



## UNIVERSITÀ DI PISA

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### 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 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  
The emotional component  
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Communication styles  
The power of questions  
The assertive communication  
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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

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#### General Overview of Communication Skills

Communication styles

The power of questions

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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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