

The Three Most Important Non-Technical Skills -



**“Mind reading”, listening and
being nice.**



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Why Non-Technical Skills ?



- Ultimately things (effective and ineffective) get done by people
- Even with great working conditions, productivity and safety depend on motivated people
- The more senior you become the more often and more vital your dealings with people become
- Problems can be avoided and small issues fixed before they become major problems
- Life is better!



What Are The Non-Technical Skills ?



How do we make sense of all of this – “human factor skills”, “soft skills”, and CRM?

- | | |
|--------------------------|-------------------------------|
| ➤ Team work | ➤ Effective communication |
| ➤ Creativity | ➤ Openness to new experiences |
| ➤ Flexibility | ➤ Disciplined habit building |
| ➤ Emotional intelligence | ➤ Initiative |
| ➤ Collaboration | ➤ Curiosity |
| ➤ Situational awareness | ➤ Self management |
| ➤ Decision making | ➤ Intellectual curiosity |
| ➤ Workload management | |

**There are three all-encompassing “skills” -
mind-reading, listening and being nice**



Mind Reading?



Exercise

In the following unfortunate and difficult situation

- Listen to the exact words Steve says
- Pay attention to HOW he is expressing himself
- Watch for five body language signals



“Mind Reading”



Three months ago you (**Jill**) were hired as Operations Director. You are 30 years old and have been in the industry since the age of 17. With the support of your Chief Executive you have prepared a programme of changes. A memo has been circulated to everyone. However, your Deputy (**Steve**) who had been acting operations director for the past six months does not want to undertake your changes. He has been “**bad-mouthing**” you to others. He is **42, has been with the company for 20 years**. In the meeting to discuss the changes Steve says everything has been going fine; there is no need to make these stupid change and he is not going to do unnecessary extra work to make you look good. Steve makes a major contribution and you need him. His sister is married to the Finance Director. **What do you say and do?**



Poll Question



Steve is clearly not going to co-operate, but you want these changes. After the usual social “small talk” what is the first thing you would say to persuade him to come on board?



“Mind Reading”



- Why is Steve behaving the way he is? What does he REALLY want?
- How can you tell you will not make progress today?
- What could you have done before the meeting?
- What could you do to make some progress?



How To “Mind Read”



- Stay calm
- Get the facts
- Allow him/her to “let off steam” - let him/her talk
- Empathise: “I can understand why” “I am sorry you are upset”
- Ask him/her if there is anything you could do to make the situation easier
- Show how his/her behaviour makes it difficult for you, and ask for his/her help
- Make **the REAL PROBLEM EXPLICIT**
- Ask for suggestions on how he/she thinks the difficulty could be resolved



Listening - Essential For Success In Every Human Interaction



- Following instructions to do what the boss or client wants
- Doing a job as specified to avoid an accident
- Responding to questions in job interviews
- Responding to questions in appraisal interviews
- Questioning in recruitment and appraisal interviews
- Contributing properly at meetings
- When selling, finding out the prospect’s real objections
- Solving conflicts by spotting real causes/wants
- Boosting morale - showing respect for ideas and complaints
- Keeping customers happy - taking complaints seriously



Listening



Exercise: Answer the following questions

1. Divide 20 by a half and add 15
2. In your country is a man allowed by law to marry his widow's sister?
3. Nine and five **is** thirteen or nine and five **are** thirteen
4. If two men take two days to dig two holes how long will it take one man to dig half a hole?
5. Painting a new-build ship has the following sequence: the primer, the undercoat three intermediate coats and then the top coat. Which coat goes on the first?
6. How many animals of each species did Moses Take into the ark at the time of the great flood?



Listening is Actually Thinking



- What is he/she thinking?
- What does he really want? What is he afraid of not achieving?
- What does she really mean by that?
- What is he saying – could I explain this to another person?
- How can I calm him down /reassure him?
- Do words match body language - she looks worried – why?
- What must she be feeling right now?
- What's the best way to deal with this?
- What prejudices or stereotypes may hinder me listening?
- What is he/she not telling me?
- How can I use what he is saying to improve our department?



Being “Nice”



Poll Question

On seeing “being nice” as a non-technical skill, what was your first thought?



Being “Nice” - Why be nice?



- It feels good – helps your health and productivity
- Keeps people around you happy and creates a more motivated team
- Avoids creating problems or making existing ones worse
- Gets you what you want with minimum hassle
- Don't be fooled. Being nasty sometimes works in the short run!

**Don't worry!!!
Being nice does not mean giving in to every demand, nor
being walked all over**



How To Be Nice It's a matter of balance



- Respect (no sarcasm/mockery) **but** requiring respect
- Sympathy, empathy, compassion, caring **but** moving towards resolution
- Supportive **but** leading to self-reliance
- Courtesy (no shouting, swearing) **but** requiring courtesy
- Praise, thanking and giving credit **but** genuine
- Showing an interest/ giving time **but** not interfering
- Keeping promises **but** explaining when you can't
- Being approachable **but** not over-familiar
- Fair **but** firm
- Honest **but** not blunt
- Consulting **but** then deciding



Summary



- We need courses on time management, decision-making techniques, boosting creativity, writing reports and presentation skills. **But are these not technical skills?**
- Ultimately, most of what we want can only be achieved by instructing, asking, motivating, and working with others
- We need to know what they are thinking, what their main worry is and what they want
- Pay more attention to your “second mind” telling you what is going on. “Mind read” to find out what people really want
- Really listen instead of talking - which means thinking
- Make people feel comfortable so they will be honest /speak up
- When we cannot or do not want to give people what they want, be nice – even if you have to dismiss someone.





Thank you and Questions


