

Using Interpersonal Tact to Lead Effectively Facilitator Guide

Leader Professional Development
United States Army
Center for Army Leadership



This page intentionally left blank.

Table of Contents

Introduction	4
Who is CAL	4
Intent of the Leader Professional Development Kits	4
Contact Details	4
Overview	5
Purpose of This Session.....	5
Target Audience	5
Recommended Materials.....	5
Agenda	6
Preparing for Your LPD Session	6
How to Use This Guide.....	7
How to Facilitate This LPD Session	8
Session Opening – Slide 1	8
Army Leadership Requirements Model (LRM) – Slide 2	9
Session Objectives – Slide 3	10
Understanding Interpersonal Tact – Slide 4	11
Discussion – Slide 5	12
What Is Interpersonal Tact – Slide 6	13
The Importance of interpersonal Tact – Slide 7.....	14
Discussion – Slide 8	15
Ways to Build Interpersonal Tact – Slide 9.....	16
Strategies for Building Interpersonal Tact – Slide 10.....	17
Recognize Diversity – Slide 11	18
Practice Active Listening – Slide 12	19
Show Empathy – Slide 13	20
Be Direct, But Professional – Slide 14.....	21
Be Aware of Nonverbal Communication – Slide 15.....	22
Control Your Emotions – Slide 16	23
Lead by Example – Slide 17.....	24
Be Open to Feedback – Slide 18.....	25
Discussion – Slide 19	26
Want to Learn More? – Slide 20.....	27
After Action Review – Slide 21	28
Let's Connect – Slide 22.....	30

Introduction

WHO IS CAL

The Center for Army Leadership (CAL) is the Army's designated action agent for Leader Development and Leadership in the areas of research, assessment, doctrine, initiative management, and quality assurance to sustain excellence in the Army's core competency of growing leaders.

INTENT OF THE LEADER PROFESSIONAL DEVELOPMENT KITS

Leadership is the unifying and multiplying element of combat power (ADP 6-0). Leader development programs are a proven method organizations can use to ensure regular improvement and refinement of critical leadership skills. In 2022, CAL began the design and development of a collection of ready-made Leader Professional Development (LPD) kits that you can use to deliver professional development sessions. These LPD sessions are designed to address topics of need; educate you on the Army Leadership Requirements Model (ADP 6-22); generate group discussion by asking thought-provoking questions; help you identify gaps in your unit, team, or organization; and determine actions leaders can take to improve the gaps.

It takes a lot of effort to create slides and briefing materials. Knowing that every Soldier's time is valuable, CAL created a pre-packaged set of materials (slides, facilitator guide, etc.) with everything you need to conduct an LPD. Now you can focus on learning and presenting the materials. Use this LPD kit as an opportunity to have a leader development discussion with others. The intent isn't for you to lecture for an entire session or read slides verbatim. Instead, think about the content, put it in the context of your unit, and get your audience talking about how to improve as Army leaders and a team.

CONTACT DETAILS

If you have any questions about the LPD kits or have suggestions for additional topics, please contact CAL at usarmy.leavenworth.tradoc.mbx.cal@army.mil.

You can also connect with CAL in the following ways:

- On the web: <https://cal.army.mil/>
- On Facebook: <https://www.facebook.com/USArmyCAL>
- On Instagram: <https://www.instagram.com/usarmycal>
- On Twitter: <https://twitter.com/USArmyCAL>
- On YouTube: <https://www.youtube.com/@USArmyCAL>

You can find the materials for this LPD, as well as others, at the CAL website at <https://cal.army.mil>.

Overview

PURPOSE OF THIS SESSION

The goal of this session is to provide Army leaders with ways to incorporate interpersonal tact in their professional relationships.

The specific learning objectives for this session include:

- Explain the importance of interpersonal tact in professional and personal interactions.
- Discuss ways you can build interpersonal tact.

TARGET AUDIENCE

The target audience encompasses all Army leaders.

The optimal facilitator-to-learners ratio for this LPD session is one facilitator to approximately 20 participants. If the anticipated audience is to be more than 20 participants, those organizing the session should consider having multiple facilitators.

NOTE: If the anticipated audience is greater than 50 participants, some features of this Facilitator Guide will have to be adapted. For example, instead of conducting whole group discussions, you may need to split the audience into smaller groups to ensure everyone has an opportunity to contribute. To facilitate group discussions, the allotted time may also need to be increased.

RECOMMENDED MATERIALS

The following table lists recommended materials and equipment for facilitating this session. While these are recommended, not all of the listed equipment is required. For example, if you deliver the session out in the field and do not have access to a computer, monitor, or projector, you can still facilitate the session using just this facilitator guide and participant packets.

Materials	Quantity
Quick Start Guide	1 per facilitator
This Facilitator Guide	1 per facilitator
Participant Packet <ul style="list-style-type: none"> • After Action Review Form 	1 per participant
PowerPoint Slides	1 per facilitator
PC Computer or Laptop	1 per facilitator
Monitor or Projector and A/V cables	1 per room
Screen (if projecting)	1 per room
Chart Paper and Markers or White Board and Dry Erase Markers	1 per room

Documents can be accessed on the CAL website here: <https://cal.army.mil>

AGENDA

The session is designed to be presented in a 38-minute block of time. Later in this guide, you will see the suggested timing for each individual slide, from which the below duration times were calculated.

Segments	Duration
Session Opening	2.5 mins
Understanding Interpersonal Tact	10.5 mins
Ways to Build Interpersonal Tact	22 mins
Session Closing	3 mins
Total Duration	38 mins







PREPARING FOR YOUR LPD SESSION

This facilitator guide aims to provide all of the information necessary to lead a successful session and discussion on this topic. To that aim, here are steps that you should take before the session.

1. Read through this facilitator guide and review the PowerPoint slides. Make sure you feel comfortable speaking to the key points and leading the discussion(s). Based on the audience, prepare to modify discussion questions to ensure they are meaningful and apply to your specific unit/organization. The more you can get the audience discussing how they can improve the organization by applying the material, the better.
2. Be prepared to include personal experiences related to the topic or familiarize yourself with examples you can reference throughout the session. Real-life examples help tie together the individual segments, engage the audience, and enable learners to connect the content to their day-to-day jobs. Feel free to add short video clips or other materials you think the audience would find engaging.
3. Familiarize yourself with the suggested timing of slides and discussion activities.
4. Determine the anticipated audience size. Recruit additional facilitators or plan for modifications to the session if the audience size exceeds 20 participants.
5. Invite the commanding officer or organization director to speak at the beginning of the session to introduce the purpose/intent of the session. This will increase audience engagement and attention.
6. Review the additional resources so you can direct the audience to the appropriate information. Share the resources electronically via email before the session. Print participant packets ahead of the session.

HOW TO USE THIS GUIDE

The facilitator guide contains PowerPoint slides embedded with facilitation notes and discussion questions to guide you through the session. The facilitation notes include icon cues that are designed to provide visual references for you as to the type of action required, operational instructions, or other special points (e.g., discussion). Each icon is described below.

Icons	Icon Name	Descriptions
	Slide	This icon indicates that a slide should be presented. An image of each slide in the associated PowerPoint is provided. These slides help you identify which slide goes with each instructional strategy, duration, and key points.
	Duration	This icon indicates the suggested amount of time to spend on each slide.
	Key Points	This icon indicates the key points that should be covered. Although you should not read the key points verbatim during the session, you can read through it beforehand to familiarize yourself with the content.
	Discussion	This icon indicates that a discussion should be facilitated.
	Activity	This icon indicates that an activity should be facilitated.
	Resources	This icon indicates when any resource (handout, case study, example, article, etc.) should be used.

How to Facilitate This LPD Session

This section provides you with details on how to facilitate each slide in the session.

SESSION OPENING – SLIDE 1

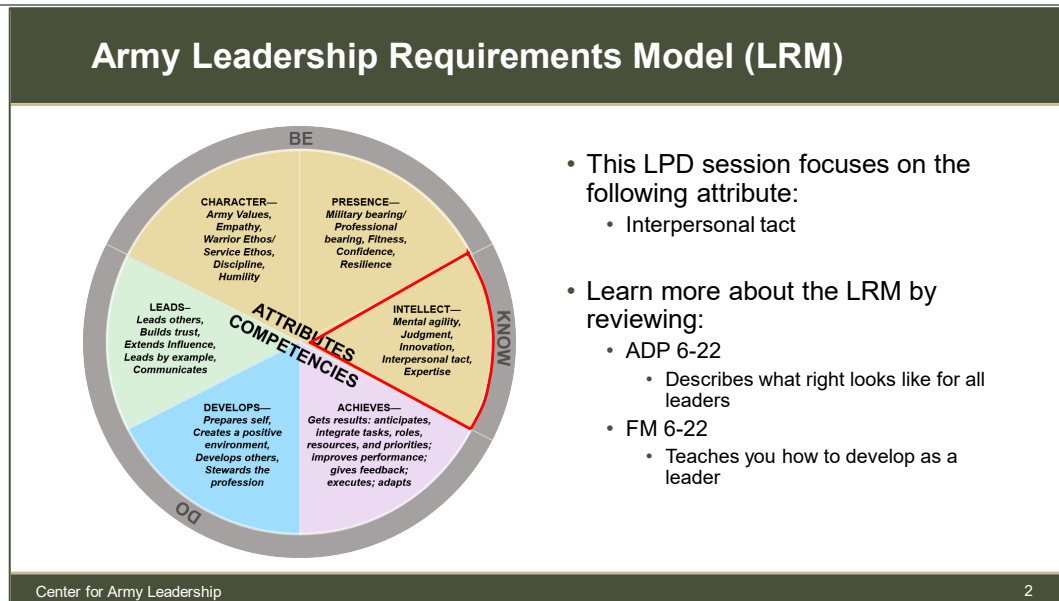


1 minute



- Welcome participants to this session on interpersonal tact. This session is part of the Leader Professional Development series designed to address and generate discussion about various topics of importance and determine actions you can take to improve your organizations.
- Explain that to lead effectively, Army leaders must be able to interact well with others. Having interpersonal tact allows us to be honest while being respectful of the other person. When we communicate tactfully, we can preserve relationships, build credibility, and be attentive to others' needs.
- Explain that in this session, we will examine what interpersonal tact is and look at how you can develop this critical skill.

ARMY LEADERSHIP REQUIREMENTS MODEL (LRM) – SLIDE 2



- This LPD session focuses on the following attribute:
 - Interpersonal tact
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader



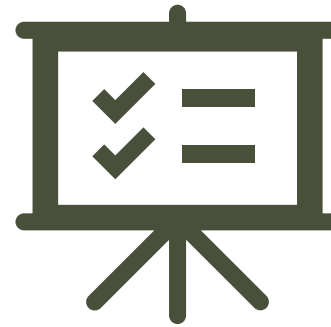
1 minute



- Explain that it's important that everyone be familiar with the Army Leadership Requirements Model, which lays out the core set of requirements of what the Army expects all leaders to be, to know, and to do. By understanding these expectations, you will be better prepared to deal with a range and variety of situations. Soldiers who regularly and successfully apply these expectations have better trained units, command climates, and leaders who possess the necessary skills to win the fight. The Leadership Requirements Model can be found in ADP 6-22 and FM 6-22, which you should also take some time to check out if you haven't already. ADP 6-22 describes what right looks like for all leaders, and FM 6-22 tells you how to develop as a leader.
- Point out that this leader professional development session ties directly to the Interpersonal Tact attribute under the Intellect section of the model. Effectively interacting with others will help you develop positive relationships, which will allow you to influence others and effectively complete mission-essential tasks.

SESSION OBJECTIVES – SLIDE 3**Session Objectives**

- Explain the importance of interpersonal tact in professional and personal interactions.
- Discuss ways you can build interpersonal tact.



Center for Army Leadership

3



30 seconds



- Point out that by the end of this session, you will be able to:
 - Explain the importance of interpersonal tact in professional and personal interactions.
 - Discuss ways you can build interpersonal tact.
- To help make this session as impactful as possible, encourage participants to contribute to the discussions with their own perspectives, reflections, and experiences.

UNDERSTANDING INTERPERSONAL TACT – SLIDE 4

30 seconds



- Explain that in this section, we'll discuss what interpersonal tact is and why it is important in your interactions with others.

DISCUSSION – SLIDE 5



Discussion



- Tell me what you think “interpersonal tact” means.

Center for Army Leadership

5



3 minutes



- Ask participants:

- Tell me what you think “interpersonal tact” means.

Answers will vary. Take note of the similarities and differences between individuals’ responses. Keep them in mind as you work through the material and use in later discussions as appropriate. Use the next slide to debrief the discussion.

WHAT IS INTERPERSONAL TACT – SLIDE 6



What Is Interpersonal Tact

- The ability to interact effectively and productively with others (FM 6-22)

Center for Army Leadership 6



1 minute



- Explain that FM 6-22 defines interpersonal tact as the ability to interact effectively and productively with others.
- Point out that interpersonal tact requires self-awareness. You must understand the character, reactions, and motives of yourself and others. In a nutshell, interpersonal tact means honestly stating your views about an idea or another person as diplomatically as possible to ensure it is understood without causing unnecessary offense. It involves being aware of and understanding the needs and perspectives of others and using that understanding to guide your words and actions. (ADP 6-22)
- Explain that interpersonal tact encompasses many things, including respect, discretion, self-awareness, thoughtfulness, compassion, honesty, diplomacy, and courtesy.

THE IMPORTANCE OF INTERPERSONAL TACT – SLIDE 7**The Importance of Interpersonal Tact**

- Helps build strong relationships
- Makes you aware of others' reactions
- Encourages you to express yourself respectfully and professionally

Center for Army Leadership

7



1 minute



- Explain that when you use interpersonal tact, you're better able to:
 - Build and maintain strong working relationships with peers, superiors, and subordinates.
 - Be aware of others' perceptions and adjust your behaviors accordingly to reach desired outcomes.
 - Express your ideas and opinions to others in a way that is respectful and professional, which can help create a positive and productive work environment. CAL's Annual Survey of Army Leadership (CASAL) continues to show that units with a positive environment are better prepared to accomplish their mission and have more effective leaders.

DISCUSSION – SLIDE 8



Discussion



- What are some common situations that require interpersonal tact?
- How can interpersonal tact make the difference between a positive experience and a negative one?

Center for Army Leadership

8



5 minutes



- Ask participants:

- What are some common situations that require interpersonal tact?

Answers will vary, but here are a few examples to help start off the conversation if needed:

- *Being **compassionate** when your subordinate shares bad news about a family health concern.*
- *Being **honest** with a colleague when providing feedback on how to improve their organization.*
- *Being **diplomatic** when motivating and persuading others to complete a task or mission.*

- How can interpersonal tact make the difference between a positive experience and a negative one?

Answers will vary, but here are a few examples to help start off the conversation if needed:

- *Using interpersonal tact, you can pick up on non-verbal cues and adapt your messaging accordingly to avoid making the situation worse.*
- *Treating people respectfully and with tact helps to set a positive tone.*
- *Interpersonal tact allows you to use better discretion when addressing a difficult situation (e.g., poor performance, SHARP within the unit, etc.).*

WAYS TO BUILD INTERPERSONAL TACT – SLIDE 9

30 seconds



- Explain that in this next section, we'll discuss how you can build interpersonal tact.

STRATEGIES FOR BUILDING INTERPERSONAL TACT – SLIDE 10



Strategies for Building Interpersonal Tact

Recognize diversity	Practice active listening	Show empathy
Choose your words carefully	Be aware of nonverbal communication	Learn to control your emotions
Lead by example	Be open to feedback	

Center for Army Leadership 10



30 seconds



- Explain that leaders can use the strategies on the slide to build interpersonal tact and improve the effectiveness of their communication and relationships with others. We will explore each of these strategies in more detail on the following slides.

RECOGNIZE DIVERSITY – SLIDE 11

**Recognize Diversity**

Get to know your people one-on-one.



Use your understanding of individual differences to anticipate how interactions may be affected.



Adjust your communication style as needed.

Center for Army Leadership

11



1 minute



- Explain that the Army is made up of individuals with different backgrounds, qualifications, experiences, and potential. As a leader, it's important that you get to know your people one-on-one to gain an understanding of their diverse perspectives and opinions.
- Point out that you can use this understanding of individual differences to anticipate how interactions may be affected and adjust your communication style as needed. For example, a leader was aware of the different religions of Soldiers attending a unit gathering and therefore opted to provide a variety of meats so everyone was included and could participate.

PRACTICE ACTIVE LISTENING – SLIDE 12**Practice Active Listening**

- Make eye contact.
- Give encouraging verbal cues such as “yes, I see” or “mmhmm” or “I understand.”
- Clarify or paraphrase what the other person said.
- Ask questions.
- Avoid interrupting, checking your phone/email, and other distractions.



Center for Army Leadership

12



1 minute



- Explain that interpersonal tact starts with understanding the needs and perceptions of others. It's difficult to understand others without listening.
- Point out that by actively listening and paying attention to what others are saying, you can gain a deeper understanding of the people you interact with.
- Explain that you should let the person know they have your full attention by:
 - Making eye contact.
 - Giving encouraging verbal cues such as “yes, I see” or “mmhmm” or “I understand.”
 - Clarifying or paraphrasing information the other person said.
 - Asking questions.
- Note that you should avoid interrupting, checking your phone/emails, and other distractions while they are talking.

SHOW EMPATHY – SLIDE 13



Show Empathy

Do

- Be willing to listen.
- Ask open-ended questions.
- Be vulnerable in return.

Don't

- Judge.
- Minimize or negate the other person's feelings.
- Provide solutions.

Center for Army Leadership

13



1.5 minutes



- Explain that empathy, as defined in FM 6-22, is the ability to share and understand someone else's feelings. You show empathy when you genuinely relate to another person's situation, motives, and feelings. Be willing to listen, ask open-ended questions, and be vulnerable in return. For example, one leader did a professional development on how to read an evaluation report by showing their own evaluation. Showing your team that you truly understand what they're going through because you've had similar experiences can help them see that their leader is human and not just someone who tells them what to do. Don't judge, minimize, or negate their feelings, and don't provide solutions.
- Explain that by showing empathy and understanding, you demonstrate that you care about the well-being of others and are invested in their success. Reading others' emotional cues and showing compassion when someone is distressed will help you establish a good rapport with them and earn their respect. This, in turn, will enable you to provide clearer communications and better guidance.



- Refer participants to the Leading with Empathy LPD to learn more.

BE DIRECT, BUT PROFESSIONAL – SLIDE 14**Be Direct, But Professional**

Avoid starting sentences with the word “you.”

Use “I” statements.

Use a connecting statement when you disagree with someone.

Be concise.

Center for Army Leadership

14



2 minutes



- Note that your words matter and can influence how others perceive your message. It is important that you be direct in your communication with others without being too harsh or callous. Here are some tips you can use:
 - When giving constructive feedback or during a conflict, avoid starting sentences with the word "you" as it tends to make the other person feel defensive (e.g., You need to write more clearly). Instead, use "I" statements (e.g., "I had to go over that section several times before I understood the message."). When you do this, you take ownership rather than placing blame.
 - Also consider using a connecting statement when you disagree with someone. For example, you can cushion "You're wrong - our team did well last quarter" with "I appreciate your opinion, but our team did well last quarter."
 - Lastly, when you're in a tense conversation, be concise. It's tempting to keep talking when you're uncomfortable, which increases the chance that you'll say too much or say something that you'll regret. Be honest and assertive, and only say what you need to say.

BE AWARE OF NONVERBAL COMMUNICATION – SLIDE 15**Be Aware of Nonverbal Communication**

Your facial expressions and body language should match your verbal message.

Make eye contact.

Don't cross your arms or legs.

Don't point.

Practice good posture.

Center for Army Leadership

15



5 minutes



- Explain that as a leader, you should be aware of the nonverbal cues you are giving off, such as facial expressions and body language, as these cues can also communicate a message. For example, your superior tells you that your presentation in the last meeting was "good," but as they speak, they avoid your gaze and fold their arms across their chest. Although your superior's words are neutral, their body language makes you question their message.
- Point out that when you're being tactful, your body language should match your message and appear open, even when you're giving bad news. For instance, make eye contact, don't cross your arms or legs, don't point, and practice good posture. Open body language and a courteous vocal tone communicate your truthfulness and willingness to work together.



- Ask participants:
 - Do you do any of these? How do you think it affects your message?
Answers will vary.

CONTROL YOUR EMOTIONS – SLIDE 16

**Control Your Emotions**

Give yourself time to calm down before responding.



Know your triggers.



Know when responding emotionally is necessary to help make the message stick.

Center for Army Leadership

16



1.5 minutes



- Explain that as a leader, there will be times when your patience is tested or when an individual has to report bad news. It's hard to respond tactfully when you're angry or upset. Focus on staying calm and using deep breathing techniques to regain your composure before responding. It will ultimately lead to a better climate where individuals feel comfortable coming to you with issues, rather than sweeping them under the rug.
 - Note that there are also times when responding emotionally is necessary to help make the message stick, particularly in cases involving safety. Leaders with interpersonal tact are able to make these distinctions.
- Explain that it's also important to know the triggers that can cause you to communicate without tact. When you understand your triggers, you'll be better able to control your emotions and respond in a productive and professional way. Think back to the last time you lost your temper or said something you later regretted.
 - What was the situation/under what circumstances did it occur?
 - Why did you react that way?
 - How did it affect the message you were trying to get across?

LEAD BY EXAMPLE – SLIDE 17**Lead by Example**

- Demonstrate the behavior you expect from others.
- Speak to others with respect, control your emotions, and actively listen.



Center for Army Leadership

17



3 minutes



- Explain that as a leader, you should be a role model for interpersonal tact by consistently demonstrating the behavior you expect from others. People pay attention to what their leaders say and do; this is how people learn what's important. If you speak to others with respect, control your emotions, and actively listen, so will they. On the other hand, if you ignore folks when they ask questions, fly off the handle when given bad news, are erratic, or lack empathy, they will also likely follow your example.



- Ask participants to share some examples from their own experience.

BE OPEN TO FEEDBACK – SLIDE 18**Be Open to Feedback**

Ask others for feedback on your interpersonal skills.



Make changes as needed.

Center for Army Leadership

18



1 minute



- Explain that we often don't know how we're coming across to others. Therefore, it's important that you be willing to seek and accept feedback from others.
 - Identify some people you trust. Tell them you're looking to grow and would appreciate honest feedback about your interpersonal skills. Ask for specifics and examples. Be open and not defensive.
 - Once you've identified the behaviors you need to address, identify one behavior to work on. It could be patience or the consideration of others' needs. It may be your facial expression, tone, pacing, language, or body language. All of these are aspects of interpersonal tact.
 - Ask these people to provide ongoing feedback when they see you doing something well or see you slip. Once you've mastered your first targeted behavior, start working on another.
- Note that change won't happen overnight, but consciously working on adjusting your behavior will help you improve your leadership skills over time.

DISCUSSION – SLIDE 19



Discussion



- Think about the strategies we just discussed for building interpersonal tact.
 - What are some methods that have worked for you?
 - What is an area you want to improve on?

Center for Army Leadership

19



5 minutes



- Ask participants to think about the strategies we just discussed for building interpersonal tact.
 - What are some methods that have worked for you?
Answers will vary, but may include:
 - *Adjusting my communication style to the individual I'm speaking with.*
 - *Taking a moment before responding in anger or frustration.*
 - *Using active listening techniques.*
 - What is an area you want to improve on?
Answers will vary but may include:
 - *Getting to know my subordinates better.*
 - *Being a better listener.*
 - *Better controlling my emotions.*
 - *Making sure my nonverbal communication is aligned with my verbal messaging.*

WANT TO LEARN MORE? – SLIDE 20**Want to Learn More?**

<https://cal.army.mil>

**Doctrine**

Provides leader expectations

- ADP 6-22
 - Paragraph 4-11
- FM 6-22
 - Paragraphs 4-50 through 4-54

Center for Army Leadership

20



1 minute



- Point out that, given the time constraints, we weren't able to cover everything in detail. To learn more about interpersonal tact, go to the CAL site and check out these resources.

AFTER ACTION REVIEW – SLIDE 21**After Action Review**

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

Center for Army Leadership

21



1 minute



- At the end of the session, tell participants to complete the AAR form in their Participant Packet (also on the next page for your reference) and to return it to you before they leave.



- Tell participants that:
 - The form allows them to provide feedback about the session.
 - Their feedback will be used to improve future deliveries of the session.

Using Interpersonal Tact to Lead Effectively After Action Review Form

Purpose

The purpose of this After Action Review (AAR) is to help your organization improve its Leader Professional Development (LPD) program. Your feedback will help identify areas of this session that went well and areas that could be improved.

Session Goals

The goal of this session was to provide Army leaders with ways to incorporate interpersonal tact in their professional relationships.

After you participate in this session, it is expected that you will be able to:

- Explain the importance of interpersonal tact in professional and personal interactions.
- Discuss ways you can build interpersonal tact.

Your Feedback

Answer the following question below:

Question	Your Feedback
<p>Were the goals of this session met? If not, explain why.</p>	
<p>What went well during this session?</p>	
<p>Are there any areas in which the session could be improved? If so, please specify.</p>	

LET'S CONNECT – SLIDE 22**Let's Connect**

- On the web: cal.army.mil
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
- On Instagram: [@usarmycal](https://www.instagram.com/usarmycal)
- On Twitter: [@USArmyCAL](https://twitter.com/USArmyCAL)
- On YouTube: [@USArmyCAL](https://www.youtube.com/USArmyCAL)

Center for Army Leadership

22



1 minute



- Display this slide while participants are completing their After Action Review.