

**Group Dynamics**  
**Prof. Pooja Garg**  
**Department of Humanities and Social Sciences**  
**Indian Institute of Technology – Roorkee**

**Lecture – 13**  
**Interactive Behaviour – Part II**

Hello friends welcome back we were discussing about the interactive behaviour in any group situation previously we talked about conflict what are the different types of conflicts the stages of conflict and the sources of conflict how concrete can be resolved based on certain strategies and alternative dispute resolution strategies today I will talk about the another aspect of inter interactive behaviour based on understanding ones own self and others emotions so social scientists have laid upon a very strong concept about understanding oneself and others when we are talking about the interactive aspects of group behaviour (refer time: 01:14) today I will talk about interpersonal conflict that how it exists and how it can be resolved when I am saying that

How people tend to understand oneself and others it can only be possible when interpersonal conflicts are also resolved so before going to that aspect of understanding oneself and others let us first understand that what is interpersonal conflict as the term implies that whenever two people are not in alignment with their values goals and ideas then people tend to depart from each other emotionally and psychologically so whenever we are talking about interpersonal conflict it is a confrontation between individual or groups over scarce resources controversial means incompatible goals a combination of these that means whenever two people or are not compatible with each other emotionally or psychologically it leads to interpersonal conflict

So it is an expressed disagreement between or among independent connected individuals who perceive their goals as incompatible with close friends colleagues and family family members even when we are talking about conflicts in groups then definitely we are talking about organizational goals where members come together at workplace and they tend to perform the task either they perform or they have conflict with each other but when we are talking about interpersonal conflict then here we are talking about conflict that exist between members who are close to each other who are having a relation either in terms of family member a colleague or a close friend so when whenever interpersonal conflict arises or it is experienced it is characterized

By disliking the other person and they express hostility or resentment towards another and exaggerate the weakness of one another and not working collectively even in any personal relationship when two people are not compatible with each other they tend to avoid or withdraw their company so this is interpersonal conflict but what are the sources of interpersonal conflict what can be the main reason that people experience such kind of conflict in a particular relationship this can be because of competition difference in values attitude and managerial styles

or personality differences the relationship is in trouble or will cause damage to the relationship positional or status differences halo effect this is very important to understand this way

This source of interpersonal conflict that we draw a general impression about an individual on the basis of a single characteristics suppose we come to know about a person that he is he or she is a liar then whatever we had heard about that person we try to assume that person based on that particular trait only so this is halo effect that whatever impression we have about that person it is based only on the firsthand information or only one characteristics that we have observed about the other person or it can be stereotyping that means judging someone on the basis of ones perception of a group to which an individual belongs that means it can be class race class or creed whenever the person we are assuming to be good or bad it is all based on the background

He is carrying for himself so this is stereotyping or it can be exploitative tendencies when two people working together and try to take advantage of each other then it leads to interpersonal conflict but the most important thing is that whenever we are talking about interpersonal conflict it generally arises when people have a relation with the other person in terms of very good colleague in terms of a family member or in terms of a very close friend otherwise it is a conflict but not damaging the relationship but yes when we are talking about interpersonal conflict it is actually focusing on the conflict that can lead to damage the relationship now once we we are just into the discussion that how to resolve interpersonal conflict then definitely the solution comes to

First to understand oneself and others at emotional level at emotional and psychological level (refer time: 06:00) to resolve these interpersonal conflicts Joseph Luft and Harrington Ingham they are the social scientists or social psychologists who have laid upon the concept of johari window these are the acronyms of the names of Joseph Luft and Harrington Ingham who actually coined this concept of resolving interpersonal conflict based on johari window Joseph Luft and Harrington Ingham so they have identified four quadrants or a social analysis tool that how relationships can be assessed based on emotional and psychological level how this tool can help us to understand ourselves and others because whenever we are talking about resolving interpersonal conflict

It is not all about the other person it is also about ourselves and the other person this is more important in con in the general conflict we are talking about the other person but when we are talking about most focus on interpersonal conflict then we generally have to talk about more importantly we have to talk about ourselves and then others that is what johari window also talks about that if we want to resolve any interpersonal conflict then it becomes very important first to understand oneself and then others so johari window is a technique designed to help people better understand their relationships with themselves and others sometimes we are also wrong at our own end and we try to blame the other person so according to this social analysis

Relationship tool or information processing tool this states that first we should understand ourselves also and then others so this tool was created by psychologists Joseph Luft and Harrington Ingham and it is one of the most popular descriptors for analyzing interpersonal conflict and relationships so johari windows suggests ways of interpreting the conflicts that may develop between self and others now just now I said that it is not only about others it is most importantly about self so self here can be thought of as me that what I am and it can be as you that is the others so it is about self and others as they are creating certain things or information that a person knows about himself or herself and certain things that are not known to us about others

As well so it is good and better strategy first to understand oneself completely and then try to understand the other other person completely because when when we are having our own complete information then it helps us to understand the other person completely in a very holistic manner (refer time: 08:37) so johari window is all about understanding interpersonal conflicts and relationships that is the most important aspect of this discussion but at the same time they have also identified four quadrants or four window panes in in their concept where it is completely based on feedback and disclosure mechanism it is about interacting with people soliciting feedback about oneself right and at the same time giving feedback to the other person this is one aspect and

The other aspect is to what extent we are disclosing maximum information to the others so that the other person can also understand us so when we are talking about johari window it is actually a feedback disclosure mechanism it is an information processing tool about oneself and others to what extent we are expressing ourselves we are disclosing maximum information to the other person and at the same time we are also soliciting feedback from the others when we are disclosing and soliciting feedback and giving feedback to the other person the information doubles in amount and we are more able to understand each other so this is all about johari window which talks about four quadrants that means four window panes based on feedback and disclosure mechanism

That means to what extent we are we know oneself and to what extent we you know the other person very well now understanding others is also a very complex phenomena johari window has talked about four window panes then it is also about that how to motivate or compel the other person to open more about himself or herself they have talked about four quadrants and they have named those four quadrants in a very specific manner the first pane is open area or open self open area or open self this area is the most positive area we can talk about when where the person know knows everything about himself and at that same time the other person also knows us very well in both the cases the person is open the person knows maximum information about oneself and the others

Also have maximum information about the same person so this is the most positive area when we are talking about interpersonal conflict where the communication is open the person is free in

terms of speaking or being open to the other person in a completely open fashion I would say that means people tend to open or share maximum information about themselves with others and this is how people know each other so this is the area where open self exists it is an area of self awareness and the person is open and receptive that means the person is open and receptive in terms of taking the feedback in a very positive manner and disclosing maximum information to the others so the information is known from all these sides so it is the most advantageous area

In interpersonal relationship now the now the other aspect is that this area fosters sensitive communication because when people are expressing themselves openly then the other persons in communication also understand the sensitivity of an individual psyche that to what extent the person is sensitive to understand any complexity so this is the most positive aspect of open area that it fosters open and sensitive communication there is more trust among members there is lack of distress that means people tend to trust and understand each other in a very open manner so open area it is when what is known to the person about himself or herself and is also known to others it is also known as the area of free activity that means there is no misunderstanding

Among members there is no confusion and conflict among members because more openness is there and more reception is there for the feedback at the same time we can also say that when open area is increased then there is mutual enlightenment mutual enlightenment here means that people tend to share more information and there is more personal growth for each and every member so this is the area of open self so in terms of johari window we can expand this area to the maximum based on interaction how we will expand we will discuss later on but we can just first of all go into detail all these quadrants the other is blind area or the blind spot this is a very dangerous situation where the person is not knowing oneself but the other person knows him very well

This is a very complicated situation I am not knowing of myself but the other person knows me very well so what is known about a person by others in the group but is unknown to the person or himself this is blind area or blind spot where the person is not socially aware about out himself and others also at sometimes so this is the bull in China shop person that means when we are entering any shop not knowing that we are colliding or striking with some other products in the in the shop and we are breaking it unconsciously so this is the bull in China shop person kind of window where person is not knowing what he or she is but the other person understands him or her very well so when we are talking about blind area or blind spot it is an area of

Social awareness where the person lacks social awareness about himself and the other person knows him very well now this is a very ineffective or unproductive area why because sometimes what happens that members in the group tends to withhold certain information from one particular person and the person is unaware at one point the person is unaware about himself and the other point can also be that sometimes member also make the person unaware of some aspects so this is a very ineffective and unproductive area because even when we are withholding certain

information then actually it is we are creating more conflicts with the other person but in a very clandestine manner so this is blind area or the blind spot area of johari window but yes

This window can be reduced to the minimum while soliciting feedback that means the person is getting more feedback that where he is lacking and how he can enhance his information knowledge and abilities right the other is hidden area or the façade that means a person is wearing a mask on his face but he is not willing to share his information with the others and at the same time the others are also not known to him now this is the area whether what a person knows about himself that others do not know again a very complex situation in interactive behaviour that how a person is hiding certain information from others and the other person is unknown that how the information has been withheld by the other person now under such circumstances again

This area becomes ineffective because the communication is not clear so maybe the the intentions are hidden it can be dangerous to the other group members and at the same time the group becomes very ineffective and unproductive in their own way now this again this area can be reduced by soliciting feedback and encouraging the person to disclose maximum information but the point is that we cannot force a person to share information it is an individuals willingness to share maximum information with the others to enhance communication and interpersonal relationship so this is the another aspect of interactive behaviour that has been highlighted by johari window that how it becomes difficult to understand oneself and others or vice versa so in this area the hidden area or

The facade it is an area of self management that means the person who is hiding the information is actually calculating the information that how much information has to be shared with the other members of the group so this area represents sensitivities fears and hidden agenda agendas and the intentions which are sometimes not clear and the person knows but does not reveal so this is the facade or the hidden area now again this can this area can only be reduced by encouraging the person to share maximum information that means disclosing maximum information and the other is unknown area or the unknown self this area is very much big in size why because initially when the group is formed or people who are just at the stage of forming the relationship

They are unknown to each other neither an individual knows about himself or herself and the other person also have no idea what about the information of the other person so the people are new to each other they have no idea about the knowledge skills abilities and aptitude that means the ability a person possess within himself and how it can be disclosed to the other person so in this area even the self is unknown to oneself that means what are the fears the unconscious motives the desires the wishes all exist here within oneself but the person is not aware but this area with the gradual process of feedback and disclosure mechanism that means more feedback is solicited more information is disclosed then people tend to understand oneself and others

People tend to identify their potentials people tend to identify their lacking people tend to understand the repressed desires and how they can overcome based on interactions and feedback so this is then area of unknown self which is also the area of relationship management when people come close to each other based on interaction people tend to manage their relationship with every member and people come out of that solitude so here the member is the hermit person hermit person means a person who is living a lone life and when interacting with the external world or the group member people tend to enhance the relationship with the other person so when we are talking about unknown self this can be reduced by managers encouraging constructive

Observations encouraging discussions and soliciting feedback so based on these interactions people can cope up with their traumatic experiences as well and venture into new lifestyles and enhance their personality so based on these four quadrants we can say that area 1 one that is open area is the most productive area which members should or people who are in relationship should aim to expand this area while decreasing or reducing the size of the other area (refer time: 20:24) now here how this window works upon when the relationship just begins the unknown area the size of the unknown area is the maximum right but as soon as the relationship enhances interaction increases among members based on solicitation of feedback and disclosing more

Information about oneself gradually open area size increases and the size of the other windows tend to decrease which is a positive sign that people are managing their relationship in fact enhancing their interpersonal conflicts (refer time: 21:02) now based on this we can identify these quadrants the open receptive person the bull in China person the pumper person and the hermit person here the pumper person means the hidden self the facade where the person is encouraged pumped up to express more about himself not to hide information from others so if we go by the statistical scores if we tend to collect scores on johari window then we can easily identify those relationship based on those scores and expanding graphically these areas so as soon as scores and

Disclosure mechanism are increasing then ultimately vertically and downward the window is expanding and the other windows are reducing in the size so this is how feedback and disclosure mechanism can help in enhancing interpersonal relationship and expanding the area of open self (refer time: 22:03) so we can say that johari window is a disclosure feedback model of self awareness and an information processing tool because it is not all about enhancing the personality of the other person it is most more importantly enhancing oneself so it is a tool for self awareness it is a model of personal development it is a model of group development and understanding relationships it represents information feelings related to feelings experience views skills

Attitudes intention and motivation in relation to oneself and the group that means not only understanding other persons emotions but understanding ones own emotions and then creating that parity in the relationship so johari window embraces two aspects of human behaviour that means understanding oneself that is self awareness and self management and understanding others that is social awareness and relationship management so this this is one way to understand the interactive behaviour or the group behaviour while enhancing really interpersonal

relationships and reducing interpersonal conflict so we can end here and we will continue with the next tool in the next class thank you so much