

# 7 Interpersonal Skills of Great Managers

## Learning Objectives

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- Describe the Connection Between Effective Management and the Use of Interpersonal Skills
- Use Critical Interpersonal Skills Recommended for Various Management Challenges
- Practice Active Listening and Feedback Skills with Class Colleagues in Application Exercises
- Tailor Responses to the Needs/Preferences of Target Audience(s) Based on Self-Assessments
- Apply Conflict Management Skills in Work Situations with Direct Reports and Associates
- Employ Motivational/Management Principles and Empathy in Realistic Management Examples
- Demonstrate Trust and Motivational Practices in Different Interpersonal Skills Practices
- Choose Constructive Responses to On-The-Job Management Encounters Using Conflict Management, Feedback, and Listening Principles Practiced in Class
- Discuss Individual Action Plans That Describe How Identified Skills Will Be Used on the Job
- Present an Individual Management Credo That Reflects Their Personal Values, Communication and Management Styles

## Expanding Managerial Mindsets

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- Explain the Interpersonal Skills That Effective Managers Use
- Describe How Your Team Members Would Rate Your Use of Interpersonal Skills
- Identify Other Management Approaches That Can Be Added to Your Current Repertoire
- List Potential and Real Barriers to Your Successful Use of Interpersonal Skills
- Evaluate How Adopting Different Management Styles and Mindsets Facilitate Your Managerial Effectiveness

## Examining the Impact of Values, Behavioral Preferences and Management Styles

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- Assess Your Level of Self-Awareness and Its Impact on Your Effectiveness
- Identify and Clarify Key Personal Values and Actions That Reflect the Principle
- Describe the Impact They Could Have on Others with Different Behavioral Style Preferences

## Establishing Clear Performance Expectations

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- Prepare Two Performance Expectations for Self or Team Members Using Pointers Provided and Practiced in Class
- Develop and Use a List of Questions and Actions to Check for Understanding in Setting Performance Goals
- Apply Pointers for Establishing Performance Expectations to Real-Life Practical Examples
- Use Interpersonal Skills to Establish Performance Expectations, Check for Understanding, Gain Commitment and Deliver Clear Messages

## Enlisting Through Trust, Empathy, and Active Listening

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- Identify Personal Listening Liabilities and Strategies for Improvement
- Recognize the Uses of Feedback in Building, Understanding, and Achieving High-Performance Standards, Individually and in Teams
- Practice and Apply the Use of Questions to Build Shared Information and Enhance Clarity
- Analyze the Uses of Self-Disclosure, Feedback, Listening, and Questions to Achieve Productive and Satisfying Work Relationships with Peers, Your Manager, and Others

## Energizing by Providing Feedback, Building Teams, and Handling Conflict

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- Describe the Impact of Your Current Approach to Providing Feedback to Team Members
- Identify Common Mistakes to Avoid When Giving Feedback
- Use Feedback Best Practices in Various In-Class Scenarios
- Partner with Colleagues to Develop a Feedback Approach That Will Be Taken in a Challenging On-The-Job Example
- Identify Your Team's Development Stage, and Prepare Interventions to Progress the Team's Development
- Use Constructive Management Approaches and Interpersonal Skills to Recognize and Handle Conflict in Skills Practices and Peer Coaching

## Enabling by Providing Instructions, Motivating, and Valuing Differences

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- Use a Set of Steps to Provide Clear Directions to Others
- Apply Motivational Principles to On-The-Job Situations
- Evaluate and Implement Practices That Value Differences in Your Work Teams
- Identify Some Strategies for Utilizing and Leveraging the Talents and Experience of a Multigenerational Team

## Empowering Through Delegating and Conducting Effective Meetings

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- Identify Opportunities to Delegate to Team Members
- Plan to Delegate to a Team Member Using Pointers Provided
- Diagnose the Effectiveness of Your Current Meetings
- Implement Two New Effective Meeting Practices
- Apply Key Interpersonal Skills to Facilitate Delegation and Meetings

## Management Credo Presentation and Action Plan Discussion

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- Draft Your Personal Management Credo
- Present Your Personal Management Credo in Writing
- Verbally Outline Your Interpersonal Skills Development Plan
- Invite Feedback from and Offer Feedback to Your Colleagues