Collaborative Skills Development Session 1

A Focus on
Interpersonal Communication Skills

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Working Theories and Assumptions

- Technical expertise is only part of the professional expertise one needs to be successful.
  - People skills are equally, and often more, important.
- Effective teamwork involves many skills that can be learned, if you are willing to
  - acknowledge that you need to develop or improve your skills
  - practice the skills
  - get feedback on the skills
  - reflect on your use of the skills

Skills for Effective Teamwork

Intrapersonal
(within the person)

1. Engage in Self Reflection
2. Gather Information
3. Think Critically

Intrateam
(within the team)

1. Define and Understand the Team Purpose
2. Create Cohesiveness Through Teambuilding
3. Use Models, Procedures, and Roles
4. Engage in Team Reflection

Interpersonal
(between persons)

1. Produce Effective Outgoing Communication
2. Accurately Interpret Incoming Communication
3. Manage Relationships Effectively
4. Facilitate

Interteam
(between teams)

1. Align with the Larger Organization
2. Communicate and Collaborate Effectively with Other Groups
3. Acquire Resources and Information
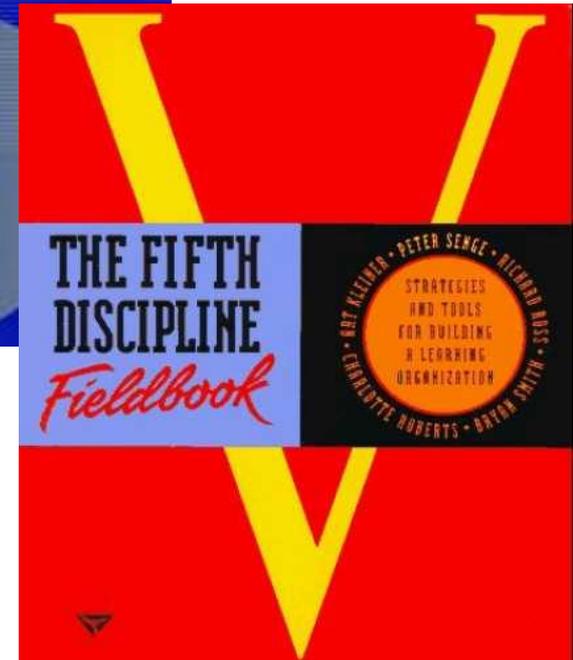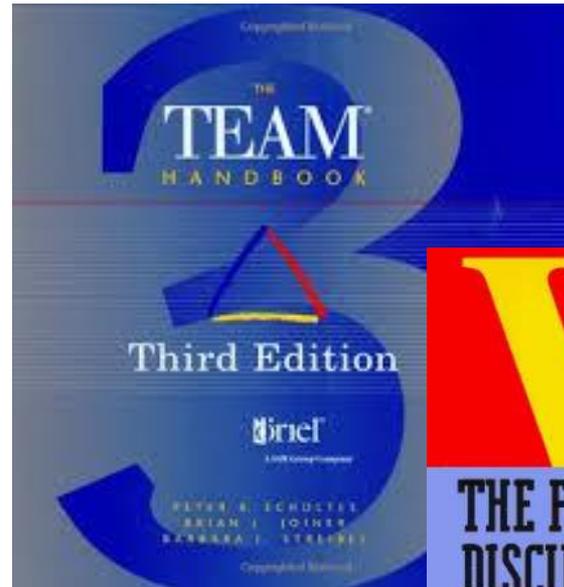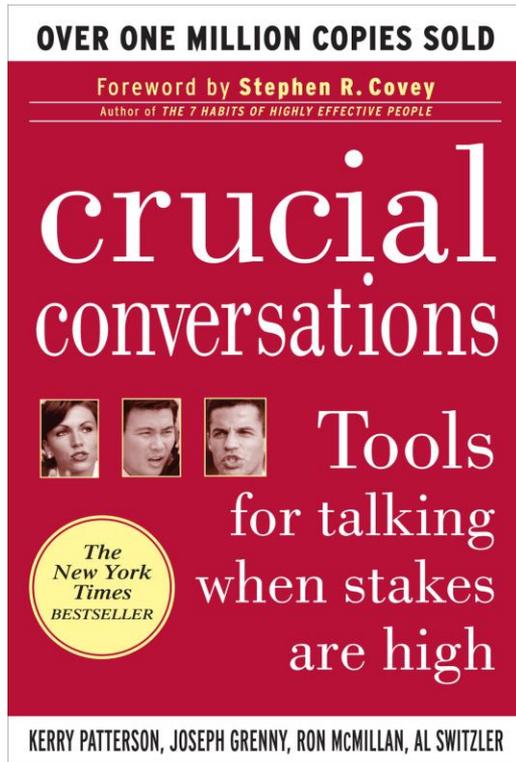
Linder and Ledlow

More Working Theories and Assumptions

- Working successfully with others involves a commitment to both the task and the process of the team.

- The use of models, strategies, and tools minimizes stress and improves team performance.

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Biggest Mistake Teams Make:
Thinking That Explicit Processes, Procedures, and Strategies Are Not Needed

- These include:
    - Teambuilding Activities
    - Decision-Making Tools
    - Conflict Resolution Tools
    - Skills Inventories

We want to do what we've always done, but get a different result….

Resources for Collaborative Work

OVER ONE MILLION COPIES SOLD

Foreword by **Stephen R. Covey**
Author of *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*

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ORGANIZATION

ART KLEINER · PETER SENGE · RICHARD ROSS · CHARLOTTE ROBERTS · BRYAN SMITH

COMMUNITY TOOL BOX

Today's Materials

- Senge, P. M., Kleiner, A., Roberts, C., Ross, R. B., & Smith, B. J. (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York: Currency Doubleday.

Style of Discourse	Raw Debate	Polite Discourse	Skillful Discussion	Dialogue
Goal of Discourse	Reach a decision.	No need for a decision.	Reach the best decision by consensus.	Learn what others think.
Character of Discourse	• More conventional. • Often contentious. • Strong advocacy. • Desire to win. • Most persistent or aggressive person's ideas may win.	• More conventional. • Little interest in ideas of others. • May involve a desire to avoid unpleasantness.	• More attuned to sources of group thought and bringing them to the surface. • Attention paid to individual intentions. • Advocacy balanced with inquiry. • Shared meaning is built. • Self awareness is used as a resource. • Impasses are explored.	

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Scholtes, et al

"Principles" of Skillful Discussion

- I am *mindful of my own intentions*.
  - What are my goals?
  - Am I willing to be influenced?
- I *balance advocacy with inquiry*.
  - What led you to that view?
  - What implications do you see?
- I strive build *shared meaning.*
  - When we use the term _____, what do we really mean?
  - Do we define _____ the same way?
- I use *self-awareness as a resource*.
  - What am I thinking? Feeling?
  - What do I want right now?
- I strive to *explore impasses.*
  - What do we agree on?
  - Do we disagree on facts, methods, goals or values?

Reflection/Commitment

- What principle of skillful discussion do I use fairly well already?

- What principle of skillful discussion will I begin to work on today?