

**Soft-Train**



*At Soft-Train  
Technology Works*

# Interpersonal Skills for Managers (2 Days)

**COURSE GOAL:** Improve communications skills and every aspect of working relationships.

**PREREQUISITES:** None

**LEARNING OBJECTIVES:**

Upon completion of this course, the student will be able to:

- Solve problems by finding the real issue
- Make trade-offs without being a pushover on big issues
- Gain support for implementing you plans
- Minimize conflict and build group commitment
- Influence others and motivate them to profitable action

**KEY TOPICS:**

**I. Nature of Interpersonal Skills.**

- A. The Effect of Behavior on Goal Achievement
- B. Approaches to the Study of Interpersonal Interaction

**II. Developing Interpersonal Skills.**

- A. Interpersonal Skills Can Be Learned
- B. The Hierarchal Nature of Interpersonal Skills
- C. The Micro-Skills Approach to Developing Interpersonal Competence
- D. Using Micro-Skill Training to Develop Behavioral Mastery
- E. Conceptual Understanding
- F. Developing Behavioral Mastery Through Experimental Learning

**III. Becoming Aware of the Self and Others**

- A. Why Self-Awareness is Important
- B. Espoused Theory and Theory in Use
- C. Awareness of Others
- D. Self-Presentation
- E. Developing Greater Self-Awareness
- F. Develop Interpersonal Skills

**IV. Listening**

- A. Listening is the Core of Competence

**B.** Factors Influencing our Ability to Listen Effectively

**C.** Active Listening

**D.** Developing Effective Listening Skills

**V. Listening to Non-Verbal Messages**

**A.** There is More to Listening The Meets the Ears

**B.** Determining Meaning

**C.** The Face

**D.** Gaze

**E.** Gestures

**F.** Postures

**G.** The Use of Furniture

**H.** Spatial Behavior

**I.** Appearance

**J.** Vocal Cues

**K.** Deciphering Contradictory Signals

**VI. Questioning and The Information-Getting Interview**

**A.** Information Getting

**B.** The Interview as a Social Encounter

**C.** Error and Bias in Interviews

**D.** Interviewer Behavior

**E.** Improving Your Overall Interviewing Style

**VII. Presenting Information to Others**

**A.** Presenting Information to Others

**B.** Preparation

**C.** Keeping the Audience's Attention

**D.** Getting the Message Across

**E.** Visual Aid and Demonstrations

**F.** Closure

**G.** Developing Presentation Skills

**VIII. Helping and Facilitating**

**A.** Helping and Facilitating

**B.** Helping Styles

**C.** Different Approaches to Helping

**D.** Is There One Best Approach

**E.** Stages in the Helping Process

**F.** Sharing the Helping Model with Clients

**G.** Helping Skills

**H.** Developing Helping Skills

**IX. Asserting and Influencing**

**A.** Influencing Others

**B.** Assertive and Aggressive Behavior

**C.** The Nature of Assertiveness

**D.** Assertion Skills

**E.** Assertion and Cultural Values

**F.** Influencing as a Potential Process

**G.** The Acquisition of Exercise Power and Influence

**H.** Improving Our Ability to Influence Others

**X. Negotiating**

**A.** Negotiating

**B.** A Simple Model of Negotiation: Targets and Limits

**C.** The Hierarchical nature of Negotiating Skills: Behaviors, Tactics and Strategies

**D.** Motivational Orientation and Choice of Negotiating Strategy

**E.** Negotiating Behaviors

**F. Tactics**

**XI. Working with Groups**

- A.** Working with Groups
- B.** Detriments of Group Effectiveness
- C.** The Importance of Group Interaction Process and Interpersonal Skills
- D.** Improving Group Performance: Diagnostic and Action Skills
- E.** Frequency and Duration of Communication
- F.** Communication Patterns
- G.** Role Functions
- H.** Interpersonal Style and Group Climate
- I.** Performance Strategies
- J.** Improving Your Ability to Work in Groups

**XII. Managing Relationships More Effectively**

- A.** Managing Relationships More Effectively
- B.** From Micro Skills to a More Macro Perspective
- C.** Role Theory
- D.** Interpersonal Needs
- E.** Managing Relationships More Effectively