

Quadrant II Newsletter

Research shows that the difference between leaders who derail in their career and those that soar to great heights is social skills. Social skills appear in the second quadrant of Stephen R. Covey's Importance-Urgency matrix: social skills are important to a career but not urgent (Covey is author of the top-selling business book *The 7 Habits of Highly Effective People*). Quadrant II provides an opportunity for business and technical professionals to learn and try out new social skills based in science.

27Nov2016, author: Valerie Patrick, PhD, *The Surprising Link Between Mastery and Well Being*

Quotable (*Key Message*)

Mastering a new skill or subject area is challenging but has the benefit of improving self-efficacy.

Quantify (*The Science*)

Dr. Albert Bandura, a renowned psychologist from Stanford University, has shown that a technique called guided mastery is an effective way for a person to learn a new skill or behavior that is challenging for them (<https://hbr.org/2012/12/reclaim-your-creative-confidence>). Guided mastery is a specific technique in which you are working with a master on the topic of interest to guide you through the right kind of practice and experiences needed to gain mastery. Dr. Bandura has also found that guided mastery builds self-efficacy. Self-efficacy is the genuine belief that we can learn and tackle challenges. Dr. Bandura has found that people with a high sense of self-efficacy set their sights higher, try harder, persevere longer, and show more resilience in the face of failure.

Qualify (*Put into Practice*)

I once had a boss who asked me if I wanted to be a subject-matter expert or a business executive. I was confused because in my mind these are not mutually exclusive. I encourage you to pursue mastery of topics that interest you in addition to your career goals. Because mastery improves self-efficacy, mastery will make you a better business professional whatever career goal you set. Here are the steps to mastery according to Dr. Keith Sawyer in his wonderful book *Zig Zag*:

- Get a skilled teacher, trainer, or coach who can customize the learning experience for you and provide a structured path to establish a strong foundation of knowledge or skill.
- Seek the deeper meaning of the knowledge or skill you are focused on – ask questions to get at the knowledge and know-how that transcends circumstances. Ask questions to know the meaning of what you are learning and to be able to answer “why” questions.
- Develop adaptive expertise by applying what you learn to surprising new situations or circumstances.

Quip (*Fun*)



Bravado is not the same thing as self-efficacy – Claire and Frank Underwood who have plenty of bravado in House of Cards illustrate the opposite of self-efficacy: self-destruction.

Quest (*Resources*)

To assess your gender intelligence in the workplace, take this gender-smart assessment for free:

<http://www.classroomclipboard.com/715727/Home/Test/1E8B3014F01D44059C08CFC731B53D02> (access code is T87LSCY).

Contact Dr. Valerie Patrick (valerie.patrick@fulcrumconnection.com or 412-742-9675) to learn about our gender-smart leadership products.

Learn more about how the hard stuff of working to achieve mastery produces the good stuff of well-being here: <http://fulcrumconnection.com/blog/hard-stuff-good-stuff/>.

About Fulcrum Connection LLC

Fulcrum Connection specializes in instructional design, training, speaking, facilitation and consulting to develop skills in leadership, innovation, sustainability, troubleshooting teamwork, and managing technical professionals.