

# Teaching Interpersonal Skills

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# My General Theory in a Nutshell:

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Negotiation Requires the  
*Management*  
of  
Three Tensions

# TENSION Between

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## CREATING VALUE & DISTRIBUTING VALUE

# TENSION Between

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## PRINCIPALS & AGENTS

# TENSION Between

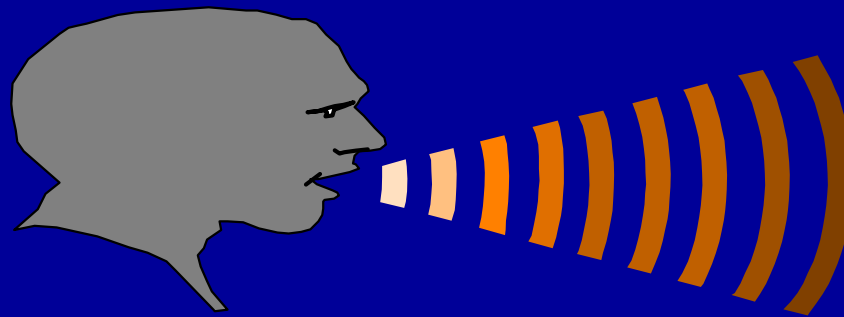
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## ASSERTION & EMPATHY

# Assertiveness:

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**Effectively Expressing to the  
Other Side Your Own  
Interests, Needs and  
Perspective.**



# Empathy:

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**Expressing to the Other Side  
Your Understanding of Their  
Interests, Needs and  
Perspective.**

# Conflict Styles

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Competitors

Accommodators

Avoiders

Problem Solvers

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**Empathy**



**Assertiveness**

# Goals of Course Include

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Increase self-awareness

Examine mindset - orientation

Learn about “hot buttons”

Broaden Negotiation Repertoire

# Thomas-Kilman Management of Differences Exercise

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Pencil & Paper Test: It's Quick

Sort Into Competitors, Accomodators & Avoiders

Pitch as “Illuminating Distortion”

Small Group Discussion of

- Advantages
- Disadvantages
- Antidote

# The Interpersonal Skills Exercise

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Each student chooses an interpersonal skill relevant to negotiation

Scenario where skill would be called for

Groups of three

- Presenter
- Absent Party
- Coach or Helper

# Ground-rules

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Confidential

Voluntary -- the “pass rule”

# Preparation

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Triad gets together in advance

## Enrolling Session

- Triad joined by instructor [and consultant]
- Review and tuning: relevant skill; good scenario; suggested takes

# Preparing the Absent Party

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Role Reversal: Sara plays absent party (“Fred”) - Doug interviews “Fred”

“Doubling” -- Expressing out loud what a party may be thinking

# Taping

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Baseline Negotiation: Once Doug can play Fred, he negotiates with Sara -- tries to provoke the response that Sara would want to avoid

## Various Takes

- Overshoot on Assertion
- Overshoot on Active Listening

# Review

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Each Presenter's successes will be shared  
by showing brief snippets of tape  
Questions and concerns addressed