

## Lesson B1–2

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# Developing Human Relations Skills in the Workplace

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**Unit B.** Employability in Agricultural/Horticultural Industry

**Problem Area I.** Developing Personal Skills

**Lesson 2.** Developing Human Relations Skills in the Workplace

### **New Mexico Content Standard:**

**Pathway Strand:** Leadership and Teamwork

**Standard:** XI: Use leadership skills in collaborating with others to accomplish organizational goals and objectives.

**Benchmark:** XI-B: Embrace compassion, service, listening, coaching, developing others and teams, and understanding and appreciating others to develop premier leadership.

**Performance Standard:** 1. Practice the human relations skills of compassion, empathy, unselfishness, trustworthiness, reliability and listening. 2. Interact and work with others. 3. Participate effectively as a team member. 4. Understand, accept, and appreciate others for their contributions.

**Student Learning Objectives.** Instruction in this lesson should result in students achieving the following objectives:

1. Explain the importance of developing human relations skills.
2. Recognize personality styles in people.
3. Identify skills wanted by employers.
4. Discuss some personal qualities employers desire in employees.

**List of Resources.** The following resources may be useful in teaching this lesson:

**Recommended Resources.** One of the following resources should be selected to accompany this lesson:

Hunter, Sharon, et al. *Developing Leadership and Personal Skills*. Danville, Illinois: Interstate Publishers, Inc., 1997. (Textbook, Chapter 11)

Ricketts, Cliff. *Leadership: Personal Development and Career Success*. Albany, New York: Delmar Publishers, 1997. (Textbook, Chapters 2 and 17)

**Other Resources.** The following resources will be useful to students and teachers:

*Agriculture Sale Communication* (U6030); *Steps in Preparing for the Agricultural Sales Call*. (U6033). University of Illinois, Vocational Agriculture Service, 1401 S. Maryland, Urbana, IL 61801.

*Applied Communication*. 1988. Agency for Instructional Technology, P.O. Box A, Bloomington, IN 47402.

Cheek, Jimmy G., et al. *Effective Oral Communication*, Second Edition. Danville, Illinois: Interstate Publishers, Inc., 2000.

*Understanding the Importance of Effective Communications Through the Spoken Word* (#8369); *Understanding the Importance of Effective Communication Through the Written Word* (#8370); *Improving Communications Skills Through Organized Activities* (#8371); *Utilizing the Media for Effective Communication—Public Relations* (#8372). Instructional Material Service, Texas A&M University, F.E. Box 2588, College Station, TX 77843.

## List of Equipment, Tools, Supplies, and Facilities

Writing surface  
Overhead projector  
Transparencies from attached masters  
Copies of Student Lab Sheet

**Terms.** The following terms are presented in the lesson (shown in bold italics):

Authoritarian  
Cooperative skills  
Compromiser  
Contributor  
Democratic  
Distracter  
Dominator  
Elaborator

Encourager  
Follower  
Human relations skills  
Information-giver  
Information-seeker  
Integrator  
Laissez-faire  
Manipulator  
No-show  
People skills  
Personal conflict  
Personality  
Protester  
Opinion-giver  
Opinion-seeker  
Recognition-seeker

**Interest Approach.** Use an interest approach that will prepare the students for the lesson. Teachers often develop approaches for their unique class and student situations. Two possible approaches are included here.

**Approach One:** *Have a pair of students role play a conflict situation in the workplace. Have them use both inappropriate resolutions and appropriate resolutions. Have the other students discuss each situation.*

**Approach Two:** *Ask the students to provide important people skills that they or someone they admire possess. List them on the writing surface. Discuss why they selected these skills.*

## Summary of Content and Teaching Strategies

**Objective 1:** Explain the importance of developing human relations skills.

**Anticipated Problem:** Why are people skills important in the workplace?

- I. **People skills** or **human relations skills** are important abilities that help people work together and get along.
  - A. People skills are helpful in leadership roles and in gaining respect from others.
  - B. People skills include social traits such as:
    1. respecting other people
    2. being courteous
    3. using common greetings
    4. commending people when they have done a good job
    5. seeking and accepting other's advice

6. using effective communication—verbal and nonverbal
  7. choosing appropriate times to criticize
  8. helping others feel good about themselves
  9. having faith in other’s decisions
  10. having empathy or understanding another’s position in an issue.
- C. Human relations skills, when used properly, will help in developing inspiring leaders.
- D. Practicing appropriate people skills helps to unite members of a group and allows them to work better together.
- E. People skills help to bring actions and ideas together to achieve daily goals.
- F. Good human relations skills promote position interaction.
- G. Strong people skills are important in times of challenging situations.
- H. People skills promote active growth within organizations and contribute to society.
- I. Good human relations skills help others to demonstrate good work ethics and lead to greater accomplishments.
- J. People skills must be used to lead and not to manipulate. A **manipulator** is a person who uses people for his or her own selfish reasons.
- K. People skills are developed through practice and education.
- L. Various job experiences will enhance the development of several human relations skills.
- M. Personality-related human relations skills include:
1. honesty and integrity
  2. sensitivity
  3. cooperation
  4. flexibility
  5. supportiveness
  6. self-confidence
  7. dependability
  8. emotional maturity
  9. enjoyment from work
  10. confidence in others
  11. wisely using power

*Many techniques can be used to help students master this objective. Students need text materials to help understand the importance of developing human relations skills. Chapter 2 in Leadership: Personal Development and Career Success and Chapter 11 in Developing Leadership and Personal Skills are recommended. TM: B1–2A can be used to help explain positive leadership styles. Use TM: B1–2B can be for discussion topics regarding leadership.*

**Objective 2:** Recognize personality styles in people.

**Anticipated Problem:** Do various personality styles affect the workplace?

- II. In any given group of people there are various personality styles.
- A. **Personality** can be defined as the collection of one's distinctive individual qualities. It is the way a person thinks, functions, and relates to others.
- B. There are several types of personalities.
1. **Dominator**—one who likes to control a group.
  2. **Compromiser**—one who sees all sides of an issue.
  3. **Follower**—one who watches, listens, and usually follows the group.
  4. **Protester**—one who speaks out strongly against issues.
  5. **Encourager**—one who gives hope, courage, confidence, and support.
  6. **Integrator**—one who removes barriers.
  7. **Contributor**—one who likes to share information and initiate projects.
  8. **Opinion-seeker**—one who likes to get other people's opinion.
  9. **Opinion-giver**—one who constantly provides his or her own opinion.
  10. **Information-seeker**—one who wants to seek out the facts and information.
  11. **Information-giver**—one who always has answers to questions.
  12. **Elaborator**—one who wants to see everything completed to detail.
  13. **Recognition-seeker**—one who is always seeking recognition.
  14. **Distracter**—one who does silly or foolish things for attention.
  15. **No-show**—one who does not show up for events or activities.
- C. There are three styles of leadership.
1. **Authoritarian**—leadership style which favors blind submission to authority.
  2. **Laissez-faire**—leadership style or personality which lacks direction or interference.
  3. **Democratic**—leadership style that favors democracy and social equality.
- D. **Personal conflict** is a difference between two people that disrupts progress. Causes of conflict include the following:
1. poor communication
  2. low self-esteem
  3. stress or a stressful environment
  4. bad decisions or poor judgment
  5. holding grudges

*Use a variety of teaching techniques to assist students in mastering this objective. Providing text material will enhance student learning. Chapter 17 in Leadership: Personal Development and Career Success and Chapter 11 in Developing Leadership and Personal Skills are recommended. Use TM: B1–2C to explain the causes of conflict. LS: B1–2A can be used to help students understand various leadership styles.*

**Objective 3:** Identify skills wanted by employers.

**Anticipated Problem:** What skills do employers want in their employees?

- III. Employability skills are those skills that employers want in their employees. They are sometimes called occupation-related skills or workplace skills.
- A. The following are occupation-related skills:
1. achiever—energetic, competitive, on the fast track
  2. anticipation—being able to predict
  3. positive attitude—attitude determines the outcome
  4. commitment—committed to achieving goals
  5. command—ability to take charge and speak out
  6. competitiveness—desire to be on top
  7. courage—ability to face resistance with confidence
  8. credibility—professional self awareness
  9. dedication—commitment which follows vision and improves self
  10. dependable—can be relied upon
  11. discipline—self-structured time and responsibilities
  12. drive—desire to accomplish under any circumstances
  13. empathy—has feelings for other’s needs and positions
  14. ethics—has good standards and lives by a set of principles
  15. focus—ability to choose a direction and work towards that goal
  16. ideation—ability to act as a problem solver and source of ideas
  17. knowledge—being familiar with the subject
  18. loyalty—devoted to a person, group, or cause
  19. organization—having a system to accomplish tasks
  20. responsible—takes ownership of own behavior
  21. self-confident—believing in yourself
  22. team player—can work with others
  23. values—has high principles, standards, and ideals
- B. Other employability skills include personal management skills, teamwork skills, and academic skills.
1. Personal management skills help an individual in developing dependability and responsibility, setting goals, making decisions, and exercising self-control. The following are personal management skills:
    - a. attending work daily and on time
    - b. meeting deadlines
    - c. developing a career plan
    - d. knowing personal strengths and weaknesses

- e. demonstrating self-control
  - f. paying attention to details
  - g. following directions and instructions
  - h. working without supervision
  - i. learning new skills
  - j. exploring new ways to accomplish tasks
  - k. being organized
  - l. demonstrating personal values at work
2. Teamwork skills help a person to work effectively and efficiently in a group. The following are teamwork skills:
- a. participating actively in groups
  - b. understanding and follow group rules
  - c. listening to other members of the group
  - d. expressing ideas to other group members
  - e. being sensitive to other's ideas
  - f. being willing to compromise
  - g. being a leader or follower—whichever is best to accomplish the goal
  - h. being able to work with various people and conditions
3. Academic/technical skills are skills related to things learned in school. The following are academic skills wanted by employers:
- a. reading and comprehending written materials
  - b. interpreting charts and graphs
  - c. calculating basic math
  - d. computing math to solve problems
  - e. using research and library skills
  - f. using tools and equipment
  - g. using business language when needed
  - h. being able to use business writing
  - i. using scientific methods in problem solving
  - j. using specialized knowledge to accomplish a task
- C. Undesirable worker traits include:
- 1. complaining about everything
  - 2. being jealous of others
  - 3. gossiping
  - 4. being inconsiderate of others
  - 5. being an “apple polisher”
  - 6. acting like a supervisor
  - 7. taking credit for the work and ideas of others

8. using other people for personal gain
9. using sick leave inappropriately
10. being consistently late

Numerous teaching techniques can be used to help students understand the skills employers want. Chapter 17 in *Leadership: Personal Development and Career Success* and Chapter 11 in *Developing Leadership and Personal Skills* are suggested as text materials. Use TM: B1–2D to help explain occupation-related skills. Use TM: B1–2E to help explain undesirable worker traits and TM: B1–2F to explain the occupational skills employers want.

**Objective 4:** Discuss some personal qualities employers desire in employees.

**Anticipated Problem:** What types of qualities do employers look for in an employee?

- IV. Employers look for new employees who have a positive attitude, are cooperative, dependable, trustworthy, hard working, respectful, diligent, committed, handle criticism well, dress appropriately, have initiative, and have respect for authority.
  - A. Ways to exhibit a positive attitude include:
    1. showing enthusiasm and pride
    2. being cheerful
    3. being dependable
    4. being willing to learn
    5. showing initiative
    6. using self-control
    7. being cooperative
    8. accepting criticism
    9. thinking positively
    10. avoiding negative influences
    11. respecting yourself
  - B. **Cooperative skills** are techniques for getting along with other people. They include:
    1. being tolerant of others
    2. avoiding assumptions
    3. doing your share of work
    4. creating a good impression with dress
    5. having a good attitude
    6. avoiding gossiping and arguments
    7. controlling your emotions
    8. learning to compromise when needed
    9. being considerate and sensitive to others
    10. selecting your words carefully

11. checking your own behavior
- C. Dependability involves being responsible in order to accomplish an assigned task and being reliable.
  - D. Trustworthy people are honest. They also do the job the right way.
  - E. Being a hard worker means being ambitious, alert, and energetic.
  - F. Respecting others means treating others as you would like to be treated. It involves common courtesy. Respect for a boss should be much like respect for a teacher.
  - G. Diligent means staying with the job until it is completed. A good employee doesn't quit in the middle of a project.
  - H. Commitment is similar to dependability and diligence. Employers want someone who can be counted on for assignments above and beyond the "call of duty." Commitment is "getting going when the going gets tough."
  - I. When handling criticism, it should be taken constructively instead of personally. Keep an open mind and always try to learn from mistakes. When the employee succeeds, the company succeeds.
  - J. Always dress appropriately for the job. Well-groomed employees are clean, have good personal hygiene, and wear clean clothes. When you look good, you'll feel better about yourself and usually do a better job.
  - K. Initiative is being the first to start or introduce something. A good employees will find a new task to work on when one is completed without having to be told by their supervisor.
  - L. When disagreeing with authority:
    - 1. before acting, consider the situation
    - 2. do not get angry or abusive with the employer
    - 3. explain your feelings carefully
    - 4. try to come to an agreeable solution
    - 5. always remember the employer's authority can lead to success or failure on the job

*Use a variety of teaching techniques to help students understand appropriate relationships between employee and employer. Text materials will enhance student learning. Chapter 17 in Leadership: Personal Development and Career Success and Chapter 11 in Developing Leadership and Personal Skills are suggested as text materials. TM: B1-2G can be used to show students characteristics of individuals with a positive attitude. TM: B1-2H can be used to reinforce expectations of employers, and TM: B1-2I can be used to explain personality traits needed for job success.*

**Review/Summary.** Focus the review and summary of the lesson around the student learning objectives. Call on students to explain the content associated with each objective. Use their responses as the basis for determining any areas that need to be covered again. Questions at the ends of the chapters in the recommended textbooks may also be used in the review process. Use the lab activity in reviewing and reinforcing student learning.

**Application.** Application can involve the following student activity:

Three Management Styles of Employers—LS: B1–2A

**Evaluation.** Evaluation should focus on student achievement of the objectives for the lesson. Various techniques can be used, such as student performance on the application activity. A sample written test is attached.

## **Answers to Sample Test:**

### **Part One: Matching**

1=c, 2=f, 3=a, 4=d, 5=b, 6=g, 7=h, 8=e

### **Part Two: Completion**

1=human relations skills

2=Personality

3=Teamwork

4=punctual, reliable

5=constructively

### **Part Three: Short Answer**

1. Authoritarian—style which favors blind submission to authority.
2. Laissez-faire—style which lacks direction or interferences.
3. Democratic—style that favors democracy or social equality.

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# Test

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## Lesson B1–2: Developing Human Relations Skills in the Workplace

### Part One: Matching

*Instructions.* Match the term with the correct response. Write the letter of the term by the definition.

- |                |                |                |
|----------------|----------------|----------------|
| a. manipulator | d. integrator  | g. protester   |
| b. dominator   | e. contributor | h. compromiser |
| c. encourager  | f. distracter  |                |

- \_\_\_\_\_ 1. People who give hope, courage, and support.
- \_\_\_\_\_ 2. One who does silly things for attention.
- \_\_\_\_\_ 3. One who uses people for his or her own selfish reasons.
- \_\_\_\_\_ 4. One who removes barriers.
- \_\_\_\_\_ 5. One who likes to control a group.
- \_\_\_\_\_ 6. One who speaks out strongly.
- \_\_\_\_\_ 7. One who sees all sides of an issue.
- \_\_\_\_\_ 8. One who likes to share information.

### Part Two: Completion

*Instructions.* Provide the word or words to complete the following statements.

1. People skills or \_\_\_\_\_ are the abilities of people to work together.
2. \_\_\_\_\_ can be defined as a collection of one's distinctive individual qualities.
3. \_\_\_\_\_ skills help to work effectively and efficiently in a group.
4. Part of being dependable is being \_\_\_\_\_ and \_\_\_\_\_.
5. Take criticism \_\_\_\_\_ instead of personally.

### Part Three: Short Answer

Explain the difference between these three leadership styles: authoritarian, laissez-faire, and democratic.

# **Leadership for Others to Follow**

- 1. Be committed to doing the best job possible.**
- 2. Surround yourself with quality people.**
- 3. Have a cheerful, pleasant attitude.**
- 4. Don't "pass the buck."**
- 5. Admit your mistakes or the fact that you don't know the answer.**
- 6. Avoid negative criticism of coworkers.**
- 7. Stand up for your beliefs.**
- 8. Be open-minded.**
- 9. Be diplomatic.**
- 10. Keep a positive mental attitude.**
- 11. Develop a professional, energetic image.**
- 12. Be a team player.**
- 13. Treat coworkers as you want to be treated.**

**“Example is not the main thing in influencing others. It is the only thing.”**

**Albert Schweitzer**

**“There are no mistakes so great as that of always being right.”**

**Samuel Butler**

**“Keep true, never be ashamed of doing right; decide on what you think is right, and stick to it.”**

**George Elliot**

**“Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude.”**

**W.W. Ziege**

# Causes of Conflict

- 1. Poor communication**
- 2. Low self-esteem**
- 3. Stress or a stressful environment**
- 4. Bad decisions or poor judgment**
- 5. Holding grudges**

# Occupation-Related Skills

1. Achiever
2. Anticipation
3. Positive attitude
4. Commitment
5. Command
6. Competitiveness
7. Courage
8. Credibility
9. Dedication
10. Dependable
11. Discipline
12. Drive
13. Empathy
14. Ethics
15. Focus
16. Ideation
17. Knowledge
18. Loyalty
19. Organization
20. Responsible
21. Self-confident
22. Team player
23. Values

# Undesirable Worker Traits

1. **Complaining about everything**
2. **Being jealous of others**
3. **Gossiping**
4. **Being inconsiderate of others**
5. **Being an “apple-polisher”**
6. **Acting like a supervisor**
7. **Taking credit for the work and ideas of others**
8. **Using other people for personal gain**
9. **Using sick leave inappropriately**
10. **Being consistently late**

# **Basic Occupational Skills Employers Want**

- 1. Punctuality**
- 2. Dependability**
- 3. Getting along with others**
- 4. Working as a team member**
- 5. Organizing the work activities of others**
- 6. Understanding written information**
- 7. Basic writing skills**
- 8. Basic speaking skills**
- 9. Being neat and clean in appearance**
- 10. Maintaining good health**
- 11. Knowing your strengths and weaknesses**
- 12. Giving an honest day's work**
- 13. Loyalty to your organization**
- 14. Making independent decisions**
- 15. Using initiative and imagination**

- 16. Knowing what is expected**
- 17. Basic arithmetic skills**
- 18. Knowing how to use tools and equipment**
- 19. Locating information**
- 20. Having specialized training**
- 21. Knowledge of operating procedures**
- 22. Following instructions**
- 23. Working without close supervision**
- 24. Working under pressure**
- 25. Adjusting to work situations**
- 26. Managing time and materials effectively**
- 27. Following safety regulations**

# **Characteristics of a Positive Attitude**

- 1. Showing enthusiasm and pride**
- 2. Being cheerful**
- 3. Being dependable**
- 4. Being willing to learn**
- 5. Showing initiative**
- 6. Using self-control**
- 7. Being cooperative**
- 8. Accepting criticism**
- 9. Thinking positively**
- 10. Avoiding negative influences**
- 11. Respecting yourself**

# **Expectations of Employers**

- 1. Respect for authority**
- 2. Personal authority**
- 3. Adherence to business rules and policies**
- 4. Regular attendance**
- 5. Proper personal characteristics (appearance and personality)**
- 6. Acceptance and use of constructive criticism**
- 7. Loyalty, high morale**
- 8. Punctuality and commitment**

# Essential Personality Traits for Job Success

1. Cooperativeness
2. Dependability
3. Courtesy/Tact
4. Enthusiasm
5. Initiative
6. Honesty
7. Loyalty
8. Adaptability
9. Patience
10. Self-control

## Human relations means you:

- Know yourself
- Work with people instead of against them
- React correctly in given situations

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## Lab Sheet

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### Three Management Styles of Employers

Supervisors use different types of leadership styles. To be successful, you need to recognize the various styles.

**Purpose:** To identify the differences in leadership styles used in management.

**Materials:**

Lab sheet  
Writing utensil

**Procedure:**

1. Read the statements listed below and decide which leadership style is represented.
2. Place an “a” for authoritarian, a “d” for democratic, or an “l” for laissez-faire on the line beside each statement.

#### Leadership Styles

1. \_\_\_\_ Uses a suggestion box to obtain advice from employees.
2. \_\_\_\_ Makes most of the decisions for employees.
3. \_\_\_\_ Uses advisory committees to make suggestions.
4. \_\_\_\_ Is rarely seen—avoids employees.
5. \_\_\_\_ Is a good listener—asks employees for their opinions.
6. \_\_\_\_ Requires employees to obtain his or her permission before making decisions.
7. \_\_\_\_ Encourages independent work.
9. \_\_\_\_ Expects employees to solve their own problems.
9. \_\_\_\_ Often issues orders, rules, and regulations.
10. \_\_\_\_ Usually defers to judgment of board of directors or stockholders.