UNIVERSITÀ DI PISA

SOFT AND COMPLEMENTARY SKILLS

SERGIO CASELLA

Anno accademico	2021/22
CdS	TECNOLOGIA E PRODUZIONE DELLA CARTA E DEL CARTONE
Codice	279QQ
CFU	6

Moduli	Settore/i	Tipo	Ore	Docente/i
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 knoledge will be tested trough specific questiosn the student crytical thinking on the following base topics:
Communication

The "goal-oriented communication":
Basic communication elements
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Systemic" principles practice
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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 themself and the importnace of the relation with ohers. They will be able to drive the comunication and get the expected result of.
Develop the sense of leadership, understand how the deal with emotions and hos to use them to get the expected results. Drive the change.

Modalità di verifica dei comportamenti
thanks to exlanation 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
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Circular dynamics of communication
The influence power on the relationship
The emotional component
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
Power Words and verbal communication
Capacity of controlling difficult situations, "defensive" and "backing" attitudes
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Strategic Problem Solving
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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

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 Sisioda

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 ti wil lbe asekd 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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