

Sample Situation Models

The People-to-People Skills are verbal skills that can be applied to business and personal situations. Following are sample situation models for:

- Guiding Career Development
- Leading a Project Team
- Negotiating with Other Parties
- Resolving Conflict
- Setting Performance Expectation

Guiding Career Development

Introduction

It is a privilege to act as career development coach for another person. Although the real thinking and research must be done by the individual, a career development coach can provide support as the individual explores goals, reviews skills, examines areas to strengthen, and determines how to proceed.

Most of all, a career development coach can provide much needed support and encouragement.

Here is a one approach for guiding career development.

Purpose

To help team members plan their career goals

Use the Interact Skills to:

- ◆ *Explore development goals and time frames.*
Request input.
Listen actively.
- ◆ *Review skills and qualities that support achieving goals.*
Request input.
Listen actively.
Give input.
- ◆ *Explore areas that need development.*
Request input.
Listen actively.
Give input.
Express support.
- ◆ *Explore ways to develop skills and meet goals.*
Request input.
Listen actively.
Give input.
Express support (confidence).

Leading a Project Team

Introduction

Projects vary in content and scope, but all successful projects have some similarities. The seven phases to a project are indicated below.

To Lead a Project Team:

- 1. Explore the project.*
- 2. Define the project.*
- 3. Present the plan.*
- 4. Begin the project.*
- 5. Develop the project output.*
- 6. Test the project output.*
- 7. Produce the project output.*

Negotiating with Other Parties

Introduction

We negotiate every day—sometimes successfully and sometimes unsuccessfully. In business, we negotiate terms and conditions, quality standards, costs, delivery requirements, service options, and numerous other factors.

Within a negotiation, each party has objectives and specific needs behind the demands. By understanding these needs, negotiators can identify common ground and evaluate acceptable terms.

Here is one approach for negotiating with other parties.

Purpose

To settle on terms or conditions that will satisfy two or more parties

Use the Interact Skills to:

- ◆ *Review each party's objectives.*
Request input.
Listen actively.
Give input.
- ◆ *Explore needs behind demands.*
Request input.
Listen actively.
Give input.
- ◆ *Identify common ground.*
Give input.
- ◆ *Offer or invite acceptable terms.*
Give input or request input.
Listen actively.
- ◆ *Determine next steps.*
Request input or give input.
Listen actively.

Resolving Conflict

Introduction

Conflicts arise in personal and business encounters. People have different points of view, which often are misunderstood.

Before any conflict can be resolved, the different points of view must be aired and explored. Parties can then address ways to settle a business dispute or personal disagreement—narrowing the options and arriving at a resolution.

Here is one approach for resolving conflict.

Purpose

To understand differences and resolve them

Use the Interact Skills to:

- ◆ *Explore each point of view.*
 - Request input.*
 - Listen actively.*
 - Give input.*

- ◆ *Review options or outcomes, if necessary.*
 - Request input.*
 - Listen actively.*
 - Give input.*

- ◆ *Choose one option or outcome.*
 - Request input.*
 - Listen actively.*
 - Give input.*

- ◆ *Determine next steps.*
 - Request input or give input.*

Setting Performance Expectations

Introduction

Specific expectations that are measurable and achievable help people know exactly what is expected of them in an assignment. A session to state expectations allows for negotiation and discussion—especially when expectations seem unrealistic.

Time and money are wasted when people fail to set performance expectations with one another. Unless expectations are thoroughly outlined, it is unlikely that they will be fulfilled.

Here is one approach for setting performance expectations.

Purpose

To explain an assignment or expected level of performance

Use the Interact Skills to:

- ◆ *State specific expectations.*
Give input.
- ◆ *Check for understanding.*
Request input.
Listen actively.
- ◆ *Explore options for accomplishing expectations.*
Request input.
Listen actively.
Give input.
Express support.