

MODULE: II

INTERPERSONAL COMMUNICATION

Interpersonal Communication

Interpersonal communication is the process of **exchange of information**, ideas and feelings between two or more people through verbal or non-verbal methods.

It often includes face-to-face exchange of information, in a form of voice, facial expressions, body language and gestures. The level of one's interpersonal communication skills is measured through the **effectiveness of transferring messages** to others.

Commonly used interpersonal communication within an organization includes daily internal employee communication, client meetings, employee performance reviews and project discussions. In addition, online conversations today make a large portion of employees' interpersonal communication in the workplace.

Interpersonal communication is a process where feelings, ideas, thoughts and information are exchanged face-to-face between two or more person via verbal or non-verbal means. Body language, tone of voice, facial expressions, listening, gestures, expression and messages of one person are part of interpersonal skills and can be improved with the help of feedback, knowledge and practice.

Interpersonal communication skills add inherent value to a conversation, improve communication and take it to another level. In today's competitive times it has proved invaluable, potent and necessary in improving employee relationships in the workplace.

Types of interpersonal communication

Interpersonal communication skills take place under the following categories

- **Verbal Communication:** - When people communicate face-to-face or via a telephone with help of spoken words it refers to verbal communication. It is a fact that only 7% of human communication or information exchange takes place through verbal means whereas 38% is through a para-verbal medium like pause, tone of voice, rhythm and intonation etc. What a person is saying, how he is saying, what he is speaking, where is he putting emphasis and the context is an integral part of verbal communication.
- **Written Communication:** - When you communicate with help of written words or symbols it refers to written communication. The exchange of information in a business or a workplace may include text messages, reports, memorandum, emails, letter and quick notes etc. In some cases, people include emoji with the information to convey apt emotion in the statement. As written words are legally binding than spoken words business entities prefer this type of interpersonal communication skills in their workplace.
- **Listening:** - Listening is sometimes more important than speaking during a strong interpersonal conversation. Remember hearing is not as same as listening because the first is involuntary whereas the

second is an intentional and voluntary action that needs full focus. This type of interpersonal skills needs more effort and concentration to fulfil a specific purpose.

- **Non-verbal Communication:** - Actions speak louder than words. When you communicate without the help of spoken or written words it refers to non-verbal communication. Information in this type of interpersonal communication can be easily achieved via postures, facial expression and body language. It is a proven fact that the non-verbal communication messages are as effective as verbal ones in the scheme of things as 55% of human communications are through it. In an online conversation, it may be further categorized into two types. In Synchronous communication, people respond in real-time and communication takes place as soon as the receiver receives a message. In Asynchronous communication, a person will not reply in real-time. The receiver may respond later at his convenience.

Importance of interpersonal communication

As we keep on reading in quite many articles and blogs that a clear channel of communication is vital for an organization. It results in the best of growth strategies and assures long term success. Hence, it is quite vital for the management of the firm along with its employees to understand the Importance of Interpersonal Communication. It helps the organization to grow in leaps and bounds plus helps the employees to give an edge to their career graph. It also helps them to expand their horizons in various industry domains.

Importance of Interpersonal Communication at the workplace

1. ***The flow of thoughts and ideas:*** - When the management of the firm along with its employees comprehend the Importance of Interpersonal Communication there is a free flow and exchange of ideas and thoughts during the formal and informal sessions. The results can be marvelous as you never know which idea clicks and works wonders for the success and overall growth of the organization.
2. ***Enhances teamwork:*** - When the company and its management realizes the Importance and Interpersonal Communication at the workplace and promote the same within its work culture, the result is in the increased levels of team bonding. And team bonding results in the enhanced teamwork by sharing the workload during stringent deadlines and having each other's back during tough and difficult times. The aspect of teamwork is very significant for the organization as it is always a 'We' and never an 'I' that helps the company to grow and climb the ladder of success. And the similar case applies to the employees as well, as they get to learn something or the other from their peers and contemporaries at work that helps them enhance their career graph.
3. ***Higher productivity:*** - When there is an increased level of communication within the staff and the management of the firm, the communication channels are open and clear. And again the factor of teamwork and discussing all the issues and problems and finding out the viable solutions together results in the higher levels of productivity. And with enhanced productivity, the company is able and capable

enough to attain its short term and long term most effectively and efficiently.

4. ***Helps to solve problems and issues:*** - Within the organization when the structure consists of quite many levels and hierarchies, the problems and issues between the people are bound to occur. And they can range from the competition, insecurities, jealousy and personal bias. When the employees of the firm understand and follow the Importance of Interpersonal Communication, they behave rationally and maturely and solve all the issues and problems that exist. Plus they can also avoid the problems that may occur in the future as well. And this trait and quality are beneficial for both, the company as well as the employees.
5. ***Iron out the bottlenecks:*** - Whenever there is a lot of quality work happening within the organization amidst meeting the stringent deadlines and outlandish requirements from the customers or the investors, bottlenecks have to arise. They are the challenges that help the organization and its people grow, evolve, and flourish. And with the interpersonal communication between the staff and between the staff and the management of the firm, bottlenecks are ironed out with utmost ease, perfection, and a lot of learning experience. With the proper flow of communication, thoughts, and ideas; the organization finds out some amazing solutions to the toughest of the problems and bottlenecks. Hence, a dialogue is quite necessary within the team and the overall culture.
6. ***Helps to retain quality staff:*** - Right from the adequate and challenging roles and responsibilities to the proper appreciation for their quality work, the internal staff of the firm also looks for effective interpersonal skills with the management. If the management follows the open door policy hearing their issues, suggestions, grievances, and problems, if any, they feel valued and motivated. And this results in their long term association with the firm. And with the retention of quality and expert workforce, the company can grow in leaps and bounds in a very short duration. Hence, effective interpersonal skills is a vital key to success.
7. ***Positive image:*** - When the company realizes the Importance of Interpersonal Communication and holds a fair and transparent communication with the stakeholders that includes investors, vendors, and customers amongst others; it showcases the company in a positive light. The company needs to have a strong and experienced spokesperson who understands every detail and nuance of the brand and company as a whole. The management of the firm can hold press conferences to address the issues and problems of the investors plus make them aware of the progress of the firm.
8. ***Attracts investors and vendors:*** - When the management follows the open and transparent channels of communication throughout the entire hierarchy of the firm and with the other stakeholders as well, it is always seen and perceived as a fair and a positive entity in the market. With the great communication skills of the top management and employees, quality and expert vendors like to get associated with the firm. Plus it also attracts a lot of investors that helps the firm to attain its financial stability and the overall goals and objectives. To attain higher profit margins and sales, the company does need strong support and handholding of good vendors and stakeholders.

Examples of Interpersonal Communication

- ❖ **Phone calls:** - Can we imagine our lives without a phone or mobile device? People rely on it to a great extent for sending messages in conversations in both personal lives and a business setting. Phone calls are an important example of interpersonal communication as without its help it would become impossible to communicate with employees in business or workplace.
- ❖ **Meetings:** - Meetings are an important part of a business and are considered a prime example of interpersonal communication. These were generally conducted face-to-face but with changing scenario because of the pandemic Zoom meetings have become an all-time favorite of an employee in a workplace.
- ❖ **Emails and texting:** - Emails and texting have shown people how to communicate with least effort and in considerably less time. Email is an important example of communication as it has proved handy in both personal and professional life.
- ❖ **Presentations:** - Presentations remain an important example of communicating in the business setting. It is a fact that a good presentation will work wonders and can encourage the team to give their best during business meetings.

Transactional Analysis

Transactional analysis, developed by psychiatrist Eric Berne, is a form of modern psychology that examines a person's relationships and interactions. In therapy, transactional analysis can be used to address one's interactions and communications with the purpose of establishing and reinforcing the idea that each individual is valuable and has the capacity for positive change and personal growth. Dr. Eric Berne developed transactional analysis in the last 1950s, using “transaction” to describe the fundamental unit of social intercourse, with “transactional analysis” being the study of social interactions between individuals.

In simple terms, TA is designed to promote personal growth and change. It is considered a fundamental therapy for well-being and for helping individuals to reach their full potential in all aspects of life. TA therapy is based on the theory that each person has three ego-states: parent, adult and child. These are used along with other key transactional analysis concepts, tools and models to analyze how individuals communicate and to identify what interaction is needed for a better outcome. Throughout therapy, the TA therapist will work directly on problem-solving behaviors, whilst helping clients to develop day-to-day tools for finding constructive, creative solutions. The ultimate goal is to ensure clients regain absolute autonomy over their lives. Eric Berne defines this autonomy as the recovery of three vital human capacities - spontaneity, awareness and intimacy.

Examining the Ego States of Transactional Analysis

Berne posited that each individual possesses three ego states. His ego states—the Parent, the Adult, and the

Child. These states represent an individual's internal model of parents, adults, and children. An individual may assume any of these roles in transactions with another person or in internal conversation.

1. **Parent** consists of recordings of external events observed and experienced by a child from birth through approximately the first five years of life. These recordings are not filtered or analyzed by the child; they are simply accepted without question. Many of these external events are likely to involve the individual's parents or other adults in parent-link roles, which led Berne to call this ego state "the Parent." Examples of external events recorded in this state:
 - Do not play with matches.
 - Remember to say "please" and "thank you."
 - Do not speak to strangers.
2. **Child** represents all brain recordings of internal events (feelings or emotions) that are directly linked to the external events observed by the child during the first five years of life. Examples of events recorded in this state may include:
 - I feel happy when Mom hugs me.
 - Dad's late night movie was very scary.
 - I feel sad when Mom is sad.
3. **Adult**, the final ego state, is the period in which a child develops the capacity to perceive and understand situations that are different from what is observed (Parent) or felt (Child). The Adult serves as a data processing center that utilizes information from all three ego states in order to arrive at a decision. One important role of the Adult is to validate data which is stored in the Parent:
 - I see that Suzie's house was burnt down. Mom was right—I should not play with matches.

Discovering the interpersonal orientation through FIRO-B

FIRO's accessible and universally applicable framework reveals how individuals can shape and adapt their individual behaviors, influence others effectively and build trust among colleagues. It is an excellent resource for coaching individuals and teams about the underlying drivers behind their interactions with others.

The Fundamental Interpersonal Relations Orientation–Behavior™ (FIRO-B®) instrument was created in the late 1950s by William Schutz, PhD. Schutz developed the FIRO-B theory to aid in the understanding and predicting of how high-performance military teams would work together.

In developing the FIRO-B theory, Schutz began with the premise that "people need people." He used the term interpersonal to indicate any interaction, real or imagined, occurring between people. He used the term need to describe a psychological condition that, if not satisfied, leads to a state of discomfort or anxiety.

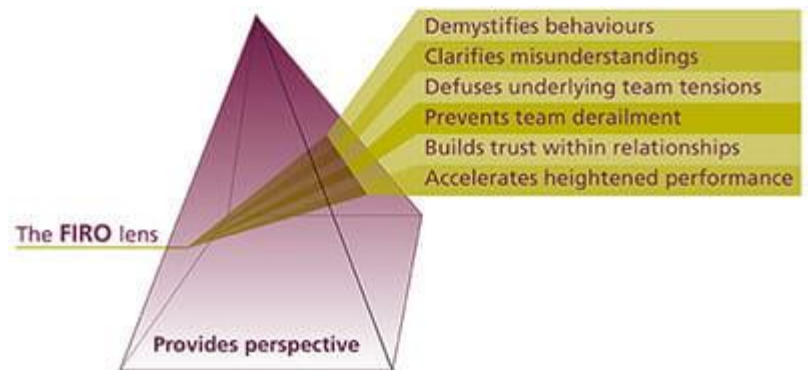
He posited that interpersonal needs could be grouped into three categories:

- Inclusion
- Control
- Affection

The FIRO-B model describes the interaction of these three categories of interpersonal need along two dimensions: expressed and wanted.

FIRO-B managing relationships in the workplace

Relationships are important. They are an inevitable part of life, and yet can be a potential source of tension in organizations. In the workplace, performance, delivery and efficiency are required, often from a team of mere acquaintances. To achieve high performance, teams need to operate on trust and



a solid foundation of good working relationships. The FIRO instrument targets this need, identifying the drivers underlying the behaviors that shape relationships for individuals and teams within an organization.

FIRO-B is designed to measure

1. The individual's behavior towards others
2. The behavior he wants from others
3. In the three areas of interpersonal interaction i.e.
 - Inclusion (I)
 - Control (C)
 - Affection (A)

Inclusion (I): -

- Behavior directed towards the satisfaction of the interpersonal need of inclusion, the need to maintain and establish a satisfactory relation with people with regards to association.
- Inclusion connotes interaction with people, attention, acknowledgement being known, prominence, recognition, prestige, individuality, understanding, interest, commitment and participation.
- Unlike affection it does not connotes strong emotional attachment to people.
- Unlike control the preoccupation is with prominence not dominance.

Control (C): -

- Behavior directed to satisfy the interpersonal need for control, the need to maintain a satisfactory relation with people with respect to power and authority (control).
- It relates to making decisions, discipline, goal settings, dominance, guidance, giving directions, influencing, ruling, leading, antonyms to control would be rebellion, resistance, following, anarchy and submission.

Affection (A): -

- Behavior directed toward the satisfaction of interpersonal need for affection and love. It centers around feelings of warmth, love and emotional acceptance, friendship
- Lack of affection would mean cool emotionally distant, dislike and hate.
- Affection involves sharing one's inner anxieties, wishes and feelings

- ❖ Affection is concerned with – CLOSE or FAR
- ❖ Control is concerned with – TOP or BOTTOM
- ❖ Inclusion is concerned with – IN or OUT

Interpersonal Need

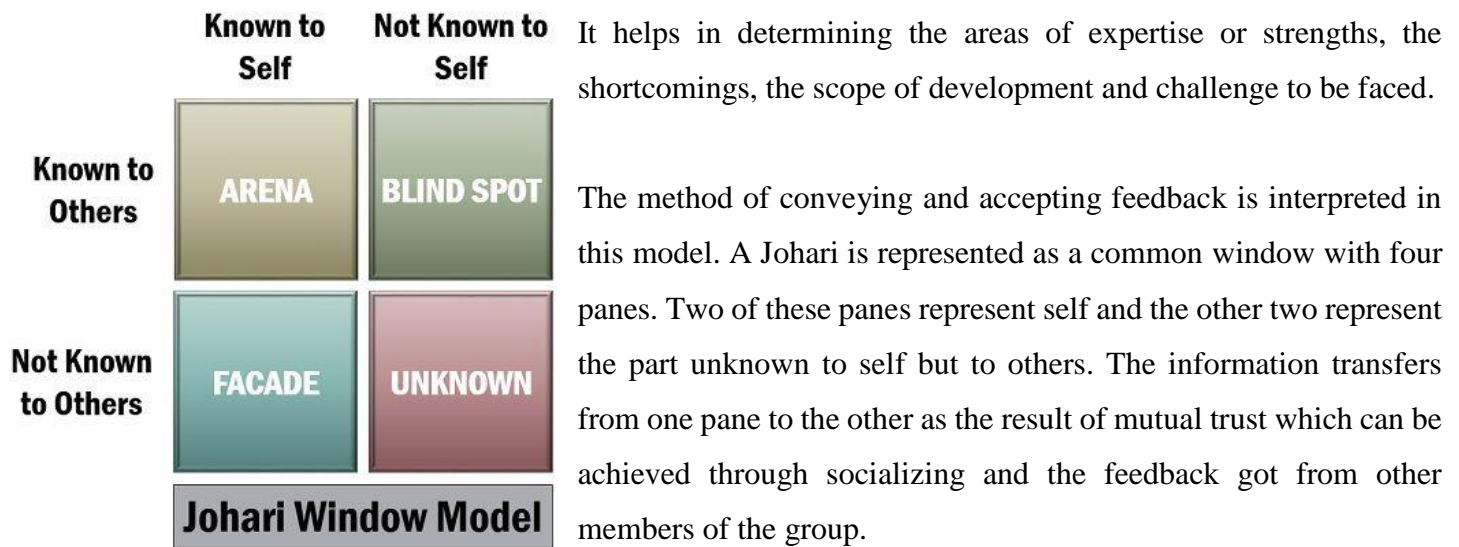
- ✓ A requirement for a person to establish a satisfactory relation between himself and other people.
- ✓ 'Relations' refers to the amount of interchange between himself and others and the degree to which he originates, receives behaviour.

- Expressed Behaviour (E)
(Actions taken by a person towards others)
- Wanted Behaviour (W)
(Behaviours from other people that a person feels will satisfy an interpersonal need.)

The Johari Window Model

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks. Each person is represented by the Johari model through four quadrants or window pane. Each four window panes signifies personal information, feelings, motivation and whether that information is known or unknown to oneself or others in four viewpoints.

Definition: Johari window is a psychological tool to self-assess one's behavior as well as the relationship with others, through feedback or disclosure. It is one of the most effective means of self-analysis by considering the other's perspective to understand oneself in a better way.



1. **Open/self-area or arena** – Here the information about the person his attitudes, behavior, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. 'Feedback solicitation' is a process which occurs by understanding and listening to the feedback from another person. Through this way the open area can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one's feelings to other person.

2. **Blind self or blind spot** – Information about yourselves that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

3. **Hidden area or façade** – Information that is known to you but will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

4. **Unknown area** – The Information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

Need for Johari Window

Johari window is one of the most useful tools for organizations to become successful and succeed over its competitors. To learn about its other advantages, read below:



1. **Self-Awareness:** It acts as a self-analysis tool. Thus, making oneself aware of his strengths, weaknesses, opportunities and threats by considering the views of others too.

2. **Cordial Relationships:** It helps to improve the interpersonal relations since everyone gets to know each other in a better way and each focus on self-improvement.

3. **Improves Communication:** Johari window

paves the way for open interaction and develops understanding among the managers and the subordinates.

4. **Team Development:** Strong team building is difficult if the team members are not familiar with each other. This model enhances the interpersonal relationship among the team members by making each familiar with the others in the team.

5. **Personal Development:** It provides scope for betterment since the blind area reveals those unknown facts which are known to others but may have been ignored by the individual himself. These facts are sometimes related to the individual's attitude, habits, behaviour which needs to be mended.

6. **Group Dynamics:** The Johari window encourages open conversations and feedback within a group. This enhances group performance and develops a mutual understanding among the group members by eliminating the problem areas and misunderstandings.

Communication Skills

Being able to communicate effectively is perhaps the most important of all life skills. It is what enables us to pass information to other people, and to understand what is said to us. You only have to watch a baby listening intently to its mother and trying to repeat the sounds that she makes to understand how fundamental the urge to communicate is.

Communication, at its simplest, is the act of transferring information from one place to another. It may be vocally (using voice), written (using printed or digital media such as books, magazines, websites or emails), visually (using logos, maps, charts or graphs) or non-verbally (using body language, gestures and the tone and pitch of voice). In practice, it is often a combination of several of these.



Team Dynamics



Team Mechanics



Team Communication

Team dynamics refers to the force that inspires or drives a group of people to work collectively for a common cause or objective. A good team is a team with different personalities and also a common identity.

Team mechanics refers to the conducting meeting with proper agendas, time, location, and also distributing the meeting minutes to all stakeholders. In fact, meetings are an essential part of sharing information and making decisions that help to capitalize on the strengths and experiences of a group of people with common goals.

Team communication is the foundation of team collaboration. A communication process will complete only when feedback is received. Ex. When a task is assigned, worker acknowledges the responsibility and describes how he will perform the task.

Effective communication

Effective internal and external communication is one of the crucial aspects of organizational success; Otherwise, improper communication will lead to failure. Strong team communication skills can help build relationships, ensure the sharing of new ideas, best practices, and also benefit team members through coaching and counseling. Furthermore, team communication skills are critical for ensuring the success of the team effort. But communication barriers influence the communications loop. Barriers include:

- Personal bias
- Non-assertive behavior
- Anger or frustration
- Lack of confidence
- Inappropriate priorities
- Distractions
- Interruptions
- Rank differences.

Steps for effective communication amongst the team includes

- Use standard terminology when communicating information.
- Request and provide clarification when needed.

- Use nonverbal communication appropriately.
- Use proper order when communicating information.
- Repeat, as necessary, to ensure communication is accurately received.
- Inform the appropriate individuals when the mission or plans change.

Vertical communication vs. Horizontal communication

Horizontal communication is the information transmission between persons having the same level of position in an organization. Particularly, it helps to share ideas, suggestions, and attitudes between peers and colleagues. It may also increase job satisfaction and motivation by creating more employee empowerment in communication.

Vertical communication, on the other hand, is when information flows systematically between supervisors and subordinates (Up and Down). It helps management to stay in control of the organization.

Negotiation

Negotiation is a dialogue between two parties to resolve conflicts or issues so that both parties find the solution acceptable. Usually, it is a compromise involving give and take. Negotiation results when each party compromises to resolve a conflict for everyone's benefits. In the workplace, negotiations may take place between managers, departments, colleagues or between a team member and a manager. Even before you join the workplace, you may negotiate the job offer with the interviewer or HR manager.

Negotiation skills

Negotiation skills are inherent qualities that help two or more parties agree to a common logical solution. In the workplace, you may have to display your negotiating skills in various situations such as:

1. Analyze and cultivate your BATNA. In both integrative negotiation and [adversarial bargaining](#), your best source of power is your ability and willingness to walk away and take another deal. Before arriving at the bargaining table, wise negotiators spend significant time identifying their best alternative to a negotiated agreement, or BATNA, and taking steps to improve it.

2. Negotiate the process. Don't assume you're both on the same page when it comes to determining when to meet, who should be present, what your agenda will be, and so on. Instead, carefully negotiate how you will negotiate in advance. Discussing such procedural issues will clear the way for much more focused talks.

3. Build rapport. Although it's not always feasible to engage in small talk at the start of a negotiation (particularly if you're on a tight deadline), doing so can bring real benefits, research shows. You and your counterpart may be more collaborative and likely to reach an agreement if you spend even just a few minutes

trying to get to know each other. If you're negotiating over email, even a brief introductory phone call may make a difference. This is one of the most valuable negotiation skills to master.

4. Listen actively. Once you start discussing substance, resist the common urge to think about what you're going to say next while your counterpart is talking. Instead, listen carefully to her arguments, then paraphrase what you believe she said to check your understanding. Acknowledge any difficult feelings, like frustration, behind the message. Not only are you likely to acquire valuable information, but the other party may mimic your exemplary listening skills.

5. Ask good questions. You can gain more in integrative negotiation by asking lots of questions—ones that are likely to get helpful answers. Avoid asking “yes or no” questions and leading questions, such as “Don't you think that's a great idea?” Instead, craft neutral questions that encourage detailed responses, such as “Can you tell me about the challenges you're facing this quarter?”

6. Search for smart tradeoffs. In a distributive negotiation, parties are often stuck making concessions and demands on a single issue, such as price. In integrative negotiation, you can capitalize on the presence of multiple issues to get both sides more of what they want. Specifically, try to identify issues that your counterpart cares deeply about that you value less. Then propose making a concession on that issue in exchange for a concession from her on an issue you value highly.

7. Be aware of the anchoring bias. Ample research shows that the first number mentioned in a negotiation, however arbitrary, exerts a powerful influence on the negotiation that follows. You can avoid being the next victim of the anchoring bias by making the first offer (or offers) and trying to anchor talks in your preferred direction. If the other side does anchor first, keep your aspirations and BATNA at the forefront of your mind, pausing to revisit them as needed.

8. Present multiple equivalent offers simultaneously (MESOs). Rather than making one offer at a time, consider presenting several offers at once. If your counterpart rejects all of them, ask him to tell you which one he liked best and why. Then work on your own to improve the offer, or try to brainstorm with the other party an option that pleases you both. This strategy of presenting multiple offers simultaneously decreases the odds of impasse and can promote more creative solutions.

9. Try a contingent contract. Negotiators often get stuck because they disagree about how a certain scenario will play out over time. In such cases, try proposing a contingent contract—in essence, a bet about how future events will unfold. For example, if you doubt a contractor's claims that he can finish your home renovation project in three months, propose a contingent contract that will penalize him for late completion and/or reward him for early completion. If he truly believes his claims, he should have no problem accepting such terms.

10. Plan for the implementation stage. Another way to improve the long-term durability of your contract is to place milestones and deadlines in your contract to ensure that commitments are being met. You might also agree, in writing, to meet at regular intervals throughout the life of the contract to check in and, if necessary, renegotiate.

In addition, adding a dispute-resolution clause that calls for the use of mediation or arbitration if a conflict arises can be a wise move.

Lack of negotiation skills affects the business bottom line and could ruin customer relationship. Negotiation skills are soft skills and essential to become a negotiator and resolve workplace conflicts.

Benefits of negotiation skills

Negotiation is a coveted leadership skill which helps businesses reach their business objective. Here are a few reasons negotiation skills are essential in the workplace:

1. **Builds a Relationship:** - Despite the difference in opinion, negotiation skills help strike a solution and focus more on creating goodwill and value. This builds a long-term relationship
2. **Delivers Excellence Solutions:** - Good negotiation skills ensure that solutions to the conflicts are not short-term. It focuses on creating long-lasting solutions because both parties make a concession only when the solution is satisfactory.
3. **Avoid future conflicts:** - As both parties agree to a common solution, the chances of future conflicts reduce to a great extent.
4. **Create an environment of business success:** - Good negotiation skills ensure the accomplishment of business goals, which creates an environment of business success. This also increases the chances of future business transaction.
