

The Manager's Survival Guide to Coaching Employees with Poor Soft Skills

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Administration



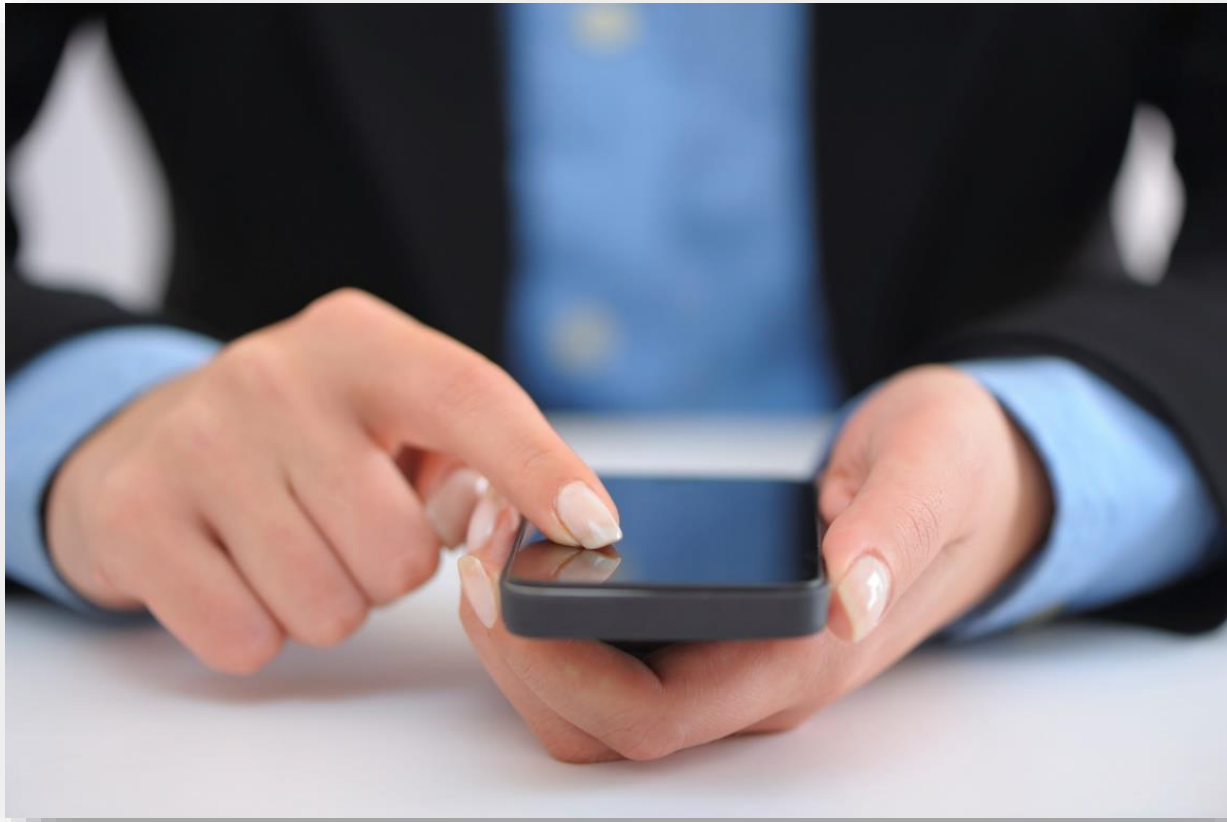
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About the Speaker



Daniel White

Organizational Development Consultant

Expertise in strategic planning, leadership development, and employee engagement

Experience teaching masters-level courses in organizational development

The Manager's Survival Guide to Coaching Employees with Poor Soft Skills

Learning Objectives

Identify soft-skills areas employees commonly struggle with and their significance

Understand the process and resources that can aid soft-skills coaching

Learn the potential roadblocks that can arise during the coaching process and how to get past them

Recognize common soft skills problems displayed by Millennials

WHAT ARE SOFT SKILLS?

What are soft skills?

Collaboration

Work ethic

Communication

Decision making

Emotional Intelligence

Respect for context

Conflict resolution

Problem solving

Adaptability

EMOTIONAL INTELLIGENCE

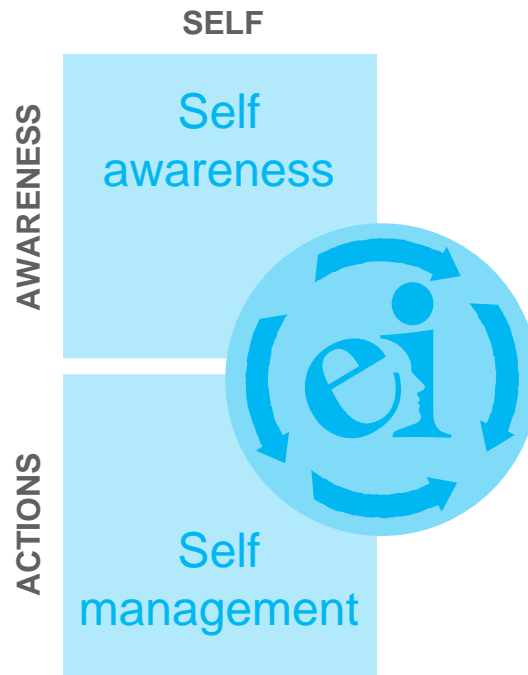
Emotional Intelligence

- Emotional self-awareness



Emotional Intelligence

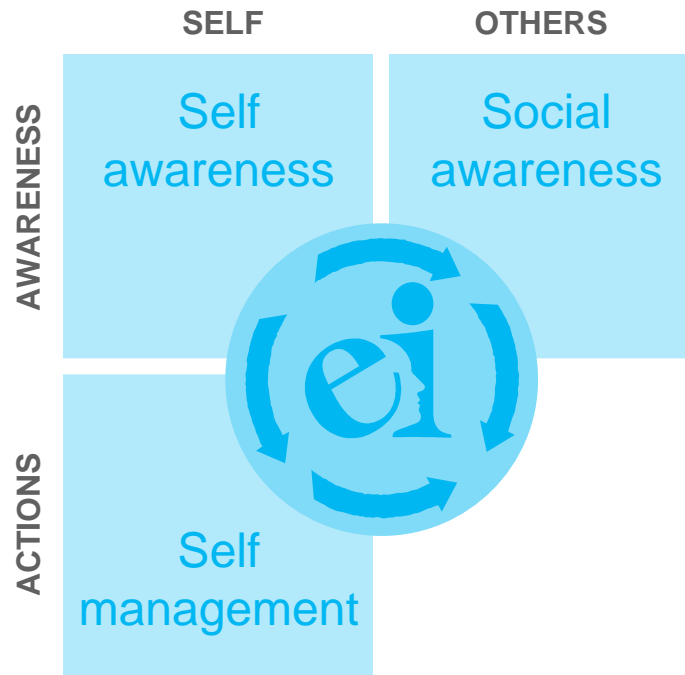
- Emotional self-awareness
- Emotional self-control
- Adaptability
- Achievement orientation
- Positive Outlook



Emotional Intelligence

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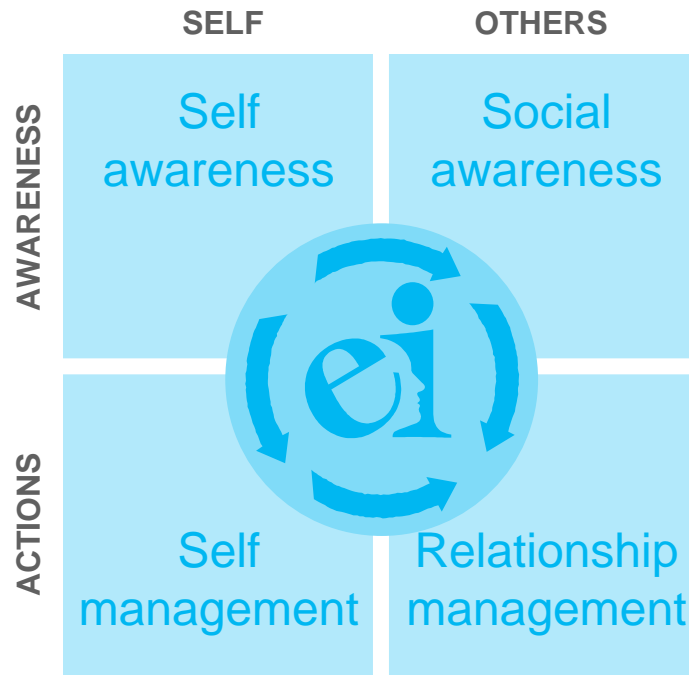


- Empathy
- Organizational awareness

Emotional Intelligence

- Emotional self-awareness

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive Outlook



- Empathy
- Organizational awareness

- Influence
- Inspirational leadership
- Coach and mentor
- Conflict management
- Teamwork

Positive impact on results/performance



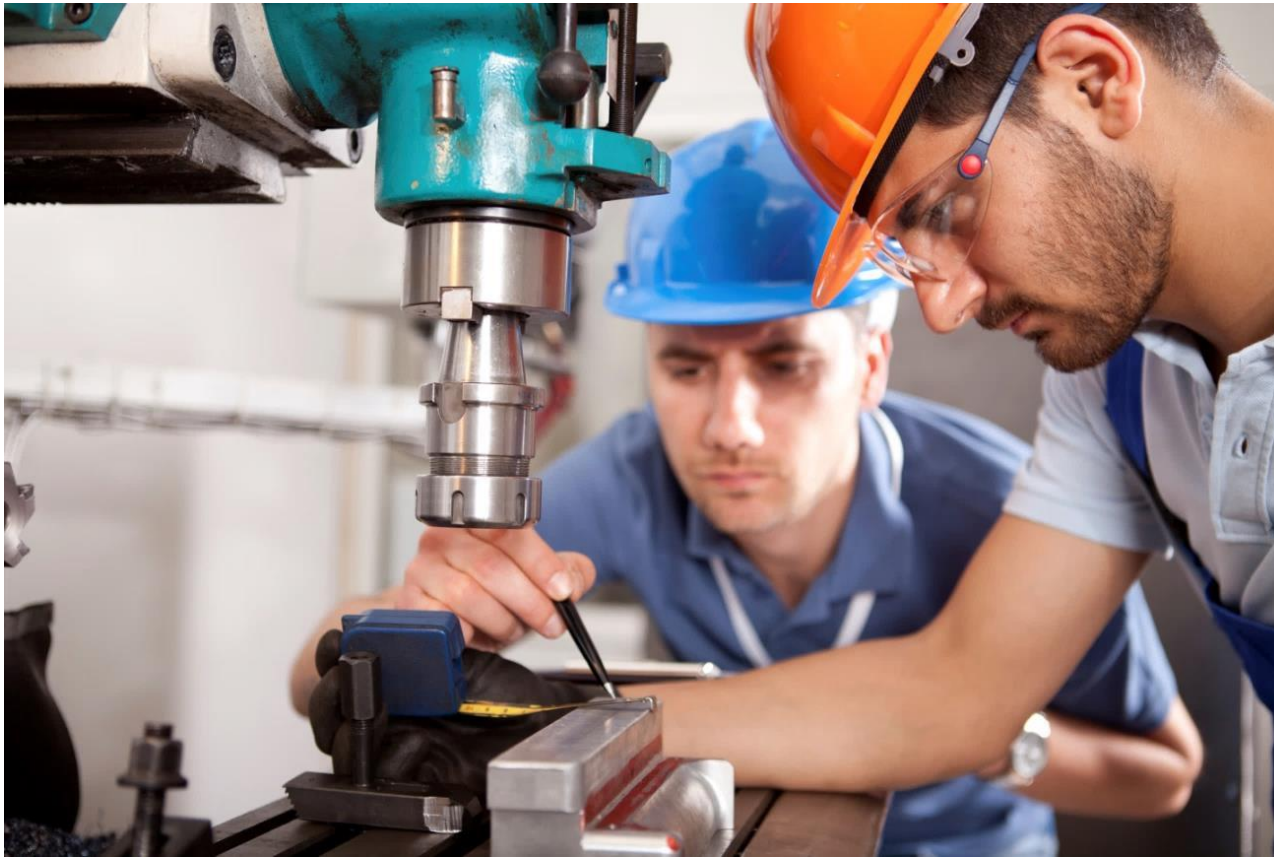
Important: Intelligence doesn't change;
but soft skills *can be improved*

Poll #1

WHY ARE SOFT SKILLS IMPORTANT?

The Cause of Poor Performance

It's usually not a lack of “technical skills.”



The Cause of Poor Performance

It's almost always the soft skills.



Why are Soft Skills Important?

Single biggest predictor of performance in the workplace

#1

Why are Soft Skills Important?

Accounts for 90% of the difference between star performers and average ones



Why are Soft Skills Important?

Accounts for 85% of financial success (only 15% is due to technical knowledge)

85%

Why are Soft Skills Important?

What effect can it have?

\$29,000 more per year!



WHO NEEDS TO IMPROVE SOFT SKILLS?

Problem Employees



High Potentials

Help your “stars” become even better!



Millennials



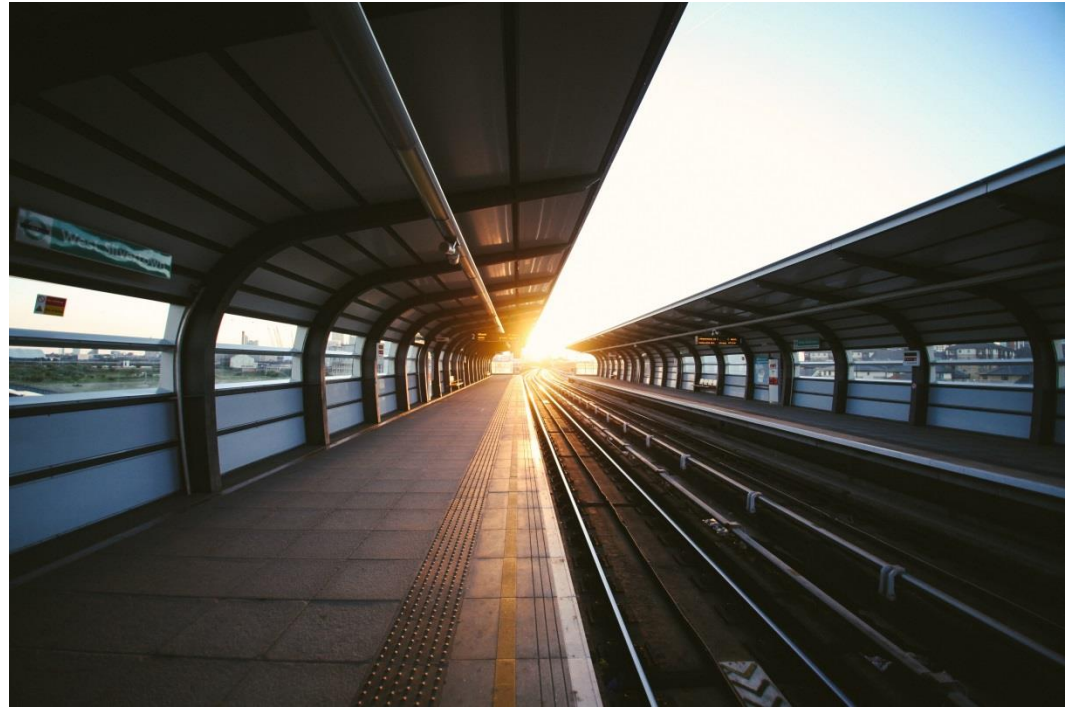


Poll #2

HOW CAN SOFT SKILLS BE IMPROVED?

How can soft skills be improved?

It is a **process**.



How can soft skills be improved?

Willingness
to Change

Evaluation

Self
Reflection

Goal
Setting

Education

Practice

IMPROVING SPECIFIC SOFT SKILLS

Work Ethic

Ability to show up on time, be ready to work, take initiative, follow-through, be productive



Work Ethic Improvement



Make aware of importance

Time log

Project Management: Take notes, checklists

<http://www.workethic.org>

Positive Attitude

Ability to convey a positive demeanor in one's expressions, actions, words and tone



Positive Attitude Improvement



Define expectations

Reflection

Shape environment

Self-Awareness

Ability to understand and identify one's own strengths, weaknesses, thoughts and emotions; and to leverage them



Self-Awareness Improvement



Self-evaluation/Reflection

Assessment

Measure

Personal Responsibility

Ability to stay focused on what can be controlled



Personal Responsibility Improvement



Covey's 7 Habits

Defining factors within control

Communication

Ability to effectively use words, tone and expressions to communicate.



Communication Improvement



Self-assess communication skills

Preparation

Practice

Conflict Resolution

Ability to engage in productive conflict when necessary



Conflict Resolution Improvement



Understand tendencies

“Fierce Conversations”

Adaptability

Ability to change based on the requirements of the current situation



Adaptability Improvement



Try something new

Improve a process

Create a changing environment

Proactive Learning

Ability to suspend judgement, keep an open mind, question one's own assumptions and proactively seek out information



Proactive Learning Improvement



Define expectations

Develop learning goals

Understand others' perspectives

Respect for Context

Ability to understand and adapt to the existing structure, rules, customs and leadership in an unfamiliar situation



Respect for Context Improvement



Define expectations

Describe rules, customs, structure

How do I fit? How do I adapt?

Teamwork

Ability to play whatever role is needed to support the larger mission; collaborating with others towards a common goal



Teamwork Improvement



Define expectations


Your role in relation to the mission

Review company structure



Poll #3

DEALING WITH POTENTIAL OUTCOMES




What if I have an employee who is
unaware of the need to change?

Unaware of Need to Change

Create desire for improvement

Get feedback from others



What if I have an employee
who is unwilling to change?

Unwilling to Change

Option #1: Manage around them.



Unwilling to Change


Option #2: Help them understand the urgency to change.



Unwilling to Change

Option #3: Let them go.





What if I have an employee who is
willing to change, but chooses the
wrong area to improve?

Wrong Area to Change


Option #1: Create positive momentum



Wrong Area to Change

Option #2: Have the difficult conversation





What if I have an employee who is
sensitive to conflict?

Sensitive to Conflict

Reaffirm desire for improvement

Communicate need for honest feedback

Understand where they are coming from

Help to shape feedback reporting in a way they can hear it



What if I have an employee who
doesn't follow through?

No Follow Through

Reaffirm buy-in to the process

Create a rigid accountability structure




What if I have an employee who quits
the process?

Quits the Process

Explain change takes time

Celebrate small “wins”

Track progress more intently



What if I have an employee who
changes, but others don't believe it?

Changing Perceptions

Communicate desire to change up front

Ask for help

Measure progress

Review

Soft skills are extremely important to individual performance as well as to a company's bottom line.

Improving soft skills is a process of personal change.

There are a lot of resources out there to help.

Helpful Resources

“7 Habits of Highly Successful People” by Stephen Covey

“Bridging the Soft Skills Gap” by Bruce Tulgan

“Bringing out the Best in People” by Aubrey Daniel

“Fierce Conversations” by Susan Scott

Soft Skills Resources

6 Steps to Improving Employee Soft Skills – Along With Productivity and Profitability (webinar):

<http://aghuniversity.com/webinars/archived/2015/improving-soft-skills-150917.aspx>

“Do You Have Soft Skills?” quiz:

<http://aghlc.com/resources/quizzes/2015/soft-skills-quiz-150916.html>

Next Steps

Identify
employees with
soft skills
problems

Feedback
through
assessments

Focus on
specific
employee soft
skill problem

Outside help



Poll #4

Real-Life Scenario



HR Credit



HRCI pre-approved for
1 hour HR (general) recertification credit

PROGRAM ID:



SHRM credit approved
ACTIVITY NUMBER:

Thank you!

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