

Effective management and interpersonal competences

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Lecture schedule

- Competences - the meaning of the term
- The superior role of interpersonal competences
- Selected theories of motivation relevant to effective management
- Selected elements of verbal and non-verbal communication that are important in effective management
- Effective project team management
- An original model of interpersonal competences of an effective manager
- Education and improvement of soft skills

What are competences?

Competences

- The term is ambiguously understood and defined.
- A wide and varied range of different elements that make up the competence.
- They require constant practice - we acquire them and lose them in proportion to the frequency of their use.
- The most important factor for the success of the project - competence in 88%.

Competences

COMPETENCES = Knowledge + Skills + Attitude

- knowledge (know what, theoretical aspect)
- skills (know how, practical aspect)
- attitude (I want, I have the will and the necessary personal qualities), a necessary factor for efficient operation, i.e. to be able to apply the knowledge and skills in practice.

COMPETENCES – a set of behaviors resulting from knowledge, skills and attitudes that distinguish employees and allow to predict their behavior in professional situations.

QUALIFICATIONS - are the result of education in various types of schools, formally confirmed knowledge, required to perform professional tasks

The superior role of interpersonal competences

Interpersonal competences

"Soft" competences - are of particular interest, they concern the conduct and cooperation with people and the features that are useful in this, the way of being, the style of exerting influence.

- the least measurable
- they are the most difficult to influence and change in a person
- have the greatest, albeit hidden, impact on the effectiveness of the project manager's activities
- can be shaped in different ways
- difficult to reliably, accurately dimension
- in project management they are more important than in managing organizations
- to a large extent determine the success of the project

SOFT AND DIGITAL COMPETENCES

REWOLUCJA UMIEJĘTNOŚCI: KOMPETENCJE MIĘKKIE I CYFROWE NAJBARDZIEJ POŻĄDANYMI CECHAMI



Najbardziej wartościowe kompetencje miękkie według funkcji



Najtrudniejsze do znalezienia kompetencje miękkie według funkcji



Difficulties and limitations related to the study of interpersonal competences

- great diversity in the scope of understanding the concept itself [Chęłpa S., 2003, p. 18]
- ambiguity in defining and the lack of a single position as to what interpersonal competences are and what is their scope of meaning
- considering a different number of competence components

Hard and soft skills

= predispositions in the field of:

1. knowledge,
2. skills
3. attitude

-performance of professional tasks at an outstanding level

-responsible influence over subordinates

-leading a team to achieve common goals and meet important needs

i.e. = ensuring effective operation

[Król H., Ludwiczynski A., 2007, s. 83; Filipowicz G., 2004, s. 17; Borkowski, 2003, s. 204; Levy-Leboyer C., 1997, s. 19; Thierry D., Sauret C., 1994, s. 6; Maslyk-Musiał E., Rakowska A., Krajewska-Bińczyk E., 2012, s. 201-202].

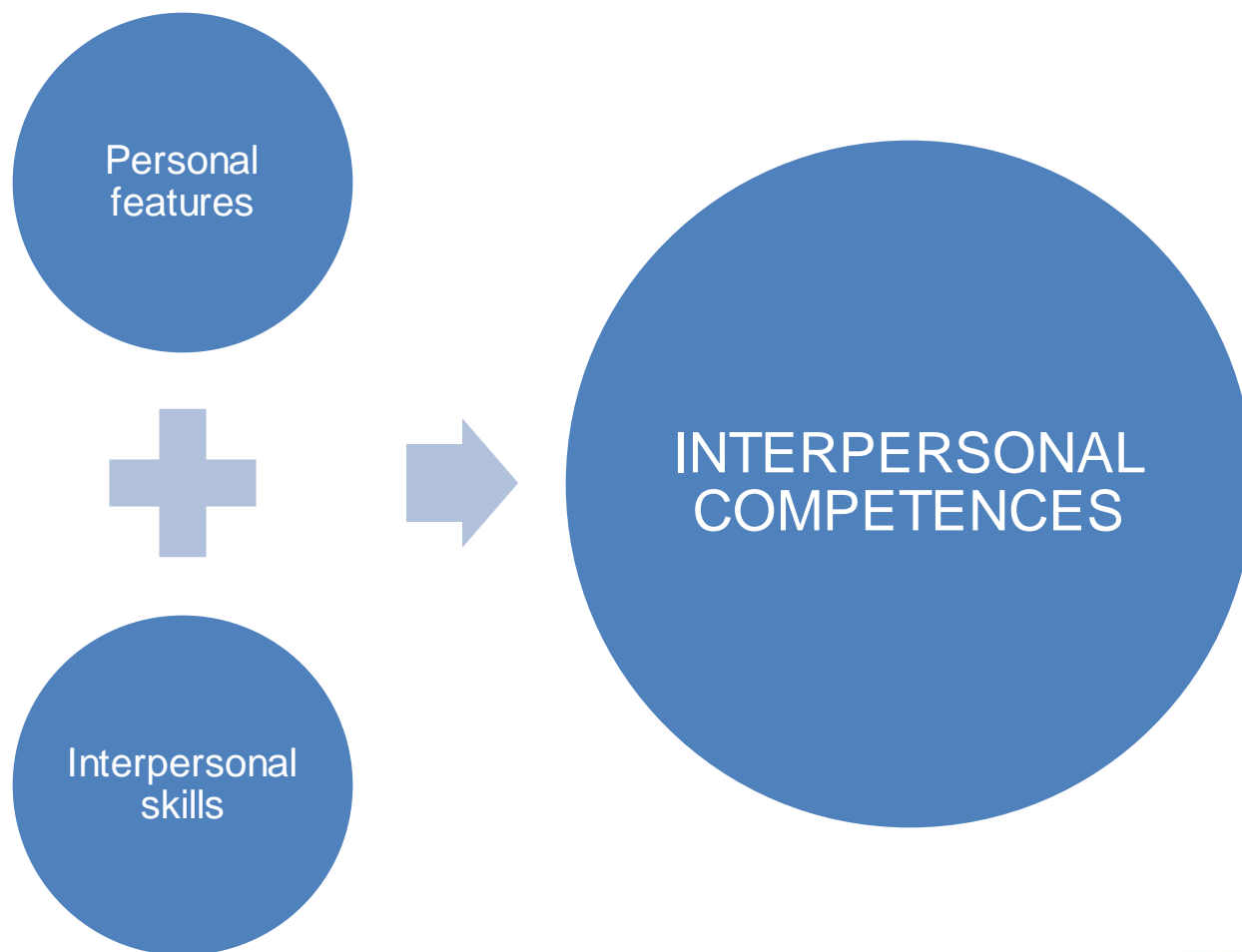
3. Attitude

- determines the willingness and manner of using knowledge and skills;
- understood as behaviors manifested in the form of interpersonal skills and personal characteristics [Heerkens G. R., 2003, p. 17].

Interpersonal competences

- **interpersonal skills – competences in a broad psychological sense, including the ability to recognize people and their emotions, to communicate, to lead, to influence others** [Nosal Cz., 2001, pp. 4-7].
- **personal characteristics – predispositions to behave in a certain way in various situations** [Armstrong M., 2005, p. 27].

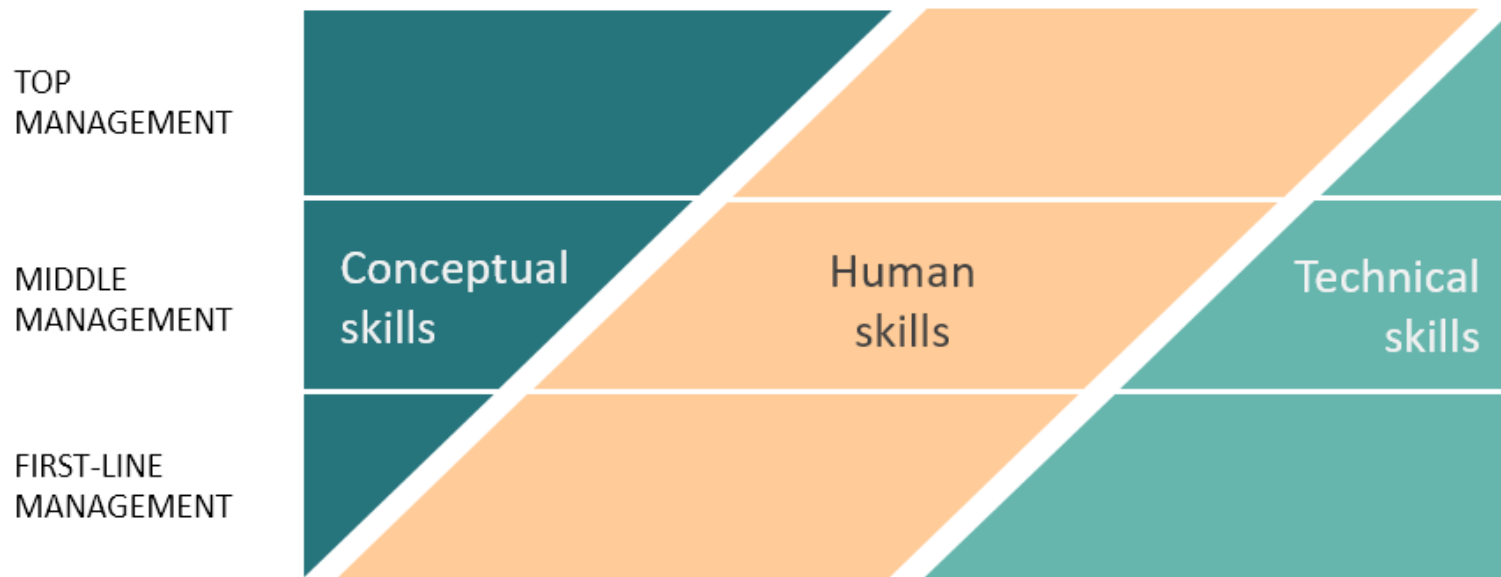
Interpersonal competences



Literature reference

Management skills

Management Skills by Robert L. Katz

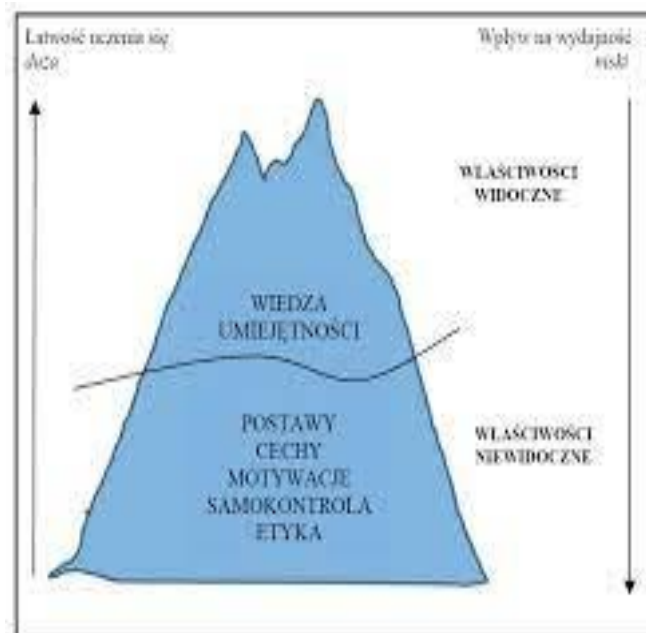


Iceberg model

Egdar Schein



Lyle i Signe Spencer



Can everyone learn interpersonal skills?

Interpersonal competences

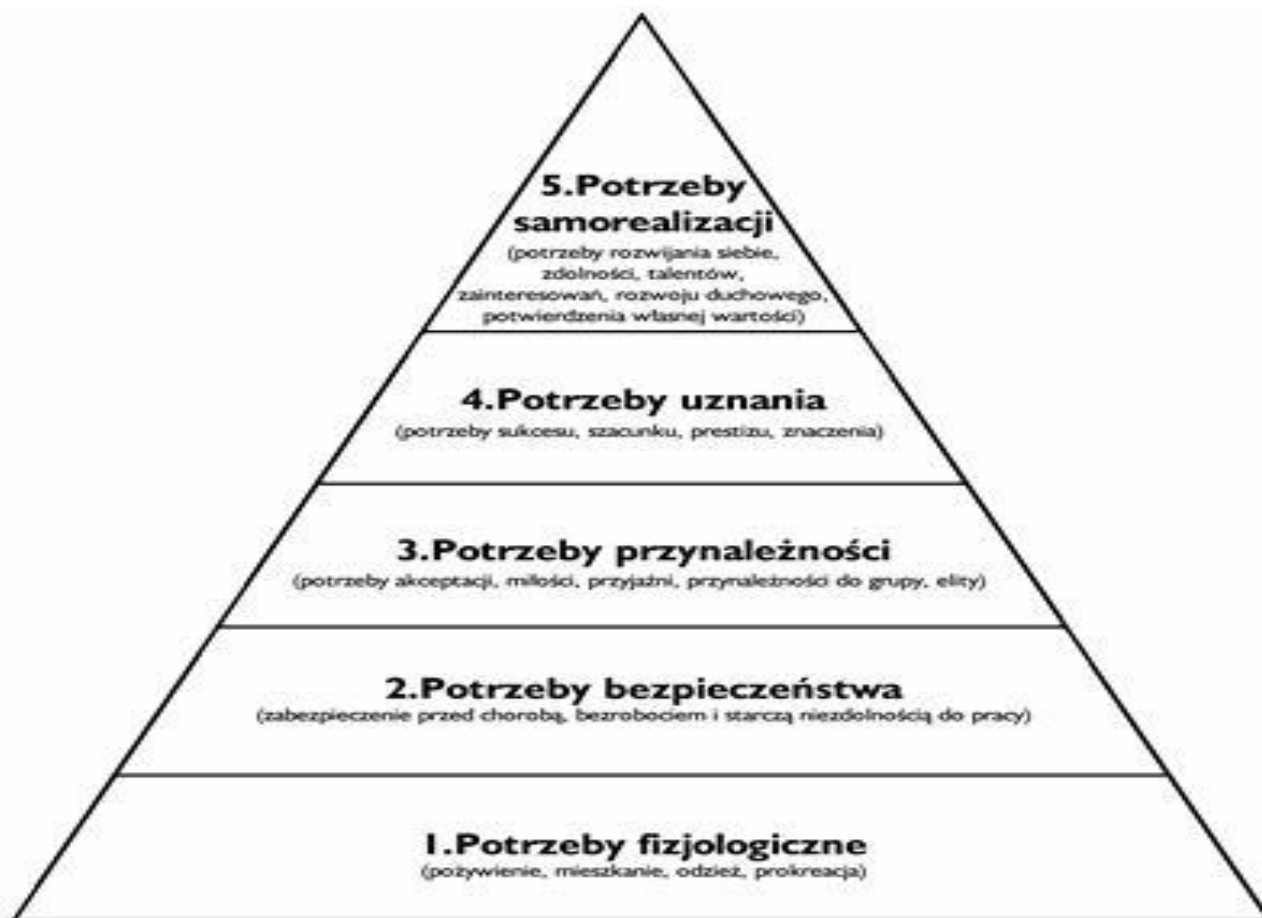
- It is the ability to create good relations with employees, influencing their attitudes and behaviour.
- A number of studies indicate that their high level is an important predictor of success in management [Kožuch B., Kożuch A., 2008, p. 24; Rakowska A., 2007, p. 73; Bartkowiak A; Musioł-Urbańczyk A., 2010, p. 33].
- Their acquisition takes place as a consequence of gaining experience in contacts with other people [Kiselnicki J., 2011, p. 184; Masłyk-Musiał E., Rakowska A., Krajewska-Bińczyk E., 2012, pp. 202-203; Rakowska A., Sitko-Lutek A., 2000, p. 34; Oleksyn T., 2013, p. 137]
- Personal features - not all can be shaped in the course of learning and working on yourself.

Improvement

- The difficulty in improving soft skills lies in the fact that the human attitude consists, apart from learnable interpersonal skills, of personality containing more and less permanent elements that are very difficult to change.
- The basic "backbone" of the personality does not undergo major changes, but its components may change their intensity under the influence of various events [Rakowska A., 2007, p. 170].
- Improving soft skills is possible and takes place in the latter area.

Is there a connection between effective management and motivating employees?

Maslow's pyramid of needs



Herzberg's two-factor theory

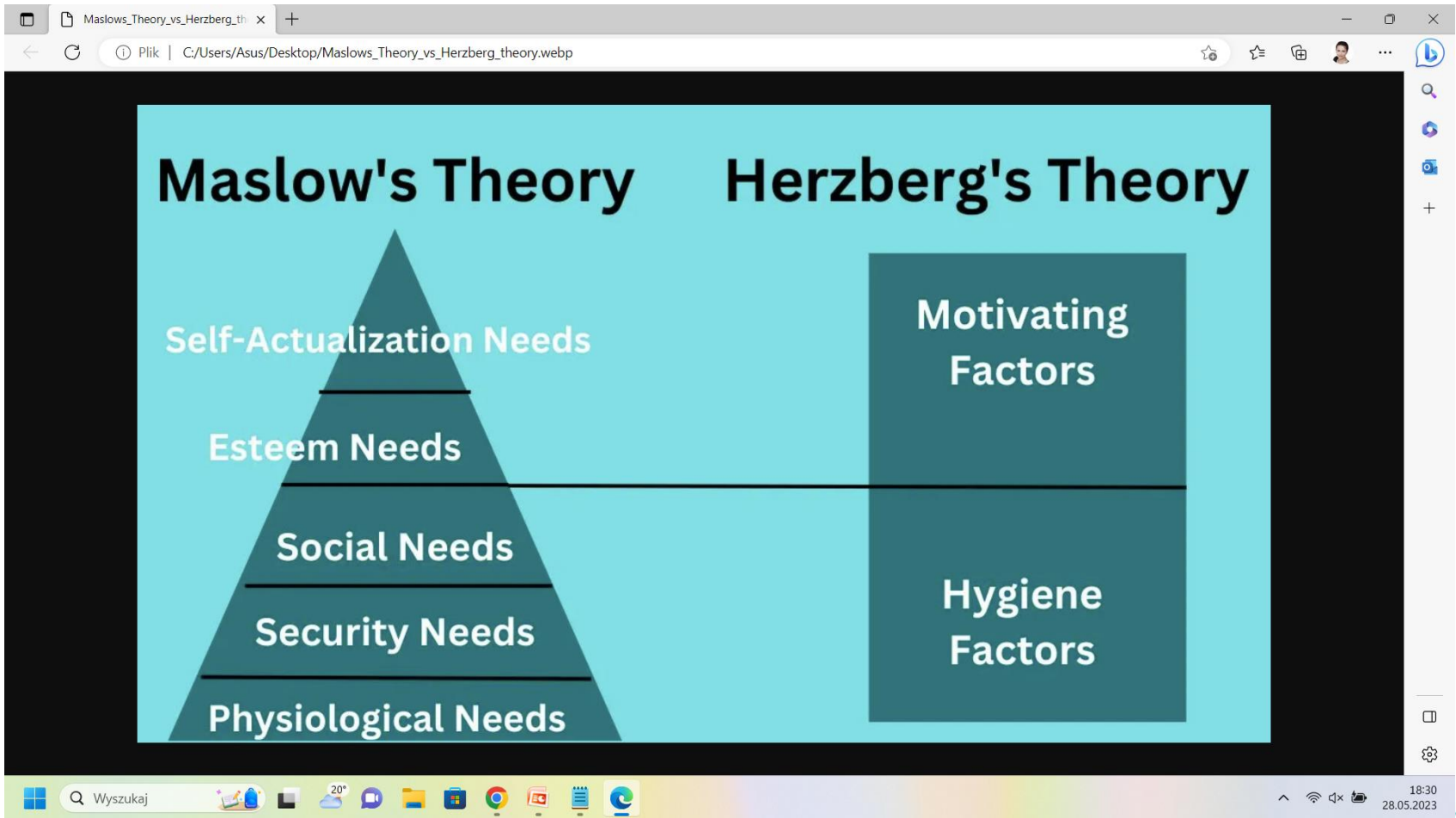
MOTIVATION factors

- ✓ constructive achievements
- ✓ recognition
- ✓ responsibility
- ✓ promotion
- ✓ career path
- ✓ work as a value in itself (= important, necessary, useful)
- ✓ personal development, self-realization

MENTAL HYGIENE factors

- ✓ low salary
- ✓ bad working conditions
- ✓ company policy/ organizational culture
- ✓ management practices
- ✓ strict technical supervision
- ✓ inappropriate interpersonal relationships
- ✓ job insecurity
- ✓ low social status of work

Connection



McGregor's theory



Selected elements of verbal and non-verbal communication that are important in effective management

Verbal communication

- ✓ language understood by the recipient
- ✓ clear and understandable instructions on how to complete the task
- ✓ engaging message

- ✓ not for -> conversation with superiority
- ✓ not for -> obscure, ambiguous, abstract words
- ✓ not for -> pretentious, incomprehensible words

- ✓ e-mails - replying
- ✓ phone - call back
- ✓ meetings - material

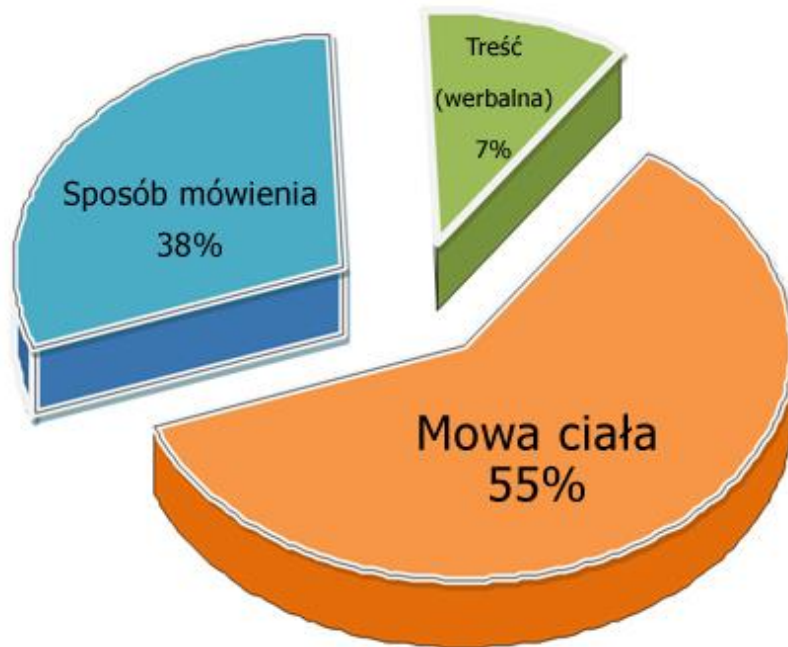
Non-verbal communication

- ✓ multi-channel
- ✓ relatively spontaneous
- ✓ relatively ambiguous
- ✓ culturally determined
- ✓ contrary to what is said

Non-verbal communication channels



Communicating attitudes and feelings



Research by Albert Mehrabian (Silent Messages) showed the impact of each of the three components of communication on the credibility of the message and proved that we are perceived on three levels to a varying degree:

Visually 55% (body language, what we see, the VISUAL component)

Voice 38% (voice tone and timbre, VOCAL component)

Verbal 7% (spoken words, message content, VERBAL component).

What does it mean to effectively manage a team today?

Project

- = is a complex and unique (in terms of concept and execution) project
 - = aimed at achieving the intended result through organized sequences of human activities
 - = timed with start and end highlighted
 - = requiring the involvement of limited funds
 - = carried out by a team of qualified contractors from various fields in a manner independent of repetitive activity
 - = associated with a high level of risk
 - = requiring the use of special methods of its preparation and implementation
- [Trocki M., 2012, pp. 19-20]

Social project

- = consists in mitigating the effects or counteracting social, economic, cultural and natural problems [Prawelska-Skrzypek G., 2006, p. 59]
- = it is a time-bound response to a need, a solution to the most unique, unrepeatable problem; implementation justified from the social point of view [Heerkens G. R., Warsaw 2003, p. 7]
- = often referred to as a "soft" project due to the results achieved
- = requires high project management skills

Project management

= a field of management dealing with the use of available knowledge, skills, methods and tools to achieve the assumed goals of the project, i.e.:

- the quality of the intended result,
- deadline,
- cost

Project manager

- = leads and directs the project team
- = is responsible for shaping and coordinating the work of project team members, project implementation and achieving project goals
- = terms used interchangeably: project manager, project coordinator

Effectiveness

= is the ability to achieve the assumed goals by obtaining the intended hard and soft results, products and social impact of the project on the closer and further environment

[Kamiński B., 2009, s. 40; Trocki M., Grucza B., 2003, s. 201].

Efficiency

= is the relationship between the total expenditure incurred on the project and the effects achieved

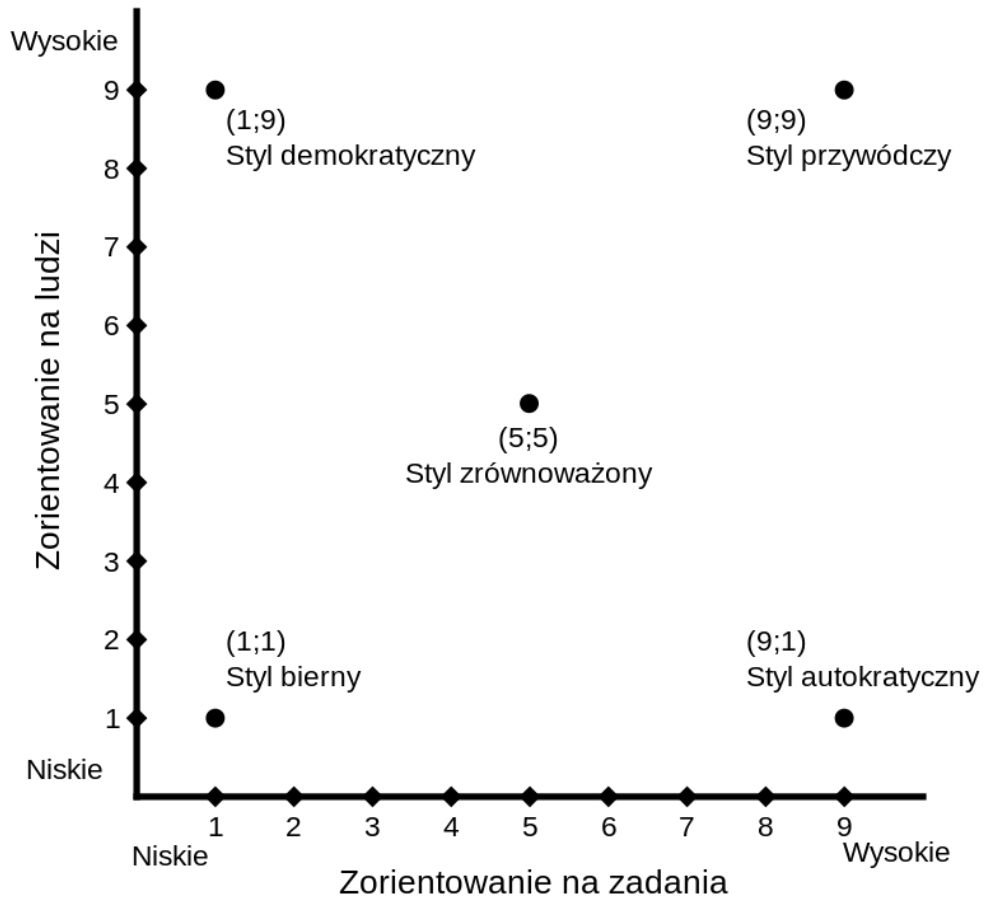
Management functions

- Planning
- Organization
- Implementation
- Controlling

The classic division of management styles

- autocratic
- democratic
- liberal

Robert Blake and Jane Mouton's Leadership Grid



Principles of management according to Henri Fayol

1. Division of work
2. Authority
3. Discipline
4. Unity of command
5. Uniformity of management
6. Subordination of personal interests to the general interest
7. Remuneration
8. Centralization
9. Hierarchy
10. Charge
11. Equal treatment of employees
12. Constancy of staff
13. Initiative
14. Teamwork [esprit de corps = spirit of camaraderie]

What does it mean to effectively manage a team today?

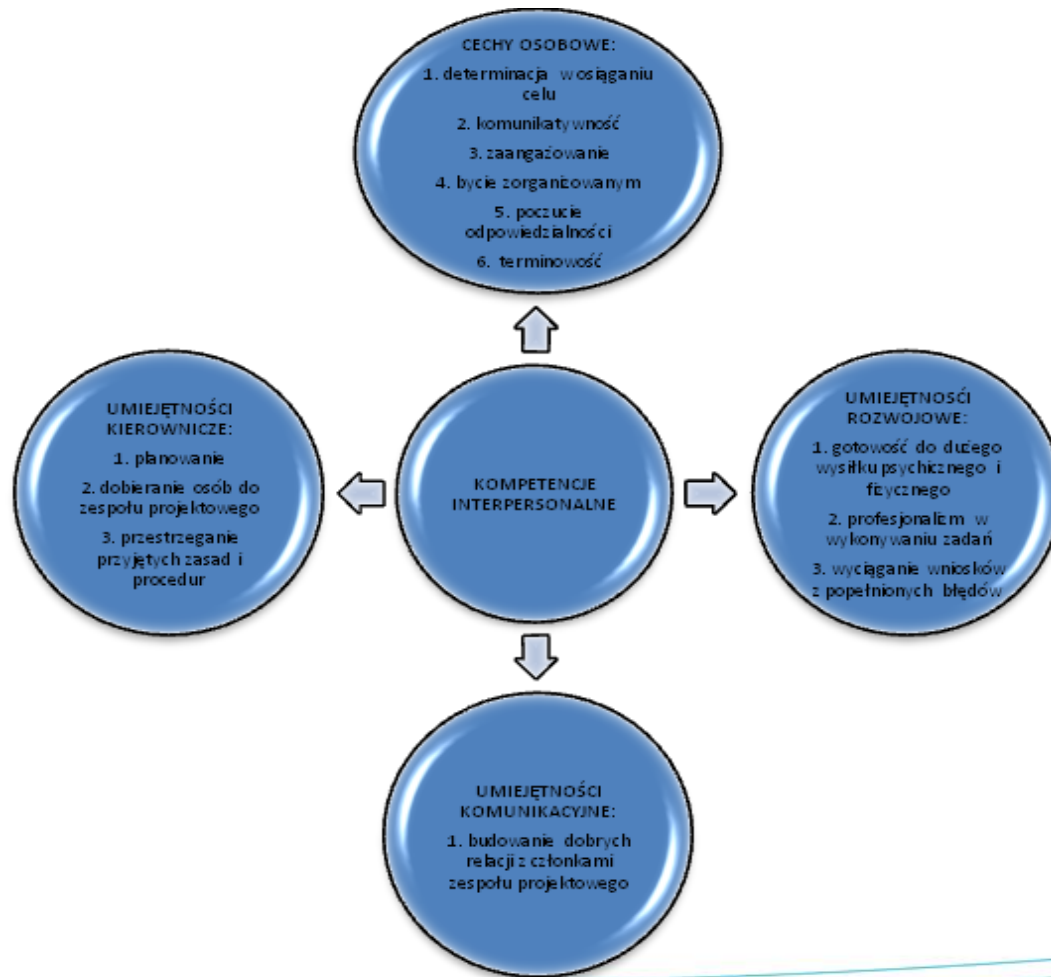
- ✓ competences (W - authority for oneself and others + U - works together with employees + PiCO - feels good in a managerial role and has predispositions)
- ✓ soft skills (emotional intelligence, WWO)
- ✓ project team management (journeyman system - member)
- ✓ engagement
- ✓ interest in the employee
- ✓ the ability to listen
- ✓ mindfulness
- ✓ staying up to date
- ✓ being flexible
- ✓ adaptability
- ✓ motivating
- ✓ optimism and enthusiasm
- ✓ motivating
- ✓ respect

An original model of interpersonal competences of an effective project manager

An original model of interpersonal competences of an effective manager

- Key competencies - the most important, having a significant and fundamental impact on the effectiveness of actions [Oleksyn T., 2010, p. 21].
- Interpersonal skills [7] and personal characteristics [6]
- The division introduced in order to achieve greater transparency of the created profile and the impact of individual groups on effectiveness
- There are interconnections between them, they are simple and complex, they partially overlap.

An original model of interpersonal competences of an effective manager



Profile of interpersonal competences

Managerial skills:

- selecting people for the project team
- planning
- compliance with the adopted rules and procedures

Development skills:

- readiness for great mental and physical effort
- drawing conclusions from the mistakes made
- professionalism in performing tasks

Communication skills:

- building good relationships with project team members

Personal characteristics

1. determination in achieving the goal
2. commitment
3. being organized
4. communicativeness
5. a sense of responsibility
6. punctuality

What interpersonal skills should a person in a managerial position have?

Tips for managers

To be ...	Be able to...	It's also worth...
self confident	take responsibility for your activities	don't be afraid
resourceful	make plans	ask people, look for information
tenacious	pursue a goal	have a time
consistent	deal with stress	keep learning
engaged, full of energy and willingness	make decisions quickly and decisively	establish and maintain relationships with other people
independent	react quickly	be surrounded by smart people
punctual	deal with difficult situations	don't close yourself off to people
reliable	organize your own working time	listen to the others
flexible	adapt to the situation	be in touch
systematic	read with understanding	to have courage
	solve the problems	gather experience
		take part in training
		keep both feet on the ground

Education and improvement of soft skills

Shaping interpersonal competences

- Family
- School
- College
- On your own

The project „UPoluj kulturę!”

#UPoluj kulturę!
REAGUJ!

The essence of the project

- The project assumes education and improvement of competences, including soft ones, in the project team among students of information management and digital publishing at the Pedagogical University of Krakow
- The aim of the project „UPoluj kulturę!” – raising the level of knowledge, increasing interest and sensitizing students to an important, current social problem using educational and cultural activities.

Learning by doing

- Learning by doing and doing specific work in two ways:
 - learning on projects
 - learning from problems
- The essence is to prepare learners to act with understanding
- A more effective and interesting learning method for Generation Z.

SEMINARIUM INTERAKTYWNE

Aula Główna UP, Podchorążych 2

- 10:15 Joanna Kotek, psychołożka;
"Co jest, a co nie jest hejtem"
- 11:00 Jacek Pasieczny, Stowarzyszenie Pogromców
Bazgrołów;
"Działalność Stowarzyszenia"
- 11:30 Przerwa
- 12:15 Tomasz Schimscheiner, aktor;
"Mowa nienawiści - przyczyny i konsekwencje"
- 13:00 Renata Furdyna i Żaneta Kussa, aktorki
- 13:45 Panel dyskusyjny



Seminarium
Interaktywne

PRELENTKA

ŻANETA
KUSSA



KONCERT

Klub Studencki BAKAŁARZ, Ingardena 4

- 18:00 MATEUSZ FIJAŁKOWSKI
- 19:00 FAUST
- 20:05 JULIA HONKISZ
- 20:45 RAP BANDITS

21:45 K.A.C.



Koncert Seminarium
Interaktywne



ARTYSTKA

JULIA
HONKISZ



WYSTAWA

3.06-7.06

Wydarzeniu "UPoluj Kulturę" towarzyszy
wystawa prac Studentów UP

Prace można będzie zobaczyć
w holu budynku głównego
Uniwersytetu Pedagogicznego



STOWARZYSZENIE
"POGROMCY BAZGROŁÓW"

JACEK PASIECZNY
Przedstawiciel Stowarzyszenia



PRELENT

Seminarium
Interaktywne
TOMASZ
SCHIMSCHNEINER
Aktor



Koncert

GWIAZDA WIECZORU

K.A.C.



KONKURS

PRELENTENCI

GWIAZDY 19+











What shapes?

- work in a team
- project management
- organization and time management
- planning
- building a sense of agency
- developing initiative and personal entrepreneurship
- efficient communication
- motivation to act
- solving problems and conflicts
- consistency and regularity at work
- perseverance in achieving the goal
- team work
- making contacts
- creative thinking and action
- dealing with crisis situations
- responsibility
- independence
- self-discipline
- commitment
- patience and understanding with people
- overcoming your fears
- control over emotions

Improving soft skills - recommendations

Improvement - recommendations

- Training
- Consulting (coaching, mentoring)
- Experience - acquisition and exchange
- Self-improvement - studying specialized literature
- Everyday, consciously directed work
- Active forms of competence improvement (action learning)
- = a long period of time and a lot of commitment and effort

Improvement - recommendations

- “Knowing yourself is the foundation of the ability to manage your own competences”
[Oleksyn T., 2006, p. 263].
- The starting point in improving managerial competences is self-awareness, on the basis of which self-assessment is made and individual development is planned
[Rakowska A., Sitko-Lutek A., 2000, pp. 93-104].

Recommendations

- Holistic approach - improving all areas that make up the competence with various methods.
- Interpersonal competences cannot be improved separately (separate training/subjects), as they are an integral part of competences and are closely related to the possessed level of knowledge, mastered skills, acquired experience and possessed awareness.
- The increase in knowledge, skills, experience and awareness leads to an increase in the level of soft skills, used in a conscious, natural and permanent way. [D A. Whetten and K. S. Cameron (1983)]
- Practical training and improvement of competences, especially interpersonal ones, requiring real and continuous contacts with other people, is the most effective method of improvement.

Thank you for attention 😊