



**SURVEY OF THE INTERPERSONAL SKILLS OF MIDDLE MANAGEMENT
PERSONNEL AT NORTHWESTERN UNIVERSITY**

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The study attempted to assess the interpersonal skills possessed by the middle managers at Northwestern University for the school year 1998-1999.

Findings of this study show that majority of the respondents have (1) low people orientation but with high interpersonal style of being open and submissive; (2) deficiencies/needs to improve their interpersonal skills such as listening, goal setting, providing feedback, appraising performance, disciplining, delegating, using oral persuasion, politicking and running a group meeting; and (3) resolve conflicts moderately high by employing the four-conflict-handling styles; namely, forcing/domination, accommodation, compromise and collaboration.

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