

Chapter 5  
**Interpersonal Skills**

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**Chapter Outline**

- Building Positive Relationships through the Communication Climate
- Providing Feedback
- Managing Conflict

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**Building Positive Relationships**

- Interpersonal skills important at work
- Emotional intelligence
- Social intelligence



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**Communication Climate Spiral**

What is the quality of personal relationships in the organization?



The degree to which people feel valued, respected, appreciated, and trusted.

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### Communication Climate

|   |  |
|---|--|
| <p><b><u>Cold</u></b><br/><b><u>NEGATIVE</u></b></p> <ul style="list-style-type: none"><li>• Disconfirming messages</li></ul> | <p><b><u>Warm</u></b><br/><b><u>POSITIVE</u></b></p> <ul style="list-style-type: none"><li>• Confirming messages</li></ul> |
|---|--|

Confirming messages express feelings of value. Disconfirming messages explicitly show lack of value.

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### Building Positive Relationships

Communication Climate

- Use descriptive “I” language
  - “You” language
    - Evaluative
  - “I” language



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### Building Positive Relationships

Communication Climate



- Problem-oriented msgs
  - Focus on solving problems, not controlling others
- Be honest: Don’t manipulate

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### Building Positive Relationships

Communication Climate

- Empathy: Show concern for others
- Demonstrate attitude of equality not arrogance
- Provisionalism: Keep an open mind



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### More Warm Climate Tips

1. Avoid “no” and “can’t” statements
2. Avoid “but” statements
3. Avoid “I know” statements

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### Five Types of Feedback

|                       |   |
|-----------------------|---|
| <b>Productive (+)</b> | <b>Unproductive (-)</b>                     |
| 1. Positive           | 1. Negative                                 |
| 2. Constructive       | 2. Silent or No feedback                    |
|                       | 3. Unrelated Positive<br><i>(not in bk)</i> |



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### Building Positive Relationships

- Giving Positive Feedback
  - Praise promptly
  - Make praise specific
  - Praise progress
  - Praise intermittently
  - Relay praise
  - Praise sincerely



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### Dealing with Criticism

#### Offering Constructive Feedback

- Consider content
- Consider sender
- Consider relational climate
- Consider delivery



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### Steps to Delivering Constructive Feedback

1. Specifically state what you have observed and its impact.
2. Listen to the team member.
3. Try to get an agreement that a problem exists.



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### Constructive Feedback Steps cont.

4. Ask the team member what should be done to rectify the situation.
5. Decide on what the action plan will be.
6. Monitor and follow through.



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### Dealing with Criticism

1. Seek more information
2. Agree with the criticism
3. Ask for the chance to state your view
  - “May I tell you my perspective?”
4. Focus on a solution, not on finding fault
  - “How can we handle this?”



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### Managing Conflict

- What are conflicts about?
  - Topic-related
  - Processes in places
  - Relational issues
  - Ego/Identity issues
  - Values (not in bk)



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**Managing Conflict**

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**Handling Conflicts Constructively**

Negotiation

- Win-lose
- Lose-lose
- Compromise
- Win-win



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**Managing Conflict**

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**Handling Conflicts Constructively**

- Conducting negotiation
  - Identify both parties' goals
  - Brainstorm solutions
  - Evaluate solutions
  - Implement & follow up solution



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