UNDERSTANDING EMPLOYEE EXPERIENCE

3 NOT JUST SOLUTIONS: LISTEN TO ISSUES, TOO

6 4 KEY TRAITS OF A CARING ORGANISATION

10 PUTTING PEOPLE AND CULTURE FIRST

Available in print every fortnight. Look out for our DIGITAL EXCLUSIVE next week! We have two bonus pages in our digital copy this week! Download it at: bit.ly/ldrEmag
Building relationships takes effort but these small habits are hour by hour, day by day, and not merely to make an impression. Here are nine habits of people who build extraordinary relationships:

Tips on how to remember people’s names
- Repeat their name when you’re introduced to them.
- Try to associate their name with something memorable, like someone else you know with that name.
- Adopt the mindset that remembering their name is important.
- Write notes about the person and your conversation with them as soon as you are able. Make notes about any distinguishing features, characteristics, mannerisms, etc. to jog your memory of them the next time you meet.

Tips on getting others to remember your name
- Learn something personal about the other person, and then share something about yourself. Common topics are hobbies.
- Look around their office to see if they have posters or decor that give insight into their interests, and see if you have similar interests.
- Listen for shared experiences or tastes for which you can relate to them.

LEVEL 2: PEOPLE WHO KNOW ME BY NAME
The second level is more comfortable because it makes you feel appreciated when people know your name. It shows that they can distinguish you from other people, but it is just the first step. Next, you need to learn more about them by asking questions.

Make sure you are genuinely interested in the questions you choose, or you could come across as insincere. Be prepared for the next meeting you have with that person by continuing the conversation and asking about subjects you discussed previously.

LEVEL 3: PEOPLE WHO LIKE ME
People tend to like those who show interest in them. Keep showing interest by asking more questions.

Yes, questions lead to answers, and you want to know as much about them as you can. That way, you can uncover things no one else knows, which help build a unique bond.

Don’t interrogate them; just express a genuine desire to get to know them.

One way to do this is to discover what their biggest challenge is right now. Think of ways you can help them, even if it’s outside your area of expertise.

Research — use your network. Relate to their experiences and how you or someone else you know solved a similar problem or overcame a comparable obstacle.

Continue developing your knowledge of that person and finding commonalities. Think of ways you can add value to them, either personally or professionally.

LEVELS 4, 5 AND 6
The last three levels establish you as more than just a business contact.

Once you reach Level 4 — People Who Are Close and Friendly With Me — that person sees you as someone outside of your professional role, and more of a friend.

Level 5, People Who Respect Me, means you have earned personal respect from someone, which sets you apart from most other people.

And Level 6, People Who Value A Relationship With Me, is the highest level at which the other person recognises your relationship as a valuable asset and will exhibit reciprocity when you help them.

**THE LANGUAGE OF LOVE**

I am obviously not talking about the shenanigans that come to mind when you see the phrase ‘love at first sight’ — I’ll leave that to someone else. What I am talking about here is the value of love, the resulting behaviour, feelings, and mindset, and the impact it has on our working relationships.

What is Love in the Office?
Love can take many forms. We can love our teams, our peers, our leaders, our business, or simply our work. All the words convey a form of love in some way, shape, or form:

- **Empathy**
- **Passion**
- **Fun**
- **Courage**
- **Emotional intelligence**
- **Listening actively**
- **Seeking to understand**
- **Acceptance**
- **Trust**

Without Love, there is no Life.
By ROSHAN THIRAN
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ARE YOU AN OPEN-DOOR LEADER?

In an organisation, is it helpful as a leader to have people talk about problems that highlight what they see as being wrong within the company?

It’s a question that divides opinions, but according to one renowned psychologist, encouraging people to present problems can actually be beneficial to companies and their growth.

Prof Adam Grant – an organisational psychologist at the Wharton School, University of Pennsylvania – believes that an organisation’s culture can be strengthened when leaders allow their followers to speak freely and share what’s on their minds.

He said: “I do get why leaders say, ‘Don’t bring me problems, bring me solutions.’ But, I think if you create a culture where people can only speak up when they have a solution, you will never hear about the biggest problems.”

I was intrigued by this comment, particularly with regard to how leaders can’t know what’s happening on the floor if their teams aren’t able to express what issues they feel are stifling progress.

To find out more, I wanted to get some insights from other leaders in business to see how they viewed Prof Grant’s opinion.

As expected, I received valuable responses that included a wide range of views. Let’s take a look at a few from the bunch:

“At any level, leaders should expect problems and suggestions for solutions – it’s what leaders do – they have ‘followers’, and subordinates could only look up to them when they intervene in problems and together create a team effort in managing problems at hand. They are not managers!”

“The balance here is not to MAKE the employee dependent on you or a broader team when dealing with problems. You want creativity and independent thinking from team members. I would rephrase this: ‘I am always open to discuss any problems you are facing. But come with your thoughts on what could help solve the problem. I will help you figure out what solution may work best. And if I don’t have an answer, then we will tap every other mind on the team till we find the right answer.”

“I have to agree with the statement. As it is, in Asian culture especially, employees draw a line between themselves and their bosses, hiding their most honest opinions. Unfortunately, those honest opinions hold the biggest issues within the organisation and they remain unsolved, leaving bosses scratching their heads about why things aren’t improving. However, the same bosses don’t want employees to come to them with problems, only solutions. So, it becomes a never-ending cycle.”

As many leaders will have experienced, it’s often the case that people will complain about issues in the organisation; however, it usually stops at the point of complaining. This is where it can get frustrating, because the expectation can feel as though problems should be presented to leaders, and leaders in turn should then fix those issues.

FEEL FREE TO SPEAK

Companies that flourish tend to be the ones in which the culture inspires a collaborative approach to problems, rather than the expectation that problems within a company should filter upwards.

Personally, I would suggest that it’s fine for people to talk about problems that exist within the company. Prof Grant is right – how else are leaders to know about the biggest issues that exist if they aren’t made aware of them?

Additionally, an organisation’s culture should encourage people to highlight problems as well as propose solutions. After all, leaders usually have very little time to spare in their day and, as ideal as it would be, we simply can’t know everything that’s going on in the company at any given time.

Therefore, I wonder if the solution to the problem of presenting problems is for leaders to explicitly encourage their teams to feel free to speak out, but also to empower them to say, “Okay, here’s the issue that exists... and I think we should try this solution, which I think will work well.”

By deploying this approach, not only are problems highlighted, but they can also be remedied quickly (or at least, the work to put the solution in place can begin).

ISA CULTURAL SHIFT NEEDED IN MALAYSIA?

I’m also curious to know if, here in Malaysia, there needs to be a cultural shift in business where people can feel empowered enough to take the initiative to highlight problems and offer solutions.

Would it improve engagement and productivity if team members were more invested in their organisation by being involved in proposing solutions?

Companies that flourish tend to be the ones in which the culture inspires a collaborative approach to problems, rather than the expectation that problems within a company should filter upwards.

It’s certainly an interesting discussion to have, and I look forward to learning more from the perspective of others about how we can communicate effectively within an organisation to help it truly flourish.

To me, it surely involves giving employees more freedom to express themselves without feeling that to do so will harm their career in any way.

After all, the majority of people try their best to do what is right for their company, and leaders could benefit greatly by keeping that in mind and actively listening to what their people have to say.
Making Learning Intentional

By SASHE KANAPATHI

VER been to a training session and immediately identify the different characters that are in class with you? First, you will come across The Learner who is there intentionally to learn something. You will notice their enthusiasm. The Tourist is there to look-see, but not completely with any motivation. Finally, The Terrorist is the one who will try to either hijack the course with plenty of challenges or disappear completely into their electronic devices.

So, the question is, why do we have Tourists and Terrorists in class? The answer is that they were asked to be there, or sometimes even forced to be there. If they do wind up learning something, it is incidental. As you can imagine, the probability of effective learning in this scenario is very low. Any chance of recall and application of that learning will be even lower.

So really, what I’m interested in looking at these days is how to make learning more intentional and not so incidental. As you can imagine, the probability of effective learning in this scenario is very low. Any chance of recall and application of that learning will be even lower.

THE FIVE MOMENTS OF NEED

I feel there are two solutions to this problem. First, is to do with using technology to solve the problem. Second, is for organisations to be more intentional about designing learning. But before we get into the solutions, let me discuss the moments of need. For us to know about intentional learning, we need to first understand when we need to learn.

There are five moments of need and they are often explained through the Five Moments of Learning Need model. This model was introduced by two learning specialists, Bob Mosher and Conrad Gottfredson. It talks about opportunities to support learners during their different types of need. Others have expanded it to become eight moments, but for our purposes, the five are sufficient to understand the thought process.

1. The first is called New. This says that people have a need for learning when they are trying to do something for the first time. An example of this would be if someone picks up basic Japanese because they intend to travel to Japan.

2. The next is More, which is when people are expanding the breadth and depth of what they have learnt. This is similar to ‘New’ but with more content.

3. The third is Apply, which naturally refers to when people are trying to act upon what they have learnt, by either remembering, or figuring out how to apply it to the situation they are in. An example: you’ve learnt carpentry from a book or video and are now trying to build a table at home.

4. Then, we have Solve where you are trying to solve things because there’s a problem. For example, you have a plumbing issue in your house and things are leaking – you need to figure out how to solve it.

5. Finally is Change, which really is about the unlearning process – learning something that requires you to change skills or behaviour that’s deeply ingrained into you. Though these define moments of need, what’s interesting is to understand how the needs differ because that helps us understand how learning should be done differently, too.

BREAKING IT DOWN FURTHER

In the New phase, recall is obviously important. But what is more important is the fact that it has to be engaging. If someone is trying to learn something completely new, they will quickly turn away from it as soon as it becomes hard or boring. So, we need to make sure that we teach in a way that is highly engaging and at a level that is not too difficult.

Moving on to the second – which is More – you can start getting into the recall and you can make it more technical.

If you make the ‘New’ phase too technical, it’s not going to be as effective. And for ‘More’, you can make it self-paced, because these are usually very interested learners who want to go deeper.

For Apply, you want to make it very contextual. Show them exactly how to use it in the situation that they are in. This is where coaching and real-time feedback is useful.

For Solve, you want to make it bite-sized and relevant to solve that problem, but more importantly, easily accessible. It should not be hard for them to find the information that they need. Imagine your house flooding from a plumbing issue and in the midst of that, you make it sit through an hour-long video on the basics of plumbing – it’s not going to help you, is it? Coaching is also useful here.

Change is the hardest to address with learning interventions alone, as you need to incorporate it with other solutions that work on mindsets.

To move someone to action requires comparative experiences, momentum, small wins, and a lot of other aspects.

IN CONCLUSION

The message is that there’s a lot to think about before we design training. I believe that’s where most of us fail. We often come up with great content and believe that it’s suitable for all.

But truly, for great content to be absorbed by the learner and then successfully applied, we need to think through the many ways in which this content needs to be delivered at the time of the learner’s need, and in the most appropriate form.

How can we achieve effective delivery of great content? Read part two of Sashe’s series on Intentional Learning at bit.ly/IntentionalLearning

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Edouard Getaz, InsideRisk Founder

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WINNING OVER THE MODERN CUSTOMER

By MIKE EDMONDS
editor@leaderonomics.com

In the 1960s and ’70s, people drooled over flashy magazine spreads for the new Chrysler Superfin 5000, rushed to their neighbourhood dealership, bought one and then got decepted by the razor-edged steel dashboard.

They’d watch television advertisements featuring Fred Flintstone recommending cigarettes and keep smoking until their doctor diagnosed lung cancer.

Other decoys were less harmful but still taught the emerging post-war middle class to be aware of brands giving gifts. Brut 31 didn’t make you manly, Meadow Lea didn’t guarantee loving children, and Miracle Whip was just pressurised cream in a can.

Even in the ’80s and ’90s, exaggeration, manipulation, and downright lying was just part of good-ol-fashioned western-style capitalism. Sellers convinced themselves that all was fair in love, war, and business and Buyers understood you had to take everything a brand told you with a pinch of salt.

Sure, you could mean to your friends about your latest brand betrayal, but advertisers knew that word of mouth was way slower than television and radio. And hey, if customer churn decreased, no problem – just whack another advertising campaign on air and greet the new customers.

THE SAVVY CONSUMER

Two major shifts in society have combined to turn that business convention into a very dangerous practice in 2018. One, consumers are now wise to the ways of marketing and branding.

Mature, free market economies like the United States (US), Europe, and Australia have now lived through the full gamut of advertising sophistication: from distressed mothers holding up stained shirts, to catchy jingles, wacky comedy, animated mothers holding up stained shirts, to marketing sophistication: from distressed mothers holding up stained shirts, to funny animations, branded events, and downright lying.

Show me any advertising technique today and I’ll show you an ordinary household shopper who can see right through it. And consumers aren’t just exposing the advertiser’s methods – we’re openly ridiculing them.

The authentic motive a company’s founders have for being in business attracts smart, like-minded staff to their cause and motivates them to create innovative products and service designs that prove they are sincere.

Now, we see them not as entertaining distractions, but as health threats were once our favour. It comes across as childish and somewhat insulting.

Even the world’s biggest capitalist economies are racing through these stages quickly. India, Thailand, Indonesia, and the Philippines are all displaying major marketing strategies only a decade or two after getting notice.

Today, you can share your real-world experience of a brand instantly and globally. Not just to other shoppers like you, but to media outlets who can magnify your digital presence a million-fold.

And we’re all enjoying doing it. Outing companies who exaggerate claims, manipulate emotions, or just outright lie to us has become a game that millions of consumers love playing. It’s a kind of commercial revenge: just Google “designer advertising” if you need further proof.

THE WORST AND THE BEST

Last year gave us a classic example of this power shift.

United Airlines spends tens of millions of dollars annually running ad campaigns showing sexy flight attendants, cool pilots, and ever-smiling passengers.

They tell us that their satisfaction is our primary goal. Then, they prove that it’s all 50th’s hogwash by dragging a bloodied doctor off an overbooked flight. The video of that disgraceful event was seen by more people than all of United’s television ads that year.

The anger was heightened by the fact that United had – for years – openly promised Americans one thing and delivered another. What they said was their motive in order to win our custom was clearly not really their motive.

A point made even clearer when their chief executive officer (CEO) initially tried to explain why such events were necessary, given the state of the US airline industry and how hard it is to make a profit these days.

Nobody was interested in his explanation and he duly returned to the media a few days later, apologising unconditionally.

Conversely, Southwest Airlines is a terrific example of a company that happily shares with their customers the truth about what they can offer and what they can’t.

Their business model is based on extreme cost efficiency. But they don’t hide that from their customer. They admit it.

They say: “You only get peanuts on our flights, not meals” and “We don’t transfer your bags from one flight to another. You have to check them in again”. And we’re all enjoying doing it. Outing companies who exaggerate claims, manipulate emotions, or just outright lie to us has become a game that millions of consumers love playing. It’s a kind of commercial revenge: just Google “designer advertising” if you need further proof.

While other airlines are scrambling to get every passenger they can with promises of smiling happy staff and trouble-free travel – benefits they know they can’t always guarantee – Southwest will happily tell you what kind of passengers they don’t want: anyone who wants a glass of wine, the latest entertainment screens, and so on.

What helps is their wonderfully nutty company style. They don’t take themselves too seriously and invite their passengers to do the same.

They recruit staff with lively personali- ties and then let them use it in their jobs, allowing flight attendants to make funny comments when doing cabin announce- ments. They were one of the first airlines to have fun with the pre-flight safety routine. They enjoy their truth.

Note that I didn’t say ‘nutty brand image’. In today’s transparent business world, there is no longer any separation of company behaviour and brand image. There is only your company, full fat stop.

The result is that Southwest Airlines has long been, and continues to be, one of the most profitable airlines in the US. The repeat customer is high. Retention of qual- ity staff is high. Cost-per-acquisition is low. Brand value is up.

In conclusion

“Yeah okay, but Mike, surely in an era when (Donald) Trump is elected (US) President and fake news abounds, you’re not telling me that people now buy from companies (as they tell the truth)?

No, that’s not my take-out. The message is this: companies that know their true motive for being in business and share that openly with the world, are driven to not only deliver to that truth, but to innovate to it.

They are obligated by their candour to prove their authentic promise, and so, improve existing products, invent new ones, improve service delivery, create new markets, and advance entire industries.

Southwest Airlines proved you can be a budget airline and still make great profits and be loved by your customer – by telling the truth.

Zappos Shoes have proved that you can be a lean online-only company and still lead the industry in customer service – by telling the truth.

Whole Foods Markets have proved that you can be motivated to help humans live longer, healthier lives first and profit second, and still beat the big supermarket chains in profit and growth share – by telling the truth.

The authentic motive a company’s founders have for being in business attracts smart, like-minded staff to their cause and motivates them to create innovative products and service designs that prove they are sincere.

Large companies are finding it hard to rediscover their true purpose and align their business behaviour to it.

This is fantastic news for start-ups and small businesses.

You can take your original motive for being in business and use it to stimulate product and service innovation. And, you can not only attract customers over from those bigger companies, but make it awfully difficult for those companies to win them back; thus, creating a business that can grow from challenging underdog to serious threat in a matter of years.

Nothing screams ‘customer service’ louder than being a flight attendant.

Read the lessons learnt by Harsh Khobchandani on what makes for a genuine ‘human experience’ here:

bit.ly/HRcustomerchatbot

Mike Edmonds is founder and chairman of Perth-based, the creative business solutions company in Perth. For more ways our new transparent world has affected business growth and what owners can do about it, particularly owners of small busi- nesses and start-ups, check out Mike’s book Truth. Repeat. – a guide to achieving long-term growth by putting your personal ‘why’ at the core of everything you do.

To connect with him, email editor@leaderonomics.com.
RETAINING YOUR TALENT
HERE ARE 4 THINGS EMPLOYEES LOOK FOR WHEN CONSIDERING TENURE

By JONATHAN YABUT

WHEN asked, recruiters say that screening candidates for the soft skills is one of the top areas they want to learn more about. That’s because soft skills (like learning, relationship building, communication, adaptability, strategic thinking, learning and internal motivation) are essential to good job performance. Soft skills requirements do the job and for a good reason.

Unfortunately, there are no universally accepted tools to measure soft skills. In fact, most traditional soft skill assessment methodologies, techniques – you must find innovative alternatives that work for your company.

For example, some interviewers and hiring managers try to assess soft skills through written content. But, these skills may not be captured in the application tracking system and a list of skills may not be communicated by the recruiter means that they will not show up in the resume.

However, when it comes to interviewing, there are also some alternative techniques that may be problematic because the interviewee may be otherwise prepared for interviewers and purposely try to do just that – put on their best feet. In that case, you must try to find at least one thing that reflects the best candidate. It also makes sense to teach the interviewee how to use the candidate to evaluate their top soft skills. Any soft skill can rank their soft skills almost always get a ‘yes’ answer. So, as a supplement, use a checklist that can be deeply concerned.

4. Give them options: ask the candidate to list the top skills they believe they have. If they say their soft skills are essential, you must be aware that most candidates think that they include these actions during each job shadow.

5. Are you looking for building relationship and/or rapid – growing businesses? Make sure that they include these actions during each job shadow, especially because they’re not necessarily being paid.

6. When interviewing, ask the candidate to list any skills or abilities they have that are related to the job you are interviewing for the rest of the day. Both of these approaches allow employers to make more accurate soft skill assessments, while also providing the candidate with valuable feedback.

7. When you’re not expecting it

When interpersonal and generational skills are essential, you must be aware that most candidates think that they are the rest of the day and that the candidate that has the soft skills needed and knows what to expect. It may seem strange or even a lit- tle awkward at first, but firms like Zappos and Southwest have assessed candidates’ soft skills when they’re not expecting it.

8. Are you looking for building relationship and/or rapid growing businesses? Make sure that they include these actions during each job shadow, especially because they’re not necessarily being paid.

9. When interviewing, ask the candidate to list any skills or abilities they have that are related to the job you are interviewing for the rest of the day. Both of these approaches allow employers to make more accurate soft skill assessments, while also providing the candidate with valuable feedback.

10. Make them do the job and observe

During the interview, you can make a quick reference to how a candidate demonstrated a particular soft skill, such as being a leader, they will automatically say ‘yes’. It’s a good point to standardize the interview for all companies. However, including a few soft skills that may be more difficult to assess, such as leadership skills, may be too much for both of these approaches allow employers to make more accurate soft skill assessments, while also providing the candidate with valuable feedback.

11. Ask them to assess their own soft skills

There are many vendors that now offer reliable soft skills testing online. They can screen out the addition of a single soft skill test results that produced a double-digit increase in sales. But asking online an online test, it’s important to make sure that these tests are valid for this job firm. If you’re using a checklist for your team that requires soft skills and ask them to work through it, you should absolutely do.

12. Use neuroscience soft assessment approaches

Companies offer a combination of innovative and not-so-innovative, but highly science fiction assessments. They may include questionnaires to test your machine learning, and even face and vocal recognition soft assessments. Technology allows the assessment to go beyond what the average type of test can do. The ability to assess phrases, facial expressions, emotional movements, and even brain movements that humans simply can’t assess. However, some assessment approaches are able to detect some deceptions.

CONCLUSION
Because we don’t know what a soft-skill test has or will do, we have purposely avoided mentioning assessment approaches, instead, we’ll talk about the best approach for each firm: is it really, in the end, the way to do it? For that reason, follow up later with an online tool which seems to predict the job success. This is often a soft-skill test, rather than being a minor issue, make up 20-25 per cent of the require- ments for a successful new hire. Do we need to ask the question? Do we need to know what a soft-skill test is? Do we need to do that? Because if a tool that is not the largest factor. If you are now, we can identify a few important factors, as well as some that are not important.

LERNING: 9 WAYS TO ASSESS SOFT SKILLS

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Companies offer a combination of innovative and not-so-innovative, but highly science fiction assessments. They may include questionnaires to test your machine learning, and even face and vocal recognition soft assessments. Technology allows the assessment to go beyond what the average type of test can do. The ability to assess phrases, facial expressions, emotional movements, and even brain movements that humans simply can’t assess. However, some assessment approaches are able to detect some deceptions.

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A few years ago, at 18, Roshan was preparing for a talk, I was confronted by a personal contradiction. There was a side of me that was driven to achieve, to build, to create, and make a difference in the world regardless of the situation. Yet, there was another side that seemed to want to go home, shut down, and don't want face or efforts. This side was just as real, and I learned to embrace both. But, while Roshan 1 handled the lack of personal motivation, worked hard to maximize personal growth and rewards, Roshan 2 handled the lack of personal motivation, worked hard to maximize personal growth and rewards. Roshan 2 had been trained to believe that ‘failing’ is what is important for personal growth and success. He had learned to equate personal failure with personal character. 

Roshan 2 had chosen the racial identity to develop these characters, that is, the personal and intellectual disadvantages that are associated with the 'Chinese expatriate' character. He had also learned to deal with these disadvantages by using his personal resources, such as his personal intelligence, personal drive, and personal motivation, to overcome personal obstacles to personal growth and success.

Building character is a complex process, but it is also a process that can be mastered. To build character, you must first identify the values and goals that are important to you. Then, you must develop a plan that will help you to achieve those goals. Finally, you must work hard to implement that plan.

If your children keep failing over and over, don’t have the support and encouragement to keep trying till they succeed, they will soon start to believe that they are a failure. As parents and teachers, we need to help them believe that they will succeed if they pick themselves up and keep trying. Children learn best when they succeed, as mastery and motivation go hand in hand.

Developing a growth mindset
Putting children through (relative) failure and stress situations, allowing space for failure, avoiding judgment, and role modelling of what you preach are good ways to instil this in children. The manner in which children are reared also plays a big part. Prof Carol Dweck who has been looking into growth mindset research for many years explains that this is what sets a person apart and earmarks them as an individual. As parents and teachers, we need to help them believe that they will succeed if they pick themselves up and keep trying. Children learn best when they succeed, as mastery and motivation go hand in hand.

When children seek attachment parenting styles tend to last more effective (Blake, Belsky, & Hayon, 2014). For example, children who discuss money with their parents grow up to be savers (Baumeister & Leary, 1995). Girls perform better than boys in development gambling tasks (McCalan & Bruce-Goetz, 2007). Children learn to set lifelong gratifications when they achieve, in particular in leadership through character building. The manner in which children are reared also plays a big part. Prof Carol Dweck who has been looking into growth mindset research for many years explains that this is what sets a person apart and earmarks them as an individual. As parents and teachers, we need to help them believe that they will succeed if they pick themselves up and keep trying. Children learn best when they succeed, as mastery and motivation go hand in hand.

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PRIMETRONIC PEOPLE AND CULTURE

PRIORITYING

You need to define the barriers that stand in the way of properly communicating a vision for change within an organisation. They can be both behavioural and structural.

BUILD TRUST
A lack of trust is a threat to an organisation’s growth, but most CEOs have done little to improve trust because they are not sure where to start.

Trust must start at the top. Managers need to set clear goals that align with an organisation’s mission and core values, allow autonomy to execute on those goals, and provide constructive and consistent feedback along the way.

Consistency and alignment are the key elements to building trust.

Get aligned with your mission, vision, and core values, and then remain consistent in your messaging, delivery, actions, and follow-through.

REMOVE NEGATIVE PEOPLE
Negativity breeds toxicity, so no matter how talented someone is in a specific field or discipline, they need to go.

Their negative energy, words and presence rub off on others and can lead to turnover of people who do not want to lose.

Toxic employees come at a great cost, and although you can’t see the harm it’s causing right away, the long-term effects are much more apparent. You will start to see the ‘blame game’ philosophy where no one takes responsibility for themselves or their team, causing internal conflict and animosity.

In conclusion
I hope this helps you in your efforts in building a stronger culture rooted in trust and accountability.

Companies with strong cultures see a fourfold increase in revenue growth according to Forbes, so it will be well worth your investment in time and money to correct mindsets and behaviours of your current and future employees.

NO PRINT PULL-OUT NEXT WEEK.
WE‘RE GOING FULLY DIGITAL!

The Leaderonomics pull-out will not be available in print next week. Instead, you can get a copy of our digital exclusive issue at bit.ly/ldrEmag

You’ll see us in print again on 13th October. You can also subscribe to our mailing list at bit.ly/subscribeLD

Look out for two bonus pages in this week’s digital pull-out!
IS EGO HINDERING YOUR SUCCESS?

By DAN ROCKWELL
editor@leaderonomics.com

A big ego always thinks that the problem is someone else.

10 ways ego hinders your success:
1. Over-values itself and undervalues the team.
2. Feels nagging frustration with others but satisfaction with itself.
3. Believes others need development but seeks affirmation for itself.
4. Sees the weaknesses of others as gross offenses but personal weaknesses as incidental inconveniences.
5. Needs MORE gratitude, MORE appreciation, MORE recognition, or MORE praise.
6. You know you’re egotistical when you always feel under-appreciated.
7. Views luck as the reason others aren’t dedicated to make them happy.
8. Ego does its own thing, but in a world where everyone does their own thing, symphony is cacophony.

THE CURE
1. Know there is no permanent cure for arrogance. Thinking otherwise is arrogant.
2. Get a humility partner. The development of humility always requires relationships. The more you pull away, the greater the threat of ego-inspired blindness.
3. Explore disconfirming input while silencing the need for self-justification or blame. Humility says, ‘Tell me more.’ Sentences that begin with ‘That’s because’, generally end with self-justification.

4. Be open with failures and frailties. Show up to tell a failure story. Yes, look for opportunities to tell people how you failed and what you learnt.
5. Bag about the people on your team to others. Better yet, let people hear you bragging to others about them.

6. Demands instant gratification and expects others to wait. Ego is impatient.
7. Acts with impatience toward others.

The thing that makes egotistical leaders unhappy is that others aren’t dedicated to make them happy.

To live for something bigger than yourself is not to simply live for self.

Dan Rockwell is a coach and speaker, and is freakishly interested in leadership. He is the author of a world-renowned leadership blog, Leadership Freak. To get in touch with Dan, write to us at editor@leaderonomics.com.

Contrary to popular belief, when it comes to success, nice guys don’t finish last at all. In fact, givers are found at the top of the success pile, partly because of their trustworthiness and ability to build strong networks of people that are mutually beneficial for all involved. Success is making others better. Read more at: bit.ly/MakingOthersBetter
Decision-making is leadership, and bad decisions are the key to leadership failure. Often, bad decisions are a result of bad assumptions. What does that mean to an organisation? In this podcast, Roshan Thiran from Leaderonomics talks about why leaders make bad decisions and what we can do to be more effective decision makers.

By JASON T. SMITH
editor@leaderonomics.com

GREGAT leaders should make as few decisions as possible but as many as necessary. As counterintuitive as that sounds, being a leader doesn't mean calling all the shots all the time.

First, build a team capable of making operational decisions. Second, learn which decisions can be delegated and which cannot. Third, delegate. None of these steps is easy. It is an iterative process with mistakes to be made and lessons to be learnt.

THE CATALYST FOR INNOVATION

Some might argue that this loosening of the reins is bad for business; that effective leaders must be across every detail, of the reins is bad for business; that effective leaders must be across every detail, of the reins is bad for business; that effective leaders must be across every detail.

In doing so, he found that great questions have a catalytic quality – that is, they dissolve barriers to creative thinking and channel the pursuit of solutions into new, accelerated pathways. Often, the moment they are voiced, they have the paradoxical effect of being utterly surprising, yet instantly obvious. Gregersen's research suggests that a leader's contribution is best made, not in detailed instructions and opinions in response to incessant questions about 'what to do', but in the art of asking insightful questions.

One must affirm with colleagues that the problem they are facing is high stakes, help them process the options, then encourage them to make the best decision available. This may feel alien for both leaders and staff at first. But given time, this approach has the potential to create confident teams that make daily operational decisions – allowing their leaders to spend more time thinking strategically, rather than choosing between Tim Tams and Monte Carlos.

EMPOWER THOSE CLOSEST TO THE ISSUES

Those who choose not to empower their teams through insightful questions are unwittingly limiting their own business potential. According to the Harvard Business Review, 'By taking the expedient route, you impede direct reports’ development, cheat yourself of access to some potently fresh and powerful ideas, and place an undue burden on your own shoulders.' Ultimately, the greater one's organisational authority, the less their organisational IQ.

Pixar and Disney president, Ed Catmull, praised as one of the most innovative question-ers in business today, notes that isolation at the top of an organisation leads to a 'dangerous disconnect from reality. The more portfolios and channels of the business there are to be across, the less one can possibly learn about the details within them.

It's unreasonable to expect the person furthest from the coalface – and arguably the least informed – to impose unilateral decisions on crucial matters such as IT, legal contracts, staff performance, local protocols and performance. The key is not in having all the answers. It is in making sure that those who know the details are aligned to the company’s mission and core values, have considered all of the options, and are empowered to exercise their best judgement.

If staff are allowed to make more considered decisions, accordingly, their leader must make fewer. It is simple mathematics. And much better business.

JAMIE ANDREW

Leading from The Edge

Despite losing his hands and his feet in a climbing accident at the age of 29, Jamie Andrew has achieved the seemingly impossible: running marathons, completing an Ironman triathlon, skiing, snowboarding, sailing, and of course mountain climbing.

Jamie has inspired people across more than 30 countries through his 13 years of speaking experience and his 17 years as a mountain climber. He shares his story with great passion, sincerity, and humour.

As a regular presenter for The International Institute of Management Development in Switzerland on several programmes, including the hugely popular High Performance Leadership course, Jamie uses his experiences as a mountaineer in relation to principles of successful business practice. His sessions are gripping, inspiring, and uplifting — addressing the following topics:

LEADERSHIP | MANAGING CHANGE | RESILIENCE | MOTIVATION | GOAL SETTING | TEAMWORK | ACCEPTING CHALLENGE

Book a session with Jamie Andrew for your organisation today!
Available dates: 2 – 9 November 2018

For enquiries, email info@leaderonomics.com
ECONOMIC GROWTH AND EXECUTED BY DRIVING FURTHER INCREASE IT. A RELATIVELY STRONG WORKFORCE.

This can best be executed by driving productivity in the workforce. An increase in the capacity of productivity will indeed sustain a relatively strong economic growth and further increase it. This can be best achieved by driving productivity in the workforce. An increase in the capacity of productivity will indeed sustain a relatively strong economic growth and further increase it. In order to get the best out of employees, it is essential to use different methods which drive productivity.

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As an employer:

EXPRESS GRATITUDE

Employees should be given recognition and acknowledgement for their contributions towards the success of the company. All the human resources need to naturally feel appreciated and want to perform better when they are acknowledged for what they have done. Furthermore, when this appreciation comes from employees, it creates a stronger bond between the employer and employees. An employer who appreciates the productivity of the workforce will also increase productivity even though they are doing the same amount of work or a similar amount of work. This will help the organisation be more productive.

As an employee:

LEARN HOW TO PRIORITIZE

Organise your assignments and tasks well. It will help you tackle all of your important work first and help you multi-task for others. You will save time and be more effective and ultimately produce better-quality work. Getting ahead with the most important task first thing in the morning will also increase productivity whilst putting you on a good start of the day. Keep track of your daily work by having a to-do list. This will ensure that all the needs are attended to. Make sure meetings are done at a short time frame. You will also increase productivity whilst putting you on a good start of the day. Keep track of your daily work by having a to-do list. This will ensure that all the needs are attended to.

CREATE A CONDUITIVE AND ENJOYABLE WORKING ATMOSPHERE

Productivity in the workforce can be enhanced when an organisation has a staff that can’t wait to come to work in the morning. When all the employees who are excited and enjoy being at work, they will definitely drive productivity. A working culture which is fast and productive is the way to go. As an example of this is Zappos when the company believes in an open-door policy. Almost all employees, including the CEO, work in cubicles. This allows them to be more productive.

Making workspaces more enjoyable can be done by creating more effective workspaces for employees. The productivity of the workforce will also increase productivity whilst putting you on a good start of the day. Keep track of your daily work by having a to-do list. This will ensure that all the needs are attended to. Make sure meetings are done at a short time frame. You will also increase productivity whilst putting you on a good start of the day. Keep track of your daily work by having a to-do list. This will ensure that all the needs are attended to.