



Interpersonal Effectiveness

MASTERCLASS WORKBOOK

The Assistant Room Members

Exercise 1

Identifying your interpersonal strengths and weaknesses is key to moving forward with your continued professional development. Assess each of the individual professional skills below and rank your ability to do well in those skills.

1 - I am very poor at that skill, 2 - I am poor, 3 - I am sometimes good, 4 - I am usually good, 5 - I am always good

SKILL	RATING
Introducing yourself	
Listening - taking in what people say	
Listening - showing interest in people	
Communicating feelings	
Dealing with anger/hostility	
Responding to praise	
Responding to negative feedback	
Coping with expressions of disinterest	
Coping with silences in conversations	
Appreciating other people's feelings	
Giving information	
Advising on emotional issues/difficulties	
Seeking clarification	
Asking open-ended questions	
Waiting for replies	
Changing direction of conversation	
Self-disclosure as appropriate	
Making a conversation more serious	
Making a conversation less serious	

Summarising what people have said	•
Holding someone's interest and attention	•
Finishing conversations in a positive way	•
Organising skills	•
Time management	•
Liaising with others	•
Resolving conflicts	•
Finishing tasks	•

Exercise 2

Now that you have formed an understanding of which professional skills require some TLC, write below the top three you would like to concentrate on to start developing your interpersonal skills.

TIP: Think about what is most crucial to making your role more successful.

EXAMPLE

Skill: Giving information

Rating: 3

This skill is important to my role because...

My Exec relies on me to give her regular updates on current projects.

I struggle with this skill because...

I'm not very confident when I'm put on the spot and I can get flustered easily when she asks for updates outside of our 1:1s.

Skill:

Rating:

This skill is important to my role because...

I struggle with this skill because...

Skill:

Rating:

This skill is important to my role because...

I struggle with this skill because...

Skill:

Rating:

This skill is important to my role because...

I struggle with this skill because...

Exercise 3

Understanding your most common interaction goals is important to developing your interpersonal skills in the correct way. Below, write down which goal you would set for each of the following scenarios.

TIP: Remember your interactions goals: gaining our objective, prioritising relationships, maintaining self respect.

SCENARIO	INTERACTION GOAL
Regular 1:1 with your Exec	
Organising a meeting on behalf of your Exec	
Setting expectations with a colleague	
Communicating with another PA/EA	
Making a complaint	
Liaising with a supplier	
Receiving negative feedback	
Asking for a payrise/promotion	
Communicating boundaries	

NOTES

Exercise 4

Listening is a vital part of developing your interpersonal skills. Below is a strength assessment for you to work through, grading yourself as you did on your professional skills. Read through each of the statements and then comment on how well you agree with the statement.

1 - strongly disagree, 2 - disagree, 3 - agree, 4 - strongly agree, 5 - don't know

Work fairly quickly through the statements; do not miss any.

SKILL	RATING
I consider myself an effective listener	
I enjoy listening to other people	
I find listening fairly difficult when I am tired	
Most people can listen without any particular training	
I can only listen to people I like	
It is important to listen to what people 'really' mean when they speak	
Reading people's non-verbal communication is as important listening to them	
I restate the speaker's remarks from time to time	
I try to ask relevant questions to encourage the speaker when I am listening	
I use positive non-verbal body language when listening	
I avoid interrupting the speaker when I am listening	

After assessing the above, do you feel that you need more practice in listening ?

YES NO



Objective Effectiveness

NOTES



Relationship Effectiveness

NOTES



Self-Respect Effectiveness

NOTES



Congratulations you made it to the end of your masterclass workbook.

Good luck in developing your interpersonal effectiveness further and working with new and existing colleagues with greater success!