

MARK **S** KENNY

Interpersonal Savvy: Making an Impact

MARKSKENNY.COM | MARK@MARKSKENNY.COM

Interpersonal Savvy

Relating openly and comfortably
with diverse groups of people.

Skilled Behaviors: Interpersonal Savvy

- ✓ Relates comfortably with people across levels, functions, culture, and geography.
- ✓ Acts with diplomacy and tact.
- ✓ Builds rapport in an open, friendly, and accepting way.
- ✓ Builds constructive relationships with people both similar and different to self.
- ✓ Picks up on interpersonal and group dynamics

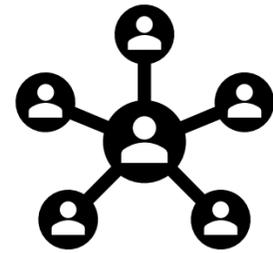
Less Skilled Behaviors: Interpersonal Savvy

- ✓ Builds few relationships.
- ✓ Engages with people in immediate work area only.
- ✓ Is uncomfortable when interacting with people different from self.
- ✓ Expresses points of view in a blunt or insensitive manner.
- ✓ Shows little interest in others' needs.

Possible Causes of Lesser Skill

- ✓ Can't handle disagreement and attacks.
- ✓ Defensive in the face of criticism.
- ✓ Doesn't know what to do.
- ✓ Judgmental, rigid.
- ✓ Arrogant.
- ✓ Insensitive to others.
- ✓ Poor listening skills.
- ✓ Poor time management; too busy.
- ✓ Shy; lacks self-confidence.
- ✓ Too intense; can't relax.
- ✓ Unsure of working with different types of people.
- ✓ Difficulties reading office politics or social cues.

Our Agenda



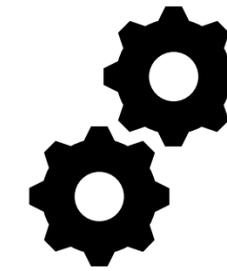
Reframe How
We Connect
with Others



Reset How
We Listen to
Others



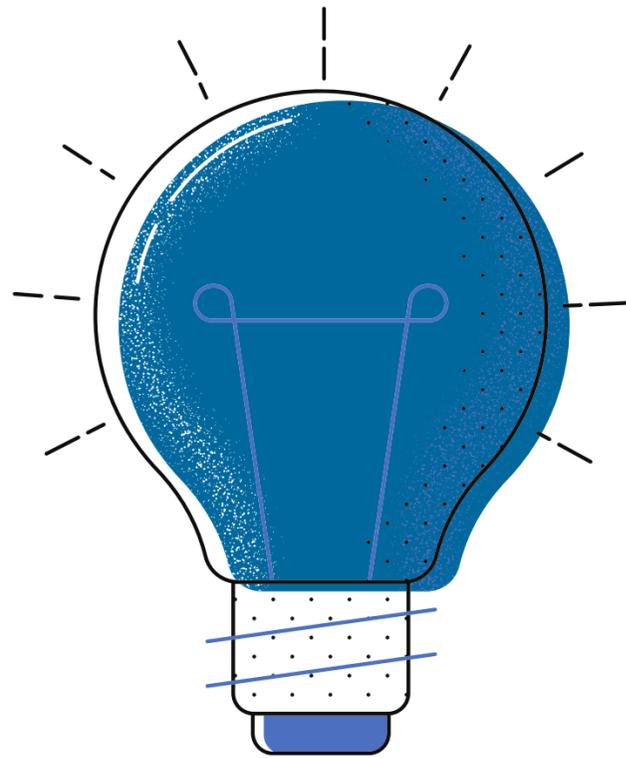
Understand
Group and
Interpersonal
Dynamics



Tips and
Situations

Analyze a Situation

Write down a brief description of an interaction you had with someone else that did not go as you wanted. It could have had a poor outcome or you just didn't feel confident. Choose a situation that occurred in the past or that you are dealing with in the present.



Our Agenda



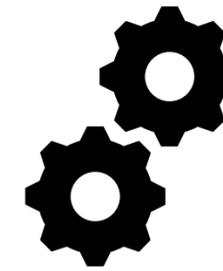
Reframe How
We Connect
with Others



Reset How
We Listen to
Others

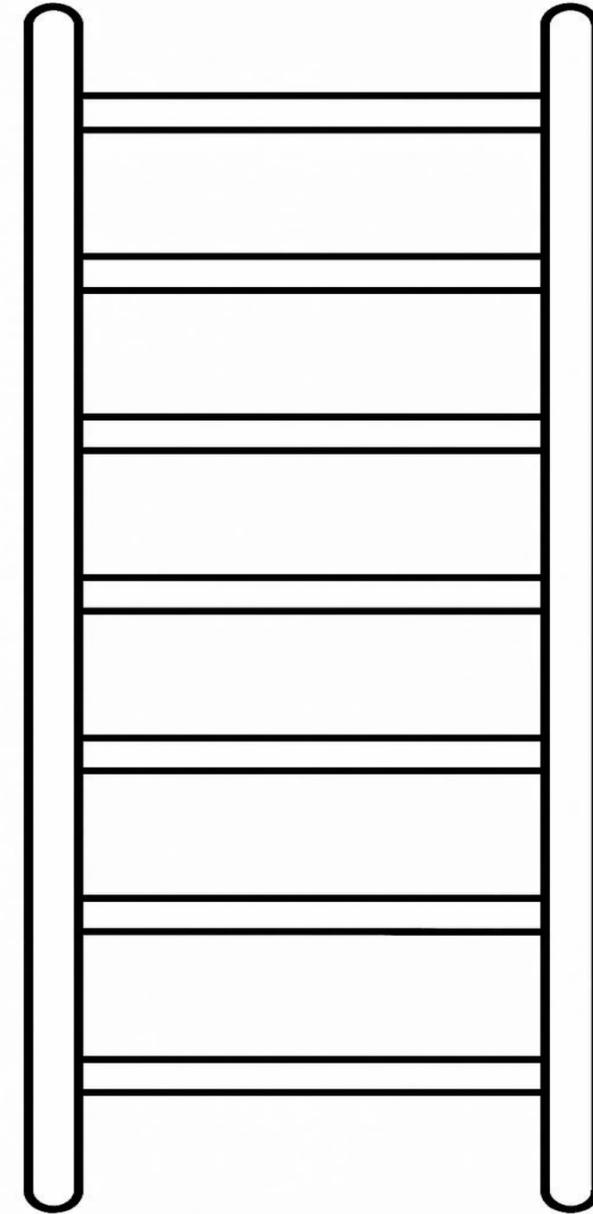


Understand
Group and
Interpersonal
Dynamics



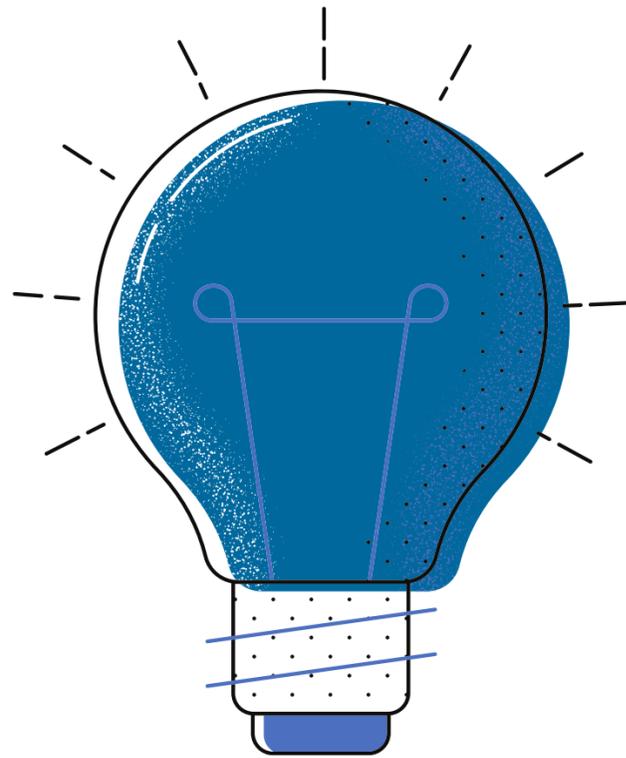
Tips and
Situations

The Ladder of Inference



Apply to Your Situation

Answer the following questions about your situation:



1. Were you looking at the other person in the interaction through their utility or humanity?
2. What exactly was said or done?
3. What meaning did you assign to their actions?
4. What assumptions did you make?
5. How did that affect your behaviors?
6. Could there be another explanation?



Reflection

What has caught your attention so far?

Our Agenda



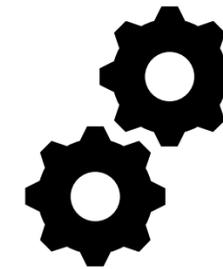
Reframe How
We Connect
with Others



Reset How
We Listen to
Others



Understand
Group and
Interpersonal
Dynamics



Tips and
Situations

Flawed Strategy

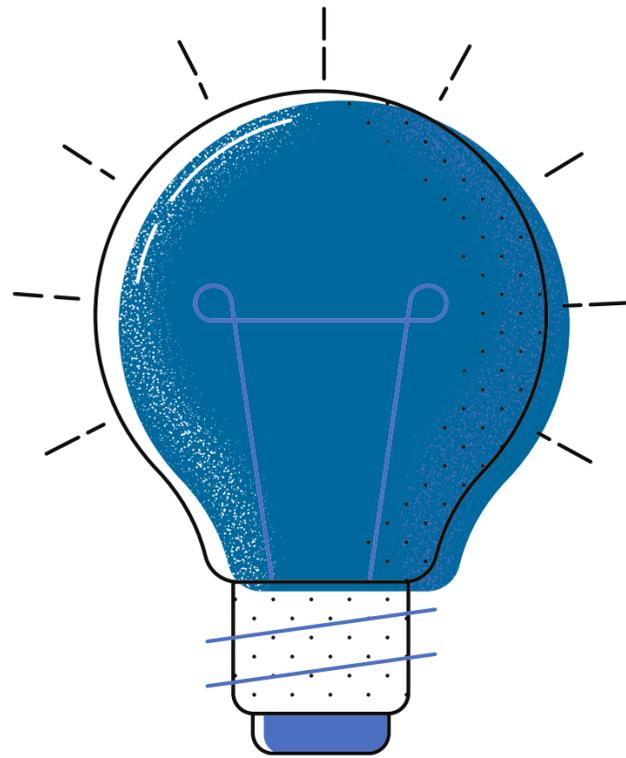
Trying to get others to do
something we want them to do.

New Strategy

Helping them get, do, or be what they cannot, or will not, get do, or be for themselves.

Apply to Your Situation

Answer the following questions about your situation:



1. What was your strategy? (Trying to get them to do something we want them to do? OR Helping them get, do, or be what they cannot or will not themselves.)
2. What are 1-2 practical ways you could get to know them better?
3. How could you offer service or take action on their behalf?



Reflection

What insights are beginning to emerge about yourself?

Our Agenda



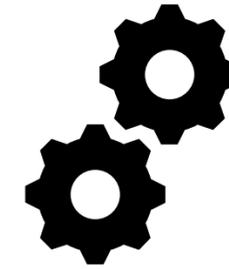
Reframe How
We Connect
with Others



Reset How
We Listen to
Others



Understand
Group and
Interpersonal
Dynamics



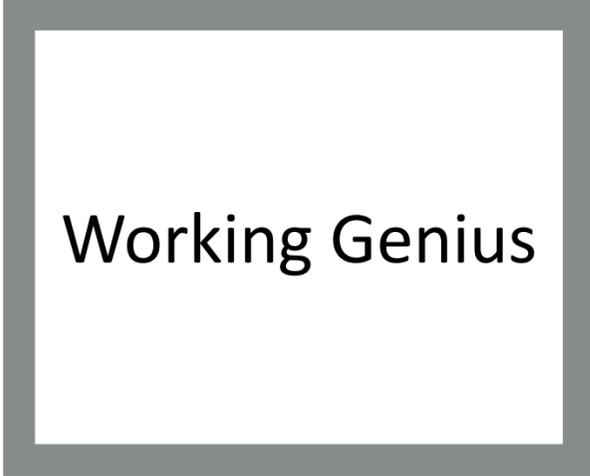
Tips and
Situations

Tools to Understand Individual and Group Dynamics

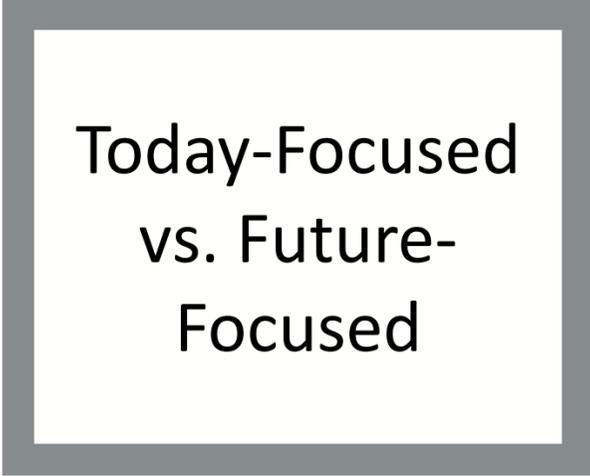
Use the following tools to understand individual and group dynamics.



Communication
Styles



Working Genius



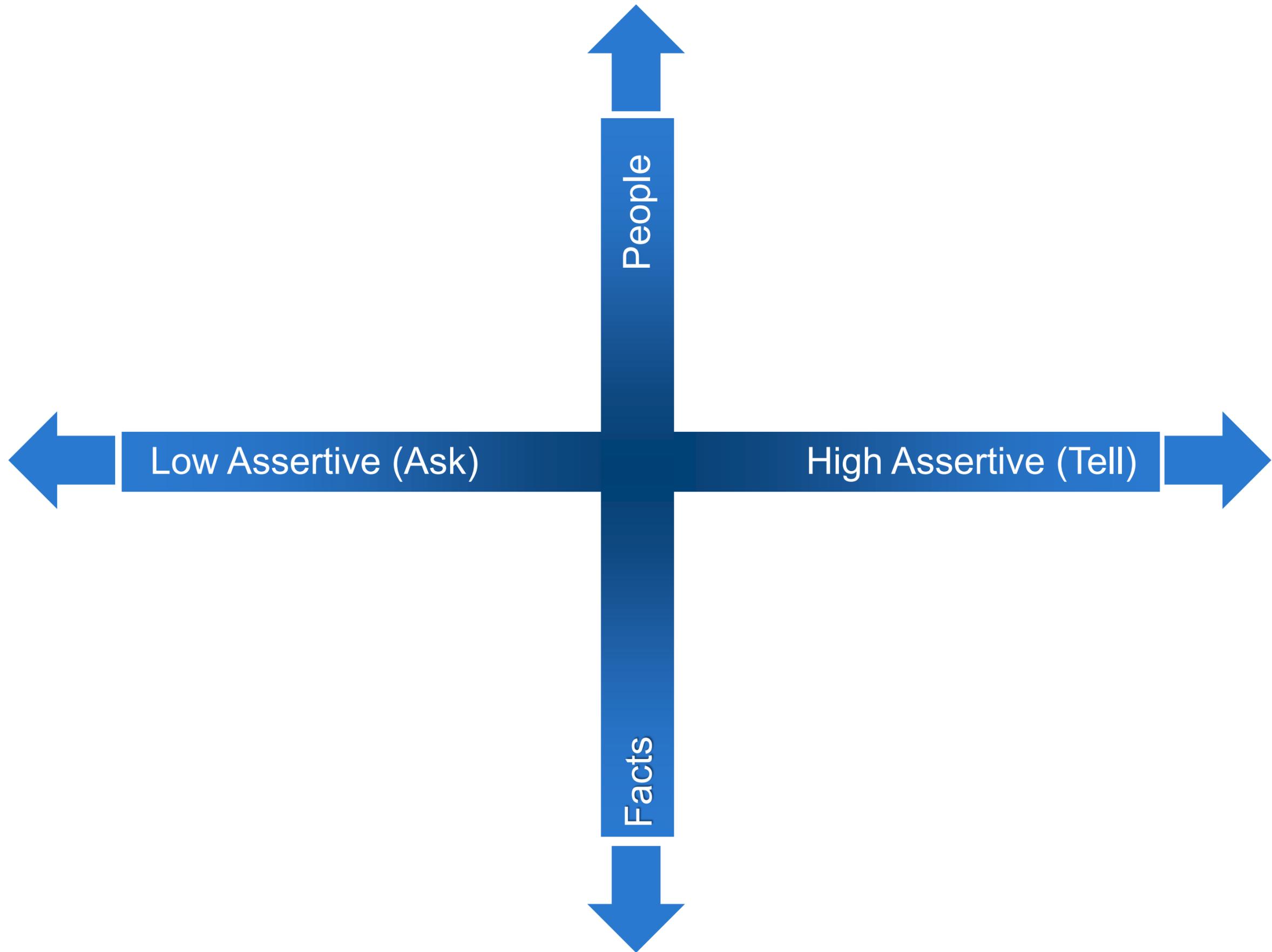
Today-Focused
vs. Future-
Focused

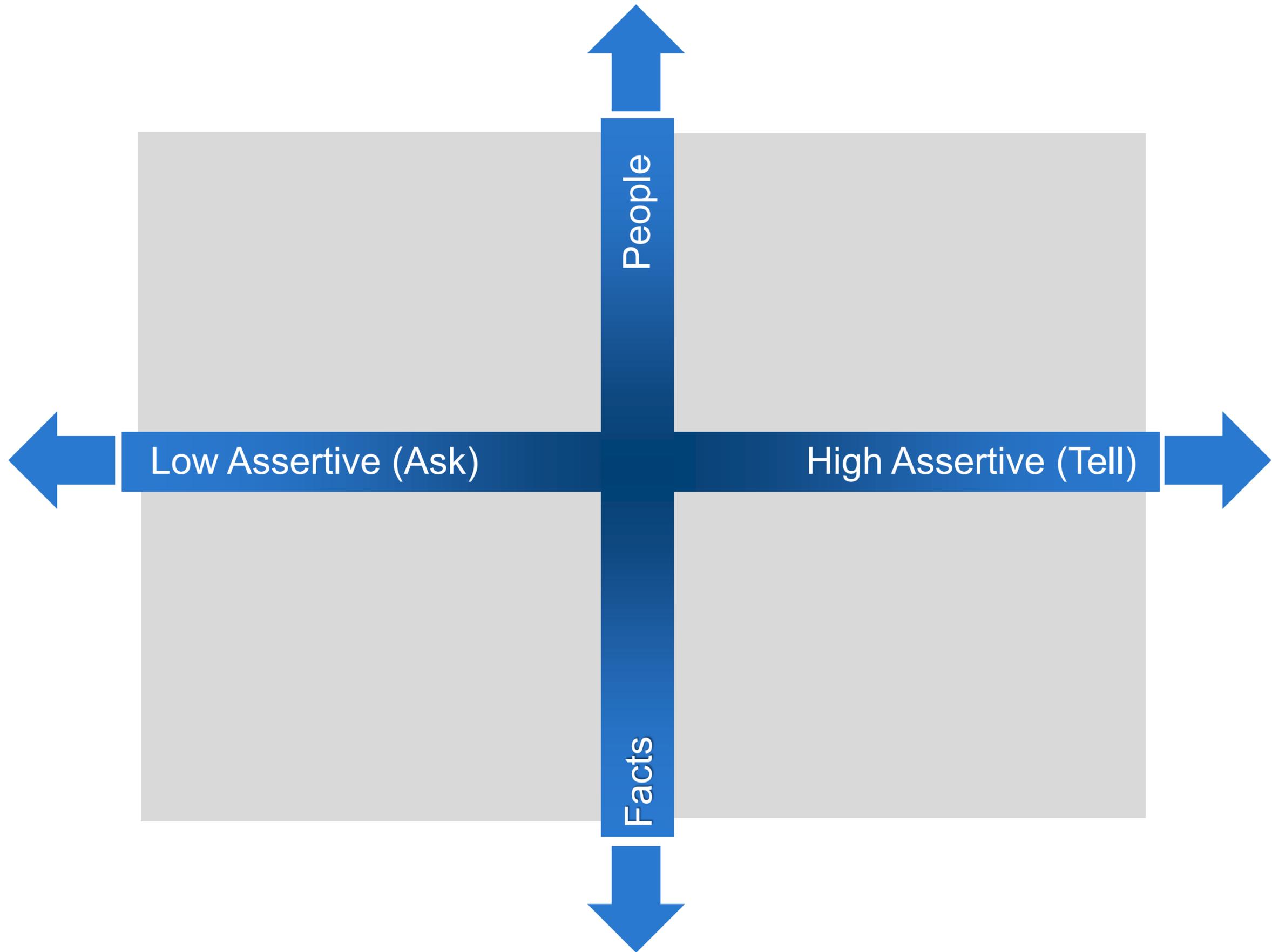
MARK **S** KENNY

Communication Styles







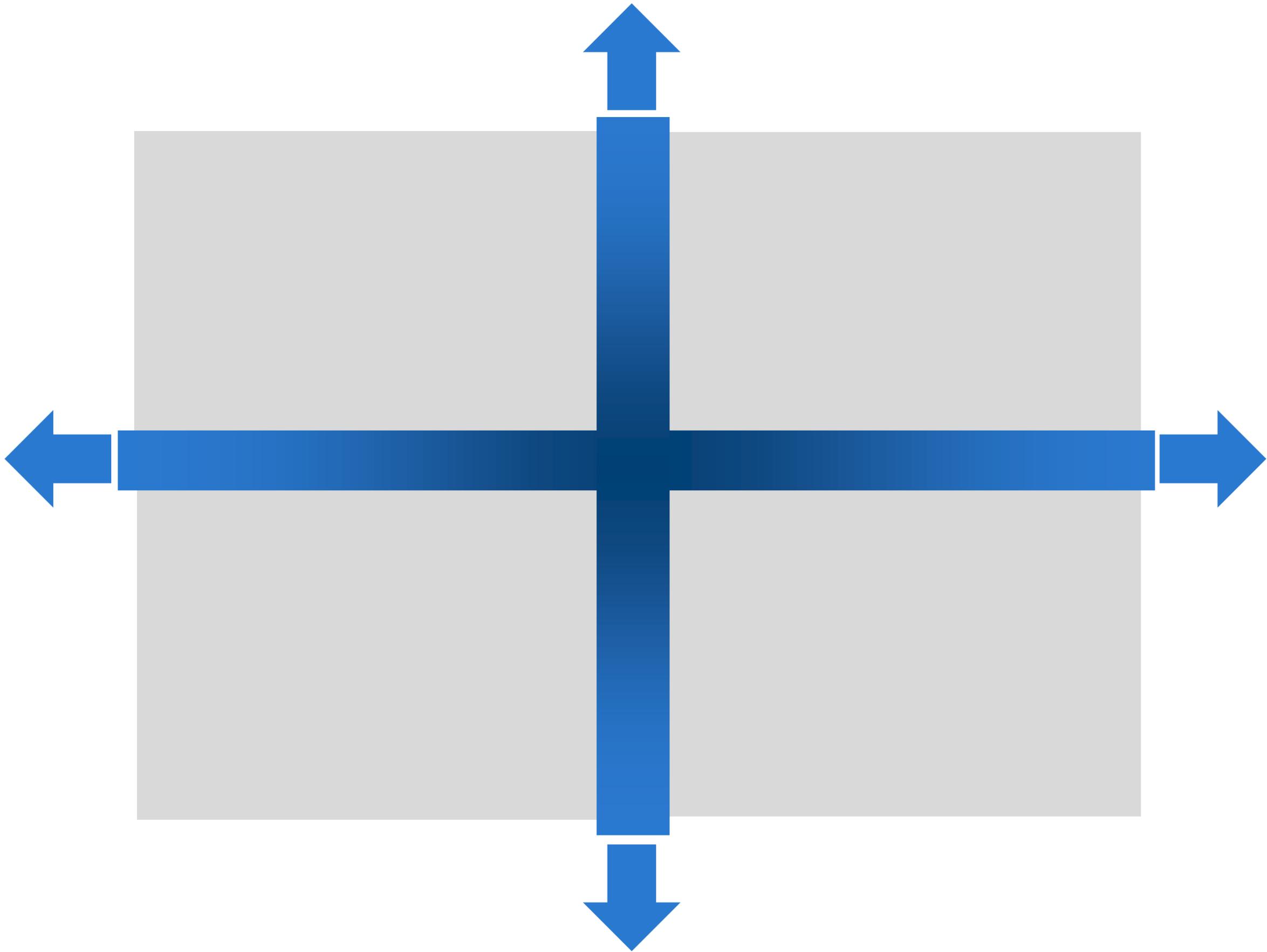


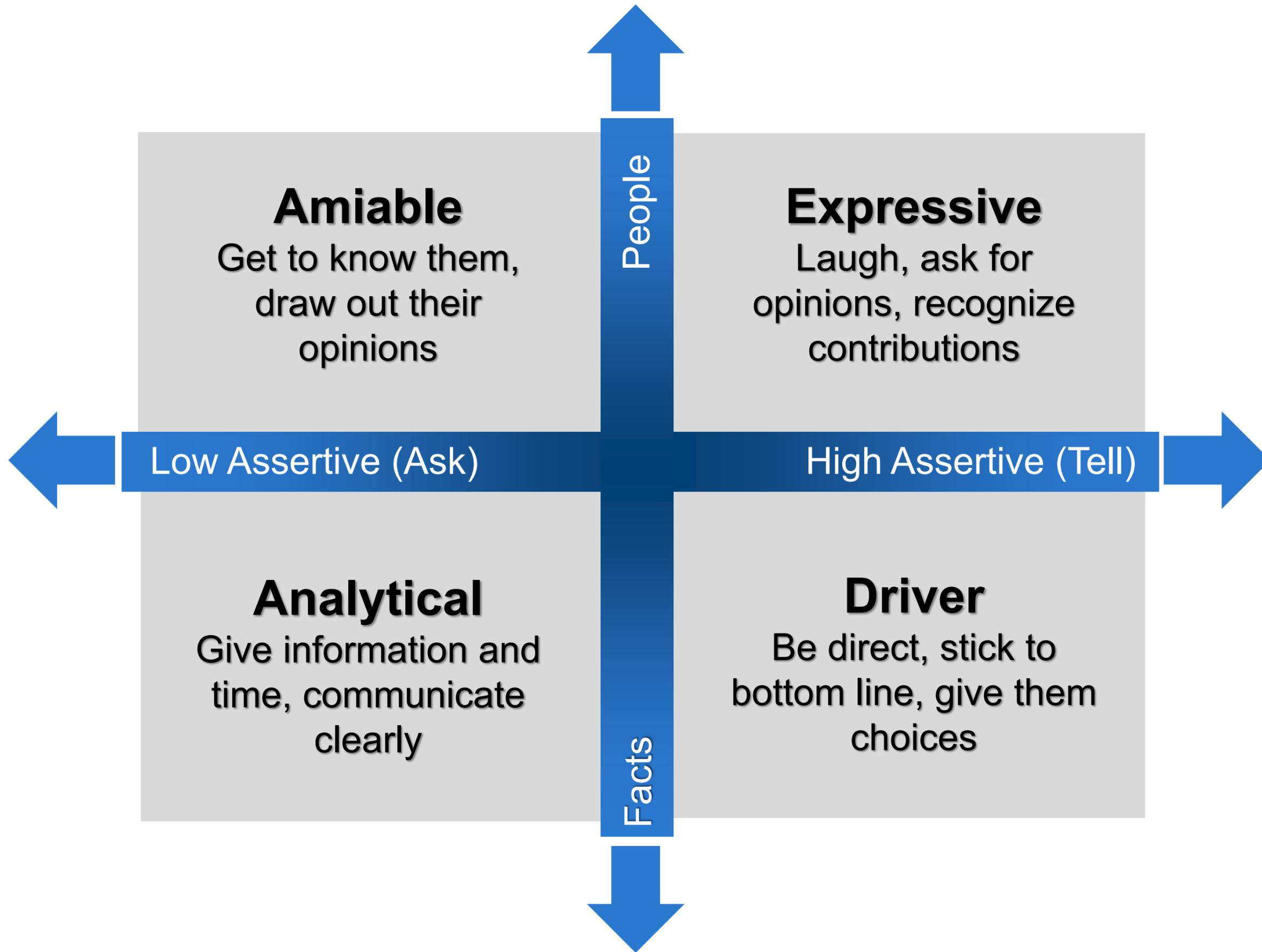
People

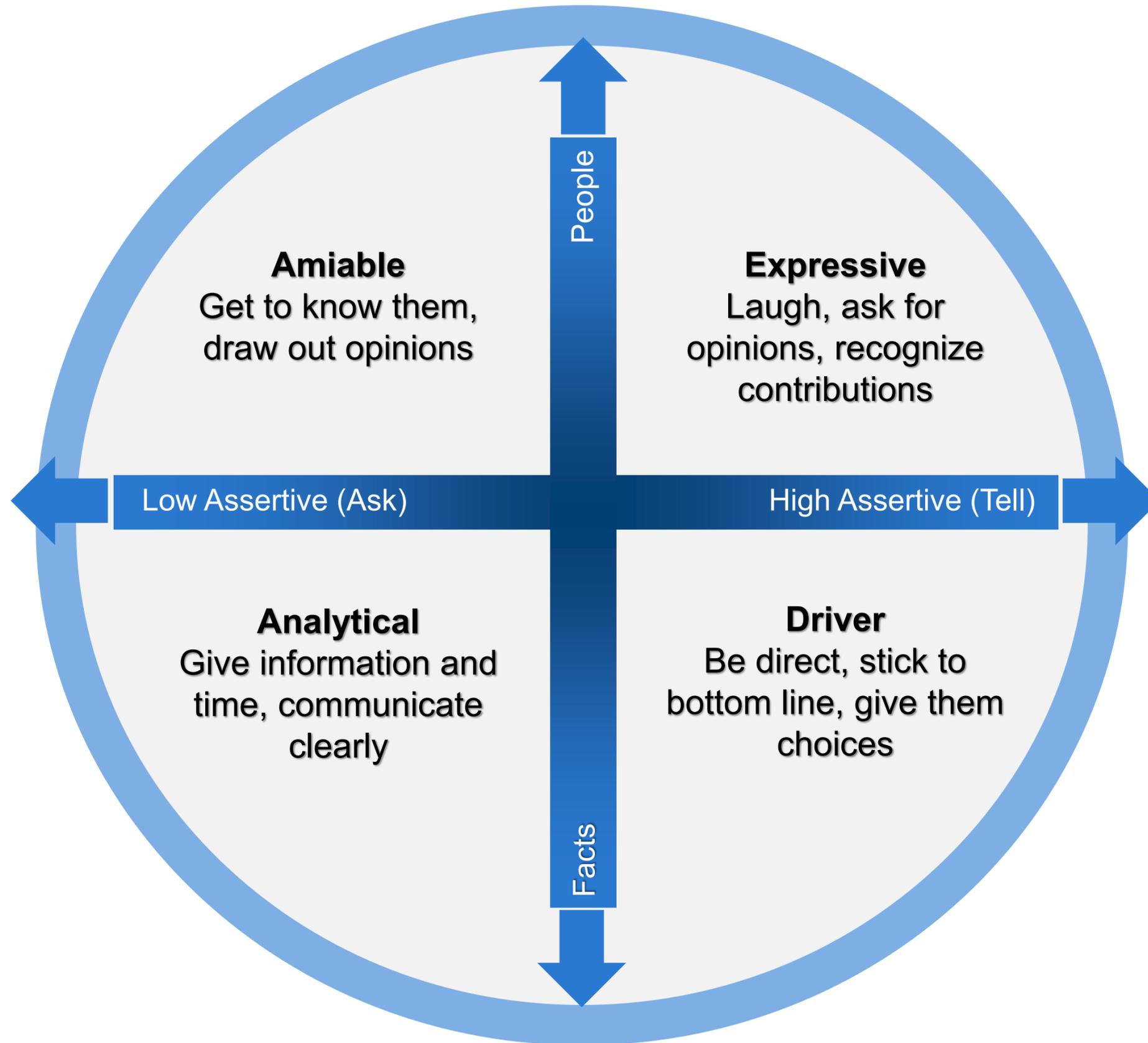
Low Assertive (Ask)

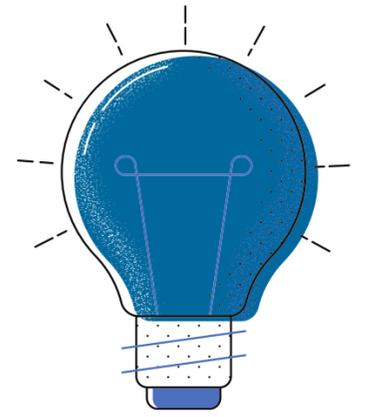
High Assertive (Tell)

Facts



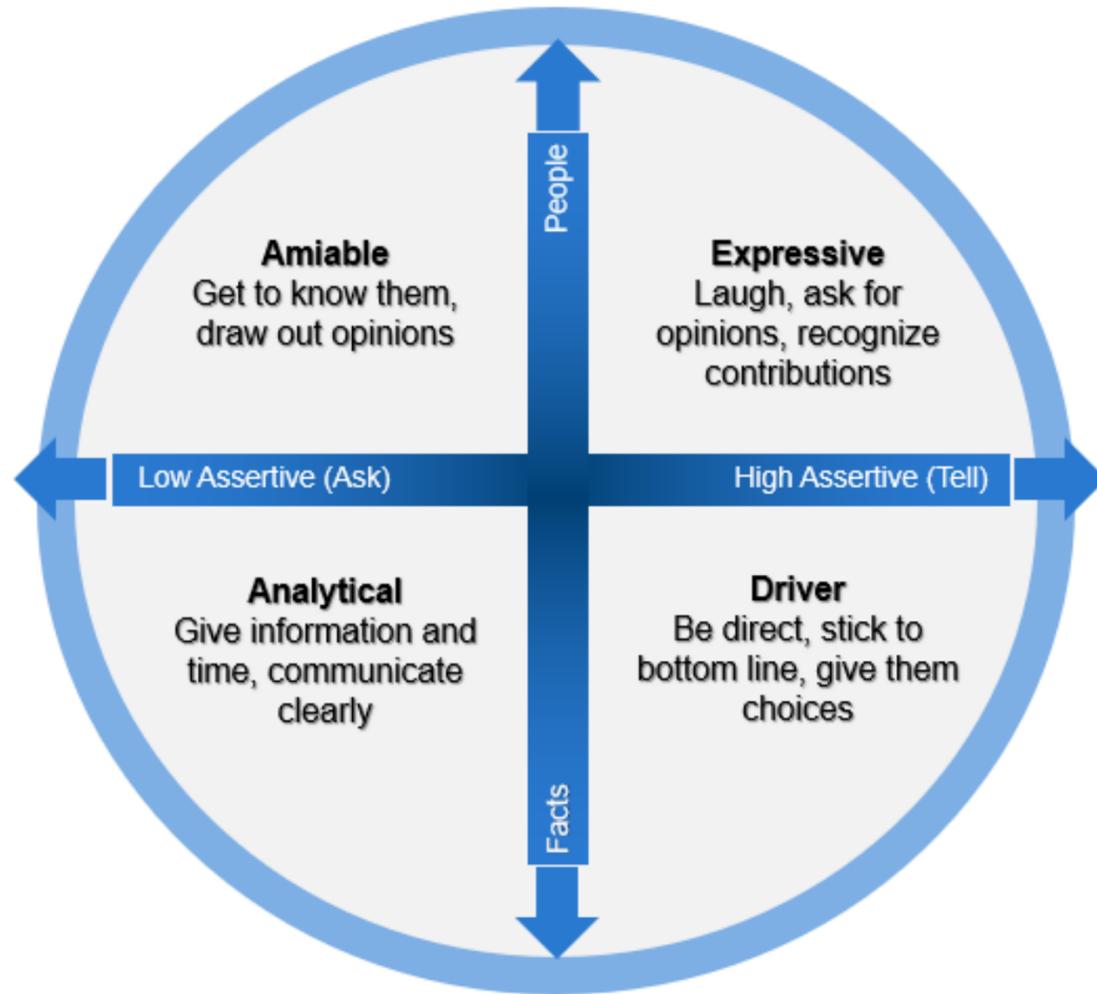


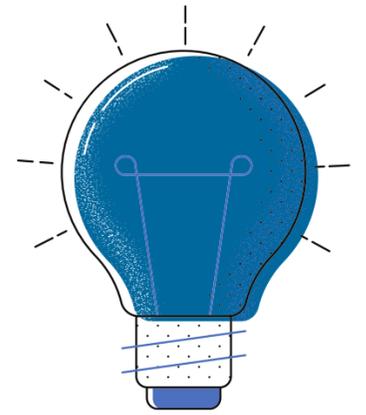




Exercise

Break up into groups, based on your dominant style.



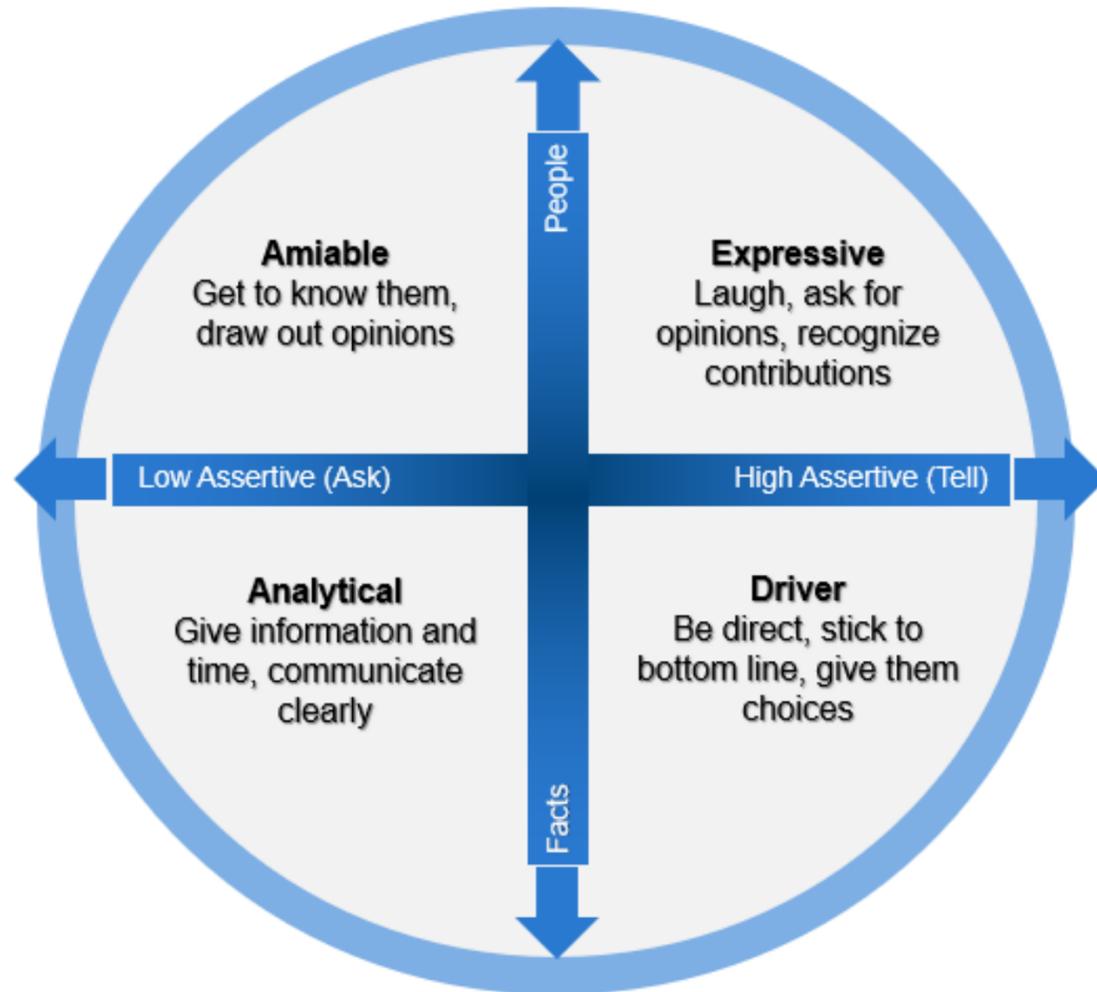


Exercise

For your group's dominant style, answer these questions. Be ready to share.

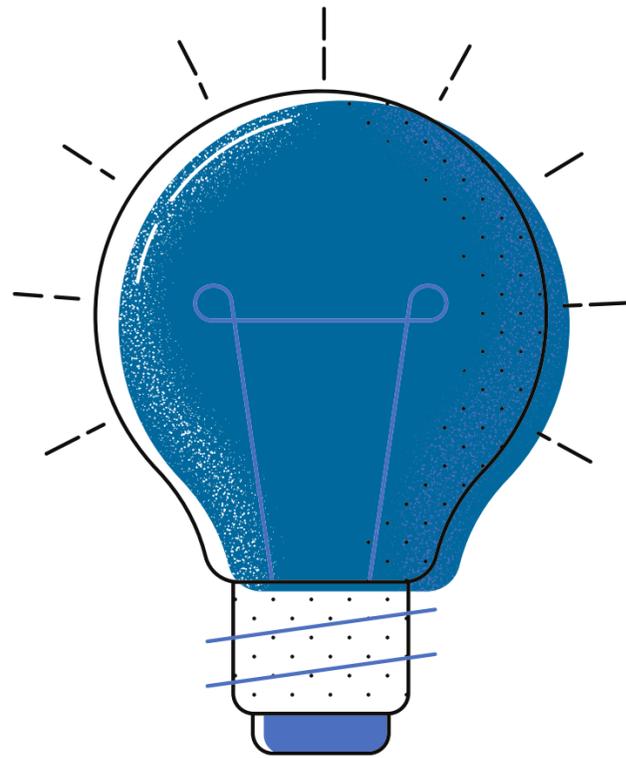
How do you want others to engage with you:

- With a problem
- In a conflict
- or In a team meeting



Apply to Your Situation

Answer the following questions about your situation:



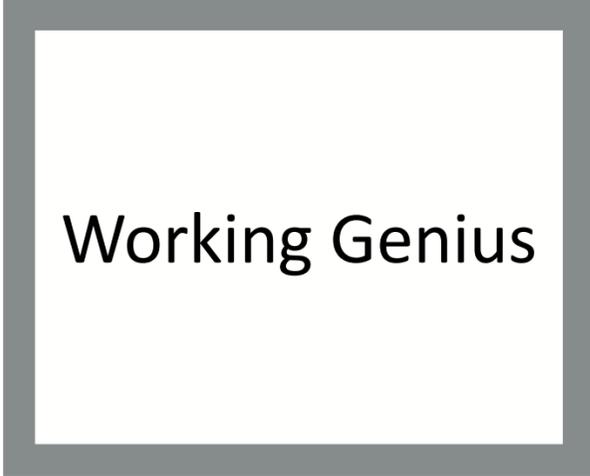
1. What is your preferred style?
2. What do you think is their preferred style?
3. How could you flex your behaviors to their style?

Tools to Understand Individual and Group Dynamics

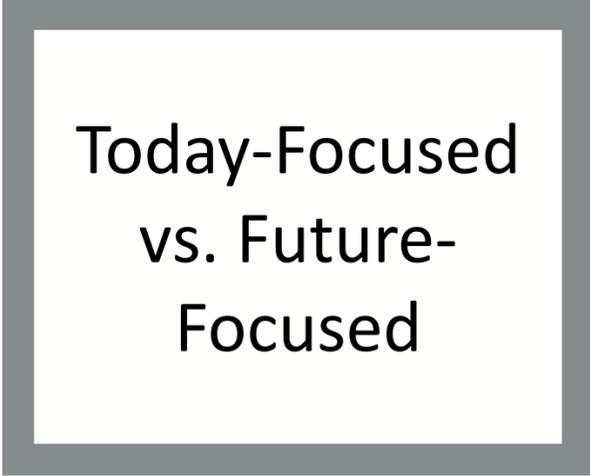
Use the following tools to understand individual and group dynamics.



Communication
Styles



Working Genius



Today-Focused
vs. Future-
Focused

MARK **S** KENNY

Working Genius



On Your Own

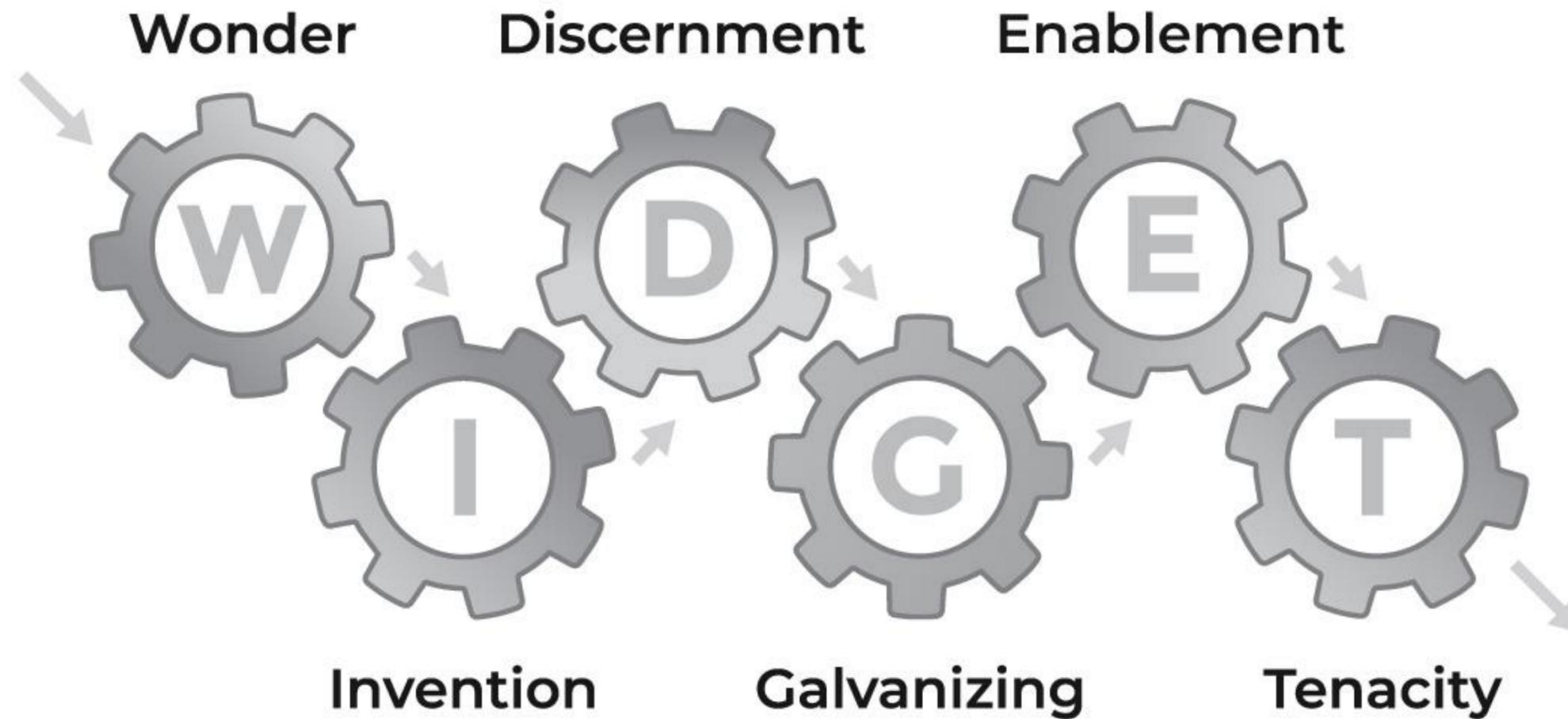
- ⚙️ Think about a time in the past few weeks when you were doing work that drained you. There was frustration instead of joy and fulfillment.
- ⚙️ Now think about a time in the past few weeks that gave you joy and fulfillment. You were energized while you were doing the work.



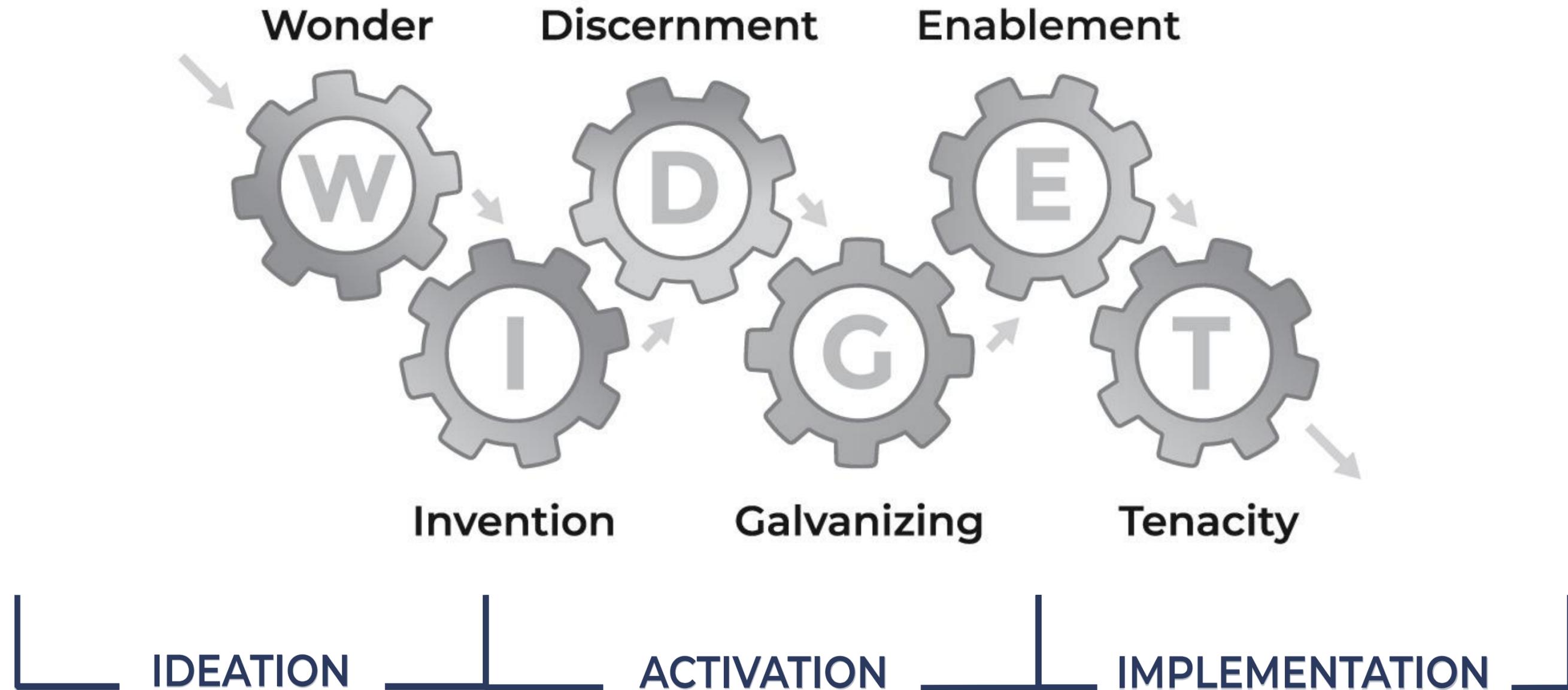
The Working Genius Model

— THE 6 TYPES OF —
Working Genius
—  —

— THE 6 TYPES OF —
Working Genius



The Three Stages of Work





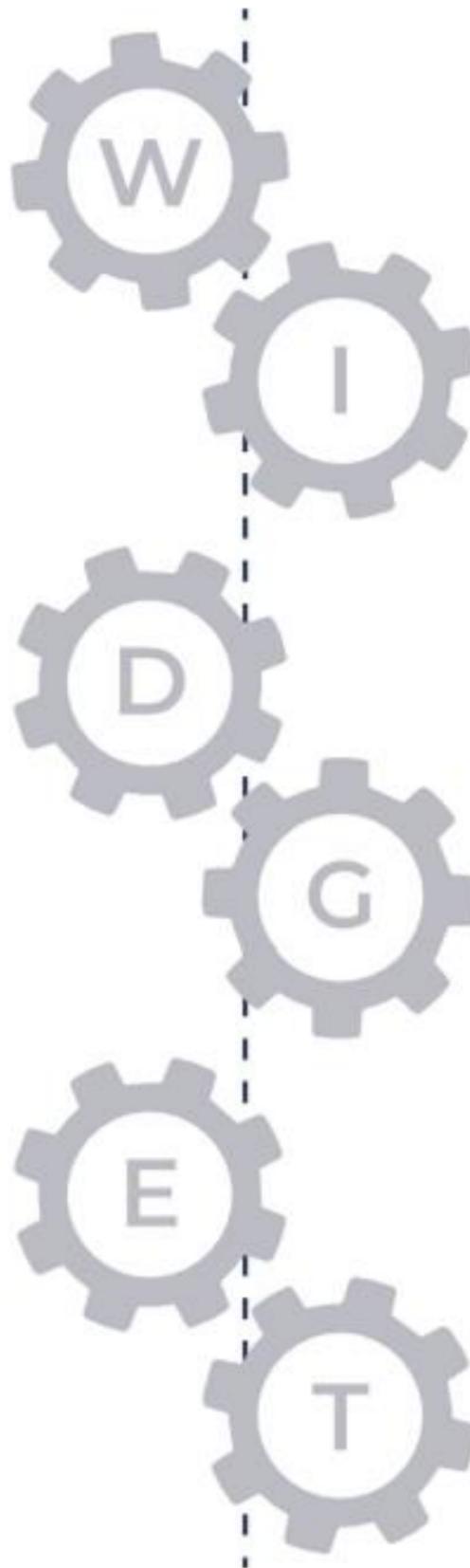
On Your Own

- ⚙️ What do you think are your two areas of frustration?
- ⚙️ What do you think are your two areas of genius?

All-In-One Model

STAGES OF WORK

IDEATION
ACTIVATION
IMPLEMENTATION



THE SIX TYPES

WONDER

- Identifies the need for change
- Responds to the environment
- Steady Energy

INVENTION

- Generates ideas & solutions
- Disrupts the status quo
- Bursts of energy

DISCERNMENT

- Assesses workability of ideas
- Responds to and refines ideas
- Steady Energy

GALVANIZING

- Inspires & pushes to action
- Disrupts comfort zones
- Bursts of energy

ENABLEMENT

- Helps move things forward
- Responds to need
- Steady Energy

TENACITY

- Ensures successful results
- Disrupts by imposing standards & plans
- Bursts of Energy



At Your Table

- ⚙ Share what you think are your two areas of genius and two areas of frustration.



At Your Table

- ⚙ How have you seen your frustrations show up at work?
- ⚙ How have you seen your geniuses show up at work?

Craves vs. Crushed by

Craves

- ⚙️ Consideration
- ⚙️ Freedom
- ⚙️ Trust
- ⚙️ Reaction
- ⚙️ Appreciation
- ⚙️ Clarity



Crushed by

- ⚙️ “Who Cares?”
- ⚙️ Constraint
- ⚙️ “Prove it.”
- ⚙️ Apathy
- ⚙️ Being Overlooked
- ⚙️ Ambiguity



Apply to Your Situation

- ⚙️ What do you think is one genius for the other person in your situation?
- ⚙️ How could YOUR genius or frustration have gotten in the way?
- ⚙️ How could THEIR genius or frustration have gotten in the way?
- ⚙️ What might they crave?

Applying Working Genius

With Your Team

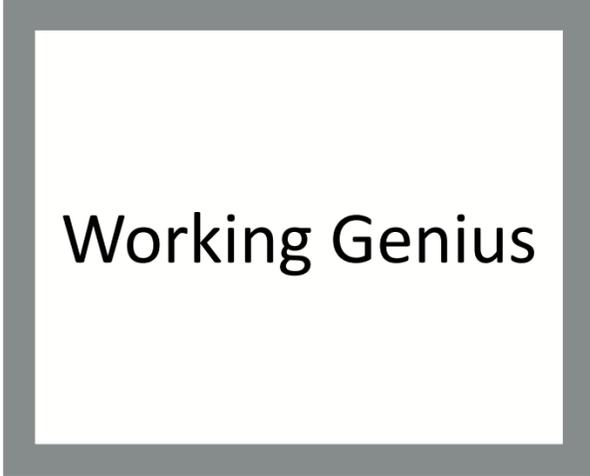
- ⚙ Stop judgement
- ⚙ Regulate your genius
- ⚙ Help them work in their genius after working in their frustration
- ⚙ Identify the type of work
- ⚙ Identify the type of meeting
- ⚙ Use the geniuses in your language
- ⚙ Give them what they crave

Tools to Understand Individual and Group Dynamics

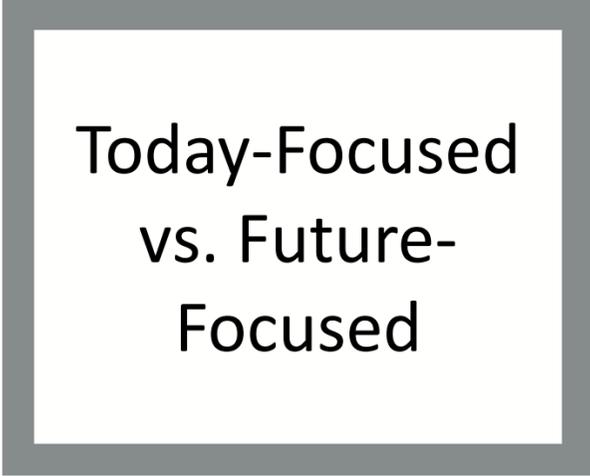
Use the following tools to understand individual and group dynamics.



Communication
Styles



Working Genius



Today-Focused
vs. Future-
Focused

Today-Focused vs. Future-Focused

Cues That Someone is Today-Focused

They're thinking about:

- Deadlines, tasks, blockers, or today's pressure
- Tactical issues ("Who's doing what?" "When's it due?")
- Risks, mistakes, or recent events
- Logistics and practicalities

You might hear:

- "We just need to get through this week."
- "I don't have time to think about that right now."
- "Let's just fix what's broken."

Cues That Someone is Future-Focused

They're thinking about:

- Vision, possibilities, innovation, long-term impact
- Strategy, purpose, improvement
- Relationships or team health
- Systems and sustainability

You might hear:

- “What’s the bigger picture here?”
- “Where are we going with this?”
- “How can we make this better long-term?”

How to Adjust Your Approach: Today-Focused

If They are TODAY focused

- Acknowledge their reality. Meet them in the moment.
- Be concrete and practical.
- Ask: “What’s the most important thing to move forward today?”
- Avoid overly abstract or long-range talk—they’ll tune out or feel overwhelmed

What They Need:

- Clarity
- Relief
- Forward motion

How to Adjust Your Approach: Future-Focused

If They are FUTURE focused

- Zoom out with them. Explore possibilities.
- Invite big thinking.
- Ask: “What would success look like six months from now?”
- Connect the moment to a bigger outcome or goal.

What They Need:

- Thought partnership
- Vision
- Strategic alignment



Reflection

Where are you confident? Where are you anxious?

Our Agenda



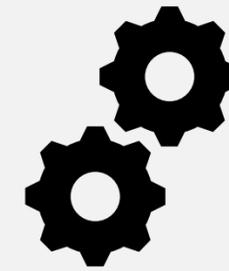
Reframe How
We Connect
with Others



Reset How
We Listen to
Others



Understand
Group and
Interpersonal
Dynamics



Tips and
Situations

Tips for Tense Conversations / Feeling Attacked

- Let them talk
- Keep your cool
- Ask clarifying open-ended questions
 - Why is this particularly bothersome to you?
 - What could I do to help?
- Summarize what you are hearing to show you have understood their perspective
- Recognize when you are feeling defensive and let it go.
- Don't reject their rigid position. Ask why – what's behind the position.
- Separate the people from the problem.
- When they attack you, rephrase it as an attack on a problem.
- Take a deep breath.
- Calm yourself down before responding.
- Refrain from justifying yourself or your behavior.
- If all else fails, defuse the situation by asking for a break and schedule some time at a later date.

TIPS

Tips for Working with People You Don't Like

- Push yourself to interact with a wide variety of styles.
- Get to know them – first step. (rarely a person who is fully unlikeable)
- Don't let your previous feelings about them get in the way of building a fresh relationship with them. – Draw a line in the sand.
- Start to see them as someone you are just getting to know.
- Put your judgements on hold, open up your thinking, and take some time to understand who this individual is.
- Show that you care by dedicating some time to them.

Tips When You Are Viewed As “All Business”

- Manage the first three minutes. (set the tone, work on being open and approachable, take in information, initiate rapport, listening, sharing, understanding, comforting).
- Personalize – know three things about each of your co-workers.
- Adjust your style.
- Work doubly-hard at observing others.

TIPS

Tips When You are Quiet, Reserved, Overly Private, or Have Trouble Connecting

- Ask the first question.
- Have consistent eye contact.
- Let go of the outcome.
- Set a goal of meeting new people at every event you go to; find out what you have in common with them.
- Talk to strangers, for low-risk practice.

Our Agenda



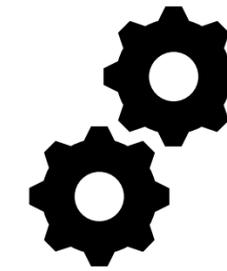
Reframe How
We Connect
with Others



Reset How
We Listen to
Others



Understand
Group and
Interpersonal
Dynamics



Tips and
Situations

Action Planning

What is One
Relationship You
Need to Build?

What is One
Behavior You Will
Adopt?

What is One
Insight, Tip, or Tool
You Will Take Back
to Your Team?

Uncommon Collaboration



Get in touch with Mark

Phone / Text: (615) 656-0465

Email: mark@markskenny.com

Retreats | Keynotes | Team Coaching

MARK **S** KENNY

Interpersonal Savvy: Making an Impact

MARKSKENNY.COM | MARK@MARKSKENNY.COM