

INTERPERSONAL SKILLS FOR MANAGERS

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SEMINAR OVERVIEW

- ▶ **Key Interpersonal Skills for Managers**
- ▶ **Barriers to Effective Interpersonal Interactions**
- ▶ **Perceptions and Influence: DISC Assessment**
- ▶ **Team Building Simulation**
- ▶ **Action Planning**
- ▶ **Evaluation and Closure**

EIGHT KEY INTERPERSONAL SKILLS

- ▶ **Communicating Clearly**
- ▶ **Listening Actively**
- ▶ **Inspiring and Motivating**
- ▶ **Encouraging Team Responsibility and Accountability**
- ▶ **Building and Maintaining Partnerships**
- ▶ **Cultivating Professional Trust**
- ▶ **Modeling Flexibility and Respect**
- ▶ **Managing and Transforming Conflict**

COMMUNICATIONS

- ▶ **The imparting or exchanging of information**
- ▶ **A means of connection between people and places**

Elements of Communications

What do people pay attention to the most when communicating with others?

- ▶ **Verbal Words**
- ▶ **Tone, Pitch, Pace**
- ▶ **Nonverbal, Body Language, Posture, Gestures**

Clear Communications Is...

- ▶ **Concise**
- ▶ **Concrete**
- ▶ **Correct**
- ▶ **Coherent**
- ▶ **Complete**
- ▶ **Courteous**

QUESTION?

When people are talking with you, are you listening or just waiting to speak?

ACTIVE LISTENING

A multisensory process of paying attention to another person's verbal communication to gain understanding and to create shared meaning.

INSPIRE AND MOTIVATE

- ▶ **Treat people as individuals**
- ▶ **Know that people are motivated by different things**
- ▶ **Be respectful and supportive**
- ▶ **Use affirming language**
- ▶ **Be honest and direct**
- ▶ **Be fair and consistent**
- ▶ **Give recognition and rewards**
- ▶ **Be accountable and hold others accountable**
- ▶ **Use principles of equality**

TEAM RESPONSIBILITY AND ACCOUNTABILITY

The 3 keys to team responsibility and accountability are:

- **Focus**
- **Influence**
- **Consequences**

Source: Teambuildersplus.com

BUILD AND MAINTAIN PARTNERSHIPS

- ▶ **Common goals**
- ▶ **Enabling environment**
- ▶ **Potential partners**
- ▶ **Belief in the strategy**
- ▶ **Presence of convener**
- ▶ **Clear rules of engagement**
- ▶ **Flexibility**
- ▶ **Institutional support**
- ▶ **Resources: Human, Technical, Financial**
- ▶ **Willingness to explore new opportunities**
- ▶ **Appropriate to local context**

CULTIVATE PROFESSIONAL TRUST

Professional trust is defined as an individual trusting that she and her team members are competent to do the work, that they will share relevant information, and that they have good intentions toward the team.

SIX WAYS TO BUILD TEAM TRUST

1. **Trust Other People**
2. **Address Issues Directly**
3. **Share Relevant Information**
4. **Follow Through On Commitments**
5. **Say “No” when you mean “No”**
6. **Share What You Know and What You Don’t Know**

FLEXIBILITY AND RESPECT

- ▶ Flexible managers understand individual team member's situation, strengths and skills; keeps lines of communications open; makes team members aware of his/her management style; clearly communicates expectations of the team; and finds out what team members expect of them as managers.
- ▶ Managers create a respectful workspace by modeling the behaviors they expect from team members; recognizing and utilizing individual differences in a way that cultivates an inclusive workplace; and demonstrating respect for themselves and their team members.

MANAGE AND TRANSFORM CONFLICT

Conflict is what happens when what you want is different from what the other person wants.

Five Ways to Address Conflict:

1. Compete
2. Collaborate
3. Compromise
4. Avoid
5. Accommodate

BARRIERS TO EFFECTIVE INTERPERSONAL INTERACTIONS

- ▶ **Diverse Beliefs, Values, Attitudes**
- ▶ **Lack of Trust**
- ▶ **Language Barriers**
- ▶ **Negative Personal Feelings**
- ▶ **Internal Conversations**
- ▶ **Unclear Communications**
- ▶ **Being Distracted**
- ▶ **Different Perceptions**

PERCEPTION AND INFLUENCE

Your self-perception and the perception that others have of you shape and influence your interpersonal interactions with others, as well as their response to you.

- ❑ Check your self-perceptions and how other people see you as a manager
- ❑ Consider how your self-perceptions and those that others have of you impact your team

THE DiSC PERSONAL PROFILE

The DiSC is a personal styles survey that looks at the way people approach their work and relate to others on their teams or in their organizations. It helps individuals to:

- ▶ Understand their own behavior
- ▶ Learn how and when to adapt their behavior
- ▶ Improve communications
- ▶ Promote appreciation of differences
- ▶ Enhance individual and team performance
- ▶ Reduce conflict

SPACE SURVIVAL SIMULATION

In the following situation, your "life" and "death" depends upon how well you can prioritize items for survival in a relatively unfamiliar environment. This problem is fictional, although the ranking to which you will compare your results was done by a number of space experts.

The Situation

You are a member of a lunar exploration crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon. Due to mechanical difficulties however, your ship was forced to land at a spot some 320 kilometers (200 miles) from the rendezvous point. During the re-entry and landing, much of the equipment aboard was damaged, and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 320 km trip.

Your Task

On the next page are listed the 15 items left intact and undamaged after landing. Your task is to rank these items according to their importance in aiding you to reach the mother ship, starting with "1" the more important, to "15" the least important. You should assume that your crew is your class, you have agreed to stick together, and all 15 items are in good condition.

LUNAR SURVIVAL ITEMS

- ▶ **Compass** - Magnetic
- ▶ **First aid kit** - With hypodermic needles
- ▶ **Flares** - Signal
- ▶ **FM Receiver/Transmitter** - Solar-powered
- ▶ **Food** - Concentrate
- ▶ **Heating Unit** - Portable
- ▶ **Map** - Stellar map, moon's constellations
- ▶ **Matches** - One box
- ▶ **Milk** - One case dehydrated milk
- ▶ **Oxygen** - Two 50kg tanks
- ▶ **Parachute** - Silk
- ▶ **Pistols** - Two .45 caliber
- ▶ **Raft** - Life (automatic inflating)
- ▶ **Rope** - Nylon (20 meters)
- ▶ **Water** - 25 liters

Scoresheet Lunar Survival

Items	Step 1 Individual Ranking	Step 2 Team Ranking	Step 3 Expert Ranking	Step 4 Difference Ranking [1-3]	Step 5 Difference Ranking [2-3]
Compass					
First Aid					
Flares					
FM receiver					
Food concentrate					
Heat					
Map					
Matches					
Milk					
Oxygen					
Parachute					
Pistols					
Raft					
Rope					
Water					
Total the absolute differences of Steps 4 and 5 -----> (The lower the score the better)				Your Score	Team Score

ACTION PLANNING

To improve my interpersonal interactions,
I will start doing

1.

2.

3.

To improve my interpersonal interactions,
I will stop doing

1.

2.

3.

SEMINAR WRAP UP AND CLOSURE

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