



Why “soft” skills are “hot” skills



Erasmus Leaders 2024



A large, irregular red brushstroke graphic that serves as a background for the word 'Agenda'.

Agenda

- The two keys to success:
 - a. Who stands out?
 - b. Who is really fulfilled?
- How to build the skills that matter the most!

Project Aristotle: *“What makes a great team at Google?”¹*

180 teams were studied

- hundreds of double-blind interviews with leaders
- existing survey data analysis (e.g. annual employee engagement survey and Google’s longitudinal study on work and life)

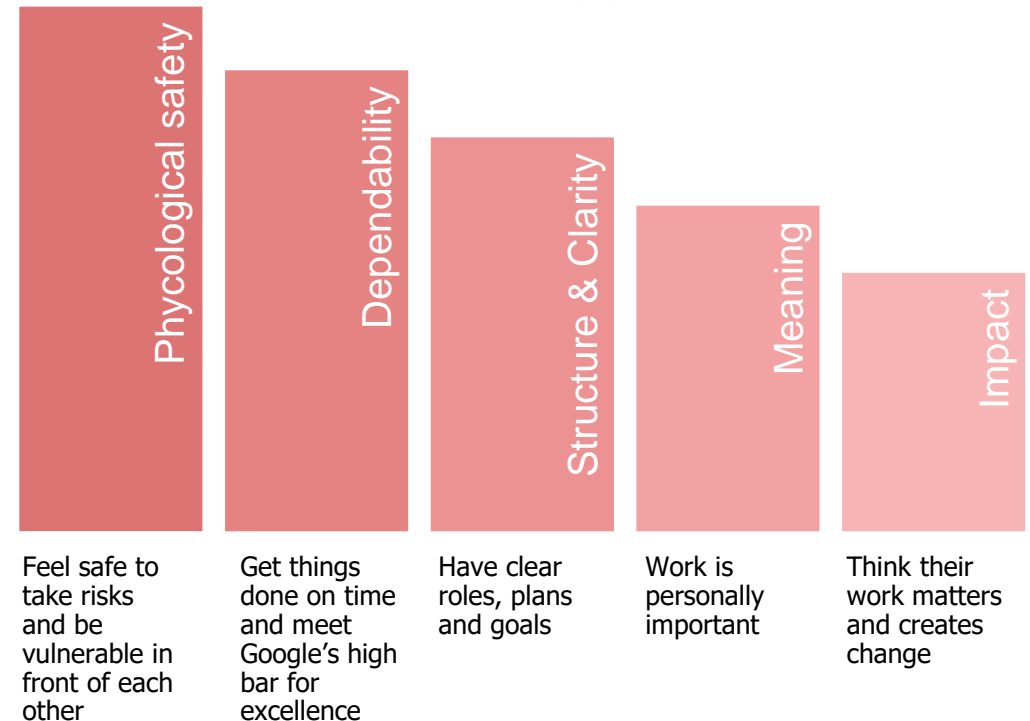
Team effectiveness was measured by

- Executive evaluation of the team
- Team leader evaluation
- Team member evaluation
- Sales performance against quarterly quota

Researchers looked at

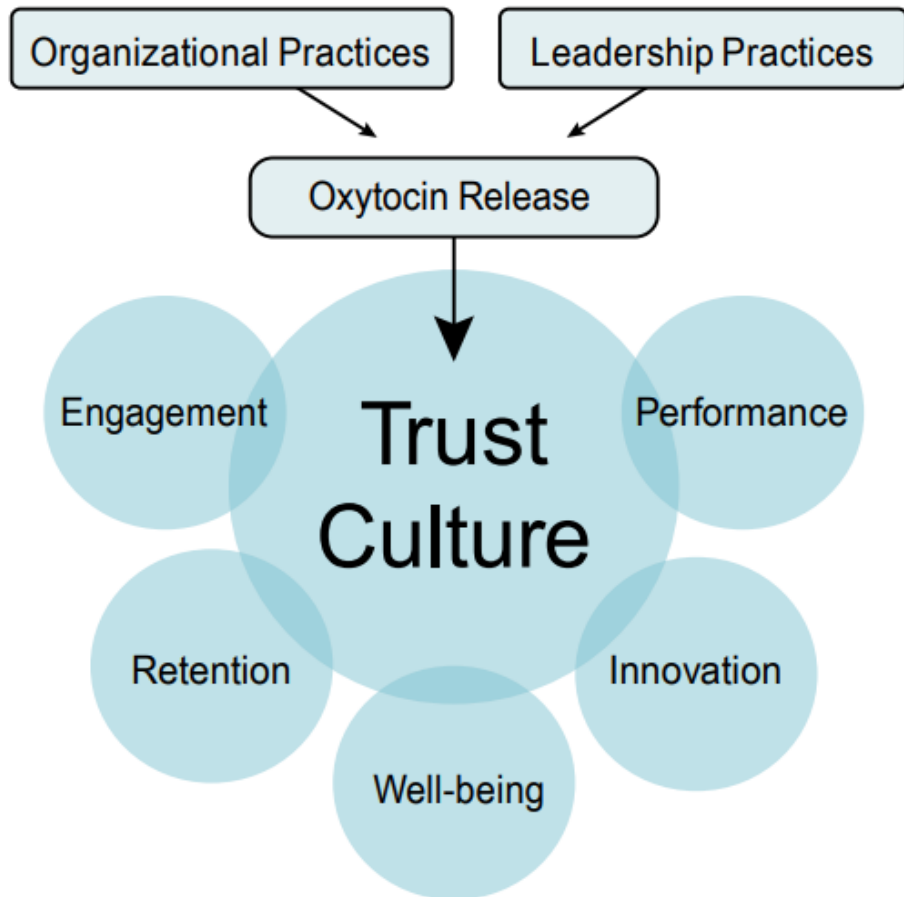
- team composition (e.g., personality traits, emotional intelligence, skills, demographics like tenure, level, location)
- team dynamics (e.g., what it was like to work with teammates)

“ What really mattered was less about who is on the team, and more about **how the team worked together** ”



¹“What Google learned from its quest to build the perfect team”, The New York Times magazine, Charles Duhigg, 2016

TRUST & its' Impact



Outcome	Low vs. High Trust Quartile Percentage Difference
Engagement	+76%
Joy at Work	+60%
Job Satisfaction	+56%
Productivity	+50%
Job Retention	+50%
Life Satisfaction	+29%
Sick Days	-13%
Burnout	-40%

106% more energy!

The 4 pillars of Trust¹

Caring



I believe you are **on my side**

Candid



I believe you will act with **honesty** and integrity

Consistent



I believe you will act in a predictable and **reliable** manner

Capable



I believe you have the appropriate knowledge and **skills**

Affective

Cognitive

Trust building behaviours

Caring

Demonstrates concern for the feelings and needs of other team members

Supports, collaborates, and works in a cooperative manner with other team members

Develops and maintains friendly, supportive and caring relationships with other team members

Candid

Communicates in a direct, open, and honest manner with other team members, even when it is difficult

Willing to ask challenging questions, bring up difficult issues, or propose controversial solutions with other team members

Acknowledges and accepts responsibility for his/her behaviour, poor judgment, or mistakes without becoming defensive or blaming other team members

Consistent

Behaves in a predictable manner in the face of pressure, challenges, and setbacks

Acts and behaves in a consistent manner (says and does things that are consistent with each other)

Delivers on agreed upon promises, commitments, plans, and goals with other team members

Capable

Demonstrates knowledge, competence, and skills to successfully implement their team roles and achieve their goals

Completes tasks, projects, and assignments on time and meets the team's high expectations for excellence

Open to the ideas from other team members despite his/her experience and skills



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Trust activity

- Where do I stand on each pillar of Trust?
- What can I do to foster trust even more effectively?

MEANING through Signature Strengths

Positive qualities of personality

Who we are (authenticity)

Fulfilling

Positive outcomes

Pathways to happiness & the good life

VIRTUE OF Wisdom



CREATIVITY
Original & Adaptive, Clever, A problem solver, Sees and does things in different ways



CURIOSITY
Interested, Explores new things, Open to new ideas



JUDGMENT
A critical thinker, Thinks things through, Open minded



LOVE OF LEARNING
Masters new skills & topics, Systematically adds to knowledge



PERSPECTIVE
Wise, Provides wise counsel, Takes the big picture view

VIRTUE OF Justice



TEAMWORK
Team player, Socially responsible, Loyal



FAIRNESS
Just, Doesn't let feelings bias decisions about others



LEADERSHIP
Organizes group activities, Encourages a group to get things done

VIRTUE OF Courage



BRAVERY
Shows valor, Doesn't shrink from fear, Speaks up for what's right



PERSEVERANCE
Persistent, Industrious, Finishes what one starts



HONESTY
Authentic, Trustworthy, Sincere



ZEST
Enthusiastic, Energetic, Doesn't do things half-heartedly

VIRTUE OF Temperance



FORGIVENESS
Merciful, Accepts others' shortcomings, Gives people a second chance



HUMILITY
Modest, Lets one's accomplishments speak for themselves



PRUDENCE
Careful, Cautious, Doesn't take undue risk



SELF-REGULATION
Self-controlled, Manages impulses and emotions

VIRTUE OF Humanity



LOVE
Warm and genuine, Values close relationships



KINDNESS
Generous, Nurturing, Caring, Compassionate, Altruistic



SOCIAL INTELLIGENCE
Aware of the motives and feelings of others, Knows what makes others tick

VIRTUE OF Transcendence



APPRECIATION OF BEAUTY & EXCELLENCE
Feels awe & wonder in beauty, Inspired by goodness of others



GRATITUDE
Thankful for the good, Expresses thanks, Feels blessed



HOPE
Optimistic, Future-minded



HUMOR
Playful, Brings smiles to others, Lighthearted



SPIRITUALITY
Searches for meaning, Feels a sense of purpose, Senses a relationship with the sacred



Thank you



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