


**Organization Management**  
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**Module No. # 02**  
**Lecture No. # 22**  
**Intervention Strategies for Organization Development Individual Group**  
**Interpersonal Interventions (Contd.)**

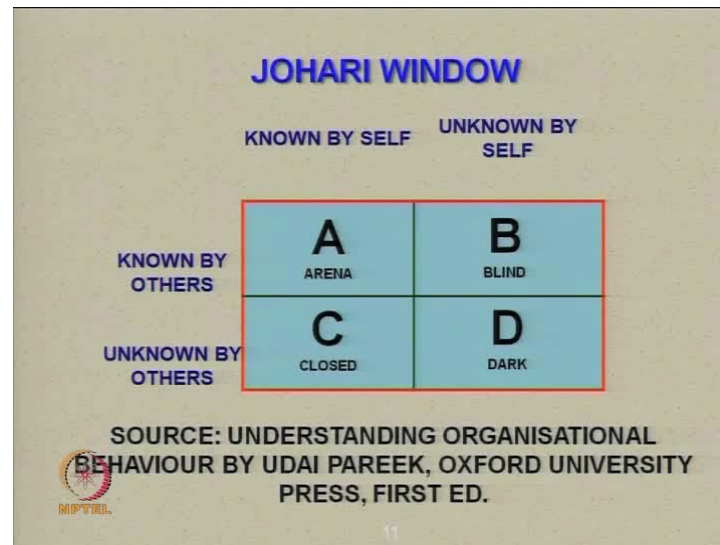
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**APPLICATION OF JOHARI WINDOW**

- JOHARI WINDOW is used to describe the evolution of a work group. When people first meet, their public area or arena is small and closed areas are large. Over time, however, more and more information moves from the closed area to arena.
- This tool is often used in Group Relations Workshops designed to help people understand how unconscious material-that is material from Dark area/unknown area-affects their effectiveness on the job.



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Tool is often used in group relations workshops designed to help people understand how unconscious material, that is, material from the dark area - unknown area - affects their effectiveness of the jobs. So, let us go back to the matrix, it is this closed area which really destroys relationship. Now, you cannot go beyond that; you have to let people know. You see again, I sometimes refer to my own biographical details because I can say whatever I wish, without anybody taking offense.

When I was teaching in St. Stephen's college, we had a common staff room where we collected in between classes to have a cup of tea or spend some time together and I had a reputation of being to the point, brief and 'get on with the task' approach. Then I sat there talking and joking about something which had happened, about a staff dinner, and at the left this very dear friend of mine - Sunil Chand, who was teaching English, said, "You know Vinay there is something I would like to tell you." I said if you cannot, nobody can and he said, "You know, it is this aspect of your persona which people may like to see more often." And that was a huge feedback; it was my closed area, people did not realize that there was another aspect to my personality.

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### JOHARI WINDOW

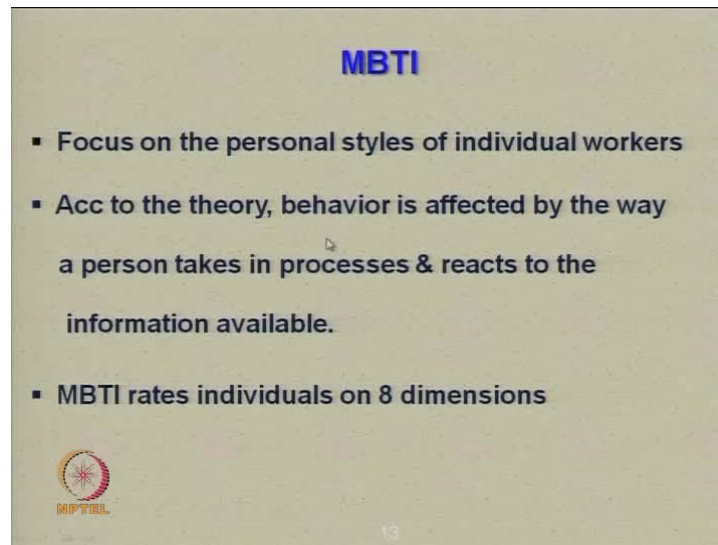
	KNOWN BY SELF	UNKNOWN BY SELF
KNOWN BY OTHERS	<b>A</b> ARENA	<b>B</b> BLIND
UNKNOWN BY OTHERS	<b>C</b> CLOSED	<b>D</b> DARK

SOURCE: UNDERSTANDING ORGANISATIONAL BEHAVIOUR BY UDAI PAREEK, OXFORD UNIVERSITY PRESS, FIRST ED.



The relevance of that is to say, you may be ruining, damaging, hurting, working sub-optimally, because there is something about you which people do not know and they ought to know. That is where you use this; this is used to help people understand how unconscious material, that is, the material from the dark area, unknown area, affects their effectiveness on the job. So, it is not just a dark area, but also the unknown area. Whether it is blind, it is dark or closed; the attempt should be to move on to the arena.

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MBTI, focus on personal styles of individual workers. Now, look you give the same message to three people to deliver, they will deliver it in three different ways. We had a deputy director in this institute and he and his wife were very kind to me and I used to spend some of my leisure time or time when I was going through a cathartic experience talking to them and we got along very well together. My wife and I were very fond of the couple and one day I happened to visit them alone. His wife says, Doctor Gautam now what is the first thing you want to say; what is the second thing you want to say and what is the third thing you want to say. I said what is it. She said the penny has not dropped, has it? I said no it did not. So, she said you know whenever you talk you say I have to say three things or I have to say four things: first, second, third. So I thought I will save you the exercise and tell you your first thing first.

I said you are embarrassing me; so, she said, well am I not older to you. I said, of course you are older to me and then I said but you are prettier too. She said do not work with me, does not work with me at all. The important thing is now we can leave the rest of the conversation out. Personal styles affect conversation; everything is a signature; the way you dress is a signature; the way you talk is a signature; the way you give an illustration is a signature. In fact, many people often tell me you did that draft did not you. I said, but I did not sign it. He said, you do not have to sign it; what you write is so clearly your style; that nobody else would write that way.

So, whenever I have to do a public draft which somebody else wants to sign; I have to make conscious effort to talk in the way, that person talks. All these illustrations are meant to prove to you a very simple point- you are your style. MBTI has tried to capture that. Its access to theory behavior is affected by the way a person takes its processes and reacts to the information available.

You see, all of us, at the end of the day, are predictable creatures. People who know us, know exactly what provokes us; people who know us, know exactly what pleases us; and believe me you do not even have to be a psychologist to do that. Those of us who have brought up little children know what wonderful psychologists kids of 4, 5, or 6 make. When they want to ingratiate themselves they smile; when the smile does not work, they cry; when the crying does not work, they yell; when the yelling does not work, they throw a tantrum. And when nothing works, they destroy, but your attention they will get.

Now, they never went to a psychology **away** class; you are born that way. Any major discipline is rooted in the natural instincts of man, take it from me. And that which is not rooted in the natural instincts of man, will not grow up into a discipline.

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**MBTI**

**SOURCES OF ENERGY:**

- **EXTRAVERSION(E) VS INTRAVERSION(I)**

**COLLECTING INFORMATION:**


- **SENSING(S) VS INTUITING(N)**

**DECISION MAKING:**

- **THINKING(T) VS FEELING(F)**

**UNDERSTANDING THE WORLD:**

- **JUDGING(J) VS PERCEIVING(P)**

 MPTOL

MBTI rates individuals on eight dimensions: extraversion and introversion; this as a source of energy - later on it becomes extravert and introvert. Collecting information, sensing, intuiting, decision-making, thinking, feeling. Now, this is where there are there

have been gender stereotypes created and sometimes, I feel quite erroneously, we will get into the male-female, mother-father syndrome, when we come to transactional analysis. Please remember, I told you once what is labeled as male or what is labeled as female is not necessarily a physiological phenomenon; these are captions and by popular perceptions attributed to males or females. I have seen a lot of males with nothing else, but a lot of female attributes and I have seen a lot of females with nothing else, but a lot of male attributes.

Obviously, for the sake of the medium I am currently using, you do not expect me to name one, but if you think of it you will be able to cite a lot of women who may be physiologically a women, but really are quite masculine in their thought process whatever and vice versa. I have seen men break into tears just as often as women do; therefore, what is the message I want to give to you? What is the purpose of my saying it? Please break beyond gender stereotypes. Not because I am preaching gender equity desirable as it may be; gender stereotypes are all bunkum .

There is no scientific basis to assuring that there are genders stereotypes. I much prefer to deal them as labels of a lot of attributes. You put together a set of labels and you say these are female attributes. You could have called them just as well - chair attributes; or you could have just as well called them sky attributes. It would have meant the same thing - it is like giving a name.

Understanding the word, judging, perceiving; these are two different things. I received a mail today as I often do, during the day's course runs; about somebody who wants to set up a world class institute. So, he must get my opinion. The trouble is there are so many world class institutions being set up every day that I find it totally difficult to keep pace with them. So, I have created a 10 point item. Are there enough teachers for the world class schools which are being set up? And I have now got into the habit of just copying and pasting them as a reply and I said, you know, at this point of time in my life and being **fuggy duggy** as I am, and since you are so enthusiastic and since I am so impressed by your proposal that I cannot ignore it but all the same, I want you to spend some time looking at the fundamental issues - sugarcoating it the best I can - and I give those 10 issues and I have sent that letter off to two people today.


Ultimately, let me tell you a world class institution is made as much by its students as by its faculty. And, you cannot have a world class institutions with people running around for nothing more than placement. That is not the description of a world class institution. How many faculty are capable of earning a PhD by making a contribution to knowledge **what is a PhD about**? I am not suggesting any answers but the question has to be asked - how long do we evade this question?

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**MBTI**

- MANAGERIAL STYLES ACCORDING TO MBTI.


ESTP	ISTP	ENTP	INTP
ESFP	ISFP	ENFP	INFP
ESTJ	ISTJ	ENTJ	INTJ
ESFJ	ISFJ	ENFJ	INFJ

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**MBTI**

- Focus on the personal styles of individual workers
- Acc to the theory, behavior is affected by the way a person takes in processes & reacts to the information available.
- MBTI rates individuals on 8 dimensions

 NIPTRIL

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So, judging, that is judging, perceiving. That is the way you understand it then MBTI managerial styles according to MBTI and here you have the works. Go to an MBTI workshop, they will be happy to receive your money and you will learn to use something which everyone else is using. For our purposes, all I want you to know is: this is a study in styles. The trouble is you cannot use it where you want to use it most. Administer a questionnaire to your boss to understand his style; the farthest you will ever get is giving it to one of your subordinates. It is pointless, studying his style because, he will be falling in place anyhow.

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**APPLICATION OF MBTI**

- ▣ MBTI can be used to determine the fitness of a person for a particular job
- ▣ Holland(1985) proposed a 'personality-job fit' theory which makes a case for job specific personality types.

No	Occupational Groups	Preferred Mode	Personality Types
1	Mechanics, Operators	Physical, requiring strength	Realistic
2	Teachers, Counselors	Helping and developing people	Social

Anyway, if I did not tell you about **FDI**, you would feel cheated. What are the again, like I did for Johari window. Applications of MBTI can be used for determining the fitness of a person for a particular job. They keep talking of it; they claim they do i.t I have never seen it happen. Now, this is not condemning MBTI; may be, I have seen the wrong examples. So, I do not want to you anyone of you writing back to me that I tried MBTI for recruitment purposes and it worked marvelously. Of course, you are right; my answer is you are right even before you write to me. Like everyone else, I am a growing person. Remember, what I said, I have not seen it being used; now I cannot be more careful than that.

But then MBTI is good consulting assignment like ERP, huge money there, everyone is an ERP council. I am sure, all of you know what ERP is, in case, you do not find out go



through a Google search to find out what ERP is. We're the only country which still practices ERP after the person who founded ERP said- it does not work but, we are still consulting, creating organizations over ERP. I do not want to get into a discussion on this because, these are intervention strategies and believe me, like anything else, popular perceptions deserve determines the efficacy of an intervention.

Yoga was there even before Ramdev baba came; look at what he has done. He transformed it, I mean, they are all rushing now to Haridwar, and mind you, there were patches even before Swami Ramdev or Baba Ramdev or however you call him. 20 years 30 years ago, Yogi Bramachari used to be on the television just as frequently as the present one, And he used to have an accompaniment on the television- some dolly who used to, you know ask him questions and he used to respond; and yoga again became very popular.

What I am saying is, even truth needs good projection to become a fashion and there is good marketing, Now, if business is all about business, well then, I cannot teach you intervention strategies without cautioning you that, it may be just backed up by a lot of promotional campaign. Not that there is anything wrong with the promotional campaign, but the promotional campaign is all that can give a reputation or otherwise to an intervention. you know, you have people going around and asking , are you an MBTI specialist? The answer should always be yes, because then you can always rewrite. It is like going to a surgery and when you enter the operation theater, you have not ever opened an intestine to take out an appendix, you can always be reading the book there, while you are cutting something which you think is the appendix. How do you think operations get botched up? Happens all the time in intervention strategies.

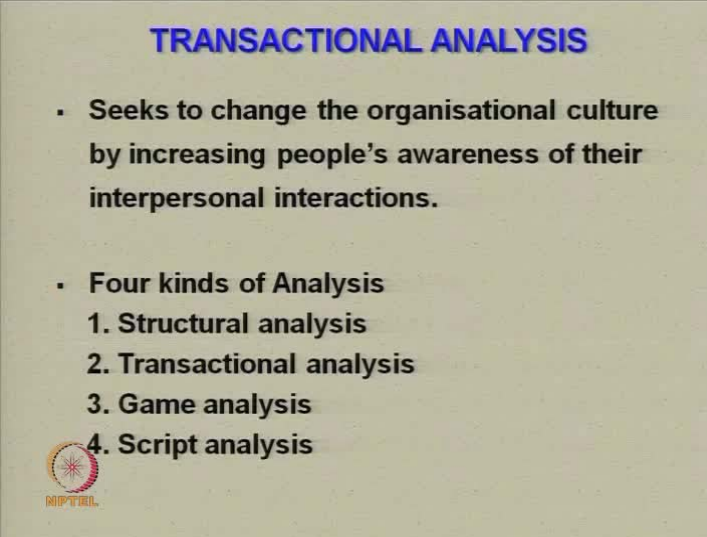
In 1985, Holland proposed a personality job fit theory, which makes a case of job specific personality types. Now occupational groups preferred mode personality types. If you are looking for mechanics and operators preferred mode is physical requiring strength; personnel personality type realistic; and I cannot understand so, I asked this question to a CEO who had claimed that he was using MBTI to recruit people. I said why cannot you recruit a personality type like a poet to be a mechanic. So, he laughed and he laughed and he laughed. So I asked him what was so funny about it, and mind you if you just in case you thought it was a[FT] organization. No, this was not a

[FT]organization. This was a multinational organization with its Indian subsidiary there, for very very **classy**.

So, I said what is tickling you? He said, sir you want a poet as a mechanic? I said that is ideal; at least he would not be bored of the job. He said for the life of me, I would not recruit him. So, I said yes? So he said yes. I said what do you think I am? He said, you are a great realist sir, you would make a great mechanic. So I said then would you recruit me? He said no, I would not recruit you. So I asked him why? He said, because you would stand there analyzing the motions which would never work because you are supposed to be mechanical there. So, we went on like this and then finally I said you call me a realist; listen to some of the poems which I wrote 20 years ago. He said, you did not write it; I said, I plagiarized it. He said, you did not publish it, then I said I did not. So just because you plagiarized it - I said, God damn it, I wrote them. He says I do not believe it, since it does not sound like you at all. I said this where you are; MBTI where does it go? In other words, now let us just convert all these remarks into a serious management proposition. These intervention strategies give you a truth; but it can be a limited truth. Now, that is the point I am trying to make.


You know how I explain things; first the fundamentals, then I give it an applicational veneer. Then I put it in everyday language; then I convert it into a distilled managerial version. So that your takeaways are clear; you know what I am talking about; otherwise you may get lost in the woods of my illustration.

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**TRANSACTIONAL ANALYSIS**

- **Seeks to change the organisational culture by increasing people's awareness of their interpersonal interactions.**
- **Four kinds of Analysis**
  - 1. Structural analysis**
  - 2. Transactional analysis**
  - 3. Game analysis**
  - 4. Script analysis**

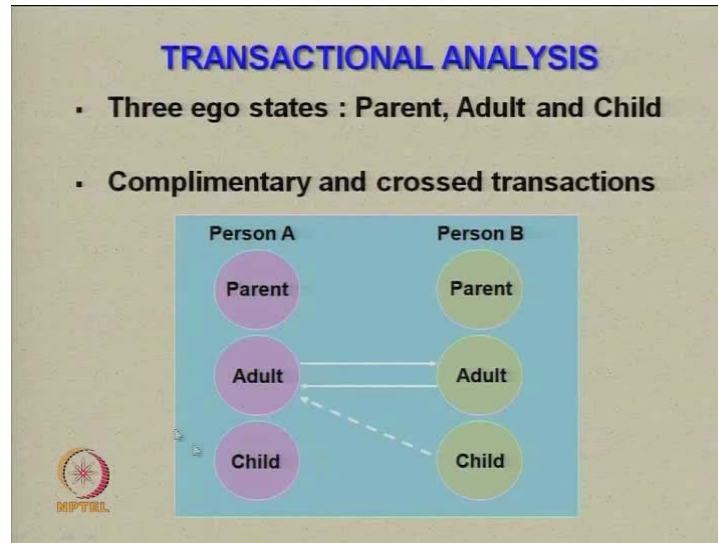
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With that, I will move from the application of MBTI to transactional analysis; something very popular - Eric Burns, what have you; games people play; you are ok I am ok. And everyone considers himself a transactional analyst even without knowing the spelling because it is properly known as TA not travel allowance, but transactional analysis. I was talking to a group of people talking about IT and how familiar perspective to IT and then somebody said sir, I thought you never got into an income tax department. I said that is what you thought; I was talking of information technology. So, please understand all acronyms have their favorite domains, all TAs are not TA - traveling allowances; a lot of TAs are transactional analysis; all ITs are not information technology, it is income tax to a lot of people. So please avoid using acronyms - it does not work.

There are four kinds of analysis because it is used to change the organization culture by increasing people's awareness of their interpersonal interactions. There are four kinds of analysis: structural analysis, transactional analysis, game analysis, script analysis, and I can add more to it. Now, let us begin at the bottom - script analysis; why do so many girls talk like their mothers? Why do so many children talk like their parents? That is a script which they have been given; that is how they have seen their parents react; that is the script handed down. Now, you can get over it, provided, you are conscious that the script is handed down to you - you are speaking that kind of language, because that is the language you grew up with.

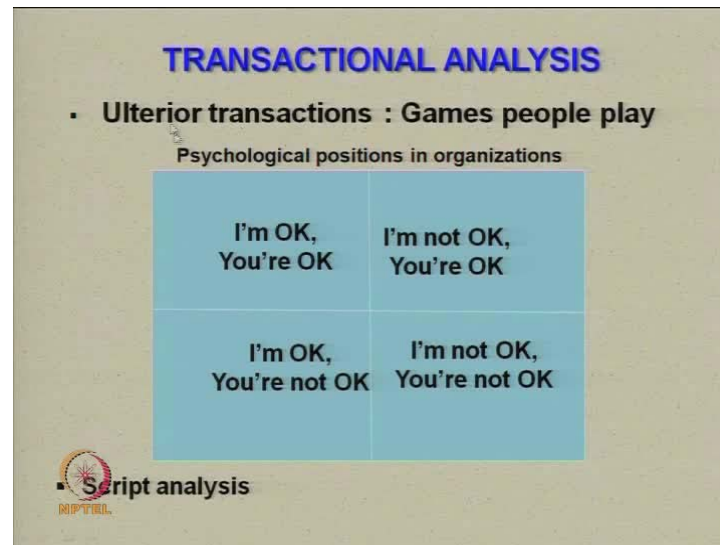
Then, of course, there is a game analysis: everyone is believing he is smarter, he is cleverer, he is and we have discussed all that I do not want to discuss that all over again. Let me quickly talk a little bit about structural analysis and transactional analysis.

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Transactional analysis believes that there are three ego states: parent, adult, and child. Now, you do not have to be a parent to have the parent ego state; remember, what I was saying, that these are labels. Parent ego state has certain characteristics: you can have a child with a parent ego state - a physical child. You can have an adult with a child ego state; so, these are ego states - parent, adult, child and that transaction alone succeeds which is complimentary. A parent ego state wants a child ego state; a child ego state wants a parent ego state; but it does not work for the adult; the adult only wants an adult to adult interaction. Now, that is all you need about transactional analysis; in case, anyone of you specialize in organization management, then all this will come back to you in a course on organization development.

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Then, there are ulterior transactions - you know, you are sitting with your wife in your room and your brother enters. So, what do you say? Go away, we want privacy or you [FT] come, come sit. No, you are not saying come and sit; you are saying go, shoot - it is an ulterior transaction. You mean one thing, you say another because there is a social protocol. Then, there are psychological positions in an organization. I am ok you are ok - this is ideal; but most people do not belong here. You know, its again like the Johari window - I am ok you are not ok; now, why do not you learn? Why do not you become a little more like me; because, I am the best. Or better still, I am not ok you are ok. You are the boss sir, you teach me sir.[ FT]translated into what is transactional as a - sir you are my father and mother.

Now, that is not what Krishna meant at all, but I have seen people actually say that and this person was telling his boss - sir, you are my father and mother; so the boss was very level-headed, he said - tell me how can I be both to you. To which he said sir, but Sri Krishna said it in Gita[FT] so, he said but he did not want it applied here, did he? He said - no sir, I have been told that Krishna was the greatest management thinker ever. So, if he said it must be true. So, his boss just beat his forehead and said, Doctor Gautam, what do I do with this guy? He knows no Sanskrit, he knows no Krishna, he knows no management; he insists on getting up to my right side. Sir, I am not ok you are ok. Now, that is the best example I am thinking of when I say - I am not ok you are ok, because you are my father and mother; you sir, please help me sir. You find that type.

Then, I am not ok, you are not ok, you see. I have had three pegs, you have had four pegs; both of us are now terrible. So, clearly, this does not make for a happy work relationship. Neither these two. What you have to get to is - you have to respect yourself and respect others. Do not go misinterpreting Gita; do not go cowering when you should not; do not become dominant when you should not; and above all, do not become crooked when you should not.

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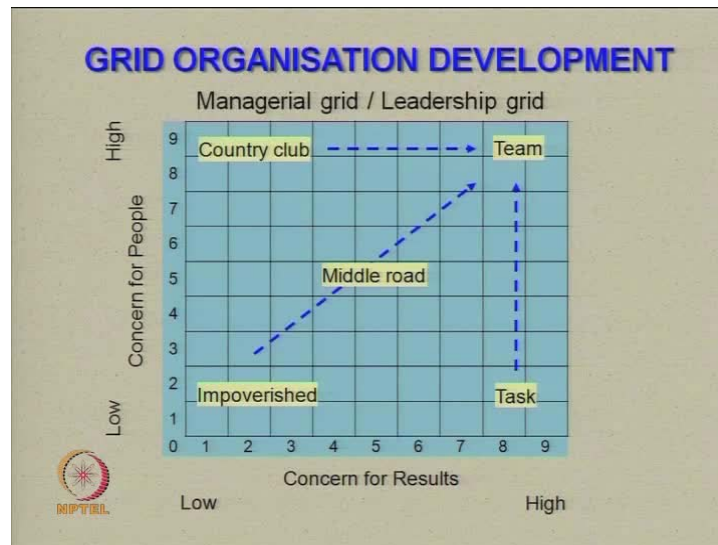
**GRID ORGANISATION DEVELOPMENT**

- **System-OD intervention focuses on dimensions of managerial effectiveness**
- **Uses a variety of specially designed diagnostic instruments that enable individuals and groups to study their own behaviour and identify areas that need improvement**

 **improvement**

I have already explained script analysis to you, let us get to grid organization development. System-OD intervention focuses on dimensions of managerial effectiveness; uses a variety of specially designed diagnostic instruments that enable individuals and groups to study their own behavior and identify areas that need improvement. Now, if you read these two sentences carefully, they, to my mind, really do not need an explanation; because, what it is saying is to enable individuals and groups to study their own behavior and identify areas that need improvement, and this again will go back to a grid and I want you to understand that grid property.

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This is the grid. Now do not ask me why it has nine points. I happen to discuss this with both Robert Blake and Jane Mouton, when they were visiting Delhi in a conference I was hosting. And I said why did you stop at nine? So, Robert looked at Jane and Jane looked at Robert and they asked each other why did we put it at nine. So, Robert said sir, I do not really remember. Jane said I will tell you why, because we conducted the study on a group of pilots and we could find only nine categories, so we generalized it to everyone. So, both of them turned around to me and said but doctor Gautam, it sells very well. I said I know you have got PR grid traders in India and they claim for the first time in India. So, they smiled at each other beaming because the trainee which they had trained was standing right next to me. We would save all the names for the discussion here, it has worked very well.

Now, of course, they are no longer around but what they had said is you have got concern for people and concern for results. And I have already guarded myself against you writing in a question and saying why nine. Do not ask that question, for that I have no answers. It is just settled at nine, it is just like the year you were born, why were you born in the year you were born? You do not have an answer. And I do not have an answer, even Robert Blake and Jane Mouton did not have an answer. They put it at nine and their contribution was they talked of concern for results, concern for people, they put low on the left hand side, and at the bottom, and they put high on the right hand side, and the top and then you can see that they had created a number of blocks.

You could have 0 concern for people and 0 concern for results; you could have 9 units of concern for people and 9 units of concern for results. On the other hand, you could have high concern for people and low concern for results; and then he, went around to give a name against all this: if you have low concern for people and low concern for results you are an impoverished manager. If you have high concern for people and no concern for results; you are running a club; you are not running a workplace.

If you have high concern for results and no concern for people you are a task oriented manager. And if you have of course, high concern for results and high concern for people, you are a team manager; which is what most managers fancy themselves to be. Remember mirrors are always the perfect feedback- you are the best. In the morning, when you go to the mirror with your comb and whether you are balding or greying ,whether you have luxurious hair or no hair; you keep running the comb through your hair over and over again; and keep looking closely at the mirror till finally, the mirror says- shoot, go you are OK, and then you say am I? Yes, I am OK.

So, I am looking handsome though nobody else thinks you are handsome but, the mirror does, which is why the expression has grown up- mirror, mirror, who is the prettiest of them all and the mirror says you; because you would not leave the mirror till the mirror says yes. This is the story of a team manager- everyone believes he is a team manager. Incidentally, the most dominant specie I have met in organizations is of managers who are democratically oriented. They all begin their conversation- "doctor Gautam you know me" and like being what I am I tell them- "no frankly I do not know you." They usually do not hear that statement. "You know, I am very democratic by character." I said, "I know you just throw files at people." "What did you say", I say, "I said nothing" and they continue because they do not hear anything which they do not want to hear. Everyone is a democratic manager, you know, I respect people; I just throw them out of my room I just respect them so much that I do not even let them walk out of my room.

There is a huge world of difference between reality and perception, not that perceptions about you are always right but then your self-image may not be always right. Ultimately, you have to get to a sound reality perception which is what I told you right at the beginning.



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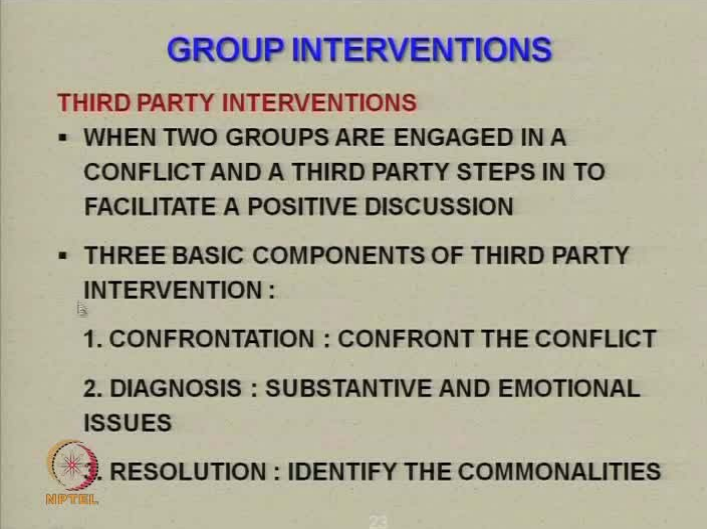
**GRID ORGANISATION DEVELOPMENT**

- Implementing Grid organisation development
- **Phases**
  1. The Grid seminar
  2. Teamwork development
  3. Intergroup development
  4. Designing Ideal strategic model
  5. Implementing Ideal strategic model
  6. Systematic critique



Grid organization development has phases: you first have a grid seminar, then you have a team work development, then you have an intergroup development, then you design ideal strategic model, then you implement the ideal strategic model, and then you finally have systematic critique. You have read this, you have seen this, you have heard me read it out to you, do not ask me what the details of the inputs for each one of them are. Because I am not making grid consultants out of you. I just want you to know that it passes through the following stages because I have several other interventions to cover, within the very limited time we have found for this program.


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**GROUP INTERVENTIONS**

**THIRD PARTY INTERVENTIONS**

- WHEN TWO GROUPS ARE ENGAGED IN A CONFLICT AND A THIRD PARTY STEPS IN TO FACILITATE A POSITIVE DISCUSSION
- THREE BASIC COMPONENTS OF THIRD PARTY INTERVENTION :
  1. CONFRONTATION : CONFRONT THE CONFLICT
  2. DIAGNOSIS : SUBSTANTIVE AND EMOTIONAL ISSUES
  3. RESOLUTION : IDENTIFY THE COMMONALITIES



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Then, there are group interventions. The group interventions are really third party interventions. When two groups are engaged in a conflict and a third party steps in to facilitate a positive discussion. This will never happen till the third party has some locus of control. Why should you listen to a third party. My own feeling is that, you will have to walk through all these interventions; be it Johari window, MBTI, transaction analysis, grid, or be it third party interventions, in a mode, which are mutually complementary. There is no patented solution of an intervention strategy, it does not work. In fact, if you have a group of people you are dealing with. different groups will respond to different interventions.

So ultimately, you will have to create some groups, there will be some who will be facilitated with transactional analysis, there will be some who would work with grid development. The trouble with all these intervention strategies is that there is no tool developed yet which is an integrative mechanism of the different tools. And when I raised this question with one of the most successful OD consultants; he said- "Doc, that is the role of the consultant himself he has to integrate it, otherwise everyone will buy a tool kit and start practicing it."

The difference between a successful consultant and an unsuccessful consultant- he knows which intervention to practice when; which intervention to combine with which other intervention; and how do you create the seamlessness between the two or amongst the three, depending upon how many you choose; how do you take it forward; and then how do you refreeze it. So, understand how it goes; it is unfreezing or even before unfreezing from symptoms to the cause - we have discussed that - from the symptoms to the cause, when you understand the cause, then you unfreeze it, you unfreeze the situation, when you unfreeze it, then you structure it, after you have structured it, you generate the options, after generating the options you evaluate the options, after evaluating the options you select the preferred option, and then you refreeze it. That is the way cycle goes, and for the next cycle again, you go back to unfreezing it. So, from unfreezing to refreezing, in between there is a scientific process and at each one of the scientific processes, there is an intervention technique, from which you have to choose.

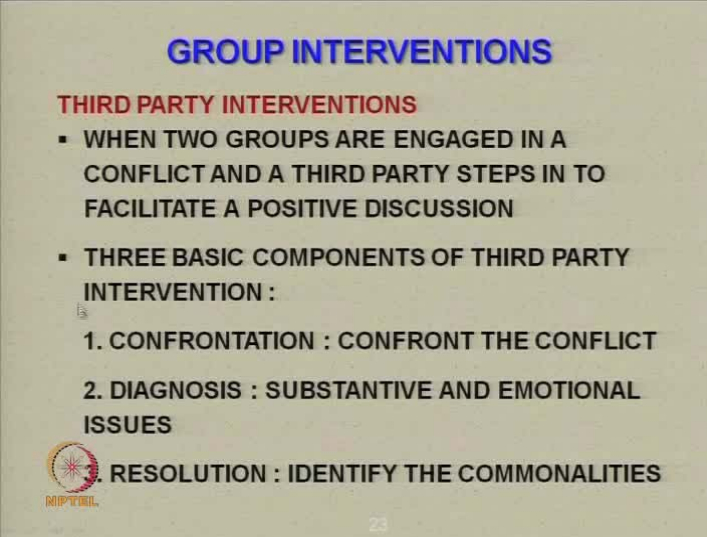
And is it is the consultant's role profile, it is a consultant's job to complete this cycle. So, to practice intervention strategies, it is not just enough to know the toolbox, it is always important as a precursor activity, to be capable of diagnosis and as a follow up activity of

stabilizing the change. So, diagnostic skills helps you to get into the system, stabilizing the change makes you work the system again.

The third party interventions - you heard me say - in my limited experience of trying them out, and talking to people who have tried them out - work only if the third party has the moral or the position power to ensure it works. The three basic components of a third party intervention are: confrontation (what are you both up to, come here, sit down) - that is confrontation, where you know the other two will respond because you are the authority. Then you can link it up with transactional analysis: it is the parent ego state; asking two people with child ego state to come and listen. You cannot beam it at a person with an adult ego stage, because the adult ego stage may turn around and say, excuse me sir, what is it to you? And you may turn around to say - I am the boss therefore I am entitled to it. And he may turn around and say - you may be the boss which I am happy to acknowledge, but this is a personal matter.

She stole my cookie sir what has that to do with the organization? Is that right? Yes sir and none of your business. So, you see how different techniques have to be put together to work even for a third party intervention. If you are getting the ego state wrong, you may have just the backfire, which you would not like to face. So, do not oversimplify these interventions, do not misconstrue or interpret a statement which I am making when I say that to implement third party interventions you must have the necessary authority; be it referent or position power. It does not mean that authority is enough, it is a necessary condition, it is not a sufficient condition. And people who wish to understand management should certainly be familiar with the difference between what is a necessary condition, and what is a sufficient condition.

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**GROUP INTERVENTIONS**

**THIRD PARTY INTERVENTIONS**

- WHEN TWO GROUPS ARE ENGAGED IN A CONFLICT AND A THIRD PARTY STEPS IN TO FACILITATE A POSITIVE DISCUSSION
- THREE BASIC COMPONENTS OF THIRD PARTY INTERVENTION :
  1. CONFRONTATION : CONFRONT THE CONFLICT
  2. DIAGNOSIS : SUBSTANTIVE AND EMOTIONAL ISSUES
  3. RESOLUTION : IDENTIFY THE COMMONALITIES

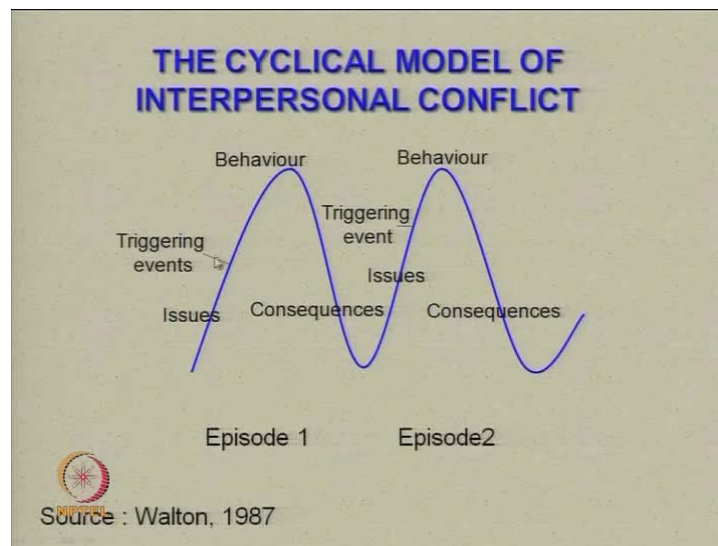
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Then there is a question of a diagnosis substantive and emotional issues; you know, people facing divorce, people facing resignation, people facing sacking, people facing retrenchment, people facing transfer - all sorts of personal, professional issues. They happen all the time. Now, you might as well ask why are you bringing divorce into it; very much so, because people carry their outside work problems on to work problems. And you may need a third party intervention just to adjust your working hours, to be able to get back home, when your spouse is not throwing things at you. Remember, workplace is a great citadel of safety; you need fear no assault there - at least by your spouse; you may be you may fear assault by somebody else, but not by your spouse. The chances are if you deserve it, you will get it anyway but that is another set of issues. At a more serious level, all that I am trying to say is that you can have a third party intervention arising out of diagnosis.

Who will not say, hey, both of you come here, sit down, I want to talk to you. No, that is confrontation. Diagnosis maybe - do you think we can we can sit and talk about this? Because, the way the both of you are going about each other it is disrupting everybody else's work and I do not think we are willing to put up with that. Then both of them can turn around and say - well prove it, then you will have to show how interpersonal relations - if they have gone sour - are affecting performance. So that is where diagnosis comes in.

Then resolution: identify the commonalities. Now, what do you do when you identify the commonalities? Look both of you are from Saint Columbus; both of you are from Saint Stevens; both of you have gone to Cambridge. Really, so, you show that both of you have same pedigree. Do not turn around and say both of you have the same father and you may get into a lot of trouble on account of that. Establishing commonalities is always a good point to begin with. It helps. Now at the serious level it helps you to evoke values, it helps you to appeal to the noble and put people together.

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So, there is a cyclical model of interpersonal conflict: Issues, triggering events, behavior, consequences, issues, triggering events, behavior consequences. And so it goes on. When does a couple stop quarrelling? When they have run out of energy. Then you can both go and have your grape juice - fermented or otherwise, and after you have regained your energy, (now let us) get back to it. A lot of things are very cyclical, so a lot of resolutions are attempted by managers, merely by exhausting the parties; the trouble however is that option may not be a very economical option; your losses of the conflict maybe far too high.

Now, I do not take credit for this graph, it is mister Walton who in 1987 drew this graph and I widely suspect that he had gone to some electrical engineering classes, because he knew fluctuations and he could understand what is the dissonance in a system. And how to stabilize it. Those of you who are electrical engineers, would understand it; those of

you who are not electrical engineers, do not worry about it; even the electrical engineer do not understand it - as far as human relations are concerned.

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<b>ELEMENTS OF CYCLE OF CONFLICT AND OBJECTIVES OF CONFLICT DIALOGUE</b>		
<b>ELEMENTS OF CONFLICT</b>	<b>DIAGNOSTIC OBJECTIVES</b>	<b>ACTION OBJECTIVES</b>
ISSUES	IDENTIFY BASIC ISSUES : DIFFERENTIATE BETWEEN RESOLVABLE AND UNRESOLVABLE	RESOLVE THROUGH COMPROMISE ON SUBSTANTATIVE ISSUES AND WORKING THROUGH EMOTIONAL ISSUES
TRIGGERS	IDENTIFY BARRIERS TO CONFLICT AND EVENTS THAT TRIGGER CONFLICT	AVOID TRIGGERING NEW EPISODE



Now, of course, another matrix. So you are having enough for your take away today in terms of specificity and in terms of understanding elements of cycle of conflict and objectives of conflict dialogue. Elements of conflict; what are the issues, (how) the diagnostic objectives, the action objectives. We shall get back to this after a while.