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## **UNIT 9 DEVELOPING INTERPERSONAL SKILLS FOR A SUCCESSFUL LIFE AT THE WORKPLACE**

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### **9.0 OBJECTIVES**

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The objective of this unit is to help you

- understand that the twenty first century has brought about and will further bring about drastic changes in our lives. In the midst of this quickly changing scenario, you have to find positivity and emotional equilibrium.
- realize that mere subject expertise is not enough for success in your professional life. You need to be life-long learners, ever ready to be flexible and change your ways of working whenever the situation demands it.

- develop certain personal and social qualities that will enable you to be a star performer and a potential leader at the workplace

## 9.1 INTRODUCTION

The workplace is rapidly changing. While it is important to have our degrees and diplomas in place, it is equally important to remember that for our upward mobility in our professional lives, it is no longer just about our education and expertise but on how well we can **handle ourselves and others**. This is crucial when we are hired and even more so when it is our time to get promoted.

So what are the qualities that matter? Of course, your academic and intellectual qualities, but along with that – personal qualities such as “initiative and empathy, adaptability and persuasiveness” (Goleman,2013:3)

Please remember that this is not afad which will fade away in time, but a seriously researched phenomenon based on detailed studies. These studies clearly differentiate which employee is likely to be a “star performer” and a leader and who is going to be left behind in the race. As people who are soon to enter the job market or who are already working, we need to cultivate some of those qualities, which are now broadly called “emotional intelligence” if we want to have a successful professional and personal life.

### Check your progress 1

- 1) Think of your own personal qualities. Do you have the qualities of initiative, empathy, adaptability and persuasiveness? Give examples of each of these qualities from your personal, academic and professional life.

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## 9.2 THE CHANGING SCENARIO IN THE TWENTY-FIRST CENTURY

We are in the age of the Fourth Industrial Revolution. Unlike the first three revolutions (dictated by the inventions of steam engines, electricity and digital technologies – leading to mass production), the Fourth Industrial Revolution which is triggered by Artificial Intelligence and other disruptive technologies is making the world volatile, unpredictable, chaotic, and ambiguous. Nobody, even IT experts like you, can be certain about their jobs or their future professional trajectory. So, you need to be prepared for this (to put it positively) “dynamic” future. You need to be lifelong learners, ever ready to innovate and adapt to the future events. You need to also develop the

prime qualities which will keep you always employable: critical and reflective thinking and emotional intelligence.

### Check your progress 2

- 1) Why is the 21<sup>st</sup> century different from the other centuries?

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- 2) How do you expect to be always employable?

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## 9.3 WHAT EMPLOYERS WANT?

More and more employers are complaining both in the developed and the developing countries that half the people working for them lack communication skills as well as social skills. Many of them also lack the motivation to keep learning and updating themselves continuously at their job. These people are familiar with the era of their parents who lived in the world of the 70ies and the 80ies where people got ahead by going to the right schools and colleges and doing well there. Now the world is full of well-trained people with expertise in their respective fields but who have either plateaued in their jobs, or worse, have been derailed because they have not developed certain essential personal qualities. These qualities can be listed as follows:

- Communication skills – especially listening and oral communication
- Adaptability and creative responses to setbacks and obstacles.
- Personal management, confidence, motivation to work toward goals, a sense of wanting to develop one's professional life and take pride in one's accomplishment.
- Group and interpersonal effectiveness, cooperativeness and teamwork, skills at negotiating disagreements.
- Wanting to contribute for the well-being of the organization, showing potential for a leadership role.

(Ideas adapted from Goleman 2013)

### Check your progress 3

- 1) What are the employees deficient in? Why?

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- 2) What according to you are the qualities that the employees must develop?

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## 9.4 QUALITIES OF A STAR PERFORMER

In this section we will look for the capacities and capabilities that will enable you to be successful at the workplace.

It must be realized that earlier it was intelligence quotient(IQ) which was the apparent measure of a successful leader. It is now been found that people have multiple intelligences (Howard Gardner,1995)--- and emotional intelligence counts more than IQ and expertise in one's field for determining who excels at their job. Research has found that there is a “common core of personal and social abilities” which are required for a person’s success at the workplace.

This is not to suggest that technical expertise is not important. Of course it is – but one must remember that it is a “**threshold requirement**” which is imperative for all of us working in that particular area. What distinguishes outstanding employees and managers from others is not only their technical expertise, but how well they can work with and manage their respective teams.

As Goleman (2013) says Emotional Intelligence skills are “synergistic with cognitive ones” and top performers have both. The more complex the job, the more emotional intelligence matters – because a deficiency in these abilities can hinder the use of whatever technical expertise or intellect a person may have” (p-22). In other words, out-of-control emotions make even the intelligent people look stupid. Therefore, in order to access the potential of your talent, you need to be emotionally intelligent.

Of course, just being emotionally intelligent does not guarantee personal competencies required for a job but it does suggest that one has the means to acquire them. Goleman (2013) has clustered the emotional competencies into two broad groups. One group primarily looks inwards into one’s *personal qualities*, while the other group leverages the *social qualities*.

### Check your progress 4

- 1) What is a “threshold requirement”?

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- 2) Does emotional intelligence always guarantees success? Discuss with regard to your own life.

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### **9.4.1 Personal Competence**

These competences are about ourselves and are patterns of behavior. Here we have to understand how we have to manage our own emotions. These have been divided into three states with their respective sub-states. These are *Self-awareness*, *Self-regulation* and *Motivation*.

Let us look at *Self-awareness*. This is about knowing one's internal states, preferences, resources and intuitions. Under this we have three clusters: - *Emotional awareness* which is primarily recognizing one's emotions and their effects on oneself and others; *Self-assessment*-this is about knowing one's strengths and weaknesses; *Self-confidence* here we recognize our self-worth and capabilities. As you can see that all the three sub-categories are related to each other.

The next major competence is *Self-regulation*. Here we need to learn to manage our internal states, impulses and resources. Under this, we have five sub-categories. The first is *Self-control*— we need to keep our emotions and impulses in check; *Trustworthiness* – this refers to maintaining an ethical lifestyle; *Conscientiousness*— you need to take personal responsibility for your performance or lack of it. *Adaptability* – this has reference to your flexibility to handle different situations that you may encounter. Lastly, we have *Innovation* – it refers to your ability to accept novel ideas and practices and be ready to implement them.

The final personal competence is *Motivation*. Under this we have four sub-categories which are self-explanatory: *Achievement drive*, *Commitment*, *Initiative* and *Optimism*.

## Check your progress 5

- 1) List the major Personal competences and their sub categories.

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#### 9.4.2 Social Competence

These competencies deal with how we handle our relationships with others. For good relationships we need to have **empathy** and **social skills**. **Empathy** makes us aware of others' feelings, needs and concerns; while **social skills** reveal our adeptness at inducing desirable responses in others. First, let us discuss **Empathy**. Goleman (-2013) includes five sub-categories under this. These include *understanding others* in terms of being sensitive to their feelings and perspectives and taking an active interest in their concerns. We also need to be *developing others*, i.e. being sensitive to their need to progress and helping them by bolstering their abilities; we need to be *service oriented*— always anticipating and meeting customer needs. *Leveraging diversity* is about accepting different kinds of people and getting along with them. Finally, there is a need to have *political awareness* – which is primarily the ability to read “a group’s emotional currents and power relationships”.

**Social skills:** As mentioned before, these relate to inducing desirable responses in the people around us. The sub-categories include *Influence*: this is the ability to persuade others to our point of view; *Communication*: the ability to listen with an open mind and in turn send convincing messages; *Conflict management*: this involves the ability to negotiate and resolve disagreements; *Leadership*: these are the qualities we must cultivate so that we can inspire and guide individuals and groups. *Change catalyst*: the capability of initiating and managing change without hurting the feelings and interests of others; *Building bonds*: it means the ability to nurture relationships in office spaces; *Collaboration and Cooperation*: working with others toward shared goals and finally, *Team capabilities* which involve creating group synergy in pursuing the collective goals of the organization. Therefore, to be a success at the workplace, you need to work on your personal qualities constantly as well as keep fine-tuning the social skills.

##### Check your progress 6

- 1) How do you bring about a feeling of empathy at the workplace?

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- 2) Which are the social skills you particularly need to develop at your level of career. Discuss with examples from your life.

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## **9.5 NEUROLINGUISTIC PROGRAMMING (NLP)**

Developing Interpersonal Skills for a Successful Life at the Workplace

There are other ways as well that will help you be successful in the organization where you work as well as in your personal life. As we have already discussed, making a success of your working life and achieving your professional goals and dreams depends on more than your qualifications, experience, and job-related skills. These days, getting on at work relies on exceptional communication skills and the ability to be flexible and change continually. Understanding the principles and tools of neuro-linguistic programming, or NLP, can help you become an excellent influencer, as well as acquire the self-awareness and techniques to adapt and change to achieve your aspirations.

Actually, Neuro-linguistic Programming (NLP) has been around since the 1970's when an American professor of Linguistics, John Grinder, and a psychology student Richard Bandler wanted to find out that "special something" that separated people who excelled in life from those who did not. They studied the amazing successes of three therapists and found that they all related to their patients in similar ways, held similar beliefs about themselves and even their language followed similar patterns. Their research into what made certain people excel revolved around an analysis of the language they used and their resulting behavior.

NLP has continued to develop far beyond the field of psychotherapy where it originated, and has influenced approaches to communication, personal development and led to new insights in education, management, sales and marketing.

### **What is NLP?**

No simple or clear definition of NLP exists. NLP is more about an "attitude to life" which is based on a series of underlying assumptions about how the mind works and how people act and react (Revell and Norman, 1997).

- 'Neuro' refers to the nervous system where our experiences are received and processed through our five senses.
- 'Linguistic' represents the language that we use — both verbal and non-verbal, that shapes and reflects our experience of the world.
- 'Programming' describes training ourselves to think, speak and act in new ways. (Winch, S. 2005)

According to Jane Revell and Susan Norman, the fundamental concept of NLP rests on four main pillars, i.e. Outcomes, Rapport, Sensory Acuity and Flexibility.

**Outcomes:** NLP is extremely **goal-oriented** and is based on the beliefs that if you are clear about what you want; you are more likely to achieve it. For example, do you have a vision of yourself? Do you have a clear picture of who you want to be one year from now? Five years from now? Or are you just going to let life go by? Begin with the End in mind i.e. decide what your

values are and set clear goals. Of course, these goals are dynamic but the values are not.

**Rapport:** This is the fundamental concept in NLP where successful communication implies maximizing similarities and minimizing differences at a conscious as well as sub-conscious level. If communication is positive and harmonious, everybody concerned is more likely to achieve his or her outcomes. We will study more of this aspect in later parts of this unit.

**Sensory Acuity:** This suggests being aware of and being sensitive to other people, often at a non-conscious and non-verbal level.

**Flexibility:** If you are prepared to change your behavior to suit your desired outcome, you are more likely to be successful. If you continue to do what you've always done, you'll get what you've always got. So, in order to get a different result, you probably have to make some changes and find alternatives to your tried-and-tested actions and responses to people, situations, and challenges. At the heart of NLP is the idea that if you continually seek new choices and adapt to different things, you will achieve what you want.

#### Check your progress 7

- 1) How do you think an understanding of NLP would help you in your professional life?

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## 9.6 IMPLEMENTING THE CHANGE

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We have discussed certain theoretical models with you which will help you at your workplace. Now let us look at ways in which you can, at a very practical level, bring about a change which will impact your professional life for the better.

People are generally courageous, innovative and resilient when they are forced to deal with the truly challenging problems. What actually disturbs us and ruins our happiness are the basic day-to-day hassles and little problems. Just ask yourself "how much energy is expended being stress-out, frustrated and angry over relatively minor things" (Carlson,1998). If we used the same energy on being "more productive, creative and solution-oriented" our life will take quite a different turn. We often treat the daily irritants as huge problems. If we learn to treat the small hassles with more perspective, wisdom, patience and humour, we would be able to bring out the best in ourselves and others. It is in a calm and peaceful state of mind that solutions are found.

So, it is important to make incremental improvements in the quality of our lives by making small daily changes in our attitude and behavior. These positive changes will make us happier people and also encourage us not to be played by little issues at the workplace.

For example, if you develop the skill of *emotional awareness*, i.e., recognizing your emotions and their effects, you will develop more empathy for your clients and be better able to build long-term, trusting relationships with them. This would, of course, lead to high sales per customer.

What is the way to build emotional awareness you may ask? Well, it means that you must be totally conscious of:

- What emotions you are feeling and why
- Realize how these feelings are linked to what you think, do and speak.
- Recognize how these feelings affect your performance at the workplace – and of course, in your day-to-day life.

From this awareness comes another important realization – how our feelings affect those we deal with. The important thing is to recognize the physical manifests of our feelings and then show social appropriateness in expressing them.

Most of the time we are unable to even recognize our emotions. The pace of our modern life gives us too little time to assimilate, reflect and respond appropriately. Our bodies work at a lower rhythm. We need time to be introspective, but we don't have the time or don't want to have it, which leads to an impasse. People who are unable to know their feelings are also at a tremendous disadvantage – they particularly lack the ability to express positive moods like satisfaction, joy, etc., ending up feeling always disgruntled and unhappy.

This self-awareness can be cultivated. It can be created by the daily practice of mediation or taking time to do things that interest us. For instance, some corporate say that they go for long walks, someone rides his Harley, someone else paints and someone else plays golf. This is the way of retreating from the hustle bustle of your job in order “to get down to reality again.” As Goleman (2013)says self-awareness serves as an inner barometer, gauging whether what we are doing (or are about to do) is, indeed worthwhile.

The difference between star performers and average performers is that star performers made career choices that allow them to work with their sense of meaning intact or enhanced. These performers find the project they worked to be invigorating and stimulating—something to be enjoyed, while the average performer is merely content to complete the project adequately.

### Check your progress 8

- 1) What is emotional awareness?

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- 2) How can you cultivate emotional awareness?

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### 9.6.1 Knowing Who and What Triggers You

We all have our triggers points, i.e things that really irritate and irk us. Sometimes it is an over-competitive colleague or a demanding boss. Both these entities leave us forever stressed and even revengeful. There are two ways of dealing with such people. We can complain about them, talk about them behind their backs, wish them ill or secretly plot against them in our minds. Or we can take an absolutely different path and try, however hard it may be, to focus on the positive aspects of the person or situation.

Remember that such people are pushing us out of our comfort zone and helping us to rise to a new level of competence. For instance, where the boss is concerned, we can learn from her/his skills rather than focusing on the flaws. Remember, there are always two sides to all people, even demanding, unpleasant ones – both positive and negative. So, focusing on what they may teach you, and not taking their behavior personally, may be one way of coping with the situation. Often our over-reaction to demanding people has a lot to do with how difficult they are to deal with. Learn to take them in your stride and see it as “small stuff” (Carlson, 1998)

#### Check Your Progress 9

- 1) What is it that triggers you? In the light of this unit, how will you overcome your situation?

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### 9.6.2 Becoming Aware of Our ‘Blind Spots’ and Learning to Overcome Them

Robert Kaplan of the Centre for Creative Leadership after researching on forty-two successful executives found that certain aspects of their character led to difficulties and challenges in their lives. We list some of them so that you may work on yourself and eliminate these qualities from your life:

- Blind ambition: the desire to win at all costs. Always competing instead of cooperating.
- Setting unrealistic goals: setting goals which are impossible to achieve for yourself and others.
- Compulsively working: always working at your job at the cost of other aspects of your life. In effect, becoming a one-dimensional, closed person.
- Pushing others: pushing others too hard and micromanaging them. Becoming abrasive, ruthless and insensitive to others.
- Becoming power hungry: always thinking of your goals rather than the organization's.
- Great need for recognition: When you are so addicted to glory that you take credit for the achievements of your juniors and blame them if there are any mistakes. When you want to look “good” at all costs.

How do you overcome all these negativities? Because remember, these are your “blind spots” which will prevent you from being a “star performer” and sustaining your position there.

- 1) Probably the first thing that needs to be done is to **“ease off your ego”**. This is the part of us which “brags, exaggerates, criticizes and judges others...” Because of our ego we get so self-centered and preoccupied in ourselves that we forget to be sensitive to and show compassion to our colleagues and juniors. Needless to say, we also stress ourselves in the process.

You may ask how should we do that? You must have the *intent* to “shrink your ego” with the realization of its destructive qualities. If you do that you will find yourself being a kinder and more generous person and a better listener.

- 2) **Also avoid being a “corporate bragger”**. Such people not only talk about their achievements, but also how busy they are and so devoted to their jobs. Remember nobody is really interested in the conversation about you, so you merely end up being a really boring person.
- 3) **Take regular breaks from your work**. Failure to take regular breaks is a big mistake. It not only wears you down over time, increases your expectations of others, but also makes you less productive. Before you know it, your creativity and insight will fade away and your frustration will grow.
- 4) **Listen to your colleagues and juniors**: Do you listen to your colleagues? Do you let them articulate their ideas before you take your turn? In meetings, are you patient and responsive – or just impatient or reactive? People who listen well are highly respected and sought after. If you become a good listener you are likely to be a good team player and later on an effective leader. So, it is worth cultivating this skill.
- 5) **Remember to appreciate the people you work with**: Whether we work in junior or senior positions, it is important to appreciate your colleagues

for the good work that they do. People who are appreciated are generally happier and more loyal than those who feel that they have been taken for granted. They work better and harder and are less likely to quit. Conversely, people who feel unappreciated feel resentful and lose their enthusiasm for work.

### Check your progress 10

- 1) List the blind spots that most people have. Do you possess any of them in your character?

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- 2) Do you use any of the strategies mentioned in the unit to deal with them? Elaborate with examples.

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### 9.6.3 Building Your Self-Confidence

People who have self-confidence have a strong sense of their self-worth and capabilities. They present themselves with assurance, have the courage to voice unpopular opinions and can take decisions despite being accosted with uncertainties and pressures.

How do you build up genuine self-confidence? Remember, if you are too self-confident, you will merely end up being cocky and arrogant. So do not confuse confidence with brashness which has a negative impact on other people. On the other hand, lack of self-confidence manifests itself in a feeling of self-doubt which leads to powerlessness, helplessness and eventually poor performance. In order to cultivate self-confidence, you need to follow self-discipline where you keep challenging yourself moment to moment. Some of the steps that successful people like Oprah Winfrey (who came up literally from the bottom of the heap) advise us to take are:

- 1) Believe in yourself and have dreams
- 2) Figure out your good qualities and strive for excellence in them – and striving constantly in an act of self-discipline. It is about running the race as hard as you can.
- 3) Realize that everyone makes mistakes. Don't go under because of them – but challenge to do better next time.

- 4) Seize the opportunity when it arises – for this you need to be always prepared. So never let up on your self-discipline and working for excellence. In other words, be a life-long learner.
- 5) Stay grounded – no matter what level of success you achieve, continue being compassionate and willing to listen to your colleagues.
- 6) In every situation, no matter how banal and ordinary it may be, give your best to it.
- 7) Eventually, have fun and enjoy whatever you are doing.

All these qualities will build an indestructible self-confidence and give you an enormous amount of courage and confidence to face your professional and personal life with a sense of well-being.

### Check your progress 11

- 1) Who is the most courageous colleague that you have come across? Why do you think he/she is courageous? Give reasons.

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- 2) What are the three qualities listed that will build self-confidence in you? Why are they the most important for you?

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## 9.7 COLLABORATION AND COOPERATION

Humans have probably arrived this far because they have been primarily social beings, getting into teams whenever required, which gave them a "crucial survival advantage". When you look back into the ancient past, the human species survived because of complex social coordination while hunting and gathering. Darwin's idea of the survival of the fittest is not measured merely by toughness of individuals but by the group's ability to work together, nurture their children and fend off predators (Goldman 2017). This legacy has allowed us to progress tremendously and it is this ancient skill that organizations and individuals need to leverage in order to be successful.

A great deal of social competence which we spoke about earlier is required for skill of cooperation and collaboration. In fact, many successful people

will tell you that most of the knowledge and wisdom that they have acquired is from the people around them, not through books/internet or any great cognitive ability. Indeed, there are very few “Lone geniuses” – everything requires collaboration. Research has proven beyond doubt that the “group mind” is much more intelligent than an individual brain; no matter how brilliant s/he may be.

What does collaboration and cooperation entail? It of course means working with others towards shared goals. What kind of competence does one need for this? Some of these factors have been listed below:

- 1) Finding a balance between our focus on the task and at the same time not losing sight of our relationship with the team.
- 2) It is also imperative not to ‘hide’ our brilliant ideas from the group to win “brownie” points with the boss. We need to share plans, information and resources. In other words, always keep your colleagues in the loop.
- 3) We need to build rapport with our team mates. This would help in establishing a trusting long-term relationship which is based on mutual honesty and integrity. It also helps us to be better negotiators and overall smarter and wiser business persons. Rapport would also assist us in bringing out the best in ourselves and in others – as there would not be a need for pretensions between our teammates. But you must remember that rapport is not something that you establish at one time and it lasts forever. In fact, it is important to reconnect with people on an ongoing basis. Once genuine rapport is built in a team, the rest of the interaction carries on fairly smoothly.
- 4) Along with rapport it is important for the team to build a team identity. This happens when everyone on the team love what they are doing together, when they have a “shared competitive drive, strong social bonds, and confidence in each other’s’ abilities.” Those on this team share a “common motivational pattern” and a commitment to the group goal.

### **Check your progress12**

- 1) List the four essentials of collaboration and cooperation.

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- 2) Reflect on your life and say which aspects of this collaborative framework which you need to challenge yourself on.

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## 9.8 SUMMARY

In this Unit, we have looked at important aspects of corporate success. It is apparent in the 21st century that upward mobility in the professional sphere cannot only be by subject competency and expertise. Much more is required if one is to be a “star performer” in a world of disruptive technology. It appears that the threshold requirement is one’s academic excellence and area expertise. More important is developing “people skills” which will help you cooperate healthily to build understanding and rapport with your colleagues. The unit also discusses at length the theory of ‘Emotional Intelligence’ espoused by Daniel Goleman. It has been well-researched that the most successful people are those who have worked on themselves to be positive people who are sensitive to the concerns of their team members and colleagues and honed their emotional and social intelligence.

## 9.9 SUGGESTED READINGS

Goleman,D 2013. Working with Emotional Intelligence. Bloomsbury, New Delhi

Carlson,R 1998. Don’t Sweat the Small Stuff. Hodder and Stoughton, London

## 9.10 ANSWERS TO CHECK YOUR PROGRESS

### Check your progress 2

- 1) The fourth industrial revolution in the 21st century is triggered by Artificial Intelligence and other disruptive technologies such as the Internet of Things (IoT), robotics, virtual reality which is changing the way we live and work. It is making the world volatile, unpredictable, chaotic, and ambiguous.

The third industrial revolution, sometimes called the digital revolution, involved merely the development of computers and IT (information technology) since the middle of the 20th century. The fourth industrial revolution is growing out of the third but is considered a new era rather than a continuation because of the explosiveness of its development and the disruptiveness of its technologies.

- 2) We need to be lifelong learners, ever ready to innovate and adapt to future events. We need to also develop the prime qualities which will keep us always employable: critical and reflective thinking and emotional intelligence.

### Check your progress 3

- 1) Half the people working for them lack communication skills as well as social skills.

They lack the motivation to keep learning and updating themselves continuously at their job.

Communication skills – especially listening and oral communication

- Adaptability and creative responses to setbacks and obstacles.
- Personal management, confidence, motivation to work toward goals, a sense of wanting to develop one's professional life and take pride in one's accomplishment.
- Group and interpersonal effectiveness, cooperativeness and teamwork, skills at negotiating disagreements.
- Wanting to contribute for the well-being of the organisation, showing potential for a leadership role.

#### **Check your progress 4**

- 1) Educational and technical expertise in one's area of work

#### **Check your progress 5**

- 1) Personal competences are: Self-awareness, Self-regulation and Motivation

Self-awareness: emotional awareness, self-assessment and self-confidence

Self-regulation: Self-control, Trustworthiness, Conscientiousness; Adaptability; Innovation

Motivation: Achievement drive, Commitment, Initiative and Optimism

#### **Check your progress 6**

- 1) We can bring about empathy at the workplace by understanding others, by having a sense of service which will not only make the customers happy but where we show our colleagues that we are ready to assist them as well in any challenges that they may face. We also need to accept with respect the diverse people that we come across. However, it is wise to have political awareness – which is primarily the ability to read “a group’s emotional currents and power relations.

#### **Check your progress 8**

- 1) Answer: Emotional awareness is recognizing our emotions and their effects. It means that we must be totally conscious of:
  - What emotions we are feeling and why
  - Realize how these feelings are linked to what we think, do and say.
  - Recognize how these feelings affect our performance at the workplace – and of course, in our day-to-day life.
- 2) This self-awareness can be cultivated. It can be created by the daily practice of mediation or taking time to do things that interest us.

### Check your progress 10

- 1) i) an enormous ego, ii) brag how hard wording and over-worked they are,  
iii) constantly works without a break iv) does not listen to colleagues v)  
does not appreciate others

### Check your progress 12

- 1) Finding a balance between our focus on the task and at the same time not losing sight of our relationship with the team.
- 2) We need to share plans, information and resources. In other words, always keep your colleagues in the loop.
- 3) We need to build rapport with our team mates
- 4) Along with rapport it is important for the team to build a team identity

