

# Interpersonal Sophistication

## The Book CEO Excellence

An individual with high interpersonal sophistication establishes, develops, and maintains effective interpersonal and professional relationships with clients, supervisors, supervisees, peers, support staff and communities.

### 1. Empathy, Compassion & Desire to be Helpful

- a. Expresses a desire to help others
- b. Demonstrates compassion
- c. Demonstrates empathetic listening, behaviour, and attitude
- d. Demonstrates accurate empathy for feelings that are overtly expressed by others in a manner that furthers the goals of professional activities
- e. Demonstrates compassion for others who are dissimilar from oneself

### 2. Experience and Use of Affect

- a. Notices and expresses feelings
- b. Demonstrates emotional maturity through a range of emotions, affect does not overwhelm judgment, has resiliency around distressing affect
- c. Attends to own emotional reactions in interpersonal relationships
- d. Uses affective reactions in the service of fostering growth in others

### 3. Tolerates Affect, Ambiguity, and Uncertainty

- a. Demonstrates general capacity for affect tolerance, including their own
- b. Are flexible when things don't go according to plan
- c. Maintains affective equilibrium and focus in the face of client requests changing in midstream

### 4. Effective Boundary Management

- a. Demonstrates understanding of appropriate boundaries and displays general ability to manage boundaries

### 5. Recognizes Effects of Self on Others

- a. Demonstrates sensitivity to the effects of own identities, behaviours, affects, attitudes, values, and beliefs on others in professional situations
- b. Seeks feedback on ways that behaviour may affect others, understands that non-verbal behaviour may have an effect on others in professional relationships
- c. Monitors and evaluates one's own behaviour in professional situations and responds accordingly to further professional goals

## 6. Respectful Interactions with Others

- a. Shows honesty and integrity, values ethical behaviour
- b. Adapts professional behaviour in a manner that is sensitive and appropriate to the needs of others

## 7. Demonstrates Effective Interpersonal Skills in Challenging Situations

- a. Open minded
- b. Tolerates interpersonal conflict
- c. Addresses problematic interpersonal situations using verbal and nonverbal skills
- d. Uses active listening and reflection for clarification of interpersonal challenges
- e. Acknowledges own role in difficult interactions, makes self-statements reflecting on behaviour
- f. Demonstrates understanding of different viewpoints in challenging interactions, actively and accurately reflects others' perspectives
- g. Effectively negotiates conflict

## 8. Open to Providing and Receiving Feedback

- a. Demonstrates willingness to admit errors
- b. Listens to and acknowledges feedback from others
- c. Accepts and implements feedback from others in a non-defensive manner
- d. Makes an appointment for a feedback session, then provides feedback to others in an empathetic, supportive, non-critical fashion
- e. Evaluates, negotiates and implements feedback from others

## 9. Cooperation and Collaboration

- a. Demonstrates ability to cooperate with others
- b. Consults with and collaborates with others

## 10. Expressive Skills

- a. Communicates ideas, feelings, and information clearly using verbal, nonverbal, and written skills
- b. Demonstrates clear understanding and use of professional language
- c. Verbal, nonverbal, and written communications are informative, articulate, succinct, and sophisticated and demonstrate a thorough grasp of the service

## 11. Awareness and Commitment to Interpersonal Competence

- a. Demonstrates knowledge and clear understanding of interpersonal competencies that are expected in the field
- b. Self-ratings of interpersonal competence generally congruent with ratings by peers and superiors
- c. Demonstrates commitment to ongoing growth and development of interpersonal professional competence