

Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture – 06

Fundamental Interpersonal Relationship Orientation – Behavior - II

Hello, so last time we have discussed about the FIRO-B. And in FIRO-B we have talked about the different dimensions for the inclusion, control and affection. We also discuss about the expressed, expressed inclusion, expressed control and expressed affection. Then we have also discussed about the wants inclusion, wants control and wants affection. Now, further we will like to take this FIRO-B and we will talk about the expressed inclusion.

Now, you see, now, I would also like to connect it with the profession. In the profession when you are at the managerial position, then definitely I feel that is the expressed inclusion becomes very very important when you are at the subordinate position then definitely in that case the want inclusion that might be okay. But when you are in the leadership position, then definitely you have to be strong into your expressed inclusion is there. For example, socialization

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BEHAVIOR ASSOCIATED WITH INCLUSION NEED	
EXPRESSED INCLUSION	WANTED INCLUSION
Talking and joking with others	Going along with the majority Opinion
Taking a personal interest in others	Wearing distinctive clothing
Involving others in projects and meetings	Getting involved in high-profile projects and activities
Incorporating everyone's ideas and suggestions	Seeking recognition or responsibility
Offering helpful information or "tips" to new Colleagues	Frequent visits to heavily trafficked areas (e.g. the water cooler, tea/coffee vending machine)

The first is given, talking and joking with others. So, therefore, when we talk about the expressed inclusion, so what we do? We involve others and the involvement that is the they are talking to them and interacting with them and the topics might be the formal topics, topics might be the informal topics. But what is most important is this that is you are interacting.

If you are not interacting then you are not expressing the inclusion is there, whenever you were interact, communicate with the other persons then definitely in that case they will be getting involved, they will get included. And therefore, in that case while like many people why why they tell jokes?

Because they want to include others, so they want that is a somebody should listen them and then there should be the reaction of the laughing and therefore, as a result, it will be a wonderful socialization process. So, first and foremost that becomes about the talking and joking with others and involving them.

Second is taking a personal interest in others. Now, in the morning is somebody asked you how are you? And then you will say I am okay fine that is that is complete. But whenever you say how are you and then if he start sharing his any particular problem. Maybe his health related problem, maybe his professional related problem. Maybe extend to the personal problem here is sharing then definitely, we have to take interest in that.

How to take the interest in that, how to express the inclusion? That is the we have to ask that is why, why this is happened, what is happened, when it is happened, how it is happened and how I can be helpful to you?

And therefore, in that case what you are developing? You are developing a network you are connecting to others, but you want but if you do not expressed, you want to involve other persons, but you do not express then definitely it will not be the expressed inclusion is there that will go under the want inclusion that is you want to share your problems with others and you are looking for somebody that who can express inclusion for you.

So, therefore, in that case, the second method of the including others is that is the take personal interest in other maybe in the professional growth if you do not want to involve into the personal matters, you can take into the professional growth, interest in the professional growth.

And then ask them that is the how they can develop their knowledge, how can develop their skills, how they can be grow and get the promotions, how they can build their carriers and therefore, as a result of which, those people who talk this type of the issues then definitely the other person understands that is the this is my mentor, he is taking interest in me, he is having the not only the interest in me, but he is advising me in a right direction and therefore, it goes up to the extent of the relationship of the mentor and mentee also.

So, therefore, that inclusion that inclusion starts, the third point is involving others in projects and meetings. Now, whenever, we have to observe these things, if the people are not attending the meeting, so, where they are, why they are not attending meeting, or they are not attending meeting because they are busy somewhere or they are not attending meeting to avoid the person.

So, therefore in that case, we have to be very careful and we have to involve then what to do? If you observe that is there is one employee who is not attending your meetings, whenever there is a meeting, he says I am busy. So, that is the avoidance technique.

So, then try to understand, ask him, interact with him, that is why or try to decide the data meeting with his consultation, so that then he will be forced to come and then you can involve him because if you want to give the best results at your workplace, then without involving the people, you cannot give the results.

To involve the people, you have to take interest with them, interacting with them, and calling the meetings, taking their opinions in normally in the strategic decisions. In the strategic decisions they should feel that they are the stakeholders and they realize that is yes they have to participate in the meeting.

Another important point is that is a projects. Dear friends, we are having the projects and the project is a teamwork and in the teamwork if the people are only as a group members, they are not coordinating, there is no synergy and then in that case it will be very difficult for you to complete the project on the cost quality and time parameters because for the fulfillment of the cost, quality and time parameter in the projects, you require the manpower support.

So, that manpower support even in the era of artificial intelligence, the machinery, the robots they all are directed by the human beings and therefore, in that case, it becomes very important. That is the, you involve the people and then you complete your projects successfully.

Next is incorporating everyone's ideas and suggestions. As I mentioned, there is only inviting the meeting but the style of leadership in the meeting to include others and that should be participate to style of leadership. If it is not participate style of leadership, then people will not be involved and as a result of which if it is autocratic, that is I have taken the decision you have to just sign or I have taken decision, you have to say just yes, then in that case, if that

autocratic style is there, then you will not get the involvement of the people surrounding to you. So, there, and whether it is in the family or it is into the workplace.

At the workplace, please be careful that you are having the involvement of everybody's and asking them ideas. Here I will also mention one more concept that is when we want to include the other persons, then definitely we have to promote design thinking. In design thinking what we do, we ask them to create the ideas, as much ideas as much possible.

And to create the ideas that freedom and flexibility at workplace that has to be given. When you are giving the freedom and flexibility at the workplace, then definitely you will find that is people are giving the wonderful ideas. The ideas can be taken from a child, the ideas can be taken from the serial of the doraemon.

And therefore, whatever the ideas come of the time machine, of the gadgets, of the technology development or the new product development, all this. So, but unless and until you will not include them, they will not share their ideas. They might be having hundreds of ideas with a child also. Child is having the wonderful ideas, his ideas are also expressed in the questions, but to ask these questions, you should be available. You should give the time.

And when you give the time and then you talk to them, involve them, include them, ask them their ideas and then that wonderful funny ideas. And from there the new product development concept starts, what is important is that, that is for getting the ideas from the people, you have a very good relationship with them.

Similarly, many times organizations are going through the number of problems, whether it is related to the marketing, related the HR, related to the finance and therefore the, your advisory board may be formally or informally advisory board, they will be able to give you the suggestions.

And you never know which suggestion will be the best suggestion for you. So, therefore, in that case, you have to keep on asking them the suggestion, suggestion, suggestion, not only for the problems to solve the problems, but for the future growth also.

And therefore, in that case, you involve the people, get their ideas and get their solutions. So, another very interesting point here is mentioned is that is how we can involve the young people, young colleagues offering helpful information or tips to new colleagues. I remember when I was HOD and I got the six pack of new faculties, I always talk to them what I have

learned from my senior professor Prem Raj Sir that is the how to provide the tips or information for the career growth.

For the new colleagues when they joined telling them that is the, what are the benchmarking practices in which you will be examined, evaluated, your appraisal will be done at the end of the year. Now, the quarterly practice is there, but the person should know after three months or six months or annually, how I will be appraise and then how I will be appraise means those parameters.

For example, in academics, we talk about the parameters will be teaching, the feedback by the students, how you are teaching, what is your pedagogy, are you using the digital pedagogy or not, are you are using the active learning in the classroom or not. So, all these concepts that that is to be given to the new colleagues.

That is in the teaching you have to involve the active learning, you have to involve them, you have to talk to them, them means students, you have to give them the assignments, the projects, so that they will be actively involved in learning process. So, it should not be only the lecture method, but rather than it should be active learning method.

Similarly, when we talk about the digital pedagogy, the classroom management, how you are making the assessments, how you are going for the teaching tools, techniques and tools you are using, are you using the technology or not and then in that case, it will become a very, very important to give the tips to the your young colleagues in academics. That is they talking about that is the how they can make the active learning and use of technology in the classroom.

Another important aspect that comes about the training that is the learning process and therefore, in that case, that is one is the sharing a knowledge other is the gaining a knowledge, how do you get that knowledge? What are those source?

So, therefore, like for example, the PhD scholars, when you share with them the source they talk about the journals when you talk about it is that they should be the listed journals and then in that case, you talk about what should be the listing of journals, the parameters and then in that case, it becomes a very, very important tip for them to begin their carrier that is yes, they have to learn.

So, you involve them in the case of their carrier guidance and therefore you give your new colleagues younger colleagues, this type of the tips are there. Simple tip can be given about the market that is where is the market? And where you will get the best things in the market?

So, therefore, all this type of the important sharing that will also involve the involve inclusion of your colleagues. Involvement of your colleagues, it will be personal touch, it will be the professional guidance and therefore, you will be expressed the inclusion this (parti) by this particular matters.

So, dear friends, you should be very very active in sharing this type of the inclusion at your workplace. But everybody is not having the same personality, there are the different personalities and therefore there will be the want inclusion also. The wanted inclusion, what will be the parameters that I will discuss now one by one.

Now in the wanted inclusion is this, that is in the expressed inclusion, you were talking to others and here going along with the majority opinion. So, therefore what is important that is you are going with the majority opinion with the others, what does it means? That is the yes, I am with you. What message you want to give them?

That is I am with you, please involve me that is a wanted inclusion that is include me, I am not your enemy. I am not against you, I am not opposing you, I am agreeing with your all opinion, I am so therefore, I am with you. So, therefore, this message shows that is the person wants inclusion.

Now, another very very interesting is that is the how people should include and interesting point is wearing distinctive clothing. So, whenever you wears the distinctive clothing what happens? People ask you, oh people, you attract the people towards you. And when you attract the people towards you, they ask you from where you purchase this particular (())(14:52) how you are you are select you about this color. This color is looking very good and therefore they start talking with you.

So, that it means that is your initiating. Initiating a communication, a communication which making the impression and the impression comes. So, whenever anybody comes in the formal and beautiful tie and the immediately you are ask from where you have purchased this tie. So, what it means? It means that it shows that is the, you want that people should come, people should ask and therefore, your friends, they ask you this type of the questions.

And therefore, you express them and that the way you also giving your message that is the, I should be included. Because whenever in this you are in the society and you are distinctive, then definitely people will get attracted towards you.

The third point that is the getting involved in high profile projects and activities, now dear friends you will find here when I was talking about this particular point that is offering helpful information involving others in the projects and meetings, then in that case, it becomes very, very important, that is the when we are talking about others in projects and meetings, and here we're talking high profile projects and activities.

So, one side those who are having the expressed inclusion, they will involving others in the projects and meetings, while those who are having the want behavior, they will get involved into your project. So, the leadership positions, the higher positions what they do? Normally they involve the others, but what the junior positions do? In their cabins superior to (())(16:45) any when any level of management.

Then they are getting involved in particular projects. And for organization, maybe every senior executive will be involved in their high profile projects and activities. So, message is that is I want to include myself into organization. It is important for me to do this particular project, it is important for me, organization accepts me.

And therefore, whenever we talk this type of the issues and then it becomes a very very important that is the it is become the higher level profile and involving themselves into the projects and activities and then it is a mixed structure. Once you are involved, then definitely sometimes you may also involve others and therefore, that wanted inclusion that procedure starts.

Many times that is the inclusion is the child, child how child will show his want inclusion the like that is the he is looking towards you for the recognition and appreciation. Dear friends, we have to be very very careful. That is somebody has done any good job immediately we should not forget to expressed the, our appreciation to that particular object that may be the personal or that may be the professional.

And therefore, in that case, because whatever somebody does like a painting, if somebody writes a minutes of meeting in the professional way, I will talk example, what happens? That is the, you immediately expressed Oh very well written, you have covered all the points, your writing skill is very good.

So, therefore, in that case it means that, that is you are seeking the recognition of that particular person or when somebody has done his job very well. And then you recognize that then that is a responsibility.

So, therefore, those who want the inclusion what they want? They want responsibility in the positions in the organizations, some people are doing very high want behavior, wanted inclusion, and therefore in that case what they do? They want to see that is they have given certain responsibilities in the organization.

If this responsibilities is not given they feel that no it is not organization, does not involve me and then they may be the different responses or reactions for this. So, therefore, in that case it becomes very very important that is it those who have the want inclusion they are seeking or the seeking for the recognition or the responsibilities for these particular positions.

Then, how the other persons expressed their want inclusion? They expressed they want inclusion with the frequent visits to heavily trafficked areas. For example, that is very important is that is the water cooler talks. So, somebody will frequently visit to the water cooler talks, somebody will frequently visit to the tea corners or the tea clubs.

Somebody will frequently and eagerly waiting for their friends at the coffee vending machine or the water cooler water, cooler or the tea club. So, therefore, in that case, whenever they are having the frequent visits to the heavily trafficked areas those places it means that they want inclusion is there.

However, it is, but that the person who expressed inclusion, they may also run towards the heavily traffic areas, but what is important is this that they may go for these particular places for the expressed the inclusion. In the inclusion also they may see that is the whenever they expressed the inclusion, they are becoming very, very important for the others and then they start giving tips like you will see on the my left hand side column and that is the information or tips are given to the new colleagues.

So, where are the places where they do, so why like the one to one interaction otherwise this will be the heavily trafficked areas and where they will go for this type of the water cooler talks.

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BEHAVIOR ASSOCIATED WITH CONTROL NEED	
Expressed Control	Wanted Control
Assuming positions of authority	Asking for help on the job
Advancing an idea within the group	Involving others in decision making
Taking a competitive stance (position) and making winning a priority	Requesting precise instructions and clarification
Influencing others opinion	Asking for permission and circulating progress detail
Establishing structured tasks, procedures, policies	Deferring (complying) to the wishes, needs, and requests of others

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Now, the another two dimensions as I mentioned in the beginning, that is in the FIRO-B, there is an expressed, there is a control and there is a affection. So, now, we will talk about the expressed control whenever we are talking about the expressed control, the assuming positions of authority.

So, those people whatever the authority they are having, may be a junior level person, so, junior level person, but he will stop you right, no, you cannot do this, this is my job, this is my opportunity to do this, you cannot exercise my authority. And therefore, in that case, it is the assuming positions of authority is there.

Second is advancing an idea within the group and therefore, those who are experience the control also and then in that case, they will talk about their ideas in the within the group and

they would like to see that is the people accept their ideas too. And therefore, in that case that becomes an advancing in idea within the group that becomes very, very important for them.

Taking a competitive stance, position and making meaning a priority wonderful point is there, so, therefore, that competitive spirit, that performance spirit that becomes very, very important.

So, if somebody is having a competence for doing a particular task, a fulfillment of a challenge to the organization, then he will be the participating in that, because he shows that is the, by doing this particular challenging task, he will be expressing the control all others and telling them yes, you see, I have done this thing. And therefore, that becomes a very very common trait in in the personalities those who are intended to share there the control expressed, expressed their control is there as.

Another important point is those who expressed the control, they influence others opinion. So, in the meeting also you will find that many times like in the previous slide, if you find I have talked about that is the incorporating everyone's ideas and suggestions, that was becoming a very, very important point, but it is the expressed inclusion. So, therefore, incorporating everyone's ideas.

But here in the expressed control, you will find influencing others opinion and then we will say no, no, whatever we say, whatever we think that is the best way, that is the right way and therefore, you have to follow it.

So, if you are having the other opinion, they may not agree with you and therefore, they will try to influence your opinion and then they push their own opinion to do that particular task. So, therefore, in that case it becomes very, very important that is the how they are able to influence others position and those who are keep on doing this, it means that they are in the practice to express the control.

Then establishing structure, task, procedures and policies, this is also a wonderful contribution by them, that is the whenever those who are having able to expressed their control, they will be able to make this structure task. So, for example, project, project is also a structured task.

So, if a particular project is to be completed, and then that will be a structured task will be there and that will be followed by that particular personality who is intend to express the control then there will be the established procedures also.

So, they what they will do? They will establish their procedures, so, the project leaders, the directors, the head of the institutions, so they what they do? They establish the procedures and that is the leadership is there. So, therefore, when you make the best use of the technology and make the procedure on tech base, tech savvy procedures then definitely in that case you will find that is the expressed control is very very important.

Now, here I would also like to connect these variables for this particular point and that is about the policies. So, whenever we are talking about the policies, what they do? They establish the policies and the different policies are established and they perform accordingly. Now, I will talk about the wanted control, in asking for help on the job.

So, you will find that when that other person who is expressed control, they will, they give the assignments and here they are asking for the job and help on the job how to do my job is there. In the expressed control we find that they establish the structured tasks. Here they are involving others in decision making and not all decision making. They are requesting the precise instructions and clarifications also. So, they are taking the guidance from the others.

Now, in the case of the wanted control, they are for the asking also asking for the permissions and circulating the progress detail, that is the how the progress is going on and then they want that is the somebody is can help, somebody can guide and if the, they can speed up the progress then in that case, that is why they want to share the details circulating the progress details. So, somebody may come and say okay, you can do this in a better way, you can speed up your progress.

And deferring the complying to the wishes, needs and request of the others and therefore, in that case, it is the always because they want the control. So, the others will express them the these particular wishes they will express, the needs they will express and the request of the others, they will be in a process to the fulfillment of this particular in a wanted control.

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EXPRESSED AFFECTION	WANTED AFFECTION
Reassuring (encouraging) & supporting colleagues	Being flexible and accommodating
Giving gifts to show appreciation	Listening carefully to others
Exhibiting concern about the personal lives of others	Sharing feelings of anxiety, sadness, loneliness
Being trustworthy and loyal	Trying to please others
Sharing personal opinions or private feelings about issues	Giving others more than they want or Need

The last slide which I would like to take in this session is and that is about the behavior associated with the affection need. So, expressed affection and wanted affection, reassuring encouraging and supporting the colleagues and therefore, in that case, there will be the behavior will be associated with the affection need is there.

And then giving gifts to show the appreciation and normally in the expressed affection, what we do? We give the gifts, the gift is a token of my love and affection, we also keep on saying this and therefore, that is the appreciation is this.

Exhibiting concern about the personal lives of others as I mentioned, that is the how So, now you can connect the inclusion, control and affection and in the affection you are affecting the personals lives of the others, interacting with them others, talking to them, expressed control and help them to make a beautiful personal life.

Being trustworthy and loyal and they to be affectionate, it becomes very important that is the to have the trustworthy and loyal to the others and when those who are trustworthy and loyal to the others what they want? They want the affection against these particular behavior, sharing personal opinions or the private feelings about the issues and therefore, how they involve, how that make the affectionate their personal matters.

So, an emotional connect is made and therefore private feeling will be there about these particular issues is there, when we talk about the wanted affection being flexible and accommodating. So, whenever they are having the, what they want the affection, so, they will say what do you want to say?

Okay, you say come this time, okay I will come this time. So, therefore being flexible, what do, what do you want that is to do or not to do, you say no not to do, okay they will accommodate, okay I will not do that. So, therefore, it is the wanted affection is there.

Listening carefully to others, this is very, very important, that is when you listen to carefully to others. So, therefore, that is also you are giving a message that is you are affectionate to that particular person and you want to listen that particular person.

Sharing feelings of anxiety, sadness and loneliness, negative emotions is there. Here about the whenever we are talking about these expressed affections are there and therefore, there we are talking about let it, let the others expressed or share their feelings of the negative emotions. So, anxiety, sadness, loneliness, when they share so, against it what they want? The other person should concern.

It means that, that is a, want affection and looking forward for the expressed affection. And then giving others more than they want or need, very very important point have you observed your behavior something that is to whom you are giving them more than what they need.

You are giving more than what they need, because you want an affection from them, you want to please, you want the customer should be delighted not only customer should be satisfied or happy, but customers should be delighted and then what you want why do you want that is the (())(30:22). You want affection, you want control.

So, therefore, these six dimensions that is about that is the want inclusion, and then they control and then affection, whether it is an expressed or it is want that I have try to share with you with the examples. I am sure you will be able to identify the interpersonal relationship, what is your orientation. However, it will depend from the person to person. Thank you.