Frontend – Soft skills para uma liderança efetiva – Com Diane Garza.mp3

maio 26, 2021

• 1:24 - 2:34
Olá. Bom dia a todos e todas. Eu sou Rodrigo Torres, sou diretor de educação executiva da ENAP, escola nacional administração pública e hoje eu vou apresentar, vou abrir aqui os trabalhos de mais uma edição do nosso ENAP fronteiras e tendências, uma série de debates e reflexões que nos fazemos com grandes nomes do brasil e do mundo sobre temas que são importantes e válidos para os altos executivos de governo, para as lideranças de dentro do governo. E a gente sempre tenta fazer um diálogo muito próximo com aquilo que é relevante que é importante e nada melhor do que falarmos de soft skills para uma liderança efetiva. Esse é um tema muito importante que dialoga com o esforço recente da ENAP de estabelecer as competências essenciais para as suas lideranças, para as lideranças de governo e esse esforço dialoga com esse nosso momento de hoje.

• 2:35 - 3:23
Pra fazer esse debate a gente vai receber uma parceira muito importante da escola, Diane Garza. A Diane tem mais de 12 anos de experiência na Georgetown University, sempre trabalhando com temas de liderança, desenvolvimento de liderança, transformação para os lideres do setor publico e das instituições sem fins lucrativos, ela é CEO do iCatalyze que é uma empresa de consultoria também para o desenvolvimento de liderança, como coaching, workshops de desenvolvimento e tem um podcast em espanhol sobre liderança e desenvolvimento pessoal que é o iCatalyze leadership lab.

• 3:24 - 3:50
Então queria muito agradecer, Diane é uma parceira nossa e tem organizado cursos conosco, em parceria com a universidade Georgetown e com a Microsoft desde 2016, então eu pude conhecer ela em 2016 e saber de todo o envolvimento e engajamento, não só como dirigente na universidade, mas também como professora dentro de sala de aula falando das temáticas de liderança.

• 3:51 - 4:16
Diane it's a huge pleasure receiving on here. Uh, I know all your effort of talking about leadership and how you are engaged with this topic. So, I'm pretty happy to have in your here, uh, especial, especially talking about this issue of the soft skills for leadership.

• 4:17 - 4:58

I was mentioning that here in Brazil, we established for the first time, uh, the nine men competencies for leadership in government. So, for us, it was a huge step and I'm sure that we can dialogue, watching a viewing these competencies because they are soft skills basically. So, uh, it's pretty important for us and for our audience, I would like to announce and to say that we are in the final agreements for the new edition of this course, ILG for August.

• 4:58 - 5:21

We hope to, she can announce, uh, briefly, for you the new register time for the new course, in leadership and governmental transformation, digital transformation and, it will be a pleasure for us.

• 5:21 – 6:12

Eu também quero aproveitar aqui e fazer o agradecimento para a nossa moderadora de hoje, Simone Maia. Uma outra parceira muito importante com 25 de experiência como empresária, executiva da área de recursos humanos, consultora em organizações publicas e privadas, as maiores que vocês puderem imaginar, né Simone. E ela atua na Lee Hecht Harrison, LHH, há 6 anos, hoje tem nos ajudado no desenvolvimento dos programas de mentoria da ENAP, tanto para os altos executivos, como para a preparação dos novos lideres que vão assumir as posições de liderança no governo. Então a presença dela, muito nos honra também, Simone. Queria muito te agradecer, já falei demais, passo a palavra pra você.

• 6-12 - 6:16

Acho que você tá no mudo.

• 6:20 - 7:17

Oops, sorry. Obrigada, Rodrigo. Muito obrigada. É uma alegria estar aqui, é uma alegria compartilhar desse tema maravilhoso com vocês. Good morning, Diane. It's a pleasure talking to you about this important topic. Eu quero dar as boas vindas as pessoas que estão conosco hoje para conversar sobre soft skills e a gente tem dito que é muito interessante, a gente inclusive vai conversar sobre isso, eu e Diane na nossa conversa prévia, nos preparando pra o bate papo aqui hoje com vocês no fronteiras e tendências, nós conversamos um pouco sobre como é curioso que a gente a valorize tanto as habilidades técnicas até hoje.

• 7:18 - 8:02

Então, na verdade, o soft skills, outro dia eu tava lendo, um artigo muito bem humorado, falando não tem nada de soft, tem de muito importante, de muito

relevante, mas eles são chamados softs skills, então vamos nós nessa empreitada e nessa jornada de desenvolvimento de habilidades pessoais, comportamentais, de capacidades incríveis que nos permite liderar de maneira mais efetiva, então bem-vindos, bem-vindas. I would like to handle over Diane.

• 8:02 - 8:33
She's gonna. She's gonna talk a little bit about the topic. So, Diane, up to you. Thank you so much, Simone, Rodrigo. Thank you, everyone for this invitation. I'm so excited to continue collaborating with ENAP, you know, we've been working together for a long time, more than five years, and I'm excited that to be a part of this and to contribute, right. With some knowledge that might be helpful for you all.

• 8:33 - 8:45
So, we're talking today about soft skills, right? And so, the importance here about soft skills in the, you know, in, in work.

• 8:45 - 9:24
So, these are things that applied for public sector and private sector overall, how can we increase, you know, leadership skills? So, I think there, you know, someone is saying Susan David and Simon Sinek, yes, they are very much, you know, references in this area. And so, I think what's important here is to first let's begin with what's the difference between hard skills and soft skills, just to make sure we all understand what we're going to be talking about today. So traditionally hard skills is something that can be referred to as those skills that you learn in the classroom or that you learn through experience.

• 9:25 - 9:43
Usually these are skills that can be measured, uh, right. You, you can, you can identify, you know, how much you know about math skills. Um, and so soft skills are a thing you don't necessarily learn in a classroom. Many of them are innate, they have to do with your personality, right?

• 9:43 - 10:14
And so, there's subjective, highly subjective, and it's very difficult to measure. It's very difficult to, you know, find one of these ways to put a number on it. Um, and so some examples, for example, of hard skills can be things like, you know, accounting skills. Can you read an income statement? Yes or no? Right. So that's pretty clear cut. And we can see say yes, they have that skill, or no, they do not have that skill. Other things can be, you know, marketing or even playing the piano. So, these are very technical or, you know, skills are measurable.

- 10:15 - 10:40

However, soft skills, like I said, are more difficult to measure. And these can be things like your communication, your teamwork, abilities, um, problem solving and critical thinking are also soft skills and things like leadership, creativity, innovation, all of these that we're starting to consider as essential now for the, you know, for this new world that we're living in.

- 10:40 - 11:12

Um, they're all soft skills. And in fact, the world economic forum recently gave out their top list, right. Of the skills that are needed in the workforce by the year 2025. And out of those skills, they basically said that more than 50%, the workforce is going to have to re-skill because there's just so many changes going on in the world. And then if you add on top of that, the drastic changes that we've had because of coronavirus, um, you know, we're going to have to adapt.

- 11:12 - 11:31

There's a lot of technology that is taking over right. In, in certain areas. So, we're going to have to brush up on some of our skills to be up to the challenge, right. And to be, um, you know, relevant and productive in this new age. And so, it's, what's interesting is that they're of the top 10 list of skills.

- 11:31 - 12:11

Eight of those are soft skills. Two of them are technical relating to technology, right. And that's sort of a more physical skills. So that is just to show the importance of soft skills as well. They're becoming more and more important in the workforce. And so, I think even just the name "soft" makes it seem like secondary. Like it's not as important, but I really urge you to, to start thinking the opposite way. Okay. It's really important to develop your soft skills because that's what will make a difference in you growing or getting a promotion or, you know, continuing to, to be successful in your career.

- 12:12 - 12:26

So hard skills, you know, they refer to the, what you need to know in a certain position to get the job done. And then soft skills is how you get the job done. How do you relate with other people, right?

- 12:26 - 13:02

Are you nice to get along with, right. So, it's really important that, that we take that into account. In fact, there was a recent survey from price Waterhouse Coopers, where they interviewed, um, 1400 CEOs. And from that survey, they saw that, you know, um, 78% of CEOs are changing their whole, you know, HR and people

strategy because they realize the importance of soft skills for the success of their company. So, with that, I just wanted to give you sort of some basic, um, you know, um, understandings.

• 13:02 - 13:05
And with that, I'm excited to get this conversation going with Simone.

• 13:10 - 14:01
Can't hear you.
She mutes me and I forget to unmute oh, I'm sorry. I'm sorry. Uh, well considering that traditionally technical skills, are still most value by organizations. Uh, what are your insights or what do you think that it's possible to do, to change this culture? So soft skills or human attributes, as Renata mentioned that Susan David and Simon Sinek have been calling them human attributes, um, how do you believe that we can change the culture so that these attributes are properly valued and improved within organizations? What are your tips for us?

• 14:02 - 14:22
Yeah, so I mean, it's definitely a process that takes time and we have to be intentional, right? All of the players have to be on board. Um, and there has to be a strong support from the top. So, leadership also has to be on board with this, um, in order for it to be effective.

• 14:23 - 14:58
And so, you know, whenever you want to carry out a cultural change, it starts with small steps. You have to start, you know, at every level. And so, some things that are helpful there, we just have to begin by acknowledging the importance right on these soft skills. And I think that we all, maybe we understand it implicitly, uh, but it hasn't been explicitly stated. So, the more that leadership can send messages of the importance of these skills. Um, I think that's, what's going to get that ball rolling now in order to, you know, have some concrete actions that people can take.

• 14:59 - 15:18
I think it really comes down to the work of managers, of team leaders, of how people can start to involve people in problem solving processes. For example, you know, if there's a big problem coming up, usually we tend to think that the leader will just give us the solution and we'll figure it out and tell me what to do.

• 15:18 - 15:51
However, the one that we can involve people in this process, right? Empower people with problem, solving skills, critical thinking, get them to start thinking of

what are some possibilities let's discuss. That is really important in beginning to empower your teams and your people to feel more comfortable in using those soft skills and in valuing those soft skills, because we're asking them to participate and we're asking them to put those, those skills into practice. Another thing I think is important is creating psychological safety.

• 15:51 - 16:14
So, this is a topic that has starting to be discussed a lot more recently, right. It refers to that idea that people feel safe in opening up or in discussing certain things that might be a bit more personal, you know, with their teams or with their boss. So as leaders, it's important that we, that we develop that psychological safety.

• 16:14 - 16:45
And again, you can start with very small things like checking in, right? So, as it is, um, you know, Renata rightfully said, it's human skills. So, let's not forget that we're not working with robots or machines. These are humans, right. So how can we check in and say, you know, how's it going, usually walk into a meeting, especially now with, you know, virtual meetings. We just go straight to the agenda. All right. So how can we create a space that maybe we check in before we start and say, hi, how are you, how are you doing? How's the family is everything okay.

• 16:46 - 16:57
Or how are you feeling today? How are you showing up to this meeting? So those small things can allow people to begin to understand that, okay. You know, they care about me as a human, right. And you know, I'm important.

• 16:58 - 17:30
So that, that starts to develop again, a little bit more of that culture. And I think finally, you know, obviously there's many things that we can do, but I think that, um, something that's, that's very powerful is empowering your people to take risks. Right. So how do we, you know, encourage people to take risks and also accepting failure. So usually in, in companies or in large organizations, like, you know, like governments, we don't tolerate failure.

• 17:30 - 18:00
And so, because of that, people didn't do not want to take risks, right, because they say, well, if I fail, I might get fired or, you know, I'm going to be reprimanded. And so, the more that we can, empower people to accept failure. And that's also related to resilience that we'll talk about later, but, um, having people, be more resistant and more willing to take risks, that's, what's going to help them develop more creativity and more resilience.

• 18:00 - 18:42
So, I think that there are specific things that people can do to am starting to empower their teams, empowering their organizations who look at soft skills as essential.
Perfect. I noticed in my work and doing my consultancy work, that collaboration has never been so important, Diane. Having everyone in and engaged, and ready to collaborate, and to contribute to problem solving to different, to giving up different solutions, to presenting new ways of thinking.

• 18:42 - 19:12
And of course, that includes risk-taking. We do not build up a trust. And I'd like to, to bring in another important concept for leaders, which is building trust, people will only collaborate when they feel that they are safe to talk, to openly talk how they think, what they believe is right.

• 19:12 - 19:42
What's best. So, um, collaboration is a great way. I, I totally agree with you that collaboration, maybe the first very important thing for top executives to, to, um, improve and to develop and to practice because collaboration is practicing, it needs practice and a very important thing about collaboration, uh, and talking to the audience.

• 19:42 - 20:12
And I believe you agree with this that's collaboration is not putting more people inside a room to decide that. It's the opposite, collaboration is inviting people to contribute, but empowering them, for the decisions they need to make, for the endearment that they need to take it, they don't need to call up on 10 people every time they need to decide on something.

• 20:13 - 20:47
So psychological safety comes to, comes in great time, right. It's great that we're bringing into, to management this psychology concept. It's very, very important. There is a question here. What's the difference between skills and competencies? Well, it's because we in Portuguese, skills would be one part of the competency skills is like ability.

• 20:47 - 21:25
Okay. But we use skills and competencies. Uh, we exchange the meaning. Um, but if you want to say, if you want to answer that to Diane, please, the difference between skills and competence.

Yeah. I agree. I also tend to use the words interchangeably. Um, I would look at competencies as like the outcome, or like, what do I want people to be able to do? And then those skills, like you said, are more like the specific elements, um, of, of what, of what people, um, the way that they behave or the way that they act right.

• 21:25 - 21:32
To reach those sorts of outcomes. So, if there were a way to define it, it would probably be you like that.

• 21:35 - 22:13
Great. Um, I'm gonna take the comment from André. André is saying that in this technology world, with the automation and everything, we are responsible for bringing humanity and having the use of human attributes to be able to apply our skills, our abilities in complex contexts to solve problems. And we talked about this, right, Diane, that in a world where technology is so needed, what's the difference between humans and machines?
Yeah.

• 22:14 - 22:46
Bring us closer to, I would say to our mission. What would you say about André comments?
Definitely, I agree with you, André. First of all, we have to take responsibility for our own development. So, we can't just sit and wait for my organization to send me to a training or for somebody to, you know, to tell me. So, I think it's important that we begin to be proactive in how we look for additional training.

• 22:46 - 23:19
Maybe it's working with a coach. We have to realize that we have to always be updating, right. And we can always become a better version of ourselves and grow. So that's the thing about soft skills is that yes, they are part of your personality and their needs, but they can also be developed. So, you can get better. You can increase your emotion intelligence, right. You can get better at your communication skills. So, it is important that we usually look at, um, you know, how we can increase those skills.

• 23:19 - 23:43
Now definitely as technology becomes more and more prevalent, um, you know, the, actually these human skills is going to become, um, even more important is what helps differentiate, because those are things that machines still can't copy. I know there's a lot of research and they're trying, right. So, they're trying to have, you know, machines detect emotions.

• 23:43 - 24:24

Uh, but those are still things that are very distinctly human. And so, the more that we can focus on these soft skills and hone that in, um, the, the more successful that we can be, because even though there will be technology, you know, we will still need human beings to interpret, to make decisions based off that information. And so, um, as we increase, you know, artificial intelligence and there's more and more technology while those human skills become even more important.

Let's talk a little bit about emotional intelligence. Emotional intelligence comes up very important.

• 24:26 - 24:57

When we talk about soft skills or human attributes, right. And along with emotional intelligence comes resilience. So, we know that resilience is directly related to our emotional intelligence, our ability to recognize our emotions into, to relate to others, being self-aware of how we're feeling and how the external factors are impacting us.

• 24:57 - 25:27

So what things do you believe public sector servants should do to develop resilience, Diane?

Yeah. Um, I think it is key, a lot of my work is focused on emotional intelligence because I truly believe that emotional intelligence is the foundation of many other skills. If you want to be a better negotiator, if you want to be a better communicator, if you want to be a better leader, you have to start with emotional intelligence. And so, for emotional intelligence there's two important elements.

• 25:28 - 25:49

First, you begin with yourself being able to understand yourself to recognize your emotions, how you're feeling, what you're thinking and how that is impacting the way that you show up in a certain circumstance. And so, I think that in order for you to lead others, first, you have to be able to lead yourself. And that's where emotional intelligence comes in.

• 25:49 - 26:29

So, it is key for you to be able to connect, to work and relate with other people and understand their emotions. First, you have to start with yourself, um, once you do that, I think that, um, there's really, um, you know, a few things that you can do to develop resilience. So, resilience is our ability to overcome obstacles, right? And in this past year, you know, just on a global level, we have all had just, um, you know, unprecedented challenges and obstacles, especially for people that are working in

the public sector, where, you know, a lot of the work has to be done, right, to overcome these challenges.

• 26:29 - 26:45
And so, in order to, to build resilience, there's a few things, first of all, it's developing inner calm. And what does that mean? Um, you know, there's this great metaphor that says that happiness is like a deep ocean.

• 26:45 - 27:23
It might be choppy, you know, at the surface, but the deeper you go, you know, it's calm. Even if there might be a storm going on at the surface, right? If you go really deep, you still have calm waters. And so that is a way that we can look at mindfulness and, and looking at ourselves and our emotional intelligence where we might have a bad moment, but maybe that doesn't have to become a bad day, right. So, resilience is how quickly can you bounce back from a challenge or an obstacle. And so, if we can develop those skills to help us, first of all, notice, notice, how am I feeling?

• 27:23 - 27:38
Why am I feeling this way? That'll help us get more information to then respond. Instead of just being run by our emotions, we can be the ones in control and we can choose how we respond to that particular situation.

• 27:39 - 28:10
A lot of times we don't realize it, that we're just sort of on autopilot and we're responding in a more instinctual way. And then afterward we realize, Ooh, I wish I didn't say that. I wish I would have said something different. Um, and so the more that we develop mindfulness, to be present in the moment and notice our own actions and emotions and notice others so that we can decide how we want to respond in that situation, the more that will be in control and that's, what's going to help us develop the resilience.

• 28:10 - 28:28
So, when we're in the face of a challenge or even a failure, right, my mindset and how I react to that is very important. So, if I let myself drown in my emotions and, you know, a sea of pity with a cloud of rain on top of me, right.

• 28:28 - 28:59
Then I'm probably going to be stuck there for a while. It'll be difficult to bounce back. So, I'm not saying that we should ignore these emotions because it's not about that either. Right? It's about addressing it, you know, feeling it and then say,

all right, so now what do I want to do? What I want to do about this, where I want to move on and then taking proactive steps. So, I think that really, um, there's a lot that, that we can do to become more resilient. And as, as with everything that I've mentioned before, it is a skill it can be developed. So, it comes down to practice. You have to do it.

• 29:00 - 29:14
And here's the thing you might try at one time. And if you don't get it right, that's okay. Have self-compassion and say, I'm going to try next time again. Right. And try again and again. And that's how you begin to rewire your brain to create a new option for you on, a new default.

• 29:16 - 29:51
Great, great, great tips, great advice. And you bring something up, which is our ability to choose what we're going to do with our emotions. Chose what we're gonna do from the point where there is an obstacle, how are we gonna overcome that? And Fred Kaufman, you probably know him. He, and it's very interesting that he's an accountant is a great accountant that decides to study leadership, he from very hard skills to soft skills and human attributes.

• 29:51 - 30:22
Uh, there are important for leading and for managing. So, he talks in his great work, called meta management. He talks about the protagonism and, uh, goes to the victims. And what's the difference between that you will choose, right? The fact that we can choose how we're going to act.

• 30:22 - 30:33
Exactly. And I think it has to do with that, you know, there's another psychological term called locus of control. And so, locus of control refers to how you react to certain things, right.

• 30:33 - 31:05
So, do you feel you're always a victim in that things happen to you and you have no control. And so, you just sit there and wait for the response, or do you believe that you make things happen that you are the one that's in control? So that's, that's also very important here. Um, and it has to do a lot with emotional intelligence too. Yeah. If, if our locus of control is always external, I will never be able to choose to act differently.

• 31:05 - 31:34
And I believe that one of the greatest human attributes, one of the greatest soft skill that we have is the ability to choose what we are going to do with what we're facing. How we face coronavirus? How are you going to face having to work through technology all the time? What are the advantages that are possible in this world? And so, I believe that there's, this is great.

• 31:34 - 32:09
Being able to choose is just, it's a gift. It's a gift that only humans have, machines don't choose.
Yeah. And I think it's important, you know, I've seen comments coming up, for example, from Renata and she's talking about emotional agility, and that's an amazing book that I recommend to everyone from, by Susan David. She also has a great Ted talk and she talks about the importance of recognizing and understanding our emotions, the good and the bad, right. I even, I don't like to give them a label because, you know, I hope more when we experienced strong emotions.

• 32:10 - 32:37
So, I like to shift the message and say, you know, emotions are data, emotions give you information and they let you know that something important is happening. There's something that's moving that needs your attention. So then how can we sort of separate ourselves from that emotion, recognize it, feel it, understand it, and then how that can empower us to act again and be in control and not just be the victim of a circumstance.

• 32:37 - 33:09
So, I think, you know, it's all connected there. So, so someone is asking there about people, you know, one of my texts that I say, people work for people, not for organizations. So, I think there, again, it just goes to that point that I was mentioning of, we have to just be more human and recognize that, you know, yes, we may have these KPIs and we have goals that we're trying to reach and we have deadlines. Uh, but we can't forget along the way that we're also working with other human beings.

• 33:10 - 33:39
Right. And so, we have to understand that, you know, what makes up an organization are people, right? There are people that are collaborators or leaders. Um, and so I think that the more that we can humanize and recognize those soft skills, like really pay attention and check in with people. I think that will help us to

build a culture, build that culture with, uh, with more soft skills and also help us connect in meaningful ways so that we can reach our goals.

• 33:42 - 34:19
Perfect. Renata is saying that she's trying to do characters strengths based on a coach with the servants that she worked with using self-compassion, self-regulation, awareness about our strengths and presence, mindfulness. And that's great because this is being control of who we are and the choices we have, we always have a choice. We always, we are not victims of the external factors or the external circumstances.

• 34:20 - 34:57
There are given to us. We have a choice we can be in control and, and that's, that's great. And it's great that Renata is doing this. And I would also like to ask you Diane, to share with us some lessons that you've heard from the top executives that you interviewed, and you mentioned in your podcasts and your iCatalyze, can you share with us, uh, the highlights that you learned from them top lessons from top executives?

• 34:59 - 35:32
Sure. Yeah, so, I really just wanted to address that quick comment from Renata because a lot of what she mentioned is actually the topics that we cover in the ILG program. So as Rodrigo mentioned in the beginning, we have this program innovation and leadership in government. Um, it is a collaboration between Georgetown University, ENAP and Microsoft, and we'll be launching the next program in August. And in fact, those are the actual classes that I teach, which have to do with emotional intelligence.

• 35:32 - 36:03
We do a strengths-based leadership where we use the gala strengths Finder as our framework. And so, we definitely touch upon all that. So, I'm so glad for that, that you're working on those skills with other public servants. Um, so to talk about, yes, my podcast, it's a project that I started last, uh, last year and it was something I had wanted to do for many years, but I think with coronavirus and, you know, the pandemic, having to be locked in, I said, you know what now is the time because I cannot keep waiting.

• 36:03 - 36:37
So, my idea there is to interview people that are very high-level leaders from all sorts of different sectors, um, to talk about leadership, the podcast is in Spanish because I noticed that there was a bit of a gap in, you know, high quality, you

know, leadership and personal development content, um, in that language. So, from all the interviews that I've done, I think that, you know, one of the things that I've taken away, I always ask them at the end, what is the most important leadership skill for you? And it's not a surprise that many times they are soft skills.

• 36:38 - 37:00
So, I've heard things like, you know, collaboration, right? Being able to motivate your team and get people engaged to reach a common goal. Um, and so, you know, the soft skills just becoming more prevalent. One thing that I, that I did catch for one of my recent interviews, and that was with Ricardo Ernst, who's the director of the Latin America leadership program at Georgetown.

• 37:00 - 37:34
He's been a professor for more than 25, 30 years. And so, he, um, told me something really important, you know, that we usually don't take into account. That's the importance of delegating. So, he said, you know, you have to learn as a leader, you have to learn to let it go. And so that is so important that you can delegate to others. First of all, because for yourself, you're going to have better time management, right? You won't have all of these, you know, responsibilities on your plate. And second of all, you're also going to be empowering your people, right?

• 37:34 - 37:53
Give them some flexibility, give them some freedom so they can decide so that they can propose ideas, um, you know, and develop projects and actually, you know, execute them. So, with that, you're also empowering that person and teaching them some soft skills, like problem solving, right.

• 37:53 - 38:32
Creativity, innovation. So, I think that was another powerful lesson that I took away. Um, you know, from one of, from a very recent, um, interview.
I love that. I was in a training session yesterday and we were talking about delegation and how important it is, and we are relating the ability to give feedback all the time, organic feedback and having feedback conversations to give delegation process, you can only delegate and let people do things.

• 38:33 - 39:11
If you tell them exactly how they're going, uh, what they need to improve, what's already great. And when I was talking about delegation, I sang that, uh, frozen song. And I said, let it go, let it go, let it go. But to let it go, we have a great

homework beforehand. We need to, to train people, to develop people, right. We need to get people ready to assume, to get the job.

• 39:12 - 39:52
Yeah. I mean, you, you know, it's interesting there, because I just heard another podcast recently. I'm a big fan of, you know, another person, if you want to learn more about soft skills is Brené Brown. She had obviously, you know, one of the most watched Ted talks about vulnerability and she has a great podcast in Spotify. It's called dare to lead and I recommend that. I was listening to one of them recently where she said, you know, they did a, um, a survey among the leaders in different organizations to figure out how is it that, that people, um, you know, develop trust with their, with their teammates, um, or how is it that a leader will trust someone?

• 39:52 - 39:59
And they asked all leaders. And she said, you know, we were thinking that they were gonna say things like, you know, reliability.

• 40:00 - 40:31
If I can give this person a task, I know they're gonna do it. And they said no, the number one answer, um, from leaders in how they develop trust with someone is if that person asks questions, right. And that's the thing, usually we don't want to and I see this with my coaching clients, right. People are scared to ask questions because maybe that'll show that I'm not an expert, or that might show that I'm not already, however, I encourage people to look at it from the other point of view of again, humanizing, right?

• 40:31 - 40:51
If you ask questions, it shows that you care, it shows that you want to get it right. Okay. And so, you're sending that message, you know, to your leaders or to your boss. Um, and so also from the leadership point of view, the more that we can accept and give that feedback, answer those questions to people it's just a win-win all around.

• 40:51 - 41:24
So, I think that's important that we need to start letting go of these, more of these traditional views of leadership as if only one person has all the answers and I have to also connect her, no. Let's humanize this process and it's okay to ask questions, and that's what's going to help us develop more that connection and more trust. Yeah. There are no superheroes when it comes to leadership specially in this

complex world we're living in, absolutely no superpowers, super person, superhero, we cannot do this anymore.

• 41:24 - 41:56
And schools and universities do not, unfortunately, still do not teach us, how to ask questions in, on the contrary, we're taught to be invulnerable. When we talk about vulnerability, and Brené Brown has been very popular, Diane, here in Brazil for the past two years, two or three, we consultants have been working with her for five, six years.

• 41:56 - 42:08
Since she, she started publicizing all of her work, her great work, but she's been very popular and we do not.

• 42:09 - 42:40
We do not learn that. We're not taught that. So, I believe that leaders thank you for bringing vulnerability into our conversation, because as leaders, we need to let people be vulnerable, ask questions. How do you feel about this? And not only, what do you think about this, but also besides how you think, what do you think about this? How do you feel about this, is this right? Does it make you feel good?

• 42:41 - 43:12
And Marla wrote a nice comment that she said, emotions are data, she loves that, she says I love it. And Marla, Fred Kaufman always compares that emotions are data for the soul, for our behavior, emotions are data that are going to tell us how we should behave as well as the pain is data for our body.

• 43:13 - 43:24
So, a fever, a pain, something strange in your body as data for your body, for your physical body or your physical being.

• 43:25 - 44:07
But it's so great that emotions can be very valuable data to our behavior. How are we are gonna behave, right? So, I love that you brought, Diane. Vulnerability to our conversation because we need to change the way we lead. And Renata Rangel, you're not alone. Okay. Keep going. She said that she feels so alone sometimes so lonely, but you're not alone. So, let's see this comment from Julio, it's in English, Diane, sometimes leaders are aware of how much soft skills are important, but to not incorporate, to not take them into their everyday lives, how can we overcome this?

• 44:07 - 44:38
Well, great question, Julio, right? Because there's a lot of space between the knowing and the understanding it, and then actually practicing it, putting it into, into practice in your day-to-day life. Um, I think there, we have to be intentional, right? And so, it might be just something as simple as, or every once in a while. And now there's a lot of apps on your phones, whether it's calm or Headspace, there's many apps.

• 44:41 - 45:17
Hi. I think I was frozen. Right.
I can hear you. Perfect one.
Okay. I'm back. So, there are many apps that can also help you. They'll send you a little reminder every once in a while, like stop, pause, take a few breaths. And so, something like that is important that can help you just sort of check in with yourself and see, how am I showing up right now? Or before you have a big meeting or before you're about to go into an important conversation. I always recommend to my clients who take a few deep breaths, get centered, get more present, what they can check in with themselves and then say, okay, how do I want to show up?

• 45:17 - 45:26
Right. Again, remember, you can get to choose you have the power to choose. And so, doing those small check-ins, whether it's at work or at home. Right.

• 45:26 - 45:58
Um, I understand also, because I have two small children and there are moments where, you know, my patients just goes out the window and everything, I talk about emotional intelligence is gone because it's real the frustration and, you know, the, the difficult emotions it's real. So, I think that there, um, we also have to have that self-compassion and say, you know, I'm trying right now, I didn't get it right. So, what can I do differently next time? So, it's also that reflection for ourselves that helps us, um, in learning and growing and seeing what can I do?

• 45:58 - 46:22
What can I do differently next time? Right. Um, and I think there's, some people mentioned, um, someone asked about books. I think it was.
Yes, it was Tuana Neves she asked about books, articles and materials, so, she can start learning about this topic.
One book that I highly recommended, and it's actually serves as the basis for a lot of what I teach is written by an engineer from Google.

• 46:22 - 46:54

He wrote this book called *Search Inside Yourself.* I know that there's a Spanish translation. There's probably a Portuguese translation, but this is really good. This is where I get a lot of the information about developing mindfulness to become a better leader, develop our emotional intelligence. And another one that I also love, I have them right here on my desk because I'm always referring to them the *Coaching Habit*. So, this is for leaders that want to develop coaching skills so that they can be a better leader.

• 46:54 - 47:22

So, you can empower your people and not always giving them the answers, but empowering them to problem solve and to come up with solutions. Um, and by that, you're also developing your, the skills in your team. So, I think those are two really good ones. There's also *Emotional Agility* from Susan and David.
I was gonna mention Susan and David, her website, her podcasts are also very good, Tuana.

• 47:22 - 47:52

And there is an author. I don't know if you have, Diane, read, Patrick Lencioni's, *Five Dysfunctions*. Yes, he is. He is a great model for building trust, Tuana. I recommend in Portuguese. In Portuguese, it was translated as *Os cincos desafios das equipes*, in English is *Five Dysfunction's of a Team.*

• 47:52 - 48:24

This also, I believe this is a kind of a basic teaching book, because he brings up a case and then he teaches us a model. It's very nice as well. I love the way Susan and David tells us not to bottle our emotions, because they are data, they are responsible for our choices. And Hey, Diana, my kids are grown up already.

• 48:24 - 48:30

I have a small granddaughter, she's three, but I would say that kids are best practice.

• 48:34 - 49:10

You have no choice. You have to put everything into practice there with them. Yeah. And we have to leave perfection. This is something else. Yeah. Leaving perfection aside. I would like to talk a little bit. What do you think about perfection and this, this lack of self-compassion. Oh my God. I failed. What do you think about that? What can you tell us about that?
Yeah, I think that perfectionism is a big issue.

• 49:10 - 49:33

I see it in a lot of my coaching clients. And I think it really comes from external expectations. Um, a lot of times where we're thinking of, oh, what will people think? What do people want from me? Um, and we're sort of trying to mind read and assume, but it's not really related to what we want. Right. And so, I always encourage people to think, you know, what's really important to you.

• 49:33 - 50:07

What are your priorities? Um, what do you want? Because, the perfection also comes from these unrealistic expectations that we set on ourselves. Right. We're striving for perfection, but we know that nobody's perfect. Nothing is perfect. So, um, it's going to be an, a never-ending struggle. Right. So, I think the first thing is being able to notice to catch that and, you know, develop your awareness around it. Um, I also noticed that, um, you know, perfection can be related to imposter syndrome, right?

• 50:07 - 50:29

So, imposter syndrome refers to that idea that I'm never, I'm not good enough. And people might discover that I don't belong here or that I shouldn't be in this role. And so, proportionalism is a way that we try to like overcompensate and where it would be either a workaholic or, you know, and so we're actually doing a disservice to ourselves.

• 50:29 - 51:10

We're not allowing ourselves to just be more authentic and show up as we truly are. We're trying to live up to maybe some other standards or be like another person. And, you know, we're actually just going to be working your whole life to try to achieve that. So, yeah, I, I'm a big proponent of that. Just being more authentic, checking in with yourself, what's important to you, what are your priorities and then how you can work for that.
And that's another tip, right? Because the more authentic the leaders can be managed to be, the more effective because they're being themselves.

• 51:10 - 51:37

They, bring their development. They tell that they don't know, they say that they're lost and they need help. And that's when collaboration starts. Right. So authentic and not trying to be perfect sounds great to me. I have, uh, we still have four more minutes and I'd like to ask you a last question that we have here.

• 51:37 - 52:10
It's related to two of the leadership skills that were defined for Brazilian public servants' leaders, public leaders in 2020 as mentioned by the Rodrigo in the beginning and the two leadership skills are innovation and change the two that I would like to talk about people and team engagement, because one is so tech, and the other is so human.

• 52:10 - 52:45
So, considering the prevalence of technology these days, Diane, what's your suggestions for developing strategies for these two skills together, how can I innovate? How can I change? How can I transform? And at the same time, engage people be human and humanize everything. Yeah. So, you know, like we mentioned earlier, I think that the more and more that technology becomes more prevalent, that is when we have to kick it up another level with our own, those human skills, those soft skills.

• 52:45 - 52:53
And so, I think that sometimes, um, you know, we get too complicated in thinking about the entire plan and the big picture.

• 52:53 - 53:24
It was, how will I make this big change in my organization? And I always say, you know what, start small, what is something that you can do today? What is something that you can do with your team and the next meeting that you have? Okay. Sometimes those small actions of just checking in with people saying, Hey, are you okay? Do you need help with that asking me, what do you have any questions? How else can I, can I help you? Those things are what can help us? Um, you know, they're small drops, drops in the bucket.

• 53:24 - 53:41
They start to add up, to build that culture, to help us engage more with our teams, um, and to help us give people the trust so that they feel that they can take risks and they can innovate, you know, innovation and faith. I'm sorry, risk taking and failure is part of innovation.

• 53:42 - 54:12
Um, and it's funny. I always think that there's this, um, interview that I heard from the former COO of X, which is Google's, you know, their, what they call their moonshot factory. So, this is an organization from Google, where they are doing just crazy experiments and trying to bring about exponential change and innovation. And they said, you know, how in that organization, how do you deal

with failure? And they said, oh no, for us, failure is important because that means that you're tried something new.

• 54:13 - 54:58
And so, whenever somebody would have a failure, we would actually bring out champagne because they said that means that you were trying something new, you had a new idea or new project. So, I think the more we can change that mindset and give people the space where they feel safe to take risks and to, and it's okay to fail, but at least I'm trying, and I'm going to keep going. I'm going to keep working. That'll really help us, um, to develop greater collaboration and more team engagement.
Great. Great, Diane, great, um, keeping your insides and thank you for sharing your knowledge, your experience in such a kind and nice way with us.

• 54:58 - 55:07
And there, there are many compliments and here in chat. So, I thank you so much. We've Brazilians thank you. It's been a pleasure talking to you. Let's keep in touch.

• 55:09 - 55:41
Of course, obrigada, I really appreciate this opportunity. I love sharing with you all and, you know, you can go ahead and follow me on social media at iCatalyze in most of the platforms where I'm always sharing more information and tips on leadership and personal development. Thank you so much ENAP for this invitation. I love to share with you all and thank you everyone for your comments and your questions. Happy to continue that conversation. Thank you.

• 55:41 - 55:42
Thank you, Diane. Rodrigo.

• 55:43 - 56:50
Thank you, Diane. It was a pleasure. Thank you so much. Hear from of you, that has, uh, a very important way to view leadership based on people. That's a pretty important and we are very happy to having you hear. Simone, thank you so much too. Muito obrigado por todo seu dinamismo e pela troca, acho que vocês formaram uma excelente dupla. So, it was great. Muito obrigado. Temos um bom material para o nosso podcast também, então já fica a dica para aqueles que quiserem, nas próximas semanas, a gente já tem varias edições de podcasts do fronteiras da ENAP, então fiquem à vontade para nos acompanhar por lá. Por fim, queria fazer um agradecimento a vocês. E convidar vocês a acompanharem o site da ENAP, principalmente aqueles que são altos executivos de governo, as lideranças de governo pra se inscreverem.

• 56:50 - 57:06
No curso do ILG, innovation and leadership in government, as inscrições devem ser abertas agora entre junho e julho, vocês acompanhem no nosso site, eu tenho certeza que é uma ótima oportunidade pra aprofundar um pouco mais esses debates que a gente está fazendo aqui.

• 57:07 - 57:13
Muito obrigado. E daqui há 15 dias a gente tem mais uma edição do ENAP fronteiras e tendências.

• 57:14 - 57:18
Ótima tarde a todos. Muito obrigada, Tchau.
Thank you.