



# The Self-Assigned Impossible Task

5 Keys for Helping Others  
and Saving Ourselves

ASPECT Conference – November 3, 2011  
Roy Johnson, MA, CRC, CHRP

[www.theneutralzone.ca](http://www.theneutralzone.ca)



# What You' ll Take Away

- Overview
- Self-Assigned Impossible Task
- The 2 System Survival Skills
- Resilience Defined
- The 5 Keys
- Wrap-up

email: [rjohnson@theneutralzone.ca](mailto:rjohnson@theneutralzone.ca)  
for handout summary

[www.theneutralzone.ca](http://www.theneutralzone.ca)



# The Self-Assigned Impossible Task:

Our passion to help others

+

Others' huge needs

+

System's limited resources

= The SAIT



# The two critical skills for success in today's social system:

1. Maintaining respect under change & stress
2. Influencing others without having authority



# Resilience:

The positive ability of people to respond strategically to the consequences of catastrophe and adapt to a redefined meaningful life



# Qualities of Service Professionals

## 1. Technical expertise

- Workforce logistics, job search planning, etc

## 2. Intellectual abilities

- Analytical reasoning, problem-solving, etc

## 3. Emotional intelligence

- Ability to influence others, effectiveness in responding to change, etc



# Research Findings

In studies, the ratio of technical skills, IQ, and emotional intelligence, EI turned out to be twice as important as the other two at all job levels.

When star performers were compared with average performers, nearly 90% of the difference in their profiles was attributable to emotional intelligence factors rather than cognitive abilities.

Daniel Goleman  
Harvard Business Review



# EQ & Resilience:

1. Self awareness
2. Self regulation
3. Motivation
4. Empathy
5. Social skill



# Self Awareness

- An understanding of one's strengths, weaknesses, needs and drives
- Recognition of how their feelings affect them, other people and job performance
- Understand one's own values and goals
- An ability to articulate what is going on in the moment
- An ability to admit failure, limitations and strengths



# Self Aware Survivor-Successes:

- Have a firm grasp of their capabilities and are not likely to set themselves up for failure
- Know when to ask for help
- Know what is beyond them
- Can speak with candor and openness



# Key # 1: Stay curious

To develop your self-awareness  
and of those around you



# Self-Regulation

- An ability to manage one's emotions and impulses
- An ability to respond rather than react
- An ability to consider future consequence of their actions



# Self-regulated Survivor-Successes:

- Create an environment of trust and fairness
- Work to reduce politics and infighting
- Set the example for others in the organization
- Handle organizational change by suspending judgment, seek out new information and explanations



## 2. Act, don't react

Self-regulate by having the feelings but not acting on them

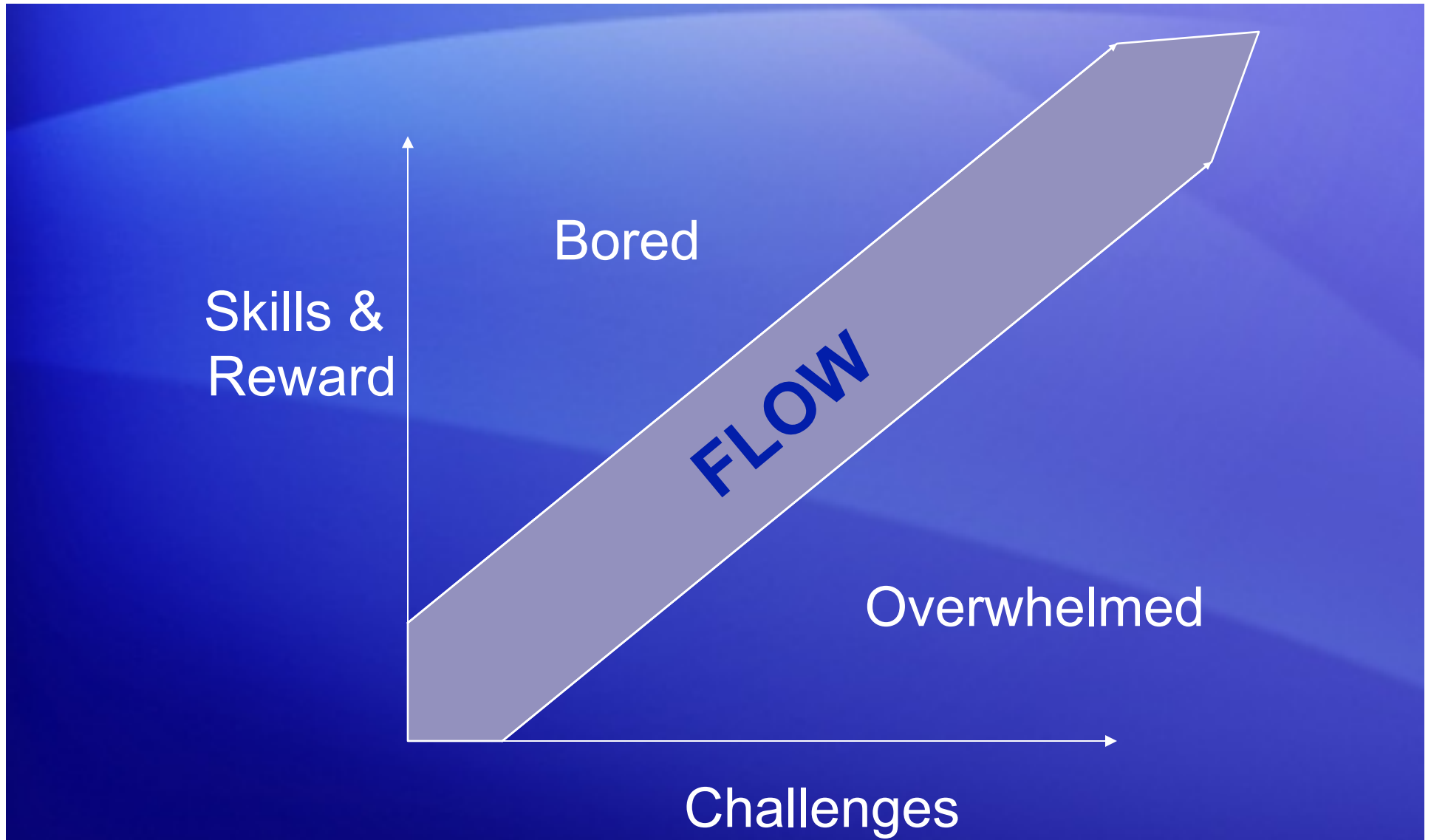


# Motivation

- A internal drive to succeed beyond expectations
- A desire to achieve
- A belief in the vision aligned with a personal vision



# Motivation (Csikszentmihalyi, 1991)



# Motivated Survivor-Successes:

- Have a passion for the work, not the external reward
- Love to learn
- Take great pride in a job well done
- Display unflagging energy
- Are eager to explore new approaches to their work
- Continue to raise the performance bar
- Balance internal motivation with self awareness about their limitations



## 3. Lean in

Tap motivation by avoiding the urge to lean away *or* charge in

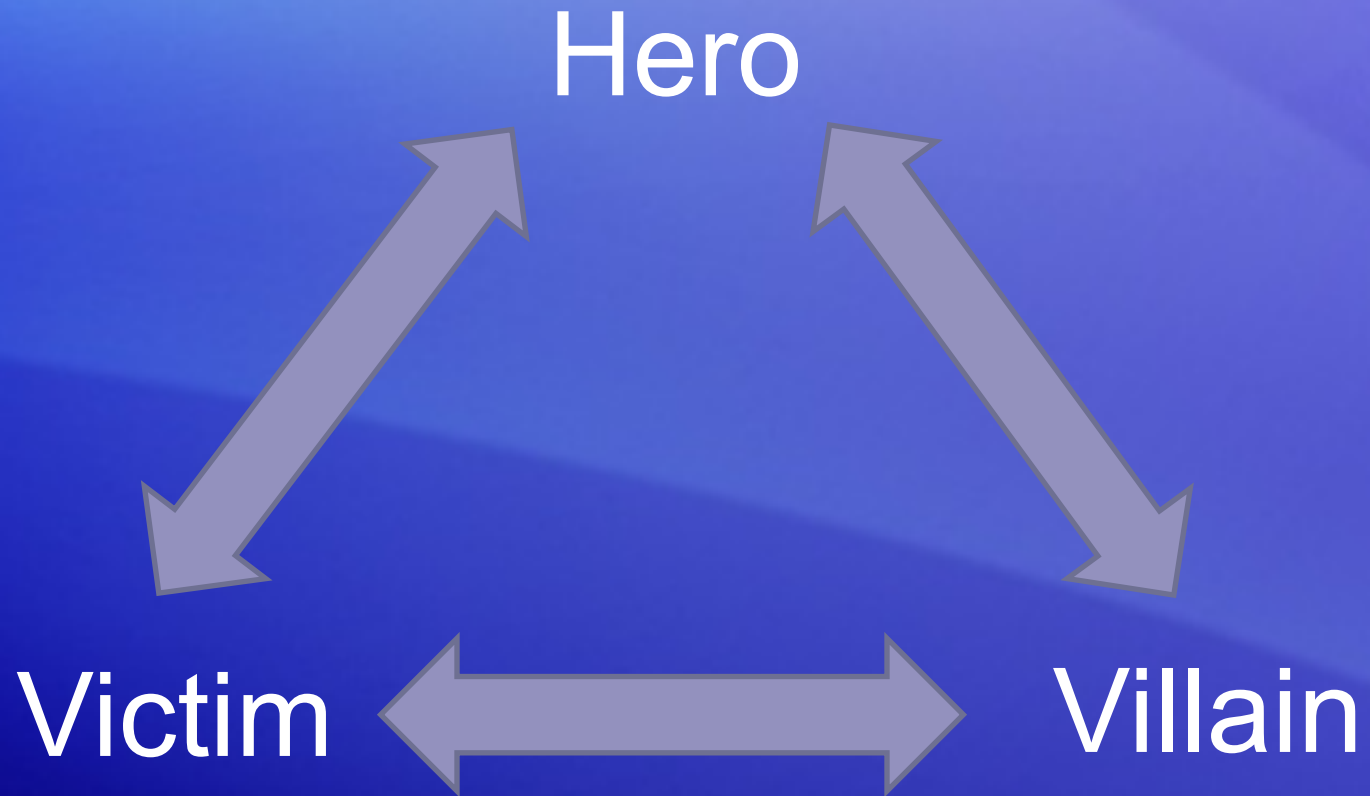


# Empathy

- Most easily noticed quality
- Considers other's feelings and actively acknowledges them in interactions
- Able to sense, understand and acknowledge the viewpoints of others
- Has cross cultural awareness
- Ability to coach and mentor
- Important with the increasing use of partnerships, rapid pace of globalization, and growing need to capture efficiencies



# The Drama Triangle



# Empathic Survivor-Successes:

- Pay attention to the “human” aspect of their teams and other partnerships
- Are aware of conflicts within the organization, and willingly engage
- Retain good employees
- Know when to hunt and when to farm
- “Golden Rule?”
- Balance needs and priorities
- Give effective feedback



## 4. Platinum Rule

Treat them as you've learned they  
need to be treated for empathy

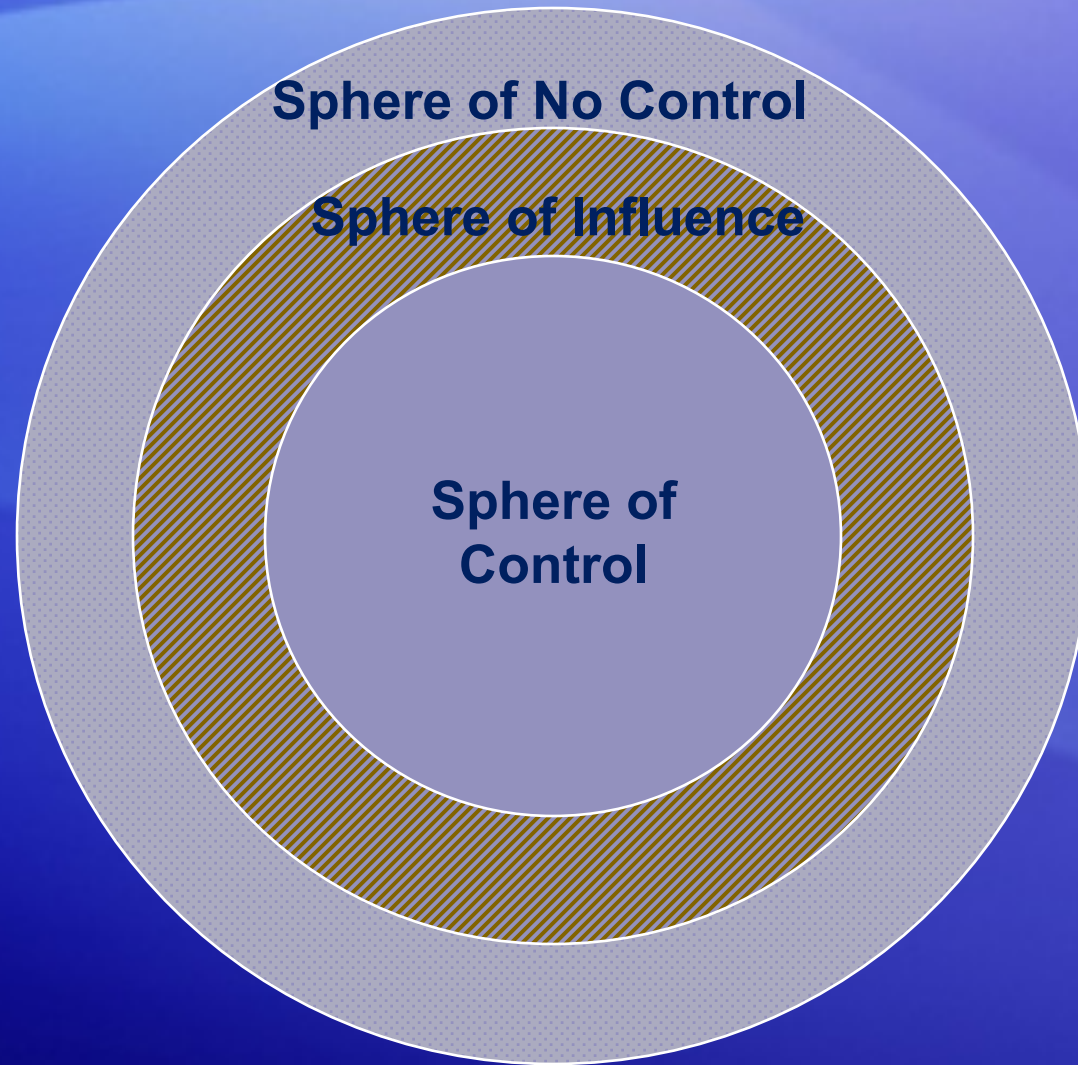


# Social Skill

- Is the culmination of the other dimensions of emotional intelligence
- An ability to create effective bonds & manage relationships with others
- An ability to move people in a direction they desire
- Involves negotiation skills



# Influence



# Socially Skilled Survivor-Successes:

- Tend to have a wide circle of acquaintances and supporters
- Have a knack for finding common ground with people of all kinds
- Have an ability to build rapport
- Realize that nothing gets done in isolation
- Are adept at managing teams



# 5. Influence through communication

Develop your social skills and reach out

mediation • facilitation  
investigation • education

[www.theneutralzone.ca](http://www.theneutralzone.ca)



“If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

*Antoine de Saint-Exupery*



# Summary: The 5 Resiliency Keys:

1. **Stay curious** to develop self-awareness and foster it in others
2. **Act, don't react** to practice self-regulation and model for others
3. **Lean in** don't lean away or charge in when making decisions
4. **Follow the Platinum Rule** for problem-solving with empathy and buy-in
5. **Communicate** to influence



Thanks for participating!

Roy Johnson, MA, CRC, CHRP  
Senior Consultant

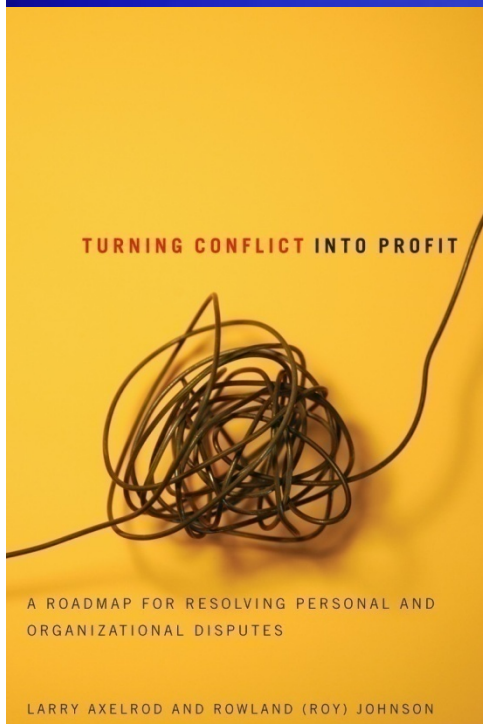
The Neutral Zone Coaching & Consulting Inc.

p: 604.656.2135 f: 604.656.2139

e: [rjohnson@theneutralzone.ca](mailto:rjohnson@theneutralzone.ca)

[www.theneutralzone.ca](http://www.theneutralzone.ca)

Confidential & impartial since 1994



mediation • facilitation  
investigation • education

[www.theneutralzone.ca](http://www.theneutralzone.ca)

