

2019 RAISING THE BAR CONFERENCE

SOFT SKILLS TRAINING FOR EMERGING LEADERS

Erica N. Reed, LCSW-C

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SOFT SKILLS TRAINING FOR EMERGING LEADERS

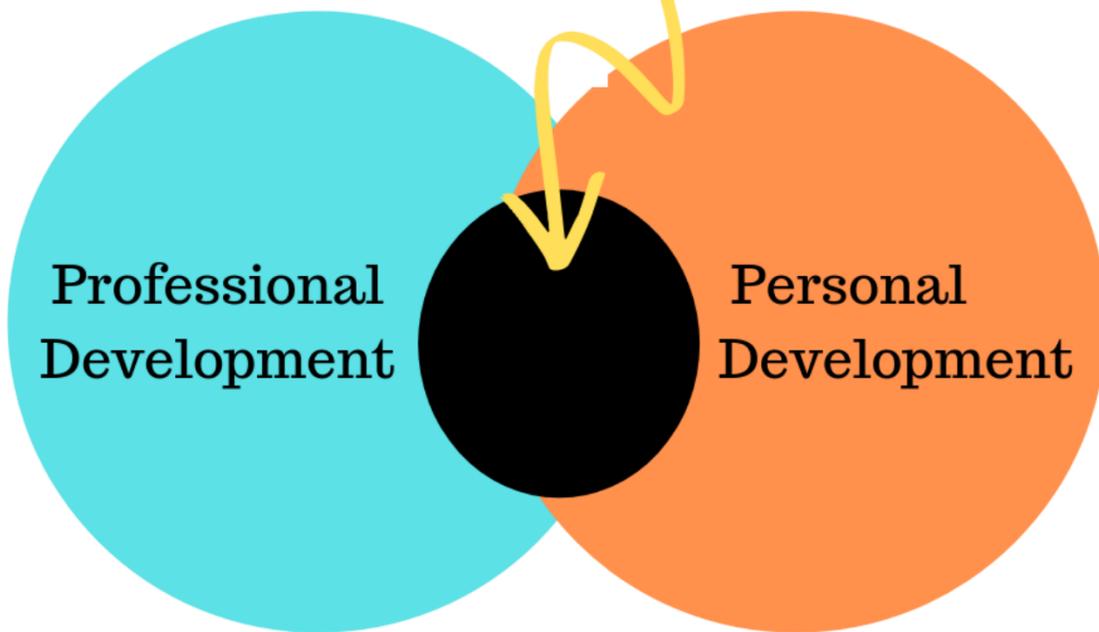
bit.ly/workforcesoftskills

ERICA N. REED, LCSW-C

Psychotherapist
Corporate Trainer
Coaching
Keynote Speaker
College Professor
Expert Court Witness



Your Success



TRAINING TOPICS INCLUDE:

Mental Health Awareness

Stress Management and Self-Care

Trauma Informed Care

Faith and Mental Health

Emotional Intelligence

Improving Communication and Collaboration

Conflict Management

Leadership Development

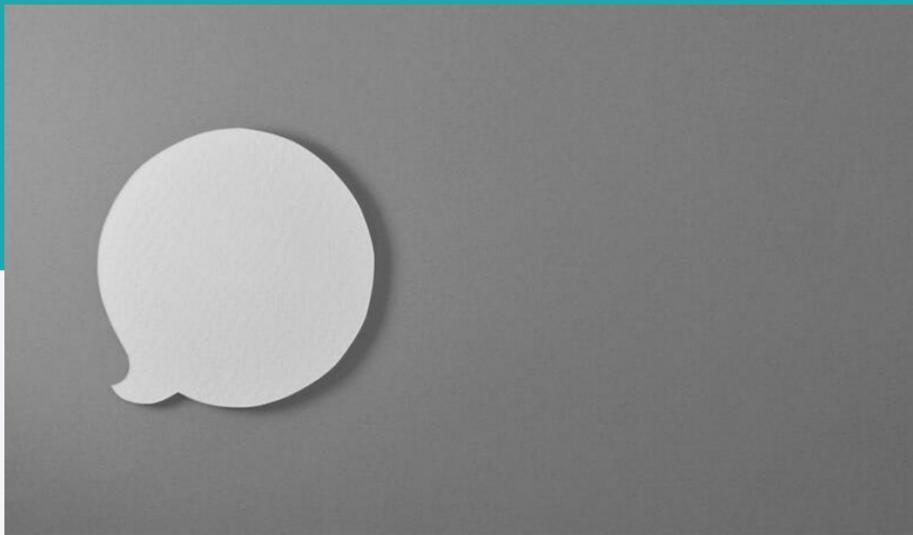
Coaching Techniques for Leaders



- ✔ Learn effective communication strategies utilizing empathy, reflective listening, and message design
- ✔ Learn strategies to effectively address the unique challenges of a multigenerational workforce
- ✔ Learn coaching strategies designed to increase collaboration, solution focused mindset, and goal development

LEARNING OBJECTIVES

86% of employees and executives cite lack of collaboration or ineffective communication for workplace failures



COMMUNICATION



COLLABORATION

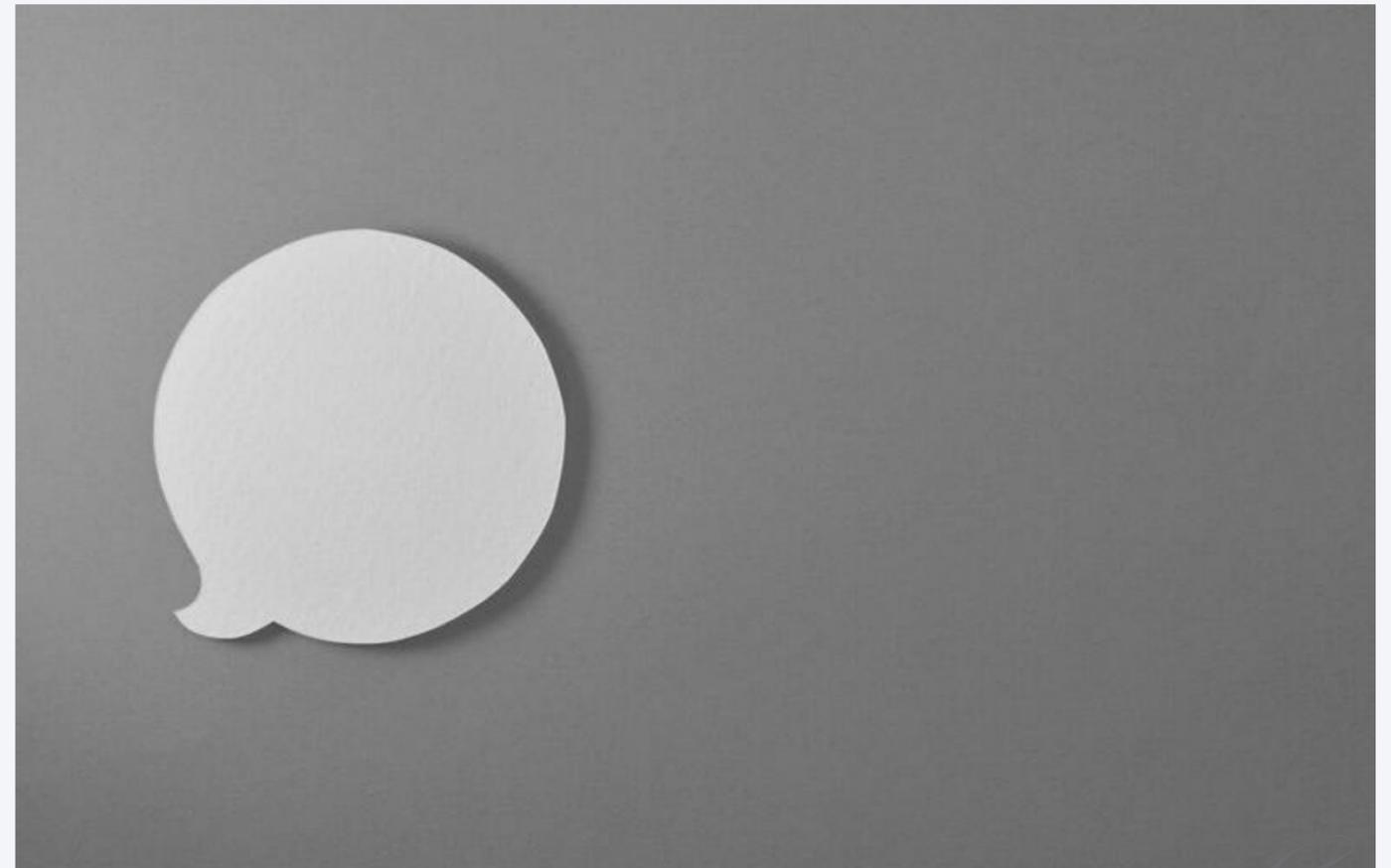


COACHING



COMMUNICATION

- what you say and how you say it
- verbal and non-verbal
- a skill set that requires continuous training, practice, and evaluation
- drives effectiveness of team
- backbone of employee engagement



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*Poor
Communication*



high levels of tension and conflict
silos are established
ideas are not effectively shared with others
stagnation, toxicity and decreased productivity
poor growth
limited creativity

COLLABORATION

- managers and staff are encouraged to work together
- better use of resources, knowledge, time and effort
- everyone is in alignment with the success of the organization
- staff feels personally invested in serving the needs of its customers
- all parties cheer successes
- look for solutions



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*Poor
collaboration*



protected boundaries
little tolerance for differences
"stay in my lane" and "none of my business"
minimal accountability
delays in project completion
higher turnover

COACHING

Coaching is a series of meaningful conversations resulting in actions that create shared success.

Robyn Clark, BPI Group



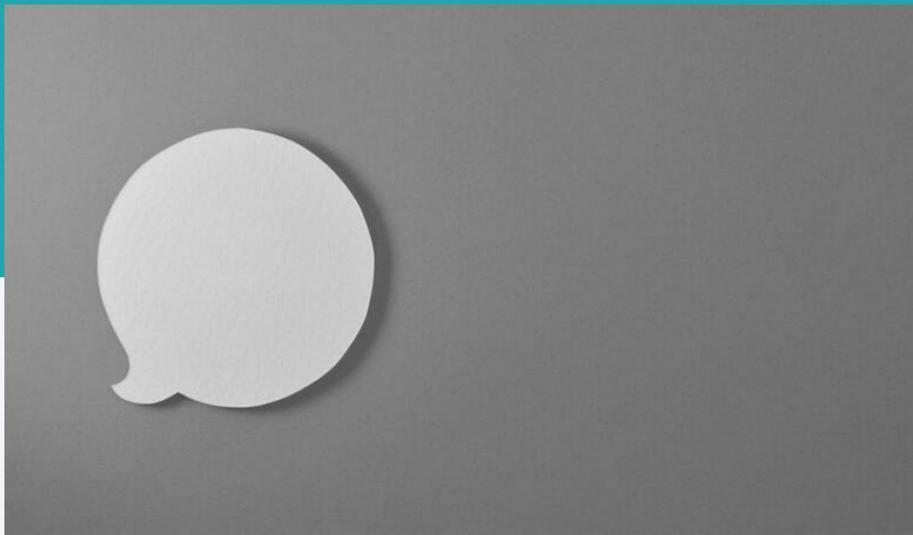
COACHING

Coaching is a **series** of **meaningful** conversations resulting in **actions** that create **shared success**.

Robyn Clark, BPI Group



EMOTIONAL INTELLIGENCE



COMMUNICATION



COLLABORATION



COACHING

Having self-awareness and empathy are critical to managing a successful team or organization. When you are self-aware, you know how you feel and how your emotions and actions impact those around you.

Leaders with empathy are more effective in developing the people on their team, challenging others for performance improvement, giving constructive feedback, and listening to those who need it.

Leaders who have high EQ and good coaching skills are also good at managing change and resolving conflicts diplomatically.

PepsiCo generated 10% more productivity, 87% less turnover and over 1000% return on investment by recruiting emotionally intelligent managers.

**EMOTIONAL INTELLIGENCE IS THE
STRONGEST PREDICTOR OF
PERFORMANCE.**

**90% OF TOP PERFORMERS ARE
ALSO HIGH IN EMOTIONAL
INTELLIGENCE**



What is Emotional Intelligence?



**Emotional intelligence is the
ability to recognize and
manage emotions in yourself
and in others.**



SELF AWARENESS

Your ability to accurately perceive your own emotions in the moment

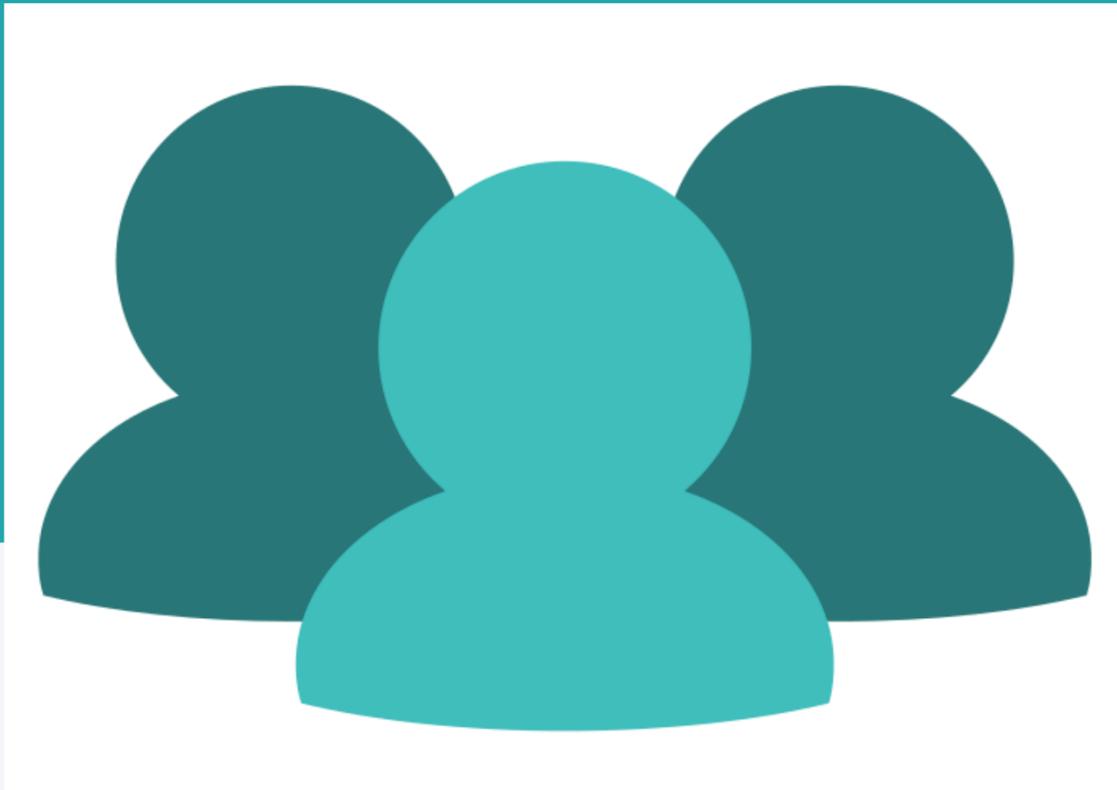
Understanding your tendencies across situations



SELF MANAGEMENT

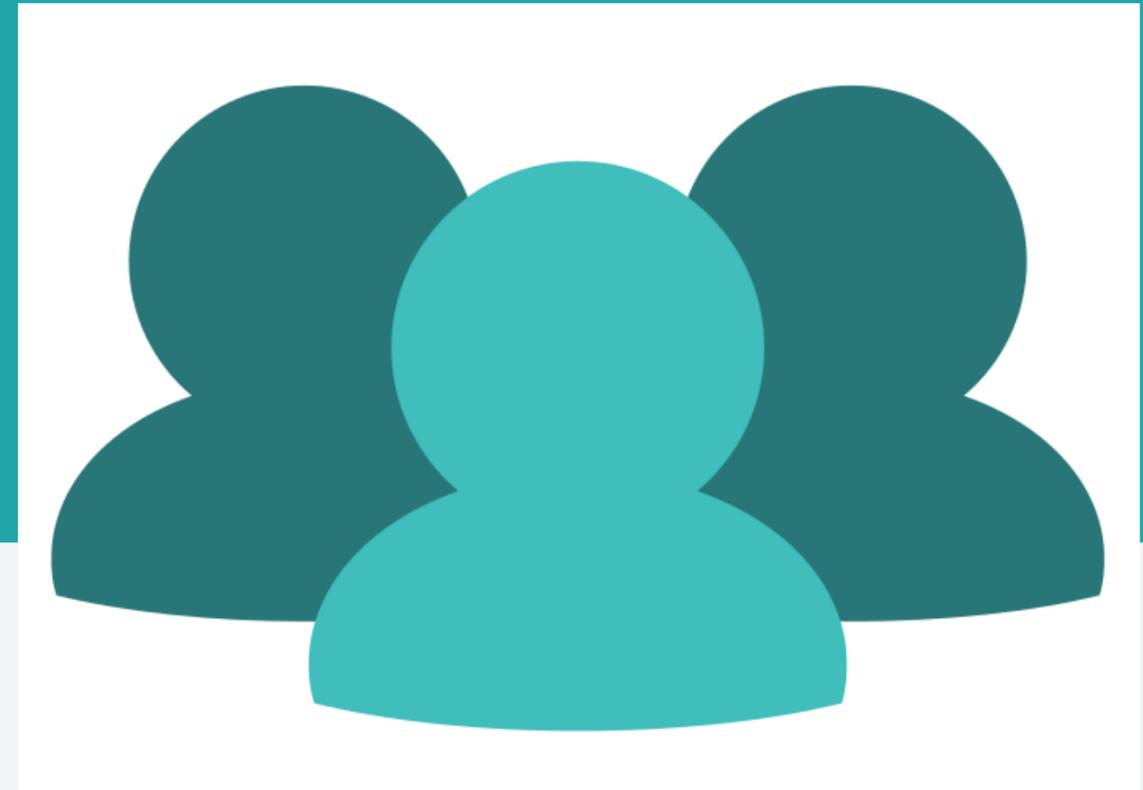
Ability to use your awareness of your emotions to stay flexible and direct your behavior positively

Managing your emotional reactions to situations and people



SOCIAL AWARENESS

Ability to accurately pick up on emotions in other people and understand what is really going on with them..... even if you do not feel the same way



RELATIONSHIP MANAGEMENT

Key to Leadership Development
Communication
Collaboration
Coaching

RELATIONSHIP MANAGEMENT



Ability to use your awareness of your own emotions to manage interactions successfully



Ability to use your awareness of the emotions of others to manage interactions successfully



poor RELATIONSHIP MANAGEMENT

- ➔ Passively avoids problems
- ➔ Lack skills to give and receive constructive criticism
- ➔ Not able to manage your anger and frustration
- ➔ Projection and Displacement





**Why is Emotional Intelligence
necessary in today's workforce?**





“If you can handle people’s diversity — people of a different age, different personalities, or educational backgrounds, for example — and you can handle the conflict that comes with that, you will be the highest paid, most valuable employee in the company.”

Soulaima Gourani

The background is a solid teal color. In the upper center, there is a faint, light-colored thought bubble containing a glowing lightbulb. Several faint, hand-drawn circles of varying sizes are scattered across the background, some overlapping the thought bubble.

STRATEGIES
FOR
COLLABORATION,
COMMUNICATION AND
COACHING

Strategies for the New "C-Suite"

1

Developing the right mindset

Manager → IQ

- Creates a **goal**
- Maintain status quo
- Control risks
- Short term thinking
- Rely on existing skills
- Build systems and processes

DIRECT

Leader → EQ

- Creates a **vision**
- Are change agents
- Take risks
- Long term thinking
- Engaged in personal and professional dev
- Build relationships

COACH

LEADER MINDSET

As a Manager it's not enough to just know how to do **"your job"**. You also have to effectively **communicate** with your team and serve as a **leader** to provide them the **support** and **guidance** so they can do **"their job"**.

Strategies for the New "C-Suite"

2

**Identifying and building on
individual strengths**

Addressing the unique needs of your employees allows them to feel understood, validated, appreciated and supported.



Build on strengths

- Get to know each other
- Believe in the potential of others
- Personal and professional development
- Assessments and surveys



EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>People with dominant Executing themes know how to make things happen.</p>	<p>People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.</p>	<p>People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.</p>	<p>People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.</p>
<p>Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative</p>	<p>Activator Command Communication Competition Maximizer Self-Assurance Significance Woo</p>	<p>Adaptability Connectedness Developer Empathy ← Harmony Includer Individualization ← Positivity Relator ←</p>	<p>Analytical Context Futuristic Ideation Input Intellection ← Learner Strategic ←</p>

Strategies for the New "C-Suite"

3

**Create and nurture mentoring
relationships**

Mentoring relationships

- Cross training
- Sharing of weekly projects
- Scheduled brainstorming
- Culture shift that values creativity
- Partnering across generations
- Affinity groups



Strategies for the New "C-Suite"

4

Asking the right questions

Using questions instead of statements can help managers avoid triggering emotional hijacks in others.

Laura Wilcox
Harvard Business School

WHAT?

ESTABLISHING THE TOPIC

- Desired outcome
- Clarifying the goal
- Clear focus of the conversation

What do you want to achieve?

What is important to you?

What would you like to receive from our meeting today?

WHY?

IDENTIFYING THE MOTIVATION

- Connection to the goal
- Listen to understand needs and desires
- Clarify impact of behavior on situation
- Share the value they bring to the team

What would it feel like when you achieve it?

Why is important to you?

What would happen if you don't achieve it?

HOW?

ACTION PLAN

- Clear steps and time frame
- Clear roles and process
- Clear results and how to measure them

Who needs to be involved?

What steps have you taken so far?

What has worked for you so far?

WHY NOT?

CONTINGENCY PLAN

- Identify potential obstacles to outline solutions
- Possibilities for sabotage
- Avoid **why not** if not clear on **what**

What challenges have come up in the past?

How do you get in your own way?

What is the worst case scenerio?

Strategies for the New "C-Suite"

5

The view from the other side
of the desk

EMPATHY



Viewing from someone else's perspective.

Staying out of judgement and listening.

Recognizing emotion in another person that you have maybe felt before.

Communicating that you can recognize that emotion.



Letting go of the need to be
RIGHT
to embrace the possibility of
ALTERNATE
RIGHTS

Strategies for the New "C-Suite"

6

Message design

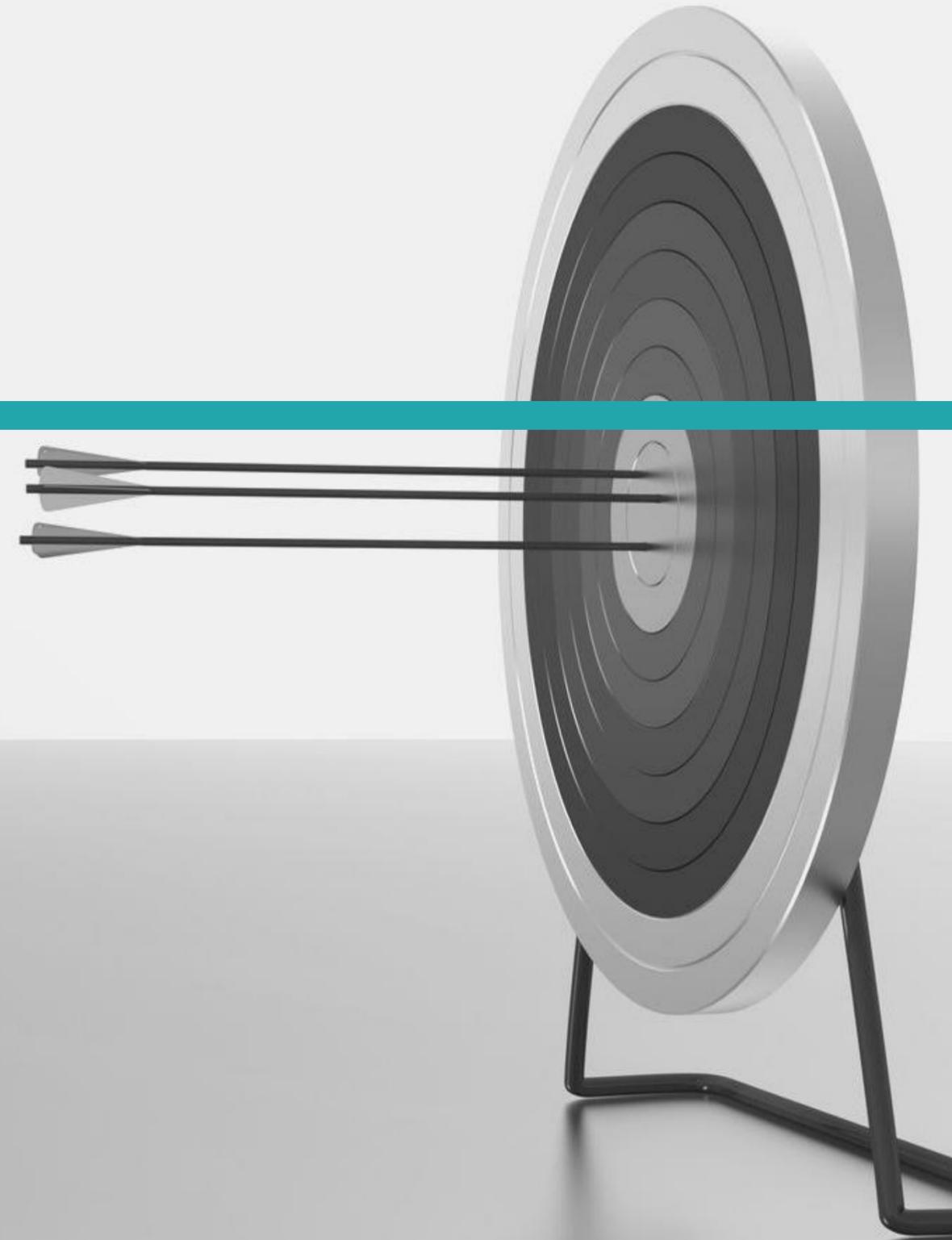
What is the goal of the conversation?

Performance

Spot (in the moment)

Development

Career



Message design

- View it in terms of bullet points
- Tailored to the receiver's learning style
- Affirmative vs negative language
- Be objective and specific, not emotional and opinionated

Strategies for the New "C-Suite"

7

**Stop avoiding and start
addressing issues**



What is your mindset?

- Self-awareness
- What are your thoughts and feelings about the conversation?
- Reframe to opportunity for positive change

Time and location



- Avoid catching them unaware
- Increases defensiveness and feeling attacked
- Not in the hallway or in front of others!

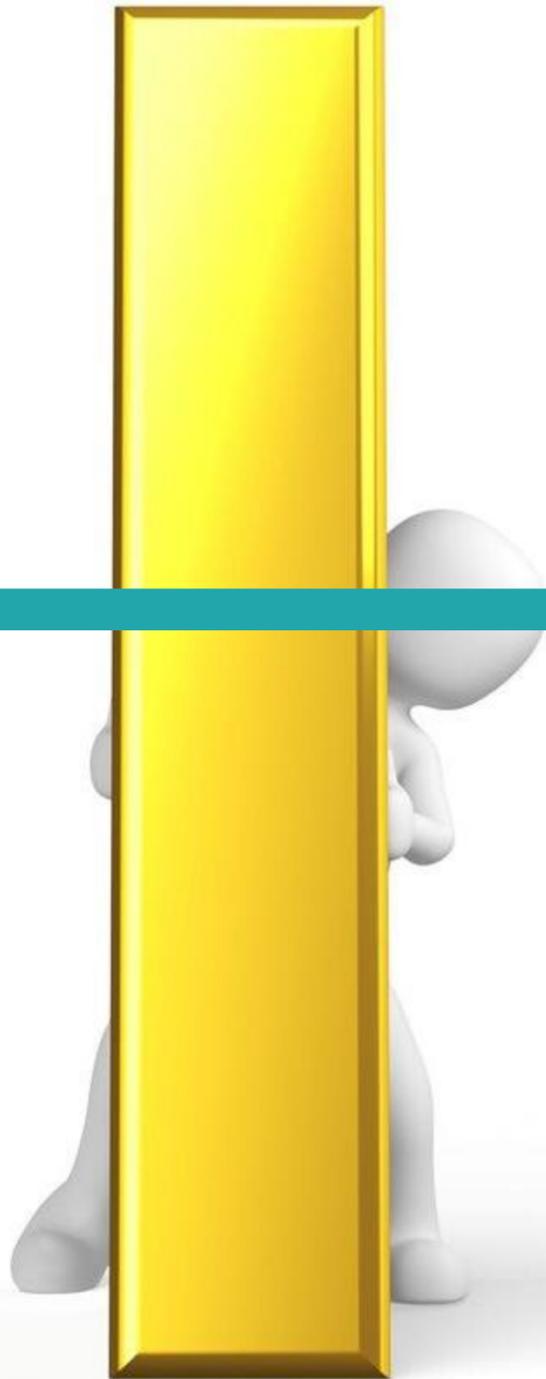
"I'd like to get on your calendar to speak with you about a few things. I'll send you a few options and you let me know which works best for you."



What is your non-verbal saying?

- Check your face and body
- What is their face and body saying?
- Open posture and pleasant expression

Words matter



- Positive language
- Objective information
- Avoid blaming
- Use "I" statements and minimal amounts of "You"



Solicit their thoughts

- Communicate that you value their thoughts and feelings
- Respond to them as a contributor and active participant to the conversation

"I'm curious what you think about what I've shared."

- Then use reflective statements



Connection and motivation

- Frame problem areas in terms of what progress/goals/accomplishments it's blocking employee from receiving
- Share how addressing the challenge is a great step to move them in the desired direction



Solution focused

- Create action plan together
- Clear and achievable tasks
- Communicate expectations and deadlines
- Set follow up appointment

Yes, again

- Ask their thoughts and feelings
- Express appreciation for their time and contribution to the conversation



You turned in your last three projects late. You act like you don't care about the deadlines that I set. When you turn your stuff in late it means that I turn my stuff in late which puts me in the cross hairs of my boss. It's time that you act like a team player.



SUMMARY

SOFT SKILLS

Communication
Collaboration
Coaching

EMOTIONAL INTELLIGENCE

Self-Awareness
Self Management
Social Awareness
Relationship Management

7 STRATEGIES

- Developing the right mindset
- Identifying and building on individual strengths
- Create and nurture mentoring relationships
- Asking the right question
- The view from the other side of the desk
- Message design
- Stop avoiding and start addressing issues

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bit.ly/workforcesoftskills



WHAT DO WE NEED TO....

-  **START DOING**
-  **STOP DOING**
-  **DO MORE OF**



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