

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.

11Dec2017, author: Valerie Patrick, PhD, *How to Maximize Value from Conversation*

Quotable (*Key Message*)

It is in what you discover about what another person doesn't know in conversation that reveals value.

Quantify (*The Science*)

Anthropologist Dr. Grant McCracken discusses the six layers of knowledge that can be revealed in an ethnographic interview in his latest book *Dark Value: How to find hidden value in the digital economy*

(<http://cultureby.com/2016/05/dark-value-a-new-book-published-today.html>).

An ethnographic interview is a tool used by anthropologists to understand behaviors, social norms, and social practices in a given culture. Dr. McCracken suggests that it is especially in the 4th, 5th, and 6th levels of knowledge that value is revealed. Interviewing, or asking questions, is a powerful way to learn and to develop a relationship with another person for a variety of reasons beyond ethnographic research. Most approaches to networking suggest that the goal is to learn something from others that is helpful to you. In contrast, Dr. McCracken's approach suggests that helping people access knowledge on

a topic is a way to create value for both you and others. The six levels of knowledge on a topic are as follows:

1. What the person knows about the topic and can offer easily off the top of their head
2. What the person knows about the topic and can offer with prompting
3. What the person does not know they know about the topic but can offer with prompting
4. What the person does not know about the topic and can't offer or reveal but another person can identify from one conversation
5. What the person does not know about the topic and can't offer or reveal but another person can identify from multiple conversations
6. What the person does not know about the topic and can't offer or reveal but another person can identify based on data and understanding from beyond the relationship

The 4th, 5th, and 6th levels of knowledge on the topic represent opportunities for personal development, discovery, innovation, and working together depending on the nature of the topic and the knowledge.

Qualify (*Put into Practice*)

Before going on a business trip or going to an event where there will be people you do not know, identify a topic or challenge for which you would like a fresh perspective. Articulate that topic or challenge as a problem statement such as: I'm trying to figure out how to.... Next, put the levels of knowledge to work with someone you meet for the first time using the following strategy:

- a. Ask the person what they do: their current roles and responsibilities.
- b. Ask the person what they want from their career (or retirement, education and so on as appropriate to their response on what they do).

Prompt them with questions as needed until you discover something they know about what they want.

- c. Ask the person what their areas of expertise are – what they know.
- d. Share your problem statement (i.e. I'm trying to figure out how to...). Prompt them to force connections between what they know and the problem statement. You may need to probe for additional areas of knowledge other than what has been already shared.
- e. Once you have found a connection between what they know and your problem statement, ask more questions to learn about their perspectives and views relevant to the problem and in general. Keep asking questions until you can ascertain how they might approach the problem.
- f. Jot down any new questions and ideas you now have for the problem as a result of the conversation. This is the value. You can share these new thoughts with the person and thank them for the conversation.

Quip (*Fun*)



Proving you're right, as Sheldon is so apt to do with his friends Leonard, Howard, and Raj on *The Big Bang Theory*, does not help

you access new levels of knowledge with another person or for yourself.

Quest (*Resources*)

Click on this link to take a short survey on technical traits and you will receive the final list of technical traits with a white paper on how these traits can be leveraged for leadership: <https://www.surveymonkey.com/r/63KKV8K>

Check out my two latest blog posts:

“Technical People Have Social Skills Too” at

<http://fulcrumconnection.com/blog/technical-people-social-skills/>

“Innovation Takes Collaboration” at

<http://fulcrumconnection.com/blog/collaborate-innovate-reboot/>

Here are my new offerings to help technical professionals be FAB (faster AND better):

- Course design and delivery to lead without positional power
- Course design and delivery on the science and business benefits of climate change
- Customized speaking engagements on teamwork, collaboration, and leadership (such as “Unshackle Your Team: 5 Ways to Unleash High Performance” and “Stop Walking on Eggshells: How to Improve Male-Female Workplace Interactions”)

Contact me (412-742-9675 or valerie.patrick@fulcrumconnection.com) to learn more or to set up a complimentary 30-minute consultation.

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.