EFFECTIVE INTERPERSONAL DYNAMICS

Understanding Workplace Communication

Workforce Professional Development Summit 2015

Developed & Presented By:

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HOPS International LLC
The International Center for Organizational & Leadership Excellence
www.hopsintl.com  www.icole.org

In Partnership With
The Basics

What Is Interpersonal Communication & Dynamics?

1. A basic human process – We cannot not communicate!

2. A 2-way exchange of information through which we attempt to meet our needs. Our needs are always different.

3. Involves 4 elements all working together including:
   1. Sender – Person trying to communicate
   2. Receiver – Person trying to receive communication
   3. Information – The message being sent
   4. Behaviors – How we interpret or perceive the information & sender (verbal & non-verbal)

4. Effective Interpersonal Dynamics is Driven By 4 goals:
   1. Being Understood
   2. Being Accepted
   3. Accomplishing Something
   4. Understanding Others

5. Effective interpersonal dynamics is behavior-driven communication and results-focused.
WHY DO WE COMMUNICATE?

• We Communicate To:

• Share our ideas and opinions
• Provide feedback to others
• Get information from others
• Gain power and influence
• Build relationships
• Maintain self-expression
• Accomplish something
HOW DO WE COMMUNICATE?

• We Communicate and Build Interpersonal Relationships (or NOT) Through:
  
• Speech, Dialogue, Discussion, Debate
• Writing
• Listening
• Non-verbal language
• Music, art, and crafts
• Technology
METHODS OF COMMUNICATION

Depending upon the situation, one method may be better than another:

- In person: one-to-one
- In person: meetings, small groups
- In person: presentations, large groups
- Letter
- Memo
- Note
- Email
- Voice mail
- Silence or Non-Verbal

HOW DO WE KNOW WHICH METHOD IS BEST?
EFFECTIVE INTERPERSONAL COMMUNICATION IS SITUATIONAL

Consider the Following ……

– What are you as the sender trying to achieve? Is the receiver listening?
– What does the receiver needs to know? Are you sure?
– What does the receiver want to know?
– Is the sender listening while sending?
– How detailed, important, and or personal is the information the sender is sending?
– How well has the message been communicated?
– How well has the message been received?
EFFECTIVE INTERPERSONAL COMMUNICATION IS SITUATIONAL

- What is the sender’s intent and does it match the receiver’s perception?
- How do the sender and the receiver really listen?
- Ask questions? Clarify understanding?
- What are the interpersonal behaviors of both the sender and the receiver? Are they in conflict?
- Is the sender more powerful and more in control than the receiver?
- Is the receiver more powerful and in control?
- What is the personal comfort level of interaction for the sender and the receiver?
- What barriers may exist that prevent effective communication?
TWO TYPES OF COMMUNICATION SKILLS

Language Skills
Construct & Deliver Intelligible Messages

Interpersonal Skills
Behaviors To Fit The Needs of Others
Behavior Skills
Adapting To Fit The Needs of Others

How Does Interpersonal Behavior Impact Perception?
## Extreme Interpersonal Behavior Differences

<table>
<thead>
<tr>
<th>I AM HERE</th>
<th>YOU ARE THERE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spontaneous.............</td>
<td>........................................</td>
</tr>
<tr>
<td>Social....................</td>
<td>........................................</td>
</tr>
<tr>
<td>Emotional................</td>
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<tr>
<td>Control/In-Charge.......</td>
<td>........................................</td>
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<tr>
<td>Competitive..............</td>
<td>........................................</td>
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<tr>
<td>Gives Opinions...........</td>
<td>........................................</td>
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<tr>
<td>Intense...................</td>
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<td>Focused...................</td>
<td>........................................</td>
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<tr>
<td>Confronting...............</td>
<td>........................................</td>
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<tr>
<td>Self-Oriented............</td>
<td>........................................</td>
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<tr>
<td>Competency-Driven.......</td>
<td>........................................</td>
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<tr>
<td>Rigid......................</td>
<td>........................................</td>
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<td></td>
<td>Planned</td>
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<td></td>
<td>Private</td>
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<td></td>
<td>Logical</td>
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<td></td>
<td>Reactionary/Responsive</td>
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<td></td>
<td>Collaborative</td>
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<tr>
<td></td>
<td>Asks Questions</td>
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<td></td>
<td>Easy-Going</td>
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<td></td>
<td>Multi-Tasking</td>
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<tr>
<td></td>
<td>Avoiding</td>
</tr>
<tr>
<td></td>
<td>Group-Oriented</td>
</tr>
<tr>
<td></td>
<td>Authority-Driven</td>
</tr>
<tr>
<td></td>
<td>Loose</td>
</tr>
</tbody>
</table>
Intent vs. Perception

Factors that Influence Interpersonal Behaviors

- Time
- Work Setting
- Social Setting
- Relationships

- Personality
- Motion/Sounds
- Size
- Background
- Proximity

• Attitudes
• Motives/Hidden Agenda
• Interest
• Experience
• Expectations
• Interpersonal Skills
• Intrapersonal Skills

SITUATION FACTORS

PERCEPTION OR INTENT

PERCEIVER (OTHERS) FACTORS

SENDER (SELF) FACTORS
Intra & Interpersonal Awareness

Inter-Personal Skills
(Interaction with Others)

Getting To Know Others Better

Intra-Personal Skills
(Self Awareness & Emotional Maturity)

Getting To Know Myself Better
Intra-Personal Skills

• Emotional Self-Awareness:
  • Self Regard for Emotional Impact

• Self-Control:
  • Assertiveness or Aggressiveness
  • Stress Management

• Self- Motivation:
  • Independence
  • Self Actualization
  • Adaptability
Demonstrating
Intra-Personal Maturity

• Know Your Emotional Triggers
• Manage Your Emotional Triggers
• Delay Self-Gratification
• Avoid Extreme Positions
• Avoid Controlling Behaviors
• Avoid Being Defensive
• Avoid Blame & Vengeance
• Know The Impact of Your Emotional Behaviors
• Count to 10 – THINK FIRST!
• Use External Stress Releases
• Manage Your Impulses
Interpersonal Dynamics
Understanding Human Dynamics of Communication & Interactions

POWER & CONTROL in Interpersonal Relations
How Much CONTROL & POWER Do You Use?

EMOTION & COMFORT in Interpersonal Relations
What Is Your Level of Emotional Comfort & Interaction in Interpersonal Relationships?
Interpersonal Dynamics

POWER and CONTROL:
Shifting Levels of Power or Control

WHAT BEHAVIORS HAVE YOU OBSERVED?
Interpersonal Dynamics

EMOTION and COMFORT LEVEL:
Shifting Levels of Interaction & Emotional Comfort

RESERVED

RESPONSIVE

WHAT BEHAVIORS HAVE YOU OBSERVED?
## Comparative Statement Group # 1

<table>
<thead>
<tr>
<th>Challenges What Others Say or Do</th>
<th>1</th>
<th>2</th>
<th>OR</th>
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<th>4</th>
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<tr>
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<td>1</td>
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<td>Interacts Indirectly &amp; Vague</td>
</tr>
<tr>
<td>Dialogue Is Quick &amp; Assertive</td>
<td>1</td>
<td>2</td>
<td></td>
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<td>4</td>
<td>Dialogue Is Slow &amp; Thoughtful</td>
</tr>
<tr>
<td>Active, Fast, Impatient in Behaviors</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
<td>4</td>
<td>Calm, Slow, Patient in Behaviors</td>
</tr>
<tr>
<td>Bold, Decisive, Risky in Decisions</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
<td>4</td>
<td>Hesitant, Indecisive, Cautious in Decisions</td>
</tr>
<tr>
<td>Leans In Towards Others</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
<td>4</td>
<td>Leans Away From Others</td>
</tr>
<tr>
<td>Raises Voice for Emphasis</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
<td>4</td>
<td>Speaks Softly</td>
</tr>
<tr>
<td>Competitive &amp; Confrontational</td>
<td>1</td>
<td>2</td>
<td></td>
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<td>4</td>
<td>Cooperative &amp; Receptive</td>
</tr>
</tbody>
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**TOTALS (Add #'s Down & Across)**

**SCORE = ________ (8 – 32)**

## Comparative Statement Group # 2

<table>
<thead>
<tr>
<th>Outgoing &amp; Approachable</th>
<th>1</th>
<th>2</th>
<th>OR</th>
<th>3</th>
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<tbody>
<tr>
<td>Emphasizes Opinion &amp; Concepts</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Random &amp; Unstructured Talk</td>
<td>1</td>
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<td>3</td>
<td>4</td>
<td>Focused &amp; Organized Talk</td>
</tr>
<tr>
<td>Decisions Intuitive</td>
<td>1</td>
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<td></td>
<td>3</td>
<td>4</td>
<td>Decisions Logical</td>
</tr>
<tr>
<td>Much Body &amp; Hand Movement</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>Very Little Body &amp; Hand Movement</td>
</tr>
<tr>
<td>Appears Open &amp; Casual</td>
<td>1</td>
<td>2</td>
<td></td>
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<td>4</td>
<td>Appears Controlled &amp; Business-like</td>
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<tr>
<td>Animated Facial Expressions</td>
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<td>2</td>
<td></td>
<td>3</td>
<td>4</td>
<td>Unanimated Facial Expressions</td>
</tr>
<tr>
<td>Warm &amp; Friendly</td>
<td>1</td>
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## Interpersonal Dynamics Behavioral Assessment SAMPLE

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**TOTALS (Add #'s Down & Across)**: 2 12

**SCORE = 14 (8 – 32)**

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**TOTALS (Add #'s Down & Across)**: 2 12

**SCORE = 14 (8 – 32)**
WHAT DOES IT REALLY MEAN??
Supplemental Handout
## Balancing Intent vs. Perception

<table>
<thead>
<tr>
<th>INTERPERSONAL STYLE</th>
<th>INTENT</th>
<th>PERCEPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forceful</td>
<td>• Goal Oriented</td>
<td>• Narrow Minded</td>
</tr>
<tr>
<td></td>
<td>• Disciplined</td>
<td>• Over-Bearing</td>
</tr>
<tr>
<td></td>
<td>• Organized</td>
<td>• Insensitive</td>
</tr>
<tr>
<td></td>
<td>• Efficient</td>
<td>• Ruthless</td>
</tr>
<tr>
<td></td>
<td>• Intense</td>
<td>• Critical</td>
</tr>
<tr>
<td></td>
<td>• Pragmatic</td>
<td>• Short-Ranged</td>
</tr>
<tr>
<td></td>
<td>• Determined</td>
<td>• Untrustworthy</td>
</tr>
<tr>
<td></td>
<td>• Directional</td>
<td>• Self-Centered</td>
</tr>
<tr>
<td></td>
<td>• Objective</td>
<td>• Domineering</td>
</tr>
<tr>
<td></td>
<td>• Competitive</td>
<td>• Acts Before Thinking</td>
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</table>
## Balancing Intent vs. Perception

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<tr>
<th>INTERPERSONAL STYLE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>• Idea Oriented</td>
<td>• Unrealistic</td>
</tr>
<tr>
<td></td>
<td>• Creative</td>
<td>• Shallow</td>
</tr>
<tr>
<td></td>
<td>• Enthusiastic</td>
<td>• Phony</td>
</tr>
<tr>
<td></td>
<td>• Personable</td>
<td>• Lacks Follow-thru</td>
</tr>
<tr>
<td></td>
<td>• Expressive</td>
<td>• Far-Out</td>
</tr>
<tr>
<td></td>
<td>• Stimulating</td>
<td>• Scattered</td>
</tr>
<tr>
<td></td>
<td>• Energetic</td>
<td>• Out of Touch</td>
</tr>
<tr>
<td></td>
<td>• Spontaneous</td>
<td>• Impractical</td>
</tr>
</tbody>
</table>
## Balancing Intent vs. Perception

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<thead>
<tr>
<th>INTERPERSONAL STYLE</th>
<th>INTENT</th>
<th>PERCEPTION</th>
</tr>
</thead>
</table>
| Steady              | • People Oriented  
                       |   • Loyal  
                       |   • Team Player  
                       |   • Accepting  
                       |   • Cooperative  
                       |   • Friendly  
                       |   • Empathetic   | • Unbusinesslike  
                       |                       | • Wishy-washy  
                       |                       | • Gutless  
                       |                       | • Time Waster  
                       |                       | • Lacks Focus  
                       |                       | • Impulsive  
                       |                       | • Manipulative  
                       |                       | • Sentimental  
                       |                       | • Subjective  
                       |                       | • Emotional       |
# Balancing Intent vs. Perception

<table>
<thead>
<tr>
<th>INTERPERSONAL STYLE</th>
<th>INTENT</th>
<th>PERCEPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed</td>
<td>• Task Oriented • Precise • Thorough • Inquisitive • Persistent • Prudent • Stabilizing • Rational • Objective • Introspective</td>
<td>• Stubborn • Impractical • Picky • Dull &amp; Boring • Remote • Unapproachable • Perfectionist • Indecisive • Overly Cautious • Too Serious • Rigid</td>
</tr>
</tbody>
</table>
Interpersonal Dynamics

Complementing Style Differences

Be More/Less ASSERTIVE       Be More/Less RECEPTIVE

SHARING POWER & CONTROL

Be More/Less RESPONSIVE      Be More/Less RESERVED

SHIFTING LEVEL OF EMOTION & COMFORT
TRUST

The Glue of Interpersonal Relationships

5 Factors Impact Interpersonal TRUST:

1. Life & Work Experiences
2. Interpersonal Skills & Relationship History
3. Beliefs & Cultural Norms
4. Individual Attitudes & Behaviors
5. Past & Present Situational Data
TRUST
The Glue of Interpersonal Relationships

How Do YOU Define TRUST?

RELIABILITY
CANDOR

OPENNESS
ACCEPTANCE
Effective Interpersonal Interactions

Forceful Interpersonal Style Needs (Results-Driven):

- **Motives:** Authority, challenges, prestige, freedom, variety, assignments with growth, “bottom-line” or impact approaches, opportunities for control, advancement, independence:
  - Provide direct answers -- Brief and to the point.
  - Ask “what” questions -- Avoid “how-to”.
  - Stick to results and outcomes.
  - Allow for results often independent of methods.
  - Agree with facts not feelings.
  - Deal with deadlines and restrictions immediately as they apply to end results.
Effective Interpersonal Interactions

Social Interpersonal Style Needs (Influence-Driven):

- **Motives:** Social recognition, popularity, people to talk to, freedom from control and details, favorable work conditions, recognition of talents, chance to motivate, inclusion by others:
  
  - Provide a friendly and warm environment
  - Allow to verbalize ideas
  - Push into action
  - Provide time for stimulation and social activities
  - Provide details in writing
  - Provide interactive or participative relationships
  - Provide incentives for taking risks
Effective Interpersonal Interactions

Steady Interpersonal Style Needs (Support-Driven):

- **Motives:** Security of situations, time for adjustments & change, appreciation, identification with group, repetition, limited scope of responsibility, areas of specialization:
  - Provide a sincere and personal environment
  - Provide a sincere interest in them as a person
  - Focus on “HOW” to help clarify issues.
  - Be patient in getting to goals.
  - Be non-threatening when presenting change.
  - Clearly define goals, role, relationships, and procedures.
  - Provide personal assurance of follow-up.
  - Emphasize team contributions.
Effective Interpersonal Interactions

Detailed Interpersonal Style Needs (Cautious/Compliant Driven):

- **Motives:** Personal autonomy, planned change, personal attention, focuses on detail, exact job and assignment descriptions, controlled work environment, precise expectations:
  - Take time to prepare
  - Provide pro’s and con’s of all issues
  - Support ideas with information and data
  - Be accurate
  - No surprises
  - Provide exact job descriptions with details
  - Be systematic and routine
  - Be specific  --  Avoid global issues
  - Be patient, persistent, and diplomatic.
1. Know your own style of interpersonal behavior & communication.

2. Know your intrapersonal behaviors – Be Emotionally Mature!

3. Work to build TRUST.

4. Understand how you may be perceived by RECOGNIZING the IMPACT of your interpersonal communication behaviors and style on others.

5. Recognize the four (4) basic Interpersonal Styles in others.

6. Know when to ADAPT: Be flexible!

7. Give up POWER & CONTROL when you need to do so!

8. Shift your Level of EMOTIONS & COMFORT to help others!

9. AVOID putting people in boxes. All styles are NOT similar!

10. Evaluate your approach to interpersonal behaviors on a regular basis.
Guidelines for Building TRUST

TRUST Yourself

TRUST Others

Be TRUSTWORTHY

LEAD THE WAY!