The Interpersonal Effectiveness Additional Resources Guide

Using the Learning Program Self-Assessment for each All Employee Competency, you can determine various recommended courses to assist you in developing your employee proficiencies. To determine these recommended AEC courses, please utilize the various Learning Program Self-Assessments.

In addition to the recommended interpersonal effectiveness courses from the Interpersonal Effectiveness Self-Assessment, the following list provides you with additional courses and books, which may also help on your journey to developing your interpersonal effectiveness.

**Demonstrates Empathy, Fosters Diversity and Inclusion, Contributes to High Performing Work Teams,**

*Foundational Courses*

**Connecting with Others through Diplomacy and Tact into Others Minds**
The first step in connecting with sensitivity is seeing others as fully human. We should recognize that an egocentric perspective can be a barrier to bridging the distance between ourselves and others. Another barrier to communication is failing to recognize that our way of seeing the world is not the only way, we cannot assume those we are communicating with see things the same way. It is also important to understand how our biases, stereotypes, and expert knowledge can become barriers to effective communication. The essence of communicating with tact and diplomacy is overcoming these barriers and engaging with the minds of others. NFED 4500724 Skillsoft .4 hrs on-line Skillsoft

**Emotional Intelligence: Owning Your Emotions**
Emotions arise within ourselves — through our complex brain circuitry that we sometimes call ‘wiring.’ No one else is responsible for our emotions – we own them, and we must be aware of them in order to manage them, recognize them in others, and develop relationships. External stimuli may trigger our
sensations, reactions, and responses but to be emotionally intelligent you must start 'in here' (inside yourself) and not 'out there.' When triggered, your brain gets fired up and you might feel afraid, anxious, angry, shocked, or sad. You may also feel happy, joyful, excited, and fulfilled. When you are intelligent about your emotions, you’re aware that the hardest work is managing the emotions that get in the way of your best performance. NFED 4500399 Skillsoft .5 hrs on-line

**Emotional Intelligence: Applying EI at Work**
This course is about applying emotional intelligence in the workplace – playing the role of an emotionally intelligent leader whether you have the title or not. The application of emotional intelligence in the workplace is everyone's responsibility. NFED 4500402 Skillsoft .5 hrs on-line

**Bridging the Diversity Gap**
Without diversity in the workplace, organizations run the risk of viewing things from a very limited perspective. The organization provides the structure for operation, but it's the individuals within the organization who carry out the mission of the organization. This course focuses on what diversity is, how to leverage the diversity within the organization, and the barriers that must be overcome to create a diversified working environment. NFED 4501269 Skillsoft .4 hrs

**HBS 414 : Diversity 2CLPS**
This is a web based course. [https://www.tms.va.gov](https://www.tms.va.gov) In this module you will learn how to manage diversity to extract maximum value from your employees' differences -- including how to recruit diverse talent, resolve diversity-related conflicts, and communicate with employees and customers from other cultures. Harvard Business School.

**Being an Effective Team Member**
To make a real, positive difference on a team, you must take on the challenging task of putting the team first. This course covers strategies and techniques to help you become a more effective and valued member of your team. You'll explore ways to adopt a positive mindset and take a proactive role on a team, so that you can make a significant contribution. Because your success on a team depends on pulling together with other people, you'll also learn constructive ways to acknowledge differences and show respect for team members, and specific strategies for working collaboratively. NFED 4501349 Skillsoft .5 hrs

**Establishing Team Goals and Responsibilities, and Using Feedback Effectively**
Everyone on a team has particular strengths. To get a team to perform at its best, these strengths have to be recognized, reflected in the roles and responsibilities assigned to team members, and directed toward achieving suitable goals. In this course, you'll learn how to build a team, including how to set effective team goals, identify roles and assess team members’ competencies, and assign roles based on these competencies. You'll also learn how to give and receive feedback effectively, so that it strengthens your role and the performance of your team. NFED 4501352 Skillsoft .5 hrs
Support Your Leader
This course is a 5 minute real-world, scenario-based video. Individuals who seek out ways to better support their leaders often find that personal success is a natural end result. This Business Impact explores some of the ways that team members can assist their leaders in a supporting role. NFED 1325118 Skillsoft .1 hr

Intermediate Courses

Administrative Support: Interacting Effectively with Colleagues
Regardless of the industry you work in or the boss you have, almost all the tasks you perform daily as an administrative support professional require interaction with others. Effectively interacting with others results in trust, improved morale, and respect between you and your colleagues, which in turn results in your ability to perform better in your role. In this course, you'll learn skills required of administrative support professionals to be able to interact effectively with others. Specifically, you will be introduced to the benefits of being a supportive colleague, including some best practices for doing so. You will also be introduced to techniques to use to ask for help from colleagues in a respectful and proactive way in order to accomplish your goals. Finally, you'll learn techniques to help you deal with criticism, including how to react to and act on it constructively. NFED 4501198 Skillsoft 3 hrs on-line

Administrative Support: Working in Partnership with Your Boss
As an administrative professional, you provide invaluable support to your boss and the business. This support is optimized when the working relationship between you and your boss is a true partnership. Within this partnership, your relationship must be managed and maintained according to the particular management style of your boss in order to ensure compatibility, dependability, and efficiency as you work toward common goals. Through partnership, you can maximize your relationship with your boss and realize benefits for yourself, as well as for your career. This course explores ways you can build a partnership with your boss. Specifically, it will teach you how to establish and maintain the elements of a true partnership, and shows how you can benefit personally from it. The course also covers approaches for you to deal effectively with different management styles, and techniques you can use to successfully handle confrontations that may occur over the course of your partnership with your boss. NFED 4501197 Skillsoft .3 hrs

The Fruits of Integrity: Building Trust at Work - Challenge Series
How do you develop and maintain trust in the workplace? This Challenge Series exercise explores the ways that you can demonstrate integrity and build trust with those you work with. The learner plays the role of a member of a programming team at a manufacturing company, which is faced with difficulties after its new management system goes live. NFED 3813183 Skillsoft .3 hrs
Diplomacy and Tact for Everyday
Imagine a world where people always say what's on their mind with no filters. This is a world where you are informed at a lunch meeting that you have lettuce in your teeth, where it's announced at the staff meeting that a project has been delayed because you forgot to send an e-mail, or where your coworkers openly roll their eyes when you ask a question they think is embarrassingly basic. This is a world without diplomacy and tact. Utilizing tact and diplomacy is important when engaging in difficult conversations, but these skills are just as important in our day-to-day work environments. People who communicate with diplomacy and tact will be notable and noticed for their ability to communicate across all levels of an organization in a way that puts people at ease and inspires confidence. In this course, you'll explore diplomacy and tact, and recognize the difference between them and the value they bring to you and your work environment. You'll also review situational awareness, how to choose words to avoid a meltdown, and how to apologize with grace. NFED 4500722 Skillsoft .5 hrs

The Building Blocks of Building Trust
Can I trust you? This is what others may ask, often silently, when they work and engage with you. It's also what you ask about another person as well. If you want people to trust you, a firm handshake and good eye contact is not enough. You have to build trust like a mason builds a wall – one stone at a time. It rarely comes ready-made. But when you've taken the effort to build it and it is solid, you want to maintain it for a long time. Trust is a core ingredient in most every positive relationship. Without trust, the mason's wall takes on a whole new analogy – a barrier with no gate for entry. In this course, you'll explore what makes you and others trustworthy, how to demonstrate trustworthiness, and the importance of extending trust to receive trust. NFED 4501453 Skillsoft .5 hrs

Asserting Yourself in the Workplace
Asserting yourself at work means more than pursuing your personal agendas. Often, it serves to benefit your project teams and your organization at large. This Challenge scenario explores the fine line between assertiveness, aggression, and passive-aggression. NFED 3813184 Skillsoft .3 hrs

Building and Managing Upward Relationships - Challenge Video
Positive working relationships yield knowledge, cooperation, and influence at all levels of your organization, and managing them should be one of your prime objectives. Nowhere is this more true, however, than with upward relationships, both with your boss and those higher. NFED 3476966 Skillsoft .3 hrs

Blame Backfires-Conquer Negative Thinking
This course is a 7 minute real-world, scenero-based video. Many employees find accepting criticism difficult. This Business Impact details how to handle workplace criticism professionally and effectively. NFED 1325110 Skillsoft .5 hr
Communicating with a Cross-cultural Audience
Cultural differences affect how people communicate in business. This impact examines pitfalls to avoid when communicating with a cross-cultural audience. NFED 1328304 Skillsoft .1 hr on-line

Making Yourself Approachable - Business Impact Series
The groundwork for mutual understanding is laid when you reach out to others and make yourself approachable. This Business Impact explores the benefits of approachability and how to attain them. NFED 3812286 Skillsoft .1 hr on-line

How Culture Impacts Communication
With so much business happening on a global scale, cross-cultural communication is more important than ever before. Communication is always a challenge, and when diverse cultures interact, good communication can be even more challenging NFED 4501376 Skillsoft .5 hrs on-line

Communicating Across Cultures (CDN)
NFED 3937071 1 hr HRA Academy This course offers an overview of high- and low-context culture communication styles. It describes guidelines and best practices when communicating cross-culturally and the importance of keeping the participants’ expectations in mind. It allows the participant to practice choosing the appropriate communication technique while developing and refining his or her skills. Furthermore, it explains how to make presentations effective for multicultural settings and how to select the proper message delivery style. VACO HRAcademy 1 hr

Using Communication Strategies to Bridge Cultural Divides
It takes time to build working relationships with people from other cultures, but it only takes a second to alienate them by accidentally breaking the rules of intercultural protocols. That’s why relationships are so important in the current global business context, where you have to share objectives and working space with people with diverse cultural backgrounds. NFED 4501377 Skillsoft .5 hrs

Effective Team Communication
It’s vital to maintain open, effective communication on a team. However, it’s all too easy to adopt bad habits. Without realizing how badly it affects your team, you or another team member may communicate in ways that lead to misunderstandings, cause unnecessary conflict, keep others from having their say, and prevent the team from performing as well as it could. In this course, you’ll learn about different verbal barriers to effective team communication and strategies for overcoming them. But speaking is only one part of communication; effective listening is vital too. So you’ll also learn about specific active listening techniques that can help you be a better listener. NFED 4501351 Skillsoft .5 hrs

Managing Communications in a Virtual Team
This course is a 6 minute real-world, scenero-based video. The manager of a virtual team must master excellent communication and understand the importance of virtual presence technologies. Learn how the
manager of a virtual team can improve team communication and collaboration. NFED 1325093 Skillsoft .1 hrs

**Advanced Courses**

**Emotional Intelligence: Building Self-Management Skills**
Probably the most essential skill involved in Emotional Intelligence is self-management. It usually rides on the tail of self-awareness...when you notice an emotion. What can happen is that an emotional response takes on a life of its own, gets hijacked, or snowballs into a reaction that is difficult to control. With self-management skills, you nip it in the bud and control the inward interpretations and outward behaviors associated with strong emotions. You not only self-manage in the moment but you begin to regulate how you typically respond to things that push your buttons. You build a proactive approach to emotional intelligence – first with your awareness and then a natural flow into self-management. Another reason why self-management is so important is that with it, the relational side of emotional intelligence tends to flow better. You gain appreciation for the challenge of controlling emotional impulses and become more empathetic and patient with others. NFED 4500400 Skillsoft 1 hour

**Navigating the Workplace with Emotional Intelligence**
Emotional intelligence in the workplace is everyone’s responsibility. In this course, you’ll learn about the role of emotional intelligence in workplace activities, conflict and stress management, influence and engagement, and teamwork. NFED 4502043 Skillsoft .4 hrs on-line

**Difficult People: Can't Change Them, so Change Yourself**
It would be easy to say that to deal with difficult people you should be tolerant and accept people’s differences. This sounds nice, and might work in the short term, but if you are working with people you find difficult and you expect to be working with them for some period of time – you are better off learning how to respond and relate to them. The approach you use depends on the person, the situation, and your willingness to build and blend skills as needed. Dealing with difficult people requires that you first learn how to manage yourself with them. This means being self-aware and practicing self-management. It also means tuning into the feelings and emotions of others, however difficult it might be. When you know what triggers you and how you typically react, you can build skills to help make your interactions with others more productive. This is emotional intelligence, and if you build this capacity, you will be able to deal more effectively with many difficulties in life (including other people)! NFED 4501114 Skillsoft .5 hrs on-line

**Diplomacy and Tact in Challenging Situations**
Being able to interact with diplomacy and tact smoothes the daily routine in any workplace. But in every workplace there are times when the daily routine is broken by some unpleasant event, situation, or task. At some point in our careers, we will likely all be faced with some very specific communication challenges such as dealing with a difficult personality or someone we just don’t get along with, having to
address a sensitive situation over e-mail, or correcting someone in a position of power such as a boss or client. These are the times when your ability to deploy diplomacy and tact with aplomb will serve you especially well. In this course, you’ll review techniques for navigating difficult working relationships, creating diplomatic and tactful e-mail, neutralizing angry coworkers, and handling manipulative or bullying individuals. NFED 4500723 Skillsoft .5 hrs

Inspiring Your Team
This course is a 5 minute real-world, scenario-based video. This Business Impact explores the challenges leaders face when trying to find unique, appropriate, and effective methods to motivate team members to attain and surpass goals. NFED 1325080 Skillsoft .1 hr

Communicating a Shared Vision
This course is a 7 minute real-world, scenario-based video. Communicating a Shared Vision shows how providing a project team with a vision, can help improve team motivation and ensure project success. NFED 1325068 Skillsoft .12 hrs on-line

HBS 443 : Virtual Teams 2CPLS Harvard Business School
This is a web based course. Harvard Business School https://www.tms.va.gov In this module, you will learn how to form a virtual team, assess technology and communication needs, keep virtual projects on track, and ensure that virtual teams produce high-quality work.

Handling Team Conflict
Successful teams are characterized by having a clear direction, trust among team members, effective communication, and the ability to quickly resolve conflict. The survival of a team depends on a team leader who can quickly recognize conflict, diagnose its cause, and use strategies to resolve the issue. In this course, you’ll learn about what causes conflict on a team and the important role of healthy communication in handling conflict. You’ll also learn about best practice approaches to resolving conflict and the tenets of principled negotiation. Finally, you’ll learn guidelines for addressing one type of team conflict, lack of trust. NFED 4501347 Skillsoft .5 hrs

HBS 303 : Leading Team with Emotional Intelligence 3 CLPS
This is a web based course. Harvard Business School https://www.tms.va.gov The goal of this Continuous Learning Module is to immerse managers in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The module puts the student into situations where they must be flexible with their own emotional intelligence skills to drive high team performance. Engaging interactive exercises reveal the secret behind exceptionally productive teams. The interactive environment will enable managers to tap into expert insights, discover proven tactics, and sharpen their own skills in the area of emotional intelligence.
TMS Books on Interpersonal Effectiveness

TMS Skillsoft Books Deep Link=
https://www.tms.va.gov/learning/user/deeplink_redirect.jsp?linkId=ONLINE_CONTENT_STRUCTURE&componentID=30086&componentTypeID=NFED&revisionDate=1099321320000

25 Ways to Win with People: How to Make Others Feel Like a Million Bucks by John C. Maxwell Publisher Thomas Nelson AUDIO BOOK

Business Ethics and Diversity in the Modern Workplace By Philippe W. Zgheib Publisher IGI Global BOOK

Collaborative Intelligence: Thinking With People Who Think Differently By Dawna Markova Publisher Penguin Audio ISBN 9780553546491 Audio Book ID 113504 Copyright 2015 Through a series of practices and strategies; this audio edition shows us how to recognize our own mind patterns and map the talents of our teams; with the goal of embarking together on an aligned course of action and influence.

Cultural Intelligence: Surviving and Thriving in the Global Village By David C. Thomas Publisher Berrett-Koehler Audio ISBN 9781626568686 Audio Book ID 117551 Copyright 2017 This audio edition presents a universal set of techniques and people skills that will allow you to adapt quickly to; and thrive in; any cultural environment.

Emotional Intelligence: Managing Emotions to Make a Positive Impact on Your Life and Career (Book) VA 3901681 Book by Gill Hasson, Capstone Publishing © 2014 (208 pages) Citation, ISBN:9780857085443 Emotional Intelligence is fast becoming the skill to master that will unlock your true potential.


Emote: Using Emotions to Make Your Message Memorable By Vikas Gopal Jhingran Publisher Gildan Media ISBN 9781469031026 Audio Book ID 81669 Copyright 2014 This audio edition will help you gain the confidence you need to stand in the spotlight and "wow" clients or executives; create connections; and get your message across to anyone.

Emotional Intelligence 2.0 By Travis Bradberry Publisher Brilliance Audio Book ID 49926 Copyright 2010 This audio edition contains proven strategies from a decade-long effort to accurately measure and increase emotional intelligence using the four core EQ skills to exceed your goals and achieve your fullest potential.

Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Results (Book) NFED 3882226

Feeling Smart: Why Our Emotions Are More Rational Than We Think By Eyal Winter Publisher Gildan Media ISBN 97814690301026 Book ID 115236 Copyright 2014 This audio edition brings together game theory; evolution; and behavioral science to produce a surprising and very persuasive defense of how we think; even when we don’t.

Inclusive Talent Management: How Business Can Thrive In an Age of Diversity By Stephen Frost Danny Kalman Publisher Kogan Page BOOK
**Integrity in Business: Developing Ethical Behavior Across Cultures and Jurisdictions** by Frank Holder Publisher Ashgate Publishing BOOK

**Opening Doors to Teamwork and Collaboration** By Judith H. Katz Frederick a Miller, Publisher Berrett-Koehler BOOK

**Smart Tribes: How Teams Become Brilliant Together** By Christine Comaford Publisher Gildan Media ISBN 9781469087818 Audio Book ID 58314 copyright 2013 This audio edition will help you and your team achieve optimal performance and engagement - brilliance - and leave competitors in the dust. Read by the author.

**Teamwork 101: What Every Leader Needs to Know** (Book) NFED 3867968 3 hrs

**The 17 Essential Qualities of a Team Player: Becoming the Kind of Person Every Team Wants** By John C. Maxwell Publisher Thomas Nelson ISBN 9780785260318 Audio Book ID 43558 Copyright 2004 This audio edition takes the pain out of learning what makes a team tick; and will help you become the kind of person everyone wants on their team. Read by the author.

**The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team** By John C. Maxwell Publisher Thomas Nelson ISBN 9780785260325 Audio Book ID 43559 Copyright 2004 This audio edition shares the vital principles of team building that are necessary for success in your business; family; church; or organization. Read by the author.

**The Brain and Emotional Intelligence: New Insights** By Daniel Goleman Publisher More than Sound ISBN 9781934441145 Audio Book ID 49198 Copyright 2011 This audio edition explains what we now know about the brain basis of emotional intelligence in clear and simple terms; and will deepen your understanding of emotional intelligence and enhance your ability for its application. Read by the author.

**The Emotional Intelligence Activity Kit: 50 Easy and Effective Exercises for Building EQ** By Adele B. Lynn Publisher Gildan Media ISBN 9781469094755 Audio Book ID 115250 Copyright 2015 This audio edition offers simple exercises that are quick to deploy and target key areas that benefit most from EQ training; including leadership; project management; customer service; teamwork; sales; and more.

**The EQ Leader: Instilling Passion, Creating Shared Goals, and Building Meaningful Organizations Through Emotional Intelligence** By: Steven J. Stein Publisher: John Wiley & Sons © 2017 Book

**The Five Dysfunctions of a Team: A Leadership Fable** By Patrick Lencioni Publisher Random House Audio ISBN 9780739332573 Audio Book ID 46933 copyright 2002 This audio edition outlines a powerful model and actionable steps that can be used to overcome common hurdles and build a cohesive; effective team.

**The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues: A Leadership Fable** by Patrick Lencioni Publisher John Wiley & Sons (US) BOOK
Training the Brain: Cultivating Emotional Intelligence By Daniel Goleman  Publisher More than Sound ISBN 9781934441046 Audio Book ID 49203 Copyright 2007 This audio edition explains how the brain's social and emotional circuitry becomes shaped to give each of us a unique "brain style" in reacting to life. Read by the author.

Unfairly Labeled: How Your Workplace Can Benefit From Ditching Generational Stereotypes By Jessica Kriegel Publisher Gildan Media ISBN UnAssigned Audio Book ID 127925 copyright 2016 This audio edition challenges the very concept of "generational differences" as an unfair generalization; and offers a roadmap to intergenerational understanding.

Working Relationships: Using Emotional Intelligence to Enhance Your Effectiveness with Others (Book) 5 hours NFED 1524335