

*The life skills that really matter in a global economy*  
A Career Guide for Smart People

## Smart is Not Enough to Stay Employed

According to renowned psychologist Daniel Goleman, author of "Emotional Intelligence" (Bantam, 1995), "Working with Emotional Intelligence" (Bantam, 1998), and "Developing Leaders That Get Results" (HBP, 2001) "At best, intelligence (IQ) contributes 20% to the factors that determine career success, which leaves 80% to other factors." These "other factors" are "the must have employability skills" wanted by most employers in all industries and at all levels. These *must have skills* are not based on how smart you are (IQ). They are based on how you manage your emotions (EQ) and social skills (SQ) to either optimize or derail your career and often those with whom you work!

Employers want employees who do more than "show up" to work. They want employees who show up with their "head and their heart" to contribute their personal best. This requires a new kind of smart-social and emotional intelligence to positively impact your own, (and peers, bosses, direct reports or customers) thoughts and actions to achieve performance or business results.

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## Emotions and SMARTER Employability

"Emotional intelligence" is the name of a discipline that focuses on human behavior. Some experts call it EI" and some call it "EQ". For this book, we will call it EQ.



Research in the field began as a backlash to IQ. Historically, we tend to be awed by individuals with high "intelligence". However, we all know people who are not "IQ smart" but have high career success and fulfillment. At the same time, we also know people who have high IQs who weren't productive or good at working with others, and who had poor relationships, and often a career that de-railed. Obviously there was something more to career success than IQ!

EQ is NOT, as Goleman is misquoted as saying, "8 times more important to your success and happiness than your IQ." (He said it could be - other things being equal (expertise, education, skills, experience) most employers would choose the candidate with the best EQ skills.)

## Staying Engaged and Employed Requires SMARTER Skills

To stay engaged and employed in a global economy requires looking at your career with a view of improvement and adaptation. Consider these 21<sup>st</sup> century career realities:

- 7 of 10 Americans say that they would change jobs tomorrow if wishing could make it so.
- The average twenty something entering the job market will experience 9 to 13 job shifts.
- A generation ago statistics stated an average of 3 to 5 *career shifts* within a working lifetime. Today the expectation is 5 to seven career shifts.
- A "career shift" is a *complete redefinition* of your vocational self -financial analyst to teacher.
- The average job in America now lasts 3.6 years.
- These projected median figures mean that 50% of you can expect *more* job changes.

In a global, ever changing career world, how do you not just survive but thrive? I propose what will distinguish those who remain employable during career and economic shifts are individuals who:

- ✓ contribute the best of their head (knowledge),
- ✓ with the positive energy of their heart (emotion),
- ✓ to learn from mistakes and successes ( learning)
- ✓ to inspire others to contribute their personal best and if necessary, provide the hard truths. (leadership)

### The SMARTER Skills Employers Want

Employers, whether in the United States, Mexico, India, or Europe, state they have no problem finding new graduates or mature workers who are competent in their chosen disciplines. *However*, these same employers have a big problem finding workers with the "smarter " skills they really want and need.

**What are these SMARTER skills?** The skills where the gap is biggest between employers' needs and perceived availability are:

- *Personal initiative*- without excessive external rewards
- *Focused commitment* - to task, the person and the deadline
- *Desire, skills and experience* - to contribute to team goals
- *Oral communication* – bi-lingual preferred
- *Business writing and report communication* - not internet jargon
- *Leadership and followership* - willingness and ability to lead and be led.
- *Ability to solve problems*- not looking for someone to fix your “issues”

### What Does the Hedgehog Got to Do with Smarter Skills?

In *From Good to Great*, Jim Collins (Harper Business, 2001) introduced "The Hedgehog Concept." The hedgehog survives and thrives because it knows one thing really well-- in this example, how to roll up in a ball with needle-sharp defenses. When examining companies that went from good to great, Collins found that the *great* companies are hedgehogs. "*Hedgehogs see what is essential, and ignore the rest*, stated Collins.

We all need to become masters of hedge hogging by **doing great work**, with and for others that provides an economic and social value.

*We need to continuously ask and answer:*

What am I deeply passionate about?  
 What can I be the best at in the world?  
 What am I NOT the best at?-- and let go of that.  
 What drives my career motivation engine?  
 What stalls my career motivation engine?

## Does the Hedgehog Need a Heart?

Absolutely! It is the “heart” that ignites the passion to contribute your personal best. It is the heart that encourages or discourages others to take your lead. How many of you have been told, “Do not bring your emotions to work?” To be employable (contributing your personal best) in a global economy requires bringing your emotions to work- and it is hard not to anyways. Building on Daniel Goleman’s social emotional intelligence framework, being seen as engaged and employed *in a global economy* is really knowing and articulating You, Inc. (Focus on Me), demonstrating initiative and buoyancy to manage career and economic shifts (Personal Impact ), learning about and appreciating diversity, (Focus on Others ), and demonstrating entrepreneurship, support and guidance to bring out the personal best in others. (Social Impact). It is your emotions that either optimize or derail your personal best. It is your emotions that encourage you to embrace and understand cultural diversity. It is your emotions that inspire others to be their personal best.

## Where Do You Start?

So, here you are raising a very smart kid, or a teacher trying not to “leave a child behind”, or a new graduate or manager with a team of very smart people. What we do know is getting the “A” or mastering a skill does not guarantee career and business success. And it definitely does not guarantee career significance. We need to teach, model and coach others and possibly ourselves , on the SMARTER skills and behaviors to be successful and significant. This requires not settling for being smart, but reaching for being smarter!

**Career Success vs. Career Significance:** Setting goals for *career success* is driven by being the best in the world while setting goals to achieve *career significance* is driven by being the best for the world. It is the difference between defining yourself as what you do to defining yourself by how you live.

*Being SMARTER means you must be able to effectively self evaluate yourself , to be able to step out of yourself, and really look at who you are through your behavior with objectivity. This enables you to make powerful and personal choices about how you will contribute your personal best.” Kivland, 2006*

## The Smarter Skills that Matter.....

**Self** –strengths and efficacy

**Mastery**- emotions, thoughts, and actions

**Attraction**- energy and optimism

**Resilience**- adapts, reinvents, renews

**Tolerance:** accepts, acknowledges and appreciates

**Evolve**- innovates, initiates, and improves

**Reciprocity**-teaches and be taught, leads and be led, receives and gives.

**SMARTER skills require Focus and Impact!**

	Career Success	Career Significance
<b>Focus</b> <b>How well I know and appreciate my own and other's uniqueness</b>	<b>Focus on Me</b> <u>Strengths</u> <u>Self-efficacy</u>	<b>Focus on Others</b> <u>Tolerance</u> : accept, acknowledge and appreciate. Remove distractions.
<b>Impact</b> <b>How I optimize or derail my own and others career success and significance</b>	<b>Impact to Me</b> <u>Mastery</u> : emotions, thoughts, stories and actions. <u>Attraction</u> : energy and optimism <u>Resilience</u> - adapt, reinvent, renew	<b>Impact to Others</b> <u>Evolve</u> - Greatness vs. Sabotage <u>Reciprocity</u> -teach and be taught, lead and be led, receive and give

**Still not Convinced SMARTER Skills Matters to Your Career?**

Let's look at how SMARTER skills align with 21<sup>st</sup> century economic, social, career and lifestyle realities.

- **Competition is global not local.** All employees are competing with other employees half a world or an aisle away. It will be tolerance and reciprocity that distinguish those who can build relationships whether across the world or down the hall.
- **Customers are more fickle.** How well you know and treat your customers is directly related to SMARTER skills. All relationships are a reflection of the one you have with yourself. It is that simple! (Acceptance and Appreciate)
- **Job security is dead.** The old work paradigm reached its peak two generations ago and was based on trading *loyalty* for *security*. The new paradigm is one of trading *performance commitment* for *meaningful work and enhanced employability*. (Self knowledge and resiliency)
- **Career Success vs. Career Significance:** It is the difference between defining yourself as what you do to defining yourself by who you are. Significant goal driven behavior is motivated by your principles and values- a core component of authenticity and reciprocity.
- **Life balance on everyone's wish list.** I have counseled over 1000 clients on achieving career fulfillment and I cannot remember one client that did not want more life/work balance. In a 24/7, just in time, drive up and eat economy, it will be how well you manage your energy, be vulnerable and build *reciprocal relationships* that helps you and the companies you work for set healthy lifework boundaries.
- **Everyone's job involves high tech (IQ), high-touch (EQ) and now high Concept (Daniel Pink, 2005).** According to Daniel Pink, there is a new set of abilities necessary to stay employed and engaged. These new skills are described as conceptual. (Innovation).

### **Still Not Convinced- Take these Seven SMARTER Steps to Increase your Employability**

1. **Find passion in what you do.** It is important to choose a profession that gets you excited. Passion gives us energy like no other feeling. When you have passion, you have purpose. You speak about your work with enthusiasm. When people hear you talk about your work, they pick up on your enthusiasm and energy. Once you discover that profession, discover on a more specific level what you are doing that excites you. (**SMARTER skill- Strengths**)
2. **Find excellence in what you do.** What is it that you're really good at? These may be specific skills or more general attributes. You can be really good with technical tasks or in handling difficult customers. When you have identified your excellence, tell the world. You will also be able to see how your excellence can transcend to other jobs. (**SMARTER skill- efficacy**)
3. **Become a life-long learner.** Constantly improving and diversifying your skills is critical to lifetime success and employment. This may mean working with a coach or a mentor. Every quarter, review your skills with an eye toward the future. Identify two new skills to acquire, then take classes, find a master, study, e-surf or read books. (**SMARTER Skill- Evolve**)
4. **Be flexible.** Instead of whining every time there is a change, look for how you can take advantage of a new need, a new opportunity to make yourself valuable. Be proactive and act positive. (**SMARTER skill- resilience**)
5. **Focus on productivity.** Look for ways to save money, time and resources to align with current and future business goals. When you actively look for ways to improve productivity and efficiency, you are seen as a value-added commodity. See yourself as: an "intra-preneur," always thinking "new and improved." (**SMARTER Skill- Mastery**)
6. **Be a team player.** Seek opportunities to help your co-workers, boss or customers shine. Express genuine appreciation to someone each week that contributed to your career success or fulfillment. (**SMARTER skill- Reciprocity**)
7. **Market yourself to both internal and external customers.** You are the CEO of You – and you have a reputation to create and maintain. Let people know about your passion and performance successes. Customers, people within your company, colleagues or friends need to feel your enthusiasm for what you are doing. Be authentic and not self-promoting. (**SMARTER Skill- Attraction**)

**Activity:**

**How Do You Define Career Success and Significance:**

Definitions: **Career Success vs. Career Significance:** Setting goals for *career success* is driven by being the best in the world while setting goals to achieve *career significance* is driven by being the best for the world.

Reflect	Then Ask
<b>Look at your life as it is right now</b>	
What's most important to you?	What do others see as important to you?
What are you noticeably good at?	What do others see you as noticeably good at?
What is your number one asset?	What do others see as your number one asset?
How do you want others to describe your success in the world - of work? of life?	How do others describe your success in the world – of work? of life?
How do you want others to describe your significance in the world of work?	How do others see your significance in the world - of work? of life?

### THE SMARTER SELF-EVALUATION

This self-evaluation will measure your perception of the seven areas emotional and social intelligence within the SMARTER employability model developed by Cynthia Kivland. In the space provided next to each of the following statements, please write the number that best describes your agreement with the item, using the scale immediately below. After each series of five questions, calculate the total and mark in the shaded area.

**1 = Mostly Disagree**

**3 = Slightly Disagree**

**5 = Moderately Agree**

**2 = Moderately Disagree**

**4 = Slightly Agree**

**6 = Mostly Agree**

		<b>Strengths Total</b>
1	I use negative <i>and</i> positive emotions as a source of wisdom about how to navigate my life.	1 2 3 4 5 6
2	I know the BestFit components required for my career success and significance.	1 2 3 4 5 6
3	I have confidence that my strengths will positively impact my own and other's career and life.	1 2 3 4 5 6
4	I know how to manage my own and others expectations of my success.	1 2 3 4 5 6
5	People who know their emotional, cognitive and social strengths are better pilots of their lives.	1 2 3 4 5 6
		<b>Mastery Total</b>
6	I face my negative feelings and work through what the issue is.	1 2 3 4 5 6
7	I am in charge of how I feel about myself.	1 2 3 4 5 6
8	After something has upset me, I find it easy to regain my composure.	1 2 3 4 5 6
9	I challenge my life stories and create new one's based on present reality.	1 2 3 4 5 6
10	I know when I react from a position of strength or weakness after a crucial event.	1 2 3 4 5 6
		<b>Attraction total</b>
11	When challenged, I am good at attracting what I need to flow with life's demands.	1 2 3 4 5 6
12	I see life as half full and not half empty.	1 2 3 4 5 6
13	I am often able to improve the moods of others.	1 2 3 4 5 6
14	I am adept at reading people's feelings by their facial expressions.	1 2 3 4 5 6
15	I know how to minimize the distractions in my life.	1 2 3 4 5 6
		<b>Resilience Total</b>
16	I do not recycle and dwell on negative emotions that reinforce the blame or victim role.	1 2 3 4 5 6
17	I am able to motivate myself to try and try again in the face of setbacks.	1 2 3 4 5 6
18	When challenged, I know how to move from a survive mode ( fight/flight) to a thrive mode of hope and solutions.	1 2 3 4 5 6
19	I easily enter into a "thrive and flow " state, or a state characterized by calmness, alertness, and focus.	1 2 3 4 5 6
20	I see setbacks as challenges to learn from and move on to try new approaches.	1 2 3 4 5 6
		<b>Tolerance Total</b>
21	I am effective at listening to other people's problems.	1 2 3 4 5 6
22	I am sensitive to the emotional needs of others and respond appropriately.	1 2 3 4 5 6
23	I know what to get rid of in my life to be more tolerant..	1 2 3 4 5 6
24	I am aware of subtle social signals that indicate what others need.	1 2 3 4 5 6
25	I demonstrate empathy towards others and myself.	1 2 3 4 5 6

		Evolution Total
26	I am able to formulate and execute a life and career plan.	1 2 3 4 5 6
27	I know how to influence others by responding appropriately to their emotions, motivations, and desires.	1 2 3 4 5 6
28	I use positive energy to create positive outcomes in my own and others lives.	1 2 3 4 5 6
29	I can easily set negative feelings aside when called upon to perform.	1 2 3 4 5 6
30	I seek creative and rational solutions to life's challenges.	1 2 3 4 5 6
		Reciprocity Total
31	I have a calming and inspiring influence on other people and often improve the moods of others.	1 2 3 4 5 6
32	I easily receive advice, wisdom and leadership from others.	1 2 3 4 5 6
33	People view me as an effective model for bringing out the best in others.	1 2 3 4 5 6
34	I am a good person to come to for advice about handling relationships.	1 2 3 4 5 6
35	I help others use their motivations to achieve their personal goals.	1 2 3 4 5 6
		All Total

## Part II. Interpreting Your Scores.

Compare your scores with the chart below will allow you to assess your current standing on the various social and emotional competencies relative to a cross-industry sampling of managers and professionals. Each of the SMARTER competencies are important to perform well in all careers, whether at home, onsite, virtual or in another country. Most important, these SMARTER competencies are needed to have a life filled with career success and significance. The Smart to Smarter book will provide you with the knowledge, tools and actions to create a development plan to bring out the personal best in yourself and others!

SMARTER Competency	Needs Substantial Development	Needs Some Development	Definite Strength
<b>Strengths:</b> knowing how to use your strengths and emotions to make decisions that bring out your own and others personal best. <b>Strengths and Efficacy</b>	25 or below	26 - 30	31 or above
<b>Mastery</b> mastering your emotional impulses to thrive and not just survive. <b>emotions, thoughts, stories and actions</b>	26 or below	27 - 31	32 or above
<b>Attraction</b> attract what needs to be present to be your personal best and eliminate or manage distractions; <b>energy and optimism</b>	26 or below	27 - 30	31 or above
<b>Resilience</b> Persist in the face of setback and build reserves to pursue your goals. <b>adapts, reinvents, renews</b>	25 or below	26 - 30	31 or above
<b>Tolerance</b> accept other people's emotions and behaviors without judgment; eliminating tolerations that restrict evolving; <b>accepts, acknowledges and appreciates</b>	24 or below	25 - 29	30 or above
<b>Evolution</b> seek opportunities to achieve success a and significance; <b>innovate, initiate or improve</b>	25 or below	26 - 30	31 or above
<b>Reciprocity</b> willingness, readiness and ability to <b>teach and be taught, lead and are led, receive and give.</b>	24 or below	25 - 29	30 or above
<b>Total</b>	139 or below	140-184	185 and above

### Activity: The Changing Nature of Work

Take this quiz to see how much you understand about the new workplace. Respond to each statement by circling true or false written by William Bridge, author Job Shift, and Transitions.

1. T or F        "The job" is a historical phenomenon and has a limited life expectancy.
2. T or F        The main source of job-loss in this country is the lower cost of labor in other countries.
3. T or F        Information technology is causing jobs to disappear.
4. T or F        Organizations will need to redo all their job descriptions due to the speed of change and this will make those job descriptions more important.
5. T or F        Temporary workers do less than 5% of the work done in America today.
6. T or F        Corporations could not exist without all employees making positive and bottom line work/business contributions.

See answers on next page.

## Work Quiz Answers and Commentary by Bill Bridges

### 1. True

No one ever had a job until the Industrial Revolution. Then they boxed up work into your job and my job and her job. Those jobs spawned job-descriptions and job-classifications and job-grade. We'll look back on the period between the mid-19th and the late 20th century as "The Age of the Job."

### 2.False

That is a factor, but the biggest single factor is the frequency of change, which makes traditional "jobs" too rigid to succeed today. Some other things that contribute to the need to evolve:

- Global economy = increased competition for product, talent, and innovation.
- The dynamic and contrasting needs of the baby boomers, gen xer's, millennial, etc.
- Productivity and cost saving efforts (outsourcing, TQM)

Together these things create a situation where organizations can no longer afford an employee who is not highly flexible and a smarter career entrepreneur.

### 3. True

In two ways: information technology turns more and more work into knowledge work, which cannot be carved up with traditional job-descriptions the way industrial labor could; and information technology helps destroy the time and space framework within which the traditional job existed. Work can now be done anytime, anywhere.

- Software workplace applications, i.e. Microsoft Office suite, is a must have competency and when not present, will screen you out of the hiring process.

### 4. False

Writing job-descriptions will need to utilize the efforts of half the workers. The answer is not rewriting but a culture that encourages workers to do -- and gravitate to -- the work that needs doing. People will tend to have "assignments," not jobs. They will work on project teams with several departments.

### 5. Depends

It depends what you mean by "temporary." If you mean the worker came from a temp agency, the number is probably even less. But if you mean by "temporary" someone whose employment is contingent on a continued need for that work to be done and on his or her adding value to the customer, then everyone (and I mean EVERYONE) is a temp.

### 6. False

That used to be true. But look at Dell Computer. They get the work of the equivalent of 80,000 full-time workers, but there are only 15,000 on the payroll. And not one of them can count on "doing my job" to provide continued employment. Or look at Job Boss Software in Minneapolis, where the CEO says that they are like a volleyball team because "it takes three hits to get the ball over the net and it doesn't matter who hits it." Doesn't matter who does what? What about job descriptions?

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