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

- idea to be expressed
- encoding based on emotional state, relation with the other, the objective, the situation, age, status, education, cultural background
- nonverbal message
- verbal message
- own interpretation of idea
- decoding based on emotional state, relation with the other, the objective, the situation, age, status, education, cultural background

from: "Listening and communicating" by Lia Charité, www.liacharite.nl
Intense interaction needed for mutual understanding

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

Human Side: Interpersonal Skills
3  Gerrit Muller
Mutual understanding as function of time

![Graph showing the level of mutual understanding over time with phases of intense interaction and no interaction.](image-url)
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:
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.

"This is too expensive"
Constructive Feedback

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

Search for alternative solutions

If you are willing and able to consider alternatives:

IF

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

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

- When asking for a suggestion: give a reaction
- When supplying a suggestion: ask for a reaction
- When you use or build upon ideas of others: mention the source of the ideas
- When you need new or more creative ideas: remove limitations temporarily or add limitations