

## SMART TO SMARTER- ICEBERG

*"What is opportunity, and when does it knock? It never knocks. You can wait a whole lifetime, listening, hoping, and you will hear no knocking. You are opportunity, and you must knock on the door leading to your destiny. You prepare yourself to recognize opportunity, to pursue and seize opportunity as you develop the strength of your personality, and build a self-image with which you are able to live -- with your self-respect alive and growing." ~ Maxwell Maltz*

Are these SMARTER skills part of your personality, either something you have or do not have? Yes and no. The good news is these SMARTER skills can be learned with practice and reinforcement! However, as individuals of habit, we default to behaviors that say, "This is the way I do things." Personality inventories, such as the Myers-Briggs Type Indicator© or Occupational Personality Questionnaire© have shown that each of us develops a stable and comfortable " default personality style. " This "default style" influences how we approach our work/life/school and how we interact with others. This default style does not change much after the mid 20s, however, to stay employable, SMARTER workers know they must manage and adapt their "style" to the situation, person, culture or social context.

**Combining head and heart** is the link to SMARTER skills. As stated in the introduction, Daniel Goleman's premise is "sensitivity to emotional states (one's own and others') and effective relationship skills are the critical competencies in today's global, self reliant work environment. Simply put, IQ and expertise are no longer considered the best predictors of performance or leadership effectiveness.

Consider, once again, the traditional formula for career success as possessing cognitive intelligence, an analytical, detached decision style and getting results, often through people. Most important, you did not show emotional sensitivity, you were not transparent so people knew what you really thought and you did not focus on understanding others first to build rapport. However, the skills employers really want are the ability to build people up, bring them together and inspire them to do their Personal Best.

### Focus and Impact

SMARTER is the ability to intentionally understand and manage social interactions and yourself skillfully. The key word in the above sentence is "intentionally". Being SMARTER is intentionally **focusing** on what matters most and being aware of **the impact** you are having on yourself and others. It is a heightened awareness to intentionally manage the "default personality settings" without excuses.

SMARTER skills evolve over a lifetime of hard work. You cannot simply read a book or attend a self-development course. Developing and sustaining these SMARTER skills requires a constant -- and often uncomfortable -- commitment to personal and social skill development. Developing SMARTER skills requires being willing and able to ask for and accept feedback on your behavior- the good, bad and the ugly.

### **SMARTER Skills and the Iceberg**

The development of SMARTER skills is similar to the creation of an iceberg. It takes years for an iceberg to develop. Weather shifts, glaciers, pressure, movement, right and wrong conditions and unpredictable climatic events shape the iceberg's character, above and below the water's surface. What keeps you up at night, and possibly others up, cannot be seen, (just like most people cannot see what is under the surface of the ice berg). However, what can be seen is our behavior during the day – or the iceberg melting.

It takes years to shape your character and your SMARTER skills. SMARTER skills are the interplay between your experience, emotions, beliefs, and behavior – just like the iceberg is the interplay between environmental conditions – influenced by humankind or climatic events. This was found in the Sommerville study, a 40-year longitudinal investigation of 450 boys who grew up in Sommerville, Massachusetts. This study demonstrated IQ had little relation to how well the boys did in their adult lives. Two-thirds of the boys were from welfare families, and one-third had IQ's below 90. What made the biggest difference? It was the experiences and people who shaped their "iceberg" that facilitated the development of SMARTER skills on how to handle frustration, control emotional impulses, and rebound from setbacks.

#### **Are You Raising a Scientist?**

If you are raising your child to be a scientist, an IQ of 120 or higher is needed simply to get into graduate school. How attractive future employers find you has less to do with IQ differences and more to do with SMARTER skills. It is more important to be able to persist in the face of difficulty and to get along well with colleagues and subordinates than it is to have an extra 10 or 15 points of IQ.

Another example is a study of 80 Ph.D.'s in science who underwent a battery of personality tests, IQ tests, and interviews in the 1950s at Berkeley. Forty years later, these scientists were tracked down and estimates were made of their success based on resumes, evaluations by experts in their own field, and sources like American Men and Women of Science. It turned out the SMARTER skills of social reciprocity, empathy, and authenticity were four times more important than IQ in determining professional success and prestige.

### **Your Life is a Story and You're the Director!**

In the book, *The No Complaining Rule*, Jon Gordon proposes the question to readers: "If my life was made into a movie I would characterize it as a: A) Drama B) Love Story C) Comedy D) Inspirational Tale." Every one plays a part in your story. What role do you play? Victim? Hero? Fighter? Lover? Star? Underdog? Winner? What roles do others play?

***We often don't live our lives based on reality but rather by our "iceberg" story of reality.*** This iceberg story is influenced by scripts we tell ourselves that define our life. You have a choice! Don't believe this story if it is not working for you or for others. Stop tuning in. Change the dial. Hit the pause button.

Start to tune into a different story from a position of emotional maturity and smarter choices. You are the director of your story. What perspectives, camera angles, colors, thoughts, characters, beliefs, and actions will change your life story? Use this book to direct the story of your life.

## Your Life Story and Optimism

The facilitator of SMARTER skills is OPTIMISM. It's like oil in the engine; it makes everything work better, more smoothly.

“Learned optimism”, a concept developed by Martin Seligman, refers to the causal attributions people make when confronted with failure or setbacks. He found optimists make specific, temporary, external causal attributions while pessimists make global, permanent, internal attributions. In a study of learned optimism, Seligman tested 500 members of the freshman class at the University of Pennsylvania. He found their scores on a test of optimism were a better predictor of actual grades during the freshman year than SAT scores or high school grades.

In another research study at Met Life, Seligman and his colleagues found new salesmen who were optimists sold 37 percent more insurance in their first two years than did pessimists. When the company hired a special group of individuals who scored high on optimism but failed the normal skill based screening, they outsold the pessimists by 21 percent in their first year and 57 percent in the second.

The importance of optimism displayed through customer service and after sales care and support becomes more and more critical to the success of any company. Customers form relationships with people, therefore measuring and developing SMARTER skills is critical to a company's vitality.

## SMARTER Skills from the Playground to Board Room

Most people prefer to be around people who are pleasant, flexible and optimistic.

Whether you are in the boardroom or on the playground, strengthening SMARTER skills is critical to employability and likeability. The emotional climate of a group when guided constructively will enhance an individual's and the group's performance. The most important element in a social group's success is not the average or highest IQ, but the interplay of SMARTER skills. For example, Robert Rosenthal, a Harvard expert on empathy, has shown that when teachers treat their subjects warmly, test scores are higher. Furthermore, a single player who is low in SMARTER skills, on the playground or in the boardroom, can lower the sum total of curiosity and initiative to drive performance results. Robert Sternberg and Wendy Williams of Yale have studied this "group IQ." What they found is a social group often performs SMARTER than its members' collective intelligences AND can also rapidly work dumber by not allowing people to share talents, to display empathy, by tolerating domineering egos or bullying that de-rails performance.

## Conclusion: SMARTER Skills are Always Evolving

What we do know is that SMARTER skills evolve over time. Some of us may have a “jump start” because of a personality trait, such as empathy. However, each of us has an “iceberg story” that shapes our SMARTER evolution. What we also know is optimism “sparks” the development of SMARTER skills that ignites and elevates a group's performance. The rest of this book will provide an overview of each SMARTER skill including practice assignments from the play ground to the boardroom.



**SMARTER Activity:**

**Activity: What is Under the Surface- Every Iceberg Has a Story**

To understand what has shaped your “iceberg”, it is important to tap “your emotional and visual mind”. First, imagine a picture or symbol of what you want to work on, such as procrastination. This picture will set off a chain of pictures that will flow freely, helping you to understand what has shaped your “iceberg”, and more importantly, what SMARTER skills will change your behavior, thus changing your life path.

1. Draw a circle in the middle of a white sheet of paper. Put in or draw in the circle a picture of the behavior you are working on.
2. Next stare at the picture, and as your mind wonders, a series of thoughts or key words emerge related to the picture in the circle.
3. Starting at the edge of the circle – draw a line and PRINT key words/messages about your picture. Continue drawing lines from the circle’s edge until there are no more key words coming to you.
4. One at a time, look at each of the lines with key words. Staring at each line, keywords will emerge again. Draw a line again; this time from your primary key word line, writing the key word you are feel strongest. Continue drawing lines until you have no more words coming to you.
5. Now stop and analyze the flow of words. Then, write your story using the key words you have written concerning the subject you were working on.
6. What part of this story are you ready to give up? What part elevates your “personal best” and what parts derail your “personal best?”

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### Practice SMARTER Affirmations

*Which affirmations speak to your iceberg story?*

*Nobody is coming to my rescue.*

I am responsible for my personal and career life. I choose who will share parts of that life with me.

*Leadership of others starts with self-knowledge.*

How can I be expected to know and lead others if I do not know myself?

*Negative self-talk develops negative behavior and habits.*

I must learn to recognize negative self-talk and eliminate it, together with negative criticism of others.

*A written down goal is a dream with a deadline.*

Work/life goals are only wishes if not in writing and time dated. Life and career fulfillment is continuous and at times, uncomfortable. Create time and space to step out of your comfort zone to evolve.

*Accept that we all need each other.*

We need the help of others to survive and thrive. Guide others to achieve what they want first, before achieving what you want.

*Continually add value to yourself.*

Never cease to evolve.

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