

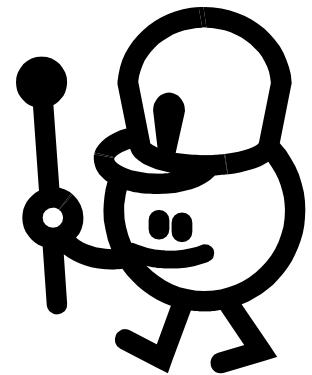
# Interpersonal Skill and Institutional Effectiveness

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# Who makes a difference?

- Tell me about someone you know who is making the world a better place through their work on behalf of better governance.
- How do they think and act? What do they do that makes them successful?
- Capacity-building is both structural and interpersonal



# What constitutes effective interpersonal communication?

1. Speaking and listening
2. Providing useful feedback
3. Collaborating across differences
4. Fostering dialogue
5. Self-awareness and vulnerability

*What are the “best practices” that go with each of these?*

# 1a. Speaking and listening

- The importance of assertiveness (not aggressiveness)
- Rhetoric, framing and the management of attention
- Hearing versus active listening
  - Culturally appropriate eye contact and nonverbal feedback
  - Avoiding interruptions
  - *Checking for understanding/grasping*



# 1b. Speaking and listening

## The Physical Metaphor

- Pass things around the room counting the number of times something is dropped.
- Passing demonstration in front of room.



- Discuss parallels between passing objects and passing information, and expectations.
- When have you “dropped the baton” and what could you have done differently?

## 1c. Speaking and listening

**In communication, the only message that matters is the one that is received.**

Requires:

- Real time monitoring/feedback
- Respect for message and person
- Requires practice, does not come naturally to most people
- Refocuses communication goal from message delivery to “evidence” of grasping



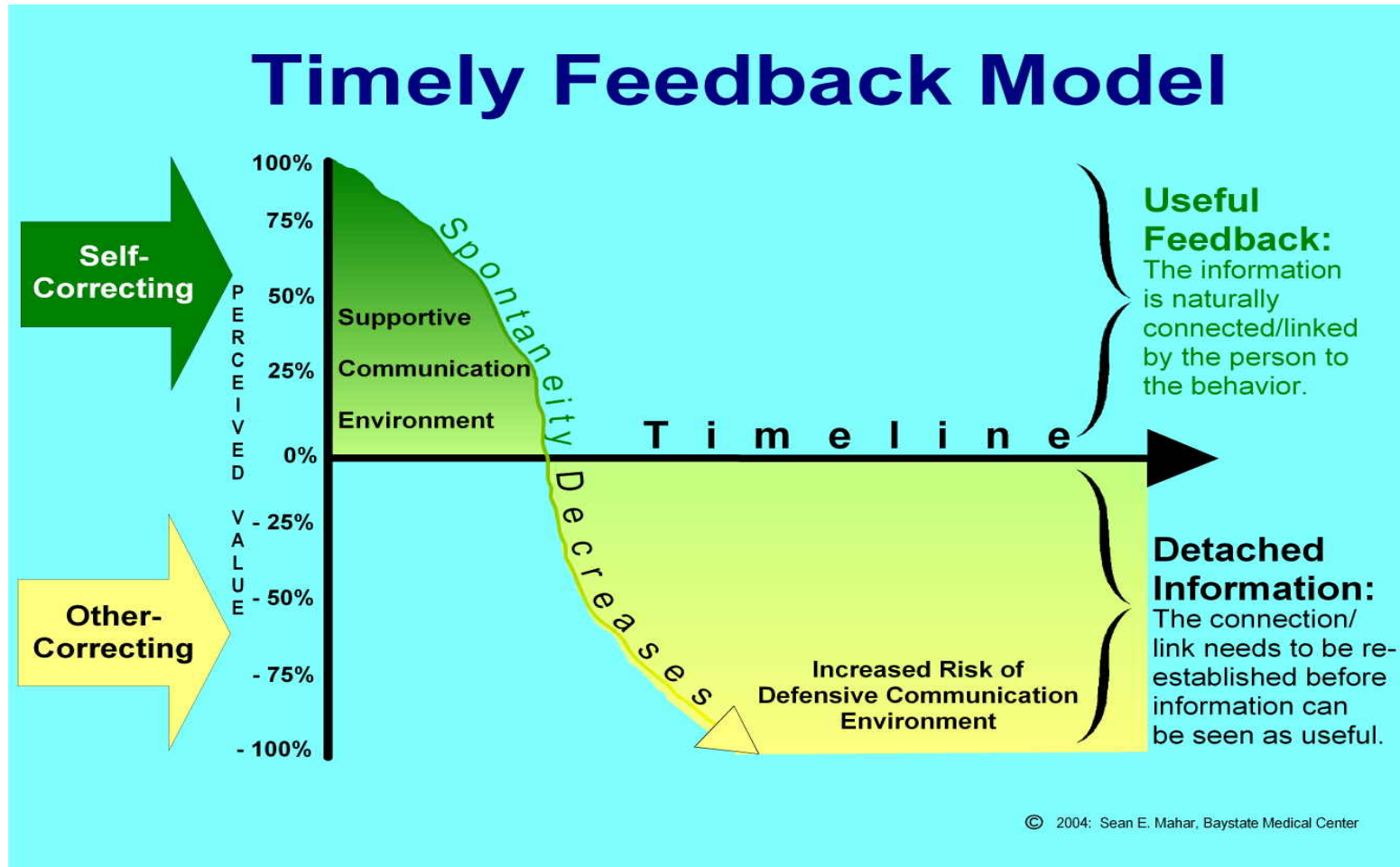
## 2a. Providing useful feedback

- How do you feel about giving critical feedback to others?



- What techniques work the best?
- The importance of focusing on how another person's behavior makes you feel
- Make sure the feedback you give is timely!
  - Naturally linked to behavior
  - Less likely to lead to escalating defensiveness
  - More likely to bring about desired change

# 2b. Providing useful feedback







## 2c. Providing useful feedback

- Feedback is best received within the context of a genuine, ongoing relationship
- Employ the idea of an emotional bank account (Covey) with people you are hoping to influence and reach
- Make deposits frequently so that withdrawals are better received
- Other examples of effective feedback



## 2d. Providing useful feedback

- ❖ How do you handle being wrong?
- ❖ Do you listen to negative feedback? Do you seek it out?
- ❖ What would you think about hiring someone who was dramatically different from you?
- ❖ How are you already always listening?

## 3a. Collaborating across differences

- First and most important challenge is to develop a deep appreciation for the uniqueness of your own perceptions, your specific temperament and world view
  - Seeing oneself as others see us is a huge challenge
  - In the U.S., ALL attempts to improve communication among people of different races must begin with helping Caucasians to understand that they have ethnicity
  - The fundamental communication problem is the belief that one's perceived reality is THE only reality

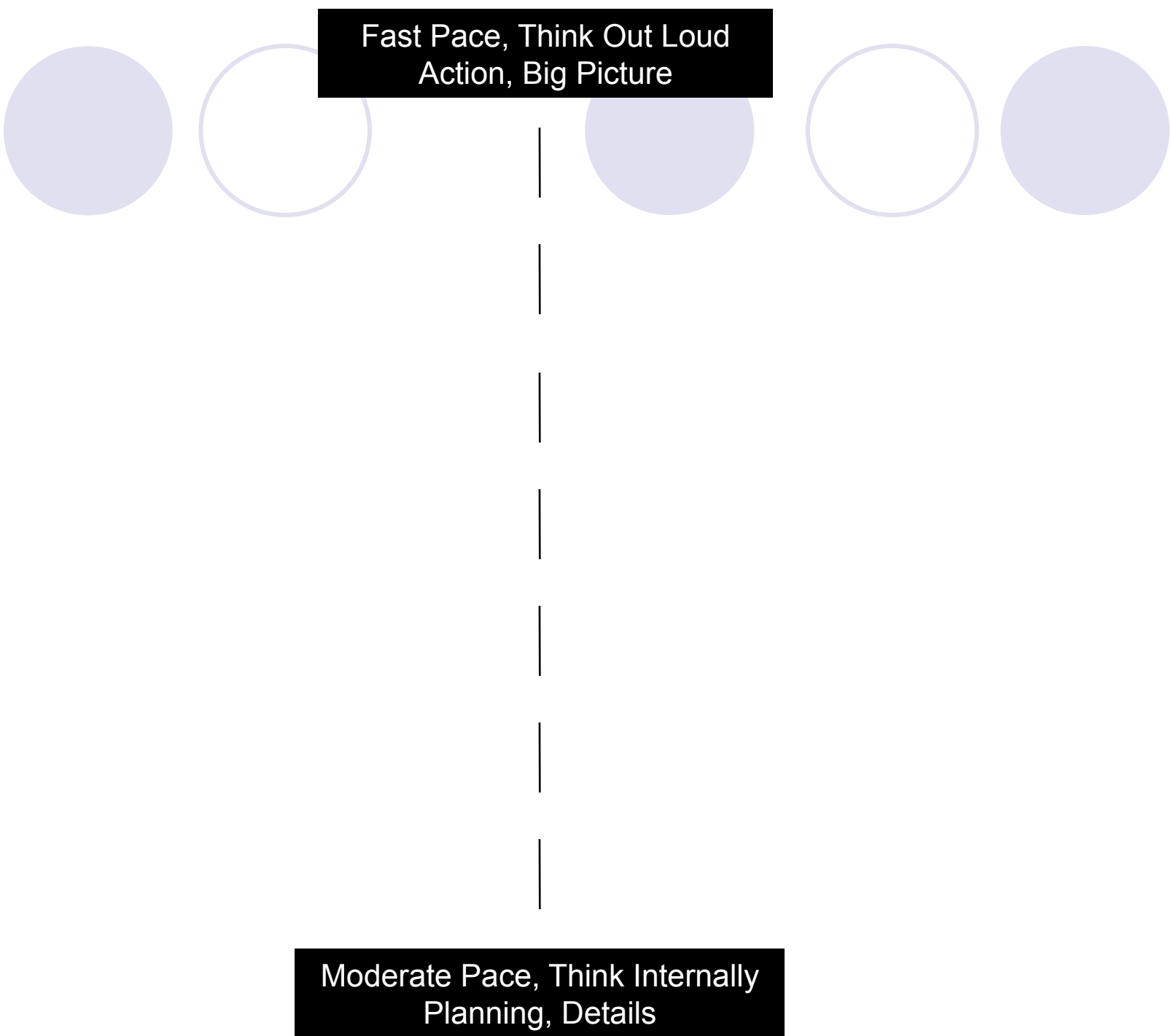


## 3b. Collaborating across differences

- o How observant are you???
- o Look very closely at this video clip
- o <http://www.youtube.com/watch?v=vJG698U2Mvo>
- o Count EXACTLY how many times the people in white shirts successfully pass the basketball--Dribbling is not passing
- o What does this video tell you about the partial nature of perception? About the possibility of collaborating with others?

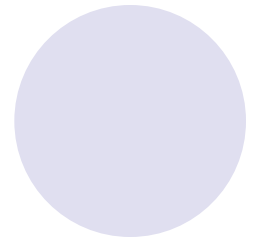
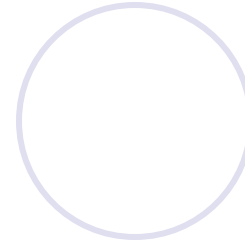
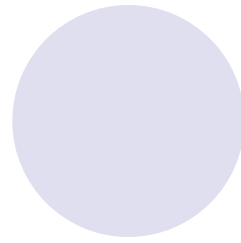
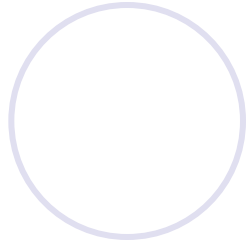
## 3c. Collaborating across differences

- Once you understand your own world view, you need to develop a deeper appreciation of others' perceptions
- Peoples' communication styles tend to vary across two primary dimensions
  - Extraversion vs. introversion
  - Focus on task vs. focus on people
- Influenced but not determined by culture
- What has been your experience with “type” analysis (DISC, Myers-Briggs, etc.?)

A diagram consisting of a horizontal row of six circles. From left to right, the circles are: a solid light purple circle, an outlined light purple circle, a solid light purple circle, an outlined light purple circle, an outlined light purple circle, and a solid light purple circle. A black rectangular box is positioned above the second and third circles, containing white text. A vertical dashed line extends downwards from the center of the second and third circles to a second black rectangular box at the bottom, also containing white text.

Fast Pace, Think Out Loud  
Action, Big Picture

Moderate Pace, Think Internally  
Planning, Details



Task  
Results  
Bottom Line



People  
Process  
Relationships

Fast Pace, Think Out Loud  
Action, Big Picture

red

Direct & Decisive  
**(Driver)**

yellow

Outgoing & Optimistic  
**(Expressive)**

Task  
Results  
Bottom Line

People  
Process  
Relationships

blue:

Logical & Precise  
**(Analytical)**

green

Consistent & Supportive  
**(Amiable)**

Moderate Pace, Think Internally  
Planning, Details





# Leadership Priorities

<b>Results Action</b>	<b>People Ideas</b>	<b>Process/Plan Cooperation</b>	<b>Quality Excellence</b>
Drive Goal orientation Directness Speed Decisiveness	Creativity Vision/Big picture Possibilities Motivated people Fun/Enthusiasm	Teamwork Collaboration Respect/Tact Quality process Preparation	Accuracy Thoroughness Completion Analysis/Logic Fairness
<b>RED</b>	<b>YELLOW</b>	<b>GREEN</b>	<b>BLUE</b>

## 3d. Collaborating across differences

- Strength: Something you do well/easily
- Blind spot: A strength that is overused

*Confidence overused becomes arrogance*  
*Decisiveness overused becomes controlling*  
*Accommodating overused becomes passive*

- Are you aware of your blind spots? If so, what do you do to about them when relating to others?

Fast Pace, Think Out Loud  
Action, Big Picture

**Potential Blindspots:**

- Over-controlling
- Domineering
- Defensive
- Blunt/insensitive
- Inflexible
- Arrogant

RED

Task  
Results  
Bottom Line

BLUE

**Potential Blindspots:**

- Over analyze
- Lost in detail
- Unrealistic standards
- Overly critical
- Need to be right
- Aloof

**Potential Strengths:**

- Results focused
- Direct & Decisive
- Get things started
- Take risks
- Challenge status quo
- Driven to achieve
- Confident

**Potential Strengths:**

- Quality oriented
- Detail focused
- High standards
- Well organized
- Analytical/Logical
- Diplomatic
- Fair & Just

Moderate Pace, Think Internally  
Planning, Details

**Potential Strengths:**

- See the big picture
- Creative
- Motivate & inspire
- Optimistic & enthusiastic
- See new possibilities
- Personable
- Persuasive

**Potential Strengths:**

- Easy going
- See multiple viewpoints
- Calming influence
- Supportive
- Good listener
- Careful and prepared
- Reliable

**Potential Blindspots:**

- Unrealistic ideas
- Attention-seeking
- Lack follow-through
- Over-expressive
- Overlook details
- Easily bored

YELLOW

People  
Process  
Relationships

GREEN

**Potential Blindspots:**

- Too accommodating
- Overly passive
- Resist change
- Slow to start
- Indecisive
- Avoid risk & conflict

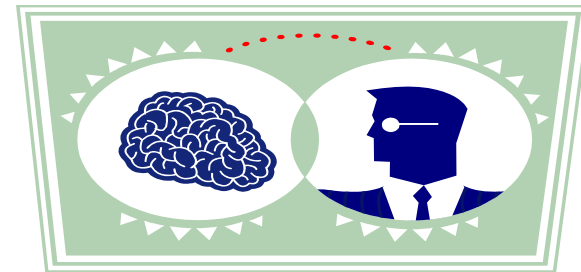
## 3e. Collaborating across differences

- Summary:

- There is no one right or best style
- Understanding your current style as others see it is a precondition for learning anything new
- If you are unaware of your blind spots, you are the only one!
- Adapt and connect to others' preferences to the degree that you can
- Avoid the cycle of withdrawal and resentment that accompanies misunderstandings over time

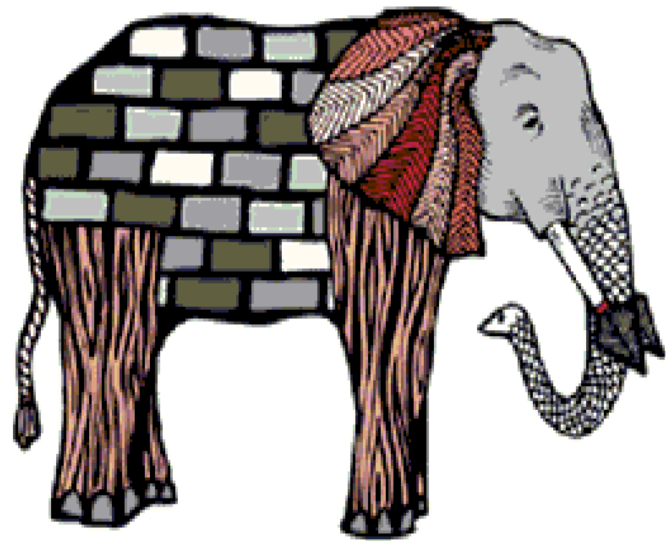
### 3. Collaborating across differences

- Emotional intelligence is mainly the ability to understand one's own style and temperament and to communicate in ways that both play to your strength and at the same time make room for the different strengths others can bring to the conversation
- We both read and express emotions through communication



## 4a. Fostering dialogue

- Dialogue versus discussion
- All of us is smarter than any one of us
  - The blind men and the elephant
  - Bruce comes to class
  - The “three faces of Bill”
- Learning by expanding





## 4b. Fostering dialogue

- Use inquiry to continually invite others to share the reasoning for their conclusions
- If you offer a conclusion or belief, add how you came to that conclusion
- You can find common ground only if you back down the ladder of inference from conclusions to experience
- Encourage everyone to speak in terms of their personal experience, and you do it too
  - Not “public subsidies don’t work” but “in my experience, public subsidies have not had the impact that I would have expected.”

## 4c. Fostering dialogue

### Discuss in Pairs:

- How can we construct and sustain a communicative climate where multiple perspectives are encouraged, even if they are at odds with one another?
  - In your experience, what behaviors build positive energy, spontaneity, and trust?
  - What behaviors build negative energy and tentativeness?





## 4d. Fostering dialogue

- What are some ways that you have found to promote dialogue?
  - ❑ Stop talking. Wait. You may be surprised by the good ideas others have if you wait long enough
  - ❑ Limit psychological and physical noise
  - ❑ Make your thinking visible
  - ❑ Suspend judgment. Try to see things from someone else's perspective.
    - ❑ If you are puzzled by another's position, sincerely ask for their reasoning which will reveal their interests and create the possibility of common ground (Columbus in 1776). If others seem puzzled by you, share your own reasoning. You can't argue conclusions.

## 4e. Fostering dialogue

- What are some ways that you have found to promote dialogue?
  - Ask questions, don't make pronouncements
  - When things get sticky, go slow. Don't rush things just to lower the anxiety level, you may miss out on an important lesson.
  - Don't see every talk turn as a chance to either agree or disagree. Use "and" not "but." Use phrases like:
    - I have a different perspective
    - I see the situation differently
    - I have an alternate view



## 4f. Fostering dialogue

Or say this...

- Here's what I know about the situation
- Here are the criteria I used
- Here is the logic I employed to arrive at this recommendation
- Here are some reasons that, for me, make this the best way to go
- Here's the data to support my decision

## 4g. Fostering dialogue



And while you're at it...

- I don't have a complete understanding of the situation
- I may have made a bad call here
- I can't answer that question, I just don't know
- I am not an expert in that area
- I may not know enough yet to answer

## 5a. Self-awareness and vulnerability

- While self-awareness, humility, and vulnerability are the hallmarks of an effective, emotionally intelligent communicators, these behaviors must be displayed in the context of unequal power relationships
  - Environmental debates in the US Northwest and the pros and cons of “coming to the table”
  - What are some examples of how good communication practices must be modified to take into account existing power relationships?

## 5b. Self-awareness and vulnerability

- Things to remember:
  - Intelligence, leadership, and communication ability are only weakly correlated.
  - More about discipline and commitment than insight
  - The only message that matters is the one that is received
  - The only thing you can control is your own behavior
  - If you do not know your weaknesses as a communicator, you are the only one
  - The more successful you have been in your career, the *less* motivated you will be to change
  - Understanding your current style as others see it is a precondition for learning anything new—you must “empty the cup!”

# Secretary Clinton and Brazilian Foreign Minister to Launch Open Government Partnership on July 12

**“We're starting something new. And we want you to be a part of it.”**

- The Open Government Partnership is a global effort to make governments better. We all want more transparent, effective and accountable governments -- with institutions that empower citizens and are responsive to their aspirations. But this work is never easy.
- It takes political leadership. It takes technical knowledge. It takes sustained effort and investment. It takes collaboration between governments and civil society.

<http://www.opengovpartnership.org/>

# Interpersonal skill and institutional effectiveness

- What have we discussed today that can help support collaboration, transparency, effectiveness and accountability?
- What is the relationship between interpersonal communication skill and institutional success?

