

Interpersonal Effectiveness skills

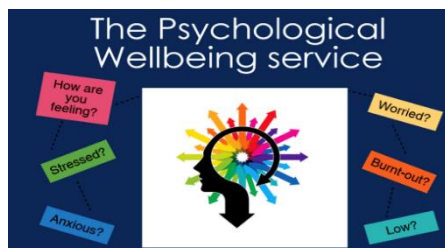
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A workbook to accompany the self-help video series available at:
<https://www.cpft.nhs.uk/services/pws/covid-support-videos.htm>

CPFT staff involved in the development of this video series:

- | | |
|----------------------|---------------------|
| Karen Adams | Vanessa Godden |
| Trish Barker-Barrett | Michelle Griffiths |
| Laura Bratt | Rona Hardy |
| Amanda Burns | Sarah Hughes |
| Katie Byron | Megan Johnson |
| Sandy Dixon | Hemma Keshri |
| Liz Dolman | Andreas Michaelidas |
| Michelle Espley | Katie Molloy |
| Illana Foreman | Melanie Staley |
| Daniel Gardiner | Mary Weerasinghe |

& The Project and Comms Teams



Peterborough Exemplar
 Joined Up Mental Health Services



Pride in our adult and specialist mental health services

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Recognising abuse & getting support

Domestic abuse is not always obvious and can take many forms. Some forms of abuse include:

- Physical (e.g. hitting, pushing, grabbing, shaking, kicking, punching)
- Emotional (e.g. degrading/insulting comments, humiliating, belittling, threatening)
- Sexual (e.g. being forced/coerced/manipulated into unwanted sexual acts)
- Financial (e.g. controlling access to money/bank accounts, sabotage/deny employment opportunities)

Other signs of abuse include stalking, monitoring (online or in daily life), isolating from friends and family, gaslighting, or in any way being controlled, manipulated or feeling threatened.

If you think you may be a victim of abuse remember that you are not alone and can seek help.

National Domestic Abuse Helpline

<https://www.nationaldahelpline.org.uk/>

Phone: 0808 2000 247

Women's Aid

<https://www.womensaid.org.uk/>

Men's Advice Line

<https://mensadviceline.org.uk/>

Phone: 0808 8010 327

Galop (specialist LGBT+ support service)

<http://www.galop.org.uk/>

Phone: 0800 999 5428

Deciding on priorities

Overview

An important skill in Interpersonal Effectiveness is clarifying our priorities in our interactions with other people, which will allow us to use the appropriate skill.

Clarifying our Priorities

Which is most important to you:

Getting what you want/obtaining your goal? (**Objective effectiveness**)

Keeping the relationship? (**Relationship effectiveness**)

Maintaining your self-respect? (**Self-respect effectiveness**)

Objective Effectiveness

Priority: "Getting what I want is the priority"

Goal: Learning how to be effective in asserting your rights and wishes.

Skill: DEAR MAN

Relationship Effectiveness

Priority: "The relationship is the priority"

Goal: Learning how to act in a way that you maintain positive relationships and that others feel good about themselves and about you.

Skill: GIVE

Self-respect Effectiveness

Priority: "My self-respect is the priority"

Goal: Learning how to act in a way that you keep your self-respect.

Skill: FAST

Guidelines for Objectives Effectiveness: Getting What You Want (DEAR MAN)

A way to remember these skills is to remember the term **DEAR MAN**:

Describe

Express

Assert

Reinforce

(Stay) **M**indful

Appear Confident

Negotiate

Describe

Describe what is happening from your perspective, but keep it factual. Try to explain why you are reacting the way you are.

Example: “You keep asking me the same thing, even though I’ve already tried to say no five times,” or “It’s hard for me to keep asking you to do the washing up when it’s your day to do it”.
Not: “You obviously don’t care about what I’m saying,” “It’s clear you don’t love me,” “Well, it’s obvious that my opinion doesn’t matter to you,” “Clearly, you just don’t believe I’m smart at all.”

Express

Express how you feel about the situation. For example, in the middle of an conversation that is going downhill, you can express that you don’t feel comfortable. Don’t assume that the other person automatically understands what you are feeling. Try to avoid using ‘shoulds’ and ‘shouldn’ts’ or strong, emotive language.

Example: “I’m sorry I can’t do what you want me to do; I don’t want to keep discussing it right now,” or “I’m starting to get really frustrated talking about this since it’s not something I can change.”
Not: “You’re the worst person!”, or “You always get so defensive!”

Assert

Assert yourself by being clear about what you want or clearly saying no to something. Others won’t always know what you want unless you make it clear; they can’t read your mind. When another person is bothering you, you can politely ask them to stop. This is the balance between being passive and aggressive with your requests. Do make yourself clear, but also be polite about it.

Example: “I would appreciate it if you called me when you know you’re going to be late so I don’t become worried,” or “My answer isn’t going to change so let’s stop talking about it,” or “Ok, we aren’t going to agree right now, so let’s talk about it tomorrow instead and try to figure it out.”
Not: “Why don’t you just shut up?” “You shouldn’t do that!”, “I’m telling you, this is what you need to do ok!”.

Reinforce

Reinforce (reward) the other person by explaining the positives of you achieving your aim. If necessary,

Example: “I know you don’t want to do this, is there anything that would make it more worth your while?”. “I would be very grateful to you for being so

	clarify the downside of not achieving this aim.	considerate,” or “I would be so relieved, and a lot easier to live with, if you did this.” Not: “If you don’t do this for me it means you hate me and I won’t talk to you again,” “If you keep asking me, I’ll never do anything for you again,” “You are a terrible person for not doing this/for asking me to do this.”
(Stay) M indful	Stay focused on your aims. Don’t be distracted or go off topic. <u>“Broken record”</u> : Just keep repeating your opinion over and over. Keep asking, saying no, or expressing your view without becoming side-tracked. <u>Ignore attacks</u> : Ignore it if the other person tries to use verbal attacks on your position or attempts to change the subject. Otherwise you’ll become side-tracked and lose focus of your point.	
A ppear confident	You don’t have to feel confident to make yourself appear confident. Be purposeful in what you are saying, really mean it. Try to avoid passive body language such as looking at the floor, speaking quietly or retreating. Instead use a confident tone and maintain eye contact.	
N egotiate	Be willing to give to other person in return for getting what you want. Try to come to a solution that suits you both if possible. Say no to things you aren’t willing or able to do, but perhaps offer up an alternative solution. Ask the other person if they have ideas for what might work.	<u>Example</u> : “I don’t want to keep pestering you... How can we go about motivating you to do the washing up on your days?” or “Do you have any ideas for how we should figure this out? . . . I can’t just stop worrying about you,” or “What do you think we should do? I’m not able to say yes, and you really seem to want me to. What can we do here? How can we solve this problem?”

Guidelines for Relationship Effectiveness: Keeping the Relationship (GIVE)

A way to remember these skills is to remember the word **GIVE**:

(Be) **G**entle

(Act) **I**nterested

Validate

(Use an) **E**asy manner

(Be)

Gentle

Be respectful and kind. Don't attack the other person verbally (or physically!), only express yourself with your words and non-aggressive body language. Never make threats. If you need to explain the consequences of not achieving your aim, do so honestly and without exaggerating. Tolerate if the answer is still no and don't storm out of the discussion. It's also important not to judge the other person by saying things like "if you were a kind person you'd do this..." or using 'shoulds' and 'shouldn'ts'. Lastly, don't mock or sneer, show that you can be respectful of the other person just as you expect them to be respectful of you.

(Act)

Interested

Try to listen to what the other person is actually saying and appear interested. Listen to their point of view. Use eye contact and don't interrupt or look the other way.

Validate

Show that you understand the other person's perspective about the situation using your words and your actions. Understanding where they are coming from can help you reach a solution and/or help them feel that you care.

(Use an)

Easy manner

Try to be easy-going by being light-hearted, using a little humour, smiling and easing the other person along.

Guidelines for Self-Respect Effectiveness: Keeping Respect for Yourself (FAST)

A way to remember these skills is to remember the word **FAST**.

(Be) **F**air

(No) **A**pologies

Stick to Values

(Be) **T**ruthful

(Be)

F
air

Show fairness to both the other person and yourself. It's important to validate your own goals and opinions, as well as theirs.

(No)

A
pologies

Don't over-apologize or apologize for being yourself or making a reasonable request. Don't apologise for having your own opinion or disagreeing with somebody else's. Try not avoid body language which might make you appear ashamed, such as looking down or slumping your body.

S
tick to values

Be true to your values without sacrificing them for things which aren't important. Decide what you believe is the morally right way of thinking or acting, and hold fast to that.

(Be)

T
ruthful

Be honest about the situation. Don't lie or pretend to be helpless when you aren't. Avoid exaggerating the truth or making up excuses.

Evaluating Options: Low vs High Intensity Responses/Behaviours



Before making requests for something, or saying no to a request, you need to decide how intensely you want to hold your ground.

Your options range from **very low** intensity, where you show flexibility and can accept the situation as it is, to **very high** intensity, where you try to use every skill to your knowledge to change the situation and get what you want.

Low Intensity (Letting go, giving in)

Making Requests/Asking

Don't Ask; Don't Hint

Indirectly Hint; Take No

Openly Hint; Take No

Ask Tentatively; Take No

Ask Gracefully; Take No

Confidently Ask; Take No

Confidently Ask; Resist No

Firmly Ask; Resist No

Firmly Ask; Insist; Negotiate;
Keep Trying

**Ask and don't take no for
an answer**

Saying No

Without being asked, do
what the other person wants

Don't Complain; Do it
cheerfully

Do it, even if you're not
cheerful about it

Do it but make it clear that
you would rather not

Express that you'd rather
not but do it gracefully
nonetheless

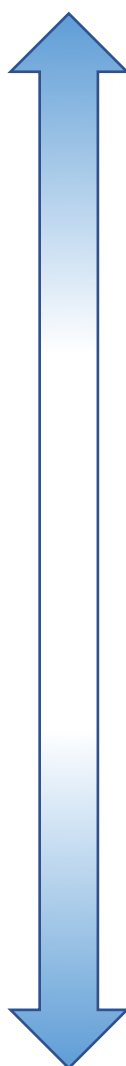
Confidently say no but also
reconsider

Confidently Say No; Resist
Saying Yes

Firmly Say No; Resist
Saying Yes

Firmly Say No; Resist;
Negotiate; Keep Trying

Don't do it



High Intensity (Staying firm)

Factors to Consider: Deciding How Strongly to Say No/Make a Request

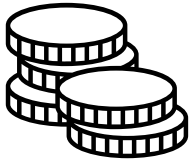
To decide how firmly or intensely you'd like ask for something or say no in relationships, there are various important factors to think about.

1. Capabilities – This includes yours and the other person's.
2. Your own priorities.
3. Self-respect – The effect your actions will have on this.
4. Moral and legal rights in the situation – yours and the other person's.
5. Authority – yours over the other person, or theirs over you.
6. Type of relationship.
7. The effects of your actions on your long- and short-term goals.
8. How much give and take there is in the relationship.
9. Whether you have done your homework in preparation.
10. The time of your asking or saying no.

CAPABILITY	<p>Can the person give you what you want? Yes: Increase the intensity of ASKING</p> <p>Do you have what the person wants? No: Increase the intensity of SAYING NO</p>
PRIORITIES	<p>Are your goals very important? Yes: Increase intensity of ASKING/SAYING NO</p> <p>Is your relationship shaky? Yes: Consider reducing intensity of ASKING/SAYING NO</p> <p>Is your self-respect on the line? Yes: Intensity should fit your values</p>
SELF-RESPECT	<p>Would you usually do things for yourself? Are you careful to avoid seeming helpless? Yes: Increase the intensity of ASKING</p> <p>Will saying no make you feel bad about yourself? Even if you've thought about it wisely? No: Increase the intensity of SAYING NO</p>
RIGHTS	<p>Is the other person required by law or moral code to give you what you're asking for? Yes: Increase the intensity of ASKING</p> <p>Are you required by law or moral code to give the person what they're asking for? Would saying no breach their rights? No: Increase the intensity of SAYING NO</p>
AUTHORITY	<p>Are you responsible for telling the person/directing them what to do? Yes: Increase the intensity of ASKING</p> <p>Does the other person have authority over you (e.g. your teacher, boss)? Is what they're asking for within their authority? No: Increase the intensity of SAYING NO</p>
RELATIONSHIP	<p>Is what you're asking for appropriate to your relationship with the person? Yes: Increase the intensity of ASKING</p> <p>Is what is being asked of you appropriate to your relationship with the person?</p>

	No: Increase the intensity of SAYING NO
LONG- VS. SHORT-TERM GOALS	<p>If you do not ask for what you want, will this keep the peace now but create problems in the future?</p> <p>Yes: Increase the intensity of asking</p> <p>Is keeping the peace right now, more important than the welfare of the relationship in the long-term?</p> <p>No: Increase the intensity of SAYING NO</p>
GIVE AND TAKE	<p>What have you done for the other person? Are you giving as much as what you're asking for? Are you willing to give if the person says yes?</p> <p>Yes: Increase the intensity of ASKING</p> <p>Do you owe this person a favour? Do they do a lot for you?</p> <p>No: Increase the intensity of SAYING NO</p>
HOMEWORK	<p>Have you done your homework? Are you clear on all the facts that you need to know to back your request? Are you clear on what you want?</p> <p>Yes: Increase the intensity of ASKING</p> <p>Is the other person's request clear? Do you know what you're agreeing to?</p> <p>No: Increase the intensity of SAYING NO</p>
TIMING	<p>Is this a good time to ask for something? Is the person in the "right mood" to be able to listen and pay attention to you? Are you asking when the person is more likely to say yes?</p> <p>Yes: Increase the intensity of ASKING</p> <p>Is this a bad time to say no? Should you wait for a while before answering?</p> <p>No: Increase the intensity of SAYING NO</p>
OTHER FACTORS	

The Dime Game: Figuring Out How Strongly to Ask or Say No



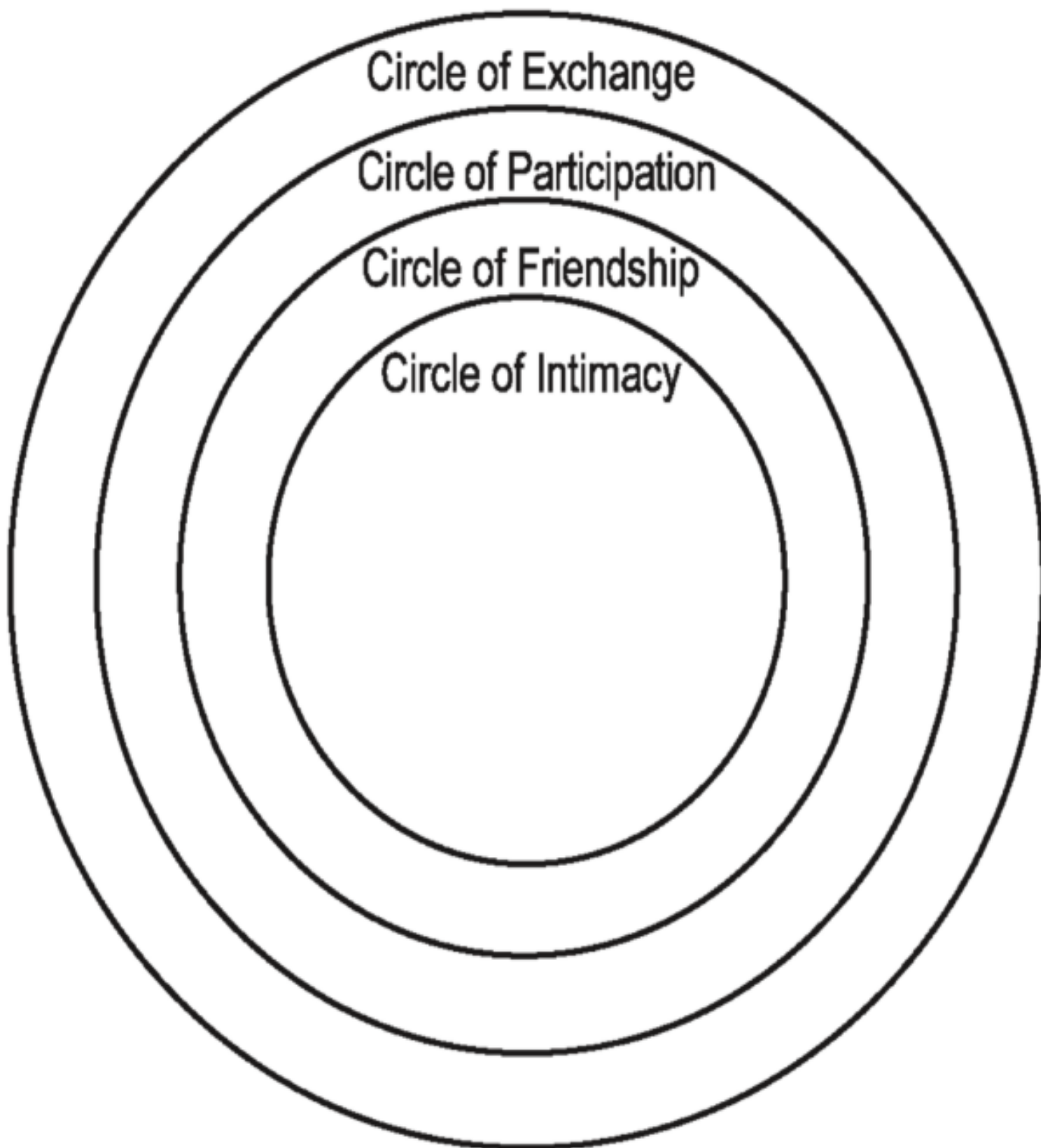
The Dime Game can also help you decide how strongly to ask for something or say no. If during the previous exercise (page 10) you had difficulty putting yourself on the scale, you can use the Dime Game to help. Circle each dime you put in the bank and add them up. Then, look back over the list of questions and consider if any are more important than others. If some items are much more important than others, think about Wise Mind before acting.

How strongly should I ask for something? For each question you answer 'yes' to, put a dime in the bank. The more money you have, the stronger you should ask. If you have a dollar, then you can ask very strongly. If you have no money in the bank, you shouldn't ask or even hint.		How strongly should I say no? For each question you answer 'no' to, put a dime in the bank. The more money you have, the more strongly you should say no. If you have a dollar, then you can say no very strongly. If you have no money in the bank, you should do it without being asked.	
10¢	Is this person able to give me what I want? Or do what I want?	Capability	Can I give the person what they're asking for? 10¢
10¢	Is getting my objective more important than my relationship with this person?	Priorities	Is my relationship more important than saying no? 10¢
10¢	Will asking help me feel competent and self-respecting?	Self-respect	If I say no, will I feel bad about myself? 10¢
10¢	Is the person required by law or moral code to do what I want or give me what I want?	Rights	Am I required by law or moral code to give them what they want? Or do what is wanted? Or does saying no violate this person's rights? 10¢
10¢	Am I responsible for telling the person what to do?	Authority	Is the other person responsible for telling me what to do? 10¢
10¢	Is what I want appropriate for this relationship? (Is it right to ask for what I want?)	Relationship	Is the request appropriate to my relationship with this person? 10¢
10¢	Is asking important to a long-term goal?	Goals	In the long term, will I regret saying no? 10¢
10¢	Do I give as much as I get with this person?	Give and Take	Do I owe this person a favour? (Does the person usually do a lot for me?) 10¢
10¢	Do I know what I want? and have the facts I need to support my request?	Homework	Do I know what I am saying no to? (Is the other person clear about what is being asked for?) 10¢
10¢	Is this a good time to ask? (Is the person in the right mood?)	Timing	Should I wait a while before saying no? 10¢
\$	Total value for asking/making requests (Adjusted ± for using Wise Mind)	Total value for saying no (Adjusted ± for using Wise Mind)	\$

Asking: What Should I Do?		Saying No: What Should I Do?
Don't Ask (Don't Hint)	0–10¢	Do it without being asked
Indirectly Hint (Take No)	20¢	Don't Complain (Do it cheerfully)
Openly Hint (Take No)	30¢	Do it, even if you're not cheerful about it
Ask Tentatively (Take No)	40¢	Do it but make it clear that you would rather not
Ask Gracefully (Take No)	50¢	Express that you'd rather not but do it gracefully nonetheless
Confidently Ask (Take No)	60¢	Say no firmly but reconsider
Confidently Ask (Resist No)	70¢	Confidently Say No (Resist Saying Yes)
Firmly Ask (Resist No)	80¢	Firmly Say No (Resist Saying Yes)
Firmly Ask; Insist (Negotiate; Keep trying)	90¢	Firmly Say No; Resist (Negotiate)
Don't take no for an answer	\$1.00	Don't do it

My relationship circles

Not all relationships we have are the same. Using the relationship circle to can help you better understand your current relationship with the people that are present in your life.



Finding and getting people to like you

REMEMBER THE FOLLOWING KEY POINTS:

- ✓ You need to be visible to people you want to make friends with

Example: Spending time with work colleagues

- ✓ We often make friends with people who have a similar interests, attitudes, and values as us.

Example: Befriending those at a club where people might share your interests- football, book club, church group.

- ✓ Conversation skills are important.
- ✓ Be genuine when you are complimenting a person, do not always compliment the same thing and the obvious.
- ✓ In order to make friendships, we may have to approach people to begin with.
- ✓ There is a difference between open and closed groups



All human beings are loveable

Finding friends can be challenging and does not always come easily...

Conversation skills:

Ask questions and give a little more information back when you respond.

Small talk can be very valuable

When **self disclosing**, make sure it is of similar information to the information the other person is sharing.

Do not interrupt the other person when they are talking.

If you are struggling for topics to talk about, **learn something new** or increase your different experiences.

Open- New members welcome

1. Members standing apart slightly
2. They may gaze elsewhere
3. There may be breaks in conversation
4. Talking about generic topics

Closed- May not be welcome

1. Members standing closer together
2. They are attending to each other
3. Smaller groups within the conversation
4. Conversation appears more animated

Ending Destructive Relationships

A destructive relationship has the ability to destroy the quality of the relationship or aspects of yourself – such as your physical body and safety, your self-esteem or sense of integrity, your happiness or peace of mind.

Decide to end relationships in **CALM MIND**, where we take a second to think about our decision before making it. Avoid ending relationships when in **EMOTION MIND**.

If the relationship is important and valued by you and not destructive and you have hope it can be improved try to **PROBLEM SOLVE** to solve the difficult relationship.

You could weight up the **PROS and CONS** of staying vs ending the relationship.

You **could** **PROBLEM SOLVE** by sitting down together, discussing the situation, brainstorming ideas and identifying a solution. Ask for help if you need it.

Consider whether the **guilt** you may feel from ending a relationship is justified or unjustified.

Be direct – use skills such as **DEAR MAN, GIVE or FAST** to help you effectively end the destructive relationship.

Practice **SAFETY FIRST**. Sometimes choosing to end a destructive relationship can be dangerous - it is important to consider your safety:

- If you are at risk right now freephone, 24-hour National Domestic Abuse Helpline number – 0808 2000 247 – run by Refuge, and nationaldahelpline.org.uk
- In immediate danger call 999 If you are not able to speak - if prompted on a mobile, press 55 to Make Yourself Heard and this will transfer your call to the police.



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