Human Side: Interpersonal Skills

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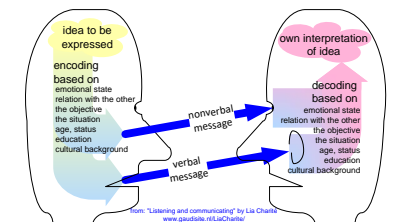
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Abstract

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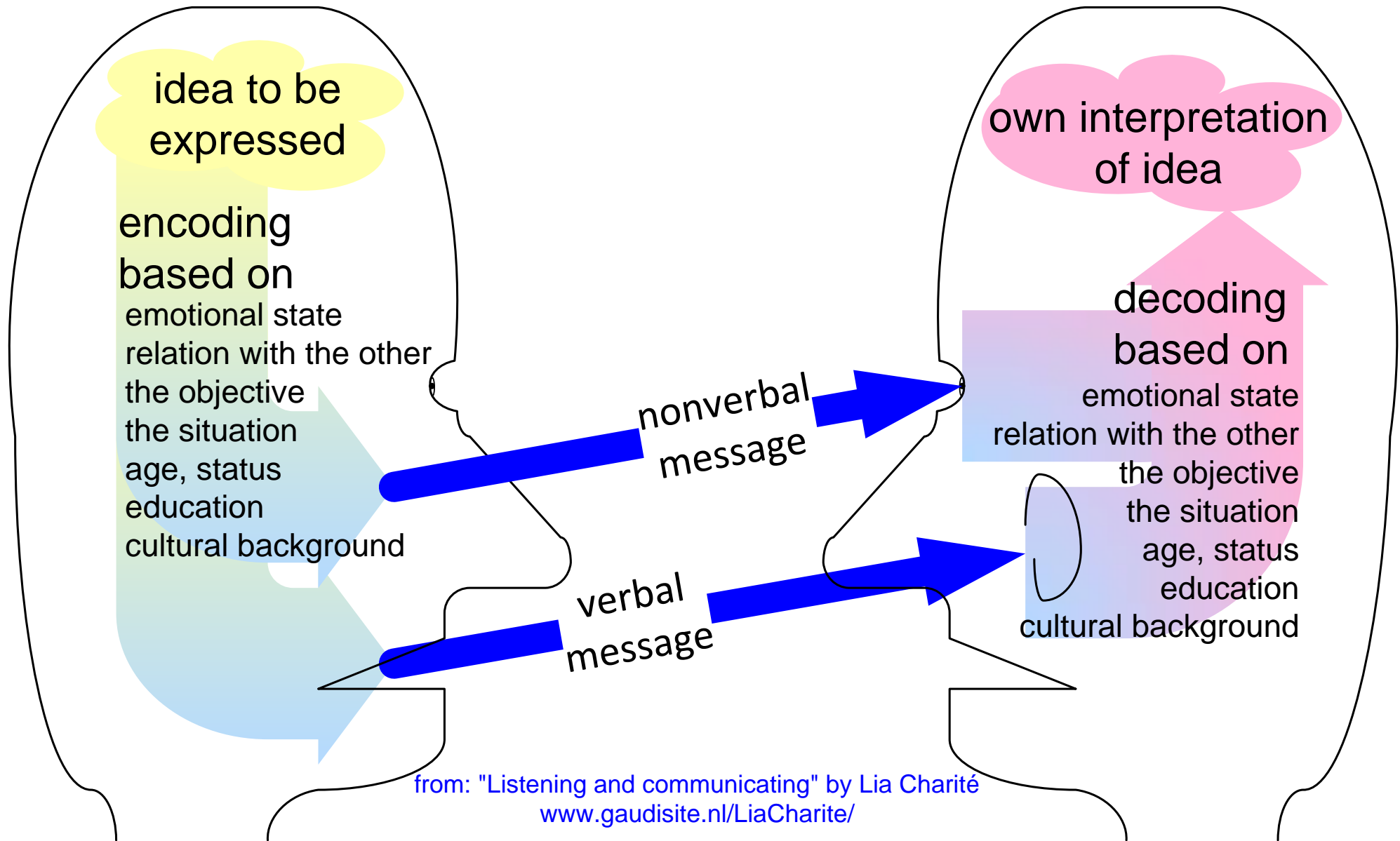
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Active listening: the art of the receiver to decode the message

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.gaudisite.nl/LiaCharite/
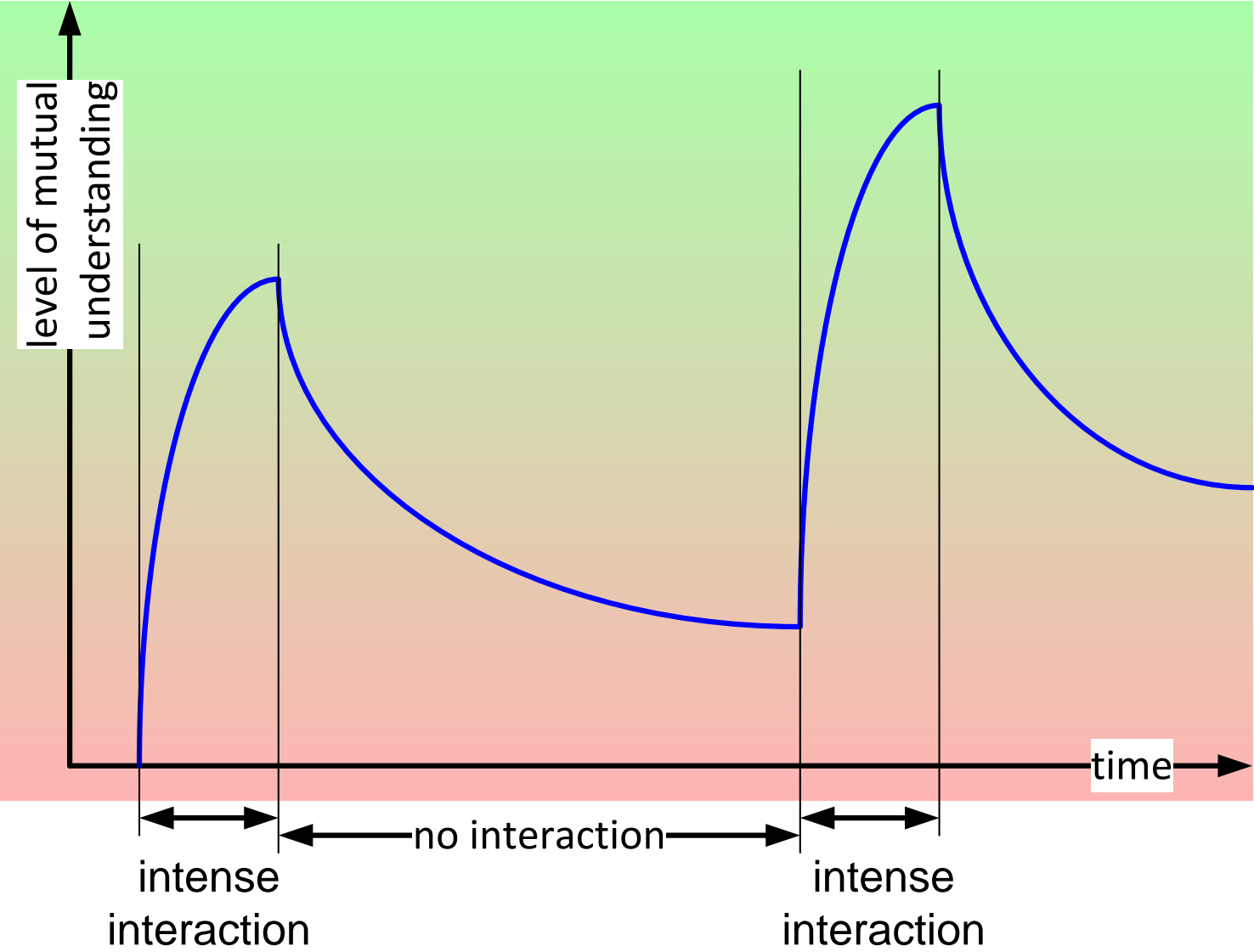
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Intense interaction needed for mutual understanding

to calibrate:
repeat many times with different
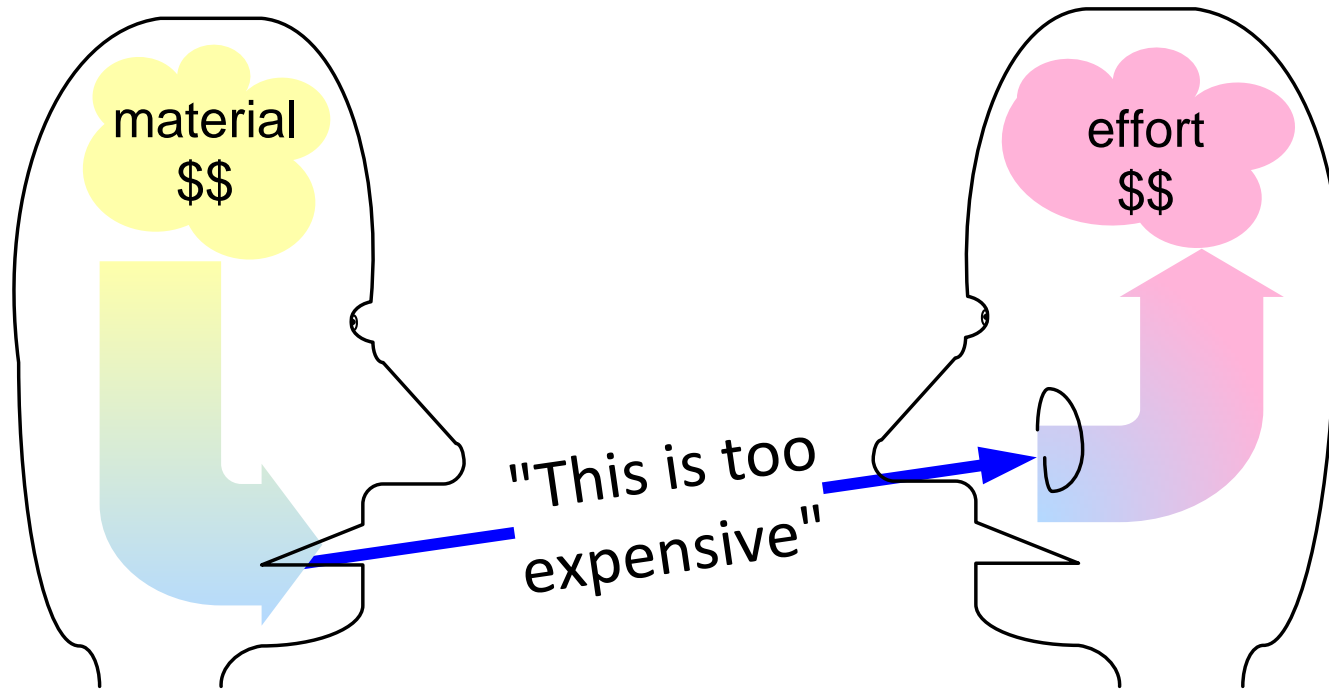examples, illustrations, and explanations
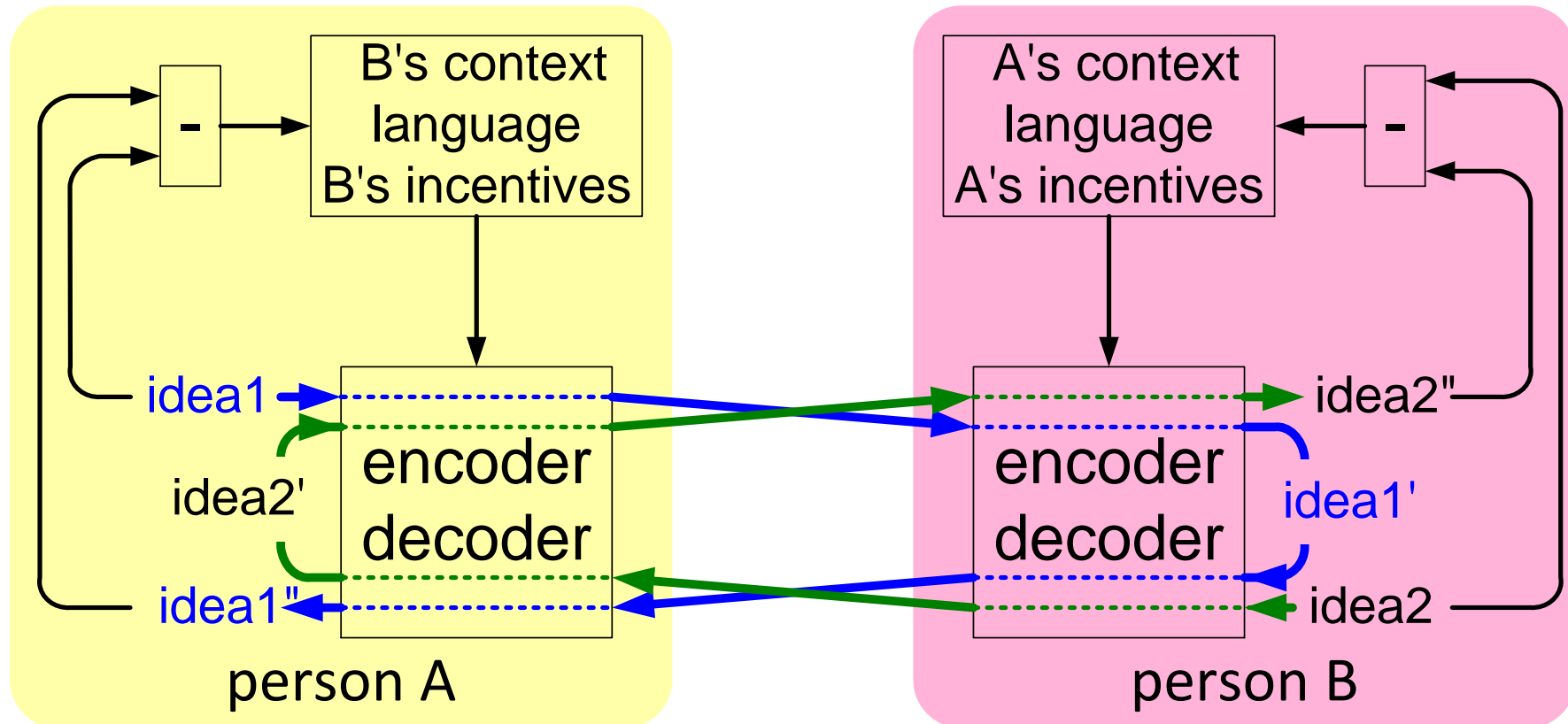
Mutual understanding as function of time

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

material
$$

effect
$$

"This is too expensive"

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

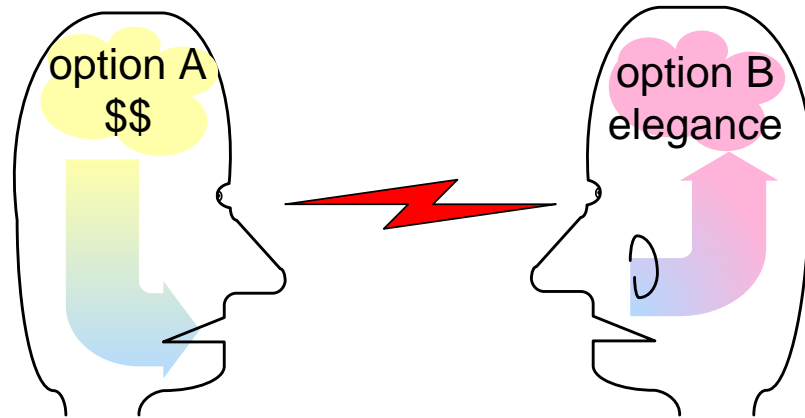How

+ 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

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Conflict Management

option A
$$

option B
elegance

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

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

Search for alternative solutions

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

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Appraisal

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 ⟶ mention the source of the

upon ideas of others ideas

When you need new or ⟶ remove limitations temporarily

more creative ideas or add limitations

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