Chapter 5
Interpersonal Skills

Chapter Outline
• Building Positive Relationships through the Communication Climate
• Providing Feedback
• Managing Conflict

Building Positive Relationships
• Interpersonal skills important at work
• Emotional intelligence
• Social intelligence

Communication Climate Spiral
What is the quality of personal relationships in the organization?

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

<table>
<thead>
<tr>
<th>Cold NEGATIVE</th>
<th>Warm POSITIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disconfirming messages</td>
<td>• Confirming messages</td>
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</table>

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
Building Positive Relationships

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

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

Five Types of Feedback
- **Productive (+)**
  1. Positive
  2. Constructive
- **Unproductive (-)**
  1. Negative
  2. Silent or No feedback
  3. Unrelated Positive
     (not in bk)
Building Positive Relationships

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

Dealing with Criticism

Offering Constructive Feedback

• Consider content
• Consider sender
• Consider relational climate
• Consider delivery

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.
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.

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?”

Managing Conflict

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

Handling Conflicts Constructively

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

Managing Conflict

Handling Conflicts Constructively
- Conducting negotiation
  - Identify both parties’ goals
  - Brainstorm solutions
  - Evaluate solutions
  - Implement & follow up solution