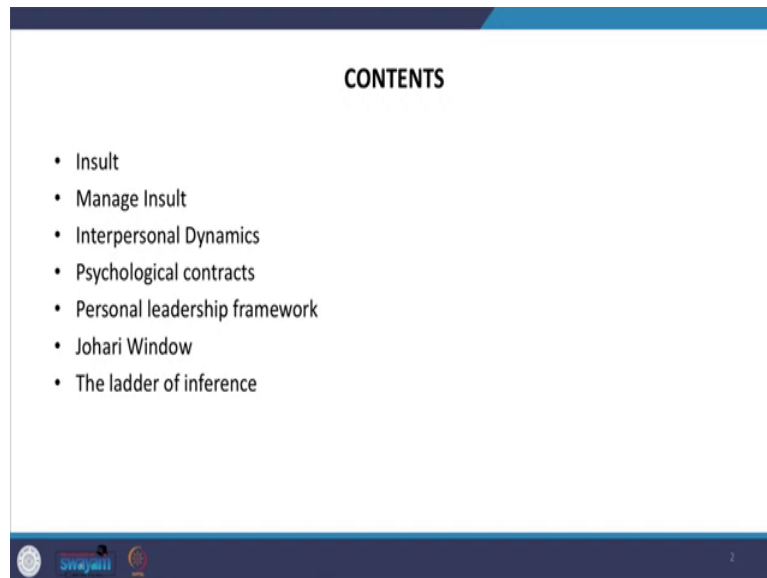


**Managerial Skills for Interpersonal Dynamics**  
**Professor Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 33**  
**Insults & Interpersonal Dynamics**

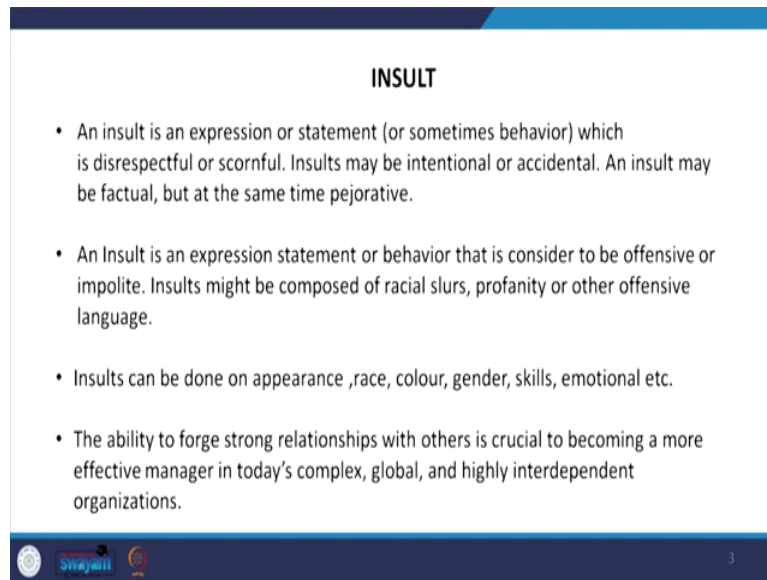
In this session, today we will talk about the different dimensions in the interpersonal dynamics. And first we will talk about the insult that is how the insult plays an important role and what is an insult and how it is affecting the interpersonal relationships. And if in interpersonal relationship at the workplace if somebody insults us, then in that case how to manage that insult so that the work is not getting affected and we are also not getting affected personally.

(Refer Slide Time: 1:07)



Then I will talk about the some part of the interpersonal dynamics in this context and then the, there is another variable related to this is the psychological contracts because when we talk about the insult and psychological contract, so therefore it will be the relationship how much strong we are associated with the organization. Then personal leadership framework, then Johari window and the leader of the inference that I will be discussing in this session.

(Refer Slide Time: 1:42)



**INSULT**

- An insult is an expression or statement (or sometimes behavior) which is disrespectful or scornful. Insults may be intentional or accidental. An insult may be factual, but at the same time pejorative.
- An Insult is an expression statement or behavior that is consider to be offensive or impolite. Insults might be composed of racial slurs, profanity or other offensive language.
- Insults can be done on appearance ,race, colour, gender, skills, emotional etc.
- The ability to forge strong relationships with others is crucial to becoming a more effective manager in today's complex, global, and highly interdependent organizations.

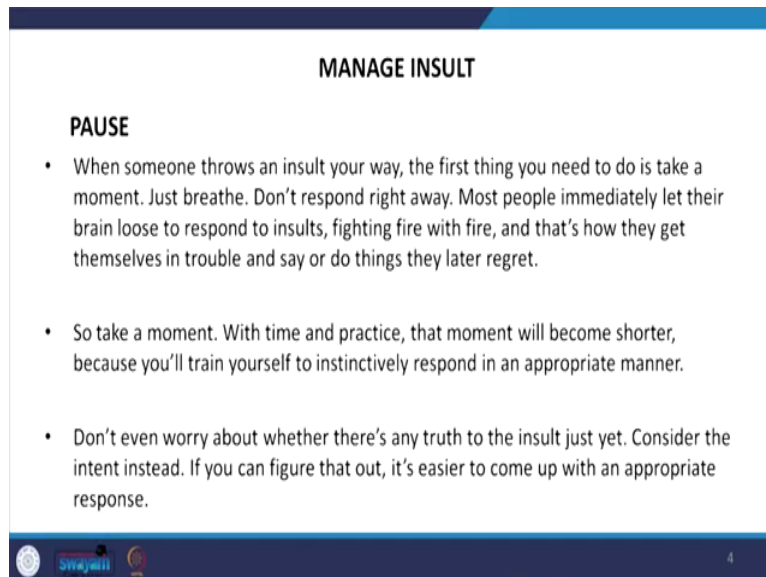
swajell 3

So, whenever we talk about an insult, an insult is an expression or the statement or sometimes the behavior which is disrespectful or is scornful. And therefore, when somebody does, either shows an expression to us which is disrespectful to us or making a comment, a statement and then definitely in that case we feel insulted. Insult may be intentional or accidental because sometimes it is also possible that is the person does not want to insult you but they accidentally, he insults us.

And insult may be factual but at the same time the pejorative. And therefore, in that case, it becomes very-very important that how do we manage the insult. An insult is an expression statement or behavior that is considered to be offensive or the impolite. So many times the people comment or make a fun which seems to be very impolite. Insults might be composed of racial slurs, or the profanity or other offensive language can be there.

Insult can be done on appearance or race, color, gender, skills, emotional etcetera. The ability to forge strong relationships with others is crucial to becoming a more effective manager in today's complex, global and highly interdependent organization is there. And therefore, today's this competitive environment and when we are talking about the highly interdependent organizations, then in that case it becomes very important that we learn how to manage the insult.

(Refer Slide Time: 3:25)



**MANAGE INSULT**

**PAUSE**

- When someone throws an insult your way, the first thing you need to do is take a moment. Just breathe. Don't respond right away. Most people immediately let their brain loose to respond to insults, fighting fire with fire, and that's how they get themselves in trouble and say or do things they later regret.
- So take a moment. With time and practice, that moment will become shorter, because you'll train yourself to instinctively respond in an appropriate manner.
- Don't even worry about whether there's any truth to the insult just yet. Consider the intent instead. If you can figure that out, it's easier to come up with an appropriate response.

swagati 4

When (manage), so in managing the insult the first and foremost is that is the pause. When someone throws an insult our way, the first thing we need to do is take a moment. So immediately need not to respond because like when we talk about the anger, so then definitely in that case that will be the immediate response. And immediate response may not be controllable.

So therefore, we have to just breathe and take a pause and do not respond right away. So immediately we should not, immediately we should not respond. Most people immediately let their brain lose to respond to insults. As I mentioned, the example was the anger. So why there was an anger? Anger was that is we lose our control on our brain and therefore, immediately we respond. Fighting fire with fire, so it does not make any sense. And that is how they get themselves in trouble and say or do things they later regret.

So therefore, in that case, it becomes important that if somebody insults us then definitely we need not to immediately react to that, rather than we can take a breath, we can give a pause, we can try to understand that what the person is saying and whether he is saying is the incidental, accidental or it is with the intentions and therefore, and with even if it is with the intention as it is mentioned that there is no point to react that time because the immediate reaction.

Our brain will lose to respond and then it will be just like a fighting with the fire. So what to do? So take a moment. With time and practice that moment will become the shorter because you will train yourself to instinctively respond in an appropriate manner. And therefore, when

you are taking some time, so in that time immediately you are able to manage the insult and then like many times we have seen that is the these successful persons they take the, when somebody comments on personal, personally attack on them, then in that case they will make just a sense of humor.

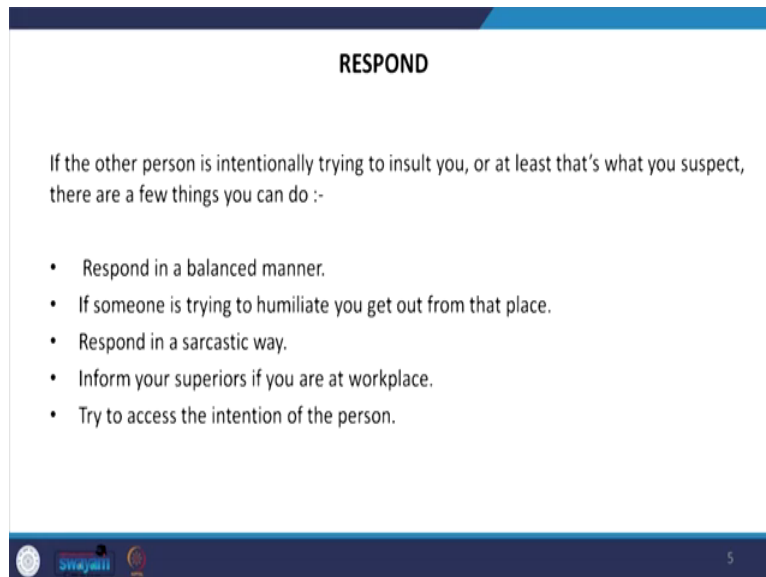
And when we make the, when we sense, just reply with a humor, immediately the gravity of the insult, its go away. So therefore, in that case, it is when you are making a moment and with the time and then you practice it. The most important point is here is that, that is the we practice with the insult how to handle the insult. And then therefore that moment will become the shorter. And then you will ignore it. You will not give the much time to it. And because you have trained yourself that is the how appropriately you have to respond.

Do not even worry about whether there is any truth to the insult just yet. So there is no point if the person has insulted and saying something and that is becoming, that is the in that case, there is any truth or not in that case. And even if there is a truth, then even in that case we have to manage it. Consider the intent itself. And then if you can figure that out, it is easy to come out with an appropriate response.

And therefore, we have to learn that is we need not to react to the insult. Rather than we have to respond to the insult. And when we talk about the respond to the insult, it means that we understand that is the how we are going to handle this particular situation. And manager and when we are talking about the interpersonal dynamics at the workplace, we should be matured enough to handle our insult rather than to react to the insult and getting anger in spite of this that is the how to manage our insult that we should learn.

So as I mentioned, we should not react. With a pause, we have to learn to take a pause, take a moment and then practice how to respond it and now it is a question of the response. So when we respond it, if the other person is intentionally trying to insult us or at least that is what we suspect, there are few things which we can do.


(Refer Slide Time: 8:20)



**RESPOND**

If the other person is intentionally trying to insult you, or at least that's what you suspect, there are a few things you can do :-

- Respond in a balanced manner.
- If someone is trying to humiliate you get out from that place.
- Respond in a sarcastic way.
- Inform your superiors if you are at workplace.
- Try to access the intention of the person.

 5

The first is it should be in a balanced manner. Because as I mentioned in earlier that is there may be some truth in that. And if the truth is there, then we cannot just ignore it. We have to accept it after the certain extent. And this acceptance that will create that is the how we have to respond in a balanced manner. And therefore, we do not play the blame game because there is no point in playing the blame game, that is the who is responsible.

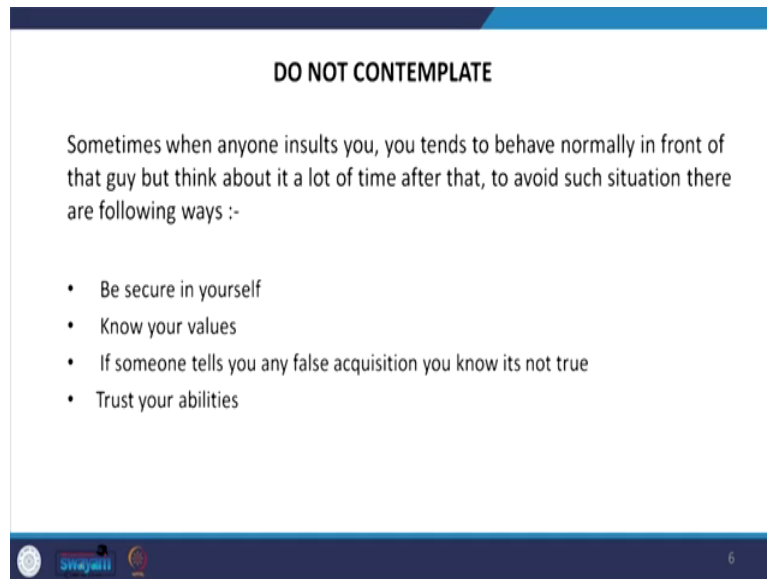
Rather than we have to see that is the we respond in a proper balanced manner. If someone is trying to humiliate us, get out from that place. So many times it has been seen when you are away from that situation, so in this insult management when you are leaving that particular place, then definitely that the impact of insult that will be less. As I mentioned, that is the many people they respond in a sarcastic way.

And therefore, it is having a sense of humor. And therefore, in that case, it is commented like that that is the person understands also but he also does not feel bad. And therefore, your response to the insult that does not create more conflicts. Inform your superiors if you are at workplace. And then if you find that is the it is increasing, and it is becoming the routine and then it has become the intolerable condition, then in that case definitely you can inform to your superiors.

When you inform to your superiors and they are supposed to take the action and see the situation. Try to access the intention of the person and as I mentioned that is if it is accidental, so forgive it. Forgive and forget because there was no intention of the person to hurt you but

whatever he has said that is directly or indirectly that is created a situation of insult to us. Then definitely in that case we have to find out whether it is intentionally or not.

(Refer Slide Time: 10:36)



**DO NOT CONTEMPLATE**

Sometimes when anyone insults you, you tends to behave normally in front of that guy but think about it a lot of time after that, to avoid such situation there are following ways :-

- Be secure in yourself
- Know your values
- If someone tells you any false acquisition you know its not true
- Trust your abilities

swayam 6

Do not contemplate. Sometimes when anyone insults us we tend to behave normally in front of that guy but think about it a lot of time after that. And to avoid situation, there are the following ways: So it happens many times that is the somebody insults, we have not responded to that and then later on for many days that is we do not speak anything before that guy. But we keep in our mind and therefore we always think a lot about that particular insult.

So first and foremost is the be secure in yourself. Try to understand that is the you yourself have not that feeling and should not continue with that feeling because neither you have insulted that person nor you have created that situation that is you have responded. Then (definite) but you are keeping in brain, your mind and for a lot of time and with and you are not able to forget. So as a result of it, it will be difficult.

So that is it is required to be the secure, we have to secure to be ourselves. And know your values. Now you see, so we have to understand if somebody is doing a bet to us and then what, how we have to respond. So if we respond that is doing the again, the revengeful activity against that person, any bad activity to that person, then there is no difference between that person and ourselves.

So, it becomes important how do you want to behave? And it depends on our values. That is, if our values are like this that is the we are positive, our attitude is positive, if the somebody

says something, we will try to find out if there is any fact in that. And if there is a fact, we will like to improve on that. But in spite of fighting with that person or then telling, insulting that person who has insulted us, like this type of the revengeful activity will you prefer?

Or you will prefer to development of yourself and taking the corrective actions if there is something fact is there. And then try to improve upon that and ignore that person. And then see that is the you are not getting affected with that particular person. So therefore, in that case, it depends on our values. If our value systems are strong then definitely we will not be able, we will not be getting disturbed ourselves and we will be able to face this type of the situations.

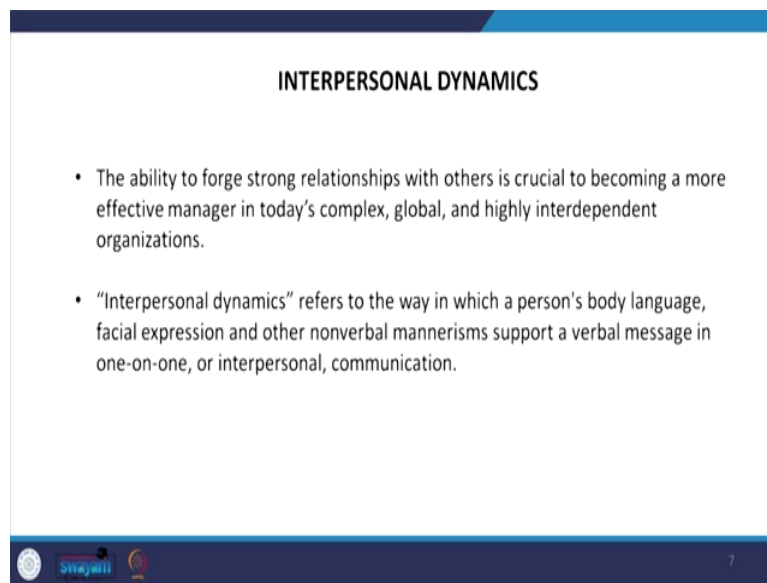
Like I have talked about the spirituality and then the (spirit) if you are spiritual, spiritualism is there, and therefore in that case you will look towards the happiness and make the forget and forgive. If someone tells us any false acquisition, we know it is not true. And therefore, if it is false, suppose it is true, we will take corrective action. But it is false and then we know there is no point, there is no fact what the person is saying.

Then in that case what we will do? We will ignore. And then because you know that whatever he is saying that is not true. So therefore, you just delete it from your mind. And because there is no point, the people keep on saying. So for the bigger leaders also people keep on saying something but they do not, if they will get entangled into these, then they will not be able to make the development.

So therefore, it is, it becomes very-very important that is the we learn to ignore also. Trust your abilities. And therefore, we have to trust in our abilities that is the, whatever he is saying it is false. We know that we can and therefore, in that case, we have to believe in ourselves and keep on doing and not getting affected by the insult.

(

Refer Slide Time: 15:04)



**INTERPERSONAL DYNAMICS**

- The ability to forge strong relationships with others is crucial to becoming a more effective manager in today's complex, global, and highly interdependent organizations.
- "Interpersonal dynamics" refers to the way in which a person's body language, facial expression and other nonverbal mannerisms support a verbal message in one-on-one, or interpersonal, communication.

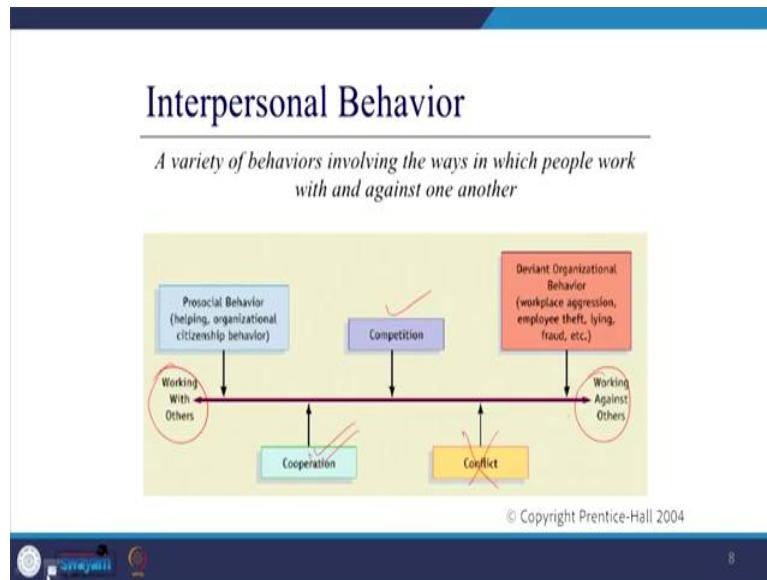
7

In interpersonal dynamics this is the ability to force strong relationship with others is crucial to becoming a more effective manager in today's complex, global and highly interdependent organizations. And therefore, in that case, because we want to maintain the interpersonal relationship in this complex, global and highly interdependent organization and it therefore a person's language, facial expression and other non-verbal mannerisms support a verbal message in one on one or the interpersonal communication.

So many times it becomes difficult for the individuals to working with the others if they are not having the proper support. And then if the verbal message or the body language of the other person is not supportive and rather than it is communicating a message in the form of insult, then definitely in that case this interpersonal dynamics that will be getting disturbed.



(Refer Slide Time: 16:11)



So here we will see a variety of behaviors involving the ways in which the people work with and against one another. So pro-social behavior is there, so when we are talking about the working with others, when we are working with others then that is helping organizational citizenship behavior is there, OCB is there.

And so this OCB, OCB means rights and duties, working with others, with the having protecting our rights and performing our duties. And therefore, in that case, that OCB that helps, helps to work ourselves and also helping the people surrounding to us. And then the extreme another dimension is the working against others. Here that is the there will be organizational behavior is there. So what is expected from an employee to behave and then we will find that there is the, deviant behavior is there.

And what, that is why at the workplace, there is an aggression, very aggressive attitude is there. Employee theft occurs, lying occurs, the fraud, people do fraud. So therefore, all negative symptoms we will find at the workplace. Whenever there the people they are not working with others, rather they are working against others. So it is up to the individual's value system. If the individual's value system is there, then of working with others so then definitely, a very good pro-social behavior will be demonstrated.

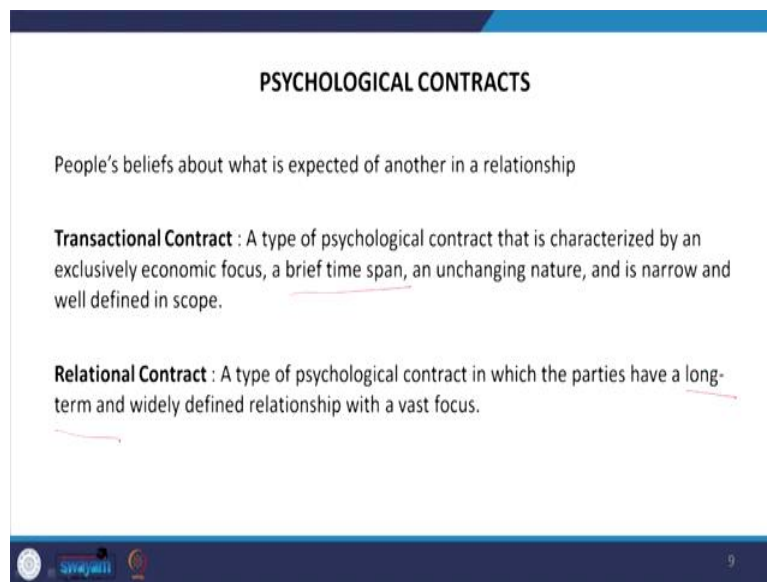
But when it is with the working against others, then definitely in that case there will be deviant organizational behavior. And that workplace aggression, employee theft, that will be a problem. Also, in between there is a competition. So whenever you are talking with the working with others, and the working against others, in between we will have the

competition. And in the competition, at the time of competition when we have worked on, are going with the working with others, our value system will be cooperation.

So naturally, we will try to see that is there is a proper understanding amongst the each other. And therefore, that particular value of cooperation that is existing. But in the era of competition, when we are working against others, then definitely there will be the conflict. And if the conflict is there, then that will create more and more tendency towards the working with others.

What is important is this that is the whenever we are talking about this particular aspect, we have to be very clear that we are working with the cooperation and not with the conflict. And that is why we will be able to work with others and not the working the against the others. The another system which works in this particular context, that is a psychological contract.

(Refer Slide Time: 19:53)



People's belief about what is expected of another in a relationship, and therefore it is a contract, psychological contract between the people. That is yes, if I am working with you, so I am expecting that is you are also working with me. You are not working against me because when I am working with you then definitely in that case I expect and this type of the expectation and therefore fulfillment it is called the psychological contract.

In psychological contract, first we will talk about the transactional contract. A type of psychological contract that is characterized by an exclusively economic focus, a brief time span, an unchanging nature and is narrow and well-defined in scope. Therefore, in the

transactional contract because it is in the process of the transaction, and therefore it will be more focused on the getting returns that is economic focus.

And then it will vary for the short period of time and naturally in that short period of time you need not to change your nature and there will be proper scope will be there. In the relational contract, a type of psychological contract in which the parties have a long-term and widely defined relationships with the vast focus. So if there is a psychological contract is there, the parties have a long-term and widely defined relationship.

So therefore, in the transactional contract it was a brief span of time spent while in this case you will find it is a long-term. So long-term, so therefore it becomes a very-very more important that is whether you, like you are working in an organization, if you feel that is I have to work only for two years, so then that will be transactional contract.

Transactional contract that is I am here for a short period of time, I have to do this only particular job and there is not, I am not going beyond a framework. But when you are having a psychological contract with the people in the company, so then and then you plan that is the yes, this relationship is, will go long whether I work into this organization or I do not work into the organization.

If I focus only the time period of the organization and later on I have nothing to do with these employees then transactional is there. But no, I have to work for some period of time in this organization and even after that, that I will continue with the, relationship with these employees in this organization, then definitely that will be the long-term and widely defined relationship with a vast focus is there.

(Refer Slide Time: 22:11)

		Performance Terms	
		Specified	Unspecified
Duration	Short-term	<b>Transactional:</b> (e.g. retail clerks hired at xmas) - Low ambiguity - Easy exit/high turnover - Low member commitment - Little learning	<b>Transitional</b> (Ee experiences during merger change or acquisition) - Ambiguity/uncertainty - High turnover/termination - Instability
	Long-term	<b>Balanced:</b> (e.g. High involvement team) - High member commitment - High integration - Ongoing development - Mutual support - Dynamic	<b>Relational:</b> (e.g. family business members) - High member commitment - High affective commitment - High integration/identification - Stability

*Handwritten notes on the slide:*  
- A red circle is drawn around the word "Stability" in the Relational cell.  
- A red arrow points from the text "Identification" to the "High affective commitment" row in the Relational cell.  
- Another red arrow points from the text "Identity" to the "High integration/identification" row in the Relational cell.

So here we will talk about the types of the psychological contracts. So performance terms will be there. That is the short-term and the long-term is there. So in the transactional, what will be the characteristics? In transactional, transactional in the short-term there will be low ambiguity, easy or exit high turnover. So therefore in that case people are coming for a short-term period of time and they are leaving the organization.

Low member commitment, naturally when the employee knows that is I am here for a short period of time, his commitment will be very limited. He will not expand his rights and duties and therefore as a result of which, as effect also there will be little learning to this particular employee who has come for the short-term or in the transactional psychological contract. But if the employee is coming for the long-term transactional contract, then in that case he will be balanced, high involvement team.

And therefore, in that case, it will be very-very important that is he has the high involvement because that is the long-term. High member commitment, as we have seen in the short-term there was the low member commitment, but in this case because it is a long-term, so high member commitment will be there. High integrity will be there. Ongoing development continuous will be there. Mutual support is created and therefore it will be a dynamic in nature.

While in case of the unspecified transitional contract, then again it is a short-term is there. Experiences during the merger change or acquisition is there. So if this type of situation is there, when there is a transition even of the culture, then there will be ambiguity and

uncertainty. So for the short-term period, there it will not be clear that what value system will prevail, which culture will prevail here. And the high turnover or termination will be there.

Naturally employees because always have been seen if the one organization, another organization is getting merged or acquired then definitely the employees they start leaving because they have a fear whether I will be get accepted into another culture or not. And then in that case you will find there will be high turnover, turnover is there. Or if the company which is acquiring the another organization, its employees may terminate, may get terminated.

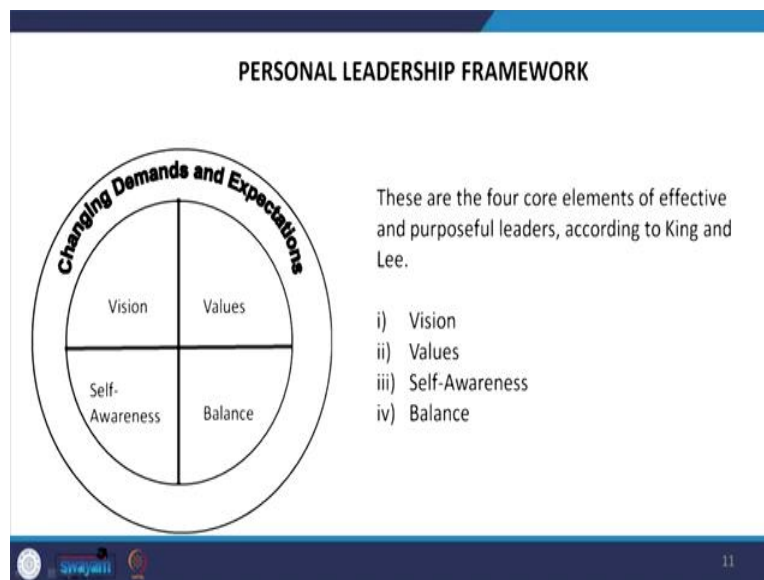
So but this will be for the short period of time and there will be instability. Because of this uncertainty there will be the instability. But when it is the long-term is there, then it will be relational will be there. In relational that like a family business members is there. So it will be psychological contract will be high member commitment. Naturally, because we the employees they are from the family business, family only.

So they will look for what? That is the they are able to cope up with this particular situation and then they will go for this, the high member commitment will be there. If high member commitment is there, then in that case there will be more effective commitment will be also there. So not only that feeling is that that I am the member of this family, but the affection with the organization that will also increase.

And then as a result of which high integration or identification they will make. So here I would like to mention that is the job's centricity and job identity. So job centricity, here will be the job centricity where they will be able to concentrate more and in case of the high integration, identification that will be the job identity. So job identity in this case will be also very high.

And because of their involvement, emotional involvement, their physical involvement, their mental involvement is very high in the organization, there will be the stability in the organization. So therefore, in that case, it becomes very important that is the in all of the type of the psychological contracts it becomes very much that is there is a relational contract is there.

(Refer Slide Time: 26:36)



So when we talk about the personal leadership framework, then the changing demands and expectations, so when leadership means that is a vision. So these are the four core elements of effective, purposeful leaders. So there has to be the vision. And then what type of the values are there by this particular leader? And whether he is aware, self-aware and then he is having the balanced one is there.

(Refer Slide Time: 27:02)

- **Vision** :-Having a personal vision for one's own leadership as well as for one's organization/workplace.
  - **Values**:- A clear sense of one's own values are important to leadership in that the most difficult decisions one makes are made on the basis of values.
  - **Self-Awareness**:-Leaders who fail often fail due to a significant lack of self-awareness. Leaders who succeed are aided greatly by a high degree of self-awareness. This self-awareness is a result of both self-reflection and of feedback from others.
  - **Balance**:- It is important because of the demands on the leader's energy; physical, mental, spiritual, and emotional energies are called upon. Balance helps leaders think clearly, make calm decisions, and communicate with confidence and compassion.
- 12

So here when we talk about the vision, having a personal vision for one's own leadership as well as for one's organization and workplace. Now here we can find out that is this type of leaders, they will have the less insult to others, they will respect more because they are

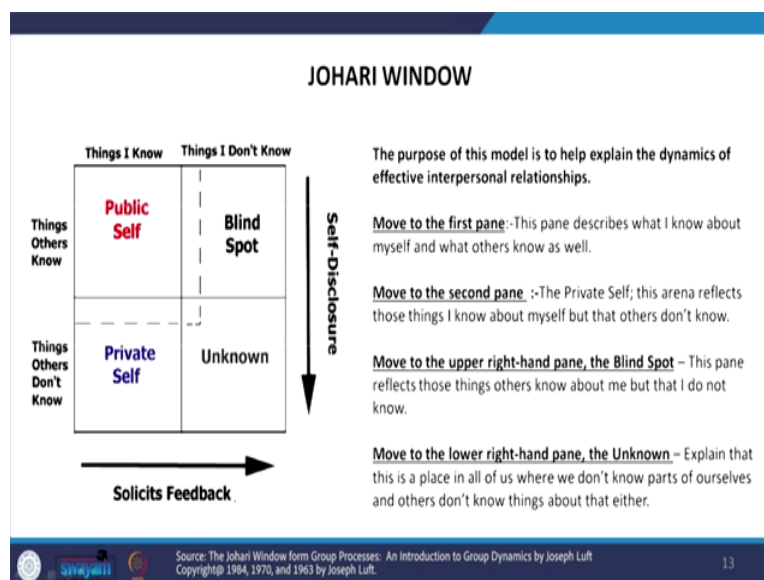
having the one own leadership and therefore they want the organization should grow. As far as the values are concerned, a clear sense of one's own values are important to leadership.

And that the most difficult decisions one makes are made on the basis of values. So many times the very difficult situation arises in the business. And that difficult situation of the business that is dissolved and solved with the help of the value system of the leader. If the leader is aware about his strength and he is aware about what are his weaknesses, so this type of leaders, then definitely they will be always succeed or aided directly by high degree of self-awareness.

And this self-awareness is a result of both self-reflection of feedback from others. So therefore, by knowing oneself and then getting the feedback from others. And therefore, the self-awareness is increasing. When we talk about the balance, it is important because of the demands on the leader's energy; that is the physical, mental, spiritual and emotional energies are called upon.

And then if the leader is physically strong and then the mentally very positive, value systems are spiritual and emotional connect is there. So then definitely in that case that will be a very-very balanced leader and very successful leader. Balance have leaders think clearly, make calm decisions and communicate with confidence and compassion. And we will find that is leaders those who are having the high self-awareness, then they will, clearly they will be with the, communicate with the confidence and they will have the compassion is there.

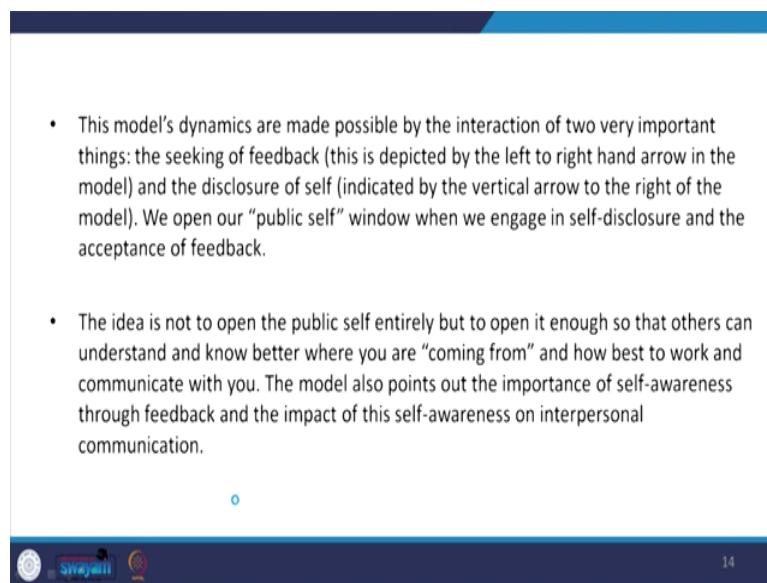
(Refer Slide Time: 29:09)



Now, here when we talk about the now the Johari window, the purpose of this model is to help explain dynamics of effective interpersonal relationship. So move to the first place, that is what I know about myself and I know, others know as well. So therefore, things others know. Here is the things I do not know and the things others know, here is the things I know but things others do not know. Here things I do not know and others also do not know.

Now here you will find that is the here when we are talking about the I know and others know, that will be always a better situation for the self-disclosure and the solicits feedback. We will find that is the always they are making the more and more transparency.

(Refer Slide Time: 29:50)

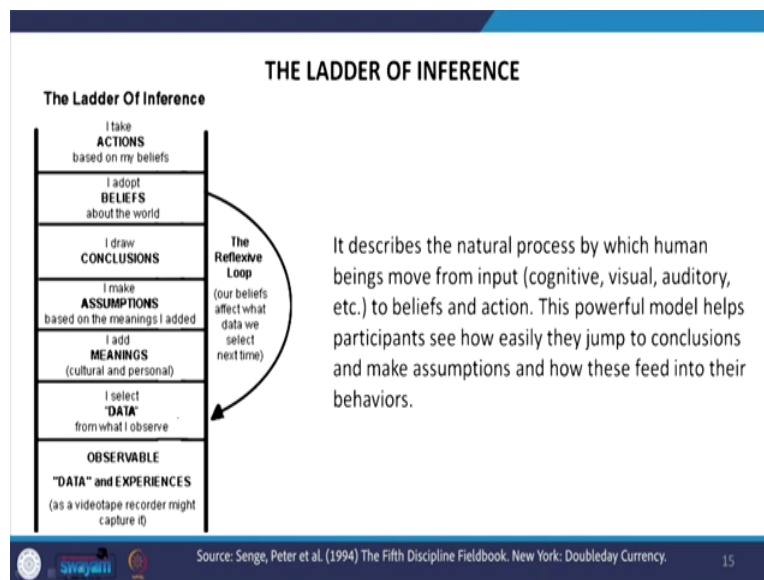


- This model's dynamics are made possible by the interaction of two very important things: the seeking of feedback (this is depicted by the left to right hand arrow in the model) and the disclosure of self (indicated by the vertical arrow to the right of the model). We open our "public self" window when we engage in self-disclosure and the acceptance of feedback.
- The idea is not to open the public self entirely but to open it enough so that others can understand and know better where you are "coming from" and how best to work and communicate with you. The model also points out the importance of self-awareness through feedback and the impact of this self-awareness on interpersonal communication.

And when there is a transparency, this model will help possible by interaction of two very important things; seeking of feedback and disclosure of the self. We open our public self-window when we engage in self-disclosure, that is becoming a very-very important issue is there.



(Refer Slide Time: 30:05)



The last slide which I would like to take that is the ladder of inference. It describes the natural process by which human beings move from input, cognitive, visual, auditory, etcetera to beliefs and actions. This powerful model helps participants see how easily they jump to conclusions and make assumption and how these feed into their behaviors. So therefore when we talk about the observable data and experiences, videotape recorder might capture it.

And then I select the data from what I observe. I add meaning cultural and personal. I make assumptions based on the meaning I added. I draw conclusions and then I believe that is I adopt the beliefs about the world. And therefore, I take action based on my beliefs. So, therefore right from the observations we create the data, datas we interpret meaning, meaning is giving the assumptions.

Assumptions are converted into the conclusions which creates the belief and belief is taking the action. The reflexive look and our list that data we select in the next time. So therefore, it will becoming that is the how easily one jumps to the conclusions. And as the conclusion will be made as will be the behaviors.

So what I would like to conclude is this that is the it becomes very very important that whenever we are talking about the interpersonal relationship, respecting others or insult of, insult to others, we have to understand that is what type of the factors which affect, that is interpersonal dynamics among the people at the workplace, the psychological contract of the workplace and then the process of Johari window that is knowing oneself and others and others know to yourself and finally that is how we derive the conclusions.

And if the conclusion that is based on the belief, if they are realistic then definitely there will be no problem. If these are unrealistic and our value system is to blame others, insult others, then definitely in that case the term employee's turnover will be very high, people will be leaving the organization and talent will not continue with the organization. So we should avoid this type of the negative emotions at the workplace and create a good workplace to the great workplace so that the employees continue to work. Thank you.