**UNIT:III**

**BEHAVIOR DYNAMICS**

**Meaning of Interpersonal Behaviour & Interpersonal Skills**

[AKTUTHEINTACTONE](https://theintactone.com/author/aktutheintactone/)[26 AUG 2019](https://theintactone.com/2019/08/26/ob-u2-topic-5-meaning-of-interpersonal-behaviour-interpersonal-skills/) [2 COMMENTS](https://theintactone.com/2019/08/26/ob-u2-topic-5-meaning-of-interpersonal-behaviour-interpersonal-skills/#comments)

It constitutes how well you manage to present yourself in front of others.

Your personality, your aura ,your social skills, your background, and most importantly your language these are the factors that affect the interpersonal behaviour.

Well today if you want to live a healthy social life you need to interact with others, you need to talk to them on various factors and for this you need to be good at interpersonal communication.

The word ‘inter’means between and ‘personal’ means persons and hence it means between persons .therefore it is called interpersonal communication.

Interpersonal communication is nothing , it’s just a two way communication between two people,who can be and cannot be from the same background.

When people interact in organizations, there is a social transaction in which one person responds to another. ERIC BERNE is usually credited with starting the transactional movement for psychotherapy in the 1950s. He observed in his patients that often it was as if several different people were inside each person. He also observed that these various selves transmitted with people in different way.

In the words of Eric Berne, “The unit of social intercourse is called a transaction. If two or more people encounter each other in a social aggregation, sooner or later one of them will speak or give some other indication of acknowledging the presence of the other. This is called the transactional stimulus. Another person will then says or do something which is in some way related to this stimulus and that is called the transactional response.”

**INTERPERSONAL SKILLS**

Interpersonal skills are the qualities and behaviors a person uses to interact with others properly. In the business domain, the term refers to an employee’s ability to work well with others while performing their job. Interpersonal skills range from communication and listening to attitude and deportment. Strong interpersonal skills are a prerequisite for many positions in an organization.

Interpersonal skills cannot be learned solely from a textbook. They come naturally to some people, while other people have to work at cultivating them. In many organizations, employees with strong interpersonal skills are valued for their pleasant demeanor and positive, solution-oriented attitude. These employees are team players, who work well with others to achieve a goal.

Interpersonal skills relate to the knowledge of social expectations and customs. Individuals with these skills consider others’ reactions to adjust tactics and communication as needed. Some describe interpersonal skills as social intelligence, which relies on paying attention to the actions and speech of others and interpreting them correctly as part of forming a response. While these skills are based, in part, on an individual’s personality and instincts, they also develop with experience and knowledge.

**Improving Interpersonal Skills**

While many people believe interpersonal skills are, to some extent, innate in each person or acquired at an early age, job seekers and those looking for promotions can take steps to improve their interpersonal skills and make themselves more valuable to an organization.

Steps for improving interpersonal skills include expressing appreciation for team members and support staff, practicing empathy, moderating disputes quickly to contain them, and planning rather than saying or writing the first item that comes to mind. Active listening can be practiced by repeating back to a speaker what they said to make sure true communication is taking place. There are also classes and training that teach these skills.

**Interpersonal Skills in the Workplace**

In this competitive marketplace, businesses seek to employ those who not only have the proper experience and knowledge but have strong interpersonal skills that fit well within a company’s culture. Strong interpersonal skills, such as negotiating, problem-solving and knowledge-sharing, are the main job requirement, as employees must be able to work well with others to achieve company objectives. Interpersonal skills may also include:

* Teamwork
* Verbal and written communication
* Dependability
* Responsibility
* Empathy

These interpersonal skills can lead to productivity and success and, therefore, contribute to your company’s growth.

**Important Points**

* In the business domain, interpersonal skills refer to an employee’s ability to work well with others while performing their job.
* Among the interpersonal skills often required in business are active listening and negotiation.
* Job seekers and those looking for promotions can take steps to improve their interpersonal skills and make themselves more valuable to an organization.

Organizational Communication

[THESTREAK](https://theintactone.com/author/beingthezeeshan/)[17 MAY 2018](https://theintactone.com/2018/05/17/mpob-u4-topic-1-organizational-communication/) [3 COMMENTS](https://theintactone.com/2018/05/17/mpob-u4-topic-1-organizational-communication/#comments)

Communication is one of the most important basic function management. It is one of the most frequently discussed dynamics is the entire field of organizational behavior as it is one of the indicator of human behavior in the organization. It is one of the requisite for employee satisfaction. “Perfect communication, if it existed, would occur when a thought or idea was transmitted so the receiver perceived exactly the same mental picture as the sender”. It should sum sum up of all things what a person (sender) want to create understanding (message) in the mind of other person (receiver). It consists of systematic process of telling, listening and understanding.

Communication has special purpose to control member’s behavior, to foster motivation, to influence emotionally, to provide information and to attain information.

**Function of Communication in OB**

Communication is the organization has some specific objectives as it is one of the basic function of management. Without communication, organizations cannot attain goals. Communication has following functions within a group or organization.

1. **Control**

One of the major function communication in a group or organization is to control the behavior of members. Control function is carried out by means of authority-responsibility relationship in the organization. Members need to follow formal chain of command for grievances or queries. Immediate supervisors are required to listen complaints are obliged to communicate formal command. Such provisions of formal communication help to control the behavior of members. Informal communication can also be used to control informal behavior in the organization.

1. **Motivation**

To motivate employees to attain group or organizational goals, formal as well as informal communication are required. Communication makes the goals clear and instructs regarding what to do by each member to attain such goals. Various provisions for improving performance of employees need to be communicated. Feedback on progress towards the goals attainment and rewards for desired behaviors motivate employees. For all the these things, there must be provision of proper communication system in organization.

1. **Emotional expression**

Many communication interactions in group or organization provide the emotional expression of feelings and fulfillment of social needs. Such interactions within group or organization provide sufficient evidences for satisfaction as well as frustration. Satisfaction and frustration are the emotional expression of feelings.

1. **Information**

Communication facilitates information required for decision making by group of organization. Senior managers provide required organizational information to departmental managers provide required organizational information to departmental managers or supervisors to help them for decision making. Similarly, operating level level employees, supervisors and departmental managers provide information regarding their area of operation which facilities for making right decision. Thus, communication aims to get information and share information required to make decision at different levels.

**Process of Communication OB**

Communication is process of transiting information from sender to receiver. It is a two way process in which a sender of message and receiver of message and receiver of message exchange their information and meaning of message. This process, basically involves eight elements i.e. sender, encoding, message, channel, decoding, receiver, noise and feedback. This process can be shown as follows:

1. **Sender**

Sender is the main source of information. The person who sends the message commonly is known as sender. He generates message to convey to receiver, encodes the message in understandable form and selects media for its transmission. The sender may be departmental manager, supervisor or department or whole organization itself.

1. **Encoding**

It is the act of changing information into code in order to make it understandable. Encoding is done in different forms like words, symbols, voices or in other forms to which receiver could understand. Encoding is done by sender.

1. **Message**

It is the subject matter of communication i.e. message. It consists of facts, opinions, ideas etc. of the sender formed into a package. It is prepared in clear and understandable form as far as possible. It is the fact that receiver understands. Thus, encoded information is known as message.

1. **Channel**

Channel is the medium through which the message is transmitted. Proper media or channel is selected by sender through which message is conveyed. Channel can be formal or informal. Formal channels are established by organization for transmitting formal i.e. organizational message to employees. But, informal medium are set by individual employee to convey personal information or message. Audio-visual, print media, electronic media, personal medium, symbol, etc. are different channels used in organization to transmit message.

1. **Receiver**

Receiver is a person or group of people to which the message is directed. The receiver may be listener, reader or viewer. The receiver decodes i.e. translates message in understandable form. It enables receiver to understand the meaning of message.

1. **Decoding**

Decoding means to receive message conveyed by sender and translating that message into own meaning or language. Wrong interpretation of message creates misunderstanding between the encoder and decoder causing false meaning.

1. **Noise**

Noise is barrier for communication process which distorts the flow of message. Noise reduces clarity of message. Perceptual problems, information overload, semantic barriers, or cultural differences are the source of noise.

1. **Feedback**

Finally, the effectiveness of communication is measured through feedback. Feedback is the mechanism of providing response whether the message is understood properly or not. Positive response indicates the communication is successful. If the response is not appropriate, then the sender has to change the message or the channel so as the message can be understood properly.

**Types of Communication in OB**

Communication can be different types on the basis of classification as follows:

1. **On the basis of Network**

Communication network is simply a connection of people in the communication i.e. flow diagram of the message. Network is formed with the relationship among number of members involved in communication and nature of channel used. On the basis of network, there can be mainly two types of communication:

**Formal communication**

Message is given through the formally designed channel or network in organization under formal communication. It is designed, controlled and regulated by top management. Formal communication can be horizontal, vertical and diagonal.

**Horizontal Communication:** Horizontal communication is the flow of information between departments or people of same level in organization. When the production manager communicates with the human resource manager for hiring some employees in vacant position, production manager communicates with marketing managers, or supervisor A communicates with marketing managers, or supervisor A communicates with supervisor B of the same department, the flow of communication is horizontal. The objective of horizontal communication is to coordinate the efforts of different departments or persons.

**Vertical Communication:** The communication in which information is either transmitted from top to the bottom or from bottom to the top in organizational hierarchy is a vertical communication. Vertical communication may be of two types as i. downward and ii. upward communication. Downward communication is a type of communication that flows top of the organization to the bottom through formal lines of authority. The most common downward communications are made for job instruction, official memos, policy statements, procedures, manuals, and company publications. In such communication, top managers communicate with their immediate subordinate (managers) and immediate supervisors communicate with their direct subordinates. Communication that flows from lower level of organization to top of the organization is known as upward communication. This is done to provide feedback on the extent of effectiveness of work in progress. It is also a means of informing the management about the viewpoints, reactions, feelings, and state of employee morale.

**Diagonal Communication:** Diagonal communication is the exchange of messages between managers and employees who are neither in the same department nor on the same level of organizational structure. It cuts formal chain of command of departmental lines. Diagonal communication becomes important in the situations in which members cannot communicate effectively through vertical or horizontal channels. The concept of diagonal communication was introduced to capture the new communication challenges associated with new organizational forms, such as matrix and project-based organizations.

Information communication

In informal communication, no fixed channels are designed to flow the message. In this communication, any member from any level of hierarchy can communicate the message to anyone in the organization. Normally, members from informal group in organization formed with special interest, use this type of communication. They share their ideas, views, opinions, and other information through such informal communication. There will be no control over communication by formal organizational structure. Normally, rumor and grapevine in organization are the result or objectives of informal communication.

**On the basis of direction**

Direction of communication is the flow of message from sender to receiver. It can be horizontal, vertical or diagonal communication on the basis of direction. Each of them is discussed in previous section.

**On the basis of Methods**

On the basis of receivers, nature of message, distance between sender and receiver, purpose, etc. communication can be of different types. Such methods can be combined in some cases. Such different types of communication are discussed below:

**Oral communication**

In oral communication, sender communicates the information through oral means i.e. by speaking. In this method, sender and receiver become face to face or they have to use mechanical device. This method is more reliable as sender can get the feedback quickly.

**Written communication**

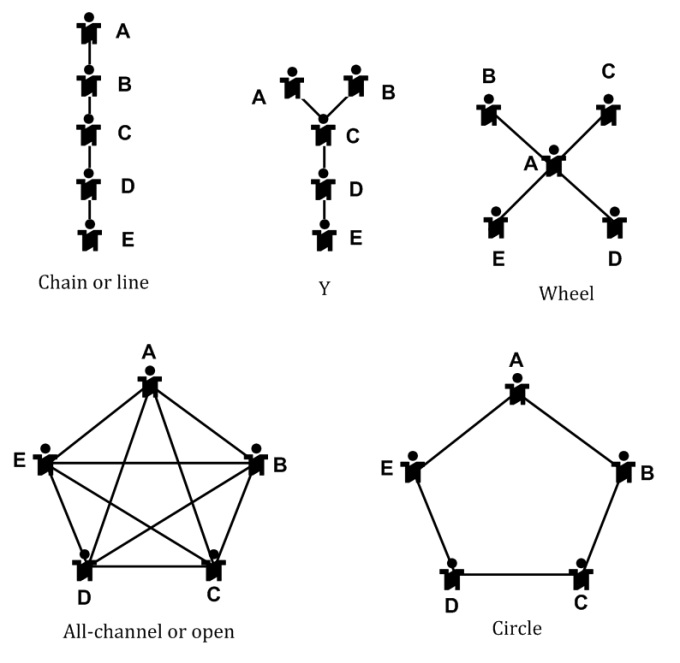
In written communication, information is shared to the receiver by writing or drawing. It is the formal means of communication. Normally, information that should be kept for long time for future reference, are transmitted by means of written communication. Lengthy message is better to communicate in written form. In this communication, it is hard to get quick feedback and the chances of being misunderstanding remain always high.

Non verbal communication

Non verbal communication is the means of communicating by means of facial expression, body movement, physical contact, gesture, etc. like shaking hands, blinking eyes, smiling, clapping, etc. It is the communication in which both written and oral means are not used. It is the most powerful means of communication.

**Communication Network in OB**

Communication network refer to a combination of sender and receiver in their role of transmission of message. Communication networks make the communication interesting, quicken the flow of information, and increases the effectiveness of communication. Depending upon the nature of message, urgency, organizational culture and size of the organization, different communication networks can be used. Basically there are five types of communication network as follows:



**Wheel Network**

It is a pattern of communication network in which a single person as pivotal, supplies message to other members. It is centralized communication network. Here, the group idea is probably the main source of communication.

In the above diagram, 1 (manager) is the main source of information and he passes the information to the other group members, 2, 3, 4 and 5. In this type of network, only the manager communicates to subordinates but subordinates are not allowed to communicate with others i.e. member 2 cannot communicate with 3 and others.

**Y Network**

It is the pattern of communication network in which top leaders or managers communicate to the person closed to them. Then the message is communicated in downward direction in hierarchy.

**Chain Network**

It is a pattern of communication network in which a person can communicate with immediate superior and subordinate in hierarchy. In the diagram, 1 can communicate with 2, 2 with 3, and 3 with 5 in downward communication where information can flow from from bottom to top and top to bottom. It is more suitable when authority and responsibility are clearly defined among the group or team members.

**Circle Network**

It is a pattern of communication network in which message is communicated in circle, i.e., each person can pass the information to his/her adjoining two person right or left. For example, in above diagram, 2 can communicate information to 3 and 1 and similarly 3 can pass to 2 and 4 but cannot pass the information to 3 or 4.

**All channel Network**

It is one of the most decentralized type of communication network. In which, all the members of group or team share their ideas, views and suggestion to all the members without any restriction. Here, each of the member has right to communicate with any other person in the group without any restriction and boundaries.

**Barriers to Effective Communication in OB**

Communication is one of the bases of employee’s behavior in the organization. It is source of employee satisfaction, means of coordination, leadership, supervision, direction and control. Thus it is essential for effective management and success of organization. Several obstruction, bottleneck hurdles or blockades hinder the process of communication which reduces effectiveness of communication. These hurdles or obstacles for effective communication are the barriers to communication. There can be following types of barriers to effective communication:

1. **Physical**

The greater distance between the sender and the receiver reduces the effectiveness of the communication. Similarly, noise and environmental disturbances are also common physical barriers.

1. **Individual**

Individual factors like personal, judgment, emotions and social values create a psychological distance between the sender and the receiver. The other personal factors like prejudice, inferiority/superiority complex, attitude, time pressure also affect interpretation of messages. Likewise, differences in mutual trust and confidence between sender and receiver also effects effectiveness of the communication.

1. **Filtering**

“Filtering refers to a sender’s purposely manipulating information so the receiver will see it more favorably. A manager who tells his boss what he feels the boss wants to hear is filtering information.” Such tendency of individual increases the chances of communication ineffectiveness. Individual can choose filtering to distort information because of various reasons like pleasing boss, fear of conveying bad news, etc.

1. **Language**

People may have different interpretation of same word and symbols in terms of their own experience and thinking. When the sender and the receiver interpret differently, this creates misunderstanding. Thus, harsh language, difficult and double meaning words, and more technical words reduce the effectiveness of communication.

1. **Selective perception**

Receiver may have limited attention i.e. selective perception as on their needs, motivations, experience, and personal characteristics. Interpretation of the message in such selected attention may have incomplete or wrong.

1. **Status**

Status is the organizational hierarchy is also one of the important fundamental barriers of free flow of information. Most of managers may provide only the selected information to their subordinates so as to maintain status difference. This also reduces effectiveness of communication.

1. **Emotions**

People often interpret message according to their emotions. They interpret positively if they are happy but negatively when they are sad or angry. Individual in positive moods are more confident about their opinions after reading a persuasive message, so well-crafted argument have stronger impacts on their opinion.

1. **Organizational Structure**

Long and complex organizational structure may breakdown or distort the message. Due to lengthy communication network, flow of information gets delayed and distorted.

1. **Premature evaluation**

Some of the receivers may be habitual of making judgment before reading or listening the message completely. Such premature evaluation regarding message also distorts message completely. Such premature evaluation regarding message also distorts message and decreases the understanding.

1. **Communication apprehension**

It is the tendency of experiencing anxiety or tension in oral communication, written communication or both. They feel uncomfortable in taking with other or may become extremely anxious while making a memo while phone call becomes easy and faster. Studies show oral communication anxious, frightful and uneasy or avoiding situations, but for some cases such as teaching, oral communication is a dominant requirement.

1. **Information overload**

Individual has limited capacity to capture information within the fixed time under certain situation. But, if they get more information than their capacity, situation becomes information overload. In this situation, individual mostly does not understand the information completely or skips the information. This also leads for communication ineffectiveness.

**Overcoming Communication Barriers (Methods of Securing Effective Communication) in OB**

Effective communication is the minimum requirement to have good human relation in organization. Effective communication means understanding the complete meaning of message by the receiver what the sender intended to deliver. The easy answer of the question how communication can be effective is that we should remove the barriers of effective communication. This means that to improve the effectiveness of the communication, there should be no any barriers of communication. Following methods can be suggested to secure the effective communication.

1. **Culture of open communication**

Open communication between managers and employees is the best way to improve quality of communication. There should be two way communication. Receivers should feel comfortable to share their feeling openly. Any suggestions or complaints should be welcomed by managers in the organization. Openly door policy encourages employees to be participated in communication process.

1. **Reducing physical barriers**

Physical distance between sender and receiver need to be reduced. Managers must consider the effect of noise in the communication process. Problems in mechanical devices must be removed timely. These efforts reduce the chances of distortion of message by physical barriers so that the effectiveness of communication can be improved.

1. **Use of information technology**

Means of information technology facilitate in communication. Telephone, e-mail, and internet have changed the speed and involvement of person in communication. Use of internet is being popular means of communication in the organization both for formal and informal communication. Such communication can be more beneficial in case receiver and sender cannot meet face to face. Thus, by using information technology, effectiveness of communication can be improved.

1. **Improving climate of trust**

For effectiveness of communication, receiver and senders should trust to each other. This increases the chances of effective listening. This further improves the climate of openness in communication. Structural barriers must be reduced to create trust in the organization.

1. **Employee participation**

Participating employees in the decision making also reduces the barriers in communication. This helps to encourage employees for participating actively in communication process. They listen other ideas and information and share their. This facilitates in making communication a two way communication.

1. **Employee counseling**

Counseling to employees is the process of psychotherapy. Employees try to change the mentality through this process and try to be more open to express their feelings.

1. **The ombudsperson**

This is a very rarely used technique to participating employees specially who are treated unfairly. This technique provides means i.e. outlet for such persons to communicate their feelings. This improves the upward communication.

1. **Getting the message across**

Sender must be concerned regarding making the communication more effective. For this, senders must consider the receivers. They must think the ability of receivers to understand and their feelings. For this, sender must have the sense of humor to understand receivers. Sender must empathize, repeat message, use timing effectively, and should focus on problem. This helps to make downward communication more effective.

**Current Issues in Communication in OB**

Change in communication system, means of communication, innovation and development in communication technology have increased the complexities in organization. Different issues have been emerged in communication. Some of them are discussed below:

1. **Women are more effective than men**

Men and female differ in communication. Men prefer to their status but female concentrate in connection i.e. closeness. Here, men intended to communicate for satisfying their ego needs while female communicate to satisfy their social needs. Most of the organizations are focusing their interest on female for effective negotiations. Women criticized men for direct communication and inability of listening power. At the same time, men always criticize women as women always expect apologies all the time.

1. **Politically correct communication**

Several issues have been emerged in the rights and protection. Political world has accepted the existence of every one either minority in terms of number of differently able in various mental as well as physical aspects. Thus, while communicating either in formal or in informal issues, everyone needs to be careful about other’s feeling, prestige and interests. Words having dual meaning should not be used. For example, the word ‘disabled’ is politically wrong. Instead of this, we need to use ‘differently able’ as politically correct word.

1. **Cross cultural Communication**

Globalization has increased complexities because of diversity in human resource. Human resources from different social, cultural and economic background have different way of interpretation and understanding the message. They have different way of dealing with issues. Some of the issues created by means of cross-culture are discussed below:

Semantic barriers: Different words are understood with different meaning in different cultures. Some words may have completely different meaning, some words have no translations. Some of the different words may have same meaning but may not understand by employees. Thus words create complexities in communication.

Tone difference: People from different culture used to have different tone structure while communicating. Many people may change the tone even with context of message and people with whom they are talking. Because of lacking in understanding, serious problems have occurred. So managers need to be more conscious while communicating with employees.

Perception barriers: Different people from different culture may have different perceptions about event, words, and management practices. Some of the people desire open communication while some do not. Perception regarding religion, cast, communication channel and network.

1. **Excessive use of e-media**

With advancement in internet technology, mode of communication has been changed. Mobile phone, e-mail, voice chat, video conferencing, etc. are being common in communication. All these things are making communication easier but at the same time, this has reduced the privacy of individual.

**Transactional Analysis**

**Transactional analysis**, a theory that combines elements of psychology into a therapeutic approach, can benefit a workplace. In an organization, people need better communication to break down barriers between managers and employees and between competing departments. Using transactional analysis to develop communication among workers helps the organization become more focused and higher-achieving.

Transactional Analysis is first and foremost a therapeutic tool for positive change and growth. It can be used either in therapy for the individual concerned or on a more surface level for problem solving in everyday life.

TA is basically the study of how people take on certain behaviors, either by accident or from their early caretakers or authority figures and then continue to play them out in their adult lives. It is a model for people to use to work towards ‘autonomy’, a place from where they can choose to live the way they want to and not to be still acting as if they are controlled by past events or messages.

Transactional Analysis then is a modern psychotherapy model, which has; it’s own particular language and theory of personality. It states that the person transacts with a person in certain ways, structures their time between life and death in a particular way, plays their own particular games and lives out their own unique script.

An understanding of Transactional Analysis can give hope for the person in that they can change their script and choose the way they want to re-write their own life plan, without hanging on to inappropriate behaviors of the past.

The creator of Transactional Analysis Was Eric Berne, a Psychiatrist and a man who was largely influenced by Freud, though by the time of his death in 1970,he had become a, in some ways, a critic of Freud. Transactional Analysis though does have its roots in Psycho dynamic theory.

**Contractual Relationships**

The transactional analysis approach cannot work unless there is a contractual relationship involving different parties. An organization arranges training and therefore becomes a party in a contractual relationship with employees and trainers. Employees can participate in transactional analysis to learn more about themselves and increase their autonomy. As parties to such a transaction, employees will have rights and responsibilities that they accept in the beginning of the training process.

**Ego States**

Transactional analysis rests on analyzing interactions between at least two people. People will interact using one of the three ego states. The Child ego state acts according to emotions, such as fear and anxiety. The Adult ego state describes rational thought processes including problem-solving. The Parent ego includes rules learned about society and life in the early part of life; a person accepts rules without question.

**Use in Organizations**

A trainers can use transactional analysis to help participants understand how we communicate in dysfunctional patterns such as from a Parent or Child ego state instead of an Adult ego state. When people become more aware, they can communicate more openly at work. This awareness on the part of many individuals promotes functional communication and eradication of dysfunctional behavior patterns. Following transactional analysis, professionals can work together to identify organizational needs and problem-solving methods.

Advertisements

**Johari Window**

**Johari Window** is a technique for improving self-awareness within an individual. It helps in understanding your relationship with yourself and others. Johari Window model can be a useful tool if you want to improve your communication skills.

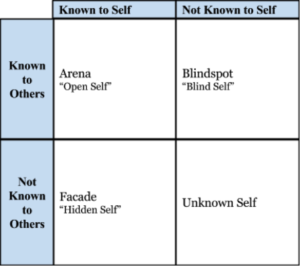
It was developed by American psychologists Joseph Luft and Harry Ingham in 1955, hence the name Johari. Johari Window is generally used in Self-help groups in exercises which help a person to learn and discover things about themselves, like heuristic exercise.

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.

**Johari Window Model Description**

There are four questions in the model just like panes in a window and each person fits into one of this pane. Each window in Johari window model signifies feelings, personal information, and motivation.

Also, the important point to know here is that through window panes one must determine whether one is known or unknown to oneself as well as the others.



**1: Open Area or Arena**

This area or pane is called open area because the information in this pane about the behavior, feelings, emotions about the person is known to that person itself as well as the other members in this group.

In this arena, all the communication occurs through a two-way process. Such that the person socializes about himself with others and constantly receives feedback from the other members of the group. As a result, the group becomes more effective and the relationship in this group is very dynamic.

In this group, the process of feedback solicitation is very common. This process occurs in the group that has an understanding and the feedbacks of the other person are heard.

So, the open area through this group can be increased horizontally such that the blindspot area is reduced and vertically it is increased so that the hidden and unknown areas of a person are reduced when that person reveals about his feeling to the other person.

**2: Blindspot or BlindSelf**

Blindspot is the area in which the certain information on your personality is known to others but that information is not known to you.

In simple terms, other people may interpret your personality different than you might have expected. For efficient communication, this area must be reduced.

One way to do it is through feedback that you get from other members in the group.

**3: Hidden Area or Hidden Self**

Hidden area is the information that you hide from others. Here, the information is known to you but the others are unknown to this information.

The reason for this may be the information might be personal to you so that you are reluctant to share it with others. This includes secrets, past experiences, feelings, etc. Many people keep their information private and do not share it with others.

**4: Unknown Areas or Unknown Self**

In this area, the information is unknown to you as well as the others. Generally, certain feelings, talents, information, etc fall in this area.

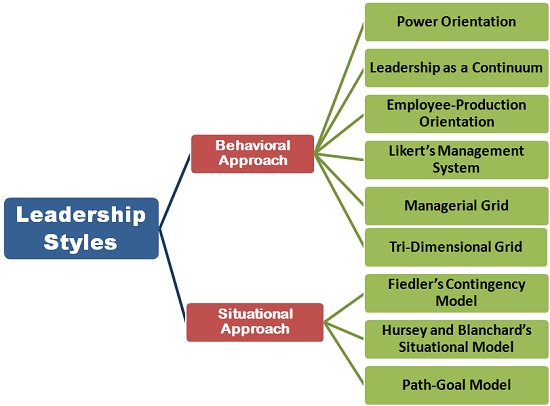
The reason for this might be some traumatic experience in the past about a particular event or experiences which might be unknown for your ever.

The person, as well as the group, is unaware about this till he or she discovers it. One way to reduce this area is through open communication.

Leadership Style

**The Leadership Styles** are the behavioral patterns that a leader adopt to influence the behavior of his followers, i.e. the way he gives directions to his subordinates and motivates them to accomplish the given objectives.

The leadership styles can either be classified on the basis of behavioral approach or situational approach. These approaches are comprised of several theories and models which are explained below:



**Based on Behavioral Approach**

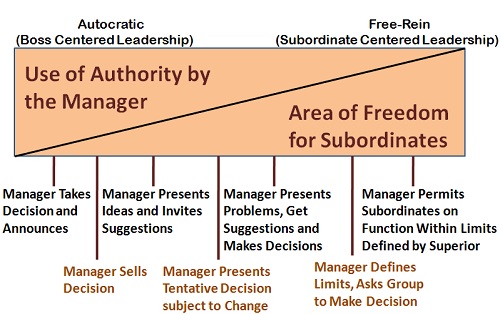
1. **Power Orientation**

The power orientation refers to the “degree of authority” that a leader adopts to influence the behavior of his subordinates. Based on this, the leadership styles can be further classified as:

* Autocratic Leadership
* Participative Leadership
* Laissez-Faire

1. **Leadership as a continuum**

This model is given by Tannenbaum and Schmidt, who believed that there are several leadership styles that range between two extremes of autocratic and free-rein, which are shown below:



1. **Employee-Production Orientation**

Several types of research were conducted to study the leadership behavior that gets affected by the several characteristics that are related to each other. It was found that employee orientation and production orientation play an important role in determining the leadership style.The employee orientation is based on the premise that an employee is an important part of the group and is in parallel to the democratic leadership style. Whereas the production Orientation focuses on the production and technical aspects of the job and the employees are considered as the tools for accomplishing the jobs. Thus, the production orientation is parallel to the autocratic leadership style.

1. **Likert’s Management System**

Rensis Likert along with his associates studied the patterns and behavior of managers to identify the leadership styles and defined four systems of management. These four systems are: Exploitative Authoritative, Benevolent Authoritative, consultative system and participative system.

1. **Managerial Grid**

The managerial grid is the tool designed by Blake and Mouton to determine the leadership style. According to them, the leadership style gets influenced by both the task-oriented and relation-oriented behavior in varying degrees.

1. **Three Dimensional Grid**

The three-dimensional grid is also called as a 3-D leadership model given by W.J. Reddin. Reddin included the effectiveness dimension along with the task-oriented and relationship-oriented dimensions to study how a leader behaves in a given situation and a specific environment.

**Based on Situational Approach**

1. **Fiedler’s Contingency Model**

This theory is given by Fred Fiedler, who, along with his associates identified the situational variables and their relationship to determine the leadership styles. Thus, this model is comprised of three elements, leadership styles, situational variables and the interrelationship between these two.

1. **Hursey and Blanchard’s Situational Model**

According to this model, the leader has to adopt the leadership style that matches up with the subordinate’s maturity i.e. his willingness to direct his behavior towards the goal.

1. **Path-Goal Model**

The Path-Goal Model is given by Robert House, who, along with his associates tried to predict the effectiveness of leadership styles in varied situations. He believed that the foremost function of any leader is to define the goals to the subordinates clearly and assist them in finding the best path to accomplish that goal.

**Prevailing Leadership styles in Indian Organisations**

Indian management is generally believed to be autocratic with subordinates closely supervised by their superiors and only a limited degree of participation is allowed to the subordinates.

However, the real situation in this context can be appreciated only when a detailed account of various practices is taken for consideration. Fortunately, some empirical studies are available in this context which does not necessarily support the traditional view rather they present a mixed note.

Since, managerial styles are determined by a host of factors such as forces in superiors, subordinates, and situations; it is unlikely to expect a uniform leadership style. Indian work organisations, from this point of view can be classified into three parts which have some distinctive features and consequently the different leadership styles.

The review of various studies fails to give a generalized result. The findings are too diverse, sometimes even contradictory. It indicates the absence of a clear-cut direction in the managerial behaviour thereby reflecting a lack of managerial conviction and values.

**Such classification may be:**

(i) Family-managed traditional organisations,

(ii) Public sector organisations.

(iii) Professionally managed Indian organisations and foreign-owned organisations

In many such organisation, a certain amount of the paternalistic attitude prevails. The proprietary character of business and large-scale participation of family members in it have made the attitude of the head of the business, which is also the head of the family, highly paternalistic.

In family-managed traditional organisations, the most prevalent style is autocratic. Sons and grandsons of the entrepreneurs are automatically promoted without any consideration to efficiency or overall suitability. Thus, there is management by inheritance or management by chromosomes with the result that there organisations are highly centralized in their organisation structure and are authoritarian in their approach.

On the other hand, there are many organisations in the private sector owned by Indians or by multinationals that have appreciable degree of participation or democratic leadership. The reason is that multinationals do not bring only their technology but also the work culture which is more permissive and conducive towards the application of modern approach of management. As such, the degree of participation is greater in such organisations. The third categories of organisations are in public sector.

Here, bureaucratic style is more prevalent owing to the work culture inherited by public sector managers. Initially, public sector organisations are manned by civil servants who brought a lot of bureaucratic culture with them.

The same paternalistic attitude extends to the employees and has developed a set of values in an employer vis-a-vis his employees. At the initial stage, authoritarian style in more suitable which these organisations have followed. However, such style has also been inherited by successors without any appreciable change of modification.

The net result is that the entire organisational processes are governed by bureaucratic model. Its implication is status differentials, class distinctions, and impersonal relationships which work against participative style.