
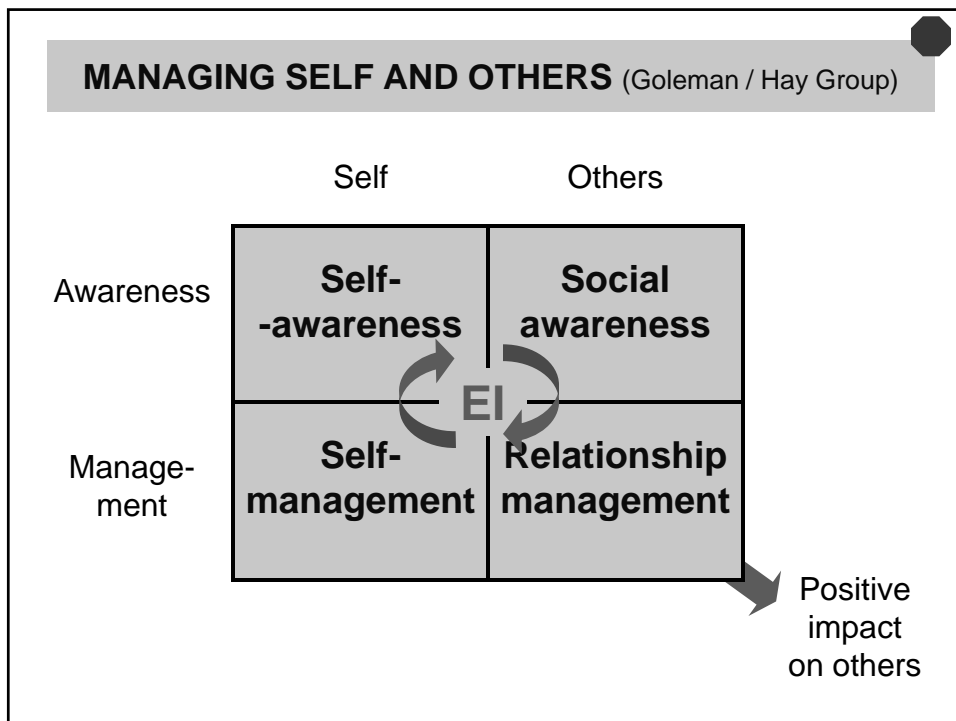


UNIVERSIDADE CATÓLICA PORTUGUESA  FACULDADE DE CIÊNCIAS ECONÓMICAS E EMPRESARIAIS

WORKING WITH OTHERS

Managing Challenging Interpersonal Situations At Work

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FOCUS: HELPING PEOPLE TO...

- Develop awareness and understanding of self and others
- Reflect on experience for lifelong learning
- Develop a broader range of strategies

Motivation and approach to learning

HOW THE MIND WORKS

- Naïve realism
We think our view is real
Limited perspective-taking
- Motivated cognition
Scientist vs. lawyer
We can justify everything
- We nurture positive illusions,
protect ourselves,
self-enhance
so we can feel good

WE ARE EMOTIONAL CREATURES

“Reason without emotion would be impotent,
emotion without reason would be blind.”

Silvan Tomkins, 1962

EMOTIONAL INTELLIGENCE

1. **Perceiving** and expressing emotion
2. **Understanding** emotion
3. **Using** emotion to facilitate thought
4. **Managing** emotion in self and others

Salovey & Mayer (1990); Mayer & Salovey (1997)

SOCIAL INFORMATION PROCESSING MODEL

1. Perceiving and encoding cues
2. Interpreting cues
3. Clarifying goals
4. Accessing and constructing possible responses
5. Evaluating responses and deciding
6. Enacting a response

Crick & Dodge, 1994

INTERPERSONAL CIRCUMPLEX

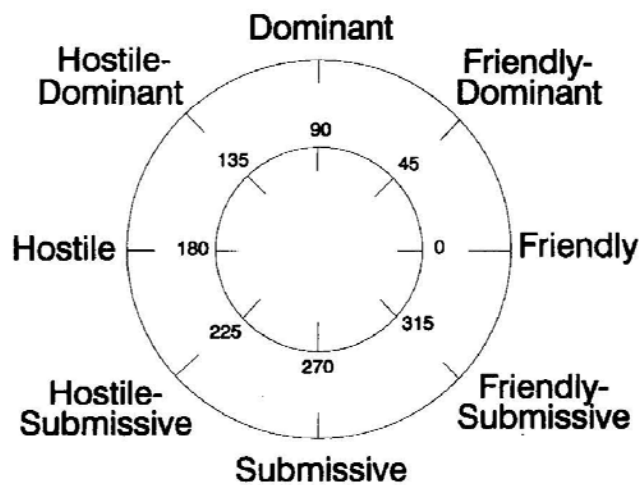


Figure 3. Interpersonal circumplex.

Wagner et al., 1995

CONFLICT MANAGEMENT STYLES			
		Concern for self	
		Low	High
Concern for others	High	Yielding <small>(compromising)</small>	Problem solving (win-win)
	Low	Avoiding	Forcing (win-lose)

Pruitt & Rubin, 1986

ASSERTIVENESS: DEFINITION

- “Assertion involves standing up for personal rights and expressing thoughts, feelings and beliefs in direct, honest, and appropriate ways which respect the rights of other people.”

Jakubowski, 1976

ASSERTIVENESS

1. Listen actively and show the other person that you understand (the other's views)
2. Say what you think or what you feel (your views)
3. Say what you want to happen (change or solution focus)

IMPROVING PERFORMANCE FEEDBACK

- Point out positive aspects first
- Focus on specific, controllable behaviours
- Keep it job-related, goal-oriented
- Provide feedback shortly after the fact
- Ensure understanding
- Allow the other person to express his/her views

MANAGING YOUR BOSS

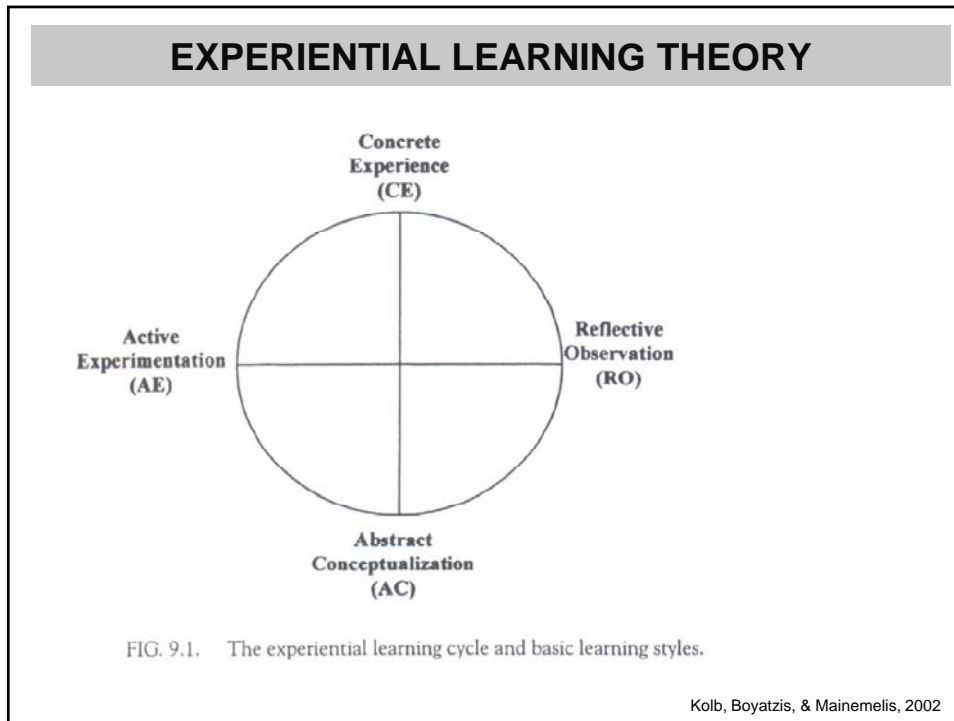
- **Understand your boss's** motivations, goals, problems, pressures, work style, strengths, weaknesses, triggers, insecurities... Put yourself in his or her shoes.
- **Actively nurture a healthy working relationship** – compatible with both persons' needs and assets. Adjust your behaviour to fit your boss's style.

Gabarro & Kotter, 1993

DOUBLE-LOOP LEARNING

- Reflect critically on your behaviour
- Stop being defensive or blaming others
- Notice the way you really act is not the way you think you act
- See how you contribute to the problem
- Change your approach or behaviour

Argyris, 1991



- ### STAGES IN THE REFLECTION PROCESS
- Articulate problem
 - Analyse problem
 - Formulate and test a tentative theory to explain the problem
 - Act (or decide whether to act)
- Daudelin, 1996

A BROADER VIEW OF INTELLIGENCE

- **ANALYTICAL OR CRITICAL**
Analyzing, critiquing, judging, evaluating,
comparing, contrasting, assessing
- **CREATIVE**
Creating, discovering, inventing, imagining,
supposing, hypothesizing
- **PRACTICAL**
Applying, using, practicing; tacit knowledge;
encompasses the social and emotional realms

Sternberg (1999)