

# Human Side: Interpersonal Skills

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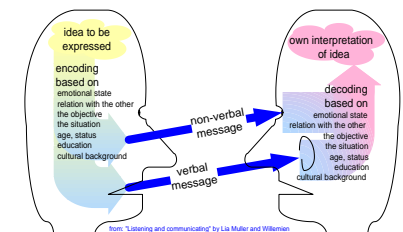
## Abstract

We discuss in this paper a set of skills and techniques to cooperate effectively between two individuals. We show the wonders of communication and then we address techniques such as investigation and acknowledgement, constructive feedback, conflict management, appraisal, good practices in a conversation, searching for ideas.

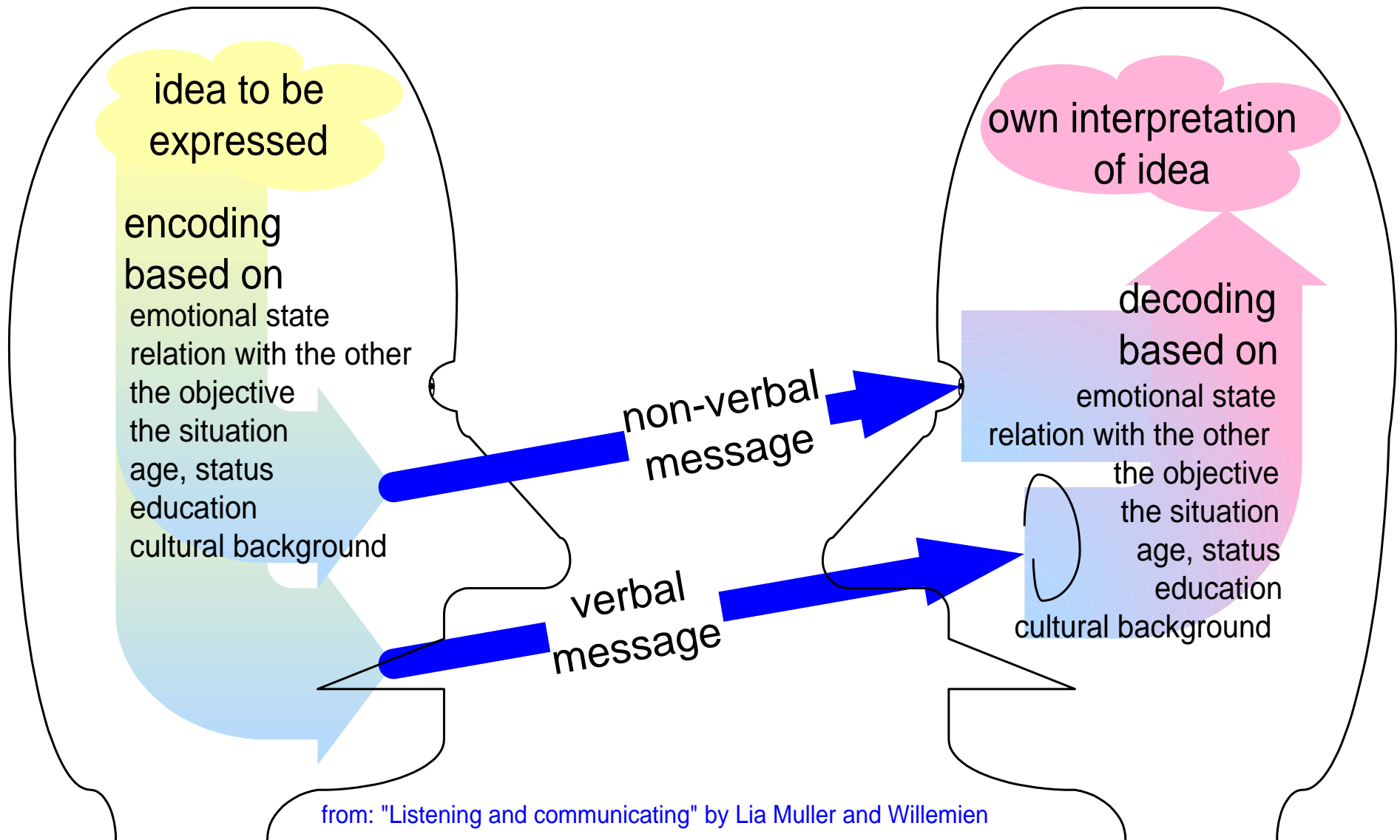
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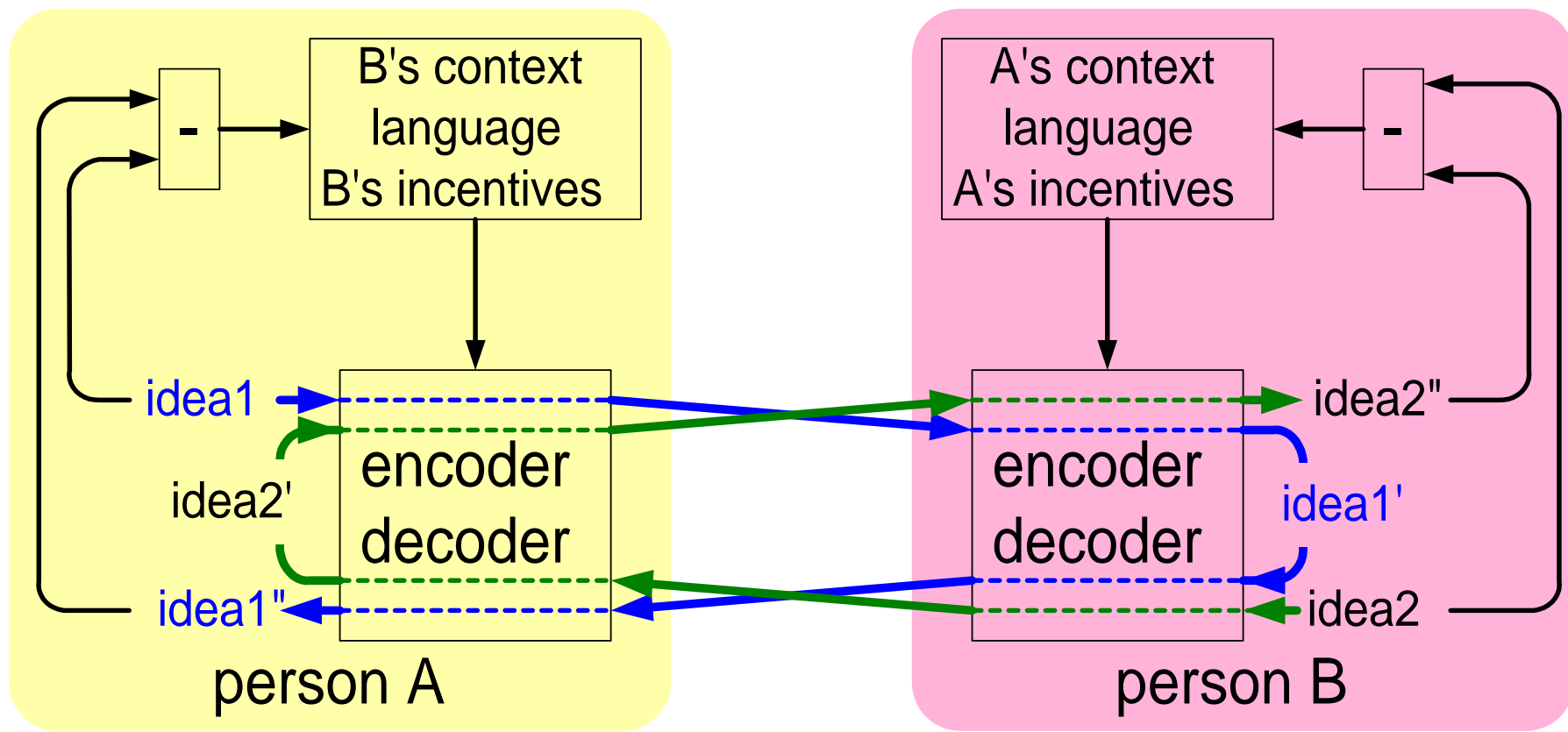


# Active listening: the art of the receiver to decode the message

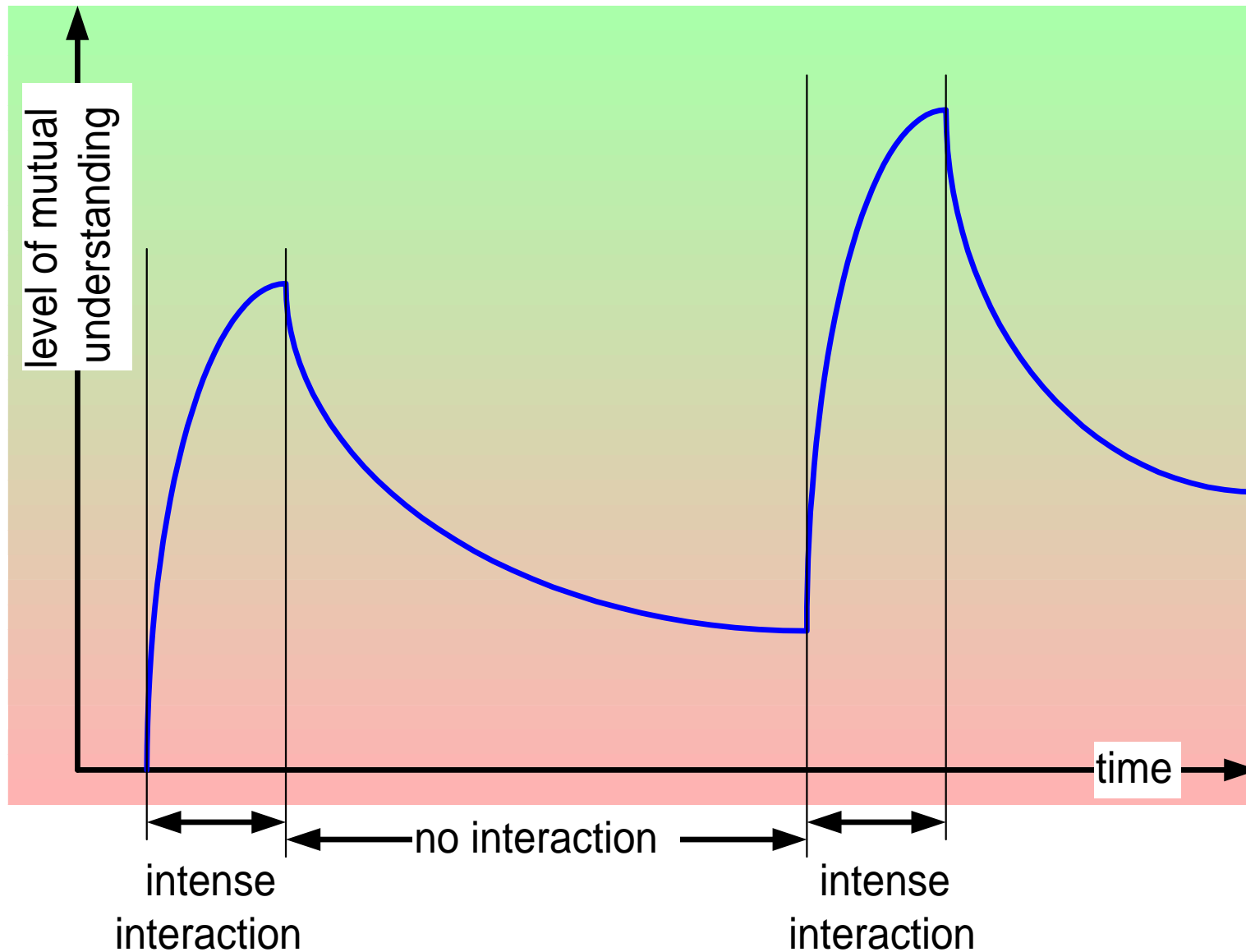


# Intense interaction needed for mutual understanding

to calibrate:  
repeat many times with different  
examples, illustrations and explanations



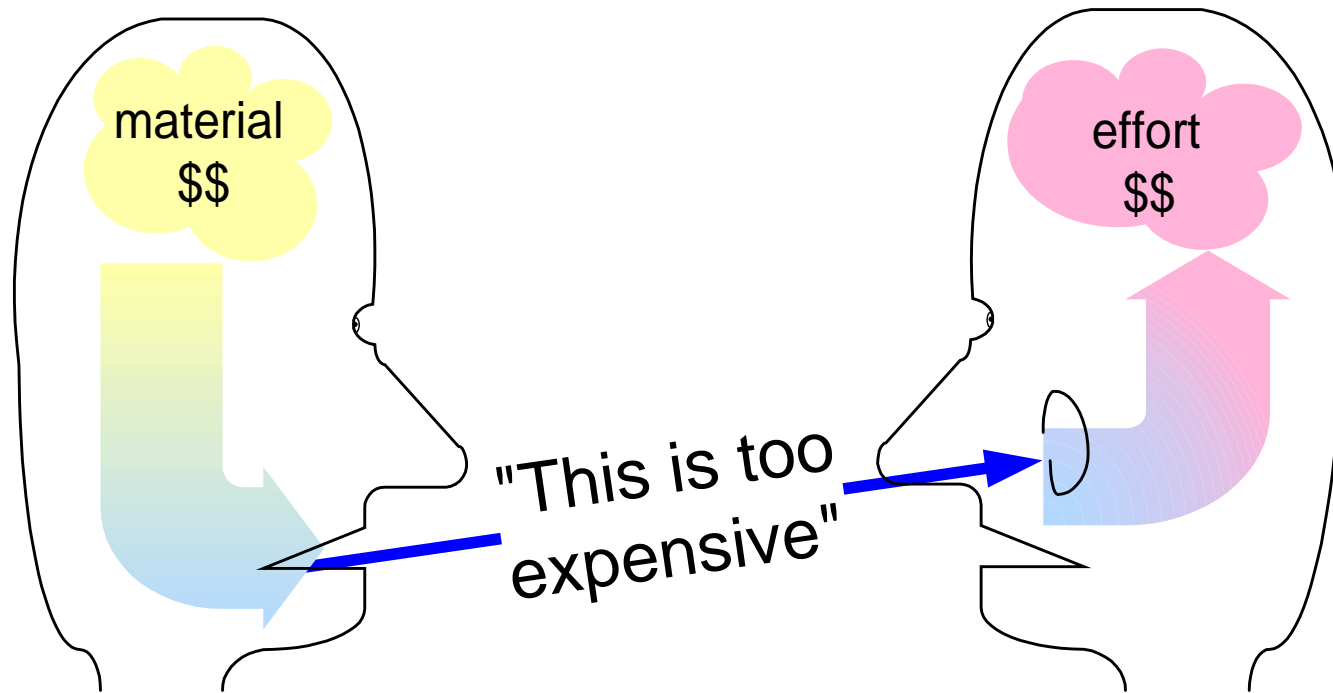
# Mutual understanding as function of time



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The material for interpersonal skills  
is based on a set of techniques  
from a course  
"Interpersonal Management Skills"  
by  
Hay Management Consultants  
in 1998

# Investigate and Acknowledge



investigate:

What has been said and why?

acknowledge:

Paraphrase what has been said and why?

i.e. use your own words

When a decision will be taken or an action will be started on the basis of exchanged information, opinions or suggestions

or

when the first reaction is to reject, ignore or contradict what you just heard.

# Constructive Feedback

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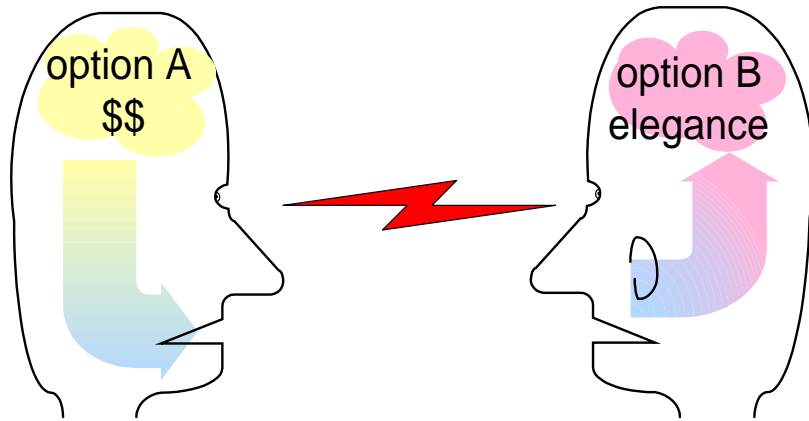
## How

- + Indicate the strong points to be kept
- + Indicate the points to be improved
- + Search for solutions which build upon the strong points and improve the weak points

## When

You want to facilitate someone to improve his/her performance

# Conflict Management



When  
in case of conflict

How?  
define the positions:  
\* indicate what is important for you and why  
\* investigate and acknowledge what is important for the other and why

If you are willing and able to consider alternatives:

If you are not willing and able to consider alternatives, or no acceptable solution for both parties can be found:

IF

Search for alternative solutions

Finish the conversation:  
\* acknowledge the right to have a different opinion  
\* indicate your decision and why

# Appraisal

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## When

Someone's performance is important for you

- \* exceeding the expectations
- \* meets expectations continuously
- \* meets expectations, which exceed the normal performance level of this person

*Appraise only when authentic!*

## How

- + Mention the performance very specific.
- + Mention the personal qualities which lead to this performance.
- + Describe which advantages arise for you, the department or the organization.

When you open a conversation

formulate the purpose

When you finish the conversation

summarize the agreements and the actionplan

# Searching for Ideas

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