



Interpersonal Skills for Managers

Duration 4 Days

Introduction

Today's work and business environment is completely different to that experienced by the previous generation. In our fathers' time, the key focus was on organizational stability, but in the last decade or so we have a global external environment which is extremely turbulent and volatile.

Good communications are the key to understanding and in particular to introduce organizational change, cultural diversity and electronic communications. Today, more than ever before, success depends upon the combined cooperation, commitment and action of people and people management. That is why your interpersonal skills are so critical to your own effectiveness as a manager. That is the essence of this short course.

Course Objectives

By the end of this course participants will be able to:

- ↳ Recognize and manage the complex processes of communication through interpersonal cooperation
- ↳ Identify and apply new skills and strategies to enhance individual and team performance
- ↳ Identify and analyze communication styles and practice appropriate strategic interpersonal skills to develop and maintain productive workplace relationships
- ↳ Motivate and influence others to work cooperatively toward achieving operational and team goals by effectively communicating high standards of performance, giving quality feedback and recognizing individual accomplishments.
- ↳ Identify how perceptions shape and influence your interaction with others and their responses to you
- ↳ Apply perception-checking skills to reduce misunderstandings and faulty assumptions
- ↳ Recognize and appropriately respond to expressions of emotions at work and how each member of staff related to each other
- ↳ Set development objectives for their managers, peers and subordinates.

Who Should Attend?

- Managers, team leaders, supervisors and any staff who want to maximize their positive impact on others through effective interpersonal skills. Human resource and training professionals will be interested in this seminar for both the course content and the training methodology.

Course Outline

1. Module 1 Communication and the new workplace

- 1.1. Identify and discuss the importance and key characteristics of
- 1.2. effective interpersonal skills in the workplace
- 1.3. Assess the expectations that your manager, your peers, your
- 1.4. subordinates and others have of your interpersonal skills
- 1.5. Assess the real barriers and potential barriers to the successful
- 1.6. use of interpersonal skills
- 1.7. Role play exercise on face to face communication

2. Understanding perception, self-concept and expressing emotions

- 2.1. Identify how perceptions shape and influence your interactions with others and their responses to you
- 2.2. Apply perception checking skills to reduce misunderstandings and faulty assumptions



- 2.3. Analyze the impact of self-concept on the willingness and ability to take risks and engage in high level individual and/or team based performance
- 2.4. Recognize and respond appropriately to expressions of emotions at work
- 2.5. Identify and analyze the ways in which you and your coworkers approach work and relate to each other.
- 3. Nonverbal and verbal skills**
 - 3.1. Identify the centrality of nonverbal cues in the overall process of negotiating and creating shared meaning
 - 3.2. List the components of nonverbal communication and how they can best be used in first impression management
 - 3.3. Recognize common verbal barriers to the creation of shared meaning
 - 3.4. Apply a five step process to the development and delivery of clear messages
 - 3.5. Chinese whispers
 - 3.6. Dealing with cross-cultural communications and distortions
 - 3.7. Establish synergy by using verbal and nonverbal skills
 - 3.8. Building and maintaining positive rapport and relationships with others
- 4. Using listening and feedback skills to build high performance work relationships**
 - 4.1. Identify personal listening skills and strategies for improvement
 - 4.2. Recognize the importance of feedback in building, understanding and achieving high performance standards, individually and in teams
 - 4.3. Practice and apply the use of tactical questions to build shared information and enhance quality
 - 4.4. Johari Window
 - 4.5. Analyze the uses of self-disclosure, feedback, questions and answers as a means of achieving productive and satisfying relationships on a 360 degree basis
- 5. Directing & Motivating Others**
 - 5.1. Acting as role model in effective interpersonal communications
 - 5.2. Identify what motivates others to achieve high levels of performance and effectiveness
 - 5.3. The psychological contract
 - 5.4. Assess and apply the five basic principles of building and
 - 5.5. sustaining cooperative and productive work relationships
 - 5.6. Review and apply a seven-step method for influencing others across the organization
- 6. Assertively and Productively manage Conflict**
 - 6.1. Distinguish between passive, aggressive and assertive modes of behaviors
 - 6.2. Analyze needs, using Maslow as a framework, and use interpersonal communication within this framework
 - 6.3. Address issues in conflict interactions, not people
 - 6.4. Recognize interpersonal behaviors that contribute to the
 - 6.5. Productive (or destructive) nature of conflict
- 7. Team players: The synergistic impact of all your interpersonal skills**
 - 7.1. Recognize and use the various roles necessary for a productive and satisfying team interaction
 - 7.2. Identify the stage of team development your group is in and respond and adapt accordingly
 - 7.3. Group dynamics
 - 7.4. Evaluate you role as team leaders and select actions that will guide the team to the achievement of its goals
 - 7.5. Demonstrate appropriate use of interpersonal skills in a team process through completion of a team survival situation.