

# Interpersonal Relationship Skills



Module 14 Topic 1

# Interpersonal relationship

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- Reciprocal social and emotional interaction between two or more individuals in an environment
- Close association between individuals who share common interests and goal



# Forms of IPR

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- Friendship
- Family and kinship
- Professional relationship
- Love
- Marriage
- Platonic relationship
- Casual relationship
- Brotherhood and sisterhood
- Acquaintances



# IPR for an individual

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- Personal growth and development
- Growth and enjoyment
- Sense of security
- Context of understanding
- Interpersonal needs
- Establishing personal identity



# IPR for a manager/leader

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- Understanding self
- Building a positive functional multidisciplinary team
- Improving intra and/or inter team communication, coordination and cooperation
- Improved decision making and problem solving



# Communication is the KEY

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- “Communication is the lifeline of any relationship. Without it, the relationship will starve to its death”.  
- Elizabeth Bourgeret
- “You can change your world by changing your words... Remember, death and life are in the power of the tongue”.  
- Joel Osteen



# Communication is the KEY

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- “Half the world is composed of people who have something to say and can't, and the other half who have nothing to say and keep on saying it”.

-Robert Frost

- “To say nothing, especially when speaking, is half the art of diplomacy”.

- Will Durant





# How does communication fail?

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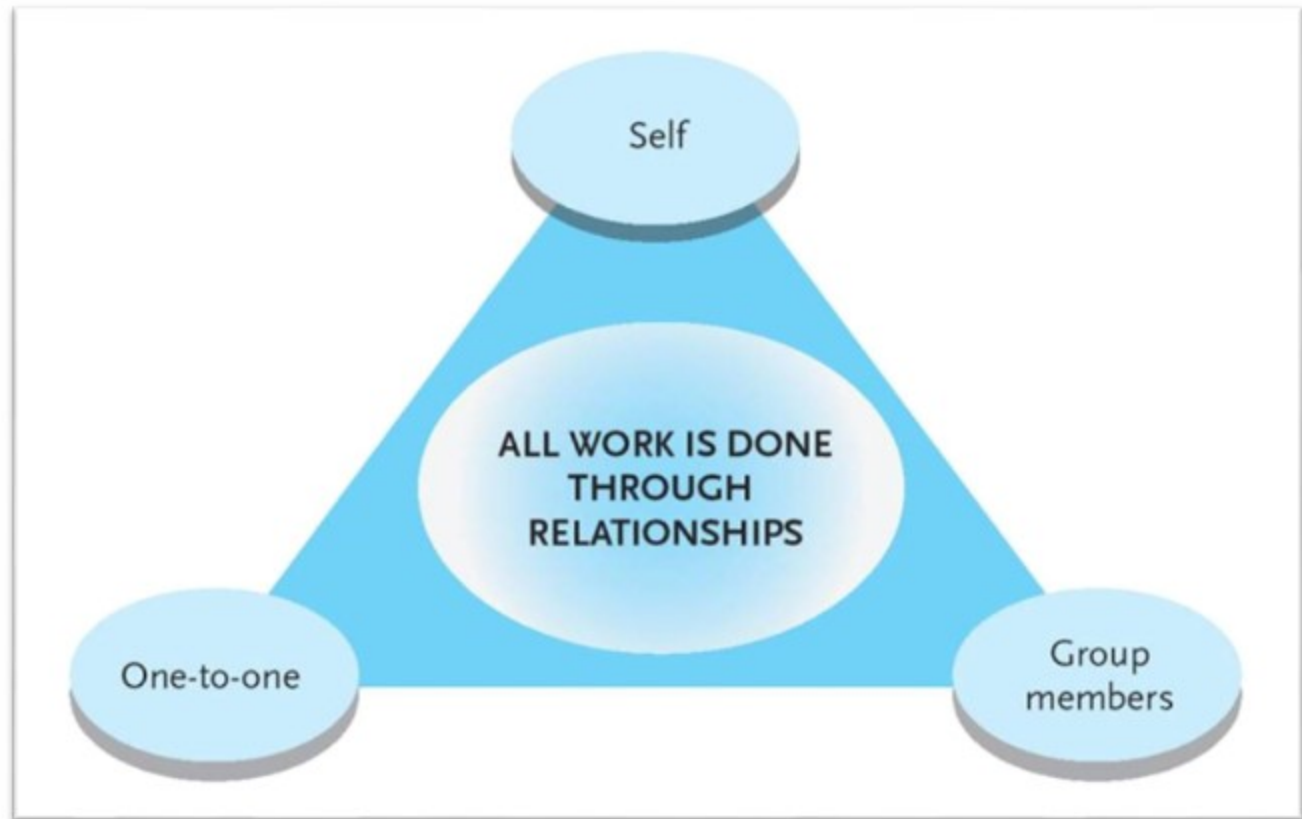
- “The single biggest problem in communication is the illusion that it has taken place”.  
- George Bernard Shaw





# Interpersonal Relationship

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# Empathy

- The ability to stand in another's shoes, to feel what it's like there and to care about making it better if it hurts
- A *hypothesis* we make about another person based on a combination of visceral, emotional, and cognitive information...an attempt to experience the inner life of another while retaining objectivity

em • pa • thy

n. /'em-pə-thē/ or /ɛmpəθi/

the action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner.

Merriam-Webster



# Six habits of empathic people

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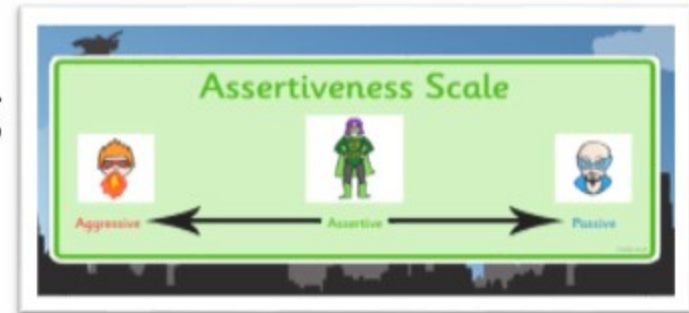
- Cultivate curiosity about strangers
- Challenge prejudices and explore commonalities
- Try another person's life
- Listen hard and open up
- Inspire mass action and social change
- Develop an ambitious imagination

- Kriznaric(2012)



# Assertiveness

- Enables an individual to act in his or her best interests without denying or infringing upon the rights of others
- Allows people to speak their minds without hurting or threatening others
- Allows people to express anger or disappointment without acting aggressively



# Assertive communicators...

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- Are open about their feelings
- Are not anxious; deal with stressful situations calmly
- Are contentious; stand up and argue for their rights even if this might entail a certain disagreement or conflict
- Are not intimidated and are not easily persuaded by others





# Developing assertiveness

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- Acknowledge that people are responsible for their own behavior
- Express negative thoughts and feelings in a healthy and positive manner
- Identify your needs and wants, and ask for them to be satisfied
- Value yourself and your rights
- Receive criticism and compliments positively
- Learn to say "No" when you need to- the key to assertiveness



# Transactional Analysis

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- A transaction is any interaction or communication between two people
- How people say something is just as important as what is said
- People send and receive messages out of and into their different ego states





# Complementary Transactions

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Question: 'What time is it?'

Answer: 'Three o'clock.'



# Crossed Transactions

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Question: 'What time is it?'

Answer: 'Forget about what time it is, get that report finished.'



# Ulterior Transactions

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Question: 'What time is it?'

Answer: 'What time do you think it is?'

Question: 'Hundred o'clock?'

Answer: 'Exactly!'



# Positive response

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- Praise
- Positive feedback
- Compliments
- Expressions of appreciation
- Good reports



# Negative response

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- Non-constructive criticism
- Negative judgements
- Insults
- Expressions of disapproval
- Bad reports



# The Power of Listening



# Worth of listening

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- “It is not the voice that commands the story; it is the ear”.

- Italo Calvino

- “The most important thing in communication is hearing what isn't said”.

- Peter Drucker





# Thought of the hour

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The biggest communication problem is we do not  
listen to understand.  
We listen to reply.



## % time in communication modes

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Mode of communication	Formal years of training	Percentage of time used
Writing	12 years	9%
Reading	6-8 years	16 %
Speaking	1-2 years	30%
Listening	0-few hours	45%



# Active Listening Requires...

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- Definite Intent to Listen
- Focus on the Speaker
- Verbal and Non-Verbal Encouragers
- Feedback Loop to Insure Accuracy



# Active Listening (3 Steps)

- Listen
- Question
- Reflect-Paraphrase



# Step 1: Listen

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- To feelings as well as words
  - Words – emotions - implications
- Focus on speaker
  - Don't plan, speak, or get distracted
- What is speaker talking about?
  - Topic? Speaker? Listener? Others?
- Look at speaker
- Use verbal & non-verbal encouragers



## Step 2: Question

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- 3 Purposes
  - Demonstrates you are listening
  - Gather information
  - Clarification
- Open-ended
  - Tell me more?
  - How did you feel?
  - Then what happened?



## Step 3: Reflect-Paraphrase

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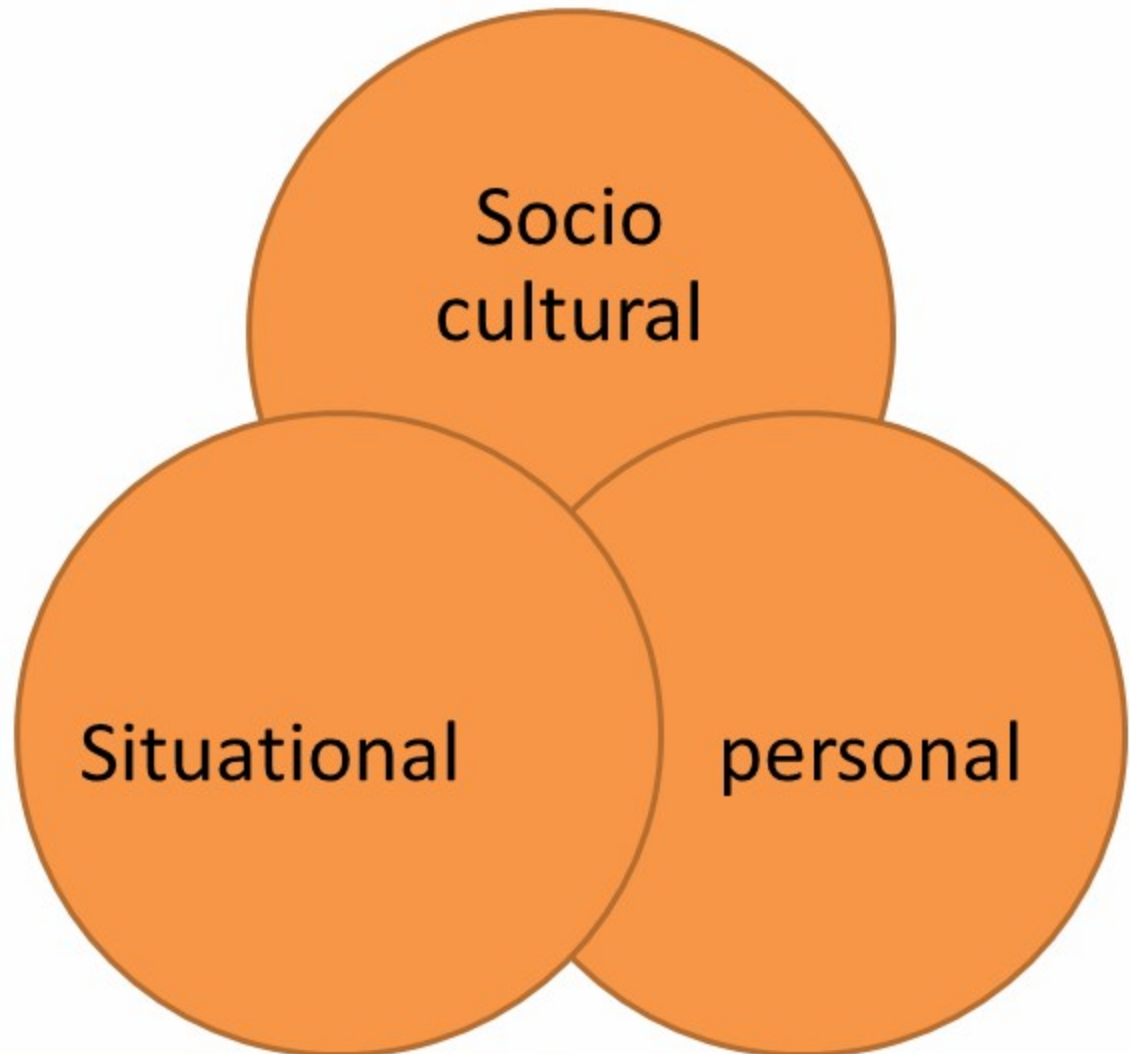
- Reflect what is said (in your words)
- Reflect feelings
- Reframe
  - Capture the essence of the communication
  - Remove negative framing
  - Move toward problem solving





# Barriers to IPR

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# Sustainable Relationship

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- Compatibility
- Caring
- Commitment
- Compromise
- Constructive disagreement



# Interpersonal Skills in the Workplace



Differentiate between positive and negative interpersonal skills in a variety of workplace settings

# Communication

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- Verbal
  - Listening
  - Speaking
  - Reading
  - Writing
- Non-Verbal
  - Gestures
  - Posture
  - Facial Expressions



# Listening and Understanding

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- Hearing vs. Listening
- Effective Listening Skills
  - Concentration
  - Avoiding distracters
  - Avoiding interruption
  - Asking for clarifying details
  - Giving feedback



**Effective  
Listening  
Skills**





# Listening and Understanding

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- Barriers to listening
  - Interruption
  - Prediction of message
  - Blocking message due to personal views
  - Inability to hear
  - Distracting mannerisms
  - Non-understanding
  - Wandering thoughts



# Constructive/Destructive Feedback

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- Constructive
  - Private
  - Address behavior- not person
  - Specific
  - Prompt
  - Positive
  - Suggest actions to solve problem





# Constructive/Destructive Feedback

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- Destructive
  - Public
  - Address personal character
  - General
  - Delayed
  - Negative
  - No solutions offered



# Importance of Feedback

- Prevents costly mistakes/accidents
- Provides opportunity for improving work performance



# Routes of Feedback

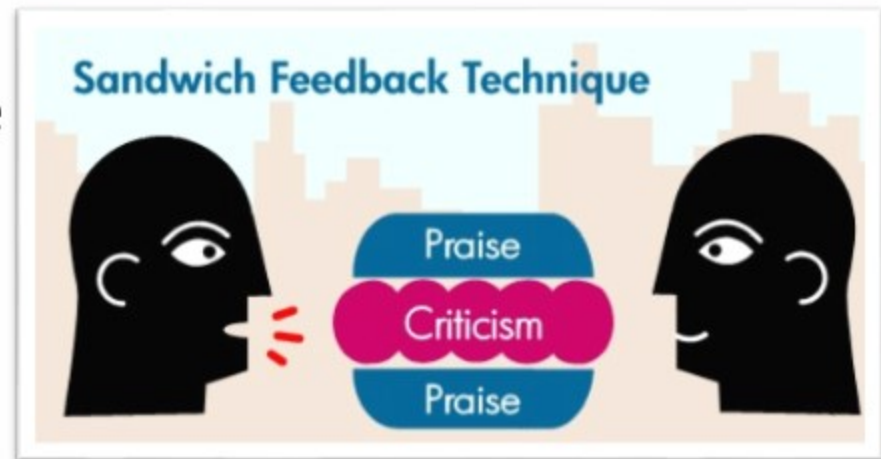
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- Oral/Verbal
- Written performance evaluation
- Visual



# Steps to provide Constructive Feedback

- Tact
- Sandwich technique
  - Compliment
  - Criticism
  - Compliment



# Positive/Negative Response to Feedback

- Positive
  - Make sure you understand
  - Identify the solution
  - Take action
- Negative
  - Defensiveness
  - Denial
  - Emotional Display



# Positive/Negative Reaction to Conflict

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- Potential Conflicts
- Reactions in a conflict
  - Negative
  - Positive
- Communication in conflict situations/"I" statements
  - I feel \_\_\_\_\_
  - When you \_\_\_\_\_
  - Because \_\_\_\_\_
  - And I want \_\_\_\_\_





# Positive/Negative Reaction to Conflict

- Conflict resolution model
  - Define the problem
  - Suggest possible solutions
  - Compromise
  - Seek mediation if not resolved





# Techniques to Positively Manage Anger

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- Self-awareness
- Understand others
  - Empathy
  - Tact
- Management strategies



# Effective and Ineffective handling of Complaints

- Ineffective handling
- Effective Handling
  - Ask for an informal meeting
  - File a complaint properly in a letter
  - Turn to outside agencies



# Treatment of Co-Workers

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- Etiquette
- Privacy practices
- Gossip
- Professionalism
- Avoid comparisons
  - Workload
  - Salary
  - Treatment of co-workers

A word cloud with 'coworkers' as the central, largest word. Other words include 'office', 'business', 'teamwork', 'professional', 'marketing', 'mobile', 'coworker', 'corporate', 'plan', 'technology', 'occupation', 'worker', 'meeting', 'brainstorming', 'group', 'digital', and 'working'.



# Ethical and Unethical Behavior

- What's Right
- What's Wrong



# Effectively Handling a Problem

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- Identify the problem
- Collect and analyze data
- Consider possible solutions
- Choose best options
- Implement the plan
- Observe, evaluate and adjust the plan



# Actions the Demonstrate Respect

- Diversity Trends
  - Language
  - Disability
  - Religion
  - Gender
  - Age
- Benefits of Diversity
- Encourage Respect for Diversity





# Discrimination

- Basis

- Sex
- Race
- Color
- Natural Origin
- Language
- Religion
- Disabilities
- Age
- Sexual Orientation
- Appearance





# Leadership Styles

- Autocratic
  - authoritarian
- Democratic
  - participatory
- Laissez Faire
  - Laid-back-go with the flow

