

## UNIT III - Interpersonal Communication Skills

Features: Methods, Principles, Requisites.

Team Work.

Skills: Empathy, Emotional Intelligence, empathy & listening skills.

Time Management.

Attitude.

Responsibility

Leadership qualities: Integrity, Values, Trust; self-confidence & courage.

Communication & Networking.

Speed Reading.

Problem Solving & Trouble-Shooting.

## INTERPERSONAL COMMUNICATION SKILL

- Interpersonal communication is the process by which people exchange information through verbal or non-verbal messages.
- Interpersonal skills also includes:
  - \* ability to listen and understand.
  - \* problem solving
  - \* decision making
  - \* personal stress management.

### IMPORTANCE OF INTERPERSONAL COMMUNICATION

- Effective communication is very helpful in work place where we need to interact with different types of people.
- It is important in maintaining good relationship within family & with friends.
- Interpersonal communication skills are also known as life skills.

## PRINCIPLES OF INTERPERSONAL COMMUNICATION.

### 1 Interpersonal Communication is inescapable

We cannot communicate only through words but also through tone of voice, gestures, posture, facial expressions etc. We communicate all the time.

### 2 Interpersonal Communication is Irreversible

A Russian proverb says, "Once a word goes out of your mouth, you can never swallow it again." You can't really take back something once it has been said.

### 3 Interpersonal Communication is Complicated

No form of communication is simple. Because of the no. of variables involved, even simple requests are extremely complex. We don't actually swap idea, we swap symbols that stands for ideas. This also complicates communication. Words (symbols) do not have inherent meaning: we simply use them in certain ways, and no two people use the same words exactly alike.

## Interpersonal Communication is Contextual.

In other words, communication does not happen in isolation. There is :

- (i) Psychological Content :— which is who you are and what you bring to the interaction. Your needs, desires, values, personality, etc. all form the psychological content. ("You" here refers to both participants in the interaction).
- (ii) Relational Content , — which concerns your reactions to the other person—the "min."
- (iii) Situational Content - deals with the psycho-social "Where" in which you are communicating. An interaction that takes place in a classroom will be very different from one that takes place in a ~~bae~~ restaurant.
- (iv) Environmental Content deals with the physical "Where" in which you are communicating . Furniture, location, noise level, temperature, season, time of day, all are examples of factors in the environmental content.
- (v) Cultural Content : includes all the learned behaviour and rules that affect the interaction.

If you come from a culture where it is considered rude to make long, direct eye contact, you will out of politeness avoid eye contact.

If the other person comes from a culture where long, direct eye contact signals trustworthiness, then we have in the cultural context a basis for misunderstanding.

## Elements / Requisite of Interpersonal Communication

- o The Communications - Sender & receivers.
- o The Message.
- o The Feedback
- o The Channel
- o The Content.

It include situational content - room, office, outdoors.

Social Content - roles, responsibilities & relative status of participants.

Emotional Content - The emotional

climate and participants expectations of the interaction will also affect the communication.

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### Classification of soft skills

Soft skills can be classified into two broad categories:

- Personal traits
- Interpersonal traits

#### Personal traits include:

- Time management
- Attitude
- Responsibility
- Ethics, integrity & values.
- Self-confidence & courage
- Consistency & predictability

#### Interpersonal traits include the following:

- Team work & Interpersonal skills
- Communication & networking
- Empathy & listening skills
- Problem solving, troubleshooting & spread reading.
- Leadership

### Personal Traits : 1

### Time Management : 1

#### Parkinson's Law

Cyril N. Parkinson (1958) states that work expands to fill the time available for its completion.

Time Mgt is the art of doing more in a given time. It is a technique to boost one's productivity by focusing primarily on the few & important, rather than the many & urgent.

This is done by skilfully planning, organizing ⑥ and scheduling one's time by looking ahead. The importance of time in an industry where a strict time schedule is to be followed cannot be over-emphasized. The ~~the~~ deadline for any work is a goal set by the leader to complete the work within an allotted time, and to the satisfaction of all concerned.

Planning and organization play an important role in effective time management.

### • Attitude:

Attitude is a very critical personal attribute - a soft skill that exposes the real you. Every interaction of a person with another reflects his attitude. How a person reacts in good and bad situations, in calmer waters & stormy ones, when things are going his way and when they're not, are all keenly observed by the management. It is crucial therefore to keep a positive & professional attitude and demeanor - no matter what the circumstances are.

Attitude can be classified as follows:

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- Positive or negative
- Optimistic or pessimistic.
- Flexible or stubborn
- Motivated and demotivated
- Deep or shallow.
- Humble or arrogant.
- Driven (for results) or passive
- Measured or reactive

## Responsibility

'Responsibility' may be simple word, but it is extremely hard to practice. Responsible behaviour is highly sought after in any organization. People who can take full ownership of a task and offer no excuses are seen as being dependable.

## Ethics, Integrity, Values, and Trust

Integrity - The quality of being honest and having strong moral ~~pr~~ principles.

Value - The regard that something is held to deserve, the importance, worth, or usefulness of something.

Trust - firm belief in the reliability, truth, or ability of someone or something.

Having a strong work ethic is an important soft skill that reflects one's degree of professionalism at work. This includes aspects like respecting the company's stated or expected policies, procedures and directions. Some individuals excel in this attribute, going beyond the minimum expectations. Their strong work ethic stand out and is noticed favourably by the management.

## Self-Confidence and Courage

Courage is a soft skill where even good professional falter.

The concept of self-confidence is commonly used as self-assurance in one's personal judgement, ability, power etc.

"Self-confidence is a super power, once you start to believe in yourself, magic starts happening."

### Confidence Training

1. Visualize yourself as you want to be.

2. Affirm yourself.

3. Do one thing that scares you every day.

4. Question your inner critic

5. Set yourself up to win

6. Help someone else.

# Interpersonal Skill

## Team Work

"Team work is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." — Andrew Carnegie.

### What is a team?

"A group of people working together towards a common goal".  
Team building is a process of enabling them to achieve that goal.

Talent

Work-able

Enthusiasm

Openness

Accountability

Respect

Management

Keenness.

"It is amazing how much people can get done if they do not worry about who gets the credit." — Sandra Swinney.

"Individual commitment to a group effort - that is what makes a team work a company work, a society work, a civilization work." — Vince Lombardi.

## Communication and Networking

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A very critical soft skill in any profession is communication - both written and verbal. A strong communicator immediately earns the respect of his team. He crisply articulates the direction to his team, explains the risks that one must be cognizant of, and most importantly, motivates his people. Through powerful communication energies his people.

A related, but extended, skill of communication is networking. Networking involves talking with friends, family members and acquaintances about one's goals, interests and desires. It also involves reaching out beyond the people one already known in order to expand the opportunities that may be available. When it comes to finding a job; networking is essential.

## Empathy and Listening skills

Empathy and listening skills are very important today - especially in leadership roles. There are not easy skills and must be cultivated over a period of time by continuous efforts.

There is a common saying that God has given us one mouth but two ears. He wanted us to listen more.

~~Yet, teach~~

Listening coupled with empathy - which is a careful blend of being perceptive, considerate and understanding of other's viewpoint - that is woefully missing today. These are not easy skills and must be inculcated over period of time by conscious effort.

Some of the effective techniques for listening include →

- Listen openly with empathy for the other person to earn their confidence.
- Give sufficient hints while listening to reinforce that you realize his point.
- Send signals, even if it is through mild gestures, indicating you are listening sincerely & genuinely appreciate him sharing.
- Through affirmative tone or body language send a signal of reassurance and comfort. This gives the speaker the confidence that you are on his side and you are not judging or calculating him.

# Problem Solving, Troubleshooting & Speed

## - reading

Problem solving and troubleshooting are systematic and scientific processes of searching for the source of a problem and resolving it. It's a proactive approach.

Problem Solving Method of "Kepner and Tregoe"

In this problem solving technique, some typical questions, as given below, are asked with the intent of getting to the root cause of the problem:

- The actual point where the problem is causing trouble.

- The point where there is no problem.

- Exactly when the problem started to occur.

- Exactly when it definitely was not there.

As a starting point, the five 'W' are used:

- Who?      • Where?      • Why?

- What?      • When?

These types of questions greatly help in narrowing down a problem and make a diagnostic test easier, quicker and more accurate -

Speed-reading - Another soft skill that is often used by people adept at fast problem solving is speed-reading. Here one reads volume of data or pages of reports in a quick glance to get the gist of the issue. One doesn't go through every minute detail but has the ability to get to the key sections of interest.

## Leadership

One of the most important skills is leadership skills. The capability of leading a team confidently to the satisfaction of all stakeholders is an essential attribute of a good leader.

### Qualities of Good Leader

- A leader has the inherent power to influence and motivate human needs.
- He has a unique blend of charisma and vision that attracts all those who come in contact with him.
- His magnetic personality instils confidence amongst the members of his team who come forward and shoulder the responsibilities along with their leader. Leadership in fact has been defined as a 'process whereby an individual influences a group of individuals to achieve a common goal.'

- A true leader is honest and true to his words.
- He believes in fostering collaboration rather than competition. He believes in approaching his team with empathy instead of anger.
- He is a visionary who can foresee the future and act accordingly.
- He must possess mental toughness. A brush-minded leader sees things as they are. He knows that ~~as~~ no one can lead without being criticized or without facing frustration. But he is never frustrated. He has the magnetic quality of drawing people come to him and listen to him. Once he has proven his worth, it becomes easy.
- Attempts have been made to categorize leaders to explain the progressive range of qualities: the mediocre leader tells; the good leader explains; ~~excellent~~ → excellent leader demonstrates; the good leader inspires.
- Leadership qualities can be developed by a combination of qualities such as courage, vision, integrity, quick thinking ability, persistence & strong will power.
- Along with this, a feeling of empathy for his team creates a natural build-up of a congenial environment.

## Emotional Intelligence

Emotional Intelligence (also known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

"The emotionally intelligent person is skilled in four areas: identifying emotions, using emotions, and regulating emotions, and regulating emotions."

Our Emotional Intelligence skills are believed to be huge contributors to our overall success in life, due to their influence on our ability to self-manage & motivate.