



# Developing Leadership Competencies

## 4. INTERPERSONAL RELATIONS



### Competency Descriptors by Level

Supervisor

- Enable work through managing interpersonal relations within the working group
- Relate effectively to people having different values, personalities or cultural backgrounds
- Stimulate constructive discussion of different points of view
- Consider the people component of issues and decisions

Middle Manager

- Manage group dynamics and group situations within & across units
- Give credit or recognition for the contribution of others
- Recognize & handle difficult relationships

### Suggested Readings

- *Valuing Diversity and Similarity: Bridging the Gap Through Interpersonal Skills*, Joe Wittmer (Educational Media Corporation, 1992)
- *Getting to Yes*, Roger Fisher, William Ury and Bruce Patton (Penguin Books, 1991)
- *Hidden Dynamics*, Faith Ralston (AMACOM, 1995)
- *Emotional Intelligence*, Daniel P. Goleman (Bantam Books, 1997)

### Videos

- *Dealing with Diversity* - Learn to deal with differences in age, race, education, religion and personality
- *How to Deal with Difficult People* offered by the Self-Directed Learning Centre of the Public Service Commission
- *Communicating Non-Defensively*