Human Side: Interpersonal Skills

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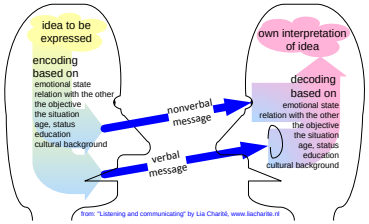
Abstract

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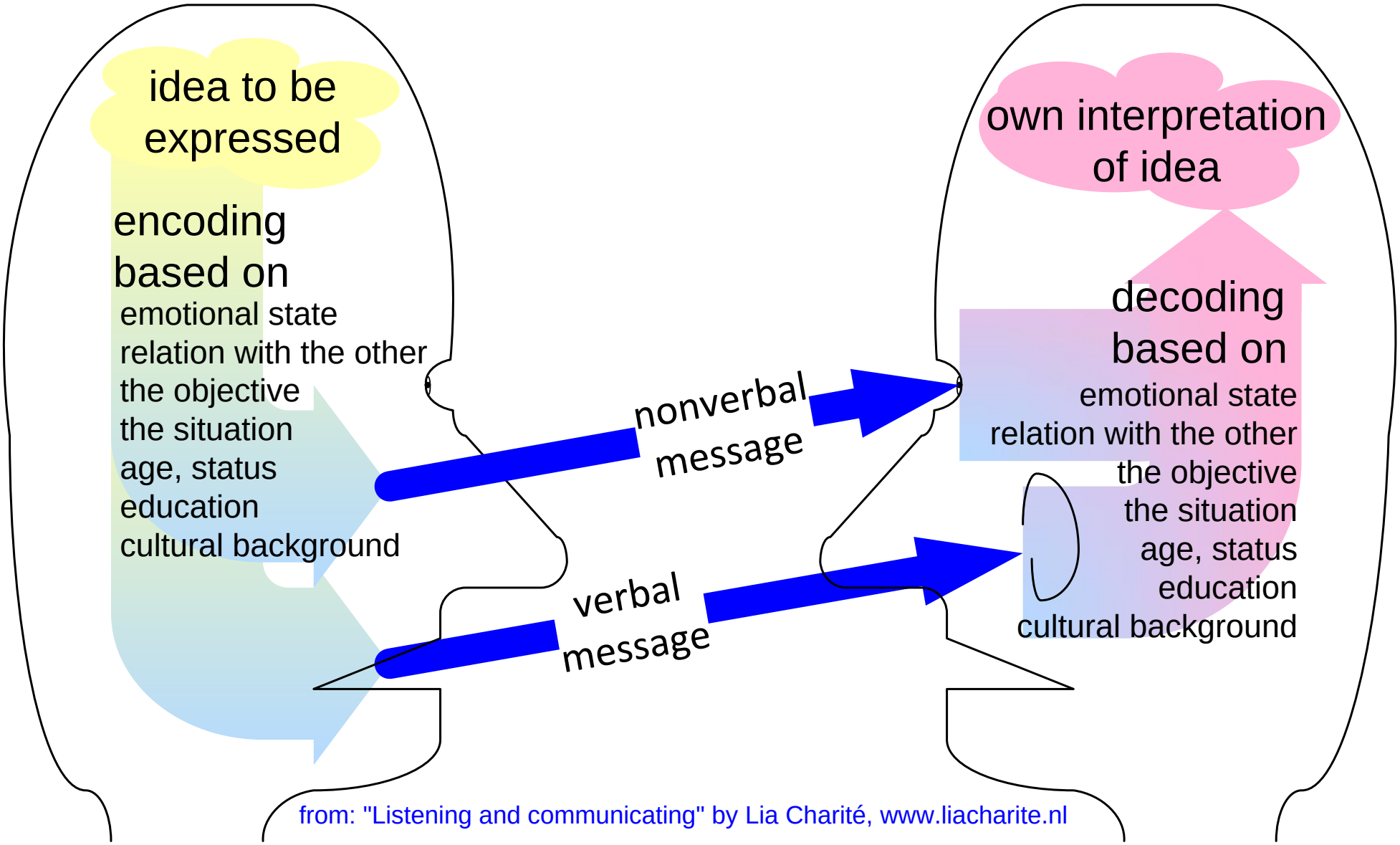
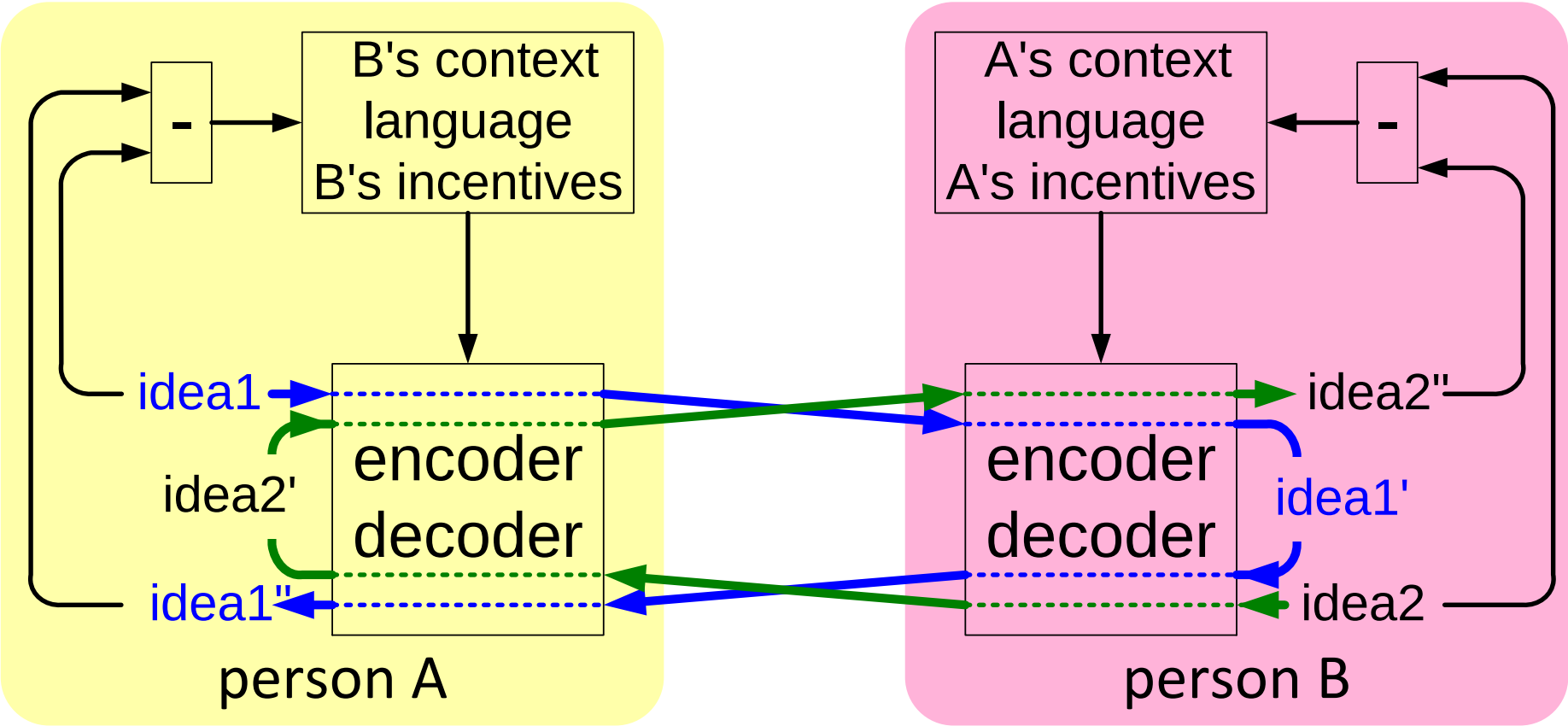
Active listening: the art of the receiver to decode the message



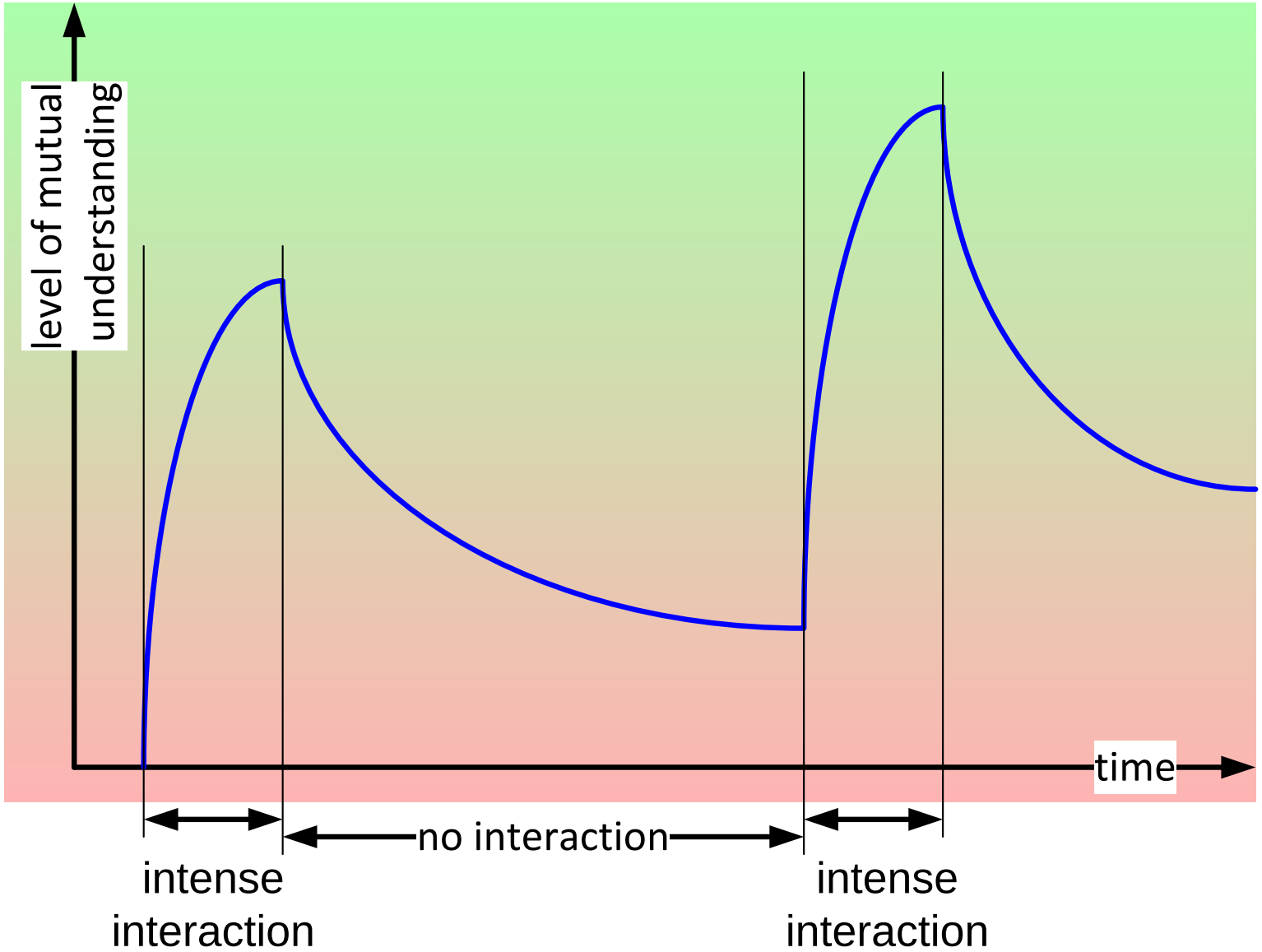
from: "Listening and communicating" by Lia Charité, www.liacharite.nl

Intense interaction needed for mutual understanding

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



Mutual understanding as function of time



The material for interpersonal skills

is based on a set of techniques

from a course

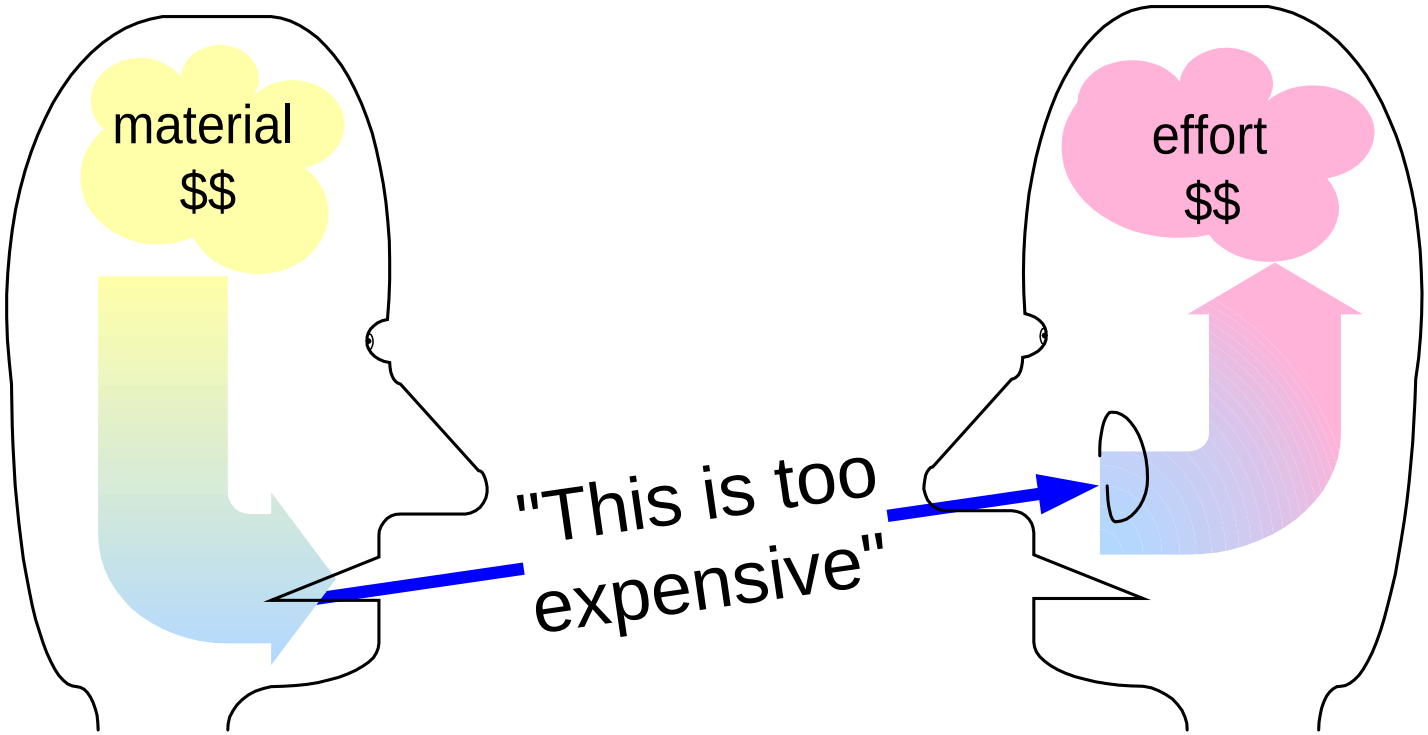
"Interpersonal Management Skills"

by

Hay Management Consultants

in 1998

Investigate and Acknowledge



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

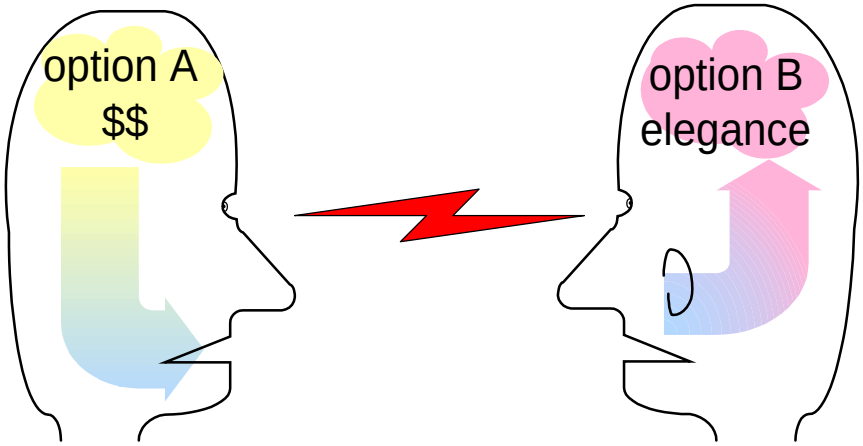
+ Indicate the points to be improved

+ 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

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

IF

If you are willing and able to consider alternatives:

Search for alternative solutions

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

Finish the conversation:

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

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.

Conversation Good Practices

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