

Manager Manual

Interpersonal skill building kit for
a civil workforce.

What is it?

A manual for HR to distribute to their leadership team to teach interpersonal skills in the workplace.

How Do I Use It?

Use the [Canva template](#) to make edits or this pdf to distribute to leadership as a supplemental resource.

Ask Yourself

Is your culture challenged by psychological safety issues, engagement, turnover and more? Developing your leaders interpersonal awareness is an easy way to influence your metrics from the HR seat.

Why is HRInsidr Offering this?

Top HR issues are impacted by the development of your leadership team. By providing them with the tools to succeed, you can influence metrics from your role.

[Learn More](#)

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INTRODUCTION

Why Interpersonal Skills?



Welcome to our Special Manager Edition — your go-to resource for navigating civility issues, employee engagement, and retention through interpersonal skill building. This comprehensive guide is designed to empower you with the information needed to thrive in your workplace.

From becoming aware of how you play a role in dynamics like trust, you'll find valuable insights into how to solve problems with your team members that used to baffle you.

We believe that a well-informed and engaged workforce is key to collective success, and this manual is your roadmap to a fulfilling and successful career journey.

EMPLOYEE RELATIONSHIP

The Power of Trust in Our Leaders

Problem Today

SHRM reports, a full 86% of workers believe that much of the incivility seen today is caused by the behaviors exhibited by U.S. leaders, and 78% attribute it to the language that leaders use.

Only 23% of U.S. employees strongly believe in their organization's leadership.



Solution

“When leaders communicate clearly, lead and support change, and inspire confidence in the future, 95% of employees say they fully trust their leaders.”

Gallup Workplace Trends 2024

Incivility harms the performance of employees, but trust in supervisors enhances it.

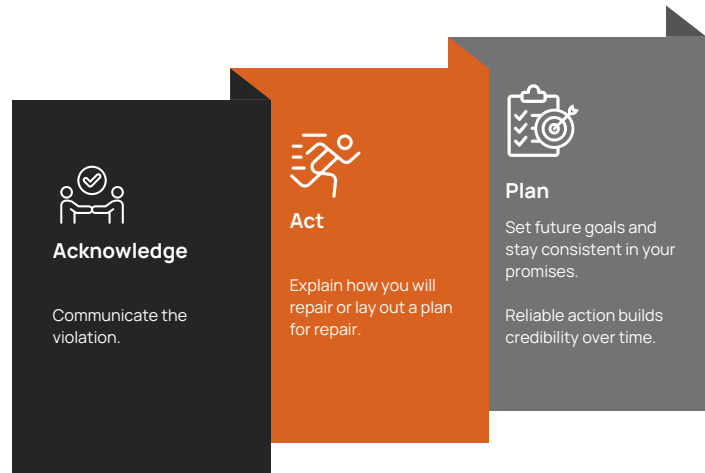


CONDUCT AND ETHICS

How to Make Repairs

Behavior

Trust can also be broken unintentionally in the employer-employee relationship. Trust is complex and is central to many issues in our workplaces today. Problems like civility, employee engagement, and retention issues are all on the rise and all have core ties to trust.



Professionalism

Professionalism, for us, means embracing personal growth and development for effective communication that results in a strong work ethic by employees. Addressing how we can make a repair when that trust has been broken creates a psychologically safe environment for everyone to perform at their optimal potential.



7 Tips to Repair

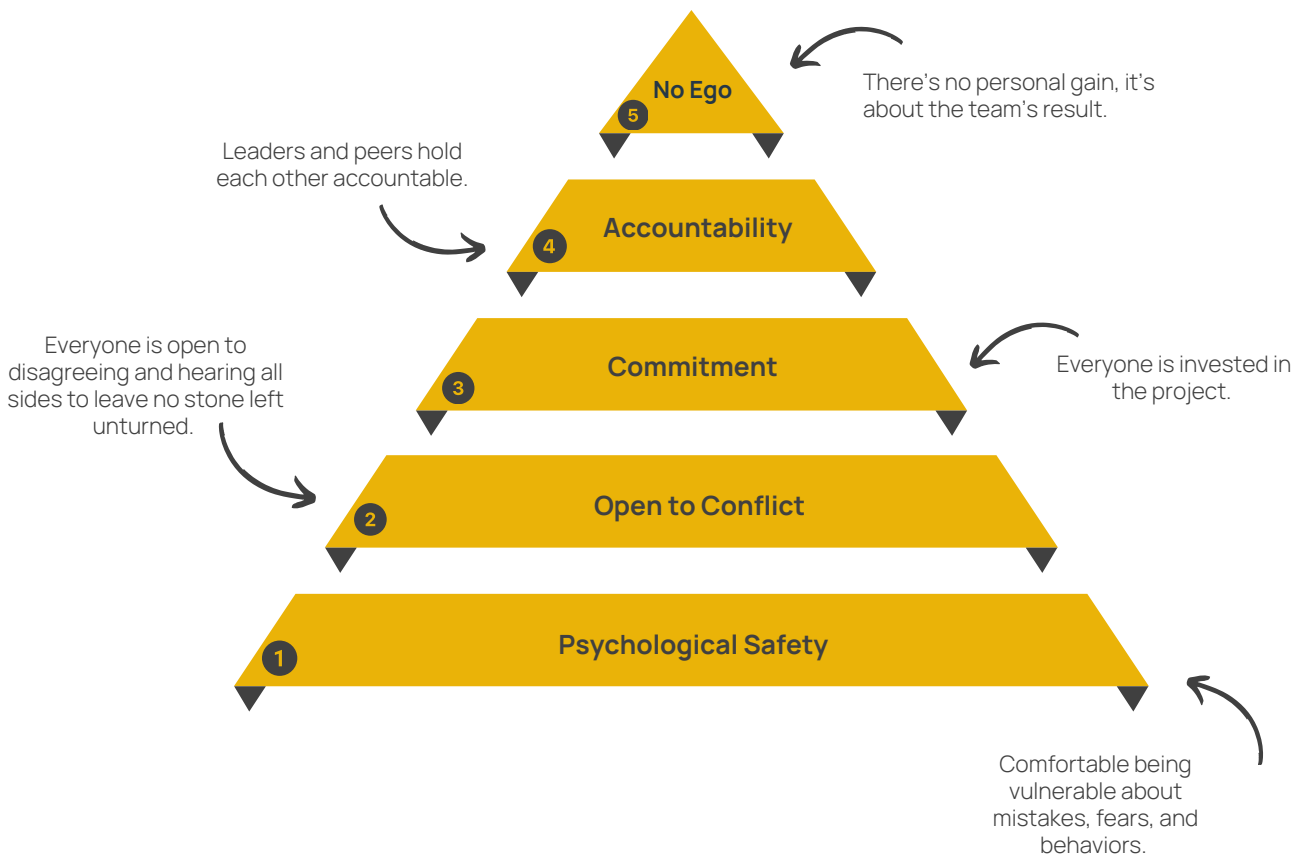
1. Keep it **light** and **positive**
2. Stick to the **facts** and **impact**, not interpretation.
3. Have **courage**. Get **support**.
4. Trust is **restored** when **good communication** outweigh negative experiences
5. **Explain** don't **justify**. Explain if time has passed on unresolved issues or concerns
6. **Allow** trust to **return**
7. Trust = good **behavior/time**



5 Dysfunctions of a Team

We've all heard the saying, employees don't quit jobs. They quit micro-managers, unrealistic work expectations, and a culture without psychological safety. Everyone wants to be valued and feel like their opinion matters. We crave meaning, purpose, and belonging. When those elements are missing, our physical, emotional, and mental health suffers.

It's crucial for us to assess the level of trust and psychological safety on our teams. Patrick Lencioni's 5 Dysfunctions of a Team offers great insight into the five elements for a functional team. Do you know how your teams measure up?



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7 Habits of Highly Effective People

- 1** **Be Proactive®**
Focus on what you can control instead of what you can't.
- 2** **Begin with a clear end, in mind.®**
When you think about outcomes or goals, define a strategy to get there. You need to design the blueprints before you build the house.
- 3** **Put first things, first.®**
Prioritize and achieve your most important goals instead of constantly reacting to urgencies.
- 4** **Think win/win®**
Learn to collaborate effectively by building high-trust relationships.
- 5** **Seek first to understand, than be understood.**
Influence others by developing a deep understanding of their needs.
- 6** **Synergize.®**
Develop innovative solutions to satisfy all stakeholders.
- 7** **Sharpen the saw.®**
Increase motivation and energy by making time for renewable activities you enjoy.

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Social Styles

How to Predict Behavior

Originally developed by psychologists David Merrill and Roger Reid in the early 1950s, and produced by TRACOM, Social Styles define predictable behavior patterns that help us understand how to work more effectively together. One common framework is the “DISC” model, which categorizes individuals into four main types:

- Dominance (assertive and direct)
- Influence (sociable and outgoing)
- Steadiness (patient and cooperative), and
- Conscientiousness (analytical and detail-oriented)

This framework gives us the opportunity to recognize and adapt to the preferences and tendencies of others. If I know my manager communicates based on facts, presenting my ideas in a concise, easy-to-digest format will have a better chance of influencing his/her decision. Similarly, if I know my manager doesn't like to be pressured for an answer, I will be less anxious when he doesn't respond for a while to my request for a promotion. Using Social Styles gives us a map on how to work well with each other.

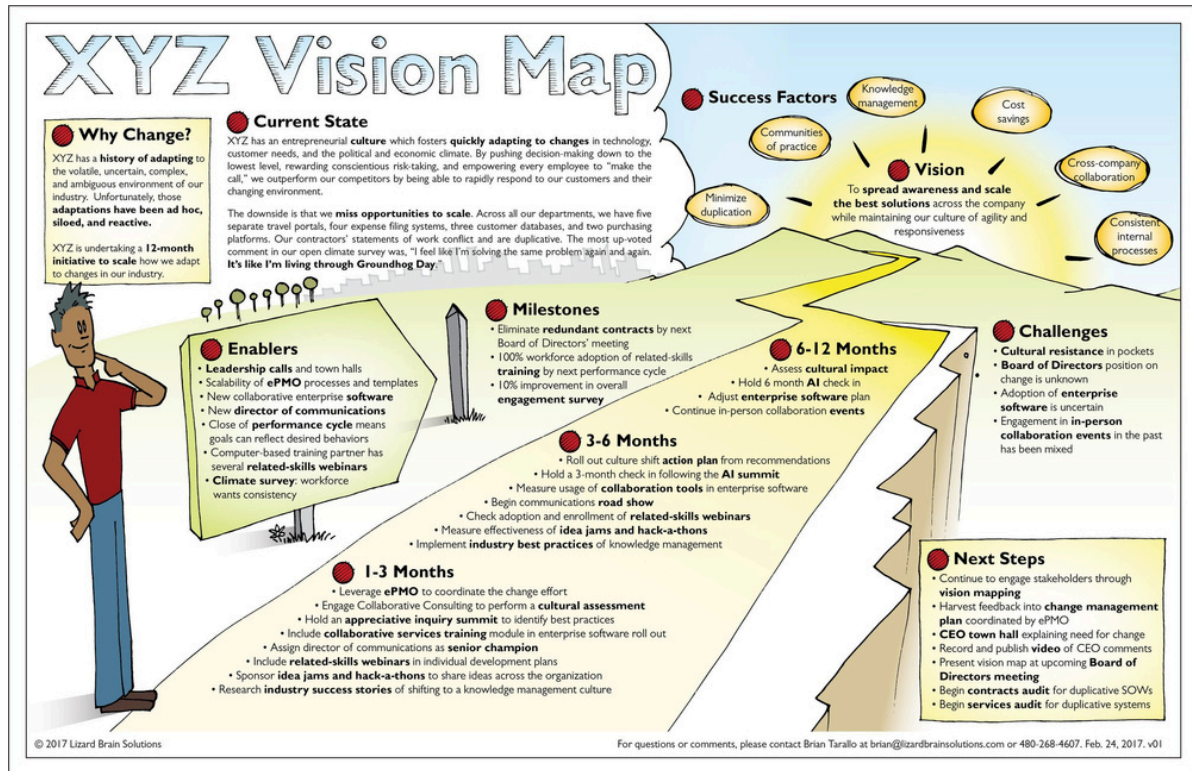
How to Use

1. Print off and laminate **these cards**
2. Place them **visibly on your desk** to spark conversation or use them in your next conflict resolution meeting.
3. Use them as **ice breakers during orientation**. Introduce yourself with your card and ask the new hire to identify their style too.
4. If employees don't know their Style, point them to take the **free test**.



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Vision Maps



How to Use

1. Gather a **small group** of key team members or stakeholders.
2. **Print out vision map** on 11 x 17 and on handouts for participants.
3. Present it as "**just the way you see it**," noting that there are many different ways of looking at it. This invites collaboration.
4. **Resist the temptation** to complete a well-polished deliverable. Don't expect immediate feedback, as this is the first time they are seeing it.
5. Give a brief walk through, **cover high level themes**.
6. **Allow time** for quiet reflection.
7. **Mark up the document** with feedback after 5 min.
8. **Resist the urge** to explain or defend. Just make notes and take time to incorporate the feedback.



Thank you.