



Okay, I'll get this out of the way.

This was definitely my lame attempt to be clever, but the principle and meaning behind it is really legit.

There is this whole category of how we show up at work that contributes to our success or our not success and it falls under this umbrella of things that we sometimes refer to as soft skills or emotional intelligence or personality traits.

I call them not skills not because they're not important and not because they're not beneficial but it's hard to think of them as skills in the sense that it's very hard to develop them if you don't already have them.

These soft skills or these not skills are so important to your success.

Look at this number- 93% of employees in this one survey said that these soft skills were just as important if not more important than technical or hard skills.

If you think back to the previous video where you did the exercise of listing what major traits made your favorite leader so great, we said generally people choose aspects of personality, soft skills or emotional intelligence. They don't generally go to technical or hard skills.

These not skills are really important to your success as a leader.

Again, each of these is a little bit different but they're all in this same kind of family when we're referring to these not skills.

Examples of these are: being a team player, being humble, personable and someone that people like to work- if people like to work with you, they're going to excuse a lot of the technical and hard skills just for the opportunity to enjoy working with you.

It could also be having something like a strong work ethic, empathy, a positive outlook, or integrity.

Sometimes when we're creating these labels of soft skill hard skill, there are arguments to be made certainly of 'well, that's really more of a technical skill or a hard skill.'

I'm not here to argue with you if you disagree with the designations, it's perfectly fine. I hope you do appreciate what I'm trying to say in this distinction, which is you have the technical, 10-steps-to-figure-out skills related to your job.

Here are skills that are really kinds of traits that are more about who you are as a human being.

The good news / bad news when it comes to not skills:



The good news is if you have them naturally they are going to serve you very well. If you are naturally a positive person, you're empathetic, you work hard, people like to be around you- that's going to benefit you and your leadership and your career.

The bad news is some people naturally don't have those things. They're not very positive, people don't like being around them. They're not a bad person necessarily, but people just don't like to work with them. Maybe they're not as empathetic as other people.

This is the challenge with not skills because compared to a hard skill or a technical skill, they're much harder to develop.

If you need to learn some technical thing for whatever it is you do then hopefully you have the confidence and ability to learn that skill, but when it comes to these soft skills or not skills, it's really not that easy. It's hard to know whether you've gotten there or not, whether you've passed the test so to speak because it is so much more subjective.

Some questions for you to think about- and this really starts with the hiring process- what are you looking for when you're hiring? How important and how much do those technical hard skills matter? How much do those soft skills or not skills matter?

As you consider that question you may want to take a look at your current staff.

Who is successful? Who isn't? Who does well on your team? Who doesn't? Who's moving up? Who's not? How much of that has to do with what kind of technical hard skills they have and what kind of not skills or soft skills they have?

What if someone doesn't have that technical hard skill but they seem like an amazing person to work with? Or the opposite- what if they have proven 10 times over that they are the most skilled for the job but some of those soft skills are lacking?

Are you willing to sacrifice one for the other? Which one is more important to the work that you're doing?

Then, once people are working for you, maybe you inherited a team or someone gets transferred or something shifts from when they were interviewed until they were hired and you start to notice that distinction that they're a wonderful team member, but they're just not as strong on the technical side or vice versa.

What do you do then? In what situations if any do hard skills trump those soft skills?

If you have an absolute rockstar computer programmer, and they're amazing at what they do, but they're kind of a grump and people don't like to work with them necessarily, but they're amazing in the quality and quantity of the work they do, are you willing to overlook that?

I know sometimes you get annoyed when I don't tell you what the right answer is, but



the reason is it's up to you. There's not really a right answer with so many of these leadership questions. It depends.

It depends on the situation.

It depends on how you go about your leadership.

It depends on your team.

It depends on so many factors.

I cannot tell you that hard skills are better than soft skills or vice versa. It's a very important question for you to consider. And if you decide that soft skills are very important to you as a leader and to your team, how do you choose which ones are most important? And how will you assess that?

It's much easier to say, 'I took this assessment and I got this score, so that shows you how proficient I am in this language' or whatever.

But when it comes to a soft skill, how do you even go about assessing that when you're interviewing someone or considering them for promotion?

In the resource section, there are some links for you to look at that give you some ideas of questions to ask or ways to try and assess that. Again, it's really tricky. It's really hard to know how someone is going to show up until they do show up.

I know this lesson is a little different from the others that it's not as clear as, *here are the 10 ways to do this*. It's just not that kind of topic because it's a much different thing to consider.

Can you invest and are you willing to try to invest in teaching someone a soft skill that's much more like a personality trait or more a part of who they are or not? Is that a worthwhile investment for you?

How important are those not skills to you and if they are important, how do you go about assessing them during the interview process to try and find people who will be a good fit?

I'm going to let you sit with this uncomfortable conclusion. I put it in here knowing it would be that way because I do want you to take a minute to think about the role that this plays for you in your leadership.

So the most important question for you is, what role will not skills play on your team?