

Soft Skill Quantification (SSQ): Human Performance Metrics vs. Success

Deborah J. Fisher, PhD



Soft Skill Quantification (SSQ): Human Performance Metrics Vs Success

By
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AACE Houston Gulf Coast Section **January 13, 2009 **Houston, TX

Agenda

- What is SSQ
- What are the four laws of people physics
- How does it apply to an individual
- How does it apply to a team

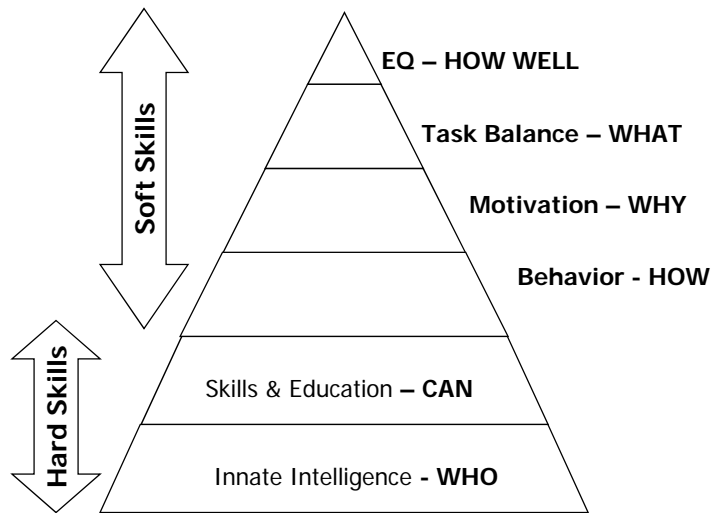
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Hard & Soft Human Skills

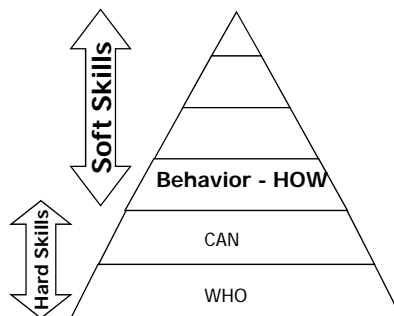


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Behavioral Fluency

Reading and Understanding Behavioral Cues

Soft Skill Law #1: Behavior



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The Behavioral Model

- The model describes without judgment:
 - Ourselves and how others perceive us
 - Others and their reasons for seemingly difficult behaviors
 - Ways to adapt our own behavior to others, to reduce conflict and/or produce positive results

Defines and supports relationships

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Four Stimuli

- The model: Our response to 4 types of stimulus
- Descriptive,
 - Not causal
 - Not evaluative

Stimulus	Measurement
Problems	Dominance
People	Influence
Pace (of change)	Steadiness
Procedures	Conscientiousness

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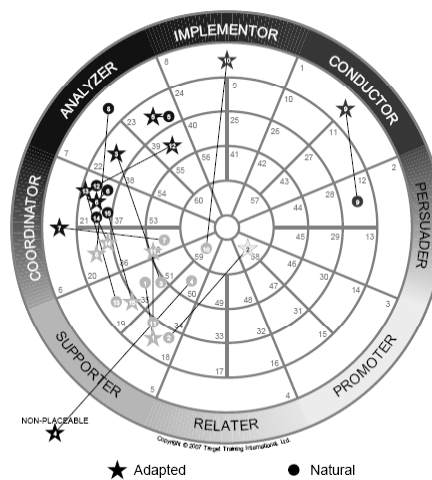


Aggregate Profile Summary

Problems	People	Pace	Procedures
High D	High I	High S	High C
Assertively pursues challenges	Seeks interaction; verbally influences	Steady pace; resistant to unplanned change	Monitors and follows rules and guidelines
Accepts challenge carefully; avoids conflict	Logical approach to people; less immediate trust	Seeks or produces quick change	Makes own rules; remains detached
Low D	Low I	Low S	Low C

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Team Wheel: Sample



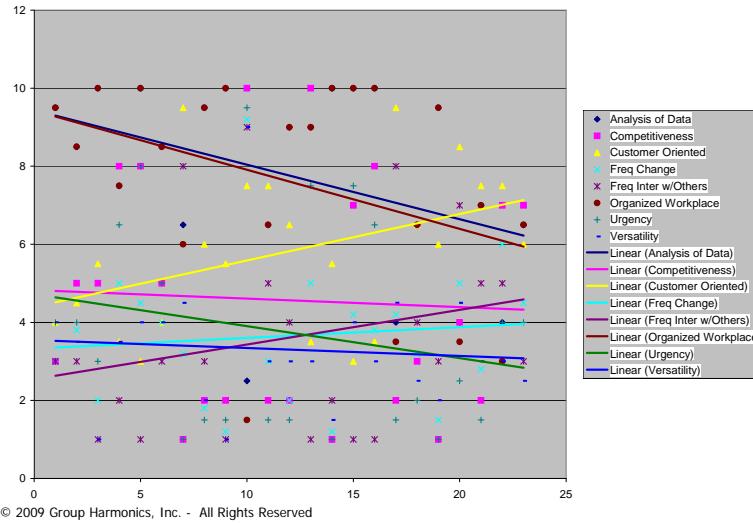
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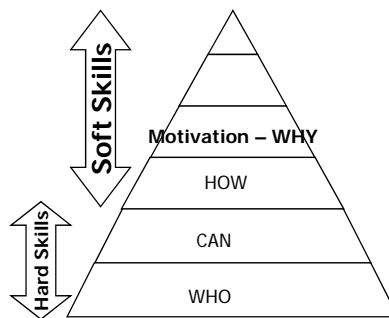


Behavior Performance Trends: Workplace Behaviors



Reasons For Action Quantifying Motivation

Soft Skill Law #2: Motivation



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“What Motivates Me?”

- Motivators differ for different people; this diversity is valuable
 - No Motivator is “better” than another
- Motivators can change over time
 - A slow process
- Differences in Motivators can cause conflict
 - Person/Person
 - Person/Job

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Motivation Activity - Where do you like to vacation?

- What circumstances would lead you to vacation there?
- What circumstances would prevent you from vacationing there?



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2nd SS Law - Motivators – Why?

	Invisible	Visible
Task	Truth	Results
People	Power	Assistance
Process	Form	Structure

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What Motivates Me?

- Truth – to learn
- Results – to invest resources wisely
- Power – to be in control of own destiny
- Assistance – to help others
- Form – to be in a positive, subjective surrounding
- Structure – to follow a consistent framework

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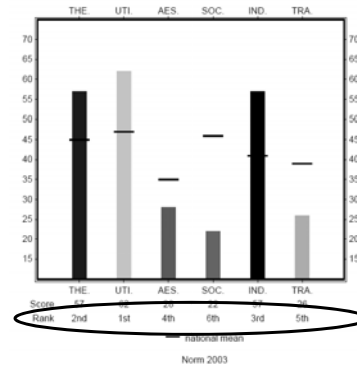
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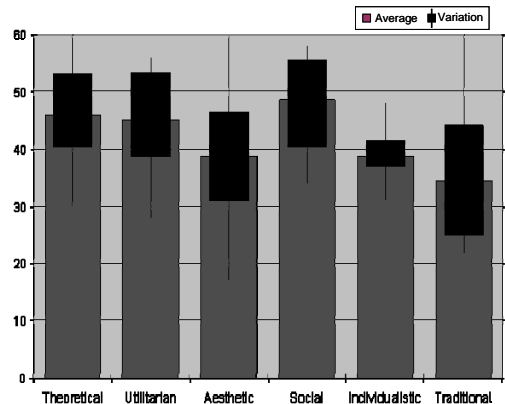
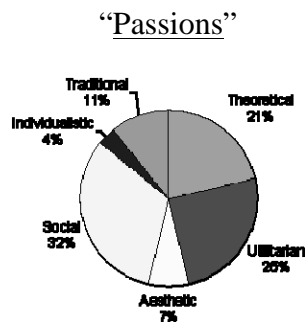
Results Graph

- Graph shows magnitude and rank order for all six factors
- We begin by defining, by rank order only:
 - Passionate (top)
 - Situational (middle)
 - Indifferent (bottom)



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Person vs. Team



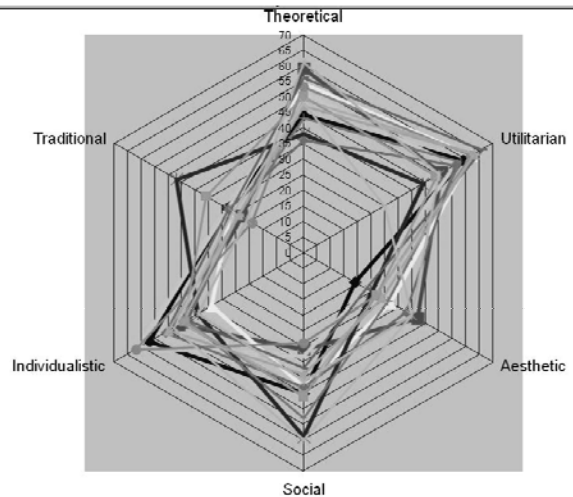
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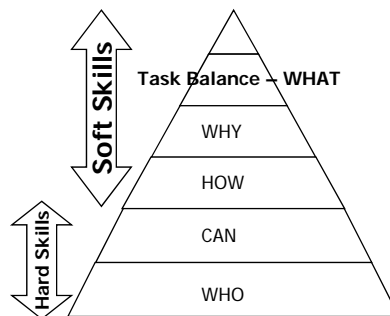
Motivator Group Demographics



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Task Balance Matching the Work to the Worker

Soft Skill Law #3: Task Balance



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Factor 1: Predictability

- Did you see the task coming?
- High Predictability = Anticipated Task
 - Recognized in advance by the person doing it
 - Can be “seen coming” but not necessarily acted upon in advance (e.g., Checking e-mail)
- Low Predictability = Unforeseen Task
 - Not expected until it arrives
 - May or may not be urgent...

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Factor 2: Urgency

- How quickly must the task be completed?
- High Urgency = Immediate Task
 - Needs completion ASAP
 - High priority or time impact
- Low Urgency = Deliberate Task
 - Completion can be delayed for some time

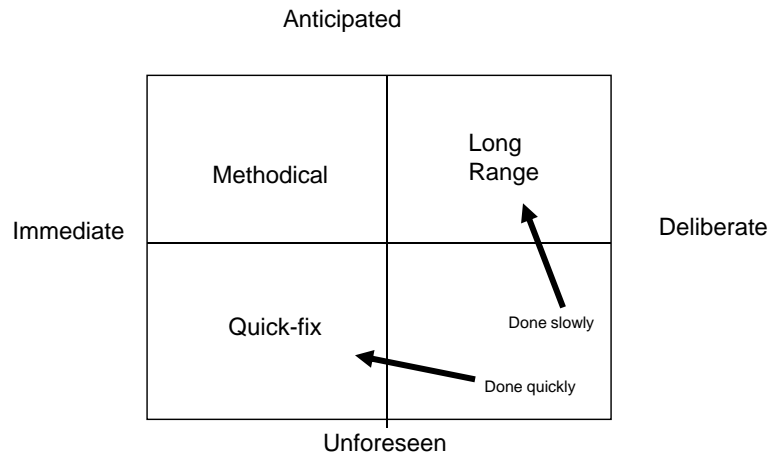
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3rd SS Law - Task Balance –What?



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Task Type and You

Understanding "I don't feel like it!"

- Sick of doing e-mail or completing forms
- Burnt out on strategic thinking
- Stressed out by problem solving
- Driven by mismatch with our preferred blend
- How do your 'favorites' compare with your current job?

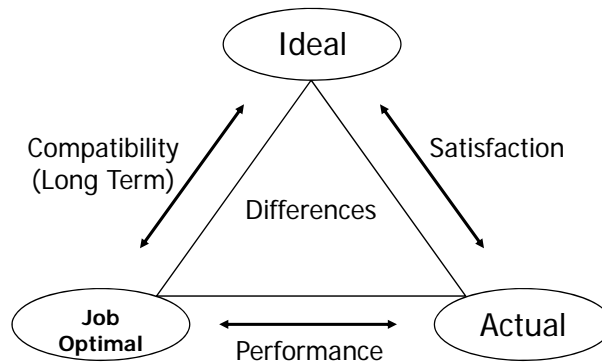
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Task Balance: Analyzing Differences

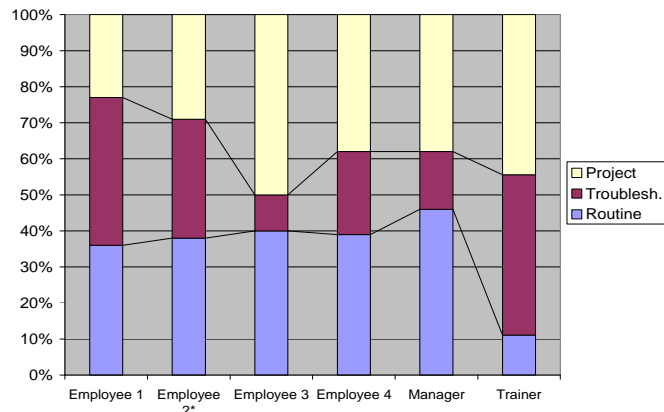


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Application Example

3rd SS Law - Task Balance

- Existing teams
 - Strengths
 - Blind spots
 - Conflict mitigation
 - Performance analysis
- Pre hire screening
 - Candidate vs. High Performers
 - Candidate vs. Job Definition



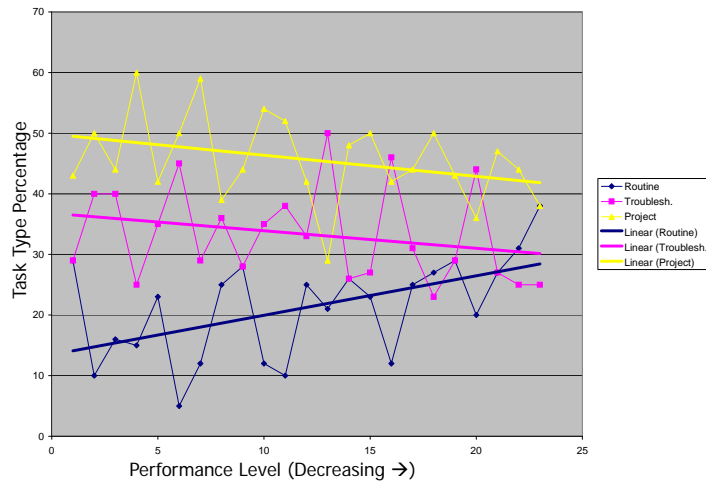
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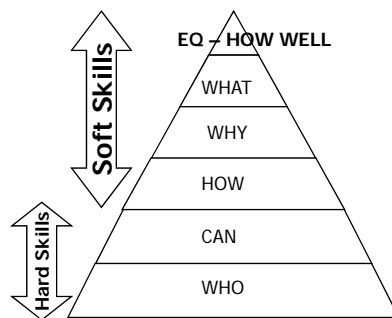
Application Footnote: Understanding Performance



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The Skills That Matter Bringing Emotional Intelligence to Work

Secret #4: Skills



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IQ has the least power in predicting success among that pool of people smart enough to handle the most cognitively demanding fields, and the value of emotional intelligence for success grows more powerful the higher the intelligence barriers for entry into a field.

--Daniel Goleman

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4th SS Law - Emotional Intelligence (EQ) – How Well?

	Invisible (abstract)	Visible (concrete)
Task	Understanding Problems	Planning For Results
People	Human Awareness & Attitude	Interaction & Relationship
Process	Intuition & Awareness	Organization & Focus

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Emotional Intelligence

DEVELOPING OTHERS: The ability to contribute to the growth and development of others

- Balanced Emotions
- Commitment
- Conceptual
- Concrete
- Consistent
- Conveying
- Correcting
- Creativity
- Developing
- Emotional
- Empathetic
- Enjoyment Of The Job
- Evaluating Others
- Evaluating What Is Said
- Following Directions
- Freedom From Prejudices
- Gaining Commitment
- Goal Directedness
- Handling Rejection
- Handling Stress
- Human Awareness
- Initiative
- Integrative Ability

PROBLEM SOLVING: The ability to identify key components of a problem to formulate one solution or many solutions

- Material Possessions
- Meeting Standards
- Monitoring Others
- People Deciding
- Proactive Thinking
- Problem And Situation Analysis
- Problem Management
- Problem Solving
- Project And Goal Focus
- Project Scheduling
- Quality Orientation

SELF MANAGEMENT: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames

- Respect For Property
- Results Orientation
- Role Awareness
- Role Confidence
- Seeing Potential Problems
- Self Assessment
- Self Confidence
- Self Direction
- Self Discipline And Sense Of Duty
- Self Esteem
- Self Improvement
- Self Management
- Self Starting Ability
- Sense Of Belonging
- Sense Of Mission
- Sense Of Timing
- Sensitivity To Others
- Status And Recognition
- Surrendering Control
- Systems Judgment
- Taking Responsibility
- Theoretical Problem Solving
- Understanding Attitude
- Understanding Motivational Needs
- Understanding Prospect's Motivations
- Common Sense

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Manager's EQ Blind Spots

From Another Study

	THP (Higher Performers)	BHP (Lower Performers)	Overall*
Manager Identifies Strength	2/7 29%	0/7 0%	2/14 14%
Manager Identifies Weakness	1/7 14%	4/7 57%	5/14 36%
Total Manager Accuracy: 7/28 or 25%			

*Manager never correctly identified a strength and weakness for the same person

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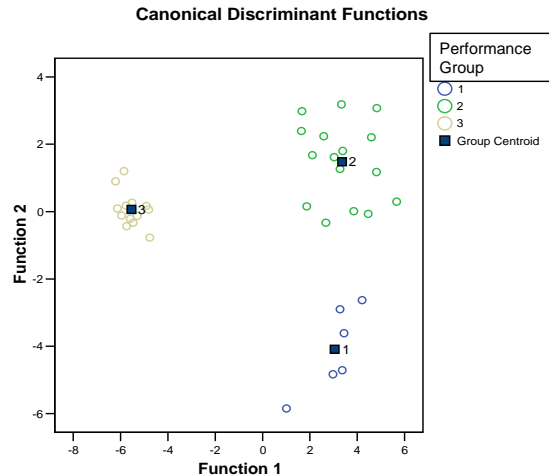
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Application Example: All Laws
Mathematical compilation of ~100 factors
(behavior, motivation, task balance, EQ)

- Discrimination among performance levels
- Single-function discrimination of low vs. high performers



How Use SSQ?

- Become Familiar with Four Laws
- Know Yourself (where do you fit?)
- Understand Others
- Adjust Your Demeanor to align with others in order to better communicate and influence
- Optimize Work Groups to Capitalize on SS Diversity

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Questions?

The book cover for 'Four Secrets to Liking Your Work' is displayed. It features a grey and white color scheme. The title 'Four Secrets to Liking Your Work' is written in a serif font. A circular seal on the right side of the cover indicates it is the '2008 Award of Excellence Winner' from the International Society for Professional Development. Below the title, a quote in parentheses reads: '(You May Not Need to Quit to Get the Job You Want)'. At the bottom of the cover, the authors' names are listed: Edward G. Muzio, Deborah J. Fisher, PhD, and Erv Thomas, PE. The website www.LikeWorkAgain.com is printed at the bottom.

www.LikeWorkAgain.com

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Why Use SSQ Physics?

- Enhance Communication
- Improve Morale
- Increase Performance
- Reduce Attrition/Turnover

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