

INTERPERSONAL SAVVY

The Human Side of Systems

DEFINITION

Relating _____ and comfortably with _____ groups of people.

SKILLED BEHAVIORS

- 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

- 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 LESS SKILLED BEHAVIORS

- 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.

THE HUMAN SIDE OF SYSTEMS

Every service, policy, partnership, and outcome is ultimately experienced through people.

The most effective leaders intentionally...

SEE

the human



DISCOVER

what matters to them



ADAPT

to what they need

PART 1: SEE THE HUMAN

Guiding Question: What's the human side of this relationship?

Big Idea: Humanity Before Utility

When we focus only on what people do for us, relationships suffer. When we understand who people are, trust grows.

Tool: Ladder of Inference



PART 2: DISCOVER WHAT MATTERS TO THEM

Guiding Question: What matters most to this person?

Big Idea: Every important conversation has at least two agendas. Interpersonally savvy leaders discover both before trying to move forward.

Tool: Blend Agendas

DISCOVER THEIR AGENDA

Pressure

What pressure are they under?

Priorities

What matters most to them?

Concerns

What are they worried about?

PRACTICAL CONVERSATION MOVES

Instead of “I think you should...” or “I need you to...”

- Help me understand...
- Tell me more...
- What's making this difficult?
- What matters most to you?
- What would success look like from your perspective?
- So what I'm hearing is...

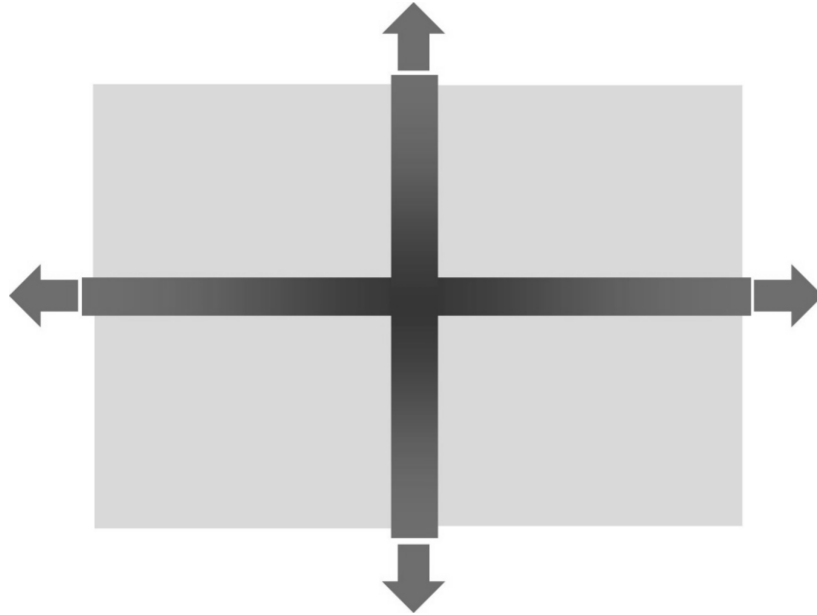
PART 3: ADAPT TO WHAT THEY NEED

Guiding Question: What does this person need from me?

Big Idea: People don't all need the same approach. Interpersonally savvy leaders flex their communication to meet people where they are.

Tool: Communication Styles

What does this person need from me? Flex your style to meet people where they are.



PUT IT ALL TOGETHER

Before your next important conversation...

SEE

What facts do I know?

What story am I telling?

What else could be true?

DISCOVER

What pressure are they under?

What matters most to them?

What concerns might be influencing them?

ADAPT

What do they need from me?

How will I adjust my approach?

TAKEAWAYS

What is one insight you want to remember from today?

Who is one person you want to understand differently?

What is one action you will take in the next 72 hours?

ABOUT MARK | KEYNOTE SPEAKER

Mark Kenny helps organizations align people, priorities, and execution so they can move forward as one team.

Through highly interactive keynotes and leadership experiences, he helps teams strengthen trust, improve collaboration, and create healthier conversations using the Uncommon Collaboration™ framework.

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