

Interpersonal Skills

The ability to understand self and other people in an organization to work Co-operatively with them. It includes four components;

Self Awareness,

Self Management

Social Awareness

Social Skills

Self-Awareness/Self-Perception

- This is a key aspect of being a leader
- The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others
 - ◆ Self-confidence (but not arrogance)
 - ◆ Self-assessment
 - ◆ Self-deprecating - sense of humor (rolling with the punches)
- What are my strengths and weaknesses

Knowing Yourself

- “Good timber does not grow with ease; the stronger the wind, the stronger the trees” - J. Willard Marriott



Knowing Yourself

- Being aware of how people respond to you



Self-Regulation

- This is another key aspect of being a leader
- Self-regulation is the ability to manage your emotions and reactions
- Others can and should be understanding, but SELF-regulation -- is up to YOU!
- Bad scenes stick in people's minds



Self-Regulation

- **Creates an environment of trust, safety, and fairness**
- **Discourages those around you from losing control or reacting impulsively**
- **Helps you avoid the temptation of easy or quick fixes**
- **Is characterized by thoughtful reflection and being comfortable with uncertainty**

Six ways to make people like you

Become genuinely interested in other people.

Smile.

Remember that a person's name is to that person the sweetest and most important sound in any language.

Be a good listener. Encourage others to talk about themselves.

Talk in terms of the other person's interests.

Make the other person feel important - and do it sincerely.

Fundamental Techniques in Handling People

- Don't criticize, condemn or complain.
- Give honest and sincere appreciation.
- Arouse in the other person an eager want.

TRANSACTIONAL ANALYSIS

“Study of inter and intra individual transactions where there is a stimulus and response”.

Transactional analysis is a method of analyzing human behavior in social transactions.

It is a study of human relations through the study of stimuli and response.

It is an extension of Freudian theory

Id

Ego

Super Ego

TA was developed by Eric Berne and popularized by Harries. Marial James, Dorthy Jongeward and Wagner.

Psycho-Analytical or Psycho-Dynamic Theory

“Sigmund Freud’s STRUCTURAL MODEL OF MENTAL LIFE”

ID Psychic energy

Inherited, Presented at birth, Present in life.

Store of wishes and unconscious.

Strives for immediate pleasure and avoid pain.

Insistent and rash.

Does not tolerate un-comforts-tension.

Immoral, animal drives, Unorganized.

EGO The Gateway of Action

Separates reality from unreality,

Logical, realistic, practical and rational.

Consciously distinguish between the demands of ID & Realities.

Regulate and integrate inner motives and source of Tension release.

SUPER EGO

Sensor agent of – Value, belief and standards of the society.

Ideals & noble thoughts.

Acquired from parents, teachers, friends, religion, etc.,

Describes the right and wrong.

Mediates, filters action.

EGO

A Psychological State of an Individual, which Guide the Way of Feeling, Thinking and Behavior

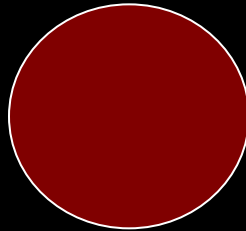
EGO Status

PARENT
(Taught Ego)



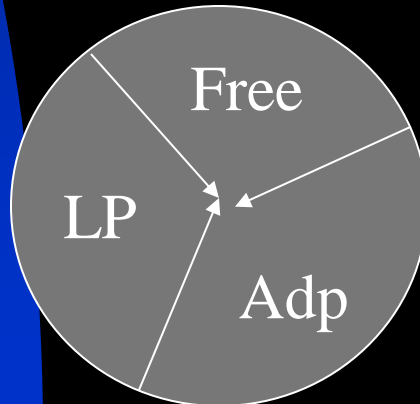
Controlling
Protective
Critical
Nurturing
Instructive

ADULT
(Acquired by Maturity)



Rational
Factual
Unemotional
Independent
Problem solver

CHILD
(Felt Ego)



Dependent
Curious
Rebel
Frustrated

Spontaneous
Creative
Clumsy
Pleasure seeking

LIFE POSITIONS

"Assumption about self and others in the Societies"

I am OK	-	You are not OK
I am not OK	-	You are OK
I am not OK	-	You are not OK
I am OK	-	You are OK

POSITIVE

NEGATIVE

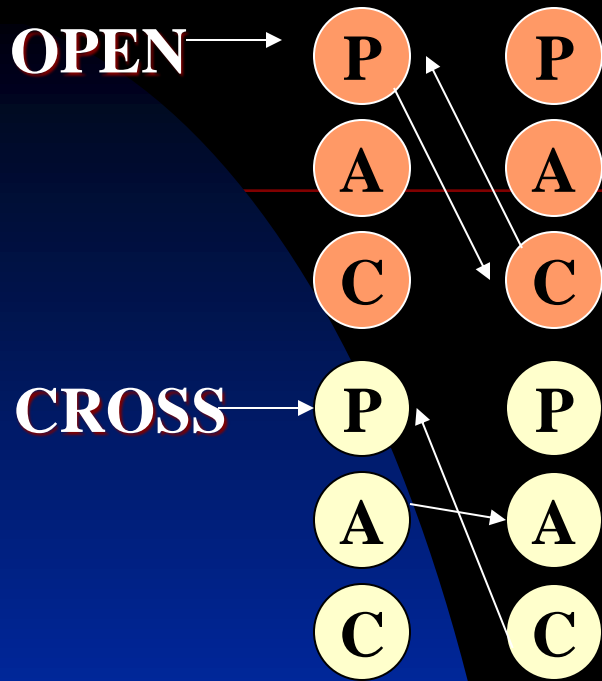
I am OK You are not OK	I am OK You are OK
I am not OK You are not OK	I am not OK You are OK

NEGATIVE

POSITIVE

Attitude Towards Self

Types of Transactions



COMPLIMENTARY

P – P – C P = Parent

A – A – C A = Adult

C – C C = Child

BLOCKED

P – A

C – P

ULTERIOR - - Transactions influenced by other than ego status (Hidden Meanings)

GALLOWS TRANSACTIONS - - In appropriate smile or love

GAMES – Repeat, Find it ulterior, Sense at superficial level

INEFFECTIVE STYLES OF GAMES – Perfectionist, Driver, Power game, and Pleasure game

LIFE SCRIPTS AND STROKES:

A stroke is a unit of recognition may be positive or negative of a condition or both, strokes are required for healthy behavior.

Strokes may be physical, verbal or eye-to-eye contact.

- Child hood learning influences the behavior
- If a child lives with criticism, he/she learns to fight.
- If a child lives with hostility, he/she learns to condemn.
- If a child lives with ridicule, he/she learns to be shy.
- If a child lives with shame, he/she learns to feel guilty.
- If a child lives with tolerance, he/she learns to be patient.
- If a child lives with encouragement, he/she learns confidence.
- If a child lives with praise, he/she learns to appreciate.
- If a child lives with fairness, he/she learns justice.
- If a child lives with security, he/she learns to have faith.
- If a child lives with approval, he/she learns to like himself.
- If a child lives with acceptance and friendship, he/she learns to find love in the world.

JOHARI WINDOW

Feed Back

Discussion

Known to
others

Unknown to
others

Known to Self

Unknown to Self

Open Area

Blind Area

Hidden Area

Unknown Area

Dealing with Difficult People



How to deal with Difficult people?

Hostile – Aggressive

- Stand up for your self
- Give them time to turn down
- use self assertive language
- avoid direct Confrontation.



Complainers

- Listen attentively
- Acknowledge their feelings
- Avoid complaining with them
- Tell the truth without apology



Clams

- Ask open ended questions.
- Be patient and wait for response.
- If there is no response, tell your opinion.



Super Agreeables

- Find out why they will not work
- Let them know that you respect them
- Ready to act, don't allow to make unrealistic commitments
- Discern the hidden meaning in their humour

Negatives

- Don't get dragged to their despair
- Don't try to Cajole them out of their negativism
- Discuss the issue in detail - show the negative side of yours
- Ready to act without agreement



Know it all

Bulldozers

- Prepare yourself.
- Listen and paraphrase their main points.
- Use the Questioning forms to raise problems.



Balloons

- State facts as your perspective of reality.
- Find a way for them to save face.
- Confront them alone, not in public.



Indecisive Stallers

- Raise the issue why they are hesitant .
- If you are the problem, ask for help.
- Keep the action at your own hand.
- Remove them from the situation, if possible.



Emotional Intelligence (EI)

- The capacity for recognizing our feelings and those of others; for motivating ourselves and others; for managing emotions in ourselves and in our relationships
 - ◆ Understanding yourself (self-awareness)
 - ◆ Managing yourself (self-regulation)
 - ◆ Understanding others (empathy)
 - ◆ Managing others (motivation, social skills)

Knowing Yourself

- Taking criticism – tough medicine to swallow, but usually always valuable



Knowing Yourself

- Giving criticism -- kindly?
- Leaders have to bring correction, but HOW it's brought can make or literally break someone

