Preface  xxv

PART I: SELF-AWARENESS  1

CHAPTER 1 Skills: An Introduction  1

Interpersonal Skills and Effective Management Behavior  1

Behaviors  1
Motivation  2
Skills  2

The Need for Skills Training  3

Defining the Key Interpersonal Skills  3

Learning the Skills  4

Can Interpersonal Skills Be Taught?  4

The Importance of Teaching Skills  5

How Do You Teach Skills?  5

Guidelines for Participating in Chapter Exercises  7

Summary and Coming Attractions  8

CHAPTER 2 Self-Awareness: A Point of Departure  11

Self-Assessment Exercise: Assessing Your Self-Awareness  11

Scoring and Interpretation  12

Skill Concepts  12

Why Increase Your Self-Awareness?  12

How to Increase Your Self-Awareness  13

Self-Awareness Questionnaires (SAQ)  17

SAQ 1: Learning Style  17

SAQ 2: Interpersonal Needs Questionnaire (FIRO-B)  20

SAQ 3: Assertiveness Questionnaire  24

SAQ 4: The Big Five Locator Questionnaire  26

SAQ 5: Cognitive Style  30
CHAPTER 4  Applying Emotional Intelligence  55

Self-Assessment Exercise: What's Your Emotional Intelligence?  55
  Scoring  56
  Interpretation  56

Skill Concepts  56
  What is Emotional Intelligence?  56
  Emotional Competence  57
  Self and Other Dimensions of EI  57
  What Research Tells Us about EI  58
  What Can You Do To Apply EI?  59

Concept Quiz  61

Behavioral Checklist  62

Modeling Exercise  62
  Changes in Company Travel Policy  62

Observer's Rating Sheet  65

Group Exercises  66
  Group Exercise 1: Action/Reaction  66
  Group Exercise 2: Thinking It Through and Talking It Over  67
  Group Exercise 3: Head versus Heart  68
  Questions for Group Discussion  68

Summary Checklist  69
  Application Questions  69
  Reinforcement Exercises  69
  Action Plan  70

PART II:  COMMUNICATING  73

CHAPTER 5  Sending Interpersonal Messages  73

Self-Assessment Exercise: What Are My Message-Sending Habits?  73
  Scoring and Interpretation  74

Skill Concepts  74
  How Do People Communicate?  74
  What Skills Are Required to Send Messages Effectively?  75

Concept Quiz  78

Behavioral Checklist  79
CHAPTER 7 Providing Feedback 107
Self-Assessment Exercise: My Feedback Style 107
   Scoring and Interpretation 107
Skill Concepts 107
   The Value of Feedback 108
   Positive versus Negative Feedback 108
   What We Know about Providing Feedback 109
Concept Quiz 110
Behavioral Checklist 111
Modeling Exercise 111
   How Is Your Instructor Doing? 111
   Instructions 111
   Debriefing 112
Observer’s Rating Sheet 113
Group Exercises 114
   Group Exercise 1: Reviewing the Resident Manager 114
   Group Exercise 2: McDonald’s on Probation 115
   Group Exercise 3: Reining in Barry 116
Observer’s Rating Sheet 118
Summary Checklist 119
   Application Questions 119
   Reinforcement Exercises 119
   Action Plan 120

CHAPTER 8 Communicating Across Cultures 122
Self-Assessment Exercise: How Well Do I Communicate with People from Different Cultures? 122
   Scoring and Interpretation 122
Skill Concepts 123
Global Cultural Differences 123
   Different Cultures Interpret, Behave, and Interact Differently 123
   The Same Words Mean Different Things to People from Different Cultures 123
   The Same Nonverbal Behavior Means Different Things to People from Different Cultures 123
   Stereotypes Can Cause Misunderstanding 124
Gender Differences 124
Guidelines for Improving Cross-Cultural Communication 125
Assume Differences until Similarity is Proven 125
Emphasize Description Rather than Interpretation or Evaluation 125
Empathize with the Person from Another Culture 125
Treat Your Interpretations as Guesses Until You Can Confirm Them 125

Concept Quiz 126
Behavioral Checklist 126
Modeling Exercise 127
The Jimmy Lincoln Case 127
Worksheet: Jimmy Lincoln Decision 129
Observer’s Rating Sheet 130
Group Exercises 131
Group Exercise 1: What Just Happened? 131
Observer’s Rating Sheet 133
Group Exercise 2: Being Less Direct 134
Group Exercise 3: The Good Worker 134
Summary Checklist 135
Application Questions 136
Reinforcement Exercises 136
Action Plan 136

PART III: MOTIVATING 139
CHAPTER 9 Goal Setting 139
Self-Assessment Exercise: Setting Goals for Subordinates 139
Scoring and Interpretation 139
Skill Concepts 140
The Basics of Effective Goals 140
How to Set Goals 141
Obtaining Goal Commitment 142
Concept Quiz 144
Behavioral Checklist 144
Modeling Exercise 145
Setting Goals at State Bank of Vermont 145
Observer’s Rating Sheet 147
Specific Political Strategies  196

Considering the Cost–Benefit Equation  197

Concept Quiz  197
Behavioral Checklist  198
Modeling Exercise  198

The Truck-Trading Problem  198

Observer’s Rating Sheet  201
Group Exercises  202

Group Exercise 1: The Bill and Mary Show: Bendix to Morrison Knudsen  202

Reader’s Rating Sheet  204

Group Exercise 2: The Savemore Corporation  205

Group Exercise 3: The New Superintendent  208

Summary Checklist  210

Application Questions  210
Reinforcement Exercises  210
Action Plan  211

CHAPTER 13 Persuading  213

Self-Assessment Exercise: How I Persuade  213

Scoring and Interpretation  213

Skill Concepts  214

What Is Persuasion?  214
Persuasion Strategies  215
Persuasion Tactics  216

Improving Your Persuasive Skills  217

Applying Persuasive Skills in Formal Presentations  219

Concept Quiz  221
Behavioral Checklist  221
Modeling Exercise  222

The Grade Change  222

Observer’s Rating Sheet  223
Group Exercises  224

Group Exercise 1: Personal Persuasion  224

Group Exercise 2: Making Formal Persuasive Presentations  224

Observer’s Rating Sheet  225

Group Exercise 3: Trust Walk  226
Summary Checklist 226

Application Questions 226

Reinforcement Exercises 227

Action Plan 227

CHAPTER 14 Applying Leadership Style 229

Self-Assessment Exercise: What Kind of Leader Am I? 229

Scoring and Interpretation 229

Skill Concepts 230

Leader Behaviors and Styles 230

Followers 231

Situational Variables 233

Concept Quiz 234

Behavioral Checklist 235

Modeling Exercise 235

Leading the Cobra Development Team 235

Observer's Rating Sheet 238

Group Exercises 239

Group Exercise 1: Choosing an Appropriate Leadership Style 239

Group Exercise 2: Leader Adaptability Exercise 241

Group Exercise 3: Case of the Tough Assignment 242

Summary Checklist 243

Application Questions 243

Reinforcement Exercises 243

Action Plan 244

CHAPTER 15 Managing Change 246

Self-Assessment Exercise: Are You a Change Leader? 246

Scoring and Interpretation 246

Skill Concepts 247

The Phases of Planned Change 247

Skills for Promoting Change 248

Skills for Overcoming Resistance to Change 250

Sources of Resistance to Change 250

Strategies to Overcome the Resistance to Change 251

When Might Resistance to Change Be Helpful? 252
PART V: TEAMING 267

CHAPTER 16 Working With Teams 267


Scoring and Interpretation 267

Skill Concepts 267

Characteristics of High-Performing Teams 268

Small Size 268

Complementary Skills 268

Common Purpose 269

Specific Goals 269

Common Approach 269

Mutual Accountability 269

Obstacles to Effective Teamwork 270

A Weak Sense of Direction 270

Infighting 270

Shirking of Responsibilities 270

Lack of Trust 270

Critical Skills Gaps 270

Lack of External Support 270
PART VI: PROBLEM SOLVING 299

CHAPTER 18 Ethical Decision Making 299

Self-Assessment Exercise: How Do My Ethics Rate? 299

Scoring and Interpretation 299

Skill Concepts 300

Why Is Ethics Important? 300

Guidelines for Applying Ethical Guideposts to Decisions 301

Ethical Screening 302

Concept Quiz 303

Behavioral Checklist 304

Modeling Exercise 304

Competing Ethical Criteria 304

Observer’s Rating Sheet 306

Group Exercises 307

Group Exercise 1: West Oceans Bank 307

Observer’s Rating Sheet 309

Group Exercise 2: Mini-Cases 310

Group Exercise 3: Anticipating Ethical Conflict 311

Summary Checklist 312

Application Questions 313

Reinforcement Exercises 313

Action Plan 313
CHAPTER 19 Creative Problem Solving 315

Self-Assessment Exercise: How creative are you? 315

Scoring and Interpretation 315

Skill Concepts 316

What Are the Steps for Interpersonal Problem Solving? 316

Problem Awareness 316

Problem Definition 318

Decision Making 318

Action Plan Implementation 319

Follow-Through 320

How can Creativity be Encouraged? 321

Concept Quiz 322

Behavioral Checklist 322

Modeling Exercise 323

Problems Everywhere 323

Observer’s Rating Sheet 324

Group Exercises 325

Group Exercise 1: Dealing with Academic Dishonesty 325

Group Exercise 2: The Copying Machine 326

Group Exercise 3: How to Get a Date 327

Summary Checklist 327

Application Questions 328

Reinforcement Exercises 328

Action Plan 328

CHAPTER 20 Resolving Conflicts 330


Scoring and Interpretation 331

Skill Concepts 332

Resolving Conflicts Relies on Other Interpersonal Skills 332

Key Conflict Management Skills 332

Concept Quiz 335

Behavioral Checklist 336

Modeling Exercise 336

New Hire in an Old Culture 336
CHAPTER 21 Negotiating 349

Self-Assessment Exercise: How Do I Negotiate? 349

Scoring and Interpretation 349

Skill Concepts 349

Bargaining Strategies 350

Guidelines for Effective Negotiating 351

Concept Quiz 352

Behavioral Checklist 353

Modeling Exercise 353

What's a Fair Pay Increase for Lisa? 353

Observer’s Rating Sheet 355

Group Exercises 356

Group Exercise 1: Who Gets the Overtime? 356

Observer’s Rating Sheet 358

Group Exercise 2: The Used Car Negotiation 359

Observer’s Rating Sheet 361

Group Exercise 3: Neighbors 362

Observer’s Rating Sheet 364

Summary Checklist 365

Application Questions 365

Reinforcement Exercises 365

Action Plan 366
PART VII: INTEGRATING EXERCISES 367

Skill Assessment Review 367
Integrative Exercises 367

Integrating Exercise 1: Chris Amon and Lee Petty 368
Evaluation Sheet for Chris Amon 373
Evaluation Sheet for Lee Petty 376

Integrating Exercise 2: Team Meeting Demonstration 378
Evaluation Sheet for Team Meeting Demonstration 380
Future Action Plans 383

APPENDIX Exercise Guidelines and Materials 385

INDEX 391