

Leadership Competency Development Guide

Competency Cluster: Fostering a Team Environment



Competency: Interpersonal Skills

Definition: The ability to interact positively with co-workers. The degree and style of understanding and relating to others.

Behavioral Indicators:

- Effectively approaches others with sensitive information
- Understands the unspoken meaning of a situation
- Understands strengths and development areas of others
- Makes others feel respected and heard

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Take a course on listening skills • Practice active listening, especially in emotional situations (reflect what the other person has said before stating your own opinion) • Watch for tone and non-verbals when communicating with others (in them and in yourself) • Match team members to jobs and assignments suited to their strengths • Read books or watch videos on effective interpersonal skills (see below) 	<ul style="list-style-type: none"> • Ask you staff, manager and co-workers for feedback on your interpersonal skills. • Observe someone known for their ability to relate to others. Watch what they say and do to create positive relationships. • Ask a skilled communicator to mentor you on your interpersonal skills. 	<ul style="list-style-type: none"> • By June 30, I will complete a course on Myers-Briggs Type Indicator and practice at least one skill covered in the class. • By December 30, I will ask Joe Smith to observe me in a group setting and provide feedback. • By March 15, I will meet with each of my staff to discuss strengths, development needs, and goals.



Leadership Competency Development Guide for Interpersonal Skills

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Interpersonal Skills in civil service.

Resource Index



[Definition, Behavioral Indicators,
Developmental Activities](#)



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on-line and available for checkout



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Academic Journals and Books On-Line and Available for Checkout



Academic Journals and Articles on Interpersonal Skills

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Academic Journals and Articles on Interpersonal Skills

[Body Language: Silent Communicator at the Workplace.](#)

The role of body language in communication is pivotal and unquestionable. Body language comprising of postures, gestures, eye contacts, facial expressions, etc., speaks more than any content delivered verbally. In today's highly competitive environment, an employee spends most of his time at workplace. Out of his experience, he practices self-control and keeps check on his verbal communication. But, body language surpasses all controls and invariably reveals the bare truth. The interpretations of body language differ and thus they may not always necessarily convey the real feelings of an individual. Thus being more sensitive to the need of others— employer, colleagues, customers, etc.— one must improve his/her nonverbal communication. The implications of body language need to be understood by the employer as well as the employees. A better understanding of right body language brings success at workplace and contributes to the growth of the organization. It also opens more avenues of growth at personal and professional front, for the employees of the organization. This paper aims at understanding the role of body language and its interpretation at workplace. It is an attempt to understand nonverbal cues of individuals employed to enhance positivity at the workplace. [ABSTRACT FROM AUTHOR]

Author: Kurien, Daisy N.

Source: IUP Journal of Soft Skills 4, no. 1/2 (March 2010): 29-36

[Building effective communicators](#)

The article focuses on the significance of having positive interpersonal communication within an organization, which contributes to a successful work environment. Conversely, the negative impacts of poor interpersonal communication include the deterioration of teamwork and productivity. Communicating respect and assertiveness and gender-free communication are among the topics that human resource management consultants focus on to improve workplace communication.

Author: Bowes, Barbara

Source: CMA Management 81, no. 9 (February 2008): 14

[Can We All Get Along? The Interpersonal Challenge at Work.](#)

Researchers suggest that acting rudely or showing disregard for others contributes to an increasing incivility in the workplace. The analysis of workplace incivility indicates there is more to interpersonal interaction in the American workplace than the positive image of water-cooler conversations, lunchroom camaraderie, or after-work happy hours. Rather, we are also likely to find a range of discordant behaviors exhibited by employees toward their coworkers and by managers toward their subordinates. These

behaviors may be overtly aggressive and violent, or subtle and unthreatening. Several reasons for this trend toward incivility are explored.

Author: Muir, Clivel

Source: Academy of Management Executive; Nov2000, Vol. 14 Issue 4, p143-144

[Dealing With Personality Conflicts at Work.](#)

The article discusses the concept of personality and offers tips on diffusing personality conflicts in the workplace. Psychologists often describe personality as an enduring characteristic that results in a pattern of predictable behavior. Among the steps in diffusing personality conflict are showing respect for others and reflecting on how one's personality traits might differ from those of one's colleagues.

Authors: Black, Elizabeth, and Lois James

Source: OfficePro 68, no. 6 (August 2008): 18.

[Does Rudeness Really Matter? The Effects of Rudeness on Task Performance and Helpfulness.](#)

In three experimental studies, we provided an empirical test of how rudeness affects task performance and helpfulness. Different forms of rudeness--rudeness instigated by a direct authority figure, rudeness delivered by a third party, and imagined rudeness--converged to produce the same effects. Results from these studies showed that rudeness reduced performance on routine tasks as well as on creative tasks. We also found that rude behavior decreased helpfulness. We examined the processes that mediated the rudeness-performance relationship and found evidence that disruption to cognitive processes fully mediated that relationship. [ABSTRACT FROM AUTHOR]

Authors: Porath, Christine L., and Amir Erez

Source: Academy of Management Journal 50, no. 5 (October 2007): 1181-1197

[Emotional Intelligence and Leadership Effectiveness: The Mediating Influence of Collaborative Behaviors](#)

Leadership effectiveness can be divided into two broad categories that include getting along behaviors (teamwork and empowerment of others) and/or getting ahead behaviors (visioning, energizing, designing and rewarding). This study examines the effects of emotional intelligence on getting along and getting ahead leadership behaviors at work. Results from an analysis of a dataset derived from a 360° leadership behavior survey completed by 929 managers indicated that emotional intelligence has a significant effect on collaborative behaviors at work, and collaborative behaviors directly affect the inspirational side of leadership performance. Further, getting along behaviors were found to fully mediate the relationship

between emotional intelligence and getting ahead behaviors. Theoretical and practical implications are discussed. [ABSTRACT FROM AUTHOR]

Authors: Guillén, Laura, and Elizabeth Florent-Treacy

Source: INSEAD Working Papers Collection no. 23 (March 21, 2011): 1-28

[Emotional Intelligence & Managerial Effectiveness: Role of Rational Emotive Behaviour.](#)

In recent times, emotional intelligence has been hailed by both academicians and practitioners as a soft skill that is critical for managers to succeed in their professional roles. Considerable research interest is seen today in the hitherto neglected area of human emotions and their impact at the workplace. This paper presents the results of an empirical study undertaken to see the influence of emotional intelligence and rational emotive behaviour on managerial effectiveness. The study sample consisted of 305 managers from diverse industries in the public and private sectors. Results showed that both the variables positively influence managerial effectiveness. Further, rational emotive behaviour was found to moderate the relationship between emotional intelligence and managerial effectiveness. Implications of these findings are discussed in the paper. [ABSTRACT FROM AUTHOR]

Authors: Srivastava, Nivedita, and Shreekumar K. Nair

Source: Indian Journal of Industrial Relations 46, no. 2 (October 2010): 313-327

[Envy at Work.](#)

The article focuses on how to manage envy in the workplace. The disruptive effects of envy on individual relationships and organizational performance are noted. The idea is presented that one must refocus negative thinking or behavior into productive thought and behavior by keeping a more open attitude about work relations and being more receptive to change in the organization, which will lead to job satisfaction and improved performance. The issue of envy among team members is discussed. The manifestations of envy, disparagement and distancing, are mentioned.

Authors: Menon, Tanya, and Leigh Thompson

Source: Harvard Business Review 88, no. 4 (April 2010): 74-79

[Monkey Business](#)

The article focuses on ten ways to survive and thrive in corporate culture. Inevitably, everyone who functions in a group with a well-defined dominance structure faces the occasional rough patch due to a competitive colleague, a misunderstanding, a workplace bully or a genuine false step. A roster of experts in human and animal hierarchical behaviour offers some suggestions about what to do when you've got your back to the office wall. "You've got to compel co-workers to support you," says Bellingham, Wash.-based

consultant Gary Namie, author of *The Bully at Work*. "There are always options, and there are always more than two options," notes Susan Dunn of San Antonio, who, because of her work in the area of emotional intelligence, bills herself as the EQ Coach. She recommends sources such as the International Coach Federation and the virtual community of Coachville. Positive language can build hope and even redefine a bad situation. If you refrain from using words such as "fault," "blame," "shame" and "failure," others will be less likely to perceive the situation in those terms. "The rule in communication is to assume you've been misunderstood," says Dunn. It's crucial for speakers to check what listeners think they've said and for listeners to repeat back what they think they've heard. Generally, the first place to begin to resolve personality conflicts is one-on-one, at your own level. However, in the case of a truly toxic situation involving a manager, you must go at least two management levels above the source of the problem to find impartial help. A 2003 survey by Workplace Bullying & Trauma Institute reports that of 1,000 volunteer respondents who say they were the target of bullying at work, 33% quit their jobs, another 17% transferred to a different position under the same employer, while a further 37% were fired or involuntarily terminated.

Author: Hood, Sarah B.

Source: Canadian Business 77, no. 16 (August 16, 2004): 83

[Project Leadership and the Art of Managing Relationship.](#)

A tremendous amount of information and resources are available to today's project manager. Much has been written and documented about the craft and complexity of effective project management. If you conduct a search at a book retailer, you'll discover more than 2,500 publications on the subject. The PMBOK Guide defines project management as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It further defines the project manager as the person responsible for accomplishing the project objectives. While the tools and practices for achieving success in the interpersonal aspects of a project are not widely seen in project management training, many experts understand the importance. PMI recognizes that the project manager and her team need interpersonal skills, in addition to the resources of the PMBOK Guide and other technical skills and awareness (for example, application of area knowledge, understanding the project environment, and general management skills). The recently updated PMBOK Guide—Fourth Edition includes the new appendix G on interpersonal skills. Project success requires that project managers not only manage projects, but lead people. They must gain the knowledge, skills, tools, and experiences of other leaders to enable them to manage and lead both the technical and the people side of project management. [ABSTRACT FROM PUBLISHER]

Author: Anderson, Barbara

Source: T+D 64, no. 3 (March 2010): 58.

[Pygmalion in Management.](#)

Most parents are aware that teachers' expectations about individual children become self-fulfilling prophecies: If a teacher believes a child is slow, the child will come to believe that, too, and will indeed learn slowly. The lucky child who strikes a teacher as bright also picks up on that expectation and will rise to fulfill it. This finding has been confirmed so many times, and in such varied settings, that it's no longer even debated. Self-fulfilling prophecies, it turns out, are just as prevalent in offices as they are in elementary school classrooms. If a manager is convinced that the people in her group are first-rate, they'll reliably outperform a group whose manager believes the reverse--even if the innate talent of the two groups is similar. J. Sterling Livingston named this 1969 article after the mythical sculptor who carves a statue of a woman that is brought to life. His title also pays homage to George Bernard Shaw, whose play 'Pygmalion' explores the notion that the way one person treats another can, for better or worse, be transforming. In his article, Livingston notes that creating positive expectations is remarkably difficult, and he offers guidelines for managers: Focus special attention on an employee's first year because that's when expectations are set, make sure new hires get matched with outstanding supervisors, and set high expectations for yourself. [ABSTRACT FROM PUBLISHER]

Author: Livingston, J. Sterling

Source: Harvard Business Review 81, no. 1 (January 2003): 97-106

[A Return to Civility.](#)

The article discusses the promotion of civility in the workplace in order to create a low-stress work environment and to enhance employee morale. An uncivilized society may impact several factors including business productivity, organizational commitment, and employee loyalty. Civility in the workplace also reduces employee dissatisfaction which leads to civil rights complaints and lawsuits.

Author: Hughes, Danita Johnson

Source: Supervision 72, no. 2 (February 2011): 17

[Social Intelligence and the Biology of Leadership.](#)

A decade ago in these pages, Goleman published his highly influential article on emotional intelligence and leadership. Now he, a co-chair of the Consortium for Research on Emotional Intelligence in Organizations, and Boyatzis, a professor at Case Western, extend Goleman's original concept using emerging research about what happens in the brain when people interact. Social intelligence, they say, is a set of interpersonal competencies, built on specific neural circuits, that inspire people to be effective. The authors describe how the brain's mirror neurons enable a person to reproduce the emotions she detects in others and, thereby, have an instant sense of shared experience. Organizational studies document this

phenomenon in contexts ranging from face-to-face performance reviews to the daily personal interactions that help a leader retain prized talent. Other social neurons include spindle cells, which allow leaders to quickly choose the best way to respond to someone, and oscillators, which synchronize people's physical movements. Great leaders, the authors believe, are those whose behaviors powerfully leverage this complex system of brain interconnectedness. In a handy chart, the authors share their approach to assessing seven competencies that distinguish socially intelligent from socially unintelligent leaders. Their specific advice to leaders who need to strengthen their social circuitry: Work hard at altering your behavior. They share an example of an executive who became socially smarter by embracing a change program that comprised a 360-degree evaluation, intensive coaching by an organizational psychologist, and long-term collaboration with a mentor. The results: stronger relationships with higher-ups and subordinates, better performance of her unit, and a big promotion. [ABSTRACT FROM AUTHOR]

Authors: Goleman, Daniel, and Richard Boyatzis

Source: Harvard Business Review 86, no. 9 (September 2008): 74-81

[Social Intelligence, a Key to Success.](#)

Society is a complex web of interactions, in which an individual should be able to get along with people harmoniously. This is the fundamental of Social Intelligence (SI). This paper stresses the importance of SI. People with high SI possess magnetic powers that attract others, and are friendly, supportive and caring; they are successful in the society. But people with low SI have problems in interpersonal relationships and are a misfit in the society. This paper discusses the essential characteristics of SI, steps to develop SI, domains of SI, essential requisites for an employee to accomplish success and the effects of poor SI. It concludes by emphasizing that developing or cultivating SI helps one to become successful. [ABSTRACT FROM AUTHOR]

Authors: Joseph, Catherine, and Sree Sai Lakshmi

Source: IUP Journal of Soft Skills 4, no. 3 (September 2010): 15-21

[Watch Your Language](#)

The article discusses the tendency of people to be convinced not by the content of the spoken word, but by tone of voice and body language that business professionals often overlook. In the workplace, it is impossible not to communicate nonverbally. However, there are times that body language does not convey what people intended them to. In this connection, people should pay attention to their body language in order to be more proficient at incorporating nonverbal signals of confidence, trust, and credibility.

Author: Goman, Carol Kinsey

Source: T+D 62, no. 8 (August 2008): 94-95

[To Win the Respect of Followers, Leaders Need Personality Intelligence.](#)

The diversity of identities and personalities in today's knowledge workplace complicates a leader's task. However, knowing what factors shaped and still influence those identities can help a leader understand - and predict - why certain personalities behave in certain ways. Made aware and sensitized, a leader comes to respect those identities. In turn, followers come to respect the leader. [ABSTRACT FROM AUTHOR]

Author: Maccoby, Michael

Source: Ivey Business Journal 72, no. 3 (May 2008): 1



Books Available On-Line

[**The ACE of Soft Skills: Attitude, Communication and Etiquette for Success**](#) by Gopalaswamy Ramesh; Mahadevan Ramesh. Pearson Education India, 2010

[**The Art and Science of Communication: Tools for Effective Communication in the Workplace**](#) by P.S. Perkins and Les Brown. John Wiley & Sons, 2008

[**The Art of Managing Professional Services: Insights from Leaders of the World's Top Firms**](#) by Maureen Broderick. Pearson Prentice-Hall, 2010.

[Chapter 11, section: Essential Characteristics of a Successful Leader: Emotional Intelligence and People Skills.](#)

[**Awesomely Simple: Essential Business Strategies for Turning Ideas into Action**](#) by John Spence. Jossey-Bass, 2009.

[Chapter 3: Robust Communication](#)

[**Beyond the Babble: Leadership Communication That Drives Results**](#) by Bob Matha; Macy Boehm; Marcia Silverman. John Wiley & Sons, 2008

[**Developing Your Conflict Competence: A Hands-On Guide for Leaders, Managers, Facilitators, and Teams**](#) by Craig E. Runde and Tim A. Flanagan. Jossey-Bass, 2010.

[**Interpersonal Communication Skills in the Workplace**](#) by Perry McIntosh, Richard Luecke and Jeffery H. Davis. AMACOM, 2008

[**Just Listen: Discover the Secret to Getting Through to Absolutely Anyone**](#) by Mark Goulston. AMACOM, 2009

[**Know What You Don't Know: How Great Leaders Prevent Problems Before They Happen**](#) by Michael A. Roberto, Pearson Prentice Hall, 2009.

[Chapter 7: Teach How to Talk and Listen](#)

[**Managing for Performance: Delivering Results through Others**](#) by Pam Jones. FT Press, 2009.

[Part 2: Building Effective Relationships](#)

[**The New Manager's Tool Kit: 21 Things You Need to Know to Hit the Ground Running**](#) by Don Grimme and Sheryl Grimme. AMACOM, 2008.

[Part 5: Personal and Interpersonal Effectiveness](#)

[Part 6: Eliminating Conflict](#)



[151 Quick Ideas to Improve Your People Skills](#) by Robert Dittmer and Stephanie McFarland. Career Press, 2008

[Organizational Behavior](#) by John R. Schermerhorn, Jr; James G. Hunt; Richard N. Osborn and Mary Uhl-Bien. John Wiley and Sons, 2010.

[Chapter 11: Communication and Collaboration](#)

[Stop Workplace Drama: Train Your Team to have No Complaints, No Excuses, and No Regrets](#) by Marlene Chism. John Wiley & Sons, 2011

[Working with Difficult People](#) by William Lundin PhD., Kathleen Lundin and Michael Dobson. AMACOM, 2008.





Book Title	Author	Publisher	Year	Call Number
4genr8tns: Succeeding with Colleagues, Cohorts & Customers	Susan Murphy and Alreen Arnsparger	Claire Raines Associates	2010	HD6270.M87 2010
Better Than Perfect: How Gifted Bosses and Great Employees Can Lift the Performance of Those Around Them	Dale A. Dauten	Career Press	2006	HD53.D 377 2006
Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior	Kerry Patterson, et al.	McGraw-Hill	2005	HM1121 .C78 2005
Crucial Conversations: Tools for Talking When Stakes are High	Kerry Patterson, et al.	McGraw-Hill	2002	BF637.C 45.C78 2002
Emotional Intelligence in Action: Training and Coaching Activities for Leaders And Managers	Marcia Hughes, L. Bonita Patterson, James Bradford Terrell	Pfeiffer	2005	HD30.4.H8 24 2005
How to Lose Friends & Infuriate People: Leadership in the Networked World	Jonar C. Nader	Pyrmont. Plutonium	2000	BF637.L 4N33 2000
Lessons Learned: Shaping Relationships and the Culture of the Workplace	Roland S. Barth	Corwin Press	2003	HD58.7. B3717 2003
Listen Up, Leader!: Pay Attention, Improve, and Guide	David Cottrell	CornerStone Leadership Institute	2000	HF57.7. C688 2000



Book Title	Author	Publisher	Year	Call Number
Primal Leadership: Realizing the Power of Emotional Intelligence	Daniel Goleman, Richard Boyatzis, and Annie McKee	Harvard Business School Press	2002	57.7.G6 64 2002
Resolving Conflicts at Work: A Complete Guide for Everyone on the Job	Kenneth Cloke and Joan Goldsmith	Jossey-Bass	2000	HD42.C 56 2000
Rude Awakenings: Overcoming the Civility Crisis in the Workplace	Giovinella Gonthier and Kevin Morrissey	Dearborn Trade	2002	HF5549. 5.M6 G658 2002
Social Intelligence: The New Science of Human Relationships	Daniel Goleman	Bantam Books	2006	HM1106 .G66 2006
Social Intelligence: The New Science of Success	Karl Albrecht	Jossey-Bass	2006	HM1106 .A53 2006
The Answer to How Is Yes: Acting on What Matters	Peter Block	San Francisco: Berrett-Koehler Publishers	2002	BF637.S 4B572 2002
The Power of a Positive No: How to Say No and Still Get to Yes	William Ury	New York: Bantam Books	2007	BF637.N 4U795 2007
The Sourcebook of Nonverbal Measures: Going Beyond Words	Lawrence Erlbaum		2005	P99.5.S 58 2005
Winning with People: Discover the People Principles That Work for You Every Time	John C. Maxwell	Nelson Books	2004	BV4597. 52.M394 2004
Working with You is Killing Me: Freeing Yourself from Emotional Traps at Work	Katerhine Crowley and Kathi Elster	Warner Business Books	2006	HF5548. 8.C685 2006



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Safari Books Online's on-demand digital library provides access to over 9,800 technology, creative and business books and videos from leading publishers. When you have a question or need information, use Safari Books Online to gain immediate access to many books with lots of answers — not just one. All of the content on Safari Books Online is vetted, reliable and provided by the world's leading publishers and authors.

If you are already a Safari Books Online subscriber and would like to access your individual paid account, [click here to sign in](#).

If you not on a State of California computer,, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can't access Safari, please contact the State Library (916-654-0261).The California State Library is open Monday - Friday from 9:30 am - 4 pm.



Video Title	Description	Format/ Length	Year	Call Number
Abilene Paradox, 2nd Edition	This classic film on management in an organization has been completely updated with a fresh, new look and a faster, more engaging pace. Whether you are interested in leadership, individual-accountability, communication, team building, decision making or problem-solving training, you'll find this film flexible enough to target the skill sets most important to your organization at any given time.	VHS/ 28 Minutes	2002	HD30 23 A25 2002
Between You & Me: Solving Conflict (with vignettes.) Government Version	Helps the employee in: taking responsibility for conflict and uncovering both sides; ventilating and neutralizing emotion; listening without arguing or judging; and reaching consensus.	VHS/DVD 28 Minutes	1995	HD42 B48 1995
Can You Spare a Moment?	John Cleese shows managers and team leaders how to handle the often-delicate counseling interview. After running through the wrong way to offer counseling, Cleese demonstrates the four stages of a successful structured approach. A manager needs to be able to spot impending problems and create an opportunity to talk confidentially when there is sufficient time to listen. Open questions should be used to encourage feedback. Summarizing the interview and rephrasing will help to clarify thinking. Finally, managers should not impose their own solutions. Instead, working through each stage will help employees discover their own resolution to the problem. Above all, remaining friendly and neutral is essential for conducting successful counseling interviews.	VHS/25 Minutes	2001	HF5549.5 C8 C36 2001



Video Title	Description	Format/ Length	Year	Call Number
The Consultant: Conflict Management	Equip managers with the answers they need to handle personal, discrimination, conflict, and job performance problems they face every day.	DVD/5 Minutes	2007	HD 47 C649 2007
Coping with Difficult People I	Helps participants: develop a framework of understanding disruptive behavior; produce a plan aimed at developing a more productive relationship; and discover specific methods that are useful in coping with six difficult behavior patterns. The three difficult people encountered in the first video are: know-it-all experts, stallers, and snipers.	VHS/21 Minutes	1989	F5548.8 C58 1989
Coping with Difficult People II	Gives examples of three additional types of difficult people: Sherman Tanks, Super Agreeable, and Complainer. See the description for Part I for more in depth information on the film.	VHS/20 Minutes	1989	HF5548.8 C58 1989
Dealing with Conflict	While the skills and insights presented here will enhance management's ability to resolve conflicts, they are for all employees -- enabling everyone to work through conflicts with less dependence on superiors.	VHS/20 Minutes	1992	HD42 D4 1992
Getting Ahead by Getting Along: People Skills for the Workplace	Teaches co-workers how to settle both personality clashes and work conflicts amongst themselves before their differences get a chance to escalate.	DVD/16 Minutes	1998	HF5386.5 G48 1998
It's Business, Not Personal: Taming Emotions in the Workplace	Presents keeping a professional manner when confronting difficult emotional situations on the job.	VHS/21 Minutes	2005	HF5548.8 .187 2005
Manager of the Year	Video describes what to listen for by illustrating that many messages have two parts: facts and feelings. It breaks listening skills down into three parts: what to do BEFORE you listen, what to do WHEN you listen, and what to do AFTER you listen.	VHS/23 Minutes	1988	BF323 L5 M3 1988



Video Title	Description	Format/ Length	Year	Call Number
Managing From the Heart	Put more heart into your management skills. Learn the importance of acknowledging the positive reasons behind new ideas. Never make others feel wrong, regardless the merit of the suggestion. Management is not all about brains, for it involves psychological and emotional subtleties as well, all of which are explained and illustrated in this program. Supplement your management techniques today with this program. Through it, both seasoned managers and incoming ones will also recognize that everyone has a potential to grow, especially if it is positively acknowledged by a great leader who supports them and makes them feel valued and respected.	VHS/30 Minutes	2001	HD 38 M315 2001
Managing People for Project Success	This film covers the process of project management including team motivation, leadership, authority and interpersonal influences and conflict resolution.	VHS/30 Minutes	1985	HD69 P75 M36 1985
Mixing Four Generations in the Workplace	Addresses the conflict between generations in the workplace and how to minimize its negative effects.	DVD/34 Minutes	2007	HF5549.5.M 5 M59 2007
Negaholics: How to Handle Negativity in the Workplace	If phrases like 'That'll never work,' 'I just can't do it,' and 'Things are terrible around here' sound all too familiar, chances are that you deal with Negaholics on a regular basis. Individuals who are addicted to negative behavior and negative thinking can slow projects to a grinding halt, destroy team spirit, spread their poisonous attitudes throughout the workplace – and make life miserable for people who have to work with them. This video provides you with some powerful tools and strategies that can transform negative attitudes into positive behaviors.	VHS/3 60 Minute videos	1999	HF5548.8 N44 1999



Video Title	Description	Format/ Length	Year	Call Number
Solving Conflict	Contains a how-to training, designed to help participants learn how to resolve conflict.	VHS/27 Minutes	1993	HF5549. 12 S64 1993
Team Conflict: Successfully Managing and Resolving Team Conflict in the Workplace	This video describes how to manage conflict within the team.	VHS/23 Minutes	1994	HD42 T42 1994
Working with Difficult People	Describes a process to use in dealing with difficult behavior.	VHS/26 Minutes	1984	HD42 W67 1984



Podcasts

[Center for Creative Leadership](#)- Resources and tips on Leadership

[The Big 6: An Active Listening Skill Set](#) — Apply these six skills required for active listening and you will not only be known as a good listener - you will become a better leader as well.

[Is Anyone Listening?](#) — Have you ever been in a meeting or a discussion and wondered if the other person was really listening? Many people take their listening skills for granted. We often assume we're listening and that others know they are being heard. But the reality is that we as leaders struggle with tasks and roles that directly relate to listening. Even with the best intentions, you may be sending signals that you aren't listening at all.

[Listening and Leadership](#) — Do you think you are a good listener? Learn the five signs of a poor listener.

[iTunes University Free Download](#)



[Learning Motion](#)

On-Line Courses for a Fee on Interpersonal Skills

[California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

[OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) “Office Desk Courses”](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: training@state.ca.gov

Website: <http://www.dts.ca.gov/training/default.asp>

Instructor-Led Courses for a Fee on Interpersonal Skills

[American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: info@arc.losrios.edu

[College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

Website: <http://www.cce.csus.edu>

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Interpersonal Communication (1 day)

[Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

Website: <http://www.tcfoe.com/>

- Advanced Coaching and Influencing Others (4 hours)
- Facilitation Skills and Meeting Effectiveness (4 hours)

[Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: trainingcenter@cps.ca.gov

Website: www.cps.ca.gov/training.aspx

- Communicating Effectively (1 day)
- Dealing with Difficult People (1 day)

- Effective Listening (1 day)
- Interpersonal Skills (2 days)
- Coaching Skills for Leaders: The Next Level (1 day)
- Generational Challenge and Opportunities in the Workplace (4 hours)
- Collaboration Skills (2 days)
- Attitudes, Anxieties, and Anger (1 day)
- Conflict Management, CPS (1 day)
- Franklin Covey's Seven Habits of Highly Effective People (3 days)
- Navigating Organizational Politics (1 day)
- Relationship Strategies for the Workplace (1 day)
- Respect: The Source of Our Strength (1 day)

[Folsom Lake College](#)

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

[Los Rios Community College District, Business and Economic Development Center \(BEDC\)](#)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Website: www.trainingsource.losrios.edu

Email: WinnerB@losrios.edu

- Listening Skills (1 day)
- Effective Communications (1- 3 days)
- Interpersonal Communications (2 days)
- Managing Conflict (1 day)
- Team Management (2 days)
- Facilitation Skills (1-2 days)
- Influencing Without Authority (1 day)
- Communicate Congruently (1 day)

[OTech Training Center](#)

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: Training@state.ca.gov

Website: www.training.ca.gov

- Interpersonal Skills (1 day)

State Personnel Board (SPB)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: ttp@spb.ca.gov

