



Inspiring and developing teachers the world over

Visit www.pavpub.com/pavilion-elt

Teaching interpersonal skills for better communication

Chia Suan Chong
Pavilion ELT Live! 22nd June 2019

1

Why interpersonal skills?

- Good interpersonal skills are the foundation of good relationships.
- Good interpersonal skills are essential for the workplace and for career success.
- Improving our interpersonal skills is a lifelong journey and starts with the ability to reflect.

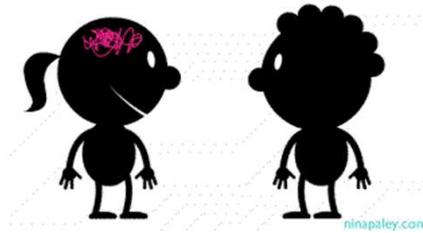


www.pavpub.com/pavilion-elt

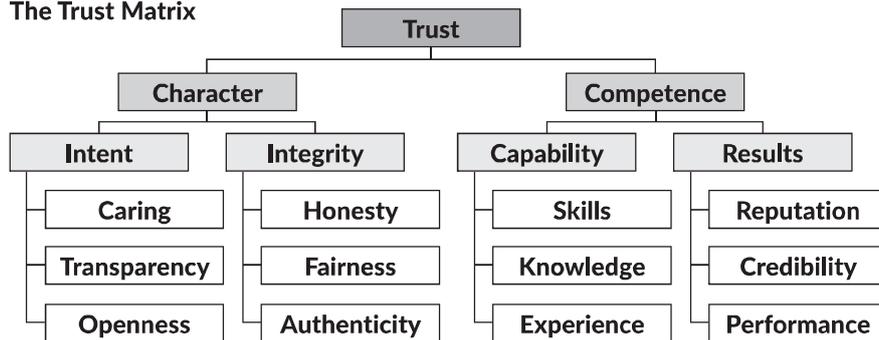
2

Interpersonal Skills

- Trust-building
- Collaboration
- Influencing
- Conflict management
- Communication skills
- Active listening skills
- Giving/Receiving feedback
- Intercultural skills



The Trust Matrix



Influencing



5

You want to convince your partner to spend their lunch time tomorrow going to a training session on communication skills with you.

Your partner is overloaded with emails to reply and wanted to use lunchtime to do this.

How would you go about persuading them?



6

Influencing

"Here's my take on the situation." (A)

"These statistics clearly show that..."

"The market is ready for this."

"If you look at the facts, you'll see that..."

"In my experience..."

"So what do you think about this?"

"And why do you think this is the case?"

"What's the most important thing for you here?"

(B) *"What would you be willing to accept?"*

"What would be a ideal solution for you?"



7

Influencing

"Here's my take on the situation." (A) **Push**

"These statistics clearly show that..."

"The market is ready for this."

"If you look at the facts, you'll see that..."

"In my experience..."

"So what do you think about this?"

"And why do you think this is the case?"

"What's the most important thing for you here?"

(B) **Pull** *"What would you be willing to accept?"*

"What would be a ideal solution for you?"



8

Influencing

<p><i>"Listen, I've got a great idea."</i></p> <p><i>"Wouldn't it be amazing if...?"</i></p> <p><i>"I think you'll love this."</i></p> <p><i>"You know in your heart that this is the best way forward."</i></p> <p><i>"I think we would struggle to find a better option."</i></p>	<p>(C)</p> <p><i>"What are our different options here?"</i></p> <p><i>"What are the advantages and disadvantages of doing it this way?"</i></p> <p><i>"Do you think the pros outweigh the cons in this case?"</i></p> <p>(D)</p> <p><i>"How can we overcome those drawbacks?"</i></p> <p><i>"Would you say that this is the best option too?"</i></p>
---	---



9

Influencing

<p><i>"Listen, I've got a great idea."</i></p> <p><i>"Wouldn't it be amazing if...?"</i></p> <p><i>"I think you'll love this."</i></p> <p><i>"You know in your heart that this is the best way forward."</i></p> <p><i>"I think we would struggle to find a better option."</i></p>	<p>(C) Push</p> <p><i>"What are our different options here?"</i></p> <p><i>"What are the advantages and disadvantages of doing it this way?"</i></p> <p><i>"Do you think the pros outweigh the cons in this case?"</i></p> <p>(D) Pull</p> <p><i>"How can we overcome those drawbacks?"</i></p> <p><i>"Would you say that this is the best option too?"</i></p>
---	---



10

Different ways of pushing

"Here's my take on the situation."

"These statistics clearly show that..."

"The market is ready for this."

"If you look at the facts, you'll see that..."

"In my experience..."

"Listen, I've got a great idea."

"Wouldn't it be amazing if...?"

"I think you'll love this."

"You know in your heart that this is the best way forward."

"I think we would struggle to find a better option."



11

Different ways of pulling

"So what do you think about this?"

"And why do you think this is the case?"

"What's the most important thing for you here?"

"What would you be willing to accept?"

"What would be a ideal solution for you?"

"What are our different options here?"

"What are the advantages and disadvantages of doing it this way?"

"Do you think the pros outweigh the cons in this case?"

"How can we overcome those drawbacks?"

"Would you say that this is the best option too?"



12

Different influencing styles

Asserting

Bridging

Inspiring

CONVINCING

Negotiating

Do you have a dominant style?



www.pavpub.com/pavilion-elt

13

Fred tried to get Yipei on board with the new reporting system that required team members to prepare a weekly report for their Wednesday team meetings.

Yipei seemed reluctant and so Fred called her into his office for a face-to-face chat about her reservations.



Successful International Communication, 2018

www.pavpub.com/pavilion-elt

14

Yipei starting talking about the importance of developing professionally and not becoming complacent with her IT skills.

Fred could not understand why she was changing the subject and tried to ask her how she felt about reporting back every Wednesday.



Yipei responded by talking about how grateful she was that the company was sending her on an evening IT course and how much she was enjoying the opportunity to grow.

The four options he considered were:

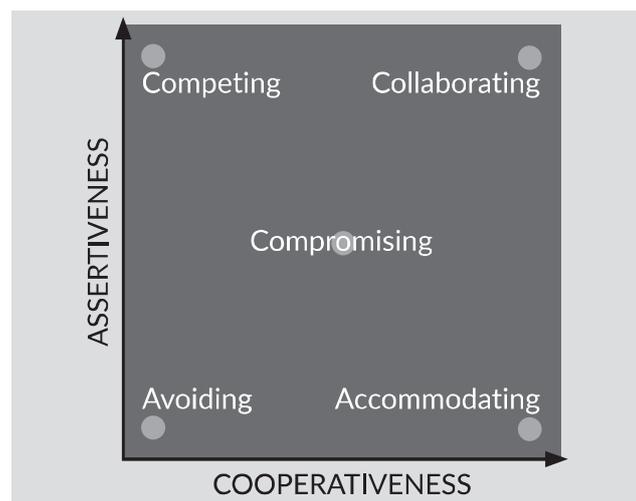
- A. Not pursue the matter any further
- B. Ask Yipei what her evening classes had to do with the weekly reports
- A. Look into Yipei's evening IT classes that the company was sending her on
- B. Reprimand Yipei for not answering his questions and insist on a direct response: 'yes' or 'no' to weekly reports.

Successful International Communication, 2018

Conflict



17



The Thomas-Kilmann Conflict Mode Instrument

18

How would you approach this?

Your manager said a colleague has voiced an issue with the way you clock out of the office at 5pm everyday and how you don't acknowledge how most of your colleagues work till almost 10pm every night.

You have family obligations and you had assumed that your colleagues all know that.



www.pavpub.com/pavilion-elt

19

How would you approach this?

- Your name is Deborah but Lee from Finance keeps calling you Debbie. You don't like that nickname.



www.pavpub.com/pavilion-elt

20

How would you approach this?

- Your team member often CCs your manager in all your email communication. Your manager then gets involved in all the smaller decisions you make. You find this unnecessary and it affects the way you deal with certain issues.



www.pavpub.com/pavilion-elt

21

How would you approach this?

- Your counterpart in head office on the other side of the globe has a habit of calling you at 2am once a month for your department reports.



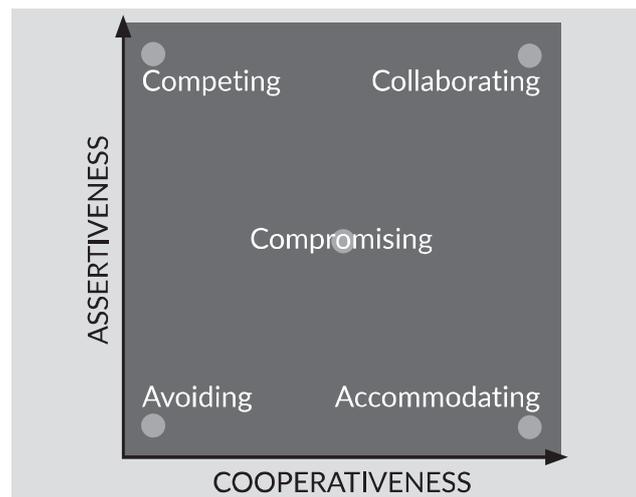
www.pavpub.com/pavilion-elt

22

How would you approach this?

- You often find that when you come back to your desk in the morning, things have been moved around and are not always easy to find. You realise that a colleague working a different shift has been using your desk in the evenings.

23



The Thomas-Kilmann Conflict Mode Instrument

24

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

25

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity

26

Communicating in conflict situations

Sonja: *I have a real issue with the fact that you never mean what you say.*

Richard: *What are you talking about?*

Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*



www.pavpub.com/pavilion-elt

27

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations



www.pavpub.com/pavilion-elt

28

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

29

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be ~~fake~~ and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

30

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact

31

Communicating in conflict situations

Sonja: *I have a real issue with the fact that you never mean what you say.*

Richard: *What are you talking about?*

Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*

Richard: *That is so not true.*

Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*

Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*

Sonja: *That's such rubbish.*

Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*

Sonja: *I don't micro-manage everything!*

Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*

Sonja: *You're the one who's so particular about the unimportant details ...*

32

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

33

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples

34

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

35

Communicating in conflict situations

- Sonja: *I have a real issue with the fact that you never mean what you say.*
- Richard: *What are you talking about?*
- Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*
- Richard: *That is so not true.*
- Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*
- Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*
- Sonja: *That's such rubbish.*
- Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*
- Sonja: *I don't micro-manage everything!*
- Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*
- Sonja: *You're the one who's so particular about the unimportant details ...*

on-elt

36

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs

37

Communicating in conflict situations

Sonja: *I have a real issue with the fact that you never mean what you say.*

Richard: *What are you talking about?*

Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*

Richard: *That is so not true.*

Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*

Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*

Sonja: *That's such rubbish.*

Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*

Sonja: *I don't micro-manage everything!*

Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*

Sonja: *You're the one who's so particular about the unimportant details ...*

38

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs
6. Don't focus on insulting their personalities

Communicating in conflict situations

Sonja: *I have a real issue with the fact that you never mean what you say.*

Richard: *What are you talking about?*

Sonja: *You said we would work on the social media report together but yesterday, when I asked you for help with it, you were so reluctant.*

Richard: *That is so not true.*

Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*

Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*

Sonja: *That's such rubbish.*

Richard: *Whenever I try to help you, you pick fault with everything I do. 'This is not the right way! Do it like that! Don't do it like that!' You're a control freak and you micro-manage everything.*

Sonja: *I don't micro-manage everything!*

Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*

Sonja: *You're the one who's so particular about the unimportant details ...*

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs
6. Don't focus on insulting their personalities
7. Don't get defensive and do a tit-for-tat

41

Communicating in conflict situations

Sonja: *If you don't want to help, then don't be fake and pretend that you're so helpful. It's dishonest. And you do this all the time ... like that time, in front of the boss, when you pretended to be such a team player and ...*

Richard: *I'm not dishonest and I do want to help. It's just extremely difficult to work with you because you are always so negative.*

Richard: *You do! From the font I choose to the margins of the document. Remember when I stayed in the office late to help you do the mock-up for the Backhouse proposal? I was...*

Sonja: *You're the one who's so particular about the unimportant details ...*

42

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs
6. Don't focus on insulting their personalities
7. Don't get defensive and do a tit-for-tat
8. Don't interrupt



www.pavpub.com/pavilion-elt

43

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs
6. Don't focus on insulting their personalities
7. Don't get defensive and do a tit-for-tat
8. Don't interrupt
9. Don't ignore what is being said



www.pavpub.com/pavilion-elt

44

10 don'ts for communicating in a conflict situation

1. Don't start with a lot of negativity
2. Don't make generalisations
3. Don't present feelings as fact
4. Don't bring up irrelevant past examples
5. Avoid using emotional words and adverbs
6. Don't focus on insulting their personalities
7. Don't get defensive and do a tit-for-tat
8. Don't interrupt
9. Don't ignore what is being said
10. Don't focus solely on the past



www.pavpub.com/pavilion-elt

45

Communicating in conflict situations

Sonja: *Richard, I know you try to be helpful and you've said on many occasions that I can turn to you when I feel overwhelmed. I really appreciate that and have taken that to heart, so I felt a bit disappointed when I asked you to help me with the social media report and you seemed reluctant. I only asked you because I know you're very good at navigating the social media platforms.*

Richard: *I'm sorry I disappointed you. I really would like to help you, Sonja, but I sometimes find it difficult when I try to help because you seem to know exactly what you want and perhaps you prefer to have better control over the finer details. So I feel like my work often goes to waste when you come in and change what I've worked on.*

Sonja: *I can see how that can make you feel like your efforts have gone to waste. I'm sorry you feel that way. Would it help you in the future if I am clearer from the beginning which elements I would like to have a say in?*

Richard: *Yes, definitely. And I'd like you to trust my expertise a bit more.*

Sonja: *I do. That's why I like you helping me out because you're good at what you do.*

46

**Listening is being able to be
changed by the other person.**

Alan Alda

47

Harry approaches a shop assistant in a department store...

Harry: *Excuse me, could you tell me where the shoe department is?*

Shop Assistant: *The shoe department is on the third floor. Right behind the men's shirts.*

Harry: *I was told it's on this floor because I'm ...*

Shop Assistant: *No, it's not on this floor. Shoe department's on the third floor. Right behind the men's shirts.*

Harry: *But I asked the lady downstairs for ...*

Shop Assistant: *Take this escalator up to the third floor and you'll find it. Men's shoes. Right behind men's shirts.*

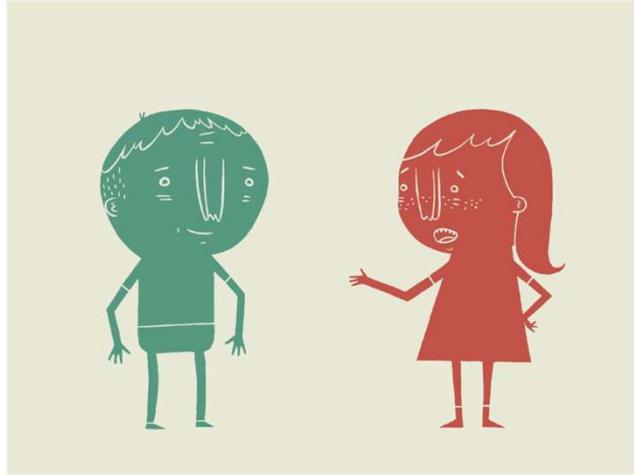
Harry: *Sorry, I don't think it's ...*

Shop Assistant: *That's the only men's shoes department in this building. You're not going to find men's shoes on this floor.*

Harry: *I'm not looking for the men's shoes department. I'm looking for the toilets. I was told they are behind the ladies' shoes department.*

48

“People say I’m a good listener!”



10 tips for active listening

- Listen. Really listen.
- Respect the speaker.
- Show that you’re listening.
- Hold back judgments and don’t interrupt.
- Be curious. Ask questions.
- Use their name.
- Try to feel what the speaker is feeling.
- Clarify and summarise what is being said.
- Respond appropriately.
- Don’t assume you know what the speaker wants from the interaction.

And remember...

- Different people listen in different ways.



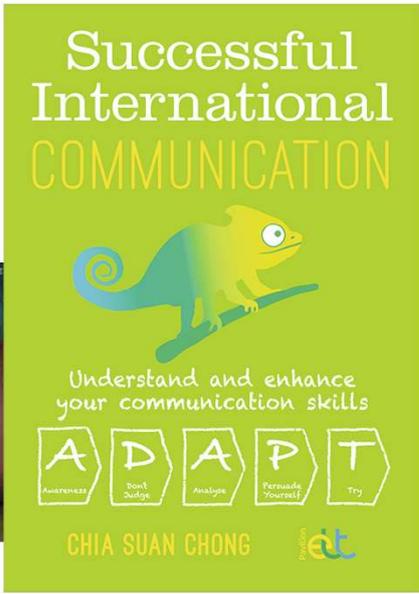
51

What is your communication style?

Distanced	Close
Structured	Flexible
Formal	Informal
Proactive	Reactive
Complex	Simple
Direct	Indirect
Emotional	Neutral
Expansive	Concise
Fast	Slow
Problem-oriented	Solution-focused
Optimistic	Realistic
Statement-maker	Question-maker
Content-oriented	Relation-oriented
Silent listener	Active listener

52

To find out more...



Successful International COMMUNICATION

Understand and enhance your communication skills

A D A P T

Awareness Don't Judge Analyse Persuade Yourself Try

CHIA SUAN CHONG 

 www.pavpub.com/pavilion-elt

53

Thank you very much!

Chia Suan Chong
Author of Successful International Communication

 Twitter : @chiasuan
@etprofessional

 LinkedIn: Chia Suan Chong

Blog: www.etprofessional.com

 www.pavpub.com/pavilion-elt

54