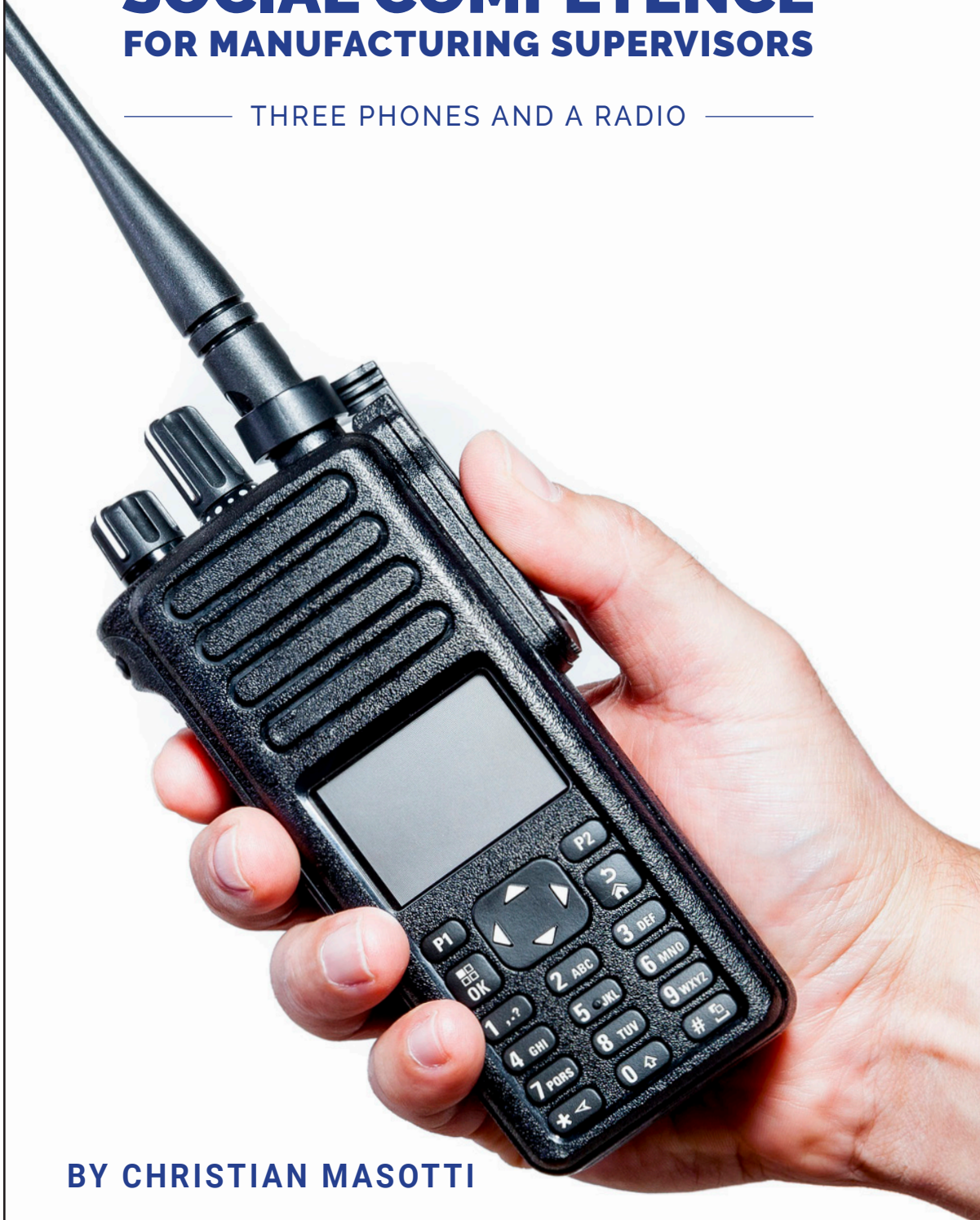


SOCIAL COMPETENCE FOR MANUFACTURING SUPERVISORS

— THREE PHONES AND A RADIO —



BY CHRISTIAN MASOTTI

THREE PHONES AND A RADIO IS A TOOLKIT FOR ANYONE IN A SUPERVISORY ROLE IN MANUFACTURING.



“MANY PEOPLE PERCEIVE HAVING RESPECT, EXHIBITING KINDNESS, AND TREATING PEOPLE WELL, AS A SIGN OF WEAKNESS - BUT THIS, ACCORDING TO CIVILITY EXPERTS INC. DIRECTOR OF BUSINESS DEVELOPMENT CHRISTIAN MASOTTI, “IS A COSTLY MISTAKE.”

OVER 20+ YEARS IN MANUFACTURING CHRISTIAN HAS LEARNED MANY LESSONS - AND THOSE RELATED TO THE PEOPLE SIDE OF SUPERVISING, RELATIONSHIPS, BUILDING TRUST, THE ART OF CONVERSATION, ETC. - THE SKILLS REQUIRED TO BE SUCCESSFUL AS A SUPERVISOR, HAD NOTHING TO DO WITH TECHNOLOGY. IN MOST CASES, SUCCESS REQUIRED WHAT SOME CONSIDER TO BE “OLD-FASHIONED” ATTITUDES ABOUT HOW TO TREAT PEOPLE COMBINED WITH TRIED AND TESTED COMMUNICATION STRATEGIES.

RECOGNIZING THAT THIS “PEOPLE-TREATMENT” COMPONENT IS WHAT MADE ALL THE DIFFERENCE BETWEEN POOR SUPERVISORS AND GREAT SUPERVISORS, AND ASSESSING THAT SUPERVISORS ARE OFTEN LACKING IN THESE SPECIFIC SKILLS, CHRISTIAN DECIDED TO SHARE SOME OF THE KEY LESSONS HE LEARNED OVER THE YEARS.

IN ADDITION TO SHARING 10 VALUABLE LESSONS INCLUDING WHY IT IS IMPORTANT TO JUST BE NICE, WHY YOU DON'T WANT TO BE THE CLIPBOARD AND DONUT GUY, AND HOW TO TAKE A PUNCH TO YOUR EGO, CHRISTIAN SHARES 10 PRACTICAL SOCIAL COMPETENCE STRATEGIES COMPLETE WITH PRACTICAL CHECKLIST AND TOOLS YOU CAN USE.

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Three Phones and a Radio: Start Here.

Commonsense Social Competence Strategies for Supervisors

By Christian Masotti with contributions by Lewena Bayer

Here, after 20+ years in a range of supervisory positions, are a few things I know for sure:

- It does not matter whether you are assembling cars, converting a hockey arena to a concert venue, painting parts, bottling wine, fixing trains, or making steel, as a supervisor in any manufacturing environment, **you do not need to know everything about whatever it is you are doing**, manufacturing or producing. **But, if you do not know everything about the products and processes where you work, you had better be humble enough to acknowledge this, and you better be open to learning ongoing, and learning from others.** (Chapter 4)
- It does not matter whether you are old, young, man, new or on the job for 15 years, woman, charismatic, good looking, rich, poor, educated, overweight, smoke, don't smoke, are a person of culture, or somehow different than the people you work with, **at the end of the day, people will remember how you make them feel.** In real life at work, most people just want to feel valued, trusted, and respected. If you can achieve this and be perceived as a decent human being – most other attributes account for very little. (Chapter 2)
- It does not matter what people say. People say all kinds of things for all kinds of reasons and you can't put a lot of stock into words. However, **how a person acts, usually tells you what he/she really thinks**, what his/her values are, and who he/she is as a person. (Chapter 10)
- It does not matter how much you think you know, **“collaboration is currency in the new world of work”** (L Bayer) . An essential aspect of supervising is collaboration, and to be a good collaborator you need to consistently and consciously exhibit civility. I have learned that Civility is a continuous improvement strategy for building strong interpersonal relationships at work. (Chapter 8)

When I first started out in manufacturing, and through my experiences in different types of organizations over the years, including supervising conversions in sports venues, coaching small business entrepreneurs, teaching civility, etc. I have realized that many people moving into, or aspiring to acquire, supervisory positions never learn the seemingly simple lessons I've mentioned above. This is due in large part to the fact that

they simply do not have the social competence they need to be successful in a supervisory role.

For our purposes in this book, “social competence” refers to **the ability to handle social interactions effectively. In other words, social competence refers to getting along well with others, being able to form and maintain close relationships, and responding in adaptive ways in social settings**¹. Social competence is made up of emotional, social, cognitive and behavioral skills and is primarily exhibited through effective communication and ability to build rapport and trust.

Over time I’ve learned some important lessons related to this social aspect of success. Ten (10) of these lessons are captured in this book. Four (4) of them are highlighted above.

“Common sense is not common practice, and when it comes to civility, you cannot make the mistake of assuming people know- or will do- the right and good thing.”” L. Bayer, CEO Civility Experts Inc.

While I would say that on the surface many of these lessons might seem like common sense, I have experienced as quoted above by my colleague Lew Bayer, CEO Civility Experts Inc., it is often the simple things that we take for granted. When we find ourselves in new or challenging positions, have low topical knowledge, have something to prove, or are ego-focused, many of us don’t start with what is obvious and simple. Instead we unwittingly choose the hard way.

Learning and applying these simple common-sense social competence strategies can be of tremendous benefit. For example, applying these lessons has enabled me to:

- build strong working relationships
- earn a reputation for being civil and credible
- acquire all kinds of varied opportunities in manufacturing as well as other fields
- learn continuously
- achieve success as a supervisor and leader in the field
- apply what I have learned in manufacturing in my life and in work unrelated to manufacturing

Social skills are critical for supervisors because the role of supervisor is a people-focused job. This book has been devised for manufacturing supervisors specifically, but I would suggest that these 10 common sense communication lessons and corresponding strategies could easily be applied to supervisors in any industry.

In manufacturing, the supervisor role is distinct from a manager’s role which is typically focused on setting production goals and managing production processes. In theory, this

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https://www.google.com/search?q=what+is+social+competence&rlz=1C1DIMC_enCA821CA821&oq=what+is+social+competence&aqs=chrome..69i57.3952j0j8&sourceid=chrome&ie=UTF-8

is not unlike other industries. Basically, supervisors are responsible for the day-to-day supervision of the personnel whose job it is to physically run the production processes in all types of manufacturing operations. Supervisors are tasked with ensuring that targets are met, and this is achieved by making sure that the production lines run smoothly. Similar expectations would apply to hospitality, or sales environments, and even academic organizations whereas for example the supervisor, who may be called something else, reports to a person higher up who is accountable for setting policy and decision-making, where the supervisor is responsible for supervising the day to day activities of a team.

In manufacturing, where the bulk of my experience lies, supervisors are responsible for the people side of production. In doing their jobs effectively, supervisors also manage performance, quality, efficiencies, costs, and safety.

Interestingly though, typical manufacturing job descriptions for supervisors, (See sample in Chapter 15) and the associated on-the-job training tend to focus more on the data collection and process-oriented tasks that supervisors are responsible for, and the social and interpersonal skill components are glossed over. This is problematic as it often results in putting people who have strong technical skills, but underdeveloped people skills, in positions where people skills are essential. Because most of us tend to default to our comfort zones or where our strengths lie when we are tired or under pressure, the environment in most manufacturing organizations in fact inhibits development of these critical “soft” skills.

A recent study by ACT² focusing on manufacturing supervisors supports this point. Results on jobs from 98 manufacturing companies were analyzed, yielding a total of 4,768 tasks (many of which were overlapping from company to company), this was done to determine what supervisors actually do on the job. So, what do they do?

Researchers identified 12 major categories of tasks that manufacturing supervisors perform. According to those who are employed as manufacturing supervisors, the task categories below are listed in rank order by the frequency of their occurrence across jobs and tasks.

Supervisors spend significant time monitoring to:

- 1) ensure safety
- 2) ensure product quality
- 3) evaluate and improve work processes.

In close concert with their monitoring roles, supervisors also spend time

² <https://www.industryweek.com/the-economy/public-policy/article/21935878/consider-this-what-do-manufacturing-supervisors-really-do-on-the-job>

4) "being the expert,"

5) mastering and maintaining specialized tools required for the job; and troubleshooting machine and work environment issues and resolving problems

Supervisors also manage production

6) by receiving direction and orders from management or customers;

7) preparing detailed work assignments

8) managing production levels to meet goals

So, that's eight of the 12 critical tasks –we are three-quarters of the way through the list. Have you noticed the missing element? Researchers were surprised to see no mention to this point of the interpersonal relationships associated with the management of people. Remember, this list of tasks came directly from the job incumbents -- those actually performing the tasks each day.

The last four task categories did reflect the interpersonal side of managing people and relationships. These range from:

9) handling relationships with employees through using good communication skills and team development

10) providing feedback, coaching and training for those they supervise; to managing other relationships

11) using good management communication skills and providing timely management reporting

12) building solid rapport and relationships with internal and external customers

Wouldn't it make sense, that if the core purpose of the supervisor role is to manage people, that tasks 9-12 would be charted as top priority versus being at the end of the list? And what does it say about the culture of manufacturing, where clearly the production workers are critical to the success of the organization, that tasks related to building morale, trust, feedback, communication, relationship building, and rapport are at the bottom of the list?

Isn't it odd that supervisors are only spending an estimated 1/3 of their time on the people-oriented tasks? Shouldn't the bulk of their time be focused on the employees they are supervising?

What would happen if we reversed the order of priority? If supervisors spent 2/3 of their time on tasks 6-12, e.g., focused on building relationships, coaching on the job, giving meaningful feedback, monitoring and measuring behavior and activities?

Wouldn't this approach empower the people on the floor to take responsibility for the first 5 tasks outlined on the list above? Shouldn't production employees be focused on

safety and being “experts” in their niche, maintaining specialized tools, concerned about quality etc.? Wouldn't making this change free up time for supervisors to actually supervise?

Why is the focus on the process-oriented tasks? In my experience this happens for three reasons:

- a) Supervisors really don't understand what their job is – that is, the workplace culture has been built around long-term employees who have strong technical skills and find themselves in supervisory and/or management positions. For these supervisors it is easier (and likely habit) to do what they know and so they end up being very skilled production workers who just happen to have a supervisor title.
- b) Supervisors know what they are supposed to do with regard to the people side of the job - but they are not skilled in this area, and so default to their comfort skill area which is completing process-oriented tasks.
- c) A “just do what you're told”, autocratic, demanding, and frequently uncivil communication approach has become embedded in the organizational culture such that supervisors who might be inclined to take a new/better approach end up taking on the existing old-school approach that their manager uses and expects.

While most organizations do have onboarding programs and sometimes offer extensive training related to the products and processes, very little training is done in the area of people skills. The things supervisors *really* need to know relate to people. This includes managing the social aspects of things.

Supervisors need to have high “social acuity” – that is they need to have a keen social sense. They must be consistently accurate and timely in their perceptions and assessments of social nuances in a range of settings. They need to know how to:

- read contextual cues
- be attentive to the nuances of workplace culture
- navigate politics in union environments
- identify who will be an ally and who will be a challenge
- build trust
- repair when a trust is broken
- consider contextual aspects when timing everything from greetings, to feedback to workplace coaching and performance reviews
- communicate in a way that leaves everyone involved in the interaction feeling valued
- acknowledge differences that make a difference, e.g., related to gender, culture, generation
- give timely and effective feedback

- monitor and manage nonverbal cues to boost credibility and perceived competence
- adapt supervisory approach and style to meet the needs of individual workers
- apply adult learning principles
- maintain credibility as a leader but still be perceived as approachable by the production team

There is research suggesting that our general intelligence scores in many developed countries are on the decline³. And countless studies compiled by Civility Experts Inc. support the idea that Social Intelligence (as one of multiple intelligences) specifically has plummeted over the last two decades. This supports my experience that many supervisors and managers simply need more training when it comes to the social aspect of supervising people. There is a growing body of research validating this view.

As one example, in a Forbes article titled, “*7 Leadership Skills Most Managers Lack*”⁴, Liz Ryan, states, “*We are starting to tell the truth about the fact that most people in leadership positions are lacking in critical skills. They don't know how to talk to their employees and they don't know how to listen. If they received any management training at all, they were probably trained to dole out work assignments and evaluate people. They don't know how to probe for understanding or how to create cohesion on a team*”

This book presents an opportunity for me to share insights such as those listed above along with best practices that I have learned on the job – often the hard way. It is my hope that new, young, and maybe even a few veteran supervisors, will benefit from learning strategies that helped me succeed in what can be an incredibly stressful, physically demanding, and unkind industry.

Who Should Read This Book?

This book was written for **supervisors** at any stage of their career who may be struggling with the people-side of the work. While the focus is on manufacturing environments, supervisors in any organization can benefit by learning these 10 commonsense lessons.

Anyone transitioning to a leadership position at the supervisory level in manufacturing, those just starting out in their careers, or those planning a long-term career in manufacturing who need to build their people skills will benefit from the practical lessons shared in this book. Managers who are accountable for supervisors who are struggling to manage their teams might also take-away insight about

³ <https://www.nbcnews.com/think/opinion/iq-rates-are-dropping-many-developed-countries-doesn-t-bode-ncna1008576>

⁴ <https://www.forbes.com/sites/lizryan/2016/05/26/seven-leadership-skills-most-managers-lack/#ed850867ebb3>

challenges facing supervisors who are promoted from within based on their technical skills, but who might be lacking in interpersonal skills.

More **experienced supervisors, managers and others**, will also benefit from reading this book, or by reading “*Lean on Civility*” which addresses in a more formal way critical communication strategies and how to implement them. Strategies in *Lean on Civility* include the Masotti Feedback Method, AEIOU strategy, The Civility Continuum, and much more.

For those who might have already assessed skills gaps in these critical “soft” communication and interpersonal areas, consider contacting events@civilityexperts.com for details about our **online and live delivery workshops, Civility – a Continuous Improvement Strategy**. And if you need help assessing your teams’ skills in civility competency areas, we can help with that too. Visit www.civilityexperts.com and take the **no-fee online Civility Culture Compass Assessment**.

Acknowledgment

This book is for all the people I’ve worked with, and grown up in the industry with, over the years. You know who you are. As first-time, front-line supervisors we figured it out together – the parts shortages, machine breakdowns, shipment delays, regulatory changes, chronic time constraints, physical demands, technology glitches, manpower issues...and so on.

Manufacturing is one of those environments where what doesn’t kill you makes you stronger and together, we learned and struggled, and succeeded and celebrated. We built a community that supported and coached each other, and we survived.

My appreciation goes out to all of you who mentored and encouraged me over the years. Thank you for sharing your knowledge and successes with me. I hope you see some of your history and experiences in this book and that it will be a good resource for first-time front-line supervisors.

Dedication

To my sons Xavier and Sebastian who are now men starting out in their own careers, I am proud to be your father and hope aspects of my strong work ethic as well as the lessons I have learned and shared with you, will help you make good and right choices in your work and life. I love you.

How to Use This Book

This book is meant as a reference and resource for new supervisors. Each chapter includes:

- A key take-away: This is lesson I learned on the job that I want to share with you.
- General information about the communication skills and/or strategies you need to be able to learn this lesson.
- A “how-to” that we refer to as a “Masotti Commonsense Social Competence Strategy” – a tried and tested technique for applying the lesson in a practical way.
- Vocabulary
- Tools you can use to support your learning

Snapshot of the Book

Introduction – Start Here

Chapter 1 – Wait for It!

When you go into a situation with an open mind and you assume the best of people, when you accept them on the surface without judgment, **people can surprise you** and it is equally surprising how much you can learn about yourself, and about others, when you wait for it.

Chapter 2 – Just be Nice

At the end of the day, people will remember how you make them feel. In real life at work, most **people want to feel valued, trusted and respected**. You can achieve this in large part just by being nice.

Chapter 3 – Don't be the Donut and Clipboard Guy

As a supervisor, you cannot hide out in your office and expect to be successful on the job. At some point, **you're going to have to engage with people**. Technology and paperwork cannot replace the power of face-to-face interaction.

Chapter 4 – Listen to Wise Old Men

If you are not the most experienced or the most educated person, you had better be humble enough to acknowledge this fact. And, **you had better be open to learning ongoing**, and to learning from others.

Chapter 5 – Always Tell the Truth

Consistent character will often outperform competence. This because consistency of character builds trust. When you have trust, people will work with you. You don't have to be the smartest or the most skilled when you have the cooperation of your work team and you can benefit from the competency of the collective.

Chapter 6 – Tell me What You Want, What You Really, Really Want

If you actually pay attention, if you go into situations and interactions with the intention of being of service to someone, and you ask questions, and then **watch and listen, people will almost always tell you what they want**, even if they don't realize they are doing it.

Chapter 7 – It Will Only Hurt for a Minute

As a supervisor, you are going to have to look people in the eye and tell them the truth. You're going to have to discipline grown men and women, and some of them aren't going to like it. You are frequently not going to be the most popular person in the room and **occasionally your ego is going to take a punch. You're going to have to learn to bounce back and carry on.**

Chapter 8 – Collaboration is Currency

It does not matter how much you think you know, "**collaboration is currency in the new world of work**". An essential aspect of supervising is collaboration, and to be a good collaborator you need to consistently and consciously exhibit civility. I have learned that Civility is a continuous improvement strategy for building strong interpersonal relationships at work.

Chapter 9 – Put on Your Work Boots, and Make Sure Your Radio is Charged

Sometimes work is tough. Sometimes people are going to disappoint you, and **sometimes your work (and even your life) will suck. But you're going to have to figure out, no one is going to hold your hand.** Figure out what makes you feel confident and strong. Be an adult and do what you have to do to get you through the next day.

Chapter 10 – You are Exactly Where you Want to Be

It does not matter what people say. People say all kinds of things for all kinds of reasons and you can't put a lot of stock into words. However, **how a person acts, usually tells you what he/she really thinks**, what his/her values are, and who he/she is as a person. We each have the power to make choices and devise a life we are proud of, and where we are is a reflection of those choices.

Chapter 11 – Sources and Resources

About Christian Masotti

With over 25 years in the workforce, Christian understands that being civil and exhibiting "human-kindness" is a critical leadership competency that not only builds trust

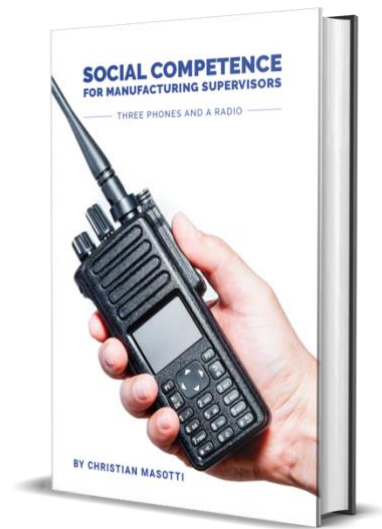
and credibility, but also impacts bottom line metrics including safety, quality, delivery, engagement, and efficiency.

“Many people perceive having respect, exhibiting kindness, and treating people well, as a sign of weakness – but this, according to Civility Experts Inc. Director of Business Development Christian Masotti, “is a costly mistake.”

A graduate of McGill University with years of field experience in OEM manufacturing environments including GM, Ford and Chrysler, Christian has seen how when leaders have the courage to make decisions, give feedback, measure success based on quantitative observations, and to continually try to do all this in a civil way, they can create and/or change workplace culture.

Christian is a continuous learner who believes that the ability to combine his technical skills including Lean, Six Sigma and Kaizen with social intelligence and cultural competence have been the key to his success. In addition to consulting, keynote presentations, and delivery and design of training with Civility Experts Inc and its 501 affiliates in 48 countries, Christian’s current projects include work with Maple Leaf Sports and Entertainment, and Arcelor Mittal.

Three Phones and a Radio is a Toolkit for anyone transitioning to a supervisory role in manufacturing. Christian is also author of *Lean on Civility: Strategies for Changing Culture* in Manufacturing Workplaces, due for release March 2020.



Three Phones and a Radio – Background

For a period of about 3 years from late 2017 to presently, Christian worked multiple jobs concurrently. He was supervising conversions for Maple Leaf Sports and Entertainment, while working as a Supervisor at Bombardier (and later Arcelor Mittal as a Production Supervisor, and at the same time consulting and training with Civility Experts Inc. as a Continuous Improvement Expert.

At one point due to working all these jobs simultaneously, Christian had three phones and a radio. Thus, the reference to *Three Phones and a Radio*.

The radio was a walkie-talkie versus an old-fashioned radio as depicted on the book cover, but it seemed important to depict the older version of a radio as a comment about how in spite of all the technology, e.g., three phones and a radio, Christian still had to rely on face-to-face, nonverbal and verbal communication skills to do his job(s). This

recognition – that at the end of the day it is old-fashioned, “high-touch” versus “high-tech” interaction that facilitates working well with others, was the impetus for the book.

Over 20+ years in manufacturing Christian has learned many lessons – and those related to the people side of supervising, relationships, building trust, the art of conversation, etc. The skills required to be successful as a supervisor had nothing to do with technology and in most cases, called on what some consider to be “old-fashioned” attitudes about how to treat people combined with tried and tested communication strategies.

Recognizing that this “people-treatment” component is what made all the difference between poor supervisors and great supervisors, and assessing that these specific skills are lacking in most new and/or young leaders, Christian decided to share some of the key lessons he had learned over the years.

Rationale and Supports for the Book

- In the “*Leadership 2030 Report*” by The Hay Group, researchers suggest that the time of a “post-heroic” leader is over. *“The time of the alpha male — of the dominant, typically male leader who knows everything, who gives direction to everybody and sets the pace, whom everybody follows because this person is so smart and intelligent and clever — this time is over. We need a new kind of leader who focuses much more on relationships and understands that leadership is not about himself...this new leader is “altrocentric”. It’s the opposite of the egocentric leader. “Altrocentric” means focusing on others. Such a leader doesn’t put himself at the very center. He knows he needs to listen to other people. He knows he needs to be intellectually curious and emotionally open. He knows that he needs empathy to do the job, not just in order to be a good person*⁵.
- PeopleFirst Productivity Solutions, research suggests that there are 5 areas of supervisory skill that are critical for new supervisors⁶ Listed below, you will note that 4 of the 5 skills relate directly to people-side of supervising.
 - People skills ("soft" skills)
 - Setting expectations, managing performance
 - Communication
 - People development
 - Technical skills

⁵ <https://www.washingtonpost.com/news/on-leadership/wp/2014/02/25/leadership-skills-for-the-year-2030/?noredirect=on>

⁶ <https://blog.peoplefirstps.com/connect2lead/first-time-supervisors-success>

- Expanding on the Forbes article by Liz Ryan, 7 skill areas where most managers are deficit include:
 - Perspective-taking
 - Allowing
 - Intellectual curiosity
 - Critical thinking
 - Connecting the dots
 - Humility
 - Coaching skills
- Consider the sample Production Supervisor Job Description⁸ below. (copied from Monster.com Chapter 15)

About Lewena Bayer- Contributor

For more than 20 years, Lewena Bayer has led the Civility Experts Inc. team of almost 501 affiliates in 48 countries. As founder and CEO of the company, Lewena is recognized internationally as a leading expert on civility in the workplace. She is a 16-time published author, professional trainers, and in-demand speaker.

In addition to contributions to *Three Phones and a Radio*, Lewena Bayer and Christian Masotti have collaborated on an innovative training program and associated book called *Manufacturing Civility*, and Christian's ground-breaking book *Lean on Civility* – used and referenced in several in business and academic programs around the world. Christian supports the Civility Experts Global team as a Business Development Consultant, facilitator, speaker, and continuous improvement advisor. Christian is also a contributor to Dr. Bayer's new book, *Civility at Work*.

⁷ <https://www.forbes.com/sites/lizryan/2016/05/26/seven-leadership-skills-most-managers-lack/#ed850867ebb3>

⁸ <https://hiring.monster.com/employer-resources/job-description-templates/production-supervisor-job-description-sample/>

Three Phones and a Radio

Lessons and Social Competence Strategies Summary Chart

LESSON	STRATEGY	SKILLS	APPLICATION
<p>Don't be quick to judge, people will surprise you.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Why supervisors lack restraint -Off standard conditions -Examples of bias -Two scenarios where the wait for it strategy applies -Brain-restraint -The 24-hour rule -Nonjudgment 	Wait for It	Restraint Non-judgment	Enables fair assessment of others, decreases reactive thinking, and helps remove bias.
<p>People want to feel valued, trusted, and respected</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Typical manufacturing culture -What "rough" means -People treatment -Persona -Being nice -Reasons not to be nice -Benefits of being nice 	Be nice	Civility	Builds trust, helps establish personal credibility, and promotes fair and good people treatment
<p>Technology and paperwork cannot replace face-to-face interaction with people.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Reasons why supervisors avoid people -Social Intelligence -Organizational culture -Presence -Elements of Social Competence -SPACE theory 	Get out there and talk to people.	Social intelligence, specifically presence	Builds trust, fosters rapport and positive regard, and supports effective communication.
<p>You have to be willing to learn, ongoing, and from others.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -People resources -Continuous learning 	Apply continuous learning to connect with people.	Continuous Learning	Enables you to benefit from a mentor and to access tribal knowledge. Facilitates individual ability to adapt to change.

<ul style="list-style-type: none"> -Habits of continuous learners -Tribal knowledge -Reasons we ignore people resources -Mentors -Continuous learning tools 			
<p>Consistent character will often outperform supervisors who are smarter or work harder.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Lying -Character -Types of Honesty -Signs of prolific lying -HEXACO Model -Social cues that indicate lying -Building trust 	<p>Always tell the truth.</p>	<p>Honesty</p>	<p>Builds credibility, supports trust-building.</p>
<p>If you are paying attention, people will almost always tell you what they really want.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Building rapport -Listening -Attention span -Barriers to communication -End in mind listening -Types of purpose -Types of questions -Listening with TING 	<p>Ask questions</p>	<p>Ask strategic and timely questions</p>	<p>Enables you to build rapport and trust while not being too personal. Helps you acquire information and supports you need.</p>
<p>You are going to get knocked down, you have to learn to take a punch.</p> <p>Touches on:</p> <ul style="list-style-type: none"> -Proverbial punch -Resilience -Indicators of resilience -Mental exhaustion -Benefits of resilience -8 ways to build mental fortitude 	<p>Learn to bounce back from psychological punches</p>	<p>Resilience</p>	<p>Enables you to manage ongoing psychological and emotional stress. Overcome barriers to success, build trusting relationships.</p>
<p>Collaboration is currency in the new world of work .</p> <p>Touches on:</p> <p>Leveraging skills</p>	<p>Foster collaboration</p>	<p>Collaboration</p>	<p>Enables you to acquire information quickly and achieve results by leveraging and sharing</p>

<p>-Collaboration versus teamwork -Civility -How to teach collaboration -How to create workplace culture to foster collaboration</p>			<p>skills. Fosters shared values.</p>
<p>Work, and life can be tough, but no one will hold your hand. Figure out what you need to do to be strong and get through. Touches on: -Hard work -Hardiness -The 40% Rule -3 Aspects of Hardiness -Indicators of Hardiness -3 Cs of Hardiness -Managing long work days -Benefits of hardiness</p>	<p>Be a strong competitor</p>	<p>Hardiness:</p> <ul style="list-style-type: none"> - Physicality - Confidence - Self-direction 	<p>Enables you to survive and even thrive in stressful settings. Helps you feel empowered and in control. Builds self-respect and autonomy.</p>
<p>People say all kinds of things, but what they do shows you who they really are. Touches on: -Talking versus doing -Happy at work -The Peter Principle -Responsibility -Accountability -How to teach responsibility</p>	<p>Be responsible</p>	<p>Personal Responsibility</p>	<p>Fosters maturity and respect of others Builds trust and helps you achieve a quality life and career.</p>