INTERPERSONAL BEHAVIOUR

- ➢ The way in which people communicate, is considered interpersonal behavior. Interpersonal behaviour may include both verbal communication and nonverbal cues, such as body language or facial expressions.
- ➢ At the employee level if trust and passion for work exists, the unity between them can achieve great results. These results would be in terms of reduction in the time lag, better quality work, and excellence in working procedures.
- ➢ According to Wheatley relationships are necessary for existing systems and are the most essential requirement of any organizations. It is through interpersonal relationships that organizations maintain stability, growth and productivity
- ➢ these relationships include supervisorsubordinate relationships, workplace friendships, and customer relationships
- ➢ The theory of interpersonal behaviour was first proposed by Carl Rogers in the 1950s,
- ➢ People spend a large portion of their time in an organization interacting with others. These interactions may be co-operative or conflicting interpersonal behaviour.

Co-operative interpersonal behaviuor-: In this process both persons get satisfied over the objectives of mutual interaction. In organizational setting, such behaviors are functional and lead to the achievement of organizational objectives and also provide satisfaction to the individuals at the same time.

Conflicting Interpersonal behavior-: Very often, there may be conflict due to difference in personality, value system, lack of interpersonal skill etc.But such behaviour is dysfunctional to both organization and individuals, thus attempts should be made to replace conflicting interpersonal behaviour by co-operative interpersonal behavior

I N T E R P E R S O N A L   S K I L L S

Interpersonal skills, often referred to as 'people skills', are crucial in every workplace as they aid in effective communication, building relationships and cooperating with others in a variety of scenarios.

Importance of Interpersonal Skills in Organizational Behavior

- ➢ A graphic designer with strong interpersonal skills can better understand the demands of clients. It will save them time as they will not have to rework the assignment. As for clients, they will get what they want – a win-win situation for both.
- ➢ At the workplace, your manager has unrealistic expectations of you. It has put additional pressure on you. Instead of suffering by staying silent, you can use interpersonal effectiveness skills to communicate with the manager while keeping your self-respect intact.

1. Problem solving

Interpersonal communication skills are necessary because they **allow people to discuss problems** and weigh the pros and cons of alternatives before coming up with the final solution. For example, brainstorming exercises

2. Alignment with business goals

Poor communication between employers and employees **can harm the business in many ways**. When managers and leaders are unable to clearly communicate tasks, workers can quickly become frustrated and disconnected with the business goals.

3. Trust

Lack of trust and transparency are some of the most common causes of poor workplace communication. Interpersonal communication skills are crucial for **improving trust and workplace communication**, and all employees, especially business leaders, should therefore improve communication with their employees.

4. Change management

Good interpersonal communication is very important during change management efforts within organizations. Effective employee communication helps employees better understand the change, align with it, and collaboratively work towards implementing the change successfully.

5. Company culture

When employees possess good interpersonal communication skills, organizational culture becomes more synergic and positive. With bad interpersonal relationships, on the other hand, **negativity, confusion, and conflicts** become inevitable. This ultimately ruins the work environment, reduces employee productivity, and adversely affects the company's bottom line.

6. Employee recognition

Good interpersonal communication **drives more employee recognition**. When employees have good interpersonal relationships with each other and their managers, they are more likely to recognize each other's good work and give constructive feedback.

Types of Interpersonal Skills at Workplace

> - **Communication Skills**
> - **Active Listening Skills**
> - **Emotional Intelligence Skills**
> - **Conflict Resolution Skills**
> - **Collaboration and Teamwork Skills**

Benefits of Interpersonal Skills Training

- **Greater employee retention.**
- **More welcoming workplace environments.**
- **Greater diversity and greater performance.**
- **Greater self-awareness and emotional intelligence**.
- **Increased confidence and assertiveness.**

How to improve your interpersonal skills

> - **Establish your goals**
> - **Observe successful interactions**
> - **Reflect and modify**
> - **Keep interactions focused**
> - **Stay positive**

TECHNIQUES TO DEVELOP INTERPERSONAL SKILL

Two important techniques that promote interpersonal behaviour and thereby help people to understand self and others are **johari window and transactional analysis**

1. TRANSACTIONAL ANALYSIS

> Transactional Analysis, often abbreviated as TA, is a theory of personality and communication developed by Eric Berne in the 1950s. It is grounded in the belief that human beings have three ego states— Parent, Adult, and Child—and that these ego states influence our interactions with others.

> During a conversation with someone, the person starting the communication will give the 'transaction stimulus,' and then the person receiving this stimulus (or message of communication) will give the 'transaction response.'

A Basic Parent-Child Interaction Transactional Analysis
Originated by Eric Berne
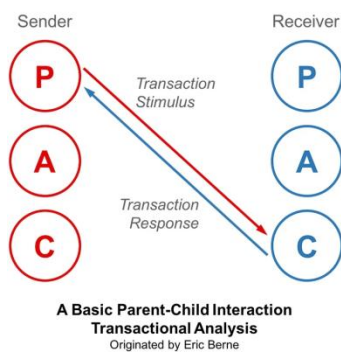
> It's considered that our childhood experiences have a big effect on how we live the rest of our lives and Berne's work shows how the interactions between our 'states' can drive our overall life experiences with ourselves and others. Those younger experiences can have an unconscious effect on the way we think and behave.

> For example, if our parents reacted in a certain way to us when we misbehaved, it can awaken a replay of that experience when we are gown up and make us behave similarly. Berne proposed we develop a kind of 'life script' that dictates how we unconsciously react to situations when we encounter them.

Key Concepts of Transactional Analysis

Transactional Analysis has its base on the Ego States or the Parent-Adult-Child (PAC) model.
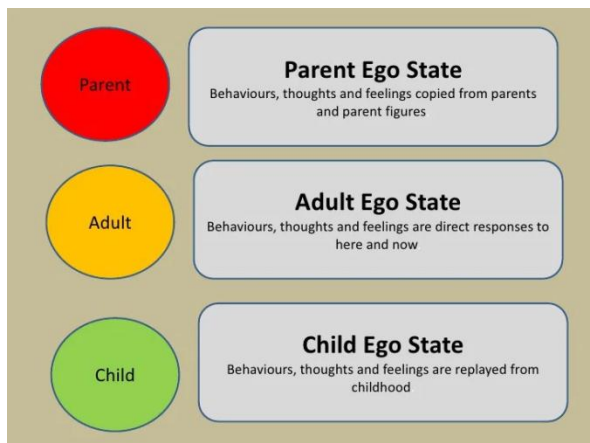
1) Ego States or the Parent-Adult-Child (PAC) Model

Three ego states of PAC Model:

a) Parent Ego State

- ➤ For better or for worse, parents serve as models and are imprinted on the brains of their children. The parent ego state is a huge collection of recordings in the brain of unquestioned or imposed external events perceived by a person before his social birth or before he leaves home in response to the demands of society and enters school.
- ➤ We often observe the parents or parent substitutes telling children, smoking or drinking is injurious to health. From where did they learn this advice? They probably learned it from their parents, who, in turn learnt it from their own parents and so on. This means that the values and behaviour of parents become an integral part of a person's personality. Persons with the parent ego state, act like domineering parents.

They give us a set of instructions which may often sound like -

- • "Don't do this…"
- • "Always do this…"
- • "Be this…"
- • "Stop doing this…"

Their non-verbal communication may tend to be protective (gestures) or nurturing (hugs). .

b) Adult Ego-States

- ➤ Everyone has an Adult ego state, and unless the brain is severely damaged,everyone is capable of using adult data-processing ability. The Adult is a data-processing computer, which grinds out decisions after computing the information from the parent, the child, and the data which the Adult has gathered and is gathering.
- ➤ One of the important functions of the Adult is to examine the data in the Parent and the Child bank to ensure whether it is true or false. After having examined the data, the Adult will accept or reject it. The goal is not to do away with the Parent and Child but to be free to examine these bodies of data. In the Adult ego state people attack problems in a "cool-headed" rational manner.

c) Child Ego-State

- ➤ Everyone carries within one's brain and nervous system, permanent recordings of internal events (feelings) in response to external events (mostly father and mother) between the birth and age five. The Child ego state is the inner world of feelings, experiences and adaptations.
- ➤ It is associated with behaviours like conformity, anxiety, depression, dependence, fear, creativity, emotional, sentimental, submissive, joyful, insubordinate and rebellious. In each case, the child ego is characterised by very immature behaviour. For example, a worker tells a co-worker, "my boss makes me so mad sometimes, I could scream," and then proceeds to break into tears.

The most popular child ego states are : Natural Child, Adaptive Child and Little Professor.

1) The Natural Child The Natural Child is affectionate, impulsive, sensuous, uncensored and curious. For example, the Natural child responds impulsively to his bodily feelings, crying when hungry or wet and cooing when full or comfortable. Nevertheless, he is also fearful, self-indulgent, self-centred, rebellious and aggressive. When frustrated, for instance, the Natural child responds rebelliously. Children may assert this will by throwing a bottle, refusing to eat or screaming with anger, etc.

2) The Little Professor The Little Professor is intuitive, creative and manipulative. When a child acts like the Little Professor, he figures things out and often believes in magic. He responds to non-verbal messages and plays hunches. For example, a person can intuitively guess the meaning of the boss's tense jaw or the twinkle in a friend's eye. However, the little professor is sometimes wrong.

3) The Adaptive Child The adaptive child is the trained one and he is likely to do what parents insist on, rational or irrational, and may learn to feel non-OK. A child's first adaptations to the world begin in the mother's womb, nutrition and health leave their effect on her unborn child. Immediately after his physical birth, an infant begins to adapt to the demands of the outside world.

2) Life Positions

> Eric Berne highlighted that a person's life and its results are pre-decided based on the first 5 years of a person's life. You may wonder how can a person base their life story on something that happened way back in growing-up years?
> **However, Life Positions are not permanent and can be altered through counselling or therapy, helping a person free themselves from self-limiting beliefs to embrace a new life story for themselves.**

The Life Convictions formed are as follows:

- I am OK
- I'm not OK
- You're OK
- You're not OK
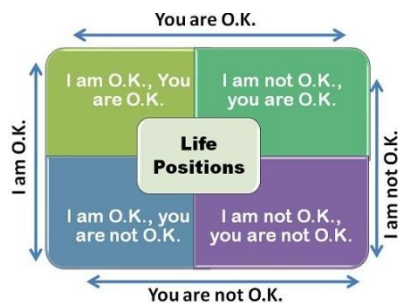
Berne combined these to form 4 Life Positions as follows:
a) I'm Ok, you're Ok

This is potentially a mentally hea'lthy position. People with this position expressconfidence in themselves as well as trust and confidence in others. Their expectations are likely to be valid. They accept the significance of people and feel that life is worthliving.

b) I'm not Ok, you're Ok

This is a common position of persons who feel powerless when they compare themselves to others. This position leads them to withdraw, experience depression, and in severe cases, become suicidal. Persons with this life position always feel themselves at the mercy of others and grumble for one thing or the other.

c) I'm Ok, you're not Ok

Those persons who have this position feel victimised or persecuted, or they victimise and persecute others. They blame others for their miseries. This is a distrustful psychological position. It is an outcome of a situation in which the child was seriously neglected by his parents.

d) I'm not OK, you're not OK

This is a position of those who lose interest in living. They feel that life is full of frustrations and exhibit schizoid behaviour. In extreme cases, persons with this life position commit suicide or homicide.

3. Analysis of Transactions

The three states of child, parent, and adult affect how we receive, perceive, and respond to information or communication from someone. Berne observed that people need strokes, the units of interpersonal recognition, to survive and thrive. Understanding how people give and receive positive and negative strokes and changing unhealthy patterns of stroking are powerful aspects of work in transactional analysis.

Transactional analysis believes that adult-to-adult communication/ transactions lead to the most effective and healthy communication, thus, relationships with others. The different types of transactions below explain how interactions from the different ego states interact with each other.

The interactions between people give rise to the Social **Transactions**, i.e. how people respond and interact with each other depends on their ego states. The transactions routed through ego states of persons can be classified as complementary, crossed and ulterior
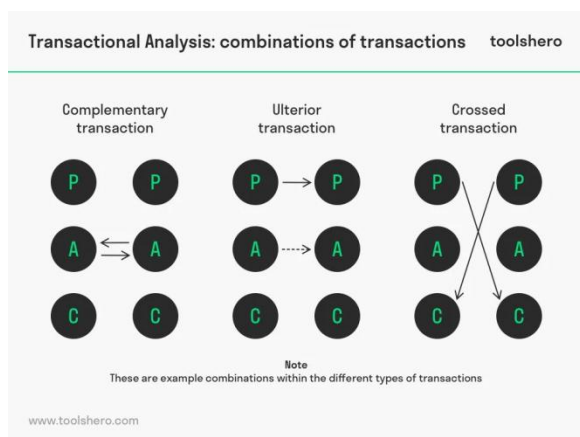
Complementary Transactions: A transaction is said to be complementary when the person sending the message gets the predicted response from the other person. Thus, the stimulus and response patterns from one ego state to another are parallel. These are:

Adult-Adult Transaction: The manager acts with the adult ego state, who tries to clarify and inform employees about the issues and has a concern for the human needs and facts and figures. I am O.K. you are O.K is his life position. This is an ideal transaction.
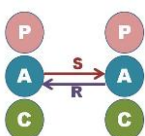
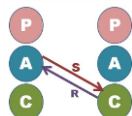**Adult-Parent Transaction:** Here, the manager tries to implement the information being processed by him, but rather the employees with the parent ego stick to the clichés and the rules of the past. The employee tries to control the manager with his parent ego but is temporary.
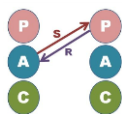
Adult-Child Transaction: Here the employee possesses the child ego state, and this can be effective only if the manager knows about it and let his employees to be in this state to be creative.

Parent-Parent Transaction: Here the manager is in the parent ego, and his life position is I am O.K. you are not O.K. Reprimand, reward, criticism, rules, praise, etc. will be the sources used by him. This transaction is effective only if the employee supports him and join forces with him.
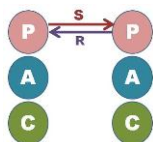
Complementary Transactions

It is important to note that although the phrase 'complementary transactions' sounds positive, it does not necessarily mean that this type of communication is always healthy communication. A complementary transaction takes place when the lines between the sender's and receiver's ego state are parallel.

This means that whatever ego state the sender is in, their communication reaches or impacts the desired ego state of the receiver. Thus, the receiver responds in a way that complements the sender's ego state instead of challenging it.

Crossed Transactions

Crossed transactions are when the ego states of two people interacting do not match when the ego state of the sender does not reach the desired or intended ego state of the respondent; thus, they respond to the sender in a conflicting way (which can be seen by the crossed over arrows in the image to the right).

In a crossed transaction, it requires one or both of the people in the interaction to shift ego states for communication to be able to carry on.

Strokes and Recognition

Stroking is an important aspect of transactional analysis. The term stroke refers to "giving some kind of recognition to the other." Strokes are exchanged whenever two persons interact with each other. The word stroking originated from the studies of the needs that babies have for physical affection for complete psychological development.

There are three types of strokes:

1. Positive Strokes: The stroke that makes one feel good is a positive stroke. Recognition, approval, pats on the back are some of the examples of positive strokes. For positive results on the jobs, it is crucial to give positive strokes to people.

2. Negative Strokes: A stroke that makes one feel bad or not good is a negative stroke. Negative strokes hurt physically or psychologically. Hating, criticing and scolding are some of the examples of negative strokes.

3. Mixed Strokes: A stroke may be of a mixed type also. An example of combination of positive and negative strokes may be the boss's comment to a worker "you did an excellent job in-spite your limited experience."

There is a great variety of stroke needs and styles present in the world – this is the result of differences in wealth, culture and parenting methods – but all these can be divided into two big categories of strokes: **positive strokes** and **negative strokes**. These can be **conditional**, or **unconditional**.

	Positive Strokes (Compliments)	**Negative Strokes (Insults)**
Unconditional (What you are / Being)	"I love you." "I like you." "You're wonderful!"	"I hate you." "I don't like you." "You're an idiot!"
Conditional (What you do / Doing)	"I like you when you smile." "I like your coat." "You look pretty!" "Well done on taking the exam." "You've done a great job!"	"I don't like you when you are sarcastic." "Your clothes look grubby." "You are really stupid for getting fired!" "Your work is unacceptable!"

Of course, strokes can be further classified in a number of ways by differentiating between:

verbal and non-verbal strokes,

physical or psychological strokes

internal (strokes from self as in self-praise and other ways of self-stimulation) and external (strokes we receive from others).

THE JOHARI WINDOW

The Johari window is a model of interpersonal awareness. It's a useful tool for improving <u>self awareness</u> and, through it, our abilities to work well with others. It works by helping us understand the differences between how we see ourselves and how others see us.

The premise behind the Johari Window is that our interactions with others are shaped by how we see ourselves and how the person we're interacting with sees us. If our views are aligned, we'll have more effective, engaging and helpful interactions than if our views are differing.
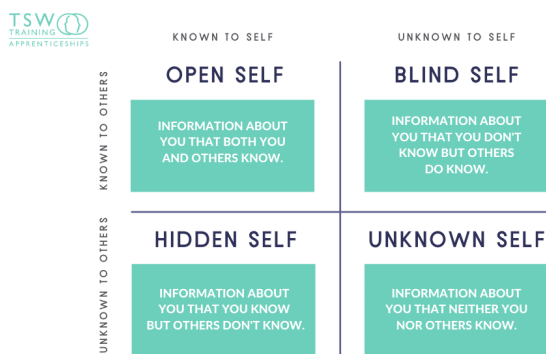
How the Johari Window Works

The Johari window works by helping individuals visualize the difference between how they see themselves and how others see them.

The tool requires individuals to capture their own thoughts on who they are and to get feedback from others on how they are perceived. This information is then used to populate a two by two matrix, the Johari Window. The window helps people visualize any disparity between how they see themselves and how others see them.

The four quadrants of the window are:

➢ "Open" (things known by self and others),
➢ "Blind" (thing known by others but unknown by self),
➢ "Hidden / Facade" (things known by self but unknown by others), and
➢ "Unknown" (things not known by either self or others).

Four panes of the Johari Window

Pane 1: Open area / arena

Open Self/Area' or 'Free Area' or 'Public Area', or 'Arena'

Region 1 is also known as the 'area of free activity'. This is the information about the person—behaviour, attitude, feelings, emotion, knowledge, experience, skills, views, etc.—**known** by the person ('the self') and **known** by the group ('others').

The aim in any group should always be to develop the 'open area' for every person because we are most productive and effective when we work in this area with others, and the group is at its most productive too. The open free area, or 'the arena', can be seen as the space where good communications and cooperation occur, free from distractions, mistrust, confusion, conflict and misunderstanding.

Pane 2: Blind spot

Region 2 is what is **known** about a person by others in the group, but is **unknown** by the person themselves.

By seeking or soliciting feedback from others, the aim should be to reduce this area and thereby to increase the open area i.e, to increase self-awareness.

This blind area is not an effective or productive space for individuals or groups. This blind area could also be referred to as ignorance about oneself, or issues about which one is deluded.

Pane 3: Hidden area / façade

Region 3 is what is **known** to ourselves but kept hidden from, and therefore **unknown**, to others.

This hidden or avoided self represents anything that a person knows about themselves—information, feelings, etc.,—which is not revealed, or is kept hidden from others.

Relevant hidden information and feelings, etc, should be moved into the open area through the process of 'disclosure'.

The aim should be to disclose and expose relevant information and feelings—hence the Johari Window terminology 'self-disclosure' and 'exposure process', thereby increasing the open area.

Pane 4: Unknown area

Region 4 contains information, feelings, aptitudes, experiences etc., that are **unknown** to themselves and **unknown** to others in the group. **These unknown issues take a variety of forms:**

They can be feelings, behaviours, attitudes, capabilities, aptitudes, which can be quite close to the surface, or a deeper aspects of a person's personality, influencing their behaviour to various degrees. Large unknown areas would typically be expected in younger people, and people who lack experience or self-belief .

There are several examples of unknown factors, the first of which is particularly common and relevant in organisations and teams. These include :

- An ability that is under-estimated or un-tried through lack of opportunity, encouragement, confidence or training
- A natural ability or aptitude that a person does not realise they possess
- A fear or aversion that a person does not know they have
- An unknown illness
- Repressed or subconscious feelings
- Conditioned behaviour or attitudes from childhood

Goals of the Johari window

Increased self-awareness — Possibly the biggest objective of the Johari window is for people to have a better understanding of how they see themselves versus how others see them

Improved interpersonal relationships — Honest and open communication is vital to ensuring an efficient team. Since the Johari window identifies strengths and blind spots, team members can approach each other in a more empathetic manner

Growth — The Johari window encourages participants to take feedback and make positive changes to their behavior. Not only does this help with the personal growth of employees, but it also helps professional development since employees may develop additional skills

Criticism:

1.Enlarging the Open Area: The Power of Self-Disclosure

The ultimate goal of using the Johari Window is to enlarge the Open Area, expanding what is known to both you and others. This process, known as **Self-disclosure**, is a give-and-take interaction that occurs between yourself and the people you're engaging with. Here's how it works:

Vertical Expansion: As you share information with others, your Open Area expands vertically. This includes sharing basic details about yourself, such as your name, job title, and other non-personal, widely acknowledged information. This is the foundational level of self-disclosure and contributes to establishing a rapport and a shared understanding.

Horizontal Expansion: The horizontal expansion of your Open Area takes place as people provide feedback to you about what they know about you. This feedback can include observations about your behavior, interactions, or public actions. By listening to others and incorporating their feedback, your Open Area grows horizontally, and your Blind Spot, the aspects of yourself that you might not be aware of, gets smaller.

MEANING OF COMMUNICATION

- ➢ Communication is simply the act of transferring information from one place, person or group to another.Every communication involves (at least) one sender, a message and a recipient. The transmission of the message from sender to recipient can be affected by a huge range of things. These include our emotions, the cultural situation, the medium used to communicate, and even our location.
- ➢ Keith Davis: Communication is a process of passing information and understanding from one person to another.
- ➢ Louis Allen: Communication is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.
- ➢ Peter Little: Communication is a process by which information is transmitted between individuals and or organizations so that an understanding response results.

COMMUNICATION PROCESS

1) Sender: The sender is a fundamental element in the communication process. The communication is initiated by the sender who creates a message or information for sharing with others.

The sender's role is to effectively encode their thoughts or information into a message that can be transmitted through a chosen communication channel to reach the intended recipient(s). The sender plays a crucial role in ensuring that the message is clear, purposeful, and appropriately customized to the audience.

The elements of the sender in communication include:

Intention: The purpose or objective behind initiating communication.

Knowledge: Proficiency and knowledge of the sender in the subject matter.

Attitudes and Beliefs: Personal biases, values, and opinions that shape the communication of the sender.

2) Encoding: Encoding is a process where the sender converts their messages into a format that can be transmitted to the receiver. It involves transforming concepts and mental images into language, symbols, or signals that the recipient can understand. The process of encoding is where the sender puts their thoughts into a structured and communicable form, allowing for effective transmission.

3) Message: The message is the informational content that the sender aims to communicate to the receiver. It serves as the core of the communication process, carrying the purpose and meaning that the sender wants to communicate. The role of the message is to effectively transfer thoughts, concepts, instructions, or emotions

from the sender to the receiver, aiming to create mutual understanding and facilitate a specific response or action.

4) Channel: Within the framework of communication, channels serve as the pathways that help messages move from the sender to the receiver. These channels can be verbal or non-verbal and can include one-to-one conversations, voice calls, emails, business reports, social media, video conferences, and more. Each channel has its unique impact on the communication process, influencing factors such as clarity, and the emotional connection between the sender and the receiver.

Channels in the communication process are divided into three broad categories:

- **Oral and Written**

5) Receiver: The receiver is a critical component of the communication process. The receiver is responsible for receiving and processing the message sent by the sender. The role of the receiver is to understand, analyze, and, where necessary, respond to the message in a way that aligns with the sender's intent. Effective communication relies on the receiver's ability to decode the message accurately and provide feedback or take necessary actions.

6) Decoding: Decoding is the process in the communication cycle where the receiver interprets and understands the message sent by the sender. This stage involves the receiver translating the encoded message (originally formulated by the sender) into their understanding and making sense of the information. Decoding is critical because it determines whether the intended message is accurately received or if misinterpretation occurs.

7) Response: The response element refers to the immediate reaction or action taken by the receiver based on the message received. It is the direct behavioral or verbal reply to the sender's communication. The response can indicate whether the message was received, understood, and acted upon, but it may not necessarily provide in-depth insights or constructive criticism.

8) Feedback: Feedback in communication refers to the receiver's response to the sender's message. It gives the sender useful insights into how the message was received, understood, and explained. Feedback serves as a crucial tool for improving the effectiveness of future communication. It helps the sender evaluate the success of their message, adjust their approach if necessary, and ensure that the intended message aligns with the receiver's interpretation.

9) Noise: Communication noise means any disturbance or interruption that might happen while communicating, hampering the accurate transmission and reception of a message. Several types of communication noise can affect the clarity and effectiveness of communication.

Some common types of communication noise include:

Semantic Noise: This type of noise occurs when words and symbols used in communication are not understood in the same way by the sender and receiver.

Environmental Noise: Environmental noise includes any external factors that interfere with communication, such as loud background noises or physical barriers that disturb the communication process.

Psychological Noise: Psychological noise relates to the mental and emotional state of both the sender and receiver. It can include stress or emotional reactions that impact the ability to process and understand the message.

Physical Noise: Physical noise refers to tangible obstructions, such as a poor-quality phone line or written text that is difficult to read.

COMMUNICATION OBJECTIVES

1. Transmitting Information : Effective communication allows for the smooth flow of information, ensuring that all relevant parties receive the necessary details. Whether it's sharing project updates, disseminating company announcements, or providing instructions, transmitting information is crucial for keeping everyone informed and aligned.

2. Building Relationships : The objective of building relationships is to foster positive connections, trust, and mutual understanding with individuals or groups. Effective communication is essential for establishing and nurturing strong relationships. Building relationships involves active listening, empathy, and open dialogue to create a sense of connection and trust.

3. Influencing Others : Effective communication can be a powerful tool for influencing others and driving change. Whether it's encouraging employees to embrace a new company vision, convincing customers to try a new product, or rallying a team behind a shared goal, persuasive communication is key.

4. Resolving Conflicts : The objective of resolving conflicts is to facilitate open dialogue and effective communication to address and resolve conflicts. Conflict is a natural part of any relationship or organization. Effective communication helps in managing conflicts by promoting understanding, empathy, and finding common ground for resolution.

5. Sharing Ideas : The objective of sharing ideas is to encourage the exchange of innovative ideas, promoting creativity and collaboration. Effective communication encourages individuals to share their unique perspectives, insights, and ideas. By creating an open and supportive environment, organizations can tap into the collective intelligence of their team members, leading to innovation and growth.

6. Delivering Feedback : The objective of delivering feedback is to provide constructive feedback to facilitate personal and professional growth. Effective communication involves providing feedback that is specific, timely, and actionable. Feedback plays a crucial role in enhancing performance, developing skills, and fostering continuous improvement.

7. Building Trust : The objective of building trust is to establish credibility, reliability, and trust through transparent and authentic communication. Trust is the foundation of strong relationships, both in personal and professional settings. Transparent and authentic communication builds trust by demonstrating honesty, integrity, and consistent messaging.

8. Enhancing Collaboration : Collaboration is essential for achieving shared goals and driving innovation. Effective communication enables teams to work together seamlessly, share knowledge, and leverage diverse perspectives.

9. Motivating and Inspiring : The objective of motivating and inspiring is to energize and inspire individuals or teams through effective communication. Motivating and inspiring communication boosts morale, engagement, and motivation. By effectively conveying a compelling vision, setting clear goals, and recognizing achievements, leaders can inspire individuals to reach their full potential.

10. Empowering and Engaging : The objective of empowering and engaging is to encourage active participation, involvement, and empowerment through communication. Empowering and engaging communication involves creating a culture where individuals feel valued, heard, and encouraged to contribute. It promotes autonomy, ownership, and a sense of belonging.

Based on Flow of Direction

● **Upward** ● **Downward** ● **Horizontal** ● **Diagonal**

Upward communication

Is the process in which employees provide feedback to their managers and company leadership. Hearing from employees can help managers avoid losing key talent and achieve better results by restructuring processes. It can also help companies cultivate a more inclusive workplace.

Advantages of upward communication:

Increases mutual trust : This is because lower-level employees trust that company officials will consider their suggestions. In contrast, upper management believes that employees use this direct communication method to be proactive and positive.

Improves workplace procedures : Using upward communication creates the opportunity for improvements to workplace procedures and, consequently, workplace productivity.

Helps managers identify areas for self-improvement : Managers need to strive to improve just as their employees do, making upward communication a constructive mode for employee-to-employer feedback.

Makes employees feel valued : Upward communication encourages employees to communicate directly with upper management. This creates a sense of value in employees since they realize that upper management cares about their input, especially when they make changes in response to employee suggestions.

The disadvantage of Upward Communication

Unwillingness or Hesitation among Employees : Lack of confidence in subordinates and hesitation to speak for themselves to their superiors is the biggest limitation of upward communication.

Distorted Information : To satisfy or impress the superiors, the subordinates can attempt to modify data and manipulate the original message.

Fear of Superiors : Another disadvantage of upward communication in an organization is fear of superiors, which can also be the reason behind a subordinate's hesitation to communicate

Time-consuming : Compared to downward communication, a lot of filtering of information takes place in upward communication.

Downward moving communication

Communication that flows from a higher level in an organisation to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication

Methods – 1. Employee's handbook 2. Written orders and instructions 3. Briefings 4. Bulletins and newsletters 5. Bulletin boards 6. Education & training 7. Counselling 8. Appraisal or evaluation 9. Motivation 10. Warning 11. Annual reports

Downward communication provides direction and control. In this kind of communication, the information includes job plans, policies, and procedures. It is used to instruct employees so that managers can provide feedback regarding employee performance and instil in them the motivation to achieve the organisation's goals

Importance of Downward Communication

To give an idea : With the help of downward communication objectives, policies, rules are explained to the subordinates by superior to give complete understanding.

To encourage : Employees are required to be motivated to work more to achieve organisational objectives. Management has to resort to downward communication to encourage lower-level employees.

To maintain discipline : Such communication follows the organisational hierarchy, so every section unit or department must follow the set rules or procedure. As a result discipline is ensured.

To inform job rationale : An important objective of this type of communication is to give information regarding the rationale of the task assigned and its relation to other organisational tasks.

Disadvantages of Downward Communication

Interpretative problem : Downward communication presents interpretation problems because of the distortion effect and the slow feedback for message clarification.

Distortion : Ever played the grapevine game? Downward communications can become distorted as it proceeds through multiple levels of the organisation.

Not motivating : Given slow feedback and the dependence on formal channels of communication, this method of communication doesn't really help with motivation.

Horizontal moving communication

Horizontal communication, also known as lateral communication, is a business communication strategy where information-sharing moves between departments and employees.

In vertical communication, an employee's level in the organizational hierarchy may dictate who they receive information from and when; in the horizontal form of communication, the free flow of messages promotes a less formal communication structure, allowing employees to exchange ideas and strategies with greater independence.

Advantages of Horizontal Communication

Coordination: Organizational activities are divided into various departments or groups. Horizontal communication facilities coordination of various departmental activities so that organization can reach its ultimate goal.

Reducing Misunderstanding: Misunderstanding and conflict among the mangers and staffs are very common in organizational life. Horizontal communication helps to reduce possible misunderstanding and conflict though meeting, discussion, face to face conversation etc.

Distortion-free communication: Horizontal communication is usually free form distortion. Since the sender and the receiver of horizontal communication can exchange information directly, there is no possibility of distortion of message.

Disadvantages of Horizontal Communication.

Jealousy among superior rank : In horizontal communication, if there is jealousy or misunderstanding exists between any two persons of equal status; it will not allow the smooth functioning of organization.

Disruption if used in excess : If there is too much horizontal communication, both the employees at the junior level and seniors at the higher level are never consulted or even informed. Thus, it is likely to disrupt the organizational hierarchy.

Feeling of frustration : Horizontal communication is the feeling of frustration and inadequacy that the department heads get when they meet.

Diagonal communication

Diagonal or **crosswise communication** is a type of communication that crosses all organizational units and hierarchical levels. Such communication involves staff members of different departments interacting with each other, regardless of their reporting relationship. This type of communication is not affected by any lines of authority.

Examples of diagonal communication in business are:

Importance of diagonal communication

1) Enhances Understanding: Diagonal communication can help individuals to better understand the goals, challenges, and perspectives of other departments or teams within an organization. This can lead to better alignment and coordination across the organization.

2) Increased innovation: Diagonal communication can foster innovation by bringing together individuals from different parts of an organization who may have different backgrounds, expertise, and perspectives.

3) Better decision-making: Diagonal communication ensures that decision-makers have access to all the relevant information and perspectives before making a decision. This helps to avoid biased decision-making and ensures that decisions are made based on objective data and analysis.

Disadvantages of diagonal communication in an organization

1/ Bypassing Chain of Command: The foremost limitation of diagonal communication is that In some cases it might undermine the established chain of command, leading to confusion about roles, responsibilities, and authority.

2/ Reduced Accountability: Diagonal form of communication may make it challenging to track and hold individuals accountable for their actions. Without a formal reporting relationship, it might be unclear who is responsible for specific decisions or outcomes.

KINESIC COMMUNICATION

Kinesic communication is the technical term for **body language**, i.e., communicating by body movement. and refers to the study of hand, arm, body, and face movements.

"Is the way the body communicates without words, that is, through various movements of its parts". We can communicate or send the message even by nodding the head, blinking the eyes, shrugging our shoulders or waving our hands.

HAPTIC COMMUNICATION

Haptics is the discipline which studies the sense of touch. It is a form of nonverbal communication and the way by which people communicate via touching.

PARALANGUAGE

The way we say what we say. Two identical verbal messages may communicate different meanings altogether, depending on the tone of the voice.

OCULESICS

Eye behavior is a crucial part of nonverbal communication and an essential requirement of face-to-face interaction. The study of eye behavior is called oculesics, and sometimes it is considered a subset of kinesic communication.

CHRONEMICS

Chronemics is a discipline concerned with the study of a person's use of time. Chronemics help us to understand how people perceive and structure time in their dialogue and relationships with others.

PROXEMICS

It is the study of physical distance and its influence on human interactions. The amount of space existing between people when communicating can reveal the nature of the relationship.

GRAPEVINE COMMUNICATION

The name roots out from the vine of grapes spreading out in all directions. Grapevine represents that information conveyed in this method of communication spreads very quickly and without any boundary. It is an integral part of the communication channels of any organization and can be as detrimental as well as beneficial for the company.

Causes of grapevine communication:

Absence of Formal Communication: When official communication channels fail to provide timely or sufficient information, people often rely on the grapevine to fill the gap.

The desire for Social Interaction: Grapevine communication can be driven by the human need for social interaction and sharing information with others.

Need for Confirmation or Validation: Employees might turn to the grapevine to seek confirmation or validation of rumors or news

Types of grapevine communication

1. Single strand chain : A single strand chain of grapevine communication involves passing information from professional to professional in the form of a singular column. This means that one professional shares

information with one colleague and that colleague does the same. This pattern continues until each professional has the information.

2. Gossip chain : In gossip chain grapevine communication, one professional shares a piece of information with multiple colleagues at one time. This professional also typically seeks the information with the purpose of sharing it.

3. Probability chain : In this type of grapevine communication, the information originates from one source by spreads randomly. This can mean that the main point of communication shares information with one or more colleagues.

4. Cluster chain : Cluster chain grapevine communication involves a primary professional sharing information with a specific set of colleagues, who then each share this information with another set of colleagues. This type of communication may include a head manager telling team leaders information, which they then pass on to professionals who work on the team they lead. When using cluster chain communication,

Advantages of grapevine communication

- ➢ **Rapid transmission of information**
- ➢ **Supplement to formal communication**
- ➢ **Flexibility in Communication Direction**
- ➢ **Provides valuable feedback**
- ➢ **Builds trust and transparency**

Disadvantages of grapevine communication

- ➢ **Misinformation and rumors**
- ➢ **Lack of accountability**
- ➢ **Distractions and reduced productivity**
- ➢ **Disregard for official communication**
- ➢ **Negative impact on morale**
- ➢ **Breach of confidentiality**

WHAT IS LEADERSHIP

Leadership is the process of social influence.
A great leader has the ability to influence and guide others towards a common goal or vision. Mandela was a great leader who used his influence to guide South Africa towards a more peaceful and equitable society.

Leadership is the ability to inspire and motivate others.
A great leader is someone who can communicate a clear vision and purpose and inspire their team to work towards that goal.

Leadership is taking responsibility for outcomes.
A great leader is someone who is accountable for their actions and decisions and takes responsibility for the outcomes, whether they are positive or negative. This definition is exemplified by Mahatma Gandhi, who took responsibility for leading India to independence from British rule.

Leadership can be defined as visionary thinking.
A great leader has the ability to think outside the box, identify opportunities, and create a clear vision for the

future. Musk is the founder of several successful companies, including Tesla and SpaceX, and has a reputation for his visionary thinking and innovative ideas.

TYPES OF LEADERSHIP

1. Visionary

A visionary leader sees the future clearly and compellingly. In addition, they effectively communicate this vision to their team, motivating them to work together to achieve common goals. Furthermore, they generate enthusiasm and a sense of purpose through their persuasive communication skills, encouraging innovation and creativity. To sum up, a visionary leader lays out a plan for success, setting high expectations and encouraging their team to push boundaries and explore new opportunities.

Also called: Affiliative Leadership

2. Servant

Service-based leaders prioritize their team' needs and well-being. They create a supportive environment in which people feel valued and appreciated. Essentially, they understand their team's concerns and provide guidance and resources to help them succeed by actively listening and empathizing. As a matter of fact, servant leaders focus on developing their team's skills and talents, fostering a culture of collaboration and service to achieve collective goals.

Pros:– Fosters a collaborative and supportive work environment
– Increased job satisfaction and employee morale
– Increased opportunity for employee development

Cons:– Slows down decision-making
– Potential for exploitation
– Organisational goals and financial outcomes can be neglected

3. Autocratic

An autocratic leader wields power and control over decision-making. Besides this, they make unilateral decisions and expect their team members to follow them. Admittedly, this leadership style can be effective when quick and decisive action is required. On the other hand, it limits employee engagement and creativity.

Also called: Authoritarian, Coercive, or Commanding Leadership

Pros:– Decisions are made faster
– Expectations are made clear
– Directions are easy to follow

Cons:– Employees can feel unmotivated and disengaged
– Innovation can be stifled
– Dissatisfaction can result in increased turnover

5. Laissez-Faire

A laissez-faire leader takes a more passive approach, allowing team members autonomy and freedom. Consequently, they believe in their employees' ability to make decisions and handle tasks independently.

Because individuals can pursue their own approaches, this leadership style can foster creativity and innovation . However, not managed properly can lead to a lack of direction or coordination.

Also called: Delegative or Hands-off Leadership

According to research, laissez-faire leadership is the least satisfying and least effective.

Pros:– Competent employees are given the space to shine
– It can be fulfilling and make employees feel valued
– Positive working atmosphere

Cons:– This leadership style has been associated with low levels of productivity
– It can take longer to reach decisions and complete tasks
– Some employees may feel lost by the lack of guidance

6. Democratic

A democratic leadership style is where a leader makes decisions based on the input received from team members. It is a collaborative and consultative leadership style where each team member has an opportunity to contribute to the direction of ongoing projects. However, the leader holds the final responsibility to make the decision.

Also called: Participative or Facilitative Leadership.

Pros:– Employees feel a sense of inclusion and ownership
– Increased employee engagement and satisfaction
– Increased chance of finding creative or innovative solutions

Cons:– "Too many cooks!"
– Decision-making can be time-consuming and unproductive
– Multiple perspectives can make it difficult to achieve a clear and focused direction

A democratic leadership style works best when…You see that other people have knowledge and expertise in an area where you don't have as much direct experience.

8. Transformational

Transformational leaders inspire and motivate their teams through their charismatic personalities and compelling vision. Additionally, they promote personal growth, building on the strengths of their team members. This, in turn, leads to an innovative culture. Furthermore , a transformational leader stimulates positive change, empowers individuals, and fosters a shared sense of purpose.

Pros:– Puts a greater focus on the vision of the business
– Employees are usually more aligned with company values
– Build stronger relationships – resulting in higher employee engagement and retention

Cons:– Constant pushing towards an ambitious goal can lead to employee burnout
– A high level of continuous motivation is required
– Transformational leaders can unintentionally cause too much competitiveness among their team

9. Transactional

This type of leadership focuses on the exchange of performance-based rewards and punishments. It furthermore establishes clear goals and expectations—with rewards for meeting targets and penalties for failing to meet them. This leadership style undoubtedly emphasizes a structured approach that ultimately motivates its employees to perform better.

Pros:– It's easy to understand and implement
– Employees know exactly what's expected of them
– The potential for rewards can be really motivating

Cons:– Reduced employee innovation and creativity
– Punishments can result in high employee turnover
– The reliance on rules and procedures makes for a rigid work environment

10. Bureaucratic

A bureaucratic leader strictly adheres to rules, policies, and procedures. Generally speaking, they make certain that tasks are completed systematically, emphasizing adherence to established protocols. True enough, this leadership style is frequently seen in hierarchical organizations or environments where strict adherence to regulations and standards is required.

Pros:– Promotes order and stability
– Decisions and actions remain consistent, reducing uncertainty
– Roles and responsibilities and clearly defined

Cons:– Bureaucratic structures can be slow to adapt to change
– Stifled creativity and reduced innovation
– The hierarchical nature of bureaucracy can lead to communication delays between different teams

Power in leadership

1. Legitimate power

Legitimate power is the result of hierarchy in an organization. Leaders with legitimate power can influence employees because their position dictates it. An example of legitimate power is military rank. All lower-ranking members abide by the direction of their commanding officer and other high-ranking officials.

2. Coercive power

Coercive power is the power someone gains through threat or force. For example, a higher-ranking manager forcing a lower-ranking employee to perform tasks or face disciplinary action is a coercive leader. Managers can use this type of power positively, such as when they use discipline when a team member breaks rules to help them correct their behavior and improve their productivity.

3. Referent power

Referent power is the power that role models hold. It occurs when a leader has strong interpersonal skills, so others follow them because they find the leader inspiring. For example, an employee who wants to resolve a conflict refers to what his mentor might do and follows that model to resolve the issue.

4. Charismatic power

Charisma is the nature of attractiveness or charm that compels others to follow someone. Charismatic power inspires positivity and joyful feelings in others. The persuasive nature of this power is reliant on the engaging quality of the leader's personality.

5. Expert power

Expert power exists in an organization when one member possesses skills others don't have. This leads others to defer to the expert. Employees typically assume managers or executives possess some skill or knowledge that others don't, but anyone in the organization can hold expert power.

6. Informational power

Someone holds informational power when they know something others don't. This type of power lasts as long as the information is not known to others. This puts the person in possession of the information in a unique position to leverage this power however they choose.The difference between informational power and expert power is that you don't need expertise in a certain topic to have informational power.

7. Reward power

Gifts can give someone the ability to influence the behavior of others. Reward power exists when a manager has the power to offer incentives to employees who perform well. For example, offering a raise to employees with the highest sales numbers signifies reward power.

8. Moral power

A leader with moral power inspires action based on their beliefs and behavior. Moral leaders live by a principle that others can observe and decide to follow. Employees are inspired by these leaders because the leader builds trust through their ethics.

9. Connection power

Leaders have connection power when their alliance with influential people is admired and desired by others. The connection gives people the sense that the leader possesses or has access to the same power that the influential person has.

THE MAJOR LEADERSHIP THEORIES

1."Great Man" Theories

Great man theories assume that the capacity for leadership is inherent—that great leaders are born, not made. These theories often portray great leaders as heroic, mythic, and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

Trait Theories of Leadership

Contingency

According to the contingency theory, the following factors affect the leadership style:

- Management style
- Work pace

- Organisational culture and policies
- Employees' morale
- The maturity level of employees
- Relationship between employees or team members
- Organisational goals and objectives
- Work environment and schedule

Situational Theories

- Establish a relationship with employees
- Motivate employees
- Recognise situations that need adapting to different leadership styles
- Develop workgroups and teams

Behavioral Theories

This theory recognises certain styles of leadership based on which it categorises leaders into:

- Task-oriented leaders
- People-oriented leaders
- Indifferent leaders
- Participative leaders
- Dictatorial leaders
- Status-quo leaders

Management Theories

In transactional leadership, leaders:

- Focus on short-term goals
- Favour structured procedures and policies
- Oppose changes
- Discourage independent thinking
- Emphasise on self-interest
- Reward performance

GROUP BEHAVIOR

Group behavior refers to the actions, thoughts, or feelings of a collection of people or individuals within a group.

Four Aspects of Group Behavior

There are four aspects of a group's behavior that may be present within a group.

Purpose and **Mission**: Individuals within the group share similar beliefs, values, or attitudes resulting in a unified mission or purpose. The group may then develop clear goals or a specific agenda.

Norms: The group has a clear standard of behavioral norms. These norms are used to evaluate group members. Behavioral norms may be clearly written as rules, or they may be informal. However, group members are always aware of what the behavior norms are.

Cohesion: How well the group can overcome conflict or other unpleasant experiences. If cohesion is low, the group may struggle to establish control over its members and enforce its behavior norms and rules.

Structure: Each group has a structure for status and authority. This may be hierarchical or more democratic. There is also a clear dynamic between the leader and the follower.

Characteristics of Group

i) A sense of we-feeling : There is a feeling of belongingness among the members of the group. The members of the group help each other in performing their duties. They work collectively against the harmful powers. They treat people who do not belong to the group as outsiders. They always try to make the group self-sufficient

ii) Common interest: Each and every member of the group has a common interest. There is similarity among the members in regard to their interest which promotes unity. The group includes those persons who are related to each other in such a way that they should be treated as one,

iii) A feeling of unity: Unity is essential for every group. Each and every member of the group treats each other as their own and there develops a sense of camaraderie amongst the members of group.

iv) Relatedto each other: It is true that members of the group are interrelated. There is reciprocal communication among the group members. Social relations are the fundamentals of group life.

TYPES OF GROUPS

 The Formal groups are those which are defined by the organization's structure, with designated work assignments establishing tasks where; the behaviors that one should engage in are stipulated by and directed toward organizational goals. E.g. an airline flight crew is an example of a formal group.

The Informal groups can be referred to as alliances that are neither formally structured nor organizationally determined where; Natural formations in the work environment are in response to the need for social contact. e.g. Three employees from different departments who regularly eat lunch together is an informal group.

The formal groups can be further classified as command groups and task groups

The Command groups are dictated by the formal organization where the organization chart determines a command group.

The Task groups are organizationally determined and represent those working together to complete a job task. A task group's boundaries are not limited to its immediate hierarchical superior. It can cross command relationships.

The informal groups can be further classified as interest groups and Friendship   groups .

An interest group is where People affiliate to attain a specific social objective with which each is concerned.

Friendship groups often develop because the individual members have one or more common characteristics. Social alliances, which frequently extend outside the work situation, can be based on similar age or ethnic heritage. The Informal groups satisfy their members' social needs.

Stages in Group Development

These stages are explained below:

1. Forming Stage (Orientation)

The first stage of group development is the forming stage. At this stage,the group just starts to come together and is described with anxiety and uncertainty.

Observable Behaviors

- Politeness
- Tentative joining
- Orienting with others personally

Feelings and Thoughts

- Many feel excited, optimistic, and full of anticipation
- Others may feel suspicious, fearful, and anxious working with others
- What is expected of me

Team Needs

- Team mission and vision
- Establish specific objectives and tasks
- Identify roles and responsibilities of team members

Leadership Required

- Project Guides & Instructors
- provide structure and task direction
- Allow for get-acquainted time

2. Storming Stage (Power Struggle)

The second stage of group development is the storming stage. At this stage, disputes and competition are high because members have understand the work and a general feel of belongingness towards the group prevails.

Observable Behaviors

- Arguing among members
- Vying for leadership
- Differences in points of view and personal style are evident
- Lack of role clarity

Feelings & Thoughts

- Feel Defensive
- Confusion, loss of interest can result
- Resistance to tasks
- Fluctuations in attitude about the team

25

Team Needs

- Inter & intra personal relationships
- Identify stylistic and personal differences
- Effective listening

Leadership Required

- Project guide & Instructors acknowledge conflict
- Project Guides suggest that consensus among team members
- Get members to assume more task responsibility

3. Norming Stage (Cooperation and Integration)

At this stage, it becomes enjoyable for the members to work together. Group interaction becomes easier, cooperative and productive. There is mutual give and take, open communication, bonding, and mutual respect.

Disputes or conflicts are comparatively easy to be resolved and the group gets back on track.

Observable Behaviors

- Processes and procedures are agreed upon
- Comfortable with relationships
- Focus and energy on tasks

Feelings & Thoughts

- Sense of belonging to a team
- Confidence is high
- Team members feel a new ability to express criticism constructively

Team Needs

- Develop a decision making process
- Be prepared to offer ideas and suggestions
- Problem solving is shared

Leadership Required

- Shared leadership
- Give feedback and support from Project Guides
- Allow for less structure

4. Performing Stage (Synergy)

Now the group is clear about its needs. It moves forward to work for the goals for which it is formed. The group becomes really united to perform.

At this stage, the morale of group members is high as they actively acknowledge the talent, skills and experience that each member brings to the group. A sense of belongingness prevails and group remains focused on its purpose and goal.

Observable Behaviors

- Fully functional teams
- Roles are clearer
- Team develops independence

Feelings & Thoughts

- Empathy for one another
- High commitment
- Lots of personal development and creativity

Team Needs

- Project guides assure team is moving in collaborative direction
- Maintain team flexibility
- Measure knowledge performance – post test

Leadership Required

- Shared Leadership being practiced
- Observing, Inquiring, Fulfilling, team needs
- Collaborative efforts among team members

5. Adjourning Stage (Closure)

This stage of group is usually reached when the task has been successfully completed. The project is close to end and team members look forward to move in different directions.

This stage looks at the well-being of the team rather than handling the team through the original four stages of team growth.

Observable Behaviors

- Visible signs of grief
- Momentum slows down
- Restless Behavior

Feelings & Thoughts

- Sadness
- Humor (that to outsiders could appear cruel)
- Glad it is over – relief

Team Needs

- Evaluate the efforts of the team
- Tie up loose ends and tasks
- Recognize and reward team efforts

Leadership Required

- Project guides help team develop options for termination
- Good listening
- Reflection and carry forth collaborative learning to next opportunity

GROUP COHESIVENESS

Group cohesiveness is the attraction, loyalty and commitment of members to group goals. It is "the degree to which members are attracted to a group, are motivated to remain in the group, and are mutually influenced by one another.

Determinants of Group Cohesiveness

The following factors affect group cohesiveness :

I. Factors that Increase Cohesiveness

II. Factors that Decrease Cohesiveness

I. Factors that Increase Cohesiveness

Members of a cohesive group share common goals, remain attached to one another, conform to group standards and unitedly work to achieve the goals. The following factors increase group cohesiveness :

1. Similar attitudes, values, beliefs and interests increase group cohesiveness, facilitate communication and develop understanding amongst group members.

2. Inter-group competition increases cohesiveness of each group as the goal is same. A basketball championship, for example, increases cohesiveness of each team to win the match.

3. Liking and attraction for each other increases group cohesiveness.

4. Success in group goals promotes group cohesiveness.

II. Factors that Decrease Cohesiveness

When members are not strongly bonded to work, it declines group cohesiveness. The following factors decrease group cohesiveness :

1. Increase in size of the group decreases cohesiveness.

2. When members have conflicting opinions, group cohesiveness declines.

3. While inter-group competition increases cohesiveness, intra-group competition decreases cohesiveness. Intra-group competition (competition amongst members of the same group) promotes individual goals at the cost of group goals.

4. If less dominant members surrender to the views of dominant members, this declines group cohesiveness.

Group Decision-Making

Group decision-making is a collaborative approach where people collectively discuss, analyze, and evaluate different options to solve problems and find the best solutions. It's used in various contexts, including business meetings, academic settings, community organizations, and social groups.

Also known as a collective decision-making process, it's characterized by a group exchanging ideas, perspectives, and information. Team members collaborate as they explore possible solutions and problem-solving methods to achieve a consensus or majority agreement.

Advantages of group decision making

☐ Make well-informed expert decisions due to a variety of experts involved in the process
☐ Come up with unconventional ideas, especially if a group has members from diverse cultural backgrounds
☐ Reveal and prevent hidden challenges and bottlenecks that may appear later with the chosen decision
☐ Better understand the follow-on tasks and requirements when working on the issue solutions as all the members take part in their generation from the start

Disadvantages of group decision making

☐ The absence of responsibility. The group makes the decision collectively, and nobody personally bears the consequences of a failure
☐ It can be ineffective and slow. This happens if a manager poorly organizes the group-decision making process
☐ Falling into group thinking. The groupthink phenomenon often appears within a group of people who strive to avoid conflicts or too much discussion. As a result, it leads to illogical and adverse outcomes

Group decision-making techniques

1 Brainstorming

A brainstorming session is a type of group decision making that can be really effective when you need to raise potential ideas and solutions. This offers a free-flowing structure to the discussion and allows the whole team an opportunity to share their ideas on how to approach a particular situation.

2 The Delphi Method

The Delphi technique is a good option when you need to reach a group consensus for a major decision. This group decision-making process takes all of the ideas generated by your team and compiles them for the leader of the group to break down into a smaller list of possible approaches.

3 Weighted Scoring

Weighted scoring is ideal to use in a situation where your team has many ideas for possible solutions but have not necessarily considered the implications of each decision thoroughly. The weighted scoring technique is founded on the idea that certain ideas or approaches may be riskier than others and therefore their implications need to be considered

GROUP STRUCTURE

Roles

Bill Gates is perhaps best known as the principal founder of Microsoft. He was the CEO, then the chairman, a board member and now, a technical advisor to the current CEO. He's also the cofounder of the Bill and Melinda Gates Foundation and a father of three children with his ex-wife, Melinda Gates. These are all roles that Bill Gates has to manage in his everyday life.

A role is a set of expected behavior patterns attributed to someone occupying a given position in a social unit. Within a role there is

Role identity: the certain actions and attitudes that are consistent with a particular role.

Role perception: our own view of how we ourselves are supposed to act in a given situation. We engage in certain types of performance based on how we feel we're supposed to act.

Role expectations: how others believe one should act in a given situation

Role conflict: conflict arises when the duties of one role conflict with the duties of another role

Norms

Norms are the acceptable standards of behavior within a group that are shared by the members.

When we learned about motivation, we talked a little about the Hawthorne Studies. To jog your memory, Hawthorne Electric hired researchers to do a study to determine if higher levels of light increased the production of a work group.

Status

The socially defined position or rank given to groups or group members by others is called status. Status seems to be something we cannot escape. No matter what the economic approach, we always seem to have classes of people. Even the smallest of groups will be judged by other small groups, opinions will be made, reputations will be earned, and status will be assigned.

Size

As a rule, smaller groups are faster than their larger counterparts. But when it comes to decision making, larger groups end up scoring higher marks. So, if there's a decision to be made, it's wise to poll a larger group and then give the input to a smaller group so they can act on it.

GROUP DECISION-MAKING PROCESS

1. Structure the problem

Clarify all aspects of the issue at hand. What is the problem that you are trying to solve? Who are the stakeholders involved? Who are the decision-makers? Which group decision-making techniques are appropriate for this situation?

2. Identify alternatives

Determine a list of possible solutions, or alternatives, for the problem. Depending on the application, you may already have a list of alternatives at hand, or you may have to come up with new alternatives as a group.

3. Specify criteria

Identify the criteria and corresponding levels that are relevant to the solution. For example, for updating your energy infrastructure, some relevant criteria may be how environmentally friendly the solution is, how much energy it can produce, how cost-effective it is, and what the initial installation costs are.

4. Rate the alternatives on the criteria

After specifying your criteria and possible alternatives, discuss as a group how you believe the alternatives perform on the criteria. Some of these might be numerical intervals that you can gather through research - for example, the average temperature of a city's climate - while others may be more qualitative in nature and subject to personal judgment.

5. Measure relative importance of criteria

Once you have established your criteria, you need to figure out the relative importance, or weights, of your criteria. Which criteria matter most when deciding on a solution for your problem, and by how much? Which criteria are less important?

6. Evaluate and rank alternatives

The weights of the criteria found in step 5, and the alternative categorizations determined in step 4, allow you to rank your alternatives according to these scores.

If you have followed the recommendation to keep cost separate from your criteria, you can plot alternatives on a graph with scores on the y-axis, and cost on the x-axis. This lets you see the value for money of the alternatives, with a higher y/x ratio representing a greater value for money, or a bigger "bang for buck".

7. Implement your solution

The last step is to discuss our findings, including any significant limitations of the analysis, and then implement the appropriate solution. For higher-level decisions, it's important to also allow for uncertainty and to check the robustness of your data and results

WHAT IS A TEAM

The word "team" talks about the collective effort of a group of people who work together to achieve a particular solution.

Compatibility is a fundamental concept in a team, and every individual has to be compatible to work together to achieve the group's common goal. A team is defined as a group of people who perform interdependent tasks to work toward accomplishing a common mission or specific objective.

Characteristics of effective teams

- ➢ Clear leadership
- ➢ Defined goals
- ➢ Assigned roles
- ➢ Open communication
- ➢ Collaboration
- ➢ Trust
- ➢ Conflict resolution

TEAM

Definition

•A group of people who are joined for achieving a common goal within a stipulated period, having collective accountability (responsibility) is known as the team. Apart from sharing information, the team members also share the responsibility of the team task. The team is always responsible for the outcome (i.e. Result of the collective efforts of the team members).

•The team members have a mutual understanding with other members. They work jointly to maximize their strengths and minimize their weakness by motivating and supporting each other. The most important feature of a team is "Coordination" i.e. the team can achieve much more than the members can achieve individually.

BASIS FOR COMPARISON	GROUP	TEAM
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only one leader	More than one
Members	Independent	Interdependent
Process	Discuss, Decide and Delegate.	Discuss, Decide and Do.
Work Products	Individual	Collective
Focus on	Accomplishing individual goals.	Accomplishing team goals.
Accountability	Individually	Either individually or mutually

What is contemporary management

Contemporary management is a modern approach to overseeing a business and involves activities like planning, decision-making and monitoring. This practice attempts to establish goals that align with the interests of stakeholders ranging from traditional investors to employees and customers.

Use of technology

One of the most obvious characteristics of contemporary management is the use of technology. Innovative software can complete many tasks, from creating schedules to tracking employee performance, allowing management teams to streamline employee workflows and enhance productivity in a way like never before.

Decentralization of authority

Contemporary management uses a hierarchal structure to understand which employees have authority over others, but it's more decentralized than traditional management models. This looser structure encourages teamwork between departments and solicits input from employees who may not otherwise have much authority.

Increased independence

As a result of the decentralization of authority, employees often experience more independence under a contemporary management model. Many management teams assign duties that suit each employee's unique skill set and give them the freedom to work as they see fit.

Emphasis on company culture

Contemporary management emphasizes company culture more than traditional models. This shift is likely due to the increased demand for professional talent and employee requests for more humanized work environments.

Increased flexibility

Factors like globalization and advanced technology contribute to today's fast-paced business environments. A company can experience changes ranging from shifting market trends to sudden cybersecurity attacks, requiring management teams to make fast decisions using the information they currently have.

Team Management Challenges to Overcome

1. Lack of collaboration

Lack of collaboration is a huge obstacle for managers. They have to figure out how to work with people that they might not even like, and that's not always easy. For instance, they might be working with someone who's temperamentally different than them, or who they're not as close to.

2. Lack of vision among team members

One of the top ten team management challenges is a lack of vision among team members. This is an especially common problem in startups where the founder or another person has led the company from its inception.

They may have been responsible for most of the work and with little input from anyone else, they had to deal with strategic decisions and day-to-day operations. As the company grows, employees need to understand the company's goals.

3. Team members not listening to instructions

Sometimes team members just don't listen to instructions. They make a mess of the plan or don't bother to complete a task. This is a very common issue and many managers have found that this is the most time-consuming area of management.

But still, you will need to make sure that your employees are following the instructions and rules. One of the ways you can do this is by providing detailed instructions and learning to deal with the occasional setbacks without getting mad or frustrated.

4. Team members lack ownership of their work

Team members lack ownership of their work because they are not collaborating enough or working as a team. Lack of communication can be attributed to this. In many cases, team members are not even aware of the work that their fellow team members are doing.

5. Lack of motivation among team members

Inter Group Problems in Organizational Group Dynamics

Intergroup conflict refers to any disagreement or confrontation between the members of at least two different groups.

There are numerous models that attempt to explain the emergence and persistence of intergroup conflict. Among these are the aggressor-defender, conflict-spiral, and structural change models.

Intergroup Conflict:

Description: Conflict between different groups, often stemming from competition for resources, differences in goals, or perceived inequalities.

Impact: Reduced collaboration, decreased morale, and a negative impact on overall organizational performance.

Competition for Resources:

Description: Groups may compete for limited resources such as budget, personnel, or recognition, leading to rivalry and tension.

Impact: Reduced cooperation, increased animosity between groups, and potential resource wastage.

Communication Breakdown:

Description: Ineffective communication or lack of communication channels between groups can lead to misunderstandings, misinformation, and mistrust.

Impact: Reduced coordination, increased likelihood of conflicts, and hindered organizational productivity.

Stereotyping and Prejudice:

Description: Negative stereotypes or prejudiced attitudes held by one group toward another can lead to bias, discrimination, and a lack of cooperation.

Impact: Reduced collaboration, hampered creativity, and a negative organizational culture.

In-Group Favoritism:

Description: Some groups may receive preferential treatment, leading to feelings of exclusion and resentment among other groups.

Impact: Reduced morale, lower job satisfaction, and a decline in overall organizational cohesion.

Lack of Shared Goals:

Description: When groups have divergent goals or objectives, it can lead to conflicts of interest and a lack of alignment with the organization's overall mission.

Impact: Reduced organizational efficiency, increased internal competition, and difficulty in achieving common organizational objectives.

Power Struggles:

Description: Conflicts over leadership, influence, or decision-making authority between groups can result in power struggles.

Impact: Decreased organizational stability, increased resistance to change, and potential for organizational dysfunction.

Groupthink:

Description: The tendency of groups to conform to a unanimous decision without critical evaluation, which can lead to poor decision-making and lack of innovation.

Impact: Decreased creativity, missed opportunities, and the potential for flawed decision-making.

Inadequate Conflict Resolution:

Description: Failure to address and resolve conflicts between groups in a timely and effective manner can lead to lingering tensions.

Impact: Escalation of conflicts, decreased trust, and a negative impact on organizational culture.

Perceived Inequities:

Description: When groups perceive unfair treatment or unequal distribution of resources, it can lead to resentment and dissatisfaction.

Impact: Decreased motivation, increased turnover, and challenges in retaining talented employees.

Organizational Silos:

Description: Formation of isolated subgroups within the organization that may hinder information flow and collaboration across departments.

Impact: Reduced cross-functional collaboration, duplicated efforts, and hindered organizational agility.