a miracle to be embraced rather than a problem to be solved.*

Appreciative Inquiry is a technique for deliberately seeking to discover people's exceptionalities – their unique gifts, strengths, and qualities. It actively searches and recognizes people for their specialties – their essential contributions and achievements. Appreciative Inquiry explores various ways to build relationships, ask great questions and surface the best possible solutions to problems and challenges, as opposed to focusing on what is "wrong" in a particular situation.

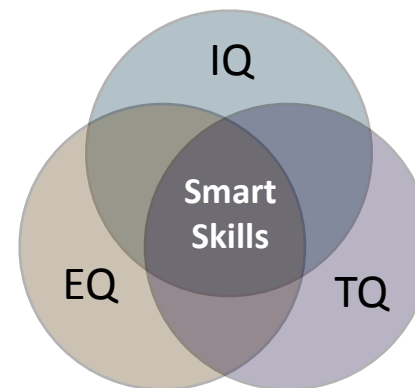
Appreciative Inquiry looks at what could be "right" and what may be possible in that same situation. Examining what has been successful, what has sustained an organization and what is required to take it forward from the Appreciative Inquiry perspective is an amazingly powerful way to work. People become more energized and committed. They literally feel and, indeed, are more successful when using these techniques and technologies.



People learn how to approach solution finding instead of problem solving and learn to think differently about both simple and complex issues. Organizations take on an entirely different "feeling" when using Appreciative Inquiry and the other Smart Skills. They literally transform their daily work habits and therefore the culture of the work team, department or the entire company.

SMART SKILLS

Emotional Intelligence
Influencing With Impact
Interest Based Negotiations
High Level Communications
Stress and Change Management
Appreciative Inquiry



Think about a formula that combines all three levels enhanced by Smart Skills learning --- IQ + EQ +TQ = Lifelong Success.

ABOUT GLOWAN CONSULTING GROUP

The Glowan Consulting Group is in the business of transforming individuals and organizations utilizing its L3 leadership development and executive coaching activities. Our network of experienced business professionals are skilled not only in all facets of developing leaders and managers, but also in operating businesses and preparing organizations to gain competitive advantage in the rapidly changing global environment.

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For more information on Glowan's Smart Skills, Total Life Leadership and L3 Programs, visit www.glowan.com.