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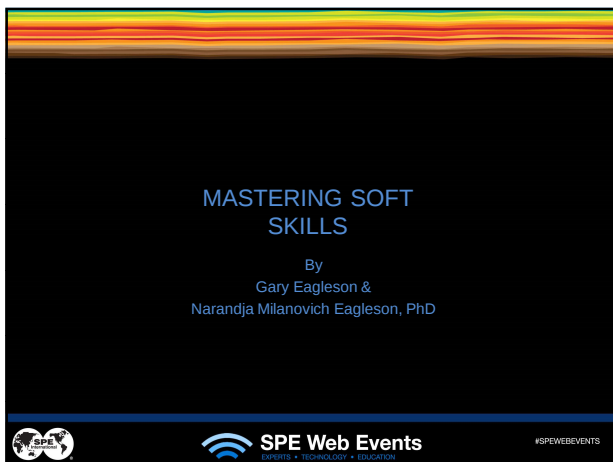
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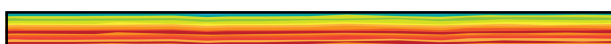
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MASTERING SOFT SKILLS

By  
Gary Eagleson &  
Narandja Milanovich Eagleson, PhD

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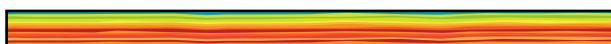
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POLL QUESTION

Are you an:

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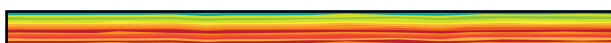
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POLL QUESTION

Sustainable solutions to problems rely on soft skills what percentage of time?

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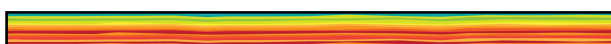
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## POLL QUESTION

Which causes you more frustration:




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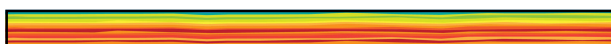
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## TAKE-AWAY MESSAGE

Personal Mastery of Soft Skills enables  
Technical Professionals and Managers to  
reach next level of performance




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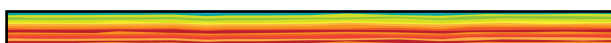
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## CHECK IN

- What situation led you to participate in this webinar?
- In one sentence, write down the current state of the situation and the desired outcome – be as specific as possible




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## CHECK IN

From the list below, select your strong suit (s)

1. Engaging the whole system
2. Productive Conversations
3. Mental Models
4. Emotional Management
5. Advocacy and Inquiry
6. Balancing: Task-Self-Relationships




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## GAP ANALYSIS & CLOSURE MODEL



- You have a desired outcome around a specific issue
- You take actions to deliver the desired outcome
- Goals and Tactics - frame available actions
- Structures & Beliefs - bound available goals and tactics
- Larger System - reinforcing and constraining variables
- When you have done all you can - still left with a Gap




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## LEVERAGING SOFT SKILLS ACROSS THE SYSTEM

In a *system* members continually affect each other over time & operate toward a common purpose

Soft Skills – working with others

1. Engage the whole system
2. Productive Conversations
3. Mental Models (Beliefs)
4. Advocacy and Inquiry
5. Emotional Management
6. Balancing: Task-Self-Relationship






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### 1 – ENGAGING THE WHOLE SYSTEM

- Organizational Systems (companies, departments, teams):
- Risks and Prospects

- Engagement of any system (2 people, team, department) requires skills to navigate the territory
- Five Key System Principles

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### FIVE KEY SYSTEM PRINCIPLES

- A system is perfectly designed to get the results it gets**
  - Neutral stance
  - Every member in the system has a stake in keeping the status quo
  - All human behavior has a purpose
  - Dissatisfaction, plus the vision, and the first steps must be greater than the natural resistance to change

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### FIVE KEY SYSTEM PRINCIPLES

- A system is perfectly designed to get the results it gets
- No one individual can see the whole system**
  - Spatial blindness - Each of us has only one perspective
  - Temporal blindness – Systems are summations of past events

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## FIVE KEY SYSTEM PRINCIPLES

1. A system is perfectly designed to get the results it gets
2. No one individual can see the whole system
3. **Systems have a purpose**
  - Systems have objectives and functions
  - Shared and aligned objectives are essential counter-measures to creation of silos

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## FIVE KEY SYSTEM PRINCIPLES

1. A system is perfectly designed to get the results it gets
2. No one individual can see the whole system
3. Systems have a purpose
4. **In large systems cause/effect is not easily perceived**
  - Systems are complex and geared toward multiple answers
  - Reinforcing and balancing variables determine the system performance

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## FIVE KEY SYSTEM PRINCIPLES

1. A system is perfectly designed to get the results it gets
2. No one individual can see the whole system
3. Systems have a purpose
4. In large systems cause/effect is not easily perceived
5. **Information is the lifeblood of the system**
  - Information that makes a difference reduces cycle time
  - Emotional noise accompanies the incoming information
  - Lagging indicators less useful than leading indicators

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## FIVE KEY SYSTEM PRINCIPLES

1. A system is perfectly designed to get the results it gets
2. No one individual can see the whole system
3. Systems have a purpose
4. In large systems cause/effect is not easily perceived
5. Information is the lifeblood of the system

Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.. [Archimedes](#)

Engaging the system the lever – Tools the fulcrum




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## 2 – Productive Conversations



Productive conversations foundational to gain common understanding  
 Strength of shared objectives and agreements glue of corporate systems




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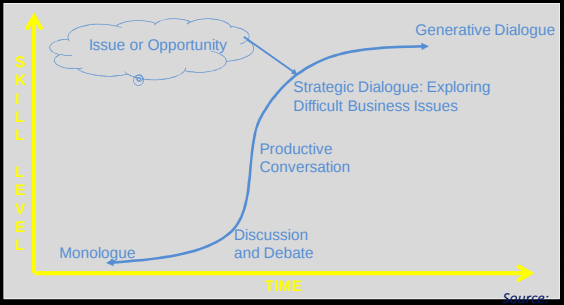
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## CONVERSATION CONTINUUM



Source: [Bridges](#)




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### 3 – MENTAL MODELS

- Are like air – invisible: But unlike air which is common to us, our MM are DIFFERENT and UNIQUE to each of us
- Are an interplay of our biology (senses), language, culture, and personal history (race, gender, family systems, geography)
- *We might believe our history is behind us...But our MM project our history into our present.*

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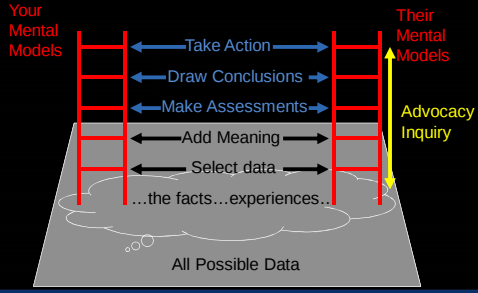
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### LADDER OF INFERENCE



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### 4 – ADVOCACY AND INQUIRY

|                                              |                              |                                 |
|----------------------------------------------|------------------------------|---------------------------------|
| High<br>A<br>D<br>V<br>O<br>C<br>A<br>C<br>Y | Explaining<br>(Dictating)    | Learning<br>(Politicking)       |
|                                              | By-standing<br>(Withdrawing) | Interviewing<br>(Interrogating) |
| Low                                          | INQUIRY                      |                                 |

Source: Bill Isaacs

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## 5 – EMOTIONAL MANAGEMENT

- Emotions: cognitive & bodily phenomenon create the backdrop for possible action
- Emotions are NOT what we do in response
- **Emotional Mind: much faster than the logical mind – instantaneously recalling memories**



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## PURPOSE AND TIME HORIZON OF EMOTIONS

|               | STORY                          | TIME                  | PURPOSE                            |
|---------------|--------------------------------|-----------------------|------------------------------------|
| Anger/Guilt   | A Boundary Has Been Crossed    | Past                  | Action to Repair Boundary          |
| Fear/Anxiety  | Something Bad Will Happen      | Future                | Reduce Probability & Reduce Impact |
| Joy           | Something Good Has/Will Happen | Past, Present, Future | Celebration: Sharing               |
| Sadness/Grief | Something Important Is Lost    | Present               | Grieving: Release & Acceptance     |

Source Joe Laur



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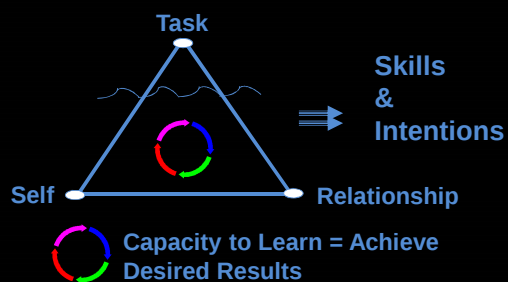
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## 6 – BALANCING: TASK – SELF – RELATIONSHIP



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## SUMMARY

All systems exist in a context of opportunities and risks




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## SUMMARY

- Accurate hypothesis of how the system delivers current state is critical
- Understanding your individual role in the system is foundational




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## LEVER

1. A system is perfectly designed to get the results it gets
2. No one individual can see the whole system
3. Systems have a purpose
4. In large systems cause/effect is not easily perceived
5. Information is the lifeblood of the system

The Five System Principles Hold the 'DNA' of its Performance




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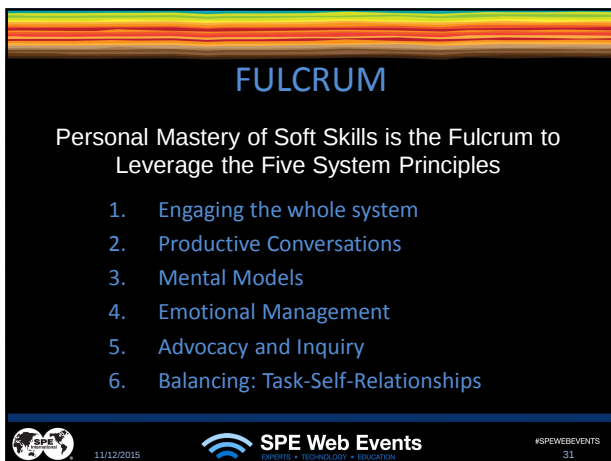
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## FULCRUM

Personal Mastery of Soft Skills is the Fulcrum to Leverage the Five System Principles

1. Engaging the whole system
2. Productive Conversations
3. Mental Models
4. Emotional Management
5. Advocacy and Inquiry
6. Balancing: Task-Self-Relationships





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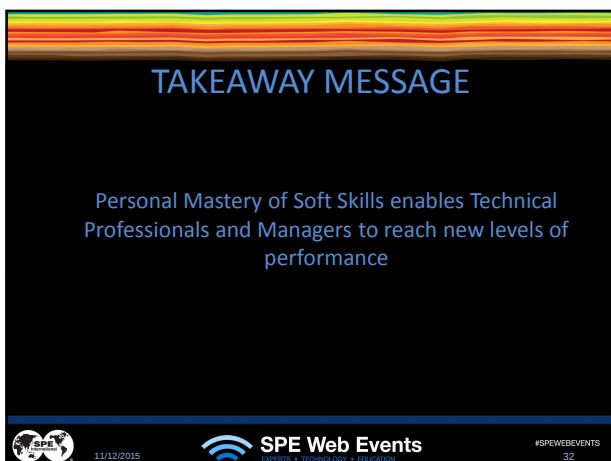
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## TAKEAWAY MESSAGE

Personal Mastery of Soft Skills enables Technical Professionals and Managers to reach new levels of performance





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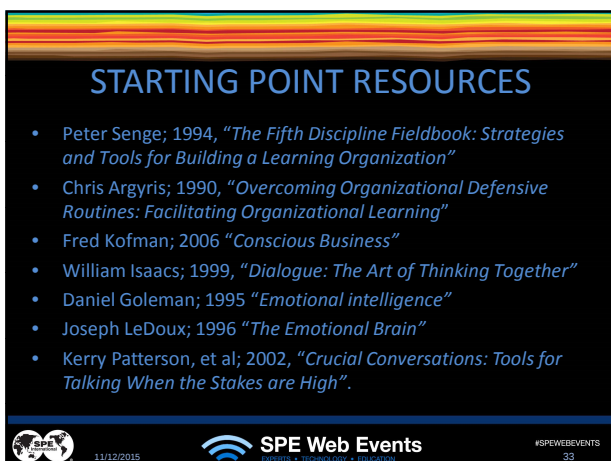
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## STARTING POINT RESOURCES

- Peter Senge; 1994, *"The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization"*
- Chris Argyris; 1990, *"Overcoming Organizational Defensive Routines: Facilitating Organizational Learning"*
- Fred Kofman; 2006 *"Conscious Business"*
- William Isaacs; 1999, *"Dialogue: The Art of Thinking Together"*
- Daniel Goleman; 1995 *"Emotional intelligence"*
- Joseph LeDoux; 1996 *"The Emotional Brain"*
- Kerry Patterson, et al; 2002, *"Crucial Conversations: Tools for Talking When the Stakes are High"*.





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