



"RBF"


AND OTHER
ISSUES NOBODY
WANTS TO TALK
ABOUT AT WORK

ABOUT ME

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- 20 years in the legal industry
- Small, medium, large firms
- Consultant providing support:
 - Startup
 - Growth
 - Development
 - Restructure





WHY FOCUS ON "SOFT SKILLS" NOW?

INCREASINGLY COMPETITIVE MARKET



INCREASED DEMAND FOR INNOVATION TEAMWORK & FLEXIBILITY

- Successful firms don't just focus on "**what**" they do
- Successful firms focus and differentiate based on "**how**" they do what they do

OVERVIEW

- Traditional Performance Management
- Soft Skill Performance Management
- Soft Skill Development



TRADITIONAL PERFORMANCE MANAGEMENT

Focused on well defined, measurable expectations and technical skills:

- Accuracy
- Productivity
- Timeliness
- S.M.A.R.T. goals





TRADITIONAL PERFORMANCE MANAGEMENT

Three Pillars:

- #1 Do they know what they need to do?
- #2 Do they have what they need to do it?
- #3 Do they want to do it?

When applied to soft skills:

- Can't get past #1
- Discussion goes off the rails, fast!



SOFT SKILL MANAGEMENT

Issues

- Soft skills are subjective, require emotional maturity and self-awareness
- Lack of definition and clearly defined policies
- Development is a journey: If we can't meet at Point A, how can we make it to Point B?



SOFT SKILL MANAGEMENT

Solution

- Create a frame of reference that's easy to adopt
- Patrick Lencioni's "Ideal Team Player"
- Distills the "Ideal Team Player" into three virtues:



A woman in a white short-sleeved shirt and a long necklace is sitting at a wooden table. She is looking at a laptop. Another person's hand is visible on the right side of the frame, gesturing. The scene is outdoors with a warm, golden light. There are books and a smartphone on the table.

THE THREE VIRTUES

HUMBLE
HUNGRY
SMART



HUMBLE

- Lack excessive ego
- Quick to point out the contributions of others
- Emphasize team over self

How to spot humility:

- Easily admits mistakes
- Compliments and praises others
- Willing to take on lower level work



HUNGRY

- Always looking for more
- Self-motivated, almost never have to be pushed to work harder
- Always thinking about the next step

How to spot hunger:

- Does more than is required, looks for opportunities to contribute
- Has passion for the mission
- Takes personal responsibility for success



SMART

- Common sense about people
- Good judgement and intuition about the subtleties of group dynamics
- Understand the impact of their words and actions

How to spot smarts:

- Shows empathy to others
- Attentive listening skills
- Adjusts behavior and style to fit the relationship

THE THREE VIRTUES "IRL"

- Possessing all 3, Ideal Team Player
- Lacking all 3, unlikely to get hired
- Lacking 1 or 2 Virtues:
 - Pawn - Just Humble
 - Bulldozer - Just Hungry
 - Charmer - Just Smart
 - Mess Maker - Not Smart
 - Lovable Slacker - Not Hungry
 - Skillful Politician - Not Humble



A group of people are seated around a long wooden table in a meeting room. The background shows a cityscape with buildings and a bridge, suggesting an urban setting. The lighting is soft and focused on the participants. The overall mood is professional and collaborative.

GROUP DISCUSSION

TALK ABOUT SOMEONE YOU'VE ENCOUNTERED WHO IS NOT AN IDEAL TEAM PLAYER: WHAT VIRTUES DO THEY LACK?



SOFT SKILL MANAGEMENT

Solution in Action

- Call for a meeting, don't ambush
- Share the Three Virtues before the discussion
- Discuss behavior in relation to the Three Virtues

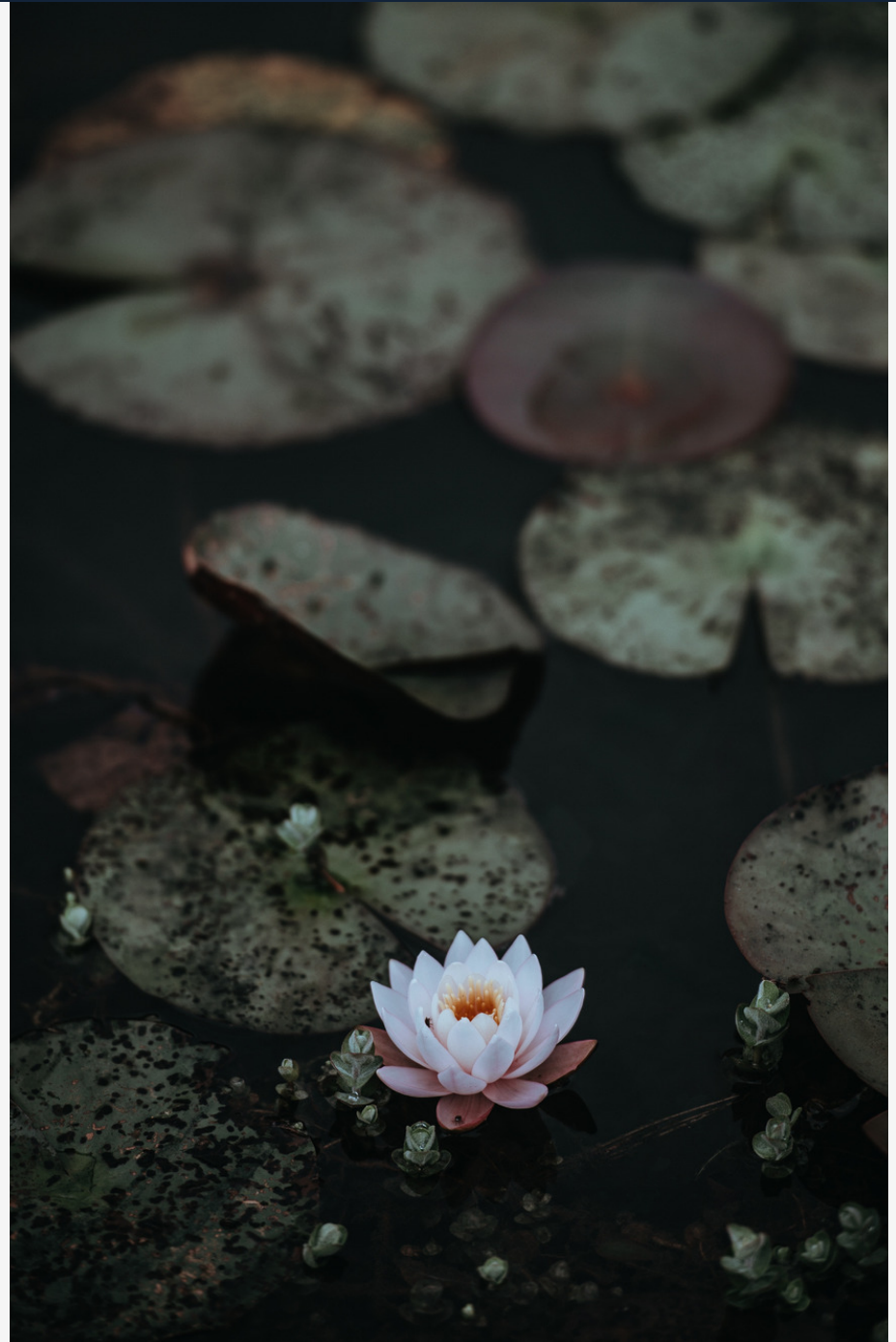


GROUP DISCUSSION

TALK ABOUT A SOFT SKILL ISSUE: HOW TO ADDRESS

MENTAL HEALTH

- Maintaining Yours
- Managing Theirs
 - Don't diagnose (unless you're a mental health professional)
 - Lead with compassion
 - Clearly state expectations
 - Offer support - EAP
 - Accommodations?



A group of people are working in a modern office setting. In the foreground, a man with a beard and glasses is wearing large headphones and looking at a laptop. To his right, another man is also wearing headphones and typing on a laptop. In the background, a woman with glasses is looking towards the camera. The office has a contemporary feel with a wooden wall and a hanging light fixture with several glass shades. A dark blue rectangular overlay is positioned in the upper right quadrant, containing white and orange text.

DEVELOPING SOFT SKILLS

IF YOU CAN'T HIRE NEW TEAM PLAYERS,
MAKE THEM YOURSELF!

DEVELOPING SOFT SKILLS

With Leadership Support -
Implement Throughout

- Recruiting
- Performance Management
- Fanatical Commitment

Without Leadership Support -
Soft Rollout to Teams

- Discuss Virtues
- Self Assessment
- Simple Ranking
- Follow Up





DEVELOPING SOFT SKILLS

Assess Humble, Hungry, and Smart:

What are the most important accomplishments of your career?

What is your most embarrassing moment or failure?

What's the hardest you've ever worked in your life?

Did you work hard in high school?

How would you describe your personality?

What is something you do that others find annoying?

DEVELOPING SOFT SKILLS

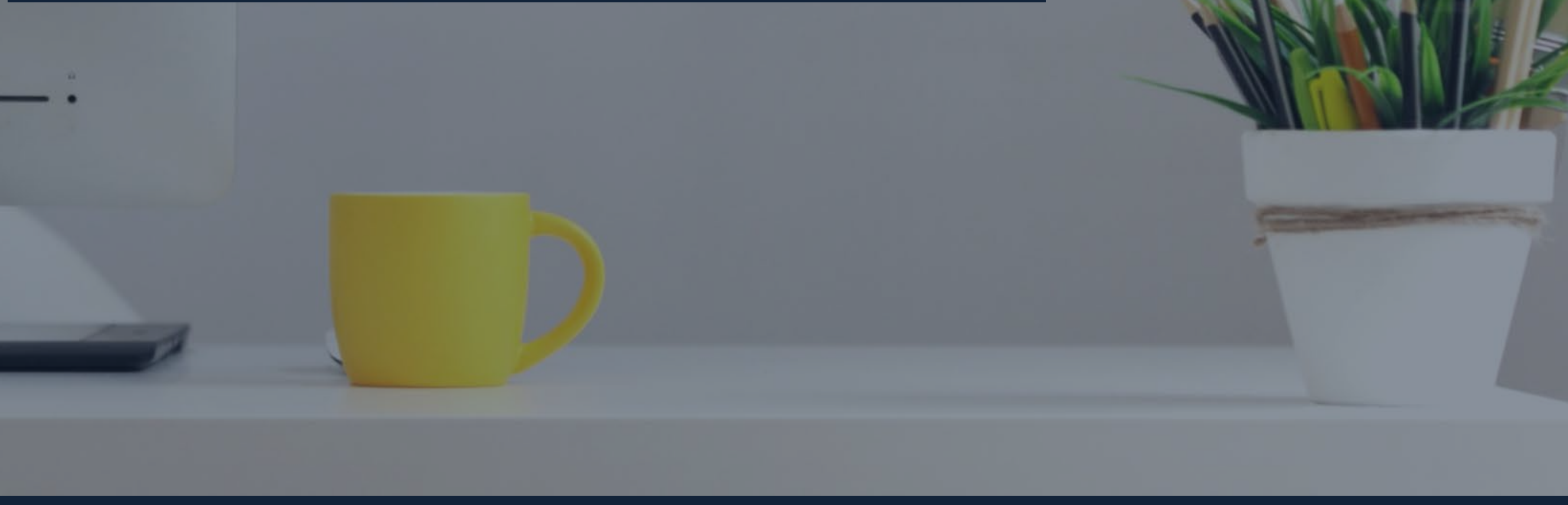
The Secret Sauce

- Follow up
- Follow up
- Follow up



SUMMARY

- Soft skills provide a competitive advantage
- Traditional performance management doesn't work well to address soft skill issues, yet
- To assist, create a shared frame of reference
- Hire & Develop: Humble, Hungry, and Smart



A photograph of three women sitting at a wooden table in a cafe or office setting, laughing and talking. The woman on the left has curly hair and is wearing a light-colored blazer over a dark top. The woman in the middle has blonde hair and glasses, wearing a light blazer. The woman on the right has curly hair and is wearing a dark blazer. On the table are two smartphones, a notebook, a pen, and a white coffee cup on a saucer. The background shows a window with blinds and a bar area with a lamp.

Thank you!

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Please stay in touch.

REFERENCES

Lencioni, Patrick. (2016). "The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues". The Table Group.

thetablegroup.com

