

# **Interpersonal Skill For New Employee**

TMA Learning & Leadership Center



# Course Content

- **What is IP Skill?**
- **Needs of IP Skill**
- **Improve Your IP Skill**
- **Rules For Good Networking**
- **Communication In IP Skill**
- **A Model For IP Skill**

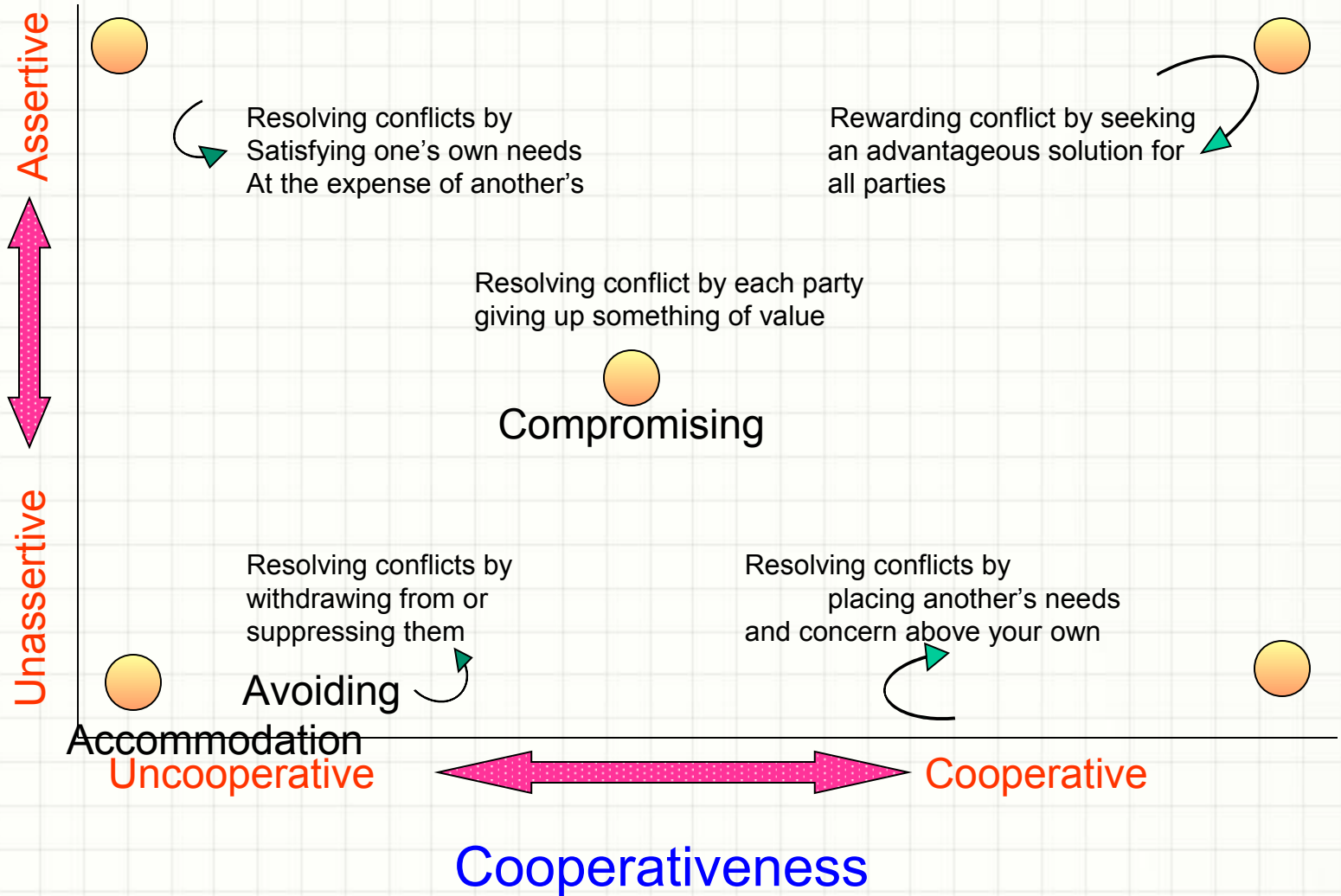
# What is IP Skill ?

- Effectively translating and conveying information.
- Being able to accurately interpret other people's emotions.
- Being sensitive to other people's feelings.
- Calmly arriving at resolutions to conflict.
- Avoiding gossip.
- Being polite

# Needs of IP Skill

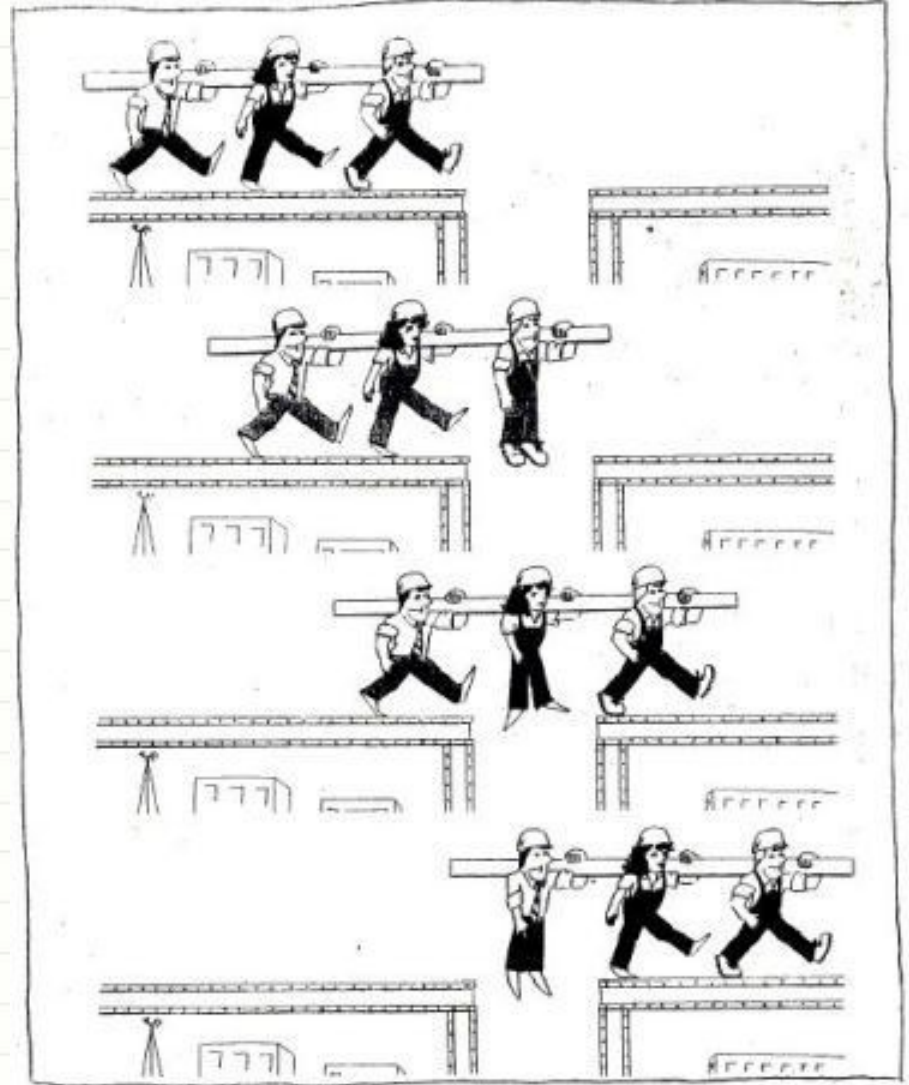
- Today's work needs good networking skills.
  - Families stay as nuclear. Help is scarce.
  - Friends change faster than your toothpaste.
  - Colleagues change faster than friends
  - Clients now call up and ask rather than wait for your fax
  - Hierarchy is flattened so your co-workers increase
  - Your team interacts with other teams
  - Your Boss is young and likes to move fast.
- People work as a team.
  - Because teams achieve more.
  - Collective intellect is very effective for all types of problems
- To grow faster you will need all the help you can get.

# Assertiveness



# Why IP Skill ?

**A GOOD  
INTERPERSONAL  
SKILL WILL ALLOW  
YOU TO NETWORK  
EFFORTLESSLY AND  
EFFECTIVELY.**





# Improve Your IP Skill By

- Planning.

Develop a SMART objective (**specific, measurable, action-oriented, realistic, time-bound**). Develop detailed strategies to meet your objective. This becomes your action plan.

- Research.

- Research various networking groups and associations to find out which ones will work for you.
- Research your contacts by asking them questions, so you will know with whom you are dealing.
- Research every possible opportunity.
- **Keep your eyes and ears on the news, current events, & local developments.**

# Improve Your IP Skill By

- Self Promotion.

- Promote yourself effectively.
- Understand your features and benefits (your strengths and how to use them) and learn how to express them. (SMILE and ASK infomercial)

- Communications.

- Good communications are invaluable in any situation. Be articulate, concise, enthusiastic, honest, open. Use language with which you are comfortable but make sure it is powerful. Don't forget the other side of communicating: listening. This is as important as speaking. Don't make the mistake so many people do. Rather than listening, they spend their time thinking of the next thing they are going to say, thus taking virtually nothing in at all.

- Think Creatively.

- Solve problems & maximize opportunities with innovative ideas. Rarely does an answer present itself in black and white. You have to assemble it, create it, and think it through.



# Improve Your IP Skill By

- Follow through.

- Follow through on your commitments, both to yourself and others. A good referral or piece of advice only becomes activated into help when you follow it up.

- Record keeping.

- **Take full & accurate notes.** Otherwise, you will never remember what you've committed to do. Keep lists, schedules, cross-referenced files.
- **Write reminder notes about people you've met on the back of their business cards.**

- Organization.

- **Organize yourself:** your thoughts, your notes, your files, your time. This takes time in the short run, but will save you tenfold in the long run. Use a good database, organize by category and use codes for easy identification.

- Teamwork.

- **Work hard for others and the rewards will come back to you ten times over.**

# Rules For Good Networking

- Be Open.
  - Be open to new ideas, opportunities and people. **There could be answers and magic in everything and everyone.**
- Be prepared.
  - **"Success in networking, is when preparedness meets opportunity."** Learn the skills you require to network effectively.
- Give just to give.
  - **Don't give with the sole purpose of getting something back.**
- Treat everyone as equals.
  - **There is no real value in title or prestige alone.** Value is in the information and support people can give, and that often comes from surprising sources. A network is not a bureaucracy or a hierarchy. It is a level and fair playing field.
- Ask for yourself.
  - **If you need help, ask!** It sounds simple but far too many people don't do it. Your closest associates often don't help you when they might, because you don't tell them what you need.

# Rules For Good Networking

- Say thank-you.
  - Thank the people who have helped you.
- Commit.
  - Commit yourself to following through. Work hard. Networking takes time. Only you can do your own work. Don't abuse others by receiving their help then refusing to act on it.
- Be courteous.
  - Listen to others when they speak. Don't monopolize the conversation. Get to the point quickly.
- Circulate.
  - Talk with as many people as you can at a networking function. Establish identities, needs, goals and resources. Handle detailed discussion at a later date

# Why Network ?

Everyone in your life is part of your network, and it's probably bigger than you think. They can all help you and you can help them. You should learn what you can about each individual. Acknowledging their skills, experiences, talents and needs.

The people you know are "warm" leads. It's much easier to build on that warmth by expanding your knowledge of these people, than it is to pursue "cold" leads.

# Positive Networking

## An example of good network

- Rahul was involved in an erection activity and at one point encounters a technical problem with the torquing. After repeated attempts the problem could not be solved.
- Confused and having fear in mind that further trials will damage the equipment he stops further work and ponders as to what can be done. One of his team mates who was working in the vicinity sees him standing confused and comes to his aid. He then goes on explaining on how to use the machine.
- Hearing this conversation the other team mates who were working in the same area also join the conversation, and they together brainstorm about various problems that will come during operation and as also how to solve it.

# Negative Networking

Let's consider a different group.

- After finishing their work they went for a break. Their discussion came down to an accident that had happened recently at a different site.
- During the discussion Mohan blindly tells everybody that the accident had happened due to incorrect usage of slings by Mani.
- Though they resumed work after that casual talk, this news spread across the site and finally to the Head Office. Mani was then called to Mumbai for enquiry, after which the management found him to be innocent.
- But it was too late, facing shame Mani quit the company.
- Realizing the fault, the HR quickly move into action and decides to take action against such rumor creators.



# Negativity to Positivity

- One customer was visiting site where installation was going on. He was not happy with the quality of finish that is given to the Generator. He tries to convince the team that the Generator quality is bad but they tell him that it is fine.
- After some time he becomes angry and starts shouting at everybody. Though the team try to calm the customer, he was in no mood to listen to anybody at all. He then decided to call the CEO and tell him.
- The CEO knowing the value of the customer decides to do a quick act. He immediately give order for a detailed quality check. All the results came negative and the customer was happy the company had listened to him and that his Generator was fine.
- But unknown to him something else happens.
- During the quality check the Generator came out fine but they noticed a serious damage on the Hub. Without telling the customer it was immediately rectified.

# Who Makes Up Your Networks ?

- Family.

Look at each family member as a well-rounded individual with skills and backgrounds. You can tap into their knowledge and their networks.

- Friends.

Your friends have skills you may not be aware of. Ask. They have their own networks. Ask to be introduced.

- Neighbors.

Your physical proximity gives you a unique chance to develop closer ties. Find out who your neighbors are. You know you already have one thing in common - your choice of residence.

# Who Make Up Your Networks

- Professional in your Field.

You may not work directly with them, but you share the same career choice.  
You can advise and support each other over common issues.

- Suppliers.

You do business with them anyway. Find out more about them. They might need your services.

- Clients.

You serve them and you have built up a relationship of trust. Ask them to serve you in various ways, as suppliers, supporters and referrals.

- Co-workers.

You likely spend more waking hours with these people than you do with you family or friends. How well to you really know them? Find out more. You may be able to help each other.

# Communication In IP Skill

- Immediacy

- A successful leader understands that most people have a fairly high need to be really heard and taken seriously
- In many discussions people are not really present to the other, they are simply waiting for their turn to respond rather than understanding and being responsive.
- Interaction characterized by immediacy involves much eye contact and supportive gestures

- Concreteness

- Concreteness refers to expressions that avoid abstractions by providing meaningful details.
- An expression is abstract whenever it provides a generalized conclusion
- Abstractions create problems because they
  - over-generalize making problems appear larger and more difficult to solve,
  - provide listeners with little information on which to base their own evaluations and responses, and
  - tend to evoke responses to the words themselves rather than to what the speaker has actually experienced.

# Communication In IP Skill

- Ownership

- Ownership is the process of clearly assigning and expressing suitable responsibility for feeling and actions.
- Un-owned statement shift responsibility either by taking on too much responsibility or too little, leading to defensiveness, guilt and failure to correct.
- Responsibility is pushed to some invisible area.
- An owned message clearly demonstrates responsibility for self, thoughts, feelings, knowledge claims, and actions.
  - They often begin with an clear - I think, I want, rather than without an origin
  - To produce an owned message requires
    - knowing what you are really feeling, thinking or doing,
    - honestly determining what you have to value, anticipate or want to think or feel this way when confronted with the other's statements and actions, and
    - determining which are the thoughts and feeling that you wish to share with the other

- Most owned statements begin to make clear the deep values and assumptions that are set in in an organization's culture.



# Communication In IP Skill

## Acknowledgement

- Acknowledgment is the process of making clear your understanding of the other person's message before responding to it
- Acknowledgment increases the possibility of greater understanding, easier clarity between misunderstandings and genuine disagreements, and increases feelings of immediacy and trust
- Each participant is declared as valued and meanings are clarified.
- In the absence of acknowledgment the following sequence often results:
  - important messages from one or both are overlooked,
  - denied or partly understood
  - participants respond to different messages as the interpretations misalign
  - false issues arises on which the participation partly sides and emotions tend to increase
  - people leave the discussion feeling misunderstood, under-valued, and suspicious.



# Communication in IP Skill

## Conversation 1

Sunil : Hi John

John : hi Sunil

Sunil : I saw your report, you must prepare it again and that too today itself

John : but why ??

Sunil : I am not getting any results from it.

John : I am not going to do it again, and that too today is impossible !!!

Sunil : John !! Try to understand I need it today.

John : No!! I don't have time

Sunil : You must.

John : I already told you no.

Finally they depart without any conclusion.

# Communication in IP Skill

## Conversation 2

Sunil : Hi John, how are you?

John : Hi Sunil, fine

Sunil : I saw your report, I think we missed some analysis in it. We may have to prepare it again

John : but why ??

Sunil : We are not getting any cost analysis from it and the meeting is for cost analysis.

John : I am not going to do it again, don't have time for it. I have enough to do now.

Sunil : John !! It is a requirement from the customer, otherwise whatever we are doing now will also be of no use, I know you put in your best efforts into that report.

John : sorry, today it's not possible. to do it alone so quick also is not possible.

Sunil : I will send Vijay also to help you, and then time permits I will also join.

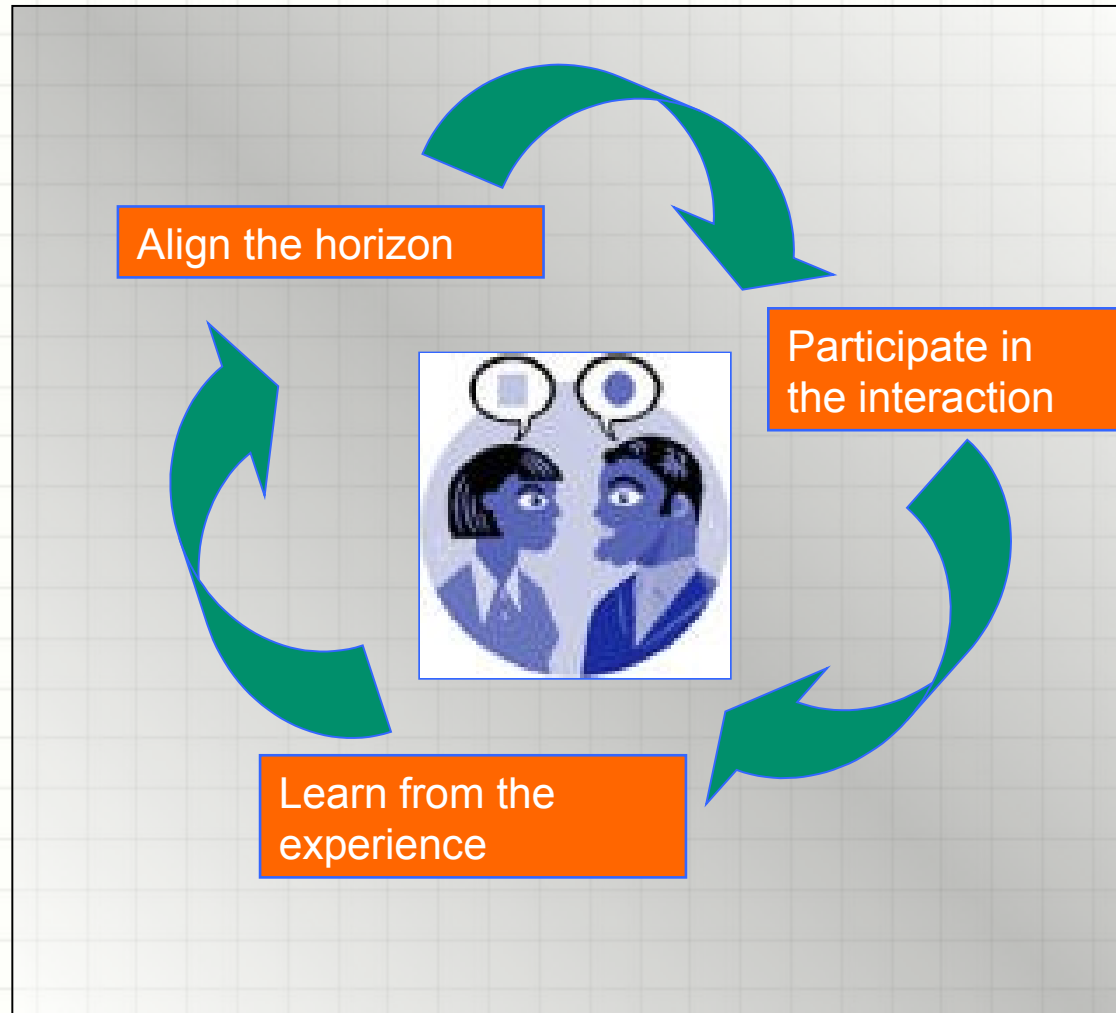
John : No need of you, if you can send Vijay then I will try to finish it today it self

Sunil :Thank you John

John : it's my job.

Finally they depart with positive conclusion

# A Model For IP Communication



# Pre-discuss

|               | STAGE   | FOCUS | STRATEGY  |
|---------------|---|-------|---|
| PRE - DISCUSS | <b>ALIGN THE HORIZON</b><br><br><i>Reflect upon the situation.</i><br><i>Set reasonable expectations.</i><br><i>Make the right choices of timing and channel.</i> |       | <b>Memory:</b> Associate, elaborate, use imagery.<br><br><b>Cognitive:</b> Analyze and reason.<br><br><b>Compensation:</b> Guess intelligently.<br><br><b>Metacognitive:</b> Arrange and plan. Set goals and objectives.<br><br><b>Affective:</b> Lower anxiety. Encourage yourself<br><br><b>Social:</b> Develop understanding of the situation. |

# While-discuss

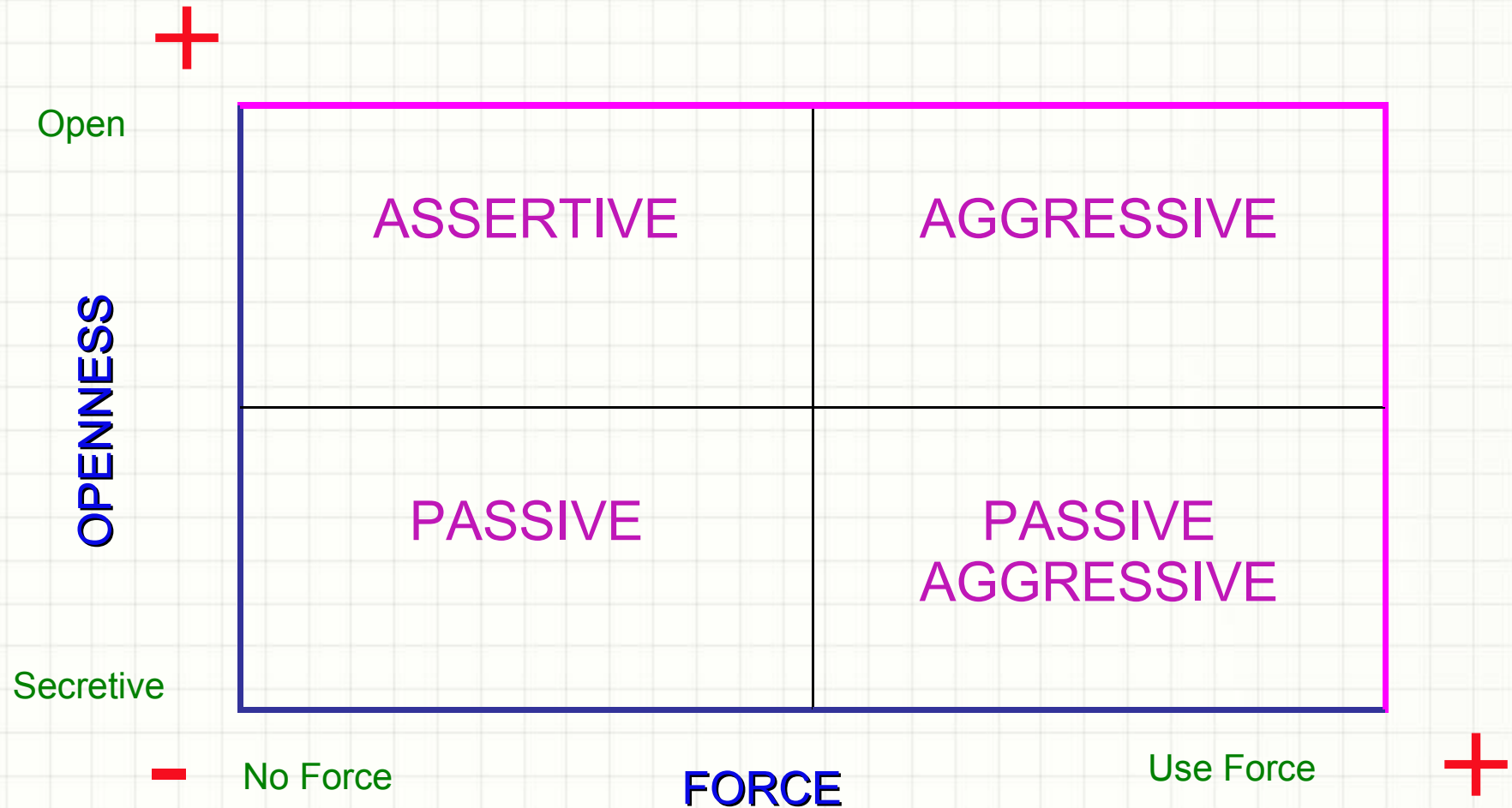
|                 | STAGE   | FOCUS | STRATEGY  |
|-----------------|---|-------|---|
| WHILE - DISCUSS | <b>PARTICIPATE IN THE INTERACTION</b><br><br><i>Use your resources:<br/>           apply a variety of techniques to communicate.<br/>           Make choices.<br/>           Stay focused.<br/>           Monitor</i> |       | <b>Cognitive:</b> Practice techniques. Recognize patterns of behavior. Create structure for your input and output.<br><br><b>Compensation:</b> Overcome limitations in communication skills. Guess intelligently.<br><br><b>Metacognitive:</b> Self monitor. Delay speech production to focus on listening.<br><br><b>Affective:</b> Take risks wisely. Take your emotional temperature.<br><br><b>Social:</b> Ask questions. Cooperate. Empathize. |

# Post-discuss

|                | STAGE  | FOCUS | STRATEGY   |
|----------------|--|-------|--|
| POST - DISCUSS | <b>LEARN FROM IT</b><br><i>Reflect upon the interaction.</i> |       | <b>Cognitive:</b> Analyze, summarize, reason and take mental notes.<br><b>Memory:</b> Review well.<br><b>Metacognitive:</b> Evaluate your learning. Link with already known material.<br><b>Affective:</b> Reward yourself. Discuss your feelings with someone else.<br><b>Social:</b> Empathize. Become aware of the other's thoughts and feelings. |



# Bidirectional Model



# To Remember

- Hostile communication causes inaccuracies.
- Hostile communication triggers defensive mechanisms.
- An important negotiation skill is knowing how to favor disarming language over arming language.
- The latter selects more forceful over more moderate words, uses statements rather than questions and when spoken, is usually accompanied by hostile intonations, pauses and other nonverbal messages that convey hostile feeling.

# Conflict Starters

- Person centered comments and past centered comments
- Inappropriate reassurance and inappropriate positive thinking
- Histrionic behavior (over dramatization)
- Guilt induction and blaming comments
- Reliability comments
- Over apologizing

# Behaviour Pattern

| BEHAVIOR           | PARAMETERS                   | RIGHTS RESPECTED                      |
|--------------------|------------------------------|---------------------------------------|
| PASSIVE            | Expression --<br>Coercion -- | Other people's rights.                |
| AGGRESSIVE         | Expression ++<br>Coercion ++ | Your rights                           |
| PASSIVE-AGGRESSIVE | Expression --<br>Coercion ++ | None                                  |
| ASSERTIVE          | Expression ++<br>Coercion -- | Your rights and other people's rights |

# Be Tactful

**T** = Think before you speak

**A** = Apologize quickly when you blunder

**C** = Converse, don't compete

**T** = Time your comments

**F** = Focus on behavior – not personality

**U** = Uncover hidden feelings

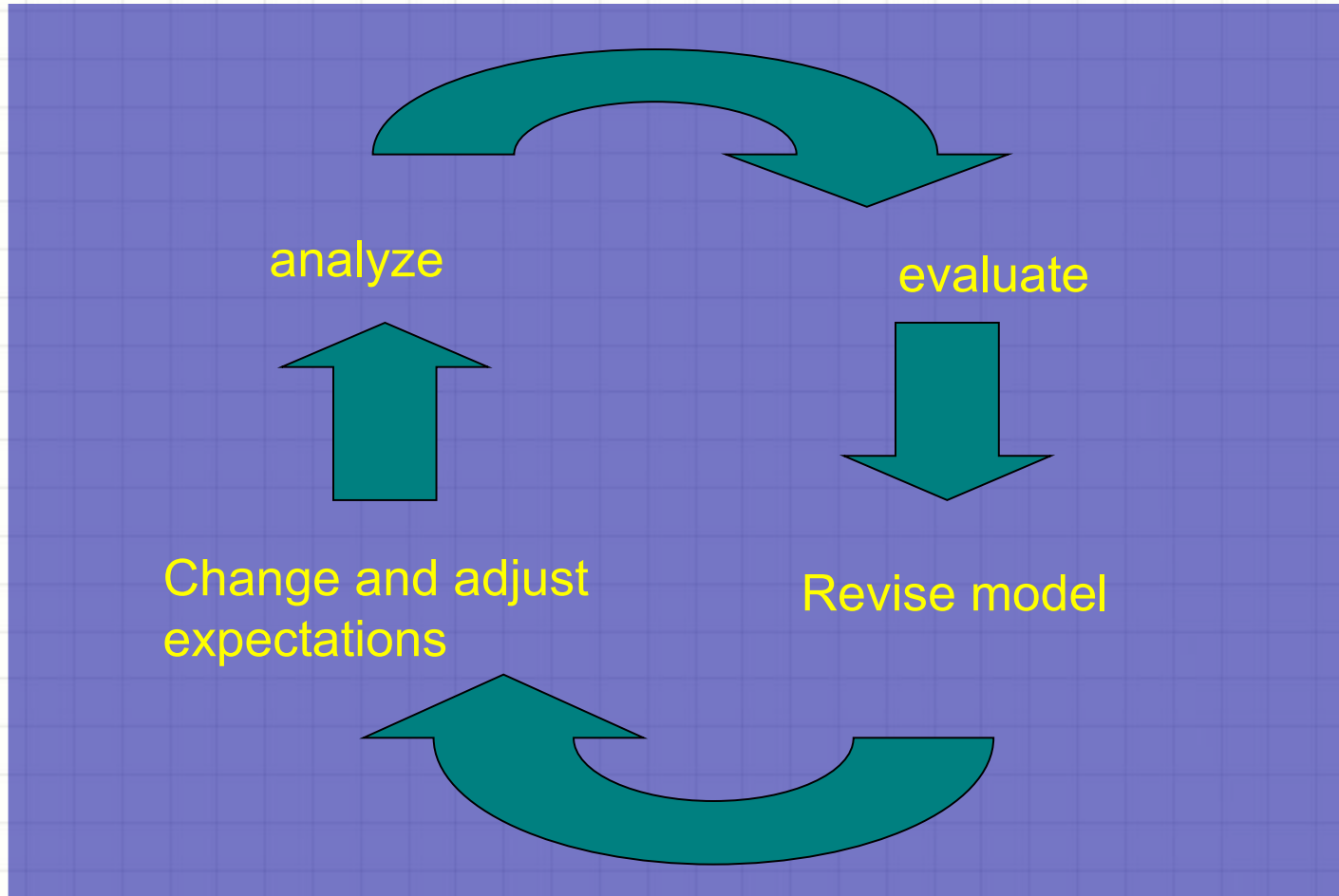
**L** = Listen to feedback

# How To Make Interaction More Effective ?

- Members are joint problem solvers.
- Speaking comes from an outcome wished to be accomplished.
- Dialogue focuses on complex core positions.
- Dialogue broadens field of options.
- Joint search is used to discover facts.
- Seeks workable options.
- Definition of the problem is a joint achievement.
- Final responsibility for the decision rests with the group.



# Discussion Cycle



# Just Do It

1. Set the ground for communication and align your horizon. Work on your attitude.
2. Have reasonable expectations.
3. Make the right choices of timing and channel.
4. While interacting, use your resources. Apply a variety of techniques to communication: message pacing and chunking, expressing conversational intent.
5. Consider the nonverbal aspect of communication: vocalics, touch, vision and behavior etc.
6. Be the best listener you can be. Be an active and responsive listener.
7. Avoid “fire starters” such as hot words, over dramatization, guilt induction, blaming, person and past centered comments.
8. Choose to behave assertively. Avoid aggressive and passive-aggressive behavior.
9. Stay focused and monitor. Take your emotional temperature.
10. Reflect upon the interaction and get ready to keep developing the relationship. Be ready to change and keep exploring.
11. Help your team mates or anybody in your network to solve their problems. This will improve your network quality.
12. Keep in touch with your network, be an active member.



# REFERENCE

VIPIN BALAN from [www.enorconindia.net](http://www.enorconindia.net)

# REVISION HISTORY

| Date         | Version | Description   | Revised by |
|--------------|---------|---------------|------------|
| Jul 10, 2013 | 1.0     | First version | Trang Bui  |
|              |         |               |            |
|              |         |               |            |
|              |         |               |            |
|              |         |               |            |