

INTERPERSONAL SAVVY

DEFINITION

OFFICIAL DEFINITION

Considers and responds appropriately to the needs, feelings, and capabilities of different situations; relates well with others; maintains confidentiality; demonstrates consistency and fairness, anticipates and resolves confrontations in a win-win way; is tactful, compassionate, sensitive and respectful.

MARK'S DEFINITION

Knowing ourselves and others to building solid working _____.

SKILLED BEHAVIORS

- Relates well to all kinds of people-up, down and sideways, inside and outside of the organization.
- Proactively develops relationships with a wide variety of people.
- Understands interpersonal and group dynamics and reacts in an effective manner.
- Builds immediate rapport, even when facing difficult or tense situations.
- Engages input from others constantly and listens with empathy and concern.
- Uses diplomacy and tact.

UNSKILLED BEHAVIORS

- Doesn't relate smoothly to a variety of people.
- Doesn't build relationships easily.
- Doesn't take the time to build rapport.
- Too raw and direct at times.
- Excessively work oriented or intense.
- Impatient to get on with the agenda; judgmental or arrogant towards others.
- Freezes or panics in the face of conflict, attack, or criticism.
- Sometimes lacks confidence around others.

INTERVIEW

When directed, find a partner, and interview each other by asking the following questions. Be prepared to share what you hear from your partner.

1. What is your greatest strength when relating to people?

2. If you could change one thing about your ability to relate to other people, what would it be?

3. Which situations, styles, or types of people tend to make you uncomfortable?



PROACTIVELY DEVELOP RELATIONSHIPS

REFLECTION: What has caught your attention so far?



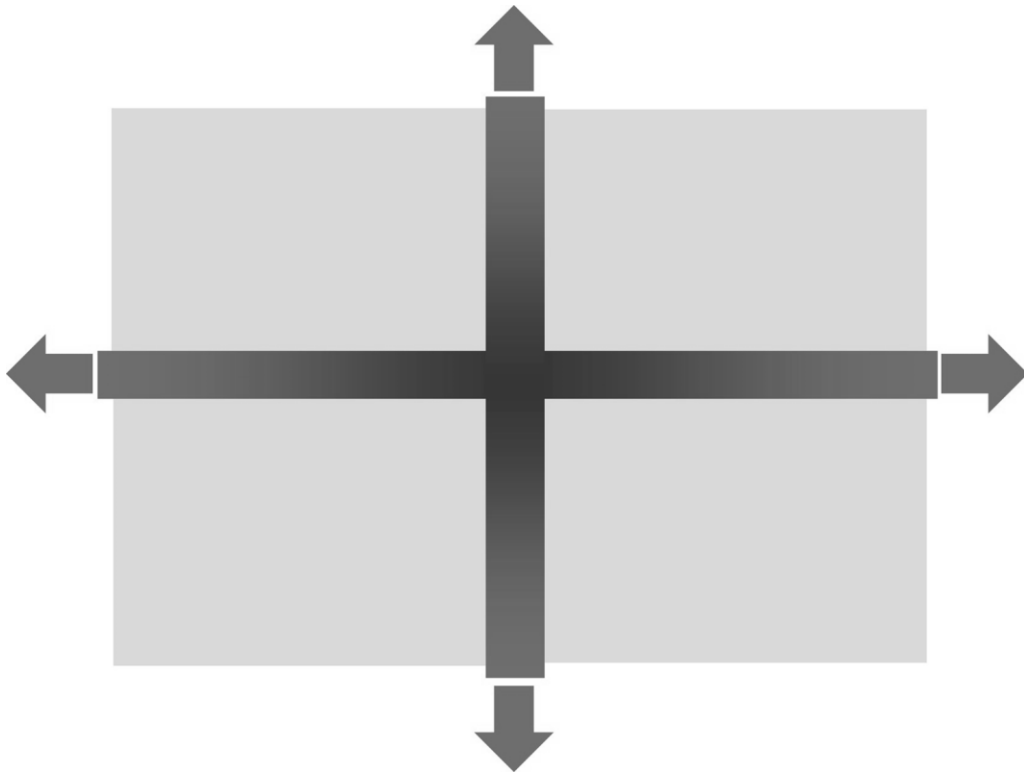
LEVERAGE THE RIGHT STRATEGY

REFLECTION: What insights are beginning to emerge about yourself?



TOOLS TO UNDERSTAND INDIVIDUAL AND GROUP DYNAMICS

COMMUNICATION STYLES



WORKING GENIUS



GETTING FEEDBACK

REFLECTION: Where are you confident? Where are you anxious?



PUTTING IT TOGETHER: CASE STUDY

ACTION PLANNING

ONE RELATIONSHIP

Minimal	Satisfactory	Crushing It

ONE RHYTHM

Minimal	Satisfactory	Crushing It

ONE RESOURCE

Minimal	Satisfactory	Crushing It

EXHIBIT: QUESTIONS TO DEVELOP RELATIONSHIPS AND KNOW OTHERS' STORY

1. What motivates you the most in your work?
2. What do you enjoy most about your current role on the board/staff?
3. What is a professional experience that significantly shaped your career?
4. What are some of your personal goals, and how do they align with your professional aspirations?
5. How do you like to receive feedback?
6. What challenges have you faced in your career, and how did you overcome them?
7. What do you think is the most important quality in a teammate?
8. How do you balance work and personal life?
9. What's a skill you're currently working on improving?
10. How do you prefer to communicate with your team?
11. What inspires you outside of work?
12. What is one thing you wish you could change about our team's current dynamic?
13. What work or project have you found most fulfilling recently?
14. How do you handle stress and pressure in the workplace?
15. What's your approach to problem-solving in a team environment?
16. How do you define success?
17. What's a professional achievement you're most proud of?
18. What are your favorite ways to collaborate with others?
19. How do you like to celebrate team successes?
20. What do you think makes our team unique, and how can we build on that?

EXHIBIT: TIPS TO BUILD RAPPORT

1. Work on being open and approachable; take in information during the start of an interaction.
2. People who share more information tend to get more information in return.
3. Focus on "we" instead of "I."
4. Reserved? Ask the first question. Talk to strangers. Set a goal of meeting new people at every social gathering.
5. People you don't like? Put your judgments on hold, nod, ask questions, summarize as you would with anyone else.
6. Use their name.
7. Ask open-ended questions.
8. Ask clarifying questions.
9. Read your audience: is your styling chilling them? Are you too quick to get on with your agenda?
10. People you are uncomfortable with? Do what you do with the comfortable group with the uncomfortable groups.
11. Compliment sincerely.
12. Maintain eye contact.
13. Make introductions for people.

EXHIBIT: TIPS FOR DIFFICULT CONVERSATIONS

PREPARATION TIPS

1. Have a vision. Visualize your desired outcome before you begin.
2. Write down what you will say
 - a. Situation – Behavior – Impact Model
 - b. Hard to think on your feet
3. Ask “what is the worst that could happen?” How would you handle it? How will you respond?
4. Choose the right time.
5. Schedule a time and let the other person know what you want to talk about.

IMPLEMENTATION TIPS

1. Absorb their energy.
2. Use “I” statements instead of you statements.
 - a. When I...
 - b. I feel...
 - c. My concern is...
3. Tense interaction? Let the other side vent frustration, blow off steam, but don’t react directly. Listen. Nod.
4. Ask clarifying questions.
5. Don’t reject a frigid position; ask what is behind the position.
6. Maintain a calm and open body language. Don’t react.
7. Ask open-ended questions:
 - a. Why is this particularly bothersome to you?
 - b. What could I do to help?
 - c. So you think I need to...
8. Restate positions to signal you are listening.
9. Acknowledge emotions:
 - a. “I can see this is important to you.”
10. Don’t go on autopilot. Be aware of how you’re communicating to yourself and others.
11. Be direct but tactful. Speak the truth.
12. Have empathy, consider how the situation affects the other person.
 - a. Balance empathy with firmness.
13. Focus on the behavior, not the person.
14. Focus on solutions, not blame.

ABOUT MARK

Mark Kenny works with leaders who want to eliminate territorial divides and break down barriers to build a functional, collaborative, aligned team.

Mark brings three decades of experience, first in IT and operations, followed by running a software company, and later in keynote speaking and consulting. Over the course of his career, Mark has worked with multiple industries including public sector, technology, healthcare, manufacturing, engineering, financial services, and retail and in a variety of organizations such as Nissan, Mars, State of Tennessee, Ohio State University, HCA, Vanderbilt, and the US Army.

Mark is the author of *The Hippo Solution: Eliminate Territorial Thinking and Unleash the Power of Teams*, and a part-time high-school basketball coach. He currently lives outside of Nashville, Tennessee.

To book Mark to speak for your retreat or event, connect with him at mark@markskenny.com, call (615) 656-0465, or learn more about his work at MarkSKenny.com.