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# CIVIL ENGINEERING ACADEMY PODCAST

Hosted By Isaac Oakeson

## CEA 96 - EGOS, VULNERABILITY, AND PERSONALITY TRAITS WITH SALMAN RAZA

Effective communication in the workplace would solve most of the problems we, engineers, face every day. Yet it's incredibly hard to achieve it. Do you feel like heated situations in the office could be avoided by simply knowing how to deal with other people's personality traits as well as your own? Well, then this episode is for you.

[Salman Raza](#) is a biomedical engineer turned consultant. He started his career doing medical device design and development, and then ended up doing regulatory audits in the same field. However, after auditing health companies and giving them non-conformance documents due to requirements they were not meeting, he used to get either threatened or kicked out of the building for doing his job.

These experiences lead him to go on a personal journey to find out if he was in fact satisfied with his life---and what to do about it. After reading Clayton Christensen's book, [How Will You](#)

[Measure Your Life?](#), he realized that what makes him tick is not auditing companies; rather, it's teaching people what he knows. This led him to switch careers "later on" in life.

After gradually bringing teaching into his life, he was able to take the leap as a full-time consultant. He then started his own business, Razalution Bureau, through which he advises companies on their organizational culture, strategy, and infrastructure. The focus of his business is now on teaching people the soft skills they need to thrive at their workplaces and have effective communication with other people in the office.

According to Salman, the biggest problem in professional settings is the huge communication gap that exists between people. This gap is due to people's different personality traits and their work preferences. We all know most engineers are introverts. This only means that, for them to do the work they need to do, they need some time alone with their own thoughts. On the other

hand, people in the marketing and human resources departments are most of the time extroverts, which means they get energy from interacting with other people while doing their job. Salman argues that, if the extrovert person in marketing keeps interacting with the introvert guy while he's doing the job, then this will probably cause a heated situation and the outcome of the project being carried out will likely suffer from it.

Another huge insight we can from Mr. Raza has to do with the power of vulnerability. While the norm in almost any workplace is the boss blaming others for their own mistakes, they should actually let others know that they've made similar mistakes themselves. This alone makes leaders and managers be perceived as "relatable", as Salman says. And the result of being relatable is that far more people will be willing to follow you as a leader.

All this information and insights can be found in Salman's new book, [Life's Non Conformities](#). He has combined all his knowledge from his personal journey and all his experience doing audits and interacting with angry people into this worth-reading book. If you want to have effective communication and find "what makes you tick", then give his book a try.

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