

PART FOUR

**INTERPERSONAL
RELATIONS AND SKILLS**

CONTENTS OF PART FOUR

Chapter Fourteen covers interpersonal relations and surveys these areas:

- Personal characteristics that influence or relate to interpersonal orientations and behavior
- Initiation, development, and maintenance of interpersonal relationships
- Interpersonal styles (and related traits and orientations)
- Relationships between interpersonal and managerial styles
- Behavior in social groups (their formation, membership phenomena, and norms and sanctions)
- Interpersonal conflicts (their symptoms, types, sources, and resolution)
- Perspectives on the relationships between conflict resolution and management functions, problem solving, and managerial styles

Chapter Fifteen discusses effective communication, covering the communication concepts, principles, and skills that help improve interpersonal interactions and the communication of information throughout an organization. It also explains the responsibilities of both senders and receivers for effective communication and provides perspectives on the relationships between communication and managerial functions and styles.

HOW PART FOUR FITS INTO THIS BOOK AND THE MD/OD PROJECT

Many of the integrative problems discussed to this point can be traced to poor use of think-work concepts, principles, methods, and tools. Even so, many are also caused or exacerbated by interpersonal problems. Dysfunctional interpersonal relationships and interactions hinder the vertical and horizontal flows of information necessary to integrate jobs and people effectively.

Approximately three half-day sessions on interpersonal relations should be aimed at accomplishing two major objectives. The first is to increase participants' levels of social intelligence (interpersonal awareness, sensitivity, understanding, and skill). By increasing their knowledge of relevant concepts, they will be able to observe human behavior and interactions with greater understanding and insight. The second objective is to enable participants' increased use and reinforcement of the behavioral frames of reference and principles covered in Chapters Eight through Twelve (Module 2).

Along with previous modules, this one prepares participants for Module 5, which deals with team think-work during organizational planning, problem-solving, and decision-making processes. Improved team think-work requires applying not only the analytic approach (Chapters Two through Six and Chapter Thirteen) but also (a) knowledge and understanding of behavior, (b) communicative skills, and (c) group process skills. As we explained on pages 281–282 in the introduction to Module 3, all of these inputs are eventually integrated and utilized during the class or seminar sessions for Chapter Sixteen and the superior-subordinates sessions following Module 5.

SUPERIOR-SUBORDINATES DISCUSSION, OD APPLICATION, AND TEAM-BUILDING SESSIONS

As Chapter One discusses in detail, superior-subordinates discussion, OD application, and team-building sessions are conducted once everyone involved in the program has completed the training portion of Module 4. Immediately following Chapter Fifteen, the last chapter in Part Four (Module 4), are the recommendations for OD consultants or facilitators who are conducting that round of superior-subordinates sessions.