



# INTER-PERSONAL FACET OF PD

(STRESS RELIEF ACTIVITIES & EXERCISES)

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- Inter-personal facet of Personality Development
- Transactional analysis
- Assertiveness Training
- Sensitivity training
- Conflict
- Inter-personal conflict management

# INTERPERSONAL SKILLS: MEANING AND BEHAVIORAL TRAITS



## Meaning of Interpersonal Skills:

- Interpersonal skills are an important aspect of one's personality. In simple words, it means a congenial and a pleasant interaction of people with others. The various psychological factors that exist within every human being, and which consequently influence our behaviour while interacting with others, are referred to as interpersonal skills.
- Those possessing effective interpersonal skills are capable of appropriately communicating with different people who possess a variety of personality traits. Since this skill is constantly evaluated by everyone concerned—coworkers to superiors—it has an important role in one's career growth.

## Behavioral Traits of Interpersonal Skills:

- Though these interpersonal skills are to some extent inherent in oneself, they can be nurtured and developed with effort.

# NECESSARY PERSONALITY AND BEHAVIORAL TRAITS



- **Resolving Conflict:**

- Often there are chances of interpersonal conflict if a number of people work together on a project. One can make a mark in such cases by being an effective mediator, who takes a neutral position. The main concern, in such instances, should be to look at the overall interest of the organization without creating any bitterness in the people or team that hold opposing views.
- One also has to convince the people about the rationale behind the right decision that benefits the organization. One who possesses such interpersonal skills to resolve conflicts gets noticed, since he makes the organization realize that he can take an objective view considering only the organization's benefit.

# NECESSARY PERSONALITY AND BEHAVIORAL TRAITS



## ● **A Smiling Face:**

- A smiling face is always preferable to a gloomy coffee-pot face (Fig. 1.2). When dealing with team mates, one can get great results just with the help of a cool demeanor and a smiling face.
- It costs nothing but pays much to keep a cheerful attitude. It can create an infectious aura within the team leading to a positive, energizing and productive ambience.

## ● **Appreciative Attitude:**

- If one wants to get the best out of team mates and co-workers, one should appreciate the work the team members have been doing. A small pat in the back or a simple remark such as, 'well done, 'way to go', 'carry on the good work', etc., can go a long way to increase their enthusiasm and prompt them to work more efficiently.

# NECESSARY PERSONALITY AND BEHAVIORAL TRAITS



- **Assertive Nature:**

- Even when appreciating others, one should be assertive. One should be very specific—clearly stating the expectation and the reasons behind it, or else it may come across as hollow and superficial. The views should be asserted firmly without being rude.

- **Communication Skills:**

- This is one of the most important skills. Communicating without ambiguity is the cornerstone of strong performers and leaders. It is possible to avoid many conflicts and be an effective leader by communicating crisply.

# NECESSARY PERSONALITY AND BEHAVIORAL TRAITS



- **Listening Skills:**

- While communicating with anyone, proper attention should be paid to what others have to say. Listening is a vital skill. It plays an important role in improving relationships and teaming in a corporate setting.

- **Developing Empathy:**

- The word 'empathy' simply means to understand and appreciate another person's position. In other words, it implies putting oneself in somebody else's shoes and trying to understand how one would have felt if he were in the same position as the recipient of the situation.

# TRANSACTIONAL ANALYSIS



- The study of human behavior is very complex and complicated concept.
- It is affected by the psychological factors such as perception, learning, personality and motivation.
- In addition to these factors, individual behavior affects and affected by the behavior of others.
- One of the major problems in the study of organizational behavior is to analyze and improve, the interpersonal relationships.
- One basic approach to study interpersonal relations in an organizational system is transactional analysis.
- This analysis deals with understanding, predicting and controlling interpersonal relationships.
- It was introduced by Eric Berne.
- Transactional analysis is a technique used to help people better understand their own and other's behavior, especially in interpersonal relationships.
- It is a good method for understanding interpersonal behavior.
- It offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behavior.



Transactional analysis is primarily concerned with following:

- Analysis of self awareness
- Analysis of ego states
- Analysis of transactions
- Script analysis
- Analysis of life positions
- Stroking
- Games analysis

# ANALYSIS OF SELF AWARENESS



- The interpersonal relationships are composed of inter-self.
- Self is the core of personality pattern which provides integration.
- Self awareness is an important concept, it describes the self in terms of image, both conscious and unconscious.
- Joseph Luft and Harrington have developed a diagram to look at one's personality including behaviors and attitudes that can be known and unknown to self and known and unknown to others.
- This diagram is known as the JOHARI WINDOW.
- It comprising of 4 parts.

OPEN

(known to others and also self)

BLIND

(unknown to self but known to others)

HIDDEN

(known to self but unknown to others)

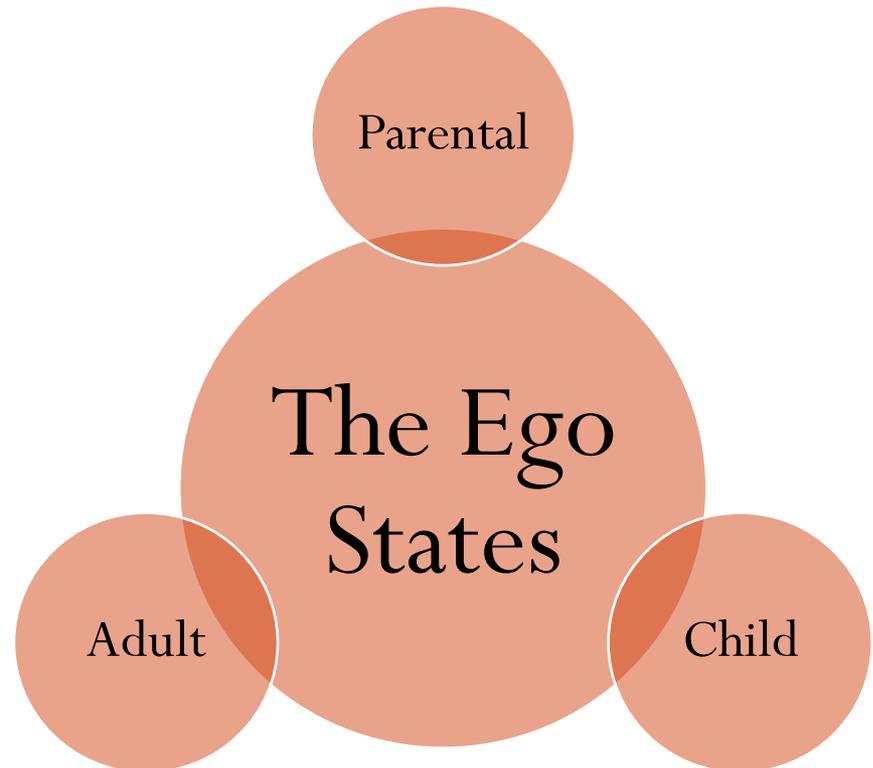
UNKNOWN

(unknown to self and unknown to others)

# ANALYSIS OF EGO STATES



- The ego plays an important role in human behavior.
- People interact with each other in terms of psychological positions or behavioral patterns known as ego states.
- Ego states are person's way of thinking, feeling and behaving at any time.
- There are 3 important ego states.
- Ego states: child, adult and parent.
- A person of any age have these ego states in varying degree.
- A healthy person is able to move from one ego state to another.



# THE EGO STATES



- **Parent ego state:** The parent ego state means that the values, attitudes and behaviors of parents are an integral part of the personality of an individual. These people tend to talk to people and treat others like children. The characteristics of a person with parent ego state are:
  - Judgmental
  - Rule maker
  - Moralizing
  - Over protective
  - Indispensable
- **Adult ego state:** The adult ego state is authentic, direct, reality based, fact seeking and problem solving. They assume that human beings are equal, worthy and responsible. The process of adult ego state formation goes through one's own experiences and continuously updating attitudes left over from childhood. People with adult ego state, gather relevant information, carefully analyze it, generate alternatives and make logical choices.
- **Child ego state:** the child ego state is characterized by very immature behavior. The important features of child ego state are creativity, anxiety, depression, dependence, fear, joy, emotional sentimental etc

# ANALYSIS OF TRANSACTIONS



- A transaction is a basic unit of social interaction.
- The heart of transactional analysis is the study and diagramming of the exchanges between two persons.
- Thus where a verbal or non verbal stimulus from one person is being responded by another person a transaction occurs.
- Transactional analysis can help us to determine which ego state is most heavily influencing our behavior and the behavior of the other people with whom we interact.
- Depending on the ego states of the persons involved in transactions, there may be three types of transactions:
  - **Complementary transactions:** Both people are operating from the same ego state. There can be nine complementary transactions. They are given below:
    - Adult-Adult transactions
    - Adult-Parent transactions
    - Adult-Child transactions
    - Parent-Parent transactions
    - Parent-Adult transactions
    - Parent-Child transactions
    - Child-Parent transactions
    - Child-Adult transactions
    - Child-Child transactions
  - **Crossed transactions:** a crossed transaction is one in which the sender sends message a behavior on the basis of his ego state, but this message is reacted to by an unexpected ego state on the part of the receiver. Crossed communication should be avoided as far as possible. Whenever such transactions occur, communication tends to be blocked and a satisfactory transaction is not accomplished.
  - **Ulterior transactions:** two ego states within the same person but one disguises the other one.

# SCRIPT ANALYSIS



- In a layman's view ,a script is the text of play, motion picture, or a radio or TV programme.
- In transactional analysis a person's life is compared to a play and the script is the text of the play.
- According to Eric Berne," a script is an ongoing programme, developed in early childhood under parental influence which directs the individual behavior in the most important aspects of his life.
- A script is a complete plan of living, offering prescriptions, permissions and structure which makes one winner or loser in life.

# ANALYSIS OF LIFE POSITIONS



- In the process of growing up people make basic assumptions about their own self worth as well as about the worth of significant people in their environment.
- The combination of assumptions about self and the other person called as life position.
- Transactional analysis constructs the following classifications of the four possible life positions or psychological positions:
  - I am OK,, you are OK.
  - I am OK, ,you are not OK.
  - I am not OK,, you are OK.
  - I an not OK,, you are not OK
  - I am OK, you are OK: It appears to be an ideal life position. People with this type of life position have confidence in themselves as well as trust and confidence in others.
  - I am OK, you are not OK: This is a distrustful psychological positions. This is the attitude of those people, who think that whatever they do is correct.
  - I am not OK, you are OK: This is a common position for those people who feel power less when they compare themselves to others.
  - I am not OK,, you are not OK: people in this position tend to feel bad about themselves and see the whole world as miserable. They do not trust others and have no confidence in themselves.

# STROKING



- Stroking is an important aspects of the transactional analysis.
- The term stroke refers to “giving some kind of recognition to others.”
- People need strokes for their sense of survival and well being on the job. Lack of stroking can have negative consequences both on physiological and psychological well being of a person.
- There are three types of strokes:
  - Positive strokes: the stroke one feel good, is a positive stroke. Recognition, approval are some of the examples.
  - Negative strokes: a stroke one feel bad or not good is a negative stroke. negative strokes hurt physically or psychologically.
  - Mixed strokes: a stroke may be of a mixed type also. Example :the boss comment to a worker “you did an excellent job inspite your limited experience.

# GAMES ANALYSIS



- When people fail to get enough strokes at work they try a variety of things.
- One of the most important thing is that they play psychological games.
- A psychological game is a set of transaction with three characteristics:
  - The transaction tend to be repeated.
  - They make sense on superficial or social level.
  - One or more transactions is ulterior.
- Types of games:
  - A first degree game is one which is socially acceptable in the agent's circle.
  - A second degree game is one which more intimate end up with bad feelings.
  - A third degree game is one which usually involve physical injury.

# BENEFITS AND UTILITY OF TRANSACTIONAL ANALYSIS



- Improved interpersonal communication.

- Source of positive energy.

- Understanding ego state.

- Motivation.

- Organizational development

# ASSERTIVENESS TRAINING



## What Is Assertiveness?

- Assertiveness is a social skill that relies heavily on effective communication while simultaneously respecting the thoughts and wishes of others. People who are assertive clearly and respectfully communicate their wants, needs, positions, and boundaries to others. There's no question of where they stand, no matter what the topic.
- From a cognitive standpoint, assertive people experience fewer anxious thoughts, even when under stress. From a behavioral standpoint, assertive people are firm without being rude. They react to positive and negative emotions without becoming aggressive or resorting to passivity.
- Individuals who are high in assertiveness don't shy away from defending their points of view or goals, or from trying to influence others to see their side. They are also open to both compliments and constructive criticism. Assertiveness is often associated with higher self-esteem and confidence. People can improve their assertiveness through practical exercises and experience.

# ASSERTIVENESS TRAINING



## The Benefits of Being Assertive

One of the main benefits of being assertive is that it can help you to become more self-confident, as you gain a better understanding of who you are and the value that you offer. Assertiveness provides several other benefits that can help you both in your workplace and in other areas of your life. In general, assertive people:

- **Make great managers.** They get things done by treating people with fairness and respect, and are treated by others the same way in return. This means that they are often well-liked and seen as leaders that people want to work with.
- **Negotiate successful "win-win" solutions.** They are able to recognize the value of their opponent's position and can quickly find common ground with him.
- **Are better doers and problem solvers.** They feel empowered to do whatever it takes to find the best solution to the problems that they encounter.
- **Are less anxious and stressed.** They are self-assured and don't feel threatened or victimized when things don't go as planned or as expected.

# How to Become More Assertive



It's not always easy to become more assertive, but it is possible. So, if your disposition or workplace tends to be more passive or aggressive than assertive, then it's a good idea to work on the following areas to help you to get the balance right:

- **Value Yourself and Your Rights:** To be more assertive, you need to gain a good understanding of yourself , as well as a strong belief in your inherent value and your value to your organization and team.
- **Voice Your Needs and Wants Confidently:** If you're going to perform to your full potential then you need to make sure that your priorities – your needs and wants – are met.
- **Acknowledge That You Can't Control Other People's Behavior:** Don't make the mistake of accepting responsibility for how people react to your assertiveness. If they, for example, act angry or resentful toward you, try to avoid reacting to them in the same way.
- **Express Yourself in a Positive Way:** It's important to say what's on your mind, even when you have a difficult or negative issue to deal with. But you must do it constructively and sensitively.
- **Be Open to Criticism and Compliments:** Accept both positive and negative feedback graciously, humbly and positively.
- **Learn to Say "No"**
- **Use Assertive Communication Techniques**

# SENSITIVITY TRAINING



- The most commonly used Organizational Development intervention is sensitivity training.
- It is called laboratory training as it is conducted by creating an experimental laboratory situation in which employees are brought together, in groups, to interact in an unstructured environment.
- The members are encouraged to interact with new members and new individual behaviors.
- Some people never understand why they feel and act as they do and how the others feel about them.
- Some people are insensitive to the effects of their behavior upon others and their orders upon subordinates
- Laboratory training helps such people to understand the impact of their behavior on others.
- Most of the people concentrate on what they are going to say rather than what the others are saying.
- This training develops the communication skills of the employees and develops them as good listeners.
- It also helps the participants to form into informal groups and teams and work more effectively

# SENSITIVITY TRAINING



## Method of doing Sensitivity Training

- Sensitivity training provides face to face interaction.
- This training is carried out by largely unstructured groups without an agenda, leader and predetermined goals.
- The group is given complete freedom in developing their own devices, interactions and on-going process for interaction.
- Sometimes, the trainer introduces certain planned activities involving one or two professional trainers set in with each group.
- The emphasis in this training is not upon learning specific facts but upon gaining understanding of feelings, gestures, attitudes and emotions, i.e. sensitivity to oneself and others
- Another type of group is encounter group. These groups involve unstructured small group interaction under stress in a situation that requires people to become sensitive to one another feelings in order to develop group activity. These groups seek to improve understanding of self and others, group process, culture and general behavior skills

# CONFLICT MANAGEMENT



What is conflict?

- **Conflict:** It is a competition among parties to change or maintain their relative positions of power and resources with respect to one or more issues.
- Being able to work with others is one of the most sought after skills.
- Being able to relate to colleagues is essential for everyone.



# SYMPTOMS OF CONFLICT



- Ideas or suggestions attacked before a fair hearing (including facilitator's)
- Comments made with intensity
- Slight attacks at a personal level
- Accusations “you don't understand x, y, z”
- Contributions are ignored or talked over
- Selective hearing (distortion) of another's views
- Atmospheres of impatience, discomfort
- Body language – aggressive, avoidance, withdrawal
- People state the group is too large, small, wrong people
- Doesn't have the right expertise, authority to achieve its task
- People take sides and refuse to move from their positions

# CAUSES OF CONFLICT



In the conflict scenario we describe, what caused the conflict to happen? What other things cause conflict?

- Difficult or impossible task
- Powerless to make or influence decisions
- Inadequate problem-solving methods and tools
- Inadequate decision-making methods
- Power or status issues within the group that have not been resolved
- Outside interests conflict with the group's
- Apathy created by a few members
- Personality differences

# MASLOW'S HIERARCHY OF NEEDS



*Self-actualization: morality, creativity, spontaneity, problem-solving, lack of prejudice, acceptance of facts*

*Esteem: self-esteem, confidence, achievement, respect of others, respect by others*

*Love/Belonging: friendship, family, sexual intimacy*

*Safety: security of body, of employment, of resources, of morality, of the family, of health, of property*

*Physiological: breathing, food, water, sex, sleep, homeostasis, excretion*

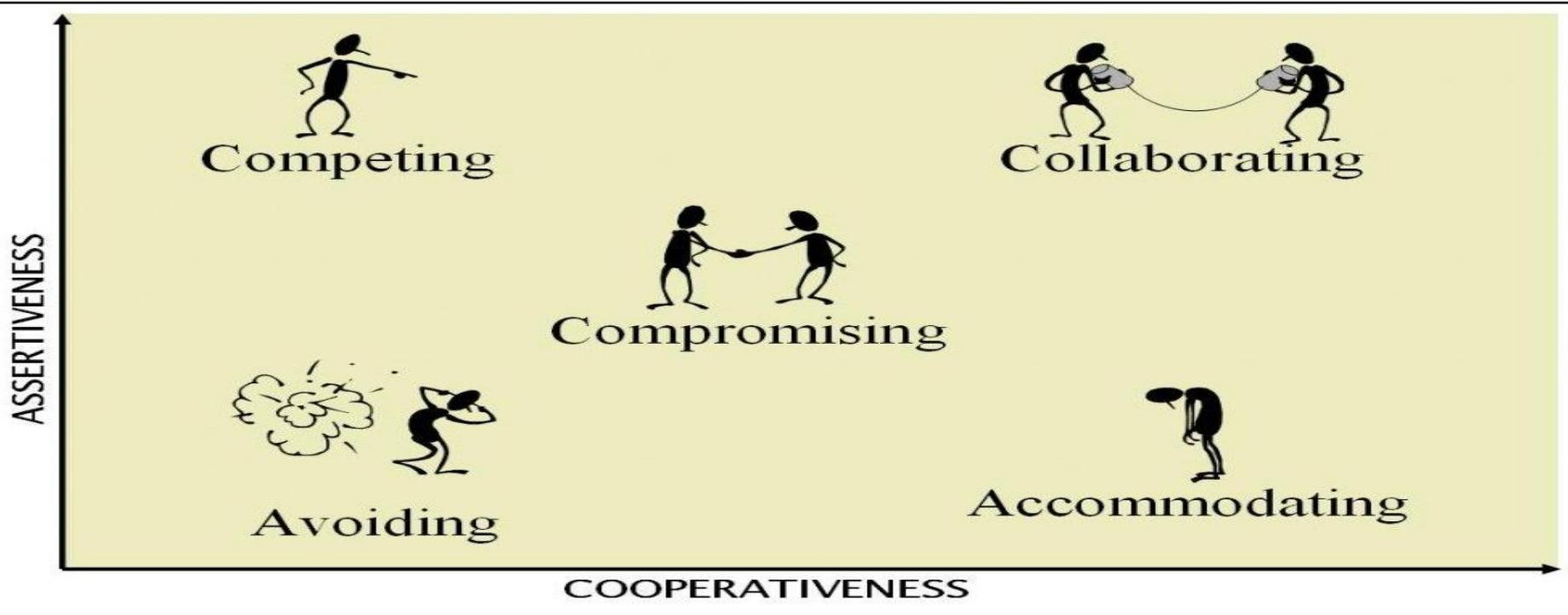
# CAUSES OF CONFLICT



- Conflict is based around two independent variables.
- Conflict styles (and a road map) comes from knowing how assertive or cooperative a person/group is.
- The inventory assesses five dimensions of behaviour.

Don't just focus on what you want to say.

“Most misunderstandings arise because of how you say it.”



# CAUSES OF CONFLICT



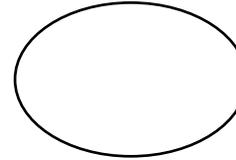
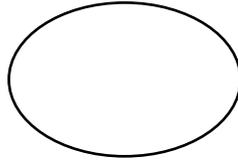
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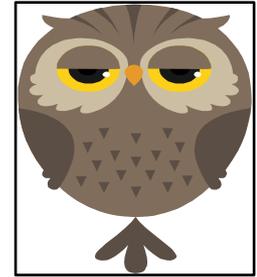
# NATURAL STYLES

High Importance  
RELATIONSHIPS  
Low Importance

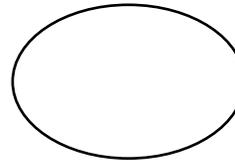
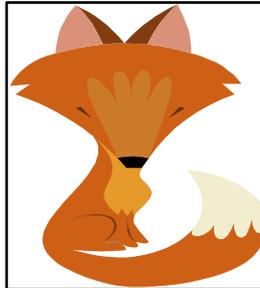
Teddy Bear  
"Smoothing"



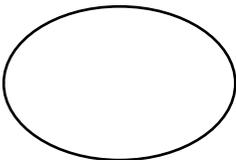
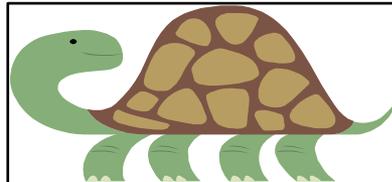
Owl  
"Confronting"



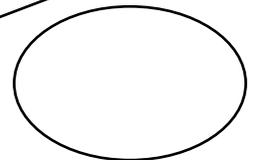
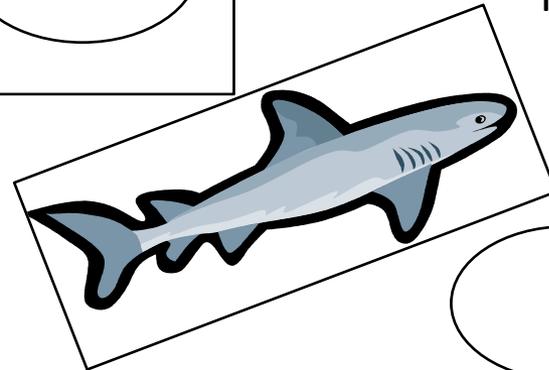
Fox  
"Compromising"



Turtle  
"Withdrawing"



Shark  
"Forcing"

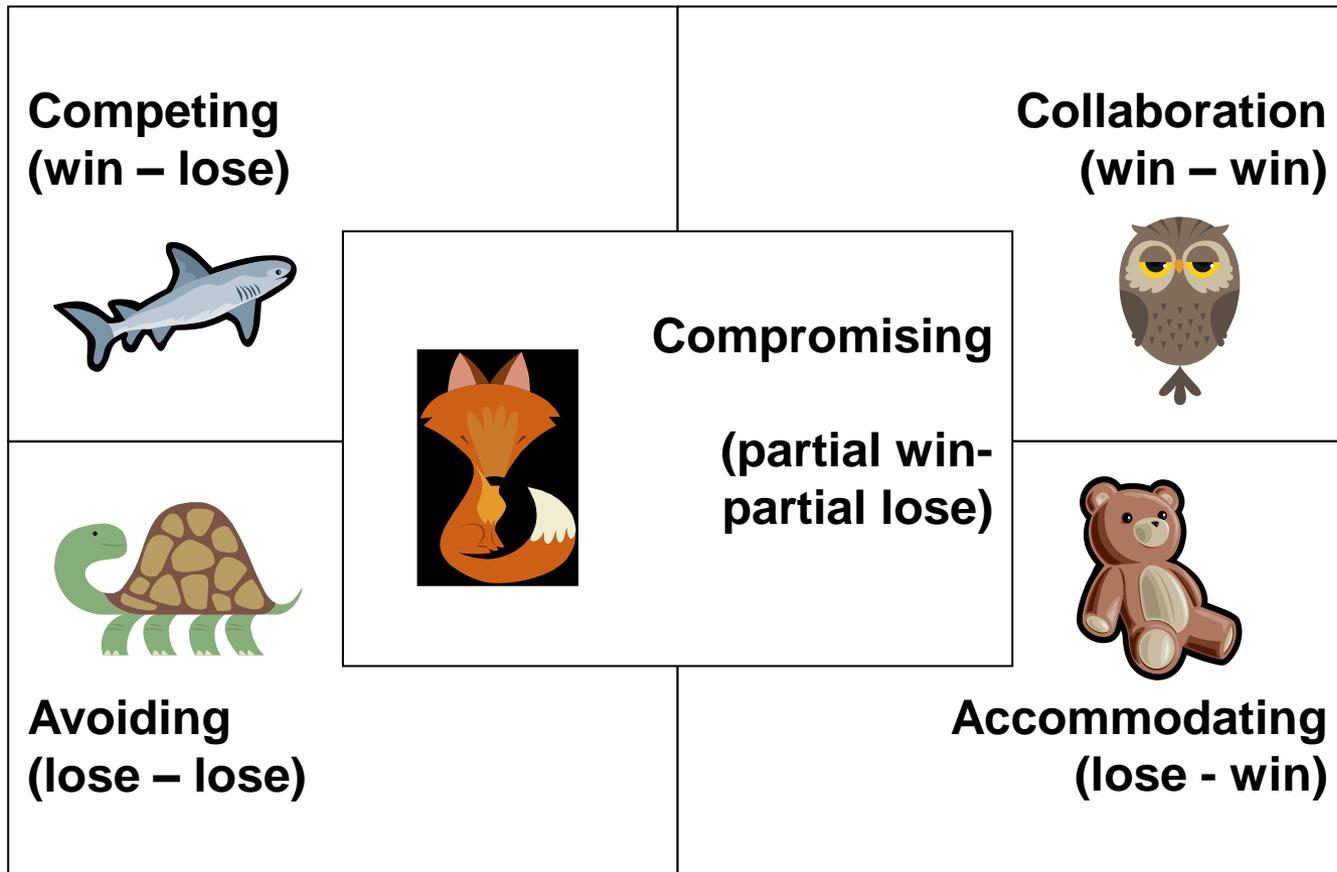


Low Importance

- GOALS -

High Importance

# THOMAS KILMANN CONFLICT MODE INSTRUMENT [TKI]



# TKI PROCESS – INDIVIDUAL PRACTICE



## Individual use of the TKI

- Examine the 5 modes
- Discuss how your behaviour differs from the group
- Suggest how your style may be affecting your current relationships
- Propose strategies for improvement: e.g. analyse and select the appropriate conflict-handling method for a situation:
- Conflict and change management
- Enhancing communication
- Performance improvement
- Stress management
- Team building

# NATURAL STYLES



**Assertiveness**

**High Assertiveness**

**Low Cooperativeness**

**Competing**

*Might makes right.*

**High Assertiveness**

**High Cooperativeness**

**Collaborating**

*Two heads are better than one.*

**Medium Assertiveness**

**Medium Cooperativeness**

**Compromising**

*Let's just split the difference.*

**Low Assertiveness**

**Low Cooperativeness**

**Avoiding**

*Just leave well enough alone.*

**Low Assertiveness**

**High Cooperativeness**

**Accommodating**

*Kill 'em with kindness.*

**Cooperativeness**

# DEALING WITH GROUP CONFLICT



- State what you see going on
- Ask for confirmation
- Ask the group members to diagnose what is happening
- Ask for suggestions about what to do
- Work to reach agreement

“Ensure the agreement is acted upon by both parties”

## Resolving Conflict:

- Ensure the needs of each party are understood
- Ensure both understand the impact of each party’s position upon the other
- Clarify the source of the conflict
- Identify and quality the options (and resources) required for resolution
- Negotiate towards resolution: listen, learn, seek flexibilities:
  - Room to move
  - Middle ground
  - win-win situations
- Ensure resolution is experienced.

# GAINING AGREEMENT



1. Check you understand their perspective:-
  - a. Invite the other person to explain their views
  - b. Listen
  - c. Repeat their views back to them
  - d. Invite them to confirm you have heard.

If misunderstanding continues, repeat a-d again

2. Check you have explained your perspective so that they understand it:-
  - a. Ask other person to allow you to explain your views and gain agreement!
  - b. Explain your views
  - c. Ask them to repeat your views back to you
  - d. Confirm that they have understood correctly

If misunderstanding continues, repeat a-d again



# THANK YOU

*"You never really understand a person until you consider things from his point of view"*

*-Harper Lee*