A Hard Look at Soft Skills

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ACADEMICS • LEADERSHIP • PUBLICATIONS

We are catalysts for change.

We believe that we can contribute to improving the quality of higher education.
We believe we can develop values-based leaders who make a difference in our world.
We lead change by leveraging a diversity of talented people across a broad
spectrum of disciplines, backgrounds, experiences, and cultures.

Together with our clients and partners, we believe that we can change the world.

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"Yes, I think I have good people skills.
What kind of idiot question is that?"

The Need for Soft Skills

Soft skills have become increasingly valued by employers.

+ 85% of financial success is due to soft skills

+ 15% of financial success is due to technical knowledge

+ People would rather to business with a person they like and trust.

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What are soft skills?

Soft skills are a combination of people skills, social skills, communication skills, character or personality traits, that enable you to navigate your environment, work well with others, perform well, and achieve your goals with complementing hard skills.

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Top Soft Skills

+ **Communication**
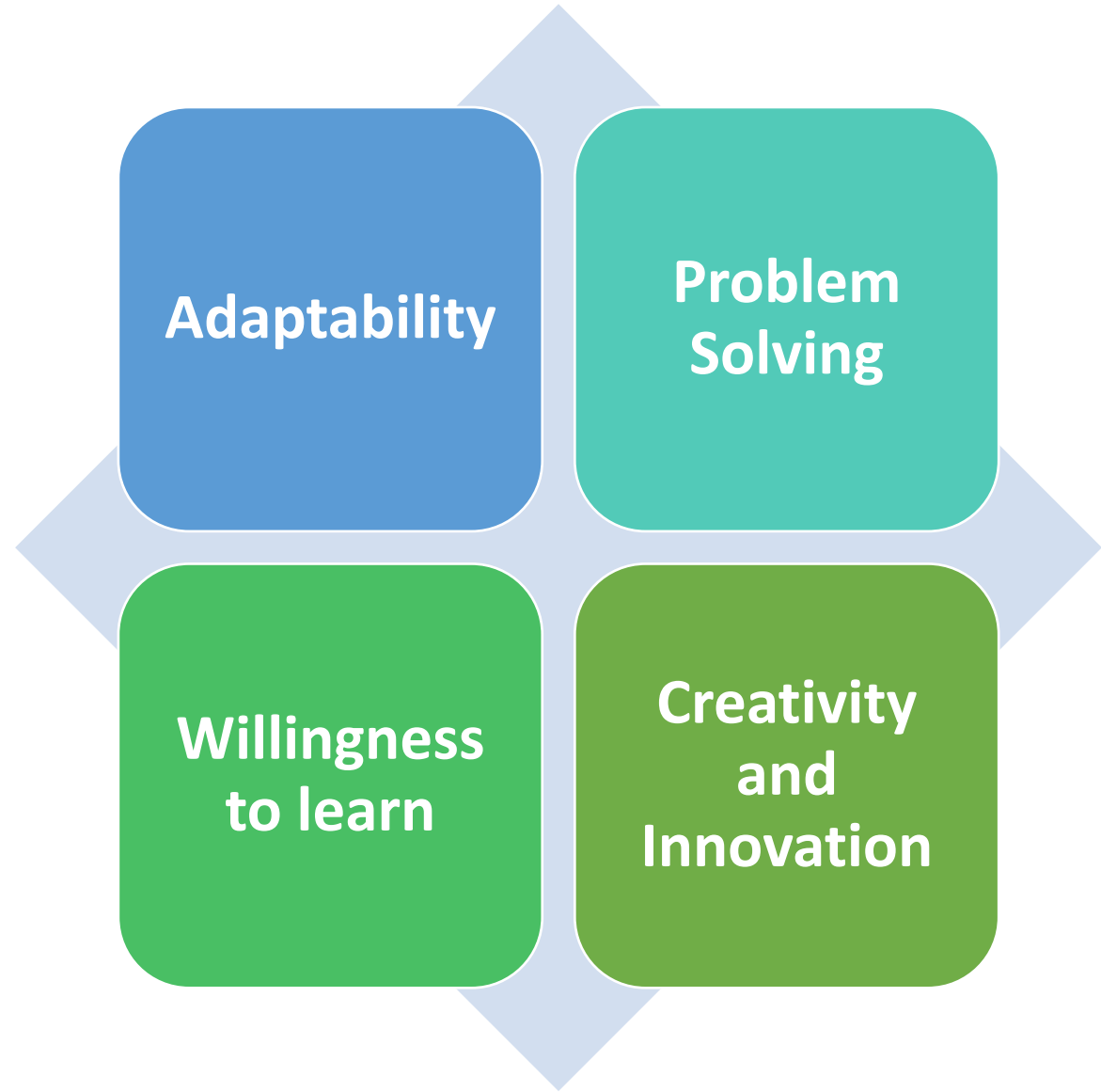
+ **Critical Thinking**

+ **Leadership**

+ **Teamwork**

Communication

+ **Verbal and nonverbal communication**

+ **Listening**

+ **Negotiation and Persuasion**

+ **Presentation and Writing**

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Leadership

+ Conflict management & resolution

+ Decision making

+ Delegation

+ Giving clear feedback

+ Inspiring people

+ Meeting management

+ Mentoring

+ Project management

+ Supervising

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Teamwork

- **Accepting feedback**

- **Collaboration**

- **Intercultural competence**

- **Emotional intelligence**

The Challenge

—

How can we develop our own or our employee's soft skills?

What soft skills matter most?

+ **Determine the most valuable soft skills for your business and / or industry.**

+ **Analyze your current workforce to identify the combination of skills that result in high performers in every role.**

+ **Assess your employees for those skills.**

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EvaluSkills: Workplace Skills Assessment

- A 360-degree evaluation process that directly measures proficiency levels of essential soft skills and workplace competencies.

- Uses the perspectives of peers, supervisors, advisors, mentors, and colleague

- Provides objective and accurate measures of relative skill levels as expressed in the workplace.

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Building Soft Skills

Best developed through Experiential Learning:

+ **Where the learner takes an active role by taking a concept, an idea or technique and putting it into practice, learning from failures and building upon successes.**

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How Peregrine Can Help

EvaluSkills: Workplace Skills Assessment

LEADING EDGE LEARNING

Leading Edge Learning modules

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Flexible, Customizable Instruments

+ **Utilizing the expertise of our team, you can customize your instrument by selecting from a database of 200+ skills and corresponding rubrics.**

+ **You can also write or develop your own skills and rubrics then add them to your assessment.**

Adaptability
Embraces change and can adjust to new or evolving conditions.
Category: **Character**   Type: **Competency** ☑

Business Trend Awareness
Maintains an awareness of what is going on within the industry and how such trends could affect the organization.
Category: **Skill**   Type: **Competency** ☐

Change Leadership
Recognizes change and takes specific actions to help others through the change processes to obtain the goals of the change
Category: **Action**   Type: **Competency** ☐

Curiosity
Exhibits inquisitive thinking such as exploration, investigation, and learning, and desire to gain new knowledge and skill.
Category: **Character**   Type: **Competency** ☑

Dealing with Uncertainty and Ambiguity
Demonstrating the flexibility to handle competing demands and fight through the complexity by encompassing it.
Category: **Action**   Type: **Competency** ☑

Emotional Intelligence
The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and
Category: **Character**   Type: **Competency** ☐

Entrepreneurial
Is willing to take calculated risks in the hope of profit; enterprising.
Category: **Action**   Type: **Competency** ☐

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Objectivity

The rubrics increase the objectivity of the assessment.

+ **Close-ended, 5-point Likert scale rubrics for each skill concentrate on the behavior.**

+ **Ability to collect written feedback – adding to the richness of the data.**

+ **A combination of both.**

Critical thinking and problem-solving skills

Demonstrates originality and inventiveness.

Category: *Action*   Type: *Influential*

Statement	Behavior	Scaling
☐ **5 - Exceptional** Creative thinker; uses unique or unusual thinking across a variety of industries to solve difficult problems.	Naturally creative; able to work backwards and imagine steps that will lead to a desired result; has a wide range of studies and views things from perspectives of history, geography, religion, economics.	Level of proficiency significantly exceeds expectations.
☐ **4 - Excellent** Regularly uses nontraditional thinking in a creative manner to solve problems.	Involves others in brainstorming, both inside and outside the organization; seeks alternative viewpoints to explore possible courses of action.	Level of proficiency exceeds expectations.
☐ **3 - Competent/ Meet Expectation** Most of the time, is able to handle and solve difficult problems with nontraditional thinking.	Approaches problems in new, innovative ways; is not afraid of asking "what if" to explore previously unimagined options and discuss them impartially.	Level of proficiency is at an expected level.
☐ **2 - Marginal** Uses traditional thinking to handle and solve difficult problems; open to non-traditional thinking of others.	Hesitates to voice or try non-traditional ideas for fear of failure or being judged by others; has creative ideas but prefers not to rock the boat.	Level of proficiency is slightly below expectations.
☐ **1 - Unsatisfactory** Seldom, if ever, is open to nontraditional thinking in problem solving.	Threatened by non-traditional ideas; prefers to do job the way it was explained without question; relies on formal processes and structures to guide decisions.	Level of proficiency is significantly below expectations.

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Participant Report

Reports show the participant's total average score across all competencies…

Average Evaluator Score by Item

○ Average Score by item

Work Ethic
Willingness to Learn
Value Diversity
Troubleshooter
Team Building
Strategic Planning
Research
Possess Business Ethics
Managing Remote/Virtual Teams
Logical Thinking
Leadership & Navigation
Learning
Global Awareness
Ethical
Envisioning
Entrepreneurial
Emotional Intelligence
Dealing with Uncertainty and Ambiguity
Curiosity
Change Leadership
Business Trend Awareness
Adaptability
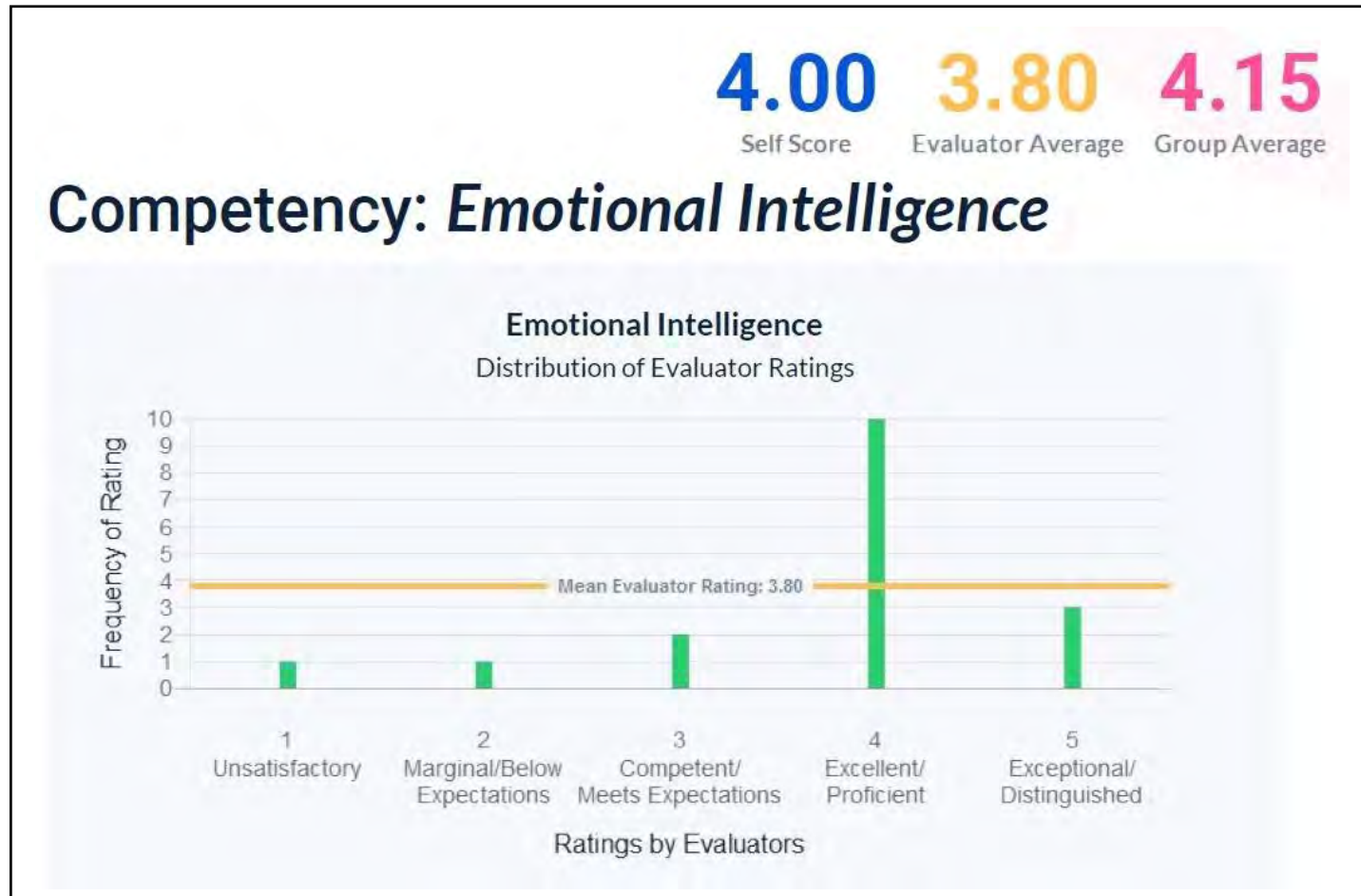Knowledge Management

Mean Evaluator Rating: 3.26

Here, the blue line shows the participant's average score, making it easy to highlight relative strengths and areas for improvement.

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Participant Report

4.00 **3.80** **4.15**
Self Score   Evaluator Average   Group Average

Competency: *Emotional Intelligence*

Emotional Intelligence
Distribution of Evaluator Ratings

Mean Evaluator Rating: 3.80

Frequency of Rating

| 1 Unsatisfactory | 2 Marginal/Below Expectations | 3 Competent/ Meets Expectations | 4 Excellent/ Proficient | 5 Exceptional/ Distinguished |

Ratings by Evaluators

The participant's self-score was higher than the evaluators' average for them, and their score is significantly below the average rating for the group.

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Action Plan

Improve Weaknesses - *Open-Minded*

Areas to Improve: Your Weakness	This person is willing to change his/her mind when presented with new and different information.	**3.00** Self Score	**2.40** Evaluator
Actions to Improve or Mitigate the Weakness			
Your Proposed Timeline for this Action Item			
Who Will Help keep You Accountable for this Action Item?			

The Action Plan is part of the Participant Report and can be edited and downloaded in the online platform.

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- **+** **Online learning modules spanning a wide number of topics to develop leadership and other soft skills.**

- **+** **Developed from our expertise in higher education and from over 15 years of in-person leadership development and HR consulting.**

- **+** **LEL modules encompass each of the NACE Career Readiness Competencies.**

NACE – Career Readiness Competencies

Critical Thinking / Problem Solving

Demonstrate critical thinking and problem solving by gathering and interpreting relevant information to devise solutions.

Oral / Written Communication

Effective employees can articulate thoughts and ideas clearly for different types of audiences.

Teamwork / Collaboration

Function as part of a team and build collaborative relationships with people from diverse backgrounds.

Digital Technology

Employees should be able to use digital technology ethically and efficiently to solve problems and achieve goals.

Leadership

Employees should be emerging leaders, leveraging others' strengths to achieve common goals.

Professionalism Work Ethic

Solid work ethic and time management are hallmarks of a good employee.

Career Management

Knowing one's strengths and advocating for career goals helps employees be successful in the workplace.

Global / Intercultural Fluency

Successful employees will value diversity and demonstrate inclusivity and openness toward others.

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Our Solutions Your Success!

Identifying, assessing and improving your and your employees' soft skills will result in increased cohesiveness in your teams, greater work satisfaction for your employees and increased productivity.

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