

Interpersonal skills resource by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Two principles of assertion

You don't get what you don't get ask for
You get a lot of what you do ask for

Andrew Gibbons

Two principles of behaviour

All behaviour is motivated
There is a reason for all we say and all we do

Three fundamental rules for handling people

Don't criticise, condemn or complain
Give honest, sincere appreciation
Arouse in the other person an eager want

Dale Carnegie

Three levels of listening

The head level - thoughts
The heart level - emotions and feelings
The hands level - the will to take action

Bowerman and Collins

Three behaviour types

Aggressive
Assertive
Passive

How do they differ to each other?

Three Vs of behaviour

Visual See the message
Verbal Think about the content
Vocal Listen to what is said and how

Four NLP principles

Achieving outcomes	know what outcome you seek
Sensory awareness	have sufficient understanding to know if you are moving towards or away from your intended outcome
Flexibility of behaviour	the ability to vary your behaviour until you achieve your outcome
Take action now	Having a sense timing and urgency

Alan Chapman

Four rules of praise

Be specific - for what exactly?
Be direct - from you, face to face
Say it first - don't wait for a prompt
Do it often - overcome the awkwardness

Praise don't patronise

Four steps to negotiation

Start with the end in mind
Help them prepare too - no surprises
Seek and build alignment of interests
Send one message - be organised

Danny Ertel

Four personality types

Anxious introverts
Stable extroverts
Anxious introverts
Stable introverts

Four ways not to persuade

Too much in your face hard sell pushing
Resistance to compromise - digging in
Over-relying on your great presentation
Seeing it as a one hit event not a process

Jay Conger

Four things you need to be an interpersonal STAR

S ensitivity
T olerance
A ssertion
R estraint

Andrew Gibbons

Four ways to persuade

Quickly establish credibility
Frame your position on common ground
Provide evidence supporting your wants
Connect at an emotional level

Jay Conger

Four dilemmas for negotiators

Conceding or Being stubborn
Be jovial or Hostility
Bending or Domineering
Uncommitted or Overcommitted

W Masterbrook

Four stages of negotiation

Prepare	Assess objectives - yours and theirs Decide on areas of possible flexibility Plan approach and sequence of events
Discuss	Exchange positions and issues Create a positive working climate Listen carefully and question thoroughly
Propose	Specify what you want Seek compromise - get a win/win if possible
Bargain	Ask for what you want - modify if you need Don't concede without trading

Four 'C's of negotiation

Capitulation	give in...bad idea
Coercion	force a short term 'solution'
Compromise	bargain and trade to agreement
Consensus	total harmony of opinion

Andrew Gibbons

Five ways to get past 'no'

Don't react, go to the balcony
Disarm them: go to their side
Change the game: don't reject...reframe
Make it easy to say yes, build a golden bridge
Make it hard to say no, bring them to their senses not their knees

William Ury

Five ways to handle conflict

Competing	assertive and unco-operative
Collaborating	assertive and co-operative
Avoiding	unassertive and unco-operative
Accommodating	unassertive and co-operative
Compromising	mid-point on both dimensions

Robert Blake

Five factors derived from the primary factors of the sixteen PF test

Extraversion
Anxiety
Tough-mindedness
Independence
Self-control

Raymond Cattell

Six types of assertion

Basic
Empathetic
Consequence
Negative feelings
Discrepancy
Responsive

Ken and Kate Back

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
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

Dale Carnegie

Six parts to a BATNA:

B est
A lternative
T o
N egotiated
A greement

Ury and Fisher

Six sources of POWER

Authority
Reward
Punishment
Expertise
Relationships
Association

Mike Phipps

Six parts to the POTASH model of negotiation

P lanning
O pening
T esting out
A djusting
S haping
H andshaking

Six parts to the LISTEN model

L ooking interested
I nquiring with questions
S taying on target
T esting understanding
E valuating the message
N eutralising your feelings

Six mistakes in negotiation

Neglecting the other side's interests
Letting price bulldoze other interests
Searching too hard for common ground
Letting positions drive out interests
Neglecting BATNAs
Not recognising your own partiality

James Sibenius

Six ways to manage your emotions

Be aware of your emotions
Accept and own your emotions
Investigate and explore your emotions
Make known your emotions
Integrate your emotions with your intellect and will
Adjust, modify and use your emotions positively

Myron Chartier

Six skills for interpersonal effectiveness

Reporting and giving positives
Listening actively - following and reflecting
Confronting constructively and respectfully
Mutual problem solving - turning conflict into co-operation
Unsolicited consulting - influencing those who have not sought your advice
Solicited consulting - responding effectively to those who want your advice

Helen Clinnard

The SIMPLE feedback model

S ensitive
I ssue related
M eaningful
P rompt
L isten
E easy to understand

Lynda Ford

The RECIPE model for understanding personality differences

R esponsibility
E xperience
C onfidence
I 'I' language
P rocess review
E quality of opportunity

Ray Mahoney

Seven types of power

Referral association
Ownership possession
Expertise competence
Charisma charm, interest, persuasion
Time use it when you have it
Information what you know
Coercion willingness to be hostile

Business Buffet

Seven reasons we interrupt

Ignorance - plain bad manners
Can't hold back - dis/like of what is being said
Fear of forgetting response
Poor timing - thinking other person had finished
Desire to end conversation and do something else
Manner of, or feelings about the speaker
Duration and/or content - bored

Andrew Gibbons

Seven sources of conflict

Clash of goals and ideologies
Divergence of formal objectives
Unclear contractual relationships
Simultaneous or divergent, uncomplementary roles
Concealed objectives or agendas
Territorial violation or jealousy
Overcrowding

Handy and Ardrey

Eight issues in criticising constructively

Your personal credibility with the other/s
Be specific about the reason to be critical
Have the right motives - why are you doing this?
Give support and encouragement
Choose the time and place with care
Anticipate retaliation
Give feedback on behaviour - don't make judgements
Get commitment to the agreed changed behaviour

Andrew Gibbons

Eight things negotiators can do...

Say 'no' effectively
Inspire confidence
Be ingenious
'Take it' without negative reactions
Be a patient listener
Have a sense of humour
See the wider context - the wider picture
Articulate complex issues clearly and concisely

Bruce Morse

Eight keys to negotiation

Offer incentives - create a need and a want
Put a price on the status quo
Seed ideas early - build on these
Reframe if you need - keep it flexible
Build consensus - seek common ground
Help others save face
Keep the dialogue going
Look for new perspectives - be creative

D Kolb and J William

Nine tips for negotiators

Have an alternative - negotiate with freedom of choice
Negotiate when you have an agreement in principle
Aim high, first positions set limits on best possible outcomes
Let the other party state their case and wants first
List and clarify what the others want before you get started
Bargain and trade - don't just give anything away
Keep the whole picture in mind throughout
Be alert for variable and new issues throughout the process
Keep accurate notes and summarise progress continuously

Alan Chapman

Ten golden rules for giving feedback

Give feedback on observed behaviour not perceived attitudes
Describe what you saw and felt, don't make judgements
Focus on behaviour that can be changed
Select and stick to the most important issues
Ask questions rather than make statements
Set ground rules in advance
Comment on positive issues not just the negative
Stick to specific behaviour, don't waffle vaguely
Observe everyone's personal limits
Before offering feedback, consider its value to the receiver

Wood and Scott

Ten 'right's as a person

I have a right to:

- Be treated with respect as an equal person
- Define my needs and ask reasonably for what I want and need
- Define my own limits and to say 'no'
- Express my feelings and opinions
- Make my own decisions and to change my mind
- Seek clarification and understanding if something is not clear
- Make mistakes without feeling guilty or made to look foolish
- Hold my own set of values
- Be listened to when I speak
- Refuse to take inappropriate responsibility for other's issues

Ten tips for giving personal feedback

- Be specific, refer to observed actual events.
- Be constructive, focus on ways forward and lessons learned
- Avoid abstract comments about personality and attitudes
- Don't try and do too much, be realistic with what is possible
- Encourage the other person to self appraise
- Never get drawn into an argument or dispute
- Don't become an amateur psychologist, and over-advise
- If change is needed, explain why, and help with action plans
- Be prepared to change your own approach and views
- Remain interested and available for further advice

Alan Fowler

The best negotiators do this:

- Spend the time it takes to prepare really well
- Test understanding and summarise a lot
- Ask many questions to clarify and explore
- Give 'internal' information
- Flag up behaviour - unless disagreeing
- Avoid 'irritators'
- Never make immediate counter-proposals
- Don't get into defend/attack spirals
- Work through one issue at a time
- Recognise and emphasise common ground
- Assess their performance thoroughly

Andrew Gibbons

Eleven behaviour analysis categories

Proposing
Building
Supporting
Disagreeing
Defending/attacking
Testing understanding
Summarising
Seeking information
Giving information
Bringing in
Shutting out

Neil Rackham and others

Twelve ways to win people to your way of thinking

The only way to get the best of an argument is to avoid it
Show respect for the other person's opinions
If you are wrong, admit it quickly and emphatically
Begin in a friendly way
Get the other person saying 'yes yes' immediately
Let the other person do a great deal of the talking
Let the other person feel that the idea is his or hers
Try honestly to see things from the other person's point of view
Be sympathetic with the other person's ideas and desires
Appeal to the nobler motives
Dramatise your ideas
Throw down a challenge

Dale Carnegie

Bale's twelve behavioural classifications

Positive reactions	Shows solidarity Shows tension release Shows agreement
Problem solving attempts	Gives suggestions Gives opinion Gives information
Questions	Asks for information Asks for opinion Asks for suggestions
Negative reactions	Shows disagreement Shows tension Shows antagonism

Bales

Thirteen key issues around Negotiation

People
Objectives
Principles
Timing
Bargaining/trading
Movement
Authority
Control
Convergence/divergence
BATNAs
Skills
Leverage
History and aftermath

Andrew Gibbons

Sixteen personality factors within the 16 PF

Warmth	Reasoning
Emotional stability	Dominance
Liveliness	Rule-consciousness
Social boldness	Sensitivity
Vigilance	Abstractness
Privateness	Apprehension
Openness to change	Self-reliance
Perfectionism	Tension

Raymond Cattell

You can choose your behaviour

Behaviour breeds behaviour'

Perception is Reality

Peter Honey

"Don't become like the people you criticise"

Ann Smith