

Teaching points/rationale Interpersonal Effectiveness Profile (IEP)

- Allows for personal assessment of effectiveness
- Introduces concept that behavior has consequences
- Facilitates the process of seeing ourselves as others see us—others might not have as positive a view
- Begins the discussion that some behaviors may have a more detrimental impact on interpersonal interactions than others
- Points out that one can overemphasize even the “positive” items
- Introduces the concept that what we expect others see in us is not necessarily what we intend to show
- Introduces concept of norm/benchmark (gray shaded areas)
- Introduces concept of bandwidth, not single point, to target (one box either side of gray)
- Prepares for normative profile on the bargraph
- Shows that words can have a variety of meanings for different people

Debrief points:

Did the explanation in the back match your understanding of the word?

- If not, then go back and re-mark your answer
- We do show some behavior that is less attractive even to us at times, and we realize others are probably aware of it
- In the absence of actual feedback from others, EXPECT is highly useful and more realistic than our perception of ourselves alone (we tend to maintain an overly positive self-image)
- If you were thinking of another group for this exercise, would your marks change?
- How would they change?
- Would the gray shaded areas change?— NO. The benchmark is effective over a variety of situations in a variety of groups. Although a person can play a different “role” in different groups, overall the behavior, if perceived by others as effective, will tend to approximate the benchmark. We need to strive for consistency in our behavior across situations. The goal is to manage the interaction so one is not perceived to show an abuse of power, violation of trust, or undermining of legitimate authority.

Possible uses:

When might it be appropriate to use the IEP?

- When the client has little or no previous experience with feedback, and wants to begin a process of looking at his/her effectiveness
- If you have only a little time with a client, and want to begin a coaching discussion
- As a warm-up to receiving feedback from others
- As an introduction to the SYMLOG model and prior to receiving actual SYMLOG feedback
- When actual feedback from others is not available