



UNIVERSITÀ DI PISA

SOFT AND COMPLEMENTARY SKILLS

SERGIO CASELLA

Academic year	2021/22
Course	TECNOLOGIA E PRODUZIONE DELLA CARTA E DEL CARTONE
Code	279QQ
Credits	6

Modules	Area	Type	Hours	Teacher(s)
SOFT AND COMPLEMENTARY SKILLS	SPS/08	LEZIONI	60	SERGIO CASELLA

Obiettivi di apprendimento

Conoscenze

The goal is to have students understanding the importance of soft skills, relations with other as key factor of success.

and this, in specific, learning:

The “goal-oriented communication”:

Basic communication elements

The communication process: interlocutors' analysis, structure, conducting relationships

Systemic” principles practice

Circular dynamics of communication

The influence power on the relationship

The emotional component

The empathy generation

The creation of a positive contact

Communication styles

The power of questions

The assertive communication

The active listening

Assertive means and Reworking process

Body Language and non-verbal communication

Power Words and verbal communication

Capacity of controlling difficult situations, “defensive” and “backing” attitudes

Arguing to persuade

Strategic Problem Solving

Counterintuitive approach to the problem resolution

Leadership and Ethical Leadership

How Emotions drive reactions - Fear in the Organizations -

CHANGE – Change management – Strategic change – Resistances to Change -

The strategic dialogue – The art of persuasion – Negotiation –

Decision Making - Coaching

Competences and Public Speaking

Modalità di verifica delle conoscenze

To verify the knowledge will be tested through specific questions the student critical thinking on the following base topics:

Communication

The “goal-oriented communication”:

Basic communication elements

The communication process: interlocutors' analysis, structure, conducting relationships



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Systemic" principles practice
Circular dynamics of communication
The influence power on the relationship
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The creation of a positive contact
Communication styles
The power of questions
The assertive communication
The active listening
Assertive means and Reworking process
Body Language and non-verbal communication
Power Words and verbal communication
Capacity of controlling difficult situations, "defensive" and "backing" attitudes
Arguing to persuade

Strategic communication - Pragmatic of Human communication – 5 Axioms and implications

Strategic Problem Solving

Problem and target definition
Definition of attempted fallimentary solution
Definition of not linear logics (paradox, credence, contraddition)
How they can create a problem and hoe they can be the problem solution as well
Difference between a problem and a difficulty
Problem as a change
Main steps of the strategic problem solving
Definition of "strategic"
Tools - How worst – Scenario behind the problem – Climber

Leadership and Ethical Leadership

Leader definition
Guide Definition
What is Ethic ? and Morale ?
Relationship involved in the leadership (what kind)
Delegate – Control – Correct (feedback)
Main leader skills.
What is a protective environment? What is a dynamic environment ?
Concept of responsible freedom
Lean application as instrument of ethical leadership

Change

Principles of change, general concept on the change process,

How Emotions drive reactions - Fear in the Organizations -

Emotions definitions
Fear mechanism
What reactions are driven by fear
Result of the fear reactions in a team or in an organization
Positive fear – negative fear
Fear indications in a team or a company
How to transform the negative fear in positive
How to avoid negative fear in an organization or team

Capacità

Students will be able to present the base concepts listed in the program and, mainly, be able to generate connections and link concepts with real examples .

Modalità di verifica delle capacità

Students will have to present logic and rational connections among the different concepts.

Comportamenti



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Students will acquire and/or develop an awareness of themselves and the importance of the relation with others. They will be able to drive the communication and get the expected result of.
Develop the sense of leadership, understand how to deal with emotions and how to use them to get the expected results. Drive the change.

Modalità di verifica dei comportamenti

thanks to explanation of real cases or life or working place examples.

Programma (contenuti dell'insegnamento)

Soft Skills introduction

General Overview of Communication Skills

The "goal-oriented communication":

Basic communication elements

The communication process: interlocutors' analysis, structure, conducting relationships

Systemic" principles practice

Circular dynamics of communication

The influence power on the relationship

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The empathy generation

The creation of a positive contact

General Overview of Communication Skills

Communication styles

The power of questions

The assertive communication

The active listening

Assertive means and Reworking process

Body Language and non-verbal communication

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Strategic Problem Solving

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Leadership and Ethical Leadership

How Emotions drive reactions - Fear in the Organizations -

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Decision Making - Coaching

Competences and Public Speaking

Bibliografia e materiale didattico

Corporate Ethics: 2014 Sergio Casella

Everybody Matters: The Extraordinary Power of Caring for Your People Like Family: 2015 Bob Chapman – Ray Sisodia

Change: Principles of Problem Formation and Problem Resolution: 1974 Paul Watzlawick – Jhon Weakland – Richard Fisch

Pragmatics of Human Communication: A Study of Interactional Patterns, Pathologies, and Paradoxes: 1967 Paul Watzlawick – Janet Helmick Beavin – Don D. Jackson

Vincere la Paura in azienda. Perché nelle organizzazioni di successo le cose accadono: 2018 Sergio Casella

Raggiungere Obiettivi. Logiche non lineari per risolvere problemi complessi: 2022 Sergio Casella

Il dialogo strategico: Comunicare persuadendo. Tecniche evolutive per il cambiamento. 2004 Giorgio Nardone - Alessandro Salvini

Problem Solving Strategico. L'arte di trovare soluzioni a problemi irrisolvibili. 2009 Giorgio Nardone



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La nobile arte della persuasione. La magia delle parole e dei gesti. 2015 Giorgio Nardone

Coaching Strategico. Trasformare i limiti in risorse. 2007 Roberta Milanese – Paolo Mordazzi

Modalità d'esame

The exam is made up of one oral test.

It will be asked 5 questions and you will be asked to create relations and correlations among concepts.

It is not possible to pass the test if the candidate shows an inability to express him/herself in a clear manner using the correct terminology, or if the candidate does not respond sufficiently. The test will not have a positive outcome if the candidate repeatedly demonstrates an incapacity to relate and link parts of the programme with notions and ideas that they must combine in order to correctly respond to a question.

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