

On strengthening your soft skills

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Today firms need to hire executives who are able to motivate diverse, tech savvy, and global workforces.

It is getting harder and less prudent to rely on traditional indicators of managerial potential.

When we say social skills, we mean a high level of self awareness, the ability to listen and communicate well, a facility for working with different groups of people.

Social skills are particularly important where productivity hinges on effective communication

The two main chief reasons of change are form size and complexity and information processing technologies.

**As more tasks are entrusted to technology,
workers with superior social skills will be in
demand at all levels.**

Companies appreciate the need for better social skills, but they have made little progress.

Boards now need to evaluate social skills of the management team as a whole and not just the CEO.

A primary task of leadership is to direct attention. To do so, leaders must learn to focus on their own attention.

A leaders focus must be on focusing on yourself, focusing on others and focusing on the wider world.

To be authentic is to be the same person to others as you are to yourself.

Leaders who are used to giving more input than receiving may find this to be a bit tricky, i.e being authentic.

Being open to input does not mean people will provide it.

An inquisitive nature feeds cognitive empathy

Emotional empathy is important for effective mentoring

Research shows that as people rise through the ranks and gain power, their ability to perceive and maintain personal connections tends to suffer.

The longer it takes for person A to respond to person B, the more relative power A has.

Bosses usually leave many e mails unanswered, this is a sign of showing power.

Leaders with a strong outward focus are good listeners and and also good questioners.

When information and data is commonly available, new value arises by outing ideas together in novel ways and asking smart questions to realize untapped potential.

**In a recent survey of 150 CEOs, over 80 %
recognized empathy as key to success.**

What are an organizations ideals and what are its social norms?

In any clash, norms will prevail while people will mouth ideals.

When we want to learn something, we need to focus on the benefits and not the challenges.

Kids are relentless learners. Great learners retain this childhood drive.

Once we are excellent at something, we rarely want to go back to being not good at others.

Few of us enjoy asking for help

In US 70 % of people were uncomfortable raising an issue with the boss when it was important.

When deciding to peak up, most employees think about themselves.

Managers feel 30 % less threatened when employees speak with them one on one as opposed to raising thorny issues in front of others.

Americans place value on clear, simple communication, but while giving feedback they tend to wrap 3 positives to one negative. This creates confusion in employees when they deal with Americans.

The act of providing advice seems powerful to people.

The 3 As of feedback are

assist

actionable

ask for feedback

**We listen to protect, to accept or reject and
to co create**

Change efforts of any kind require time and energy.

It takes 18 to 254 days to form a new habit.

The voice of character and the voice of context are important for any leader.