

**Personality Development
and
Communication Skills**

BBA-305

DIRECTORATE OF DISTANCE EDUCATION

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SUBHARTI UNIVERSITY

Meerut (National Capital Region Delhi)



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SYLLABUS

PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS

Course Code: BBA-305		
Course Credit: 3	Lecture: 2	Tutorial-1
Course Type:	Skill Enhancement Course	
Lectures delivered:	20 L+10T	

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3Hours

Continuous Comprehensive Assessment (CCA) Pattern

Tests	Assignment/ Tutorial/ Presentation/class test/Practical	Attendance	Total
15	5	10	30

Course Objective:

- To develop the skills of the professional undergraduate students for proper self- expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes
- The students should improve their personality, communication skills and enhance their self-confidence

UNIT	Course Content	Hours
I	Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication Through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire - Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.	8
II	Impression Management: Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in , Current Social Image , Instrumental Complementarily , The Private Self , Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.	8
III	Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.	8
IV	Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position.	6

Course Outcomes: At the end of the course, a student will be able to:

CO 1: Develop personal and speaking skills and understanding the others.

CO 2: Develop communication skills as well as positive personality traits.

CO 3: Understand the role of communication in personal and professional success.

CO 4: Understand the importance attire, body language in impression management.

CO 5: Understand the concept and value of assertiveness and training to get rid of depression and stress a big problem for today.

Text and Reference Books

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition, 2013.
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI, 2014
3. Personality Development and Soft Skill, Mitra, Barun, Oxford University Press, 2018
4. Books Business Etiquette by David Robinson, Kogan Page, 2012
5. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2009.
6. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009

Weblinks

<http://www.letstalk.co.in/>

<https://www.managementstudyguide.com/communication-skills-and-personality-development.htm>

<http://nptel.ac.in/courses/109104107/>

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<https://www.edx.org/course/communication-skills-and-teamwork>

AN INTRODUCTION TO PERSONALITY DEVELOPMENT

An Introduction to
Personality Development

Notes

Structure

- 1.0 Learning Objectives
- 1.1 Introduction
- 1.2 Meaning of Personality
- 1.3 Personality – Definitions
- 1.4 Concept of Personality
- 1.5 Nature of Personality
- 1.6 Characteristics of Personality
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- 1.15 Multi-cultural Dressings

Summary

Key Words

Review Questions

Further Readings

1.0 LEARNING OBJECTIVES

After reading this chapter students will be able to:

- Understand and define the terms 'personality'.
- Describe the various facial expressions.

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- Understand the different gesture of body language.
- Know the various dress codes for men and women.
- Discuss the various posture of body.
- Know the guidelines for appropriate business attire.
- Describe the advantages of enriched communication.

1.1 INTRODUCTION

Personality may be hard to define, but we know it when we see it. We all make personality judgments about the people we know. A major part of coming to understand ourselves is developing a sense of what our personality characteristics are. We even form impressions about the personalities of people we do not know but have only read about. In this unit, we are going to see what is personality, factors influencing the personality and types of personality. This study helps for better understanding of each other.

Today many glitches are in our family, community, churches due to misunderstanding and unaware of the personality types. This study will be an eye-opener for the basic knowledge of the personality and to find our and others' personality.

In modern organisations, personality attributes of a manager are considered important, since they affect the entire behavioural pattern of the person. In common parlance, personality refers to the impression, which an individual forms on others through his personal attributes making attractive or unattractive view.

It is a fact that psychological factors of an individual are rarely known to others. An individual's personality is not a superficial fact or occurrence that can be easily understood, merely on his personal appearance. Personality is the whole aspect of an individual from general point of view. It includes a person's physical, psychological and emotional aspects.

Personality has come from a Latin word 'Persona' meaning to speak through (mask). As in the ancient days masks were worn in Greece and Rome by actors, while enacting plays. Thus, personality is used for influencing others through external appearance. However, personality is not the external appearance alone.

Personality, which makes an individual stand apart, is the impression of characteristic attributes. It is an aggregate of an individual's physical, psychological and behavioural aspects contributing to his 'good personality' or no personality, according to the presence or absence of the characteristic attributes.

Some of these, which are of significant nature, are worth mentioning.

- Omnibus** - This personality view is the aggregate of recognizable pattern of properties or qualities.
- Integration and configuration** - Under this view of personality, the organisation of personal attributes is stressed.
- Hierarchical** - This aspect mainly deals with adaptation, survival and evolution of the person to the environment.
- Distinctiveness** - the definition of this category speaks the uniqueness of each personality.

From the above areas, G.W. Allport has drawn his definition on personality as "Personality is the dynamic organisation within the individual of those psychological systems that determine his

unique adjustment to his environment". In his definition, Allport has touched upon the dynamic aspect of individual's psychological system, which makes the adjustment with the environment.

1.2 MEANING OF PERSONALITY

Personality has a long history. It dates from the time of Greek physician Hippocrates (460-377 BC). In order to understand the behaviour of people in the organisational setting, we need to know the basic nature of personality. It is a psycho-social phenomenon, which analyses the cognitive features and presentation of individual in the society.

Personality is made up of the characteristic patterns of thoughts, feelings and behaviour of an individual. These attributes make a person unique. Personality originates within the individual and remains fairly consistent throughout life.

Personality exhibits distinctive qualities of a person, especially those distinguishing personal characteristics that make one socially appealing. If a person wins an election on his own, society may say that he/she has won "more on personality than on capability".

Personality reveals distinctive traits of mind and behaviour of a person. It is a pattern of collective character which includes behavioural, mental, temperamental, and emotional traits of a person that makes one socially appealing. It exhibits the quality of a person, which is visible and impresses or disturbs others.

For example, the statements such as "He has a pleasing personality Raju is a Crude persona" reveal the collective characters of a person which exhibits positive or negative personality.

1.3 PERSONALITY – DEFINITIONS

A number of definitions are given in respect of personality in order to give meaningful one. Let us extract some standard definitions.

According to Gordon Allport, personality is *"the dynamic organization within the individual of those psychological systems that determine his unique adjustments to his environment."*

Fred Luthans defines the term personality as, *"how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and the person-situation intervention."*

Let us first look-in to the definition.

"Personality is the supreme realisation of the innate idiosyncrasy, of a living being. It is an act of courage thing in the face of life; the absolute affirmation of all that constitute the individual, the most successful adaptation to the universal, conditions of existence, coupled with the greatest possible freedom of self-determination."

– C.G. Jung

"Personality is the relatively stable set of psychological attributes that distinguish one "person from another."

– Lawrence Ervin

"Personality refers to the relatively stable pattern of behaviours and consistent internal states that explain a person's behaviour tendencies."

– RT Hogan

"Personality is the sum total of ways in which an individual reacts and interacts with others."

– Stephen P. Robbins

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The basic components of personality refer to the personality trait. Many researchers have shown interest to know about individual's personality as it is linked with behaviour. If one can predict the behaviour of individuals, modification of behaviour can be done in a smoother way towards achieving the organisational goals.

Each personality factor represents a collection of related or cluster of traits. These clusters of traits determine whether the individual is achievement-oriented, dominating, responsible, etc.

Robbins defines personality as, "the sum total of ways in which an individual reacts to and interacts with others."

Thus, personality devotes for the methods of affecting others, reacting to others' actions and interacting with others. These methods are chosen by individuals based on several factors. Important one among these is their traits.

A careful analysis of the above definitions will observe the followings:

- i. Personality may be defined as the characteristic pattern of behaviour that determines an individual's adjustment to the environment or situation.
- ii. It describes how an individual affects others, how he understands himself and his pattern of internal as well as external measurable traits.
- iii. It is the dynamic organisation within an individual of those psychological systems which determines his unique adjustment to the environment.

It is the sum total of ways in which an individual reacts and interacts with others.

1.4 CONCEPT OF PERSONALITY

Personality means the constitution of mental as well as the physical health of an individual.

Davison In his medical textbook, "*Principles and Practice of Medicine*," states about personality, which is socially acquired after having a genetic basis, over the course of time. The individual arrives at an adult psychological stage after passing successively through a series of maturational stages.

According to McClelland, "*Personality is the most adequate conceptualisation of an individual's behaviour with all its details, which the scientist can provide in a moment.*"

In the definition given by Davidson, there are three different aspects-Social, Physiological and Psychological of one's personality and its development and growth. McClelland has stressed mainly the psychological aspects effecting desirable changes in the behaviour and personality of an individual.

Hence, both these definitions throw some light on personality development and individual behaviour. Thus, both these definitions have utmost applicability and usefulness in organisational behaviour apart from the comprehensive approach made by Allport on the subject.

Personality of an individual is unique, personal and a major determinant of his behaviour. Because of differences in personality, individuals differ in their manner of responding to different situations. Some personality theorists emphasize the need to recognize the person-situation interaction, i.e., the social learning aspects of personality. Such an interpretation is highly meaningful to the study of human behaviour.

1.5 PERSONALITY - NATURE

The nature of every individual is attributed to his personality. Generally, an individual asserts through his behavioural characteristics. Matured persons with their longstanding experience, take an objective attitude towards themselves and others. They also introspect, so as to help improve upon their nature and behaviour.

- (i) **Self-Conscious:** There is a vast difference between human being and other species. The special feature of his nature is 'self-consciousness', which makes him aware of his surroundings and self-identity.
- (ii) **Adaptability to Environment:** Personality, off and on, does make adjustments according to the changes desired. Resistance to change, means a conflict with tension and unpleasantness. Normally, people adapt to the changed situations and challenges. Adaptation to new situations often follows a modification in behavioural pattern leading to a smooth working condition and a conducive environment.
- (iii) **Goal Oriented:** Persons strive for achievement of goal. Individuals do have the drive to achieve goals. Wants and needs lead to motive. The desire of an individual directs the behaviour for the fulfilment of the same. Both the physiological and social motives make behavioural changes.
- (iv) **Integration of Personality:** Personality works in consistency by integrating various activities (of mental and also experiences of the individual) together. Personality differs in the form of its integration. Persons with developed personalities are highly integrated with values and experiences. This depends on the standards of behaviour, which they have acquired right from the childhood.

1.6 CHARACTERISTICS OF PERSONALITY

If you apply for a job you'll be asked to list your personal qualities. Employers are assuming that your personality is to an extent fixed and won't change much from one year to the next. Most of us can relate to that idea, but where does our personality come from? Is it in our genes or is it created more by the circumstances of our childhood?

Of course the answer is both. There are bound to be genes which influence our behaviour simply because our brain and the chemicals that operate within it are made by genes. But trying to find any one of the hundreds of genes involved is notoriously difficult.

The genetics of behaviour is complex, because personalities are complex. Scientists are only just beginning to have any success in understanding how genes influence behaviour.

- i. Personality is organized and constant
- ii. Personality is psychological, but is used by biological needs and processes.
- iii. Personality causes behaviour to happen.
- iv. Personality is displayed through thoughts, feelings, behaviours and many other ways.

Personality Determinants: Heredity, Environment and Situation

Different theories propose different factors that determine an individual personality. The most popular research work done by Freud deals with the identification of self-concept.

Self-concept include things (factor) got by nature like gene, i.e., heredity and the biological formations and by nurture, i.e., through the social and environmental factors. The major determinants of personality are heredity, environment and situation.

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1. Heredity

Heredity refers to those factors, which predisposes to certain physical, mental and emotional states. It sets the outer parameters of an individual. It also limits the range of development of characters. The arrangement and structure of genes that are located in the chromosomes is passed around 20% to 50% from one generation to another. The studies reveal that twins though brought up in different places exhibit similar characters.

Thus, heredity is the transmission of qualities from ancestor to descendent through, a mechanism lying primarily in the genes. There are very many achievers in their own field like Sachin Tendulkar, U.R. Rao, N.R. Narayana Murthy, Former Prime Minister P.V. Narasimha Rao, who gave a new turn to Indian economy and many such others, who are unique in their own, way. These achievers' performance is directed by hereditary factor to certain extent.

2. Environment

Environment refers to the surroundings in which the individuals are brought up. The environmental factors relating to the formation of personality includes culture, family, society upbringing and experiences. Experiences relate to the confrontation with that of family members, relatives, and friends and to the social groups, which they belong. Culture helps to find the similarity and difference in behaviour.

Family environment refers to the individual's upbringing, the social and economic status the family holds and the size of the family. The society makes an individual to play different roles thus shaping his/her personality. Environment tends to strengthen or weaken hereditary traits. For example, when an individual interacts with the environment through speech, his speech organs guarantee that he/she is learning to speak.

3. Situation

Situation has an effect both on environment and heredity. Situation demands certain behaviour. Various psychologists have discovered what personality trait matters to an individual in his or her career. Being successful or unsuccessful depends upon how the individuals control their behaviour in various situations. For example, a candidate attending an interview may exhibit limited traits. The other trait or behaviour is concealed or not exhibited.

Personality - 4 Main Stages involved in the Personality Formation

Personality formation can mainly be divided into four stages, as given below:

1. Primary attachment
2. Family role and identification
3. Entering of a child into social world
4. Adolescent stage.

1. Primary Attachment:

It is a natural phenomenon that a child gets attached to a person(s) taking adequate care of the child. In this stage, the child after a few weeks starts responding with 'a smile' to whom it is attached. It also requires nourishment for proper growth. Normally, it resorts to crying for satisfaction of needs. During this period, a child is relatively passive and needs utmost care by those around.

2. Family Role and Identification:

This stage is between 2 and 6 years, during which the child understands the family interactions and some social norms, etc. It acquires sufficient knowledge to differentiate between father and mother (male and female). This is the stage of life, when child needs care, affection and recognition coupled with response to growth of personality.

3. Entering of Child into the Social World:

During this stage child starts adhering to the social norms by actively taking part in school life. He tries to be independent, as the major part of the day is spent outside home. The child imitates and adopts the qualities from friends, teachers and others.

4. Adolescent Stage:

The child's personality may show much flexibility. During this period, certain traits are set aside and adoption of new traits takes place. This is the time, when bodily and sexual developments do occur.

A child normally has logical thinking between 7 and 8 years of age. When he attains the age of 13, there is every possibility of an 'Abstract thinking' and the process of 'Reasoning' are evident. From this stage, a child enters into the 'Adult', the prime stage of life.

Normal development of personality occurs through the process of identification and displacement, when conflict appears, identification and displacement are a common phenomena. Conflicts arise mainly due to physiological growth, frustration, and threat from outside. Tension is normally created by conflicts and the individual resorts to identification and displacement.

This process may be either partial or total. For example, an individual may hold his father's role in high esteem in certain respects, however, in other respects, he may try to identify the qualities received from other people. Hence, the behaviour of an individual is the outcome of various identifications; likewise, the displacement also takes place in an individual.

1.7 PHYSICAL APPEARANCE

The most promising source for understanding how people's natural or existing traits can affect the responses of the environment lies in the examination of the traits with which people are born, most notably physical appearance.

Much the same way people's personality affects how others treat those people, so too does appearance. In some sense, certain elements of appearance (such as hygiene and selection of clothes) are also functions of personality, but for the most part, physical appearance, as something one inherits genetically, is independent of personality. Because of this, it can be said that physical appearance affects the environment that in turn affects personality.

Much information already exists on such topics as how physical appearance affects happiness, self-esteem, and success. It is only the next logical step to examine how appearance governs the environment in which people are immersed in by affecting the opinions of others.

Essentially, a two step cause-and-effect relationship should, hypothetically, describe the interaction between appearance and environment, and in turn, environment and personality. At an early age, perhaps before age ten or so, children have begun to recognize how others react to them. Naturally, people react with certain biases to people who look one way or another.

Good-looking children are treated as social superiors, because in society, stereotype dictates that popular people are good looking.

Conversely, children who are deemed to be not as attractive are often treated as inferior to

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the other children. For example, one study found that, "If teachers expect different behavior from students of different physical attractiveness, the students . . . develop accordingly to conform to these expectations.

In his article, Popkins breaks down aspects of the struggle between nature and nurture. He contends that one of the largest factors in shaping a person's environment is the person himself. Further, the most important example of this is one's personal appearance.

Appearance affects both the way we look at other people and the way we look at ourselves. Through a series of steps, the author reveals the support for his hypothesis. He states that appearance affects others' opinions, which in turn influences how we view ourselves, which in turn has effects on our personality.

Popkins provides proof through each step of this process, and then finally presents a way we can splice these middle steps. Through simple tests, he believes we can show a direct link between the physical appearance of a person and his or her personality.

Not only does Popkins present an interesting theory to be studied, he also provides an interesting study to go about doing this. However, that is not to say that either of these is without flaw. Although Popkins is strong in presenting his argument, his essay's shortcomings are found in both his argument and his proposed research.

In order to put faith in Popkins' multi-stepped hypothesis, it is necessary to believe the author every step of the way. Only by doing this can the reader follow the author and come to the same conclusion as he does.

However, this is not always possible because the points Popkins makes on each level are questionable. Saying that physical appearance is the greatest source for effects caused by existing traits is difficult to establish.

There are several other enormous factors besides the genetic inheritance of physical appearance that cannot be ignored. Popkins brushes aside the elements such as "hygiene and the selection of clothes."

These cannot be avoided; for they ultimately play a large part in people's perceptions. This is especially true in elementary school and middle school, each being times in which the kind of shoes a kid has and the quality of dress become immensely important. Both hygiene and clothing are based ultimately upon the personality of someone, and they therefore disrupt the cause and effect relationship of appearance and personality that the author sets up.

It would also make sense that other traits and natural occurrences would throw off Popkins' statement as well. For example, how would personality be changed through the process of puberty? A time such as this reshuffles the scales of popularity and adds new factors to the mix, such as athleticism and academic success.

Another large factor is the temperament of a child. This seems like it would have a large influence on the way people form opinions of a child. I do not think that Popkins is wrong in saying that physical attraction plays a role, but he may be stretching things by taking the next step and saying that it is the most influential factor.

His next step in the hypothesis, how others' opinions affect self-esteem, is somewhat hazy. The correlation makes sense logically, but the evidence the author uses is hard to understand. The connections he makes and the evidence he uses are not strong enough for the reader to take them as truth.

Instead of criticizing what is said, we can only take his word on it. The final step after this one (how self-opinion leads to personality effects) is clear and believable, but the process of getting to this step and looking over the previous problems is difficult.

We correlate attractiveness and personality could not be plausibly administered. I find it hard to believe that a simple change in appearance could make noticeable personality changes in such a short time. The responses one has to other people's opinions would only create a change over time. This change would be hard to capture in the proposed setting.

Also, it would be hard to get participants to go along with the experiment. Intentionally dressed participants would have a definite sense of what was actually taking place. With this knowledge, the results for which the experimenter would be looking would be tainted, and perhaps even reversed.

Popkins sheds light on an interesting topic that seems to hold validity. In presenting his arguments for the hypothesis, however, he is not completely convincing. He is able to prove that that physical attractiveness does indeed play a role in shaping a personality, but his assertion that this is the most influential factor that influences environment is not so easily accepted. This flaw does not shatter his argument, but it does indeed bring questions to the issue that are not answered by the author.

Physical Appearance Impacts Social Relations

The author takes a fundamental physical reality, our appearance, and then attempts to see how this largely immutable inheritance shapes our personality development. The basis of the paper is that people react to another individual's physical appearance, thereby provoking a behavior in the individual that is a response to the initial reaction.

In other words, the author hypothesizes that a self-fulfilling prophecy takes place. The circular phenomenon then affects development and socialization.

Popkins presents his hypothesis clearly and succinctly; however, he makes a few points that deserve attention. He quickly sums up the eternally controversial nature and nurture debate in a matter of a sentence. At the same time, he quantifies the effects of nature and nurture at fifty percent. This is a presumptuous statement, as the debate continues to fuel controversy in psychological circles.

For example, if nature and nurture were truly each fifty percent responsible for any psychological behavior or effect then we would have to assume that in monozygotic twin studies conducted on bipolar disorder patients.

However, as has been clearly demonstrated, the concordance rates for monozygotic twins suffering from bipolar disorder range from the high sixty percent range up to eighty percent. Although the author notes that controversy continues to rage and is far from settled, he also fails to recognize that cause and effect relationships are extremely difficult to establish in psychological research.

Causal factors and apparent effects are often circular and cannot be distinguished from one another. The nature-nurture debate was discussed briefly and superficially, although to the author's credit he alludes to the complexity of the issue.

One of the boldest assertions made in the paper is that in understanding existing traits, the greatest information can be found by examining the effect of one's physical appearance. It seems that perhaps a trait as fundamental as a child's temperament may be just as predictive, if not more predictive, of how people will react to the child.

Also, the causal connection between popularity and attractiveness has been viewed in the sense that people assume that attractive people display qualities of popularity (e.g., outgoing, talkative, warm, funny, etc.).

However, Popkins makes the reverse connection that people assume popular people are attractive. In the study conducted by Eagly and colleagues, people who are attractive were judged

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to be more socially competent and were attributed with tendencies to be more sociable, extraverted, and popular than their less attractive counterparts.

Research has also shown that in many situations attractive people are more socially competent than those who are less attractive. This can be attributed to the fact that they are reacting to others' treatment, i.e., the self-fulfilling prophecy; however, it is clear that, as noted earlier, a causal connection cannot be definitively made in either direction.

The author outlines well the foundation of the self-fulfilling prophecy in behavior and the bidirectionality of the relationship between personality development and appearance. However, labeling the mechanisms would aid the reader in organizing the presented information, although this is far from crucial.

One of the most interesting findings supporting the author's hypothesis is that children respond more positively to attractive faces. A baby's preference for attractive people is established within the first three to six months of life, as demonstrated in a study conducted by Langlois, Ritter, Roggman, and Vaughn (1991).

The infants look longer at attractive than at unattractive faces. At about one year, they take a more active approach in that they show more positive response to attractive than to unattractive people. The built-in human predisposition to attractiveness is an interesting topic with important ramifications for the way people react to one another, and is worthy of further investigation.

In order for the experiment designed by the author to be successful, the purpose of the experiment should not be disclosed to the participants as this may adversely affect the results. The author contends that in order to make women intentionally look bad in the study, the women could remove their make-up.

As a female, I found this statement mildly offensive and other readers could possibly misconstrue it as well. Many women do not wear make-up and the implication that they would not look as nice if they did not or that they would be mortified to be seen without it is insulting to many women struggling to succeed in a gender-biased society. I am sure this was not the author's intent, but as scholars and writers, we have a responsibility to be aware of the possible construal or implications our words carry.

Physical Appearance Is Related to Personality

Popkins intends to determine the extent to which people's nature influences their environment by looking at how physical appearance influences environment. He proposes this as a cause-and-effect relationship that should explain the development of personalities. He suggests that the most promising results should come from studying relationships between physical appearance and others' opinions, self-opinion, and self-esteem.

From the start, Popkins asserts that much of appearance is genetically determined and therefore independent of personality. Thus, he believes that physical appearance affects environment which affects personality. This is where we begin to question his argument. How has he determined that appearance is unrelated to personality? As I see it, there are many personality traits that lead to changes in physical appearance.

Take for example long distance runners, weight-lifters, gymnasts, or wrestlers. They are dedicated to their athleticism and have a dedication to their sport and their body.

As part of their high work ethic and training, they test their limits and attempt to lose or gain the weight to fit a specific requirement. It is not their appearance affecting environment affecting personality, but rather a relationship in the opposite direction.

We also disagree with his hypothesis that children will conform to others' opinions by changing their dress and look to fit this expectation. This seems to ignore two common phenomena among teenagers. Many children who may have been labeled "ugly" by classmates try to overcome their title by wearing "cool" or "popular" clothes in attempt to fit in or even raise their status. Other teenagers rebel against their peers, purposely looking "bad" or "different" in order to gain attention for their new look.

Additionally, we do not follow Popkins' use of the Kleinke (1978) results. According to his interpretation, Kleinke was able to lower or raise a male's self-esteem simply by giving false reports on a personality test. How does hearing about one's personality affect one's self-esteem? How does one know whether one has made someone more or less confident based on how one describes someone's personality to him or her? This question leads to the problems in Popkins' proposed experimental procedure.

Popkins contends that his design will demonstrate that attractiveness is a main contributor in the development of personality. Unfortunately, I fail to believe that his proposal will fulfill proper scientific procedure. The experimenter would need to pre-screen participants' pre-existing self-consciousness and self-opinion to determine how various people will react to being made to look bad.

Reactions will vary according to how aware participants are of their appearance, their concern over looking "good," and how they think of themselves. Due to the large numbers of conditions, this experiment would require huge numbers of participants to fill all the groups.

I am not sure that making this experiment a "social situation" has scientific validity. I find it hard to believe that experimenters would be objective while monitoring personalities and recording reactions of participants. The participants themselves would not act normally in such a contrived "social situation" and may serve more as actors or actresses playing the role of the "ugly" or "dirty" character. Although Popkins' idea is an interesting one, it will certainly not "tip the scale" in the ongoing nature versus nurture debate. Perhaps one way to determine the effect of appearance on personality would be to look at naturally (and unnaturally) occurring changes in appearance.

It would be interesting to compare personality measurements both before and after a major change such as injury or illness and even plastic surgery. Although there are still problems with confounding variables in this design, it would provide some enlightenment into the role of appearance in personality development.

1.8 BODY LANGUAGE

Body language is a powerful form of communication. It is a skill that can be used to influence the opinion of people around you, without talking or making contact with them. Upwards of 70% of communication is said to be conveyed through body language, making it a powerful tool in understanding the feelings of those around you.

Body language is a type of nonverbal communication in which physical behaviors, as opposed to words, are used to express or convey the information. Such behavior includes facial expressions, body posture, gestures, eye movement, touch and the use of space. Body language exists in both animals and humans, but this article focuses on interpretations of human body language. It is also known as kinesics.

Although body language is an important part of communication, most of it happens without conscious awareness.

Notes

Body "language" must not be confused with sign language, as sign languages are languages and have their own complex grammar systems, as well as being able to exhibit the fundamental properties that exist in all languages.

Body language, on the other hand, does not have a grammar system and must be interpreted broadly, instead of having an absolute meaning corresponding with a certain movement, so it is not a language, and is simply termed as a "language" due to popular culture.

In a society, there are agreed-upon interpretations of particular behavior. Interpretations may vary from country to country, or culture to culture. On this note, there is controversy on whether body language is universal.

Body language, a subset of nonverbal communication, complements verbal communication in social interaction.

In fact some researchers conclude that nonverbal communication accounts for the majority of information transmitted during interpersonal interactions. It helps to establish the relationship between two people and regulates interaction, but can be ambiguous.

1.9 PHYSICAL EXPRESSIONS

Facial expressions

Facial expression is a part of body language and the expression of emotion. An accurate interpretation of it relies on interpreting multiple signs in combination- such as the movement of the eyes, eyebrows, lips, nose and cheeks- in order to form an impression of a person's mood and state of mind; it should always be additionally considered in regard to the context in which it is occurring and the person's likely intention.

Noticing Facial Expressions

Appreciate the number of facial expressions. Expressions can relay a variety emotions, six of which are common to all cultures:

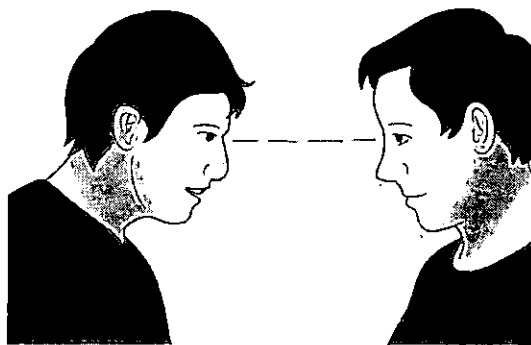
- Happiness, defined by rounded eyes, raised cheeks and a big smile.
- Sadness, which is visible in the areas of the eyes and mouth.
- Disgust, which includes lowered eyebrows and eyelids, a raised upper lip and wrinkled nose.
- Surprise, which shows in the wide open eyes, raised brow and open mouth.
- Anger surfaces in a lowered brow and penetrating, persistent stare.
- Fear shows itself in the area around the eyes and an open mouth.



Facial Expressions

Make Eye Contact.

- The eyes have been described the windows to the soul. People can observe much about a person through their eyes.
- When you make eye contact with another, it can make others feel more connected to you. This action suggests honesty, and that you are an approachable and confident.
- Too much eye contact, however, can be perceived as aggressive or hostile. Making eye contact during 50 to 60 percent of the conversation is considered appropriate.
- If this amount of eye contact makes you uncomfortable or feels awkward, practice speaking while making eye contact with family or friends.
- Be aware of your blink rate. Excessive blinking is usually means that you are uncomfortable or feeling stress.



Notes

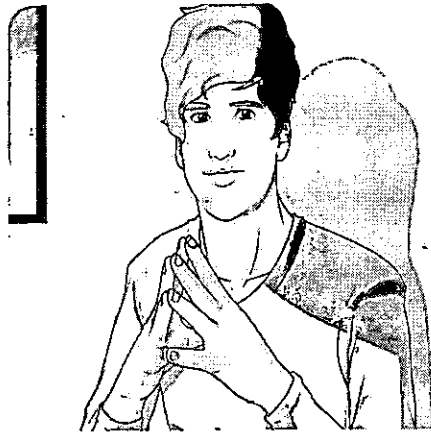
Watch movements of the mouth.

- Watch movements of the mouth. The way the mouth appears may seem rather straight forward; a person who is happy smiles, while a person that does not smile is not happy. It is not always that simple however.
- Lip biting can indicate stress, anxiety or feelings of worry. Pursued lips can indicate distaste or disapproval.
- Covering of the mouth, other than for covering a cough, can indicate that one is concealing a smirk or smile.
- Curving of the corners of the mouth can be used to perceive emotion. When the corners of the mouth curve up, this can indicate happy or positive feelings. The curving down of the corners of the mouth can indicate feelings of sadness or disapproval.



Watching the Hands, Arms, and Legs

- Consider arm and hand gestures. Many things can be perceived when one views a person's arms and hands. With outreached arms and palms facing up, this communicates openness, acceptance and trustworthiness. If there is a movement of the arms in jerking motion, this is a statement that the person is feeling powerless.
- With outreached arms and palms facing down, this portrays a sense of authority. If this action takes place during a conversation, it typically means the person you are communicating with is firm in their belief of what is being said.
- Placement of a hand over the heart means that the comments being made are heartfelt and the speaker wants to be believed. Finger pointing is used as an authoritative gesture, however when used when talking to a peer, it can imply a confrontational spirit and arrogance.
- Rubbing hands together typically indicates excitement and anticipation of a positive nature.
- Putting hands together in a steeple fashion portray feelings of self-assurance and confidence.



Use positive and reflective cues

- Such signs include your finger stroking your chin or putting your hand on your cheek.
- Observe other signs that cast you in a thoughtful light. Look away in a contemplative manner after being asked a question, then make eye contact when you are answering.
- Tilting your head, with your eyes focused in an upward manner, is also a sign of reflection.



Be Aware of Signs that can Come Across Negatively

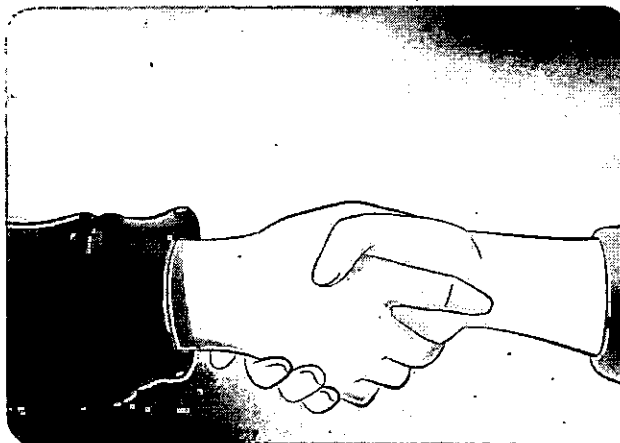
- Crossed arms can be indicative of a person feeling defensive or closed off.
- Standing with hands placed on the hips can be a sign of confidence and control or, on the negative side, a sign of aggressiveness.
- The clasping of hands behind one's back can be a sign of anxiety, boredom or anger.
- Tapping of fingers on a desk or surface can relay feelings of boredom or frustration.

Notes



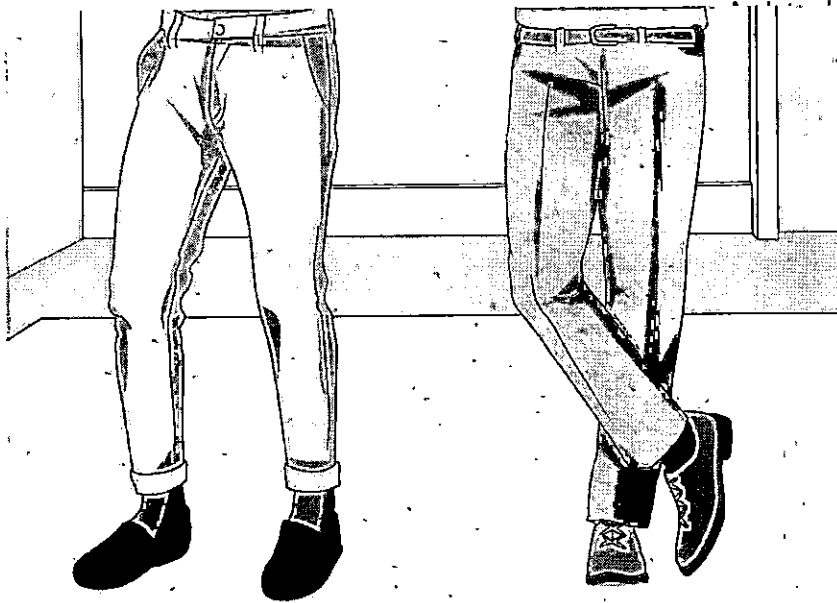
Give a strong handshake.

- While it should not be crushingly strong, grasping a hand in a firmly, with a few up and down shakes, while making eye contact will show confidence.
- This is important for both men and women.



Noting the Placement of a Person's Legs.

- As with arm and hand gestures; your legs can convey a message that you are not even aware of.
- Crossed legs and shifting them away from a particular person can indicate a closed off feeling, or distaste for another.
- A crossing of the ankles, typically in men (as this gesture is considered ladylike in women) can be perceived as holding back information.



Observing Body Posture and Stance



- Focus on a powerful image. By incorporating some of the following ideas, you can portray yourself in a positive and powerful light:
- Keep your back straight, with relaxed shoulders. Be sure not to look rigid.
- Position your body parallel to the person with who you are speaking, to show that you are engaged. Lean in slightly, to show your interest.
- Try to match the body language of the person you are speaking with.
- This will indicate you are sincere and amiable to what is being said.

Display Power in your Stance

- Taking on power poses like sitting with your legs up on your desk, or standing with your arms positively outstretched can increase the level of testosterone, which is linked to confidence.

Notes

- It also reduces the level of cortisol, which is a stress hormone.



Noting Gestures and Movements

- Take note of unconscious body behavior.
- Many gestures that we are not even aware of can give away clues to feelings and level of interest.
- Clenched fists can be a sign of harmony or agreement; on the negative side, it can signal anger, or aggression.
- Displaying a thumbs up or thumbs down is common for conveying that all is good, or alternatively, bad.
- In America, the "okay" sign is a universal positive sign that all is good. The V-sign is also a positive sign for peace.



Be Aware of the Pitch of your Voice.

Notes

- The tone and pitch of your voice can express your level of confidence and comfort.
- High pitched voices are typically less confident and nervous, which can make the speaker seem less empathetic.
- Try some vocal exercises, like humming with your lips closed, to help lower the pitch of your voice to a more normal tone.



Make Use of Hand Gestures.

- There have been studies that show a link in the brain between our vocal processes and hand gestures.
- When used in combination, speech has been found to improve, with less use of the "ummm" and "uhhh" that can be typical when one is not speaking with complete confidence.



Notes

Some other Expressions

- **Happiness:** when a person is happy they are typically smiling and more likely to be looking down. Their facial expression and body language conveys a greater sense of energy in general.
- **Sadness:** the lack of a smile, and an apparent unwillingness to do so, is a sign of sadness. A person who is sad is also more likely to have their eyes downcast. Their facial body language will look de-energised especially when compared with someone who is happy.[7]
- **Focused:** when a person is focused their eyebrows are lowered and more centred. A colloquial expression for this is having 'knitted brows'. Their eyes also look more focused and in general they will look more determined in regard to whatever task they are undertaking. Usually positive moods are associated with looking more focused and centred overall. If a person is focused it means they have prioritised their visual appreciation so that it is primarily on a particular point or area. This process occurs in conjunction with increased mental function and is therefore sometimes referred to as looking mentally focused. In this way facial body language may additionally suggest how a person is thinking. An obvious example can be found in everyday conversation: a person is looking at the person they are in conversation with, who is the primary focus of their visual attention, whilst also thinking about what they are saying, which demonstrates their increased mental function. A person doing this looks like they are focused, both visually and mentally, on understanding the other person.
- **Unfocused:** an unfocused facial expression will often feature the eyebrows being raised with an unfocused look to the eyes. A person who is unfocused will look less enthusiastic about any task that they are undertaking. Depressed, bored and anxious moods are often associated with looking unfocused.
- **Confident:** confident facial body language involves a more focused, centred and energised look. A confident person is also much more likely to be looking up and willing to make eye contact.
- **Afraid:** The facial body language of someone who is afraid looks stressed and de-energised in general. Their eyebrows will often be raised, their brow may appear taut, and their mouth may hang partially open. Similarly to sadness, a person who is afraid is more likely to be looking down with their eyes downcast. An exception to this is if a person is suddenly afraid or alarmed: in this case, a person will instinctively pull their head back and look at the source of the threat. This is done instinctively to move the head out of harm's way whilst visually identifying the source of the threat.
- As it is still a fearful response, however, their level of focus will still be reduced relative to a confident reaction where they would look more focused. In conjunction with their eyebrows raising, their scalp also contracts in a particular manner.

Expressions such as 'make your hair stand on end' are an exaggerated reference to the sensation of the scalp suddenly contracting from fear (horripilation). A person's scalp can remain contracted from fear whilst they regain a focused look: in this case the person will be struggling against or be distracted from their sense of fear, although it still persists.

One of the methods used to regain focus used by people who actively employ body language to appear convincing, such as actors and business people, is to consider things in more physical terms; this may involve looking at something in order to visually appreciate the physical presence of it, or by more directly physically interacting with something i.e. squeezing a stress ball, smelling a flower etc.

Whilst facial body language can be interpreted as a sign of genuine emotion, a lack of it may suggest a lack of sincerity. For example, a lack of wrinkles around the eyes suggests a potentially fake smile. At one point, researchers believed that making a genuine smile was nearly impossible to do on command.

When someone is smiling joyfully they wrinkle around their eyes. When someone is faking it, they do not. If someone is trying to look happy but really is not, one will not see the wrinkles.

Normally, one's eyes need to instinctively blink at around 6-10 times per minute, but merely looking at a person or object the viewer finds "attractive" can slow this rate down and can be a good indicator that a person is attracted to the person they're talking to, and, thus, it may be a sign of flirting.

Studies and behavioural experiments have shown that facial expression and bodily expression are congruent in terms of conveying visible signs of a person's emotional state.

Subjects in these studies judged emotions based on facial expression with a high level of accuracy. This is because the face and the body are normally seen together in their natural proportions and the emotional signals from the face and body are well integrated.

Head and Neck Signals

The body language of the head should be considered in conjunction with that of the neck. In terms of general posture, the head should be positioned in a manner which feels natural. Body language conveyed by the head and neck involves various ranges of movement.

However, it is important to note that the positioning of the head should not cause the neck to be stretched or compressed for too long a period of time without relief. If the neck is strained in this manner, it may inhibit the ability to use it to convey body language messages effectively. In addition, some researchers and health practitioners have found that there is a relationship between prolonged poor posture of the head and neck, and negative mental states.

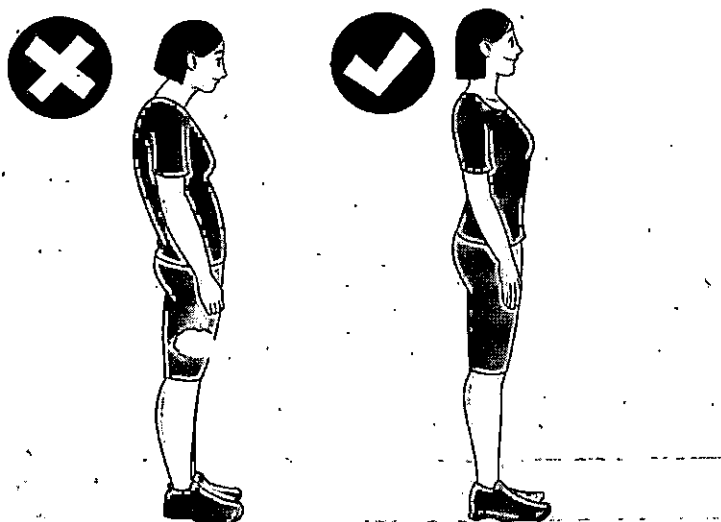
- As such, body language which involves the head and neck should not cause strain and seek to be as natural as possible. As with all forms of body language, it is useful to understand as many other connected factors as possible in order to accurately identify the meaning.
- Nodding of the head is generally considered as a sign of saying 'yes'. When used in conversation it may be interpreted as a sign of approval and encourage the speaker to go on. A single nod of the head is a sign of acknowledging another person in a respectful manner; in this manner it is similar to the Asian practice of bowing to a person as a sign of respect.
- Shaking the head is usually interpreted as meaning 'no'. In terms of meaning, it is the opposite of nodding.
- In India, a head bobble is the tilting of the head from side to side and is a common sign of saying yes, ok, or I understand in some manner. Its interpretation can be ambiguous and depends very much on the context in which it is applied.
- When a lowering of the head is emphasised in conjunction with the eyes then this may indicate a sign of submission. A raising of the head from a lowered posture may indicate an increase in interest in what someone is saying.
- A tilting of the head to the side can be an expression of interest in what the other person is communicating. On this basis it may be a sign of curiosity, uncertainty or questioning. If the head is propped up by the hand when the head is tilted then this may be a sign of thinking about something or, in terms of an ongoing conversation, disinterest.

Notes

- A head which is tilted forwards slightly whilst being pulled backwards may indicate being suspicious.

General Body Postures

Emotions can also be detected through body postures. Research has shown that body postures are more accurately recognised when an emotion is compared with a different or neutral emotion. For example, a person feeling angry would portray dominance over the other, and their posture would display approach tendencies.



Comparing this to a person feeling fearful: they would feel weak, submissive and their posture would display avoidance tendencies, the opposite of an angry person.

Sitting or standing postures also indicate one's emotions. A person sitting till the back of their chair, leans forward with their head nodding along with the discussion implies that they are open, relaxed and generally ready to listen.

On the other hand, a person who has their legs and arms crossed with the foot kicking slightly implies that they are feeling impatient and emotionally detached from the discussion.

In a standing discussion, a person stands with arms akimbo with feet pointed towards the speaker could suggest that they are attentive and is interested in the conversation. However, a small difference in this posture could mean a lot. Standing with arms akimbo is considered rude in Bali.

The superman pose, both hands or fists near the hips or lower back and the package pose is moving the elbows inwards and hands with/without fingers dug into or resting on the belt or pants suggest male attraction to women.

If a person has adopted the same body posture for too long a period of time they may look stiff or strained. They may avoid this effect by adjusting their posture regularly, even if only by a small amount.

Chest Specifically

Notes

The posture and movement of the chest is a factor of fundamental importance when considering the messages the body as a whole sends out. In general terms, the relative fullness or shallowness of the chest, especially around the sternum, can be a key indicator of both mood and attitude.

When the body language of the chest is assessed in everyday circumstances, it involves an instinctive assessment of these factors of shape and volume.

When the posture of the chest is fuller, and it is positioned relatively forward, then this is a sign of confidence. If it is thrusting prominently forward, then this may be an indication that the person wants to be socially prominent and make a statement of physical confidence. When the chest is pulled back then this can indicate a less confident attitude.

If a person positions their chest closer towards another person it may be a sign of paying closer attention to them as part of a conversation, or, in other circumstances, it may be a sign of physical assertion and aggression.

Touching the chest can indicate different things. A person who places two hands over their heart may do so to emphasise that they are being sincere in what they are saying. Rubbing the chest, especially over the heart, can be a sign of discomfort, possibly from stress and tension. As with other examples of chest body language, it may be related to a person's heart rate.

Shoulders Specifically

'The shoulders [...] shape what others think of us, they reveal our health and emotions, and they assist us in communicating'

Similarly to the chest, the posture of the shoulders is an easily observable body language sign. When the shoulders are back with the chest forwards this generally indicates confidence. If the shoulders are positioned forwards with the body hunched then this can be a sign of low confidence or self-esteem; it may also be demonstrative of a feeling of dejection or sadness. Usually if a person is relaxed their shoulders are positioned lower; if they are feeling tense or anxious then they are held in a raised position.

A shrugging of the shoulders, a quick up and down movement, is often given as a sign of not knowing something or being unable to help in some manner. Partly due to their prominent position on the body, strong and flexible shoulders can help to communicate a sense of vitality and natural rhythm.

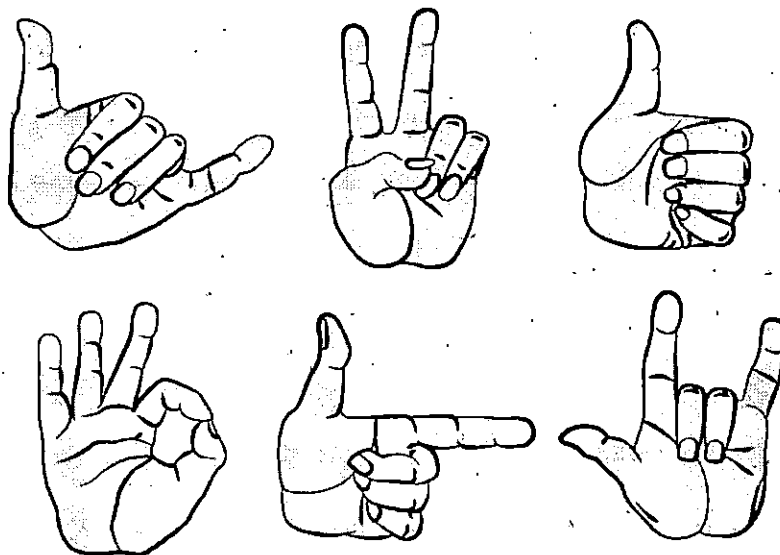
Contrarily, if the shoulders are weak and lacking in mobility, perhaps due to the frequent adoption of a slumped posture, then this can convey the impression that the person is depressed.

Gestures

- Gestures are movements made with body parts (example hands, arms, fingers, head, legs) and they may be voluntary or involuntary.
- Arm gestures can be interpreted in several ways. In a discussion, when one stands, sits or even walks with folded arms, it is normally not a welcoming gesture. It could mean that they have a closed mind and are most likely unwilling to listen to the speaker's viewpoint.
- Another type of arm gesture also includes an arm crossed over the other, demonstrating insecurity and a lack of confidence.

Notes

Hand gestures often signify the state of well-being of the person making them. Relaxed hands indicate confidence and self-assurance, while clenched hands may be interpreted as signs of stress or anger. If a person is wringing their hands, this demonstrates nervousness and anxiety.



Finger gestures are also commonly used to exemplify one's speech as well as denote the state of well-being of the person making them. In certain cultures, pointing using one's index finger is deemed acceptable.

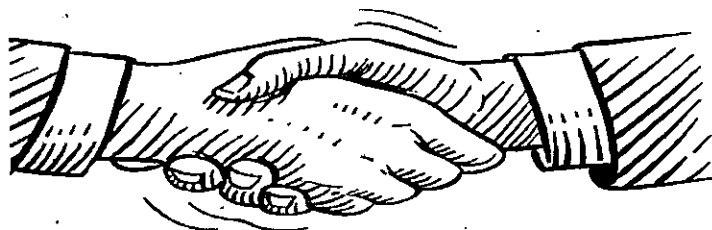
However, pointing at a person may be viewed as aggressive in other cultures - for example, people who share Hindu beliefs consider finger pointing offensive. Instead, they point with their thumbs.

Likewise, the thumbs up gesture could show "OK" or "good" in countries like the United States, South Africa, France, Lebanon and Germany.

But this same gesture is insulting in other countries like Iran, Bangladesh and Thailand, where it is the equivalent of showing the middle finger in the US.

Handshakes

Handshakes are regular greeting rituals and commonly used when meeting, greeting, offering congratulations, expressing camaraderie, or after the completion of an agreement.



Handshakes

They often portray levels of confidence and/or emotion through factors such as grip and eye contact. Studies have categorized several handshake styles, e.g. the finger squeeze, the bone crusher (shaking hands too strongly), the limp fish (shaking hands too weakly), etc. Handshakes are popular in the United States and are appropriate for use between men and women.

A firm, friendly handshake has long been recommended in the business world as a way to make a good first impression, and the greeting is thought to date to ancient times as a way of showing a stranger you had no weapons.

Breathing

Body language related to breathing and patterns of breathing can be indicative of a person's mood and state of mind; because of this, the relationship between body language and breathing is often considered in contexts such as business meetings and presentations.

Generally, deeper breathing which uses the diaphragm and abdomen more is interpreted as conveying a relaxed and confident impression; by contrast, shallow, excessively rapid breathing is often interpreted as conveying a more nervous or anxious impression.

Some business advisers, such as those who promote neuro-linguistic programming, recommend mirroring a person's breathing pattern in order to convey an impression of mutual understanding.

Different Physical Movements

Covering one's mouth suggests suppression of feeling and perhaps uncertainty. This could also mean that they are thinking hard and may be unsure of what to say next. What you communicate through your body language and nonverbal signals affects how others see you, how well they like and respect you, and whether or not they trust you.

Unfortunately, many people send confusing or negative nonverbal signals without even knowing it. When this happens, both connection and trust are damaged.

1.10 VOICE COMMUNICATION STYLE

There are four basic communication styles: passive, aggressive, passive-aggressive and assertive. It's important to understand each communication style, and why individuals use them.

What are the types of communication styles?

- Passive
- Aggressive
- Passive-aggressive
- Assertive

It is important to note that while people usually speak with one of these communication styles, they don't always stick to the same one. Depending on the speaker's mood or desired effect, their communication style might change from time to time, dropping jaws and raising eyebrows.

There are four types of communication styles used for both written and verbal communication. While they are all constantly being used, the assertive style is seen as the most effective because it is a combination of all the positive aspects of the other styles. Let's take a closer look at each one to better understand how that works.

Notes

1. Passive communication

The passive communication style is often used by those who want to come off as indifferent about the topic at hand. They either keep their opinions to themselves or try to make it seem as if they support every piece of input in the discussion.

When speaking, passive communicators will display insecure nonverbal communication cues by not making eye contact, slouching their shoulders, or shrugging when people ask them for some input.

Why might someone use a passive communication style?

A big motivation for using passive communication is to keep the peace, especially when dealing with conflict. While that is a nice sentiment, it can lead to some problems, usually negatively affecting the passive communicator themselves.

Because they don't properly voice their own thoughts, they can start to feel anxious, depressed, or resentful towards the words and actions of the person they are speaking with.

Why is this communication style ineffective?

- Passive communication is ineffective because although words may be spoken, the actual thoughts and ideas of the communicator are not expressed, limiting the information shared between the people involved.
- Here are some common phrases used by people using the passive communication style, usually in an unenthused monotoned tone:

What I think doesn't matter.

I don't care what we do here.

I don't really have an opinion on this.

- If you are having a conversation with someone and they continuously use these phrases, make an extra effort to get them to tell you how they really feel. If you are guilty of being a passive communicator, get your thoughts together before you need to present them. Remember that your opinion matters.

2. Aggressive communication

Aggressive communication is on the completely opposite end of the spectrum. Aggressive communicators openly express their opinions without hesitation, often in a loud and controlling voice.

- When speaking aggressively, people may make intense eye contact, point fingers, and stand their ground.
- While voicing feelings and opinions makes for effective communication, this is not the case for aggressive communication. This particular style includes expressing viewpoints and opinions in an abusive way that violates the rights of others.
- Why might someone use an aggressive communication style?
- People often use the aggressive communication style when they want to be in charge. Instead of listening to others, they give commands and demand that others comply with what they are saying. And even if they do, the aggressive communicator might still make them feel inferior or unimportant.

Why is this communication style ineffective?

Using an aggressive style of communication is not a good way to converse with someone: The

goal of being aggressive is to intimidate, which defeats the purpose of a conversation, where ideas are meant to be shared and listened to.

Here are some phrases that you might hear an aggressive communicator say:

I am never wrong.

Your opinion does not matter.

Everyone should think like me.

- If you hear someone saying these things, stick up for yourself or the person the aggressive communicator is speaking to. It can be tough, but forcing them to listen to you will make for an effective two-sided conversation.
- If you tend to be aggressive when you communicate, try extra hard to show empathy and listen to the ideas of others.

3. Passive-aggressive Communication

The passive-aggressive communication style brings both of those styles together for another form of ineffective communication.

- This style is used when people speak as if they don't care about something (passive), but in a way that is indirectly angry (aggressive).
- Passive-aggressive communicators will sometimes mutter comments to themselves while in the presence of other people as if they didn't want others to hear it. A lot of passive-aggressive communicators will also refuse to confront others about something that is bothering them.
- When people are using this style, they might give someone the silent treatment or talk about the issue with someone who isn't apart of it to avoid the situation altogether.
- If they do say something to you directly, it might be one of these phrases:

I don't care, but someone else might.

We can do this your way, but I don't think it's going to work.

I think you did a good job, but they might not think so.

Why might someone use a passive-aggressive communication style?

- People usually passive-aggressively because although they have formed an opinion on the topic being discussed, they are worried about what others might think of it.
- They don't want to openly disagree with someone, so they do it discretely instead.

Why is this communication style ineffective?

- Passive-aggressive communication is ineffective because it beats around the bush. A key value when communicating is clarity, and it wastes everybody's time when people don't openly express their ideas.
- If you are hearing people say things like this, push them to tell you how they actually feel, or decipher what they are saying on the aggressive end of the comment. If you are being passive aggressive when communicating, don't be wishy-washy with your opinions, even if they differ from those of someone else.

4. Assertive

Of all the communication styles, the assertive version is thought to be the most effective. Assertive communicators express their thoughts in a polite manner that is considerate of other people's

Notes

opinions. They respect all values, thoughts, and ideas, and speak in a calm voice while making non-threatening eye contact.

Why should you use an assertive communication style?

- Assertive communication should be used because it values honesty and understanding. Assertive communicators own up to their ideas and listen to those of others as well.
- One of the key signs of an assertive communicator is their use of "I" statements. Even if they disagree with someone else, they will remove the blame and put it on themselves.
- Why is this communication style the most effective?
- Assertive communication relies on two-way conversations. This is what makes assertive communication the most effective. Not only does it include politely expressing opinions, but it also consists of asking for feedback and listening to other people's differing ideas, strengthening the conversation and information flow.
- Here are some phrases that show an assertive communication style:

What are all of our options here?

I think we should go with this method

Even though we don't agree we respect your opinion

Of all the communication styles, being assertive is the most effective. It is straightforward, respectful, and there is no fear or guessing involved. Different inputs enrich a conversation. Assertive communication can get you there.

Tips for being assertive

Being an assertive communicator means you clearly express your thoughts without sacrificing politeness. An ideal style, yes, but it doesn't come so easy for everyone.

Here are some tips for becoming a more assertive communicator:

- **Focus on honesty:** To be an effective assertive communicator, you need to focus on honesty. Not only while sharing your own thoughts, but also while responding to others. It can be easy to beat around the bush when you don't agree with someone, but it is best to resort to being kind while disagreeing as opposed to agreeing with something you don't believe to be true.
- **Be a good listener:** A big part of being assertive is doing your best to be empathetic and understand the other person's point of view. The only way to do this is to listen. Keep those ears open and mouth closed when someone is speaking to you.
- **Agree to disagree:** If you have done everything you can to fully understand someone else's opinion but you still can't side with their thoughts, it is perfectly okay to agree to disagree. As long as you do it respectfully.
- **Remain calm:** There will be times where someone's words will make you fired up, angry, or upset. This isn't a bad thing - you are a human with emotions. However, to be a solid assertive communicator, you can't let this anger show. Take deep breaths, relax your face, and keep your voice at a normal volume.
- **Commit to it:** Just like a diet or training a puppy, you have to commit to assertive communication to see results. Practicing these tips daily will help your assertive communication skills. And while it won't always be easy and your patience and will power will definitely be tested, it is worth it for the effective communicator you will become.
- **Be assertive:** The different communication styles are always in use. Sometimes people

feel shy, afraid, or both, causing them to ineffectively communicate their feelings. When it comes down to communicating, do your best to be assertive. It will send the right message about who you are.

1.11 CONTENT OF COMMUNICATION

Communication can be divided into two broad categories: content and relational. Content is the what of any message. It is the facts and figures, the ideas and opinions that we transmit through e-mails, conversations, memos, or notes on the bulletin board. It is anything that can be expressed in words.

Communication can be divided into two broad categories: content and relational.

1. **Content** is the what of any message. It is the facts and figures, the ideas and opinions that we transmit through e-mails, conversations, memos, or notes on the bulletin board. It is anything that can be expressed in words.
2. **Relational communication** pertains to the who of any interaction. Though we may be unaware of it, every instance of content communication is surrounded by a field of relational communication that reveals the way parties view and are viewed by each other. It defines, in large part, the nature of the relationship between the two of them.

Three points about relational communication bear particular emphasis:

- **Relational communication** is a direct reflection of our below-the-line attitudes. Because we do not consciously shape relational communication, its messages spring unfiltered from our deepest personal thinking. Relational communication, then, provides a direct window into the below-the-line attitudes, values and beliefs we hold.
- We are communicating relationally 100 percent of the time. Content communication is largely a matter of conscious choice: we make a phone call or we don't, we send an email or we don't. Relational communication, however, is not a matter of choice. We are constantly broadcasting relational messages, whether we realize it or not. This means that our beliefs and values (as well as our biases and prejudices) are always leaking out to one degree or another.
- **Relational messages** are more important to us. Because relational messages are linked to how we are perceived and valued, our perception of what is being communicated relationally is always more important to us than content communication. And when the two conflict, we will always give more weight to the relational message (the brusque tone, the clenched jaw) than the content message ("no, I'm not upset").

For leaders seeking to build outstanding human systems, it is imperative to remember that every interaction transmits not only surface-level information, but also deeper messages about the degree to which we respect, value, and appreciate others.

- Every quick phone call, every offhand comment and conversation in the hallway, answers, for others, the question "how do you see and value me?"
- Over time these relational messages become as clear as any email or memo – and they exert enormous impact on interpersonal dynamics and, in turn, organizational performance.

Enriched Communication

- It's the general habit that we would like to show response first before the other person ends the conversation.

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- If you want to improve your communication skills then give more importance to the conversation. Have one conversation at a time and listen what the other party is telling then show your response. Listen, listen and listen to understand the conversation.
- Speech without grammar mistake is developed through formal, informal and positive speech. To improve the vocabulary follow some practical tips like integrate the new word with the picture or body language.
- Grammar and vocabulary are the two eyes of the English language. It's the increasing trend to talk with a different pronunciation. If you want to improve your communication skills then talk slowly and maintain eye contact with others when talking.
- Rather than talking in the stylish way slow pace talking is good to improve the communication skills for a beginner.
- The knowledge derived from Spoken English Classes in Chennai is very helpful to clear the aptitude interview in the companies.
- After deriving good communication skills you can talk fast and stylish. Understand and analyze your level of English knowledge then start your practice.

Formal Speech

Do not rely on your memory and list down the things you want to communicate with others. Try to convey the important points briefly.

Mention the least important points lastly to show that you are covering all the aspect when talking or texting.

Example:

Informal speech :	Can I suggest you that join the picnic
	May I suggest you that join the picnic,
Very Formal:	Might I suggest you for joining the picnic

Informal Speech

Use acronyms and exclamatory sentences when you are talking. One research says that if you are amidst of a large crowd then 7 percent of your verbal communication reaches the audience and 93 percent of your non-verbal communication reaches the audience. So, if you want to convey anything effectively to a large group of people then spice up your information with informal and non-verbal speech.

The expression, body language and voice convey your message. If you want to promote anything through social media then communication with personal touch renders good result.

Positive Attitude

Positive attitude portrays your speech with serene vision and gives a pleasant experience to the listeners. Communication with positive attitude stays in the mind for a very long time. Communication is the organic process which preserves your positive energy.

So, communicating with positive attitude improves your positive thinking.

Memory management through pictures and body language:

- If you find it difficult to remember new words in the English language then keep motivational pictures to remember the new words.

- Sometimes the expressions or body language makes the language interesting and tend to aid in the memory management.

Enriched Communication through Sensory Specific Language

We have chosen three of the most important ways you can enrich your communication, appealing to the eyes, ears and feelings of your listeners with your choice of words.

1. Use sensory specific language: make an impact on all of the senses and engage feelings and emotions. Let your listeners hear the rumble of the gathering storm or leave a sweet taste in their mouths.
2. Adapt your language to others preferences: matching someone's own style or sensory preference improves the chance of being understood. How can someone hear what you are saying if they what they need is for you to paint them a picture?
3. Appeal to all the senses if you do not know the preference: if you are communicating to a group or you do not know or cannot predict the natural preference, build in language that appeals to a mix of all the senses.

Learning Activities with Sensory Details

Task 1: Using a poem containing an abundance of sensory details, create a chart with five columns headed by the five senses.

Read your poem carefully and find the sensory words the poet chose to include. Fill in your chart accordingly. Which of the five senses are most heavily represented in this particular poem?

Task 2: One important function of sensory words and phrases is to create a reading experience that comes alive for the reader.

Practice thinking of sensory words for description by trying to rewrite the following sentences without using the actual nouns provided. You will need to use your imagination!

1. The cat watched a bird fly by the window.
2. I dropped my ice cream in the dirt.
3. A butterfly in the meadow landed on the baby's nose.

Task 3: Using for your inspiration a visual image from a magazine or an example of a painting online. Write a paragraph or two describing your personal observation of the visual image, trying to include words from all five sensory categories.

You can expand this activity for a group or an entire class by having everyone bring a picture from home and writing a description without sharing their photo with the group. Then exchange paragraphs and try to identify which image that paragraph describes.

Task 4: Write a short narrative based on something that actually happened in your life. Like the examples in the lesson, make sure to create life-like descriptions of the characters, setting, and elements of the plot.

After your first draft is finished, read the story closely and see if you can add even more sensory details.

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1.12 BUSINESS STYLE AND PROFESSIONAL IMAGE

Professional Image in Business

What exactly is "the professional business image?"

The professional business image can entail several components that combine to form both how you look in the environment, and how you perform. Professionalism is how you adhere to your own set of personal values when conducting yourself in professional business obligations – including your reliability, poise, and ethical composition.

Remember: Business etiquette builds relationships and empowers communication.

- The simplest things you can do every day are to always display positivity, show appreciation for your co-workers and your job, be an open communicator, and say please and thank you.
- Take an inventory of who you currently are. Who do you want to be in the business environment? Who are your role models? What do you currently base your image on?

The factors that build your image can be both physical

- something you can touch or see, like your dress or your hair
- or environmental/emotional factors
- something you do or portray, such as compassion or concern.

Initially, let us review some of the concepts and actions you can use to make a positive impression on those you work with. Then, we will look at some more specific tips and actions to improve your professional business image.

- Each day as you enter work, start the day with a smile.
- Exhibit a degree of readiness; look prepared and place personal items away, in preparation to begin the day. Be ready to contribute and present a positive aura.
- Greet each of your co-workers or colleagues.
- Make eye contact and turn toward them when speaking.
- If you meet new employees, or the day begins with a new client, shake their hand with a gentle firmness.
- Be kind and courteous.

Tips for working with co-workers and colleagues:

- Learn their names; everyone wants to be known.
- Give everyone the same level of respect.
- Treat others as you want to be treated.
- Make sure you are properly groomed, wear a smile, make eye contact, and be authentic.
- Always remember to be approachable.

Professionalism is the set of values that you and your company use when conducting business and meeting customer expectations. Professionalism should be displayed in all aspects of business in customer relations.

Professionalism is the conduct and behavior displayed to customers, clients, stakeholders and colleagues in business interactions, and is based on personal values and the professional values of your employer.

Many terms may come to mind when you think of the behaviors related to professionalism.

These may be

- courtesy,
- respect,
- integrity,
- commitment,
- excellence, and more.

What does business etiquette mean to you?

If you had to rank yourself now on your business etiquette, on a scale of 1 to 10, where do you fall? Where do you want to be?

Let's walk you through a strategic analysis of your image to see where you are, and where you need to be.

1. First of all what, traits would you like to see associated with your professional image if you could build it from the ground up?

This is your opportunity to build your brand. Is there a coworker, boss, customer, or client that you admire their professionalism?

2. Building your professional image is like building your personal brand. You want to be the Nike® or Google® of professional images.

As you build your image think of what people think of you. Are you admired in your field? Competent? What qualities do you have that you like?

What qualities do you have that you dislike? What qualities do the professionals you admire have? And finally, what qualities make a good leader?

3. Good qualities are listed just above. Inventory your bad qualities, too.

Which of these traits do you exhibit or need to change?

What is your physical appearance?

How do people react to you?

Are you approachable?

Do people shy away from you? Why is that?

- Your goal is to develop a professional image.
- To develop a reference point, write down the positive characteristics from above you do not currently possess, but would like to.
- Then write down the negative characteristics from below that you do possess, but would like to change. Don't feel bad -- all of us have bad habits we would like to correct.
- Start with four or five in each column, "good" and "bad."
- Then develop a plan on paper for how you will improve each characteristic.

If you chose "Competent" as a good characteristic you would like to achieve, determine how you will get there. A good goal for building competence would be, "I will research three new emerging changes in my field of work and discuss them with a co-worker."

If you chose "Argumentative" as a bad characteristic you would like to improve, determine how you will get there. A good goal for changing this characteristic would

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be, "The next opportunity I have where I feel I will be argumentative, I will count to 10 slowly to myself, and determine a response which will be less abrasive and argumentative.

During the week I will write down and total the number of times I felt I was arguing my point and work to reduce the number each subsequent week."

- Pay close attention while you are at work to notice how co-workers react to you in different situations.
- Work on refining your image by choosing a new trait from the list each week to focus on. Reflect on the reactions of co-workers to your changes. They should be positive. What will help you is to determine what your personal triggers are to responses.
- Be cautious of your mood, and be respectful. We all have bad days, but it is important to control your reaction.
- Remember, you cannot control what happens to you each day, but you can control how you react to it.
- Your ability to control your reactions in difficult situations, and always portraying the positive, will help you to build a positive professional image.
- Keep a constant pulse throughout the day on the four to five good characteristics you model, and the four to five not-so-good characteristics.

Why is your professional image so important?

It boils down to the effectiveness of your communication, and your ability to build relationships in the business environment. In today's business market, you need to be the person people want to do business with. You need to think in the mindset of, "What can I do that makes my customers and clients want to do business with me, over my competitor? Many times that boils down to relationship building.

Think about your current situation. Do you have a client that you have done business with for years? Why is that? Is it because you are good at what you do and present a professional image? Is it because you market a product that is such a niche market that they have nowhere else to turn? Hopefully it is because of your image. Remember to keep developing your positive traits.

Being aware of your ideal image, and your actual image, is crucial. Those who you come in contact with should have a positive perception. Their perception is often their reality and you have the ability to modify their perception.

Many motivational speakers will tell you positivity attracts positivity, and negativity attracts negativity. Projecting a confident, welcoming persona will create the bond you need with customers and clients to build the comfort level they need to choose you to do business with.

Confidence plays a key role in your professional image. This means remaining calm and collected no matter what the situation. Some of us have confidence, and others consistently work to build confidence. A great deal of confidence is hinged on knowledge, and then part of it is based on your mannerisms and conveyance when speaking.

Here are some tips for increasing your confidence

- Dress professionally, shake hands and smile – and when seated, sit leaning forward slightly to show you are attentive.
- Be knowledgeable about your business. Lack of knowledge on your part will make you unsure about what you are doing, and your clients will be able to read that.

- Consistently build credibility. Building credibility involves being what others want you to be by gaining approval and leveraging your strengths. It also is the ability to suppress your personal values when conducting business. Business situations can be difficult. Never allow your personal values to be compromised, but understand, at times, you may have to be flexible with clients. Never compromise business integrity, or do anything unethical.
- Be confident speaking; if you are not confident in this area, practice at home in the mirror. Good public speaking and conversational speaking are paramount in business success. People need to feel comfortable, and a great deal of it hinges on your professional image and conveying your message. Your product, alone, will not sell itself -- or ensure your company is the one selling the best product, unless people want to do business with you. People are naturally drawn to confident people.

People form their opinions the moment they meet you. Social and psychological surveys show that most people form their opinion of you within three to five minutes. It is often difficult, if not impossible, to change their initial impression of you.

Remember, you never get a second chance to make a first impression. There are many factors which help an individual to form their opinion of you. Your focus should be on the positive characteristics that are valued in the business environment, and subduing behaviors that you know you need improvement in. In a sense, you are branding yourself; so remember you want to be marketed as a high-end product, not a low-end one.

Building your reputation over the long term is essential for forming good business relationships. These relationships help you to expand your networking capabilities, and ultimately expand your business.

Think of it in these terms. Many corporations spend a significant amount of time and money developing their corporate brand. You, too, need to invest a significant amount of time in developing your brand and marketing it.

You want to be the brand of choice. You can be the brand of choice by optimizing the awareness of your image and controlling the factors that define it. Your goal is not to change your personality, because we all need to maintain our individuality, but to adjust behaviors that are restricting our full potential as business professionals.

1.13 DRESS CODES

Personality development helps in the overall development of an individual. An individual's style of dressing plays an important role in enhancing his/her personality. It is rightly said that "a man is known by his dress and address".

Personality development helps in the overall development of an individual. An individual's style of dressing plays an important role in enhancing his/her personality. It is rightly said that "a man is known by his dress and address". An individual's dressing sense speaks volumes of his character and personality.

You really need to know what you are wearing. Do not wear something just because everyone else is wearing the same. Find out whether the dress would look good on you or not? One needs to be extremely careful of his/her body type, built, weight, complexion and even family background, nature of work, climate while selecting clothes.

- Dress according to the occasion.
- One needs to look good for an impressive personality. Clothes reflect who you are, how you feel at the moment and sometimes even what you want to achieve in life?

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- Always remember whatever you wear should reflect the real you. Your dressing sense reflects your personality, character, mood, style and what actually you are as an individual. People wearing gaudy clothes with loud make up are generally extroverts and love partying.
- You really can make out what sort of person an individual is by his/her dressing. Dull colours indicate that an individual is sad or upset whereas bright colours not only reflect your happy state of mind but also make the other person happy.
- Team a simple white shirt with black trousers to get that extremely professional and elegant look at the workplace. On the other hand your little black dress if worn in evenings would make you the centre of attention at a party. It all depends when you are wearing a particular outfit.

Let me ask you a question:

I will give some clues on how a person dresses and you have to judge an individual's personality type for me.

- Tom prefers wearing ripped jeans with sleeveless t-shirt and sneakers. He loves flaunting his necklaces, earrings, bracelets and often sports a ponytail.
- Jack on the other hand wears a simple linen shirt and trouser. His formal shoes are nicely polished and clothes ironed. He does not love wearing accessories and prefer just a simple chain around his neck.
- I am sure you must have guessed it right.
- Tom is an extrovert and a party animal. He is most likely a college going student who loves being the life of parties.
- Jack on the other hand, is a mature and reserved professional.
- If you have guessed it right, do not forget to give a pat on your back....

Yes, the way you dress reflects your personality. Remember, right dressing has nothing to do with price. An expensive dress might not look good on you. Before stepping out, ask yourself "Is the dress looking good on me?", "Am I dressed as per the occasion?" and so on.

Never wear tight fitting or body hugging clothes. Be very particular about the fit of the dress. A person on the heavier side of normal weight would look slim in a black long outfit whereas a lean individual would look good in puff sleeves and flair dresses.

Make sure whatever you are wearing is neat and tidy. Do not just pull out clothes from your wardrobe and wear them. Clothes must be properly ironed. Polish your shoes before stepping out.

Guidelines for Appropriate Business Attire

Business attire is the clothing you wear in professional settings. You might decide how to dress depending on the type of office you work in, for an interview or for a meeting. There are varying levels of business attire ranging from "casual" to "business formal."

Based on the setting, you can decide which kind of business attire is appropriate. Let's take a closer look at the different types of business attire, examples of clothing types and the situations they're appropriate for.

Types of Business Attire

Below is an outline of the most common types of business attire:

1. Casual

Casual business attire is informal clothing worn not only in most business settings but also in many settings outside of work. You might wear casual clothing if you work in an informal office where others wear things like T-shirts, jeans and open-toed shoes. You should avoid wearing casual dress with clients and in interviews, even if the office is casual overall.



- **Casual for women:** Casual dress for women includes items like T-shirts, blouses and sweaters on top. Bottoms might include jeans, cropped pants or shorts. Casual shoes can include sneakers, low heels or sandals.
- **Casual for men:** Casual dress for men might include items like T-shirts, button-down shirts or sweaters on top. Bottoms might include jeans, khaki pants or shorts. Casual shoes can include sneakers, loafers or sandals.

2. Smart Casual

Smart casual is another form of casual business attire with a stylish twist. You might include more trendy pieces of clothing if dressing in smart casual. This type of business attire is appropriate for more flexible offices including informal settings.

You might also choose to wear smart casual in an interview for a more informal office. This way, you fit in with their informal dress code while still maintaining a clean, professional look that communicates that you care about your appearance.



Notes

- **Smart casual for women:** Smart casual for women might include items like blazers, dresses, sweaters, trousers, skirts, blouses, heels, flats, jewelry and scarves.
- **Smart casual for men:** Smart casual for men includes items like sports jackets, ties, khakis, button-down shirts, polos, dress shoes, boots, clean sneakers and belts.

3. Business casual

Business casual is a common form of dress worn in many offices. While many classic business staples are used in business casual wear, there are casual elements included like khakis.



Business casual is appropriate for many interviews, client meetings and office settings. Because it is not very casual and also not very formal, this is usually an appropriate way to dress if you're unsure about the setting.

Guidelines for Business casual for women Attire

For business casual, women can wear pencil skirts, blouses, button-down shirts, trousers, khakis, blazers and sweaters. They can accessorize with simple jewelry and belts. Shoes can include flats, loafers, mules, boots or heels.

What is business casual?

Business casual attire is semi-formal professional clothing typically found in office settings. Common business casual clothing items include dress pants, khakis, blouses and tailored blazers that achieve a balance between professional and relaxed.

Different companies, industries and career levels often have their own definitions as to what constitutes business casual. Women's business casual, in particular, can vary by office, profession, location and even season.

There are a few staples, however, that are reliable standards for the business casual dress code. These include:

- Tailored pants, chinos or wide-leg dress pants
- Dark, well-fitting jeans with no rips or holes
- Blouses and button-down tops
- Knee-length (or longer) skirts and dresses
- Jackets and blazers
- Closed-toe heels, loafers or flats

A similar dress code that's often confused with business casual is smart casual. Smart casual and business casual are now two distinct types of business attire.

While business casual includes classic business staples such as khakis and button shirts, smart casual adds trendy clothing pieces such as leather sneakers, bold prints and statement accessories. When in doubt, err on the side of business casual until you're familiar with the company's dress code.

Suitable business casual colors for women's attire

The idea of business casual workplace attire is to provide comfortable clothing options while still maintaining a professional appearance. When planning the perfect business casual wardrobe, think of it as a hybrid between casual and professional wear.

Choose neutral colors such as tan, gray, black, navy, white, brown and beige. Bold colors can add interest to an outfit but opt for small pieces of color instead of entire outfits.

For instance, you might choose a pair of black dress pants and a subtle, pink blouse with black accessories. You can also try an all-neutral outfit with a colorful handbag or shoes and a matching belt.

Finding balance with Business Casual

Above all, try to achieve a balance between casual and formal. Get to know your office and company culture. Tech startup offices, for example, might have a different style of dress than a financial corporation. Look for people who you respect or hold a position you aspire to and mimic their level of formality.

Keep in mind that creating a professional look is more about how you present yourself than what you wear. When in doubt, err on the more professional side during your first week of work and start dressing down if the office seems more laid-back.

Dressing for Your Job Interview

When going on an interview, opt for a more conservative, polished look. A good example of a business casual interview outfit is a pair of loafers, slacks and a pressed, white button-down shirt.

If you prefer, researching the company can sometimes help you determine what to wear. Many organizations feature photos of their employees at work — you should dress one level more formal than what they are wearing. You might also simply ask the Human Resources professional or recruiter you are in contact with.

Necklines

When wearing a blouse or dress, choose a modest neckline that allows you to comfortable throughout the day. You should be able to move around without checking your neckline constantly to make sure you are covered.

Sleeve length

Opt for long sleeves or layered looks if you tend to be cold around the office. Three-quarter-length sleeves are flattering on everyone, while full-length sleeves always look professional and polished. Short sleeves are also a good option during warmer months. Check your office dress code regarding sleeveless tops.

Hemlines

Any dress or skirt you wear to work should be long enough to feel comfortable as you perform activities throughout the day. The best lengths hit at or just above the knee, enabling you to move around with coverage throughout the day.

Notes

Business casual shoes

Shoes give you the flexibility to dress outfits up or down. When you invest in a quality pair of comfortable closed-toe flats or heels, you can elevate even the most basic items in your wardrobe.

Flats

Boots are a good gender-neutral shoe option that can be dressed up or down depending on your needs. You can pair them with dark jeans for a more casual look or skirts, dresses and slacks for formal events. There are also many different types of boots you can choose from such as knee-length, chukka, chelsea boots and flat or heeled booties.

Heels

Pumps, T-straps, slingbacks and wedge heels each offer their own aesthetic to help you create a personalized wardrobe. Consider your office dress code, however, before wearing peep-toe heels, as many employers prefer closed-toed shoes. In general, keep your heels around 3 inches or lower to achieve both comfort and professionalism.

Boots

Boots are a good gender-neutral shoe option that can be dressed up or down depending on your needs. You can pair them with dark jeans for a more casual look or skirts, dresses and slacks for formal events. There are also many different types of boots you can choose from such as knee-length, chukka, Chelsea boots and flat or heeled booties.

Guidelines for Business Men Casual Attire

Whether you are going to an interview or starting your first day at a new job, selecting an outfit that is comfortable and aligns with company policies can feel difficult at times.

One of the most common forms of professional dress is business casual. If you are unsure about a company's dress code, business casual is typically your safest option.

In this Unit, we will define business casual with several recommendations, tips and examples.

What is business casual for men?

"Business casual" is clothing that is less formal than traditional business attire such as a suit and tie, but still appears professional and put together. Definitions as to what constitutes proper business casual attire vary depending on your company's culture, your profession, your office location and even your position.

In general, appropriate business casual staples include:

- Khakis, trousers and chinos
- Button-down shirts, polos and sweaters
- Sports coats and blazers (optional)
- Closed-toed shoes like oxfords, loafers or boots

When in doubt, a pair of khakis with a long-sleeve button-down shirt, a brown leather belt and coordinating loafers is appropriate in most business casual settings.

While business casual is a general guideline, it is important to note that every company has its own specific rules for what is and isn't acceptable in the office. For example, tech startups tend to have more relaxed attitudes when it comes to business casual than a major financial corporation. At the startup, it may be more appropriate to trade oxfords for clean leather sneakers.

Here are some things to consider when deciding on an outfit for specific events:

- When going to an interview, do some research on the company beforehand. They likely have images of their team or people working that will give you clues as to their dress code. You should dress one step more formally than they do. Another option is to simply ask the recruiter or HR representative you are in touch with. If you're unsure, opt for business casual.
- When going to a networking event, business casual outfits will appeal to both casual and more traditional employers. Whatever attire you decide on, be sure you are comfortable and confident so you can be at your best when making new connections
- When starting a new job, you have more flexibility with your attire and can opt for more casual clothing. Pay attention to the way your interviewers were dressed and imitate their level of formality. Once you're on the job, pay attention to the way people dress who have the positions you aspire to.

Men's business casual attire examples

Let's take a look at some specific pieces of clothing you can wear under a business professional dress code.

Dress pants

Trousers, chinos and khakis all fall under the category of "dress pants." In general, dress pants are a pair of gray, navy, tan, brown or black trousers with a flat or pleated front. These pants are polished enough for a tucked-in button-down shirt, sweater or polo shirt. You can pair a contrasting blazer with khakis or chinos for a smart casual look.

Be sure to press your pants and check for any holes or stains. If your company allows more relaxed attire, you may also be able to wear well-fitted, dark-colored jeans.

Dress shirts

Cotton button-down shirts are a common business casual basic. Oxford dress shirts don't have to be worn as part of a suit and tie – you can keep them more relaxed by undoing the top button or opting for a more casual knit tie. In general, neckwear is entirely optional in the business casual wardrobe, but you can use it to dress up certain outfits for important meetings or presentations.

Jackets and blazers

To err more on the casual side of the spectrum, avoid blazers with gold buttons and other flashy elements. Opt for solids or subtle patterns and dark colors such as navy or black. You might prefer single-breasted blazers in business casual settings, but a double-breasted blazer can appear more professional in managerial positions.

Sweaters

Sweaters, cardigans and sweater vests look professional and tidy. While they are acceptable for business casual on their own, you can also pair them with a blazer or a collared button-down underneath. Avoid sweaters with busy patterns or loud colors.

Polo shirts

In most offices, polo shirts are acceptable, but avoid wearing one to a job interview unless you're specifically told they are acceptable by a representative at the company. It's always better to opt for a more formal option in job interviews until you know the company's dress code.

Notes

Shoes

Business casual shoes vary widely from loafers to chukka boots. Standards like oxfords are always a safe option. You might also consider options such as derbys, monk straps or chelsea boots. Depending on your company's dress code, you might also feel more comfortable in a nice pair of suede, canvas or leather dress sneakers.

Accessories

Consider adding a pocket square to your blazer pocket when you have an important meeting or presentation. Additional options include belts, watches, cufflinks and tie bars in the appropriate settings.

Whether you're wearing dress pants or khakis, don't forget to choose a nice belt. A good rule of thumb is to match your belt color with your shoes, so if you're wearing a pair of brown oxfords, select a brown leather belt in a similar shade.

4. Business Professional

Business professional is a traditional form of attire used in more conservative settings or companies with strict dress codes. You might wear business professional in industries like accounting, banking, finance, government or law. Business professional clothes should be well-fitted and may be tailored to fit you specifically.



Business professional for women

When dressing for business professional, women should wear tidy dresses, skirts or slacks. Tops should include neat button-down shirts or blouses with a blazer. Business professional shoes include classic heels no higher than three inches, loafers or tidy flats. Women can accessorize with minimal jewelry and belts.

Notes

Business professional for men

When dressing for business professional, men should wear a dark-colored (gray, navy) suit and tie. The tie should be simple, avoiding bright colors or busy patterns. Men should wear a button-down shirt (preferably white or light-blue) and belt. Pair with a professional, closed-toed shoe like an oxford or loafer.

5. Business Formal

Business formal is reserved for the most formal settings such as award ceremonies, special dinners, benefits or other important evening events. Business formal is similar to "black tie," but should be reserved to maintain professionalism.

Business formal for women

For business formal, women might wear a dark pants suit, skirt suit or suit dress. In some cases, a long evening dress may be appropriate. Shoe options include formal flats, heels, oxfords or loafers. Minimalist jewelry can be appropriate.

Business formal for men

For business formal, men might wear clothing similar to "business professional"—a dark suit and tie. For this setting, a black suit is appropriate with a light button-down shirt. Wear oxford or loafer shoes with clean lines. Avoid wearing brown shoes if you select a black suit. Accessorize with belts, a tie clip or small, minimal cuff links.

6. Gender-neutral professional dress

There are several ways of dressing for the workplace and different degrees of formality that do not adhere to a gender binary.

You can dress gender-neutral elements up or down depending on the situation for which you're dressing. For casual dress, jeans, sweaters and shirts are all great options. For shoes, you might choose trendy sneakers, sandals or loafers. For more formal forms of dress, you might choose slacks, trousers or neat chinos. Options for tops include sweaters, button-downs or shirts with cardigans. Shoes might include loafers, oxfords or stylish lace-up shoes.

Pantsuits are a great option for any formal setting. These can be paired with flat or slightly heeled oxfords or loafers.

Business attire tips

- When deciding how to dress for certain situations, there are a few things to consider:
- If you work in an office, pay close attention to the way people dress. While the office may be casual, you might notice that people in leadership positions dress slightly more formally. You may choose to dress similarly to the people who hold the position you would like to reach.
- If you're going to an interview, check the company's "About Us" page and social media profiles for clues about their culture. They might have pictures or videos about their offices where you can see how employees typically dress. If you're still unsure, ask your recruiter or another contact what they recommend you wear to be successful in the interview.
- If you're going to a business meeting, ask your colleagues who may know or have met with this same person about how their offices operate and how you can appear respectful and

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professional during your meeting with them. In any setting, avoid overly large or busy accessories, heels that are four inches or higher, and any clothing with profanity or possibly offensive imagery or phrases.

You might use different styles of business attire for different settings or occasions. Pay attention to the dress code, if applicable. If not, look to other people's style of dress or ask around if needed. Dressing appropriately can help you be seen as a professional employee who cares about their success in the role.

Differentiate among the Dresssy Casual, Semiformal, Formal and Black tie dress code

At its most basic, contemporary formal dress generally encompasses both white tie and black tie dress codes. Semi-formal, as the name implies, is slightly more relaxed – think a dark suit and a tie, or anything you'd refer to as "cocktail" dress.

Men's Formal Attire

The tuxedo is the heart of formal dress. For the DRESSIEST of occasions, bow tie is a must – a tailed jacket, white shirt and white bow tie. For slightly less starched occasions, black tie is the order of the day – a tailless jacket, black cummerbund or waistcoat, and a black bow tie. Other events may call for morning dress, the daytime formal dress code, which consists of a morning coat, a waistcoat and striped trousers.

Note: Yes, you can go a blue tuxedo if you want for not so formal formal.

Do familiarise yourself with the traditional tuxedo.

Here's where it came from. And here's how to wear it.

- Don't improvise.: This is not the time for a black shirt (or any colour other than white, for that matter), an expressive tie, or designer sneakers. Stick with the classics and look Rat Pack immaculate.
- Know your ties: Surprisingly it's okay to either wear a black / white bow tie or opt for a plain black traditional neck tie.
- Do nail the fit: Your tailor is your best friend. Be sure your trousers aren't too long and your jacket isn't too loose. Your formal wear should fit like a sports car, not an SUV.
- Don't neglect your grooming: Shower. Shave. Apply cologne (but not excessively). Remove flashy jewellery and rings. Resist the urge to try out a bold new hairstyle.
- Do take matters into your own hands: Learn to tie a bow tie. You live in the era of the YouTube tutorial – there's no excuse for anything pre-tied. And while you're at it, avoid rental tuxedos with equal fervour.
- Don't match your date: This is not prom. No matter how insistent she may be, the purpose of your tuxedo is not to compliment her dress. It deserves to shine in the spotlight all on its own.

1.14 GROOMING FOR SUCCESS,

The way you conduct yourself or dress, reflects a part of your personality. Therefore, it is very important to be well groomed in order to help people decipher your nature.

This unit talks about the personality grooming rules that you should follow to give others

the right view of your personality and to help them understand how to be well groomed. If you are looking for grooming as a professional with values, then this blog is for you.

A lot of people don't know how to express themselves. The way people talk, their values and dressing sense speaks a lot about them. It is, therefore, important to crack the code of how to have a good personality.

There are a number of factors that influence people's perception of you. You don't want people to judge you different from the way you are. Here are the personality grooming tips to help you have a successful career:

1. Practice good manners

You should know how to behave publicly. Always be polite and soft-spoken. People try to distance themselves from an aggressive and cynical person.

Personality grooming is very important to achieve success in life. Learn how to talk to people, greet them and be considerate. Be appropriately dressed for any occasion and be well groomed. Learn the art of greeting and meeting people and never try to suppress anyone.

Getting groomed as a professional with values, certainly has a lot of long term benefits.

2. Have gratitude

Gratitude is very important in order to achieve heights in your life. Learn to be considerate and thankful to everyone and to everything that you have. When you are satisfied with your own self, you will feel confident and assertive.

Having gratitude helps you to develop a good personality. When you are happy with yourself, others will feel like interacting with you.

Having gratitude is an essential aspect of grooming as a professional with values. Many people are not able to showcase gratitude because of ego. Ego is an intrinsic human trait and so it is not completely wrong to have it as a part of your personality.

However, it is very important to overcome ego to be successful in life.

KILL EGO AT WORKPLACE WITH THESE SIMPLE RULES.

Always remember that

MORE KNOWLEDGE= LESS EGO AND HIGH LEARNING CAPACITY.

This is considered by many the equation to success.

3. Better your communication skills

Good communication skills are indispensable for personality grooming. You need to be very dedicated and confident in order to become a good communicator. You can become well groomed by improving your speaking and listening skills.

Communication skills are very important to feel confident and to succeed in life. People draw inspiration from those who are excellent communicators. The importance of good communication skills cannot be emphasized enough.

There may be many times, when you might land up in a conflict with your co-workers. However, a well groomed professional with values uses his communication skills to deal with such situations.

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4. Be well dressed

- Values are not always reflected in the way you talk.
- Your dressing sense also speaks a lot about you. You feel the same way as you dress and groom yourself.
- In order to be well groomed, you ought to be in apt clothing. Always wear the right dress for the right occasion because your attire speaks for you!
- Know the difference between casual dresses and formal dresses and wear accordingly. You will feel confident and assertive if you have cracked the right dress code.
- To demonstrate a good personality, you should always choose to wear neat and clean clothing.

5. Wear clean shoes

Always clean your shoes before wearing them. Badly worn shoes are a big no-no! It signifies that you are irresponsible and not a very organized person. Shoes play a very important role in personality grooming. Always check if your footwear is nicely kept and clean. People's first attention goes to your feet. Make sure that you get the first impression right by being well groomed.

6. Wear a decent fragrance

Bad body smell can dissuade people to talk to you. Body odor also plays a pivotal role in determining your personality and nature. Always go for a mild perfume. Strong fragrance can be very irritating at times and can repel people from you.

Choice of perfume also demonstrates a good personality. Therefore, be very subtle in your choice and choose a light fragrance. Be well groomed by applying the correct fragrance.

People always want to get associated with those who have a good personality. Such people have the ability to influence and motivate others. These simple tips will help you to understand how to be well groomed and will prepare you for your career.

1.15 MULTI-CULTURAL DRESSINGS

Corporate dressing helps an individual to dress formally according to his/her work culture. Dressing sensibly not only helps an individual to earn respect and appreciation but also makes him/her a source of inspiration for others.

- An individual who is dressed correctly finds acceptance everywhere and he does not have to try too hard to impress people around.
- Corporate dressing plays an essential role in shaping one's personality. Remember, what you wear speaks volumes about your personality. If you wear casuals on a Monday or any other week-day, it simply reflects your careless attitude and disrespect towards work. It is not necessary that your dress needs to be expensive for you to look good.
- You need to "feel good" about your look. Price has nothing to do with "smart dressing". Believe me; it is considered as bad manners to step into office in sneakers, hat or T-shirt with jeans. It is important to respect one's organization to expect the same in return.
- Corporate dressing goes a long way in enhancing one's personality. Corporate dressing

plays a crucial role in developing a magnetic personality which attracts people towards you. It inculcates a sense of responsibility and discipline in individuals.

- No one takes you seriously if you are not sensibly dressed. People tend to develop a sense of aversion for you if you are not neatly dressed or are unhygienic. A well dressed individual has a pleasing personality and is often the centre of attention at workplace.
- Dressing sensibly helps you exude confidence, professionalism at workplace and helps in personality development. Believe it or not, people will start neglecting you, if you do not know how to dress well. Do not be surprised if you are not a part of important business meetings, conferences, seminars or presentations.
- Corporate dressing helps you make that first impression which decides what people think about you in the long run. Being well dressed makes a good impression on others. Appearances play an important role in deciding an individual's personality.
- An individual who is formally dressed is considered to be a mature professional who adheres to organization's dress code and values rules and regulations. He/She is often taken as a serious individual who would deliver his/her level best and successfully accomplish tasks assigned to him/her.
- One who comes to office dressed in casuals is often not treated as a serious and sincere employee. Bosses do not involve such people much in day to day operations. They are believed to be the ones who attend office just to receive their paychecks at the end of every month.
- Never attend office with layers of makeup, ill fitting clothes, chunky jewellery, high heels and so on.
- A female employee who wears revealing clothes at work will often be considered as someone who uses inappropriate means to win appreciation of her boss, irrespective of her nature.
- Your dress speaks a lot about your nature and character. Do not wear anything which would put you in an odd situation at workplace.
- Remember, you have to be a role model for others. Create a style of yours which is unique for others to follow you.

Personal Grooming Tips for Men

Personal grooming plays an essential role in enhancing one's personality. Remember, a lot depends on your first impression. Grooming and hygiene help you make a mark of your own in the first meeting itself.

Many men wrongly think that personal grooming is for females only. Every individual irrespective of gender should look clean, fresh and hygienic.

Personal grooming tips for men

Follow a strict skin care regime. Men generally tend to ignore their skin. Believe! there are men who think that taking care of skin is a girl thing, but they are sadly mistaken. One needs to take care of his skin to keep it glowing and healthy.

- Wash your face with a good soap or face wash depending on your skin type. Pat dry your face rather than rubbing it with a hard towel.
- Do not use hard soaps on your face. Pick up a good body wash.

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- Apply a soothing moisturizer to keep it soft, supple and nourished.
- Avoid excessive smoking as it takes away the glow from your face and makes it look dull. There is no harm in applying a good sunscreen lotion especially those who have to spend maximum part of the day in sun.
- Use a lip balm to avoid chapped lips.
- Use a good quality razor when it comes to shaving.
- Cheap and local blades can give rise to unwanted cuts on your face.
- Pick a good aftershave lotion to retain the moisture in your skin after every shave.
- Nose hair looks disgusting and must be trimmed regularly.
- Clean hair on your earlobes for a neat look.
- Trim your moustaches daily. Do not go to work with a beard. Shave regularly for a clean look.
- Get an appropriate hair-cut done according to the shape of your face.
- Keep your hair detangled by combing it regularly.
- Purchase a good shampoo and conditioner according to your hair type. If you are in doubt, consult your salon professionals.
- Keep your hands clean. Cut your nails short and keep it dirt free.
- Make sure to wash your hands after every meal.
- Do not wear unnecessary rings, bracelets, multiple chains or earrings. They look completely unprofessional.
- Wear a mild perfume. Do not apply a strong deodorant.
- Brush your teeth regularly. Food stuck in between teeth looks unappealing. Visit your dentist on regular intervals.
- Take care of the fit of your shirt and trouser. Make sure your shirt is clean and wrinkle free. Slim fit trousers look best at workplaces.
- Do not simply pull out clothes from your wardrobe and wear them. Clothes ought to be ironed properly.
- Drink at least two litres of water daily to maintain the glow on your face.
- Exercising regularly keeps you fit and also enhances your self confidence.
- Develop a habit of getting up early in the morning and going for a walk. Believe me; it will keep you fresh throughout the day. Maintain an active lifestyle.
- Do not blindly copy others. Create a style of your own for others to follow you. Be a role model for others.
- Shoes must be polished. Wear leather belts which go with the colour of your trouser.

Personal Grooming Tips for Women

Personal grooming refers to an art which helps individuals to clean and maintain their body parts. Human beings need to wash, clean their body parts to look good and for personal hygiene as well. Personal grooming helps in enhancing an individual's self esteem and also goes a long way in developing an attractive personality.

Personal grooming does not mean applying loads of makeup and wearing expensive clothes.

It refers to cleaning and maintaining each and every body part for a pleasing appearance. No one likes to talk to someone who is dirty and does not take care of personal hygiene and grooming.

Personal Grooming Tips for women:

- Do not keep long hair if you can't maintain it.
- Remember your hairstyle must suit the shape of your face. It is essential to wash your hair at least thrice a week (especially if you are working) with a good shampoo and a mild conditioner. Excessive shampooing can also sometimes damage your hair.
- Do not forget to apply hair oil to provide the required nourishment to your hair.
- Comb your hair with a good hair brush which does not break your hair.
- Never scratch your head in public. If you have medium to long hair, tie it properly in a neat bun or a high pony tail.
- Nothing looks better than a glowing and healthy skin. Merely applying layers of makeup will not make you look beautiful unless you are healthy from within.
- Drink lots of water and do take care of your diet for a flawless skin. Intake of fruits and green vegetables will restore the glow on your face.
- Sleep well. Wash your face at regular intervals and make sure you do not sleep with your makeup on. Do not apply just any cream on your face.
- Go for a trusted brand and something which you have used before.
- Never step out in the sun without applying a good sunscreen with SPF of minimum 25. (Ideal for Indian skin).
- Choose the right moisturizer to avoid chapped skin in winters. Do not forget that all cosmetics come with an expiry date.
- Replace your cosmetics within seven to eight months of purchase. It is always advisable to go for a patch test before trying a new product.

Females should regularly remove hair around their lips. Eyebrows should be shaped whenever required. You can also use a good bleach to lighten your facial hair. Excessive bleaching leaves your hair hard and dry. Be very careful!! Unwanted hair on your hands, legs, underarms or any other body part should be regularly removed as they make a woman look unpresentable.

- Hands should be clean and nails properly trimmed and manicured. Many women tend to ignore their feet and toe nails. Give yourself a pedicure once in fifteen days to keep your feet healthy and clean.
- Apply a good foot cream to get rid of cracks. Do not apply gaudy nail paints. Coat your nails with a transparent nail shiner. Dirty fingernails not only look disgusting but are harmful for your health as well.
- Who says you have to apply layers of make-up to look good? You can make heads turn even with minimal make up. Never apply cakey makeup. Applying excessive foundation will not give you a white complexion but make you look like a clown. Do not overdo colours on lips or eyes. Red patches on face look undesirable. Go for a simple look.
- Dress sensibly. Make sure your clothes are clean and properly ironed. There should be no visible sweat stains on your dress. Remember, a female must always smell good. Apply a mild deodorant or talc. Look fresh.
- Flash your smile quite often. Visit your dentist once in six months. Make it a habit to brush your teeth twice a day for that beautiful smile.

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SUMMARY

- Personality may be hard to define, but we know it when we see it. We all make personality judgments about the people we know. A major part of coming to understand ourselves is developing a sense of what our personality characteristics are.
- We even form impressions about the personalities of people we do not know but have only read about. In this unit, we are going to see what is personality, factors influencing the personality and types of personality. This study helps for better understanding of each other.
- Personality has a long history. It dates from the time of Greek physician Hippocrates (460-377 BC). In order to understand the behaviour of people in the organisational setting, we need to know the basic nature of personality. It is a psycho-social phenomenon, which analyses the cognitive features and presentation of individual in the society.
- The nature of every individual is attributed to his personality. Generally, an individual asserts through his behavioural characteristics.
- Matured persons with their longstanding experience, take an objective attitude towards themselves and others. They also introspect, so as to help improve upon their nature and behaviour.
- The most promising source for understanding how people's natural or existing traits can affect the responses of the environment lies in the examination of the traits with which people are born, most notably physical appearance.
- Body language is a powerful form of communication. It is a skill that can be used to influence the opinion of people around you, without talking or making contact with them. Upwards of 70% of communication is said to be conveyed through body language, making it a powerful tool in understanding the feelings of those around you.
- Facial expression is a part of body language and the expression of emotion. An accurate interpretation of it relies on interpreting multiple signs in combination- such as the movement of the eyes, eyebrows, lips, nose and cheeks- in order to form an impression of a person's mood and state of mind; it should always be additionally considered in regard to the context in which it is occurring and the person's likely intention.
- Expressions such as 'make your hair stand on end' are an exaggerated reference to the sensation of the scalp suddenly contracting from fear (horripilation).
- A person's scalp can remain contracted from fear whilst they regain a focused look; in this case the person will be struggling against or be distracted from their sense of fear, although it still persists.
- Personality development helps in the overall development of an individual. An individual's style of dressing plays an important role in enhancing his/her personality. It is rightly said that "a man is known by his dress and address".
- Personality development helps in the overall development of an individual. An individual's style of dressing plays an important role in enhancing his/her personality. It is rightly said that "a man is known by his dress and address". An individual's dressing sense speaks volumes of his character and personality.



KEY WORDS

Personality: It means the constitution of mental as well as the physical health of an individual.

Architect: Imaginative and strategic thinkers, with a plan for everything

Logician: Innovative Inventors with an unquenchable thirst for knowledge

Commander: Bold, imaginative and strong-willed leaders, always finding a way – or making one.

Debater: Smart and curious thinkers who cannot resist an intellectual challenge when volume of output increases, total variable cost also increases, and

Heredity: Heredity refers to those factors, which predisposes to certain physical, mental and emotional states. It sets the outer parameters of an individual. It also limits the range of development of characters.

Environment: Environment refers to the surroundings in which the individuals are brought up. The environmental factors relating to the formation of personality includes culture, family, society upbringing and experiences.

Primary Attachment: It is a natural phenomenon that a child gets attached to a person(s) taking adequate care of the child. In this stage, the child after a few weeks starts responding with 'a smile' to whom it is attached. It also requires nourishment for proper growth.

Self Esteem: It signifies the degree of liking or disliking towards a particular object. In simple term, the extent to which an individual likes or dislikes himself, it defers from individual to individual. Some individual may have high self-esteem and some have low self-esteem.



REVIEW QUESTIONS

1. What do you mean by personality? Explain characteristics of personality.
2. What is physical appearance? How does it play in your personality?
3. What is the role of body language in the development of personality? Discuss.
4. What is communication style?
5. Briefly explain the professional image.
6. What are the guidelines for appropriate business attire.
7. Discuss casual attire for men and women.
8. What is grooming for success? Explain with examples.
9. What is multicultural dressing? Discuss.
10. What are the characteristics of personality?

Notes

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UNIT 2

Impression Management

IMPRESSION MANAGEMENT

Notes

Structure

- 2.0 Learning Objectives
- 2.1 Introduction
- 2.2 Meaning Of Impression Management
- 2.3 Tactics of impression management
- 2.4 Strategies Of Impression Management
- 2.5 Impression Management Techniques
- 2.6 Impression Formation
- 2.7 Self-Presentational Motive
- 2.8 The social Context: Norms and Roles
- 2.9 The Target's Values, Actions
- 2.10 The private Self-Worrying about Impressions
- 2.11 Creating Rapport
- 2.12 Powerful Persuasion Strategies

Summary

Key Words

Review Questions

Further Readings

2.0 LEARNING OBJECTIVES

After reading this chapter students will be able to:

- Understand the meaning and importance of impression management.
- Identify the common tactic used by the employee for managing impression
- Identify a particular behavior that all employees actually engage in for impression management
- Describe how people use behaviors and traits to form initial perceptions of others.
- Explore research about forming impressions from thin slices of information.
- Summarize the role of nonverbal behaviors in person perception.
- Know the compass qualities.

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- Understand the first and last impressions.
- Describe the social context, its norms and roles.
- Discuss the target's values, actions.
- Know the current social image and the private self.
- Solve worrying about impressions.

2.1 INTRODUCTION

People have been pursuing socialization since their birth. They do develop relationships with others and maintain them in order to meet their own physiological and psychological needs in effective and efficient manner. While building relationships people must go through the important process of socialization, which must be managed carefully. The socialization requires them to interact with many people related to diverse backgrounds, personalities, professions etc. The dissimilarities among people results into problems while pursuing the process of socialization. Each stranger who is encountered by the others is seen as a potential threat to the social group or organizations. The new relationship would depend upon how rationally the threat from the new entrant or stranger has been analyzed by the social group or organization.

Hence, an entrant would be examined according its physical appearance firstly, then its character would be brought into play. Every individual needs to behave and act in such a manner that he is accepted by people in a positive manner and then there comes the concept of impression management.

- Have you ever been told to dress to impress? Ever wondered how wearing a suit to a meeting makes a difference?
- We're reminded to 'dress for success' or 'dress for the job we want' because appropriate attire creates a better impression. It influences the way others see you.

Let's see what impression management means and how it impacts our relationships.

2.2 MEANING OF IMPRESSION MANAGEMENT

Impression management is a conscious or unconscious effort towards influencing the perceptions, decisions and opinions of other people. In simpler words, it is a process of controlling or managing impressions of others in social interactions. Let's look at some of the types and examples of impression management to understand the concept.

There are two primary types of impression management.

1. Constructive: One that helps in the formation of self-identity.

We see the success of constructive impression management in the advertising world. Take Starbucks, for example. It's considered 'cool and hip' when you purchase a chai tea latte.

2. Strategic: One that helps in achieving interpersonal goals.

We see maximum instances of strategic impression management in our professional lives. Whether you're attending a job interview, interacting with a client or attending a conference—you dress appropriately and regulate your tone and language accordingly.

Definition of Impression Management

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Impression management is defined as a process where someone or other tries to influence the decision, opinion or observation of others about something or someone in particular. Within a business entity, it can be someone in a management position who might try to regulate information during his interaction with other employees or even the general public.

Impression management is described as an effort that can be both conscious and subconscious. It happens because individuals are interested in changing the perception of other people regarding an event, a person or something. In business, this is a very effective strategy as it helps to enhance the brand image and boost sales figures.

The concept of impression management is used in both every day in personal life and professional life with friends, family members, colleagues, and peers. With the help of this process, the people try to align the perception of other individuals with their own goals and objectives.

It is also applicable in academic fields of study, for instance, sociology and psychology along with functional areas like media and corporate communication. This is done to display a favorable impression of the company, its vision, and its mission to the outside world.

Motives behind Impression Management

Managing impressions is what impression management is all about. The concept tries to create a positive impression to boost its revenue figures. The two main motives behind the process of impression management are:

1. Expressive motive

This concept is the result of an individual's response towards expectations, restrictions or social norms. Expressive motive encourages a person to be in charge of his behaviour and identity and influence others accordingly.

2. Instrumental motive

It is the aspiration of a person to boost his self-esteem to gain desired rewards. This is why he tries to use influence and perception to get back something from other individuals.

Examples of impression management

We see instances of impression management in business via the advertising strategies that the entities have conceptualized. The promotional policies of all the organizations are centered around a theme that will encourage consumer's attention and nudge them to buy the related product or service.

For example, a soft drink company will emphasize on the taste of its drink and not on the caffeine content that the cola drink has.

Another typical example of impression management is how a person behaves at home and in the outer world. When he is with family members he is himself with all his good and evil, strengths and shortcomings exposed, but when he is in a social setting, he is at his best with proper behavior and all his good points at the forefront.

2.3 TACTICS OF IMPRESSION MANAGEMENT

Some typical behavior and tactics that people use to manipulate impressions are

1. Lying or gossiping: People tend to resort to lying or gossiping to change a particular outcome as part of impression management

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2. Intimidation: A person uses aggression so that he can compel others to obey him and this is a form of bullying for impression management

3. Flattery : An individual uses flowery words to improve his standing in the hope that others will like him better because of it. This is also a form of impression management

4. Dressing: The way a person dresses shows his desire to manage and change the perception of the person with whom he is going to come into contact.

5. Conforming to social norms: A person follows all the agreed-upon rules and regulations for behavior to make a favorable impression. For instance, an employee stays late even if he has completed his work because his boss is still in the office and leaving after he has left is the usual norm in his organization.

6. Boasting: This is self-presentation and includes excessive bluster to gain acceptance.

7. Self-promotion: In this form of impression management a person displays his skills, know-how, and success to others to promote himself and improve his image

8. Supplication; It is also a form of impression management where a person shows his shortcomings to appear needy or to gain desperate approval from others

9. Behavioral matching: This tactic of impression management is used by a person who wants to match his behavior with someone superior or even a colleague to make a favorable impression. If an employee's boss is soft-spoken, then he will naturally try to control his aggression and show his modest and soft-spoken side in front of the boss to create a good impression

10. Appreciation: This is one of the most popular tactics of impression management where a person compliments another person on being in his good books

2.4 STRATEGIES OF IMPRESSION MANAGEMENT

It is a fact that perception matter in an organization. The managers must monitor their attributions, perceptions, opinions, and assumptions so that they can treat every single employee as a unique person.

This will help in organizational growth and development. Individuals can use two types of basic strategies as part of the impression management concept. These are

1. The demotion-preventive strategy of impression management

If an individual is trying to stay out of some trouble or issue or is trying to lessen the impact or responsibility of an adverse event, he will be using a Demotion-preventive strategy of impression management. The essential characteristics of Demotion-preventive strategy of impression management are as follows-

An individual will try to justify his actions with whatever means at his disposal. He will try to find viable excuses for his actions so that he can prove himself right

Employees are telling their superiors or boss in confidence that although they were fighting for the right thing, they were ultimately overruled and dismissed. This strategy is used by employees or individuals that are looking for ways to disassociate themselves from a specific issue or a particular group

An employee in an organization will offer his apologies to his superior or his boss for some adverse event to lessen its impact on himself

2. The promotion-enhancing strategy of impression management

If an individual is looking to appear much better than he is or is trying to increase his responsibility for a positive outcome, then he will tilt towards a Promotion-enhancing strategy of impression management. The essential characteristics of Promotion-enhancing strategy of impression management are as follows:

- A person or an employee in an organization harboring a feeling that he has not been given credit for the positive outcome or that his accomplishments have not been acknowledged
- A person or an employee identifying obstacles that can be either personal or related to the organization and then overcoming those obstacles to achieve a positive outcome expects a higher credit in front of others
- A person or an employee pointing out that his contribution was more, but even then he was accorded lesser credit
- An individual or an employee makes sure that he is in most cases seen with the right people at the right time to boost his impression on others

No matter what anybody says, first impressions in business environments matter to a great extent. Not only do impressions help you maintain professionalism but also contribute to business growth and development. You'll see two basic types of strategies of impression management in workplaces:

1. Demotion-Preventive

If someone is trying to stay out of trouble or lessen the impact of a damaging event, they'll use the demotion-preventive strategy. Many will justify their action(s) or find excuses to prove themselves right. Many will offer their apologies so that they can repair the damage to some extent.

2. Promotion-Enhancing

If someone is trying to project an ideal version of themselves, they'll use a promotion-enhancing strategy. Some will work towards identifying personal or professional obstacles that interrupt their career growth. Some will work harder with stricter deadlines or more workload, therefore stepping outside their comfort zone. Some will even voice their concern(s) about their efforts not going.

2.5 IMPRESSION MANAGEMENT TECHNIQUES

Impression management is a valuable tool that helps you engage in strategic behavior, but it can get tricky. Learn to differentiate between constructive and destructive impression techniques before you engage with people. Here's a list of seven common techniques that we use in everyday life.

1. **Conformity:** It's the act of matching your behavior with the group or environmental norms and attitudes. For example, students need to conform to a set of rules while they're present on school grounds or in the classroom.
2. **Excuses:** They generally refer to an explanation that cushions the consequences of a negative or unacceptable event. For example, we may make excuses when we're late to work.
3. **Acclaim:** It means to proudly and openly acknowledge somebody when they do their work properly or correctly. For example, in team feedback sessions, managers give employees who are doing a good job a pat on the back.

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4. **Flattery:** To excessively compliment someone to appear likable or perceptive is to flatter them. For example, if you want an extra serving of food, you may compliment and flatter the chef.
5. **Self-promotion:** To emphasize your best characteristics or downplay your weaknesses are some of the effective ways of promoting or advertising yourself. Social media influencers are widely known for self-promotion.
6. **Favors:** To do something nice for others to receive approval or acceptance is to do a favor. For example, you may take on some extra work so that your coworker can attend their child's school play.
7. **Association:** Sometimes we associate with certain people to protect or promote our self-image. For example, people network at conferences so that they can reach out to more people in the industry later.

How to Manage Impression in an Effective Manner

Human beings are inclined to manage impressions either subconsciously or in a conscious way so that they can place their best foot forward. This is so because everyone wants others to have a good impression and like them. It becomes necessary to control and monitor responses and the way a person authentically appears in front of others.

Some important guidelines to manage impressions effectively are as follows

1. Self-awareness

One of the essential criteria of impression management is self-awareness. A person must be aware of his worth, about who he is and what he stands for. There are hordes of people who are part of a crowd and cruise along with others.

Refrain from being an individual who fits in instead be someone that stands out even in a group because of a strong personality. One can show himself in good light only when he knows himself inside-out.

This self-awareness will prove a blessing when he is standing in a crowd and can mold the impressions and assumptions of others to suit his needs and wants.

2. Observe dignity and decorum

There are already established norms in place that guide a person and show him the behavior that is considered acceptable and which is not in both professional environments and social settings. Observe propriety and decorum along with set rules of etiquette if you are looking for ways to implement an effective impression management strategy.

It is critical to follow the set standards to the dot and make a right and favorable impression on others. Once you have established your reputation, it becomes easy to influence others in different situations.

3. Be thoughtful

Do not take any random actions because a person who is intelligent and wants to make a difference will think his actions through and then make a gesture. Being thoughtful is an essential trait if you are looking for ways to boost your impression management strategy. Take the help of this skill while interacting with others as it will encourage you to be mindful of others.

Be a good listener to understand the viewpoint of others and now make think about your action and its consequences. This will help a person in making changes in his attitude

so that he can influence the impressions of others. Some people believe that disclosing personal things about themselves will cement their relationship and make it stronger.

Still, it is a fact that one should be very careful while disclosing own stuff to others. Today you might have a good relationship, but no one has seen the future, and one cannot predict what it will look like in later years. Be thoughtful and divulge only that much information that will have the least repercussion in your life in case of any leak. Sometimes people only try to act as your well-wisher, and you do not want them to misuse any confidential information about yourself.

Be prudent and thoughtful if you are effectually looking for impression management.

4. Have the courage

Be bold and courageous if you want to make a change. If you are a yes-man, then you can only nod your head and follow the lead of others. It is imperative to have the conviction that you will be able to do it and the courage that will be needed to implement whatever is going in your head.

Be a leader and take the necessary initiative to make a change so that you can easily influence the assumptions and impressions of another person.

People will respect you for taking the lead and will align with your convictions if you show that you are worthy of that respect from others.

5. Control your emotions

Being emotional is not always a good thing as you cannot let it have a direct impact on your decision-making abilities. Be mindful of every situation and react appropriately if you are looking for ways to implement an effective impression management strategy.

Emotions no doubt will help a person in making good emotional contact, but one should be able to draw impeccable boundaries to avoid any emotional scenes or displays. Negative emotions like disgust, irritation, and anger can prove your downfall; try to avoid them at all costs in social or public settings.

Emotional restraint is a soft skill that one should be adept at if he wants to succeed in the professional world. Be subtle and only let out a glimpse of those emotions that you are relevant to then to make your point.

6. Be positive

Optimistic nature and positive behavior are appreciated by one and all. Be positive if you are looking for ways to implement proper and effective impression management theory.

Individuals who show this trait can influence others very easily.

2.6 IMPRESSION FORMATION

Impression formation is the process by which individuals perceive, organize, and ultimately integrate information to form unified and coherent situated impressions of others. Internalized expectations for situated events condition what information individuals deem is important and worthy of their attention. Further, these expectations condition how individuals interpret this information.

In face-to-face interaction, social cues including others' physical appearance and verbal and nonverbal behavior, and the social setting in which the exchange takes place, combine with information in perceivers' memories to influence the ways in which they initially form impressions of others and themselves. These initial impressions serve as the basis for subsequent attributions.

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People are often very skilled at person perception—the process of learning about other people—and our brains are designed to help us judge others efficiently. Infants prefer to look at faces of people more than they do other visual patterns, and children quickly learn to identify people and their emotional expressions. As adults, we are able to identify and remember a potentially unlimited number of people as we navigate our social environments, and we form impressions of those others quickly and without much effort.

Recent research is beginning to uncover the areas in our brain where person perception occurs. In one relevant study, Mason and Macrae used functional magnetic resonance imaging (fMRI) scans to test whether people stored information about other people in a different location in the brain than where they stored information about animals, and they found that this was the case.

Learning about people is a lot like learning about any other object in our environment, with one major exception. With an object, there is no interaction: we learn about the characteristics of a car or a cell phone, for example, without any concern that the car or the phone is learning about us. It is a one-way process.

With people, in contrast, there is a two-way social process: just as we are learning about another person, that person is learning about us, or potentially attempting to keep us from accurately perceiving him or her. For instance, research has found that when other people are looking directly at us, we process their features more fully and faster, and we remember them better than when the same people are not looking at us.

In the social dynamic with others, then, we have two goals:

- first, we need to learn about them, and
- second, we want them to learn about us (and, we hope, like and respect us).

Our focus here is on the former process—how we make sense of other people. But remember that just as you are judging them, they are judging you.

We have seen in the chapter, “The Self”, that when people are asked to describe themselves, they generally do so in terms of their physical features (“I am really tall”), social category memberships (“I am a woman”), and traits (“I am friendly”). These characteristics well reflect the dimensions we use when we try to form impressions of others. In this section, we will review how we initially use the physical features and social category memberships of others (e.g., male or female, race, and ethnicity) to form judgments and then will focus on the role of personality traits in person perception.

Nonverbal Behavior

One way that the participants in the studies described above may have been able to form such accurate impressions of instructors on the basis of such little information was by viewing their nonverbal behavior.

Nonverbal behavior is any type of communication that does not involve speaking, including facial expressions, body language, touching, voice patterns, and interpersonal distance. Nonverbal behaviors are used to reinforce spoken words but also include such things as interpersonal distance (how far away from you the other person stands), tone of voice, eye gaze, and hand gestures and body positions.

The ability to decode nonverbal behavior is learned early, even before the development of language. We tend to like people who have a pleasant tone of voice and open posture, who stand an appropriate distance away from us, and who look at and touch us for the “right” amount of time—not too much or too little.

And, of course, behavior matters; people who walk faster are perceived as happier and more powerful than those who walk more slowly.

The importance of body movement has been demonstrated in studies in which people are viewed in point-light displays in dark rooms with only small lights at their joints. Research has found that observers are able to accurately recognize the behavior of others from these minimal displays. People can also determine personality by tone of voice provided by degraded and incomprehensible speech.

Although they may be pretty good at it in some cases, people are often not aware of their ability to make accurate judgments.

The particular nonverbal behaviors that we use, as well as their meanings, are determined by social norms, and these norms may vary across cultures.

For example, people who live in warm climates nearer the equator use more nonverbal communication (e.g., talking with their hands or showing strong facial expressions) and are more likely to touch each other during conversations than people who live in colder climates nearer Earth's poles.

And the appropriate amount of personal space to keep between ourselves and others also varies across cultures.

In some cultures—for instance, those of South American countries—it is appropriate to stand very close to another person while talking to him or her; in other cultures—for example, in the United States and Western Europe—more interpersonal space is the norm. The appropriate amount of eye contact with others is also determined by culture. In Latin America, it is appropriate to lock eyes with another person, whereas in Japan, people more often try to avoid eye contact.

Although nonverbal behaviors can be informative during the initial stages of person perception, they are limited in what they can convey.

In general, they communicate our own status or dominance (self-concern) as well as our interest in or liking of another (other-concern). If we notice that someone is smiling and making eye contact with us while leaning toward us in conversation, we can be pretty sure that he or she likes us. On the other hand, if someone frowns at us, touches us inappropriately, or moves away when we get close, we may naturally conclude that he or she does not like us.

We may also use nonverbal behaviors to try out new situations: If we move a little closer and look at someone a bit longer, we communicate our interest. If these responses are reciprocated by the other person, that can indicate that he or she likes us, and we can move on to share other types of information. If the initial nonverbal behaviors are not reciprocated, then we may conclude that the relationship may not work out and we can withdraw before we go "too far."

Nonverbal behavior provides different information than verbal behavior because people frequently say one thing and do another. Perhaps you remember being really angry at someone but not wanting to let on that you were mad, so you tried to hide your emotions by not saying anything. But perhaps your nonverbal behavior eventually gave you away to the other person: although you were trying as hard as you could not to, you just looked angry.

Compared with truth tellers, liars:

- Made more negative statements overall
- Appeared more tense
- Provided fewer details in their stories

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- Gave accounts that were more indirect and less personal
- Took longer to respond to questions and exhibited more silent pauses when they were not able to prepare their responses
- Gave responses that were briefer and spoken in a higher pitch

A third reason it is difficult for us to detect liars is that we tend to think we are better at catching lies than we actually are. This overconfidence may prevent us from working as hard as we should to try to uncover the truth.

Finally, most of us do not really have a very good idea of how to detect deception; we tend to pay attention to the wrong things.

Many people think that a person who is lying will avert his or her gaze or will not smile or that perhaps he or she will smile too much. But it turns out that faces are not that revealing. The problem is that liars can more easily control their facial expressions than they can control other parts of their bodies. In fact, Ekman and Friesen (1974) found that people were better able to detect other people's true emotions when they could see their bodies but not their faces than when they could see their faces but not their bodies.

Although we may think that deceivers do not smile when they are lying, it is actually common for them to mask their statements with false smiles—smiles that look very similar to the more natural smile that we make when we are really happy.

Judging People by Their Traits

Although we can learn some things about others by observing their physical characteristics and their nonverbal behaviors, to really understand them we will eventually need to know their personality traits.

Traits are important because they are the basic language by which we understand and communicate about people. When we talk about other people, we describe their traits. Our friends are "fun," "creative," and "crazy in a good way," or "quiet," "serious," and "controlling." The language of traits is a powerful one—indeed, there are over 18,000 trait terms in the English language.

Combining Traits: Information Integration

Let's consider for a moment how people might use trait terms to form an overall evaluation of another person. Imagine that you have to describe two friends of yours, Amir and Connor, to another person, Rianna, who might be interested in dating one of them.

You'll probably describe the two men in terms of their physical features first, but then you'll want to say something about their personalities.

Let's say that you want to make both Amir and Connor sound as good as possible to Rianna, but you also want to be honest and not influence her one way or the other.

How would you do that? You would probably start by mentioning their positive traits: Amir is "intelligent" and "serious"; Connor is "fun" and "exciting." But to be fair, you would also need to mention their negative traits: Amir sometimes seems "depressed," and Connor can be "inconsiderate."

You might figure that Rianna will just combine whatever information you give her, perhaps in a mathematical way. For instance, she might listen to all the traits that you mention, decide how positive or negative each one is, and then add the traits together or average them.

Research has found that people do exactly that, both for strangers and for people whom

they know very well. Consider what might happen if you gave Rianna the following information:

- Amir is smart, serious, kind, and sad.
- Connor is fun, happy, selfish, and inconsiderate.

Rianna might decide to score each trait on a scale of +5 (very positive) to -5 (very negative). Once she has these numbers, she could then either add them together or average them to get an overall judgment.

2.7 SELF-PRESENTATIONAL MOTIVE

A range of factors that govern impression management can be identified. It can be stated that impression management becomes necessary whenever there exists a kind of social situation, whether real or imaginary. Logically, the awareness of being a potential subject of monitoring is also crucial. Furthermore, the characteristics of a given social situation are important.

Specifically, the surrounding cultural norms determine the appropriateness of particular nonverbal behaviours. The actions have to be appropriate to the targets, and within that culture, so that the kind of audience as well as the relation to the audience influences the way impression management is realized.

A person's goals are another factor governing the ways and strategies of impression management. This refers to the content of an assertion, which also leads to distinct ways of presentation of aspects of the self. The degree of self-efficacy describes whether a person is convinced that it is possible to convey the intended impression.

A new study finds that, all other things being equal, people are more likely to pay attention to faces that have been associated with negative gossip than those with neutral or positive associations.

There are many methods behind self-presentation, including self disclosure (identifying what makes you "you" to another person), managing appearances (trying to fit in), ingratiation, aligning actions (making one's actions seem appealing or understandable), and alter-casting (imposing identities on other people).

Maintaining a version of self-presentation that is generally considered to be attractive can help to increase one's social capital, and this method is commonly implemented by individuals at networking events. These self-presentation methods can also be used on the corporate level as impression management.

Self-presentation

Self-presentation is conveying information about oneself – or an image of oneself – to others. There are two types and motivations of self-presentation:

- presentation meant to match one's own self-image, and
- presentation meant to match audience expectations and preferences.

Self-presentation is expressive. Individuals construct an image of themselves to claim personal identity, and present themselves in a manner that is consistent with that image. If they feel like it is restricted, they often exhibit reactance or become defiant – try to assert their freedom against those who would seek to curtail self-presentation expressiveness. An example of this dynamic is someone who grew up with extremely strict or controlling parental figures. The child in this situation may feel that their identity and emotions have been suppressed, which may cause them to behave negatively towards others.

Boasting: Millon notes that in self-presentation individuals are challenged to balance

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boasting against discrediting themselves via excessive self-promotion or being caught and being proven wrong. Individuals often have limited ability to perceive how their efforts impact their acceptance, and likeability by others.[9]

Flattery: Flattery or praise to increase social attractiveness

Intimidation: This aggressively shows anger to get others to hear and obey one's demands.

Self-presentation can be either defensive or assertive strategies (also described as protective versus acquisitive). Whereas defensive strategies include behaviours like avoidance of threatening situations or means of self-handicapping, assertive strategies refer to more active behaviour like the verbal idealisation of the self, the use of status symbols or similar practices.

These strategies play important roles in one's maintenance of self-esteem.

One's self-esteem is affected by their evaluation of their own performance and their perception of how others react to their performance. As a result, people actively portray impressions that will elicit self-esteem enhancing reactions from others.

First and Lasting Impressions

How many times in your life have you been told to "make a good first impression"? Your first day of school. Your first day at a new job. Your first date.

Yes, life is full of "first impressions"! How many have you screwed up?

While it is important to make a good first impression, your last impression is well, more lasting. It is by definition the last time someone or an organization will see you so it a forever impression.

A First Impression is as It Sounds

It is the first of many impressions. Now you don't want to wear shorts to your first day at work when everyone is in a suit nor do you want to take a vegetarian to Ruth's Chris Steak House on a first date but you can recover from even these gaffes.

People will get to know you over time and that will start to build their "impression" of you. Well, you could get fired your first day and your first date could be "one and done" but in many instances you will have plenty of time to show who you really are.

However a last impression is something that sticks with people. Think about the break up of a relationship and all that went down with that process.

You might remember that romantic trip to the beach but clouding that will be how the other person acted as the relationship unraveled. You may even remember some choice parting words or a thrown object. Ouch!

And try to recall a co-worker who recently left. Do you remember the work they did or what happened when they left? If you remember the work they did, they left in a good way and made a positive last impression.

Let me give you a recent example. A friend of mine was the VP of Engineering at a red hot startup in San Francisco. They were valued at over \$1 billion and growing fast. He reported to the CEO and had a huge team. His team was world class and they were building cutting edge technology.

But my friend wasn't happy. He wanted to quit. He told me he was going to leave as soon as possible and take another job.

I told him not to do that. No matter how great he had been at the company, no matter what he had built and how he was perceived while he was there, all the company and the other executives would remember is how he left. If he departed quickly in a huff and left them hanging with no technical leader and projects up in the air, they would have a very unfavorable impression of him.

That is bad enough as it is but they may even tell other people outside the company about this bad last impression! The world of top executives is very small and reputation matters a tremendous amount.

So, I ask him, wouldn't it be better to perform at even a higher level than he had been and then inform the CEO he wanted to leave? I suggested he give the exit plenty of time instead of usual two weeks notice. Give them a month, maybe more. And his goal should be for the CEO to think he is totally incredible and have him beg him to stay (but of course he won't stay).

Now this would delay his jumping onto his next thing but he would secure his reputation and he even may feel good about that job and that company if he plays it right.

Well he took my advice and not only did he perform at high level but he stayed around for a total of four months so he could finish some projects and leave with his team and the company in excellent shape.

And of course during this period the company tried very hard to keep him and make him stay. He definitely left in good graces and he felt great about how the process happened.

Let's look at from another angle.

- How did your last boss and the company treat you on the way out?
- Do they see you as an "alumni" of the organization who will say good things about the company or do they see you as a bad person for leaving no matter how great of an employee you were?

We recently talked to someone who is on a very strong upward trajectory with his career. He had very good relationship with the CEO and saw him as a mentor. He felt like he met every challenge thrown at him and he was praised for his work. He was promoted multiple times but he was frustrated by the pace of his promotions. The CEO said it was because he was too young to get a higher level job.

Now the CEO may have been correct or he may have been wrong in his assessment but he was definitely wrong in how he reacted when this young man left the company for a better opportunity.

Rather than treat him as valued member of his company's extended community (he had been there three years), he treated him like a pariah.

He didn't even acknowledge his departure. The young man loved the company while he was there but now he had a bitter taste in his mouth. His last impression is how he was excommunicated not of how wonderful his experience was working there.

Try to imagine some other "last impression" scenarios.

- The last time you saw an old friend. The last time you ate at a restaurant. Do you remember the last occasion or all of the previous ones?

And of course there is the ultimate last impression – death.

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- How are people remembered?
- Are they seen as youthful and energetic or wrinkled and hard of hearing?

Sad but true but we don't have much of a choice in this last impression (though the Woody Harrelson character in the movie "Three Billboards" does a good job taking his last impression into his own hands.)

Life is full of moments where we make an impact on other people and this is especially true at work. We can't always control how we are perceived at every moment.

But we do have two instances when we can imprint how we will be perceived – the first and last impression. So my advice is to try not to blow the first impression and even more important, pay attention to the last one.

2.8 THE SOCIAL CONTEXT: NORMS AND ROLES

Impression management is a self-presentation involves the processes by which people control how they are perceived by others. People are more motivated to control how others perceived them when they believe that their public images are relevant to the attainment of desired goals, the goals for which their impressions are relevant are valuable, and a discrepancy exists between how they want to be perceived and how other people perceive them.

When people are motivated to manage their impressions, the impressions that they try to convey are influenced by the roles that they occupy and the norms in the social context, the values of the individuals whose perceptions are of concern, how they think they are currently perceived, their self-concepts, and their desired and undesired selves.

Research on impression management has developed along two distinct paths.

- One line of research focuses on factors that affect the kinds of impressions people try to convey, and
- the other line applies self-presentational perspectives have been applied to the study of other psychological phenomena.

Self-presentational perspectives have been applied to the study of topics such as conformity, aggression, prosocial behavior, leadership, negotiation, social influence, gender, stigmatization, close relationships, emotional experience, and mental and physical health.

According to Sinha, "Impression management is an active self-presentation of a person aiming to enhance his image in the eyes of others".

A symbolic interaction theorist, Erving Goffman, coined the term impression management in 1959 and from then on, sociologists and theorists have been adding insight and importance to the concept. According to Newman, impression management is an *"act presenting a favorable public image of oneself so that others will form positive judgments"*.

Impression management is a fundamental and universal process that involves a number of influential factors. These factors are social, cultural and spiritual.

Social Implications

"Nobody hands values, norms, roles, and statuses to us fully formed, nor do we accept them mechanically. We mold them to suit us as we interact with others".

By molding values, norms, roles, and statuses, people can modify themselves and alter how

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others perceive them. It is not always clear whether or not people are aware of the allusions they create when they intentionally alter their values, norms, roles, and statuses to manufacture positive impressions.

Ferrante expands on this concept in her book, *Sociology: a Global Perspective*, "Even if people are aware that they are manipulating reality, impression management can be a constructive feature of social interaction".

People across the globe implement this concept in order to obtain a favorable social outcome. Newman compliments this concept by assessing additional socialization implications.

Impression management plays a prominent role in the socialization process. It allows the production of manufactured personas, which aid in the socialization process. The use of impression management provides people with the necessary skills to create a custom and often falsified perception.

This deceptively altered perception allows a person to construct a new, but not necessarily improved version of him or herself. This approach helps a person carefully craft relationships and by extension they have the ability to alter their position in the socialization process through impression management. The previous example illustrates how impression management can also have a number of negative implications, such as, deception and falsification of self.

There are a variety of social implications within impression management, but not all of the social implications are positive. Some of the repercussions are negative and can even be damaging to the person responsible for the implementation of impression management tactics.

According to Newman, "Impression management can lead to the creation of damaged identities, which must be repaired in order to sustain social interactions".

Damaged identities and suffering social interactions can take a toll on a person, which enviably forces that person to retreat to impression management once again. It may seem increasingly ironic that the tactic that aided in the damaging and exiling of a person can be the very approach that puts that person back in the social standings. Impression management is a concept to be taken very seriously.

It has the power and influence to create a favorable public opinion of a particular person, it can break a person in regards to social standings, and it can repair a damaged persona. Additionally, impression management has the ability to dictate a person's position in society.

A person's relative position in society can also influence impression management. A person's position in society and the prestige of impression management can be paramount, but it can also be considered a conniving game.

Cultural Implications

People are sensitive to how they are seen by others and use many forms of impression management to compel others to react to them in the ways they wish. An example of this concept is easily illustrated through cultural differences. Different cultures have diverse thoughts and opinions on what is considered beautiful or attractive.

Over the past decade, the media increasingly have emphasized the beauty of white skin, through advertisements for lightening creams. A similar instance is prevalent with hair color as well. Americans are inclined to prefer light or blonde hair while Indonesian's generally favor darker hair colors.

Whatever the combination of qualities is considered attractive may be, there are always ways to simulate them. Americans spend hours in tanning beds and spend large sums of money

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on spray tanning and bronzing lotions.

On the other end of the spectrum, Indonesians purchase whitening lotions, body soap, and facial scrubs. This example demonstrates the importance of impression management and the great lengths people go to in order to control how people perceive them.

Another illustration of how people attempt to control how others perceive them is portrayed through the clothing they wear. A person who is in a leadership position strives to be respected and in order to control and maintain the impression; the person wears a nice suit, carries a briefcase, and acts in a professional manner.

The professional clothing and the dignified manner in which the person carries him or herself, plays a large role in the impression management process. This illustration can also be adapted for a cultural scenario. The clothing people choose to wear says a great deal about the person and the culture they represent.

For example, most Americans are not overly concerned with conservative clothing. Most Americans are content with tee shirts, shorts, and showing skin. The exact opposite is true on the other side of the world. Indonesians are both modest and conservative in their attire. They are extremely conservative and they go to great lengths to keep themselves covered. Women's legs customarily remain hidden under ankle length clothing.

In addition to keeping themselves covered, Indonesia has a number of cultural traditions that involve impression management. In Indonesia, when a principal takes a position at a different school, all of the teachers from the school he or she is leaving accompany him to the new school. This illustration is a form of impression management because in Indonesia, this practice is done out of respect and is seen as a culturally significant protocol. However, in America, a similar practice may be perceived as peculiar.

In terms of impression management, this peculiar event may give off the impression that the principal is frightened to leave one school for another. If a principal left one school for another, in America, the teachers at the school he or she is leaving may throw the principal a goodbye party, but they certainly would not travel with the principal to his or her new school.

Spiritual Implications

Impression management can also be exemplified through spiritual implications. Just as people desire to fit in with their social and cultural groups, people aspire to fit in with their spiritual groups as well. Around the "church people" we would act differently - more upright, more spiritual, we would act nicer than we really were. It was classic impression management.

Christianity and genuine Christianity are not always the same concept. From a Christian perspective this distinction and the idea of impression management could potentially be frowned upon. It is for that reason that Christians try to involve a church or a community's youth in functions and activities supported by Christian churches.

By doing this, Christians believe that the youth will learn of Christ's greatness and grow into a genuine Christian. Despite the Christian churches' attempt to draw young, impressionable Christians into the church, Browning's experience with impression management is increasingly common.

Today, more and more people are trying to prove that they are better and more spiritual than their neighbors. People can be so desperate to be accepted spiritually, that they are willing to create an alternate and more spiritual persona. This persona could eventually become who

the person really is and aid in the process of becoming one with Christ. However, it could also be an elaborate charade intended to fool the "church people" in their lives. This method of self-presentation is not productive or even profitable in the end.

2.9 THE TARGET'S VALUES, ACTIONS

Impression management is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event by regulating and controlling information in social interaction.

Impression management behaviors include accounts excuses and opinion conformity ("speak(ing) or behav(ing) in ways consistent with the target"), along with many others.

Impression management is possible in nearly any situation, such as in sports (wearing flashy clothes or trying to impress fans with their skills), or on social media (only sharing positive posts). Additionally, impression management theory can be utilized with both benevolent and malicious intent.

Another example of impression management theory in play is present in today's world of social media. Users are able to create a profile and share whatever they like with their friends, family, or the world. Users can choose to omit negative life events and highlight positive events if they so please.

The notion of impression management was first applied to face-to-face communication, but then was expanded to apply to computer-mediated communication.

Changing from the Outside-in

Erving Goffman provides a detailed description and analysis of process and meaning in mundane interaction. Goffman focus on unconventional subject matter and explores the details of individual identity, group relations, the impact of environment, and the movement and interactive meaning of information. His perspective, though limited in scope, provides new insight into the nature of social interaction and the psychology of the individual.

Goffman employs a "dramaturgical approach" in his study, concerning himself with the mode of presentation employed by the actor and its meaning in the broader social context (1959, 240). Interaction is viewed as a "performance," shaped by environment and audience, constructed to provide others with "impressions" that are consonant with the desired goals of the actor.

The performance exists regardless of the mental state of the individual, as persona is often imputed to the individual in spite of his or her lack of faith in—or even ignorance of—the performance.

Goffman uses the example of the doctor who is forced to give a placebo to a patient, fully aware of its impotence, as a result of the desire of the patient for more extensive treatment. In this way, the individual develops identity or persona as a function of interaction with others, through an exchange of information that allows for more specific definitions of identity and behavior.

Current Social Image

Social media usage among American adults grew from 5% in 2005 to 69% in 2018. Facebook is the most popular social media platform, followed by Instagram, LinkedIn, and Twitter.

Notes

Social networking users will employ protective self-presentations for image management. Users will use subtractive and repudiate strategies to maintain a desired image. Subtractive strategy is used to untag an undesirable photo on Social Networking Sites.

In addition to un-tagging their name, some users will request the photo to be removed entirely. Repudiate strategy is used when a friend posts an undesirable comment about the user. In response to an undesired post, users may add another wall post as an innocence defense. Michael Stefanone states that "self-esteem maintenance is an important motivation for strategic self-presentation online."

Outside evaluations of their physical appearance, competence, and approval from others determines how social media users respond to pictures and wall posts. Unsuccessful self-presentation online can lead to rejection and criticism from social groups. Social media users are motivated to actively participate in SNS from a desire to manage their online image.

Online social media presence often varies with respect to users' age, gender, and body weight. While men and women tend to utilize social media in comparable degrees, both uses and capabilities vary depending on individual preferences as well perceptions of power or dominance.

In terms of performance, men tend to display characteristics associated with masculinity as well as more commanding language styles. In much the same way, women tend to present feminine self-depictions and engage in more supportive language.

With respect to usage across age variances, many children develop digital and social media literacy skills around 7 or 8 and begin to form online social relationships via virtual environments designed for their age group.

The years between thirteen and fifteen demonstrate high social media usage that begins to become more balanced with offline interactions as teens learn to navigate both their online and in-person identities which may often diverge from one another.

Studies also suggest that adolescents body weight and their health status might influence their self-presentation practices. For example, research focusing on adolescent patients with obesity indicate that particularly girls with obesity tend to present themselves in such a way that their weight is not in focus, or avoid presenting food items that are associated with overweight/obesity.[50]

Social media platforms often provide a great degree of social capital during the college years and later. College students are motivated to use Facebook for impression management, self-expression, entertainment, communication and relationship maintenance.

College students sometimes rely on Facebook to build a favorable online identity, which contributes to greater satisfaction with campus life.

In building an online persona, college students sometimes engage in identity manipulation, including altering personality and appearance, to increase their self-esteem and appear more attractive to peers.

Since risky behavior is frequently deemed attractive by peers, college students often use their social media profiles to gain approval by highlighting instances of risky behavior, like alcohol use and unhealthy eating.

Users present risky behavior as signs of achievement, fun, and sociability, participating in a form of impression management aimed at building recognition and acceptance among peers. During middle adulthood, users tend to display greater levels of confidence and mastery in their social media connections while senior users tend to utilize social media for educational and supportive purposes. These myriad factors influence how users will form and communicate their online personas.

2.10 THE PRIVATE SELF-WORRYING ABOUT IMPRESSIONS

This unit is about the ways which human behavior is affected concerns with people may be doing, their public impressions they typically prefer that No matter what else other people perceive them in certain desired ways and not perceive them in other, undesired ways.

Put simply, human beings have a pervasive and ongoing concern with their self-presentations. Sometimes they act in certain ways just to make a particular impression on someone else when a job applicant responds in that will satisfactorily impress the interviewer. But more often, people's concerns with others' impressions simply constrain their behavioural options.

Most of the time inclined to do things that will lead others to see us as incompetent, innumerate, maladjusted, or otherwise socially undesirable. As a result, our concerns with others' impressions limit what we are willing to do.

Self-presentation motives underlie and pervade near corner of interpersonal life. The self-concept seems like a very private phenomenon. After all, people's thoughts about themselves are hidden and are often highly personal. Yet the self-concept is also very much a social phenomenon. It has social roots (e.g., reflected appraisals, social comparison), it includes social identities and roles, and it guides our perception of others and our behavior in social settings.

In this unit we will explore the social side of the self in the context of self-presentational behavior. Self-presentational behavior is any behavior intended to create, modify, or maintain an impression of ourselves in the minds of others.

According to this definition, whenever we are attempting to lead people to think of us in a particular way, we are engaging in self-presentation. Because much of our time is spent in the company of other people, self-presentation is a pervasive feature of social life.

We even engage in self-presentation when we are alone; for example, we rehearse what we are going to say or do in public, molding our behavior to an imaginary or anticipated audience. Sometimes this rehearsal is deliberate and noticeable (as when we prepare for a job interview or a public speaking engagement); other times it is automatic and almost imperceptible (as when we mindlessly check our hair in the mirror before stepping out the front door).

Self-presentation is not only a prevalent aspect of our lives, it is also a very important one. Our success at leading others to believe we possess various characteristics has a profound influence on our outcomes in life. Who we marry, who our friends are, whether we get ahead at work, and many other outcomes depend, to a great extent, on our ability to convince people that we are worthy of their love, their friendship, their trust, and their respect. Undoubtedly, this need to create a positive impression is one reason that people spend billions of dollars a year on cosmetics and other personal-appearance products.

Self-presentational concerns also lead people to engage in behaviors that enhance their appearance to others but simultaneously jeopardize their own physical well-being (e.g., overexposure to the sun; excessive dieting). Self-presentational concerns can even underlie selfdestructive behaviors, such as cigarette smoking and substance abuse.

Self-Presentations and Private Self-Conceptions

To this point we have focused exclusively on the public side of self-presentational behavior. But self-presentational behavior also has a very private side. Most obviously, how people think about themselves influences how they present themselves to others.

Notes

For example, the person who thinks he is a connoisseur of fine wines is the one who is most apt to try to impress his friends with his knowledge of a fine Bordeaux. Although theorists disagree about just how strong this relation is, none deny that people's ideas about themselves are one factor that determines the public impressions they try to create.

More interesting, perhaps, is the manner in which public behavior influences private self-conceptions. People are audiences for their own behavior. Just as our behavior might convince others that we possess a given quality or attribute, so, too, might we convince ourselves. Research from a variety of different quarters supports this claim.

A. Role Internalization

Everyone is always and everywhere, more or less consciously, playing a role. . . . It is in these roles that we know each other; it is in these roles that we know ourselves.

We all play many roles in social life. We are children, siblings, and parents; students, friends, and employees; and so on. These roles figure prominently in the way people think about themselves. When asked to describe themselves, people often respond with reference to the social roles they play (e.g., I am a professor, a father, a husband).

This tendency to define ourselves in terms of our social roles is not the only link between social roles and self-conceptions, however. Each role we play carries with it a set of behavioral expectations (e.g., judges are expected to uphold the law) and assumptions about personal characteristics (firefighters are expected to be brave). These personal characteristics are of concern here. In the course of playing social roles, people often come to internalize role-relevant personal characteristics. They come to see themselves as possessing the qualities suggested by the roles they play.

Role internalization occurs for many reasons. According to the reflected appraisal process, social interaction is essential to the development of self-conceptions. People form views of themselves based on the (perceived) reactions of others. Before too long, the police officer who sees fear in the eyes of those she arrests comes to regard herself as strong and powerful. Self-perception processes also operate here.

People are often passive observers of their own behavior. A teacher who helps struggling students with their homework might reasonably infer that he is a caring, helpful person.

Of course, people gravitate toward roles that allow them to express their self-perceived qualities, so the road between self-conceptions and roles goes in both directions. But sometimes people's self-views are initially at odds with the roles they adopt.

Imagine an employee who regards herself as a shy and deferent person. What becomes of such selfviews when she is promoted to a managerial position? Very often, she comes to adopt the attitudes and beliefs that accompany her new title.

She comes to think of herself as tough and demanding—because this is how she thinks others perceive her (reflected appraisals), because this is how she is behaving (self-perception), or because to do otherwise would create psychological inconsistency (or cognitive dissonance) between her actions and self-relevant beliefs.

In summary, people thrust into new social roles often come to view themselves as having the very qualities that the role demands. In effect, by playing the role, they become the part. This does not mean, however, that individuals passively adopt the labels implied by their social roles. Although the expectations of some roles are rigid and unyielding, most are pliant and allow room for interpretation. This allows people to bring their own distinctive stamp to the roles they play. The same is true in the theater.

All actors who play Hamlet are obliged to recite his famous "To be or not to be" soliloquy, but each actor is allowed to emphasize different facets of the character.

In more general terms, we can say that people both create and are created by the social roles they play. This is why expectations for social roles can change over time. With every new role occupant, the role is reinvented (although the core expectations tend to remain relatively constant).

B. Carry-Over Effects in Self-Presentation

Further evidence that public behavior alters private self-conceptions comes from experimental research on carry-over effects in self-presentation. In these studies, participants are asked to present themselves in specified ways to an audience.

For example, some participants might be asked to convince an interviewer that they are extraverted and sociable; other participants are asked to convince an interviewer that they are introverted and reserved.

Later, as part of an ostensibly unrelated investigation, participants are asked to evaluate themselves along this dimension. The typical finding is that self-presentational behavior carries over to affect private self-conceptions. People who present themselves to others as outgoing and gregarious subsequently regard themselves as more sociable than do those who present themselves to others as shy and retiring.

The central theme of this unit is that people actively monitor and regulate their public identities—is relevant to understanding a good deal of social behavior. It also has broad implications for psychological research. Most psychological research occurs in a social context. Experimenters and other participants are often present in the situation, and participants are almost always aware that their responses will be known to others.

The public nature of the experimental setting raises the possibility that participants' behavior is driven by a deliberate (or unconscious) desire to manage a particular social identity, rather than by more spontaneous or private psychological processes.

Although this possibility has been known for some time, interest in this topic blossomed in the 1970s. At that time, many social psychological phenomena that had previously been understood in terms of intrapsychic processes were reinterpreted in terms of self-presentational behavior.

Self-Presentation and Self-Enhancement

Self-enhancement biases were another topic reinterpreted in self-presentational terms. As noted throughout this unit, people evaluate themselves in very positive terms. Symbolic self-completion theory shares some similarities with Swann's (1990) self-verification theory. The key difference between Swann's approach and symbolic self-completion theory centers around whether the identity in question is desired from the person's point of view. Swann argues that people seek to verify desired and undesired identities, whereas symbolic self-completion theory maintains that people seek social validation only for desired identities.

Originally, these biases were thought to stem from a motivated desire to feel good about oneself (a desire we have called the self-enhancement motive). In the mid-1970s, alternative explanations emphasizing cognitive processes were developed.

Toward the end of the 1970s, self-presentational explanations were developed to explain these effects. This raised the possibility that participants were merely claiming greater responsibility for success than for failure in a self-presentational attempt to convince the experimenter of their competence.

Notes

People genuinely believe their self-serving claims. At the same time, people are not oblivious to the impressions they are creating. They modify their public claims, but this modification is generally in the direction of greater public modesty, not greater self-aggrandizement.

The unit begins by considering the nature of self-presentational behavior. Why do people engage in self-presentation, and when and how do they go about creating impressions of themselves in the minds of other people? In the second section of the I.

The Nature of Self-Presentation

A: Why Do People Engage in Self-Presentation?

We begin our discussion by considering why people engage in self-presentation. Why do we bother to lead people to see us in one way or another?

1. Facilitate Social Interaction

The most basic function of self-presentation is to define the nature of a social situation. Most social interactions are very role governed. Each person has a role to play, and the interaction proceeds smoothly when these roles are enacted effectively. For example, airline pilots are expected to be poised and dignified. As long as they convince their passengers that they possess these qualities, their passengers remain calm and behave in an orderly fashion. (Imagine, for example, how unsettling it would be if your airline pilot acted like the character.

Goffman noted that social life is highly structured. In some cases, this structure is formalized (e.g., state dinners at the White House are characterized by strict rules of protocol), but most often it is informal and tacitly understood (e.g., norms of politeness and etiquette guide our social interactions).

Among these norms is one that mandates that people support, rather than undermine, one another's public identities. Goffman refers to these efforts as face work. Each participant in an interaction is obliged to honor and uphold the other person's public persona. Toward this end, people may misrepresent themselves or otherwise refrain from saying what they really think or feel. For example, people publicly claim to like the presents they receive, find another person's new clothes or hairstyle attractive, or make excuses for why they cannot get together for some social encounter. This kind of self-presentational behavior seems to be primarily driven by a desire to avoid social conflict and reduce tension.

2. Gain Material and Social Rewards

People also strive to create impressions of themselves in the minds of others in order to gain material and social rewards (or avoid material and social punishments). As discussed earlier, it is usually in our best interests to have others view us in a particular way.

Employees generally have a material interest in being perceived as bright, committed, and promising. To the extent that they are successful in inducing these impressions in the minds of their employers, they are apt to be promoted and given raises. Social rewards also depend on our ability to convince others that we possess particular qualities. Being liked entails convincing others that we are likable; being a leader involves convincing others that we are capable of leading.

To some, the idea that people actively strive to manipulate how they are viewed by others conjures up images of duplicity and Machiavellianism. This need not be the case, however. Strategic self-presentation does not necessarily mean that we are trying to deceive others (though sometimes we are).

It can also involve genuine attempts to bring our (self-perceived) positive qualities to the attention of others. In fact, for reasons to be discussed later, misrepresentation and lying tend to be the exception rather than the rule.

Most of the time, strategic self-presentation involves "selective disclosures and omissions, or matters of emphasis and timing, rather than blatant deceit or dissimulation"

3. Self-Construction

Another reason we try to create impressions of ourselves in the minds of others is to construct a particular identity for ourselves. This type of self-presentational behavior serves a more private, personal function. Convincing others that we possess some quality or attribute is a means of convincing ourselves.

Sometimes, self-construction is initiated in order to create an identity. Rosenberg (1979) notes that this is particularly prevalent during adolescence. Adolescents routinely try out different identities. They adopt the dress and mannerisms of various social types (e.g., the sophisticate; the rebel), and studiously note people's reactions to these displays in an attempt to fashion an identity that fits.

Other times, self-construction is undertaken to confirm an already established self-view. The successful Wall Street banker may wear suspenders, carry a beeper, and drive a Lexus to signal to others that he is indeed a man of "wealth and taste." Swann (1990) calls this form of self-construction "self-verification," and Wicklund and Gollwitzer (1982) refer to such behavior as "self-symbolizing."

Self-enhancement needs also underlie self-construction. Most people like to think of themselves as being competent, likable, talented, and so forth. By convincing others that they possess these positive attributes, people are better able to convince themselves. This, in turn, makes people feel better about themselves. In this sense, we can say that people seek to create impressions in the minds of others because it makes them feel good about themselves to do so.

Finally, self-construction can serve a motivational function. People are expected to be who they claim to be. When they publicly announce an intention or otherwise stake a claim to an identity, people experience additional pressures to make good on their claims. By publicly renouncing the use of alcohol, he increases his commitment to stay sober. The great boxer, Muhammad Ali, also routinely predicted the outcomes of his fights. Under some circumstances, this kind of public boasting can serve to make the idea a reality.

In this section, we distinguished three functions of self-presentation. Although conceptually distinct, the three functions often operate simultaneously in the real world. For example, airline pilots project an air of dignity because doing so

- makes the plane ride go smoother;
- helps them retain their jobs; and
- leads them to think of themselves as dignified people, which in turn makes them feel good about themselves.

Notes

When and How Do People Manage Impressions?

People form impressions of us whenever we are in public, but we are not always actively monitoring or regulating those impressions. In many situations, our self-presentations are automatic or habitual, and we are devoting little conscious attention to how we are being perceived by others. In other situations, we become acutely aware of the impressions we are creating, and we actively strive to take control of these impressions. In this section, we will discuss factors that influence when we are most likely to actively engage in self-presentation and what it takes to successfully present ourselves to others.

2.11 CREATING RAPPORT

What is Rapport?

Rapport forms the basis of meaningful, close and harmonious relationships between people. It's the sense of connection that you get when you meet someone you like and trust, and whose point of view you understand. It's the bond that forms when you discover that you share one another's values and priorities in life.

According to researchers Linda Tickle-Degnen and Robert Rosenthal, when you have a rapport with someone, you share:

- **Mutual attentiveness:** you're both focused on, and interested in, what the other person is saying or doing.
- **Positivity:** you're both friendly and happy, and you show care and concern for one another.
- **Coordination:** you feel "in sync" with one another, so that you share a common understanding. Your energy levels, tone and body language are also similar.

This connection can appear instantly – when you "click" with someone – or develop slowly, over time. It can grow naturally, without intent, or you can deliberately set out to build it.

Rapport isn't just a tool for building relationships, though; it's often the foundation of success. When you have a rapport with someone, you're better placed to influence, learn and teach, particularly as the trust that you've built up means other people are more likely to accept your ideas, to share information, and to create opportunities together.

How to Build Rapport

Rapport must be a two-way connection between people, so it's not something that you can create by yourself. You can, however, learn how to stimulate it by following these six steps.

Warning

Use your best judgment when applying these techniques. Be sure not to use them cynically or dishonestly, to sell people something that they wouldn't otherwise want, for example, or to manipulate them into a course of action that's against their best interests.

1. Check Your Appearance

First impressions count, and your appearance should help you to connect with people, not create

a barrier. A good rule of thumb is to dress just a little "better" than the people you're about to meet. However, if you arrive and see that you're overdressed, you can quickly dress down to suit the situation.

2. Remember the Basics

Always remember the basics of good communication :

- Be culturally appropriate .
- Smile.
- Relax .
- Remember people's names .
- Hold your head up and maintain a good posture.
- Listen carefully and attentively .
- Don't outstay your welcome.

These basic tenets form the foundation of great communication. It will be hard to establish rapport without them, as they will help you to establish trust, empathy, and a feeling in people that you are listening to them.

3. Find Common Ground

Identifying common ground can help to establish rapport, so use small talk to find something that you both share. Most people like talking about themselves, and the more genuine interest you show in them, the more likely they are to relax and "open up."

Use open-ended questions to discover personal information: perhaps you attended the same college, share the same hobbies, grew up in the same city, or support the same sports team. Even just expressing your shared frustration at the traffic that delayed your journeys to work can help you to draw closer to someone.

- Tip 1: It's important to be genuine and sincere, and to avoid overdoing things. Don't make up an interest or try too hard, just to create rapport. Not only can this seem desperate and off-putting, but it can also dent your credibility!
- Tip 2: Laughter is a great tool for building rapport, but do use humor with care. Not everyone can tell a joke, and what might seem like acceptable sarcasm to you could cause offense to somebody else. If you think there's a possibility that a comment might be taken the wrong way, don't make it.

4. Create Shared Experiences

Rapport can't grow without human interaction, and a great way to interact is to create new, shared experiences. Shared experiences can be as simple as attending the same conference session together, or as complex as cooperating on a new management process. Working collaboratively to define problems, devise solutions, and design strategies, for example, can help to bring you and the other person closer.

5. Be Empathic

Empathy is about understanding other people by seeing things from their perspective, and recognizing their emotions.

Notes

So, to understand and share another person's perspective, you need to learn what makes him tick. As we've already mentioned, many people enjoy talking about their likes and dislikes, needs and wants, and problems and successes, so ask open-ended questions and give them space to talk.

You need to really hear what they say, so that you can respond intelligently and with curiosity. So, it's important to be a good listener, and to fine-tune your emotional intelligence. You can also use Perceptual Positions – a technique for seeing things from other people's perspectives.

- Tip: It's hard to establish rapport with someone who wants to talk only about herself, so try to balance the conversation. Aim to share as much as the other person does. You'll both feel more comfortable as a result.

6. Mirror and Match

Research shows that we prefer people who we perceive to be just like ourselves. Mirroring and matching are techniques for building rapport by making yourself more like the other person.

How you do this is about more than just what you say. Psychologist Albert Mehrabian found that the words we speak account for just seven percent of our communication about emotions or attitudes. The nature of our voice makes up a greater percentage (38 percent), and our body language makes up as much as 55 percent. So, you'll be missing a trick if you don't consider the "whole picture" of human communication.

So, try these techniques to build rapport:

- Watch the other person's body language, including gesture, posture and expression. If, for example, he rests his chin on his left hand, consider mirroring him by doing the same with your right hand. To match it, you would use your left hand.
- Adopt a similar temperament. If the other person is introverted or extroverted, shy or exuberant, you should behave in the same way. If he's reserved, for example, then you should be, too, or you'll risk being seen as brash or invasive.
- Use similar language. If he uses simple, direct words, then you should, too. If he speaks in technical language, then match that style. You can also reiterate key or favorite words or phrases.
- Match the other person's speech patterns, such as tone, tempo and volume. For instance, if he speaks softly and slowly, then lower the volume and tempo of your voice. (Research by the U.S. Federal Bureau of Investigation suggests that this is the most effective way to establish rapport. It's subtle, but it makes the other person feel comfortable and that he's being understood.)

Discretion and common sense are essential when mirroring and matching. Don't, for example, mimic every word and gesture. If you do, you risk causing offense. Be subtle and aim to reach a point where you're naturally synchronizing your behavior, so that the other person is unaware of what you're doing.

Mirroring and matching can be difficult skills to master. However, remember that we all unconsciously mirror and match family, friends and colleagues every day. If you want to practice, try using role playing.

- Tip: If people know about body language, they'll pick up that you're mirroring and this might have the opposite effect to the one that you want. So, don't be mechanistic – be relaxed and appropriate.

Re-Establishing Rapport

It takes time to rebuild rapport when it has been lost.

- First, address why you lost rapport in the first place. Be humble and explain honestly and simply what happened. If you need to apologize, do so.
- Next, focus on ways of repairing any broken trust. Put in extra work if you need to, and keep your word. Transparency and genuine concern for the other person's needs will go a long way to rebuilding trust and re-establishing rapport.

Key Points

You build rapport when you develop mutual trust, friendship and affinity with someone. Building rapport can be incredibly beneficial to your career – it helps you to establish good interpersonal relationships, and this can open many doors for you.

Follow these six steps to build rapport:

- Check your appearance.
- Remember the basics of good communication.
- Find common ground.
- Create shared experiences.
- Be empathic.
- Mirror and match mannerisms and speech appropriately.

Rapport is best built over the long term. However, you can use these strategies to build it quite quickly, if you need to.

2.12 POWERFUL PERSUASION STRATEGIES

Bases of Power

Having power and using power are two different things. For example, imagine a manager who has the power to reward or punish employees. When the manager makes a request, he or she will probably be obeyed even though the manager does not actually reward the employee.

The fact that the manager has the ability to give rewards and punishments will be enough for employees to follow the request. What are the sources of one's power over others?

Researchers identified six sources of power, which include legitimate, reward, coercive, expert, information, and referent. You might earn power from one source or all six depending on the situation. Let us take a look at each of these in turn, and continue with Steve Jobs from the opening case as our example.

Legitimate Power

Legitimate power is power that comes from one's organizational role or position. For example, a boss can assign projects, a policeman can arrest a citizen, and a teacher assigns grades. Others comply with the requests these individuals make because they accept the legitimacy of the position, whether they like or agree with the request or not.

Notes

Steve Jobs has enjoyed legitimate power as the CEO of Apple. He could set deadlines and employees comply even if they think the deadlines were overly ambitious. Start-up organizations often have founders who use their legitimate power to influence individuals to work long hours week after week in order to help the company survive.

Reward Power

Reward power is the ability to grant a reward, such as an increase in pay, a perk, or an attractive job assignment. Reward power tends to accompany legitimate power and is highest when the reward is scarce.

Anyone can wield reward power, however, in the form of public praise or giving someone something in exchange for their compliance. When Steve Jobs ran Apple, he had reward power in the form of raises and promotions.

Another example of reward power comes from Bill Gross, founder of Idealab, who has the power to launch new companies or not. He created his company with the idea of launching other new companies as soon as they could develop viable ideas.

Coercive Power

In contrast, coercive power is the ability to take something away or punish someone for noncompliance. Coercive power often works through fear, and it forces people to do something that ordinarily they would not choose to do.

The most extreme example of coercion is government dictators who threaten physical harm for noncompliance. Parents may also use coercion such as grounding their child as punishment for noncompliance.

Steve Jobs has been known to use coercion—yelling at employees and threatening to fire them. American presidents have been known to use coercion power. President Lyndon Baines Johnson once told a White House staffer, “Just you remember this. There’s only two kinds at the White house. There’s elephants and there’s ants. And I’m the only elephant”.

Expert Power

Expert power comes from knowledge and skill. Steve Jobs has expert power from his ability to know what customers want—even before they can articulate it. Others who have expert power in an organization include long-time employees, such as a steelworker who knows the temperature combinations and length of time to get the best yields.

Technology companies are often characterized by expert, rather than legitimate power. Many of these firms utilize a flat or matrix structure in which clear lines of legitimate power become blurred as everyone communicates with everyone else regardless of position.

Information Power

Information power is similar to expert power but differs in its source. Experts tend to have a vast amount of knowledge or skill, whereas information power is distinguished by access to specific information. For example, knowing price information gives a person information power during negotiations.

Within organizations, a person’s social network can either isolate them from information power or serve to create it.

As we will see later in this chapter, those who are able to span boundaries and serve to connect different parts of the organizations often have a great deal of information power. In the TV show *Mad Men*, which is set in the 1960s, it is clear that the switchboard operators have a great deal of information power as they place all calls and are able to listen in on all the phone conversations within the advertising firm.

Referent Power

Individuals differ on the degree to which they feel he has expert and referent power, as he received 52% of the popular vote in the 2008 election.

Shortly after the election, he began to be briefed on national security issues, providing him with substantial information power as well.

What is Influence?

Starting at infancy, we all try to get others to do what we want. We learn early what works in getting us to our goals. Instead of crying and throwing a tantrum, we may figure out that smiling and using language causes everyone less stress and brings us the rewards we seek.

By the time you hit the workplace, you have had vast experience with influence techniques. You have probably picked out a few that you use most often.

To be effective in a wide number of situations, however, it's best to expand your repertoire of skills and become competent in several techniques, knowing how and when to use them as well as understanding when they are being used on you.

If you watch someone who is good at influencing others, you will most probably observe that person switching tactics depending on the context.

The more tactics you have at your disposal, the more likely it is that you will achieve your influence goals.

But Gore, for example, does not stop there. He also works to persuade us with direct, action-based suggestions such as asking everyone to switch the kind of light bulbs they use, turn off appliances when not in use, drive vehicles with better fuel economy, and even take shorter showers.

Ironically, Gore has more influence now as a private citizen regarding these issues than he was able to exert as a congressman, senator, and vice president of the United States.

Toolbox: Self-Assessment

Do You Have the Characteristics of Powerful Influencers?

People who are considered to be skilled influencers share the following attributes.

How often do you engage in them? 0 = never, 1 = sometimes, 2 = always.

- present information that can be checked for accuracy
- provide a consistent message that does not change from situation to situation
- display authority and enthusiasm (often described as charisma)
- offer something in return for compliance
- act likable
- show empathy through listening

Notes

- show you are aware of circumstances, others, and yourself
- plan ahead

If you scored 0-6: You do not engage in much effective influencing behavior. Think of ways to enhance this skill. A great place to start is to recognize the items on the list above and think about ways to enhance them for yourself.

If you scored 7-12: You engage in some influencing behavior. Consider the context of each of these influence attempts to see if you should be using more or less of it depending on your overall goals.

If you scored 13-16: You have a great deal of influence potential. Be careful that you are not manipulating others and that you are using your influence when it is important rather than just to get your own way.

Here, we will focus on nine influence tactics.

- Responses to influence attempts include resistance, compliance, or commitment.
- Resistance occurs when the influence target does not wish to comply with the request and either passively or actively repels the influence attempt.
- Compliance occurs when the target does not necessarily want to obey, but they do.
- Commitment occurs when the target not only agrees to the request but also actively supports it as well.
- Within organizations, commitment helps to get things done, because others can help to keep initiatives alive long after compliant changes have been made or resistance has been overcome.

Look at some more persuasion:

1. Rational persuasion includes using facts, data, and logical arguments to try to convince others that your point of view is the best alternative. This is the most commonly applied influence tactic.

One experiment illustrates the power of reason. People were lined up at a copy machine and another person, after joining the line asked, "May I go to the head of the line?" Amazingly, 63% of the people in the line agreed to let the requester jump ahead. When the line jumper makes a slight change in the request by asking, "May I go to the head of the line because I have copies to make?" the number of people who agreed jumped to over 90%. The word because was the only difference.

Effective rational persuasion includes the presentation of factual information that is clear and specific, relevant, and timely. Across studies summarized in a meta-analysis, rationality was related to positive work outcomes.
2. Inspirational appeals seek to tap into our values, emotions, and beliefs to gain support for a request or course of action. When President John F. Kennedy said, "Ask not what your country can do for you, ask what you can do for your country," he appealed to the higher selves of an entire nation. Effective inspirational appeals are authentic, personal, big-thinking, and enthusiastic.
3. Consultation refers to the influence agent's asking others for help in directly influencing or planning to influence another person or group. Consultation is most effective in organizations and cultures that value democratic decision making.
4. Ingratiation refers to different forms of making others feel good about themselves. Ingratiation includes any form of flattery done either before or during the influence attempt. Research shows that ingratiation can affect individuals.

For example, in a study of résumés, those résumés that were accompanied with a cover letter containing ingratiating information were rated higher than résumés without this information. Other than the cover letter accompanying them, the résumés were identical. Effective ingratiation is honest, infrequent, and well intended.

5. Personal appeal refers to helping another person because you like them and they asked for your help. We enjoy saying yes to people we know and like. A famous psychological experiment showed that in dorms, the most well-liked people were those who lived by the stairwell – they were the most often seen by others who entered and left the hallway. The repeated contact brought a level of familiarity and comfort. Therefore, personal appeals are most effective with people who know and like you.

6. Exchange refers to give-and-take in which someone does something for you, and you do something for them in return. The rule of reciprocation says that “we should try to repay, in kind, what another person has provided us”. The application of the rule obliges us and makes us indebted to the giver. One experiment illustrates how a small initial gift can open people to a substantially larger request at a later time.

One group of subjects was given a bottle of Coke. Later, all subjects were asked to buy raffle tickets. On the average, people who had been given the drink bought twice as many raffle tickets as those who had not been given the unsolicited drinks.

7. Coalition tactics refer to a group of individuals working together toward a common goal to influence others. Common examples of coalitions within organizations are unions that may threaten to strike if their demands are not met.

Coalitions also take advantage of peer pressure. The influencer tries to build a case by bringing in the unseen as allies to convince someone to think, feel, or do something. A well-known psychology experiment draws upon this tactic.

The experimenters stare at the top of a building in the middle of a busy street. Within moments, people who were walking by in a hurry stop and also look at the top of the building, trying to figure out what the others are looking at. When the experimenters leave, the pattern continues, often for hours.

This tactic is also extremely popular among advertisers and businesses that use client lists to promote their goods and services. The fact that a client bought from the company is a silent testimonial.

8. Pressure refers to exerting undue influence on someone to do what you want or else something undesirable will occur. This often includes threats and frequent interactions until the target agrees.

Research shows that managers with low referent power tend to use pressure tactics more frequently than those with higher-referent power. Pressure tactics are most effective when used in a crisis situation and when they come from someone who has the other's best interests in mind, such as getting an employee to an employee assistance program to deal with a substance abuse problem.

9. Legitimizing tactics occur when the appeal is based on legitimate or position power. “By the power vested in me...”: This tactic relies upon compliance with rules, laws, and regulations. It is not intended to motivate people but to align them behind a direction. Obedience to authority is filled with both positive and negative images.

Position, title, knowledge, experience, and demeanor grant authority, and it is easy to see how it can be abused. If someone hides behind people's rightful authority to assert themselves, it can seem heavy-handed and without choice.

You must come across as an authority figure by the way you act, speak, and look. Think

Notes

about the number of commercials with doctors, lawyers, and other professionals who look and sound the part, even if they are actors. People want to be convinced that the person is an authority worth heeding.

Authority is often used as a last resort. If it does not work, you will not have much else to draw from in your goal to persuade someone.

Dale Carnegie

How to Make Friends and Influence People was written by Dale Carnegie in 1936 and has sold millions of copies worldwide. While this book first appeared over 70 years ago, the recommendations still make a great deal of sense regarding power and influence in modern-day organizations.

For example, he recommends that in order to get others to like you, you should remember six things:

1. Become genuinely interested in other people.
2. Smile.
3. Remember that a person's name is to that person the sweetest and most important sound in any language.
4. Be a good listener. Encourage others to talk about themselves.
5. Talk in terms of the other person's interests.
6. Make the other person feel important—and do it sincerely.

Carnegie specifically deals with enhancing referent power. Referent power grows if others like, respect, and admire you.

Referent power is more effective than formal power bases and is positively related to employees' satisfaction with supervision, organizational commitment, and performance. One of the keys to these recommendations is to engage in them in a genuine manner. This can be the difference between being seen as political versus understanding politics.



SUMMARY

- Every day we must size up the people we interact with. The process of doing this is known as person perception.
- We can form a wide variety of initial impressions of others quickly and often quite accurately.
- Impression management is a conscious or unconscious effort towards influencing the perceptions, decisions and opinions of other people. In simpler words, it is a process of controlling or managing impressions of others in social interactions.
- Nonverbal behavior is communication that does not involve speaking, including facial expressions, body language, touching, voice patterns, and interpersonal distance. We rely on nonverbal behavior in our initial judgments of others.
- The particular nonverbal behaviors that we use, as well as their meanings, are determined by social norms, and these may vary across cultures.

- In comparison with positive information about people, negative information tends to elicit more physiological arousal, draw greater attention, and exert greater impact on our judgments and impressions of people.
- People are only moderately good at detecting deception, and experts are not usually much better than the average person.
- We integrate traits to form judgments of people primarily by averaging them.
- Negative and central traits have a large effect on our impressions of others.
- The primacy effect occurs because we pay more attention to information that comes first and also because initial information colors how we perceive information that comes later.
- These processes also help to explain how the halo effect occurs.
- Rapport forms the basis of meaningful, close and harmonious relationships between people. It's the sense of connection that you get when you meet someone you like and trust, and whose point of view you understand.



KEY WORDS

Psychoanalytic Theory: The Psychoanalytic Theory of personality was developed by Sigmund Freud. This theory consists of three main ideas that make up personality, the id, the ego, and the superego. The three traits control their own sections of the psyche. Personality is developed by the three traits that make up the Psychoanalytic theory conflicting.

Trait Theory: The Trait Theory of personality is one of the main theories in the study of personality. According to this theory, traits make up personality. Traits can be described as patterns of behavior, thought, or emotion.

Social Cognitive Theory: The Social Cognitive Theory focuses on cognitive processes in relation to the development of personality. This theory takes into account how individual's gather information and how they use that information moving forward. The social aspect of this theory is explained by how this theory also views the environment that the individual is in, this includes past experiences.

Heredity: Heredity refers to those factors that were determined at conception. Physical structure, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and biological rhythms are characteristics that are generally considered to be either completely or substantially influenced by who your parents were, that is by their biological, physiological and inherent psychological makeup.

Environment: The environmental factors that exert pressures on our personality formation are the culture in which we are raised, our early conditioning, the norms among our family, friends and social groups, and other influences that we experience. The environment to which we are exposed plays a substantial role in shaping our personalities.

Situation: A third factor, the situation, influences the effects of heredity and environment on personality. An individual's personality although generally stable and consistent, does change in different situations. The varying demand of different situation calls forth different aspects of one's personality. We should not therefore look upon personality patterns in isolation.

Notes

Self Awareness: Self Awareness knows your motivations; preferences, personality and understanding how these factors influence your judgment, decisions and interactions with other people



REVIEW QUESTIONS

1. Consider a case where you formed an impression of someone quickly and on only a little information. How accurate do you think your judgment was and why? What information did you take into account? What information might you have missed?
2. Consider some of the nonverbal behaviors that you and your friends use when you communicate. What information are you usually trying to communicate by using them? When do you find yourself using more vigorous gesturing and why?
3. Which of the six bases of power do you usually draw upon? Which do you use the least of at this time?
4. What is impression management? How does it form? Explain.
5. Which tactics seem to be the most effective? Explain your answer.
6. Why do you think rational persuasion is the most frequently utilized influence tactic?
7. Give an example of someone you've tried to influence lately. Was it an upward, downward, or lateral influence attempt?
8. Give an example of a situation in which you have noticed the effects of central traits on your perception of someone. Why do you think that this happened?
9. Describe a situation where you were influenced by either the primacy or the halo effect in your initial perceptions of someone. How accurate did those initial perceptions turn out to be and why?



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ASSERTIVE TRAINING**Notes****Structure**

- 3.0 Learning Objectives
- 3.1 Introduction
- 3.2 Concept of Assertiveness
- 3.3 Assertive Training and purpose
- 3.4 Components of Assertive Behaviour
- 3.5 Characteristics of Assertiveness in Communication
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Summary

Key Words

Review Questions

Further Readings

3.0 LEARNING OBJECTIVES

After reading this chapter students will be able to:

- Understand the meaning of assertiveness
- Discuss the concept and value of assertiveness and training to get rid of depression and stress a big problem for today.
- Explain the components of assertiveness.
- Know how to handle fear.

3.1 INTRODUCTION

Assertiveness is a skill regularly referred to in social and communication skills training. Being assertive means being able to stand up for your own or other people's rights in a calm and positive way, without being either aggressive, or passively accepting 'wrong'.

Assertive individuals are able to get their point across without upsetting others, or becoming upset themselves.

Notes

Although everyone acts in passive and aggressive ways from time to time, such ways of responding often result from a lack of self-confidence and are, therefore, inappropriate ways of interacting with others.

3.2 CONCEPT OF ASSERTIVENESS

What is Assertiveness?

The Concise Oxford Dictionary defines assertiveness as:

"Forthright, positive, insistence on the recognition of one's rights"

In other words:

Assertiveness means *standing up for your personal rights - expressing thoughts, feelings and beliefs in direct, honest and appropriate ways.*

It is important to note also that:

By being assertive we should always respect the thoughts, feelings and beliefs of other people.

Those who behave assertively always respect the thoughts, feelings and beliefs of other people as well as their own.

Assertiveness concerns being able to express feelings, wishes, wants and desires appropriately and is an important personal and interpersonal skill. In all your interactions with other people, whether at home or at work, with employers, customers or colleagues, assertiveness can help you to express yourself in a clear, open and reasonable way, without undermining your own or others' rights.

Assertiveness enables individuals to act in their own best interests, to stand up for themselves without undue anxiety, to express honest feelings comfortably and to express personal rights without denying the rights of others.

Passive, Aggressive and Assertive

Assertiveness is often seen as the balance point between passive and aggressive behaviour, but it's probably easier to think of the three as points of a triangle.

Being assertive involves taking into consideration your own and other people's rights, wishes, wants, needs and desires.

Assertiveness means encouraging others to be open and honest about their views, wishes and feelings, so that both parties act appropriately.

Assertive behaviour includes:

- Being open in expressing wishes, thoughts and feelings and encouraging others to do likewise. See our page on Managing Emotions.
- Listening to the views of others and responding appropriately, whether in agreement with those views or not. See our page on Active Listening.
- Accepting responsibilities and being able to delegate to others. See our page on Delegation Skills for more.

Regularly expressing appreciation of others for what they have done or are doing.

- Being able to admit to mistakes and apologise.
- Maintaining self-control. See our page on Self-Control for more.
- Behaving as an equal to others. See our page on Justice and Fairness to explore further.

Some people may struggle to behave assertively for a number of reasons, and find that they behave either aggressively or passively instead.

Being Passive

Responding in a passive or non-assertive way tends to mean compliance with the wishes of others and can undermine individual rights and self-confidence.

Many people adopt a passive response because they have a strong need to be liked by others. Such people do not regard themselves as equals because they place greater weight on the rights, wishes and feelings of others.

Being passive results in failure to communicate thoughts or feelings and results in people doing things they really do not want to do in the hope that they might please others. This also means that they allow others to take responsibility, to lead and make decisions for them.

A classic passive response is offered by those who say 'yes' to requests when they actually want to say 'no'.

For example:

"Do you think you can find the time to wash the car today?"

A typical passive reply might be:

"Yes, I'll do it after I've done the shopping, made an important telephone call, finished the filing, cleaned the windows and made lunch for the kids!"

A far more appropriate response would have been:

"No, I can't do it today as I've got lots of other things I need to do."

The person responding passively really does not have the time, but their answer does not convey this message.

The second response is assertive as the person has considered the implications of the request in the light of the other tasks they have to do.

Assertiveness is equally important at work as at home.

If you become known as a person who cannot say no, you will be loaded up with tasks by your colleagues and managers, and you could even make yourself ill.

When you respond passively, you present yourself in a less positive light or put yourself down in some way. If you constantly belittle yourself in this way, you will come to feel inferior to others. While the underlying causes of passive behaviour are often poor self-confidence and self-esteem, in itself it can further reduce feelings of self-worth, creating a vicious circle.

Being Aggressive

- By being aggressive towards someone else, their rights and self-esteem are undermined.
- Aggressive behaviour fails to consider the views or feelings of other individuals. Those behaving aggressively will rarely show praise or appreciation of others and an aggressive response tends to put others down.

Notes

- Aggressive responses encourage the other person to respond in a non-assertive way, either aggressively or passively.
- There is a wide range of aggressive behaviours, including rushing someone unnecessarily, telling rather than asking, ignoring someone, or not considering another's feelings.
- Good interpersonal skills mean you need to be aware of the different ways of communicating and the different response each approach might provoke. The use of either passive or aggressive behaviour in interpersonal relationships can have undesirable consequences for those you are communicating with and it may well hinder positive moves forward.
- It can be a frightening or distressing experience to be spoken to aggressively and the receiver can be left wondering what instigated such behaviour or what he or she has done to deserve the aggression.
- If thoughts and feelings are not stated clearly, this can lead to individuals manipulating others into meeting their wishes and desires. Manipulation can be seen as a covert form of aggression whilst humour can also be used aggressively.

Different Situations Call for Different Measures

- or do they?

- You may find that you respond differently – whether passively, assertively or aggressively – when you are communicating in different situations.
- It is important to remember that any interaction is always a two-way process and therefore your reactions may differ, depending upon your relationship with the other person in the communication.
- You may for example find it easier to be assertive to your partner than to your boss or vice versa. However, whether it is easy or not, an assertive response is always going to be better for you and for your relationship with the other person.

3.3 ASSERTIVE TRAINING AND PURPOSE

To empower themselves, in more contemporary terms. It is an answer that seeks to maintain an appropriate response in behavior, far from passivity and aggression.

Furthermore, it promotes fairness and equality in human interactions, based on a positive sense of respect for self and others. An assertive person will protect his/her boundaries, without stepping on someone else private space, and treating them with respect and compassion.

Purpose

The purpose of assertiveness training is to teach people some appropriate strategies for identifying and acting on their desires, needs, and opinions while remaining respectful of others. Assertiveness training is a broad approach that can be applied to many different personal, academic, health care, and work situations.

It is important to learn how to communicate in a clear and honest way, because it leads to an improvement of relationships between people around you (family, friends, classmates, colleagues).

Explaining assertive training

Trainer: what do you think assertive training is?

Students: [students rise their hand and answer to the questions]

Trainer: [giving the answer] It is about how to be confident and have a positive personality.
(be positive, self-confident, forceful, assured, decisive, determined).

It is very important to have to know yourself in order to know the others. You have to know your limits, your personal space and your empathy. Give them the explanation about how to build a personal bubble and the importance of building the bubble. "Bubble" means to define and set own personal space.

Limits

Teach them the importance of get to know which your limits are. The proper separation that it must be between you and the person who you are talking with.

Trainer: which one is the proper distance to talk with a person?

Students:

Trainer: is it this closed? Or this far? (show them acting with the other trainer)

Students:

Trainer: the proper distance between to people who are having a conversation is the distance between your elbow stick to your body and your straight hand.

Students: (children try to understand the distance)

Trainer: Explanation of the three pigs story to understand why it is important to build a personal and strong personality bubble.

The three little pig story

"Once upon a time there were three little pigs and the time came for them to leave home and seek their fortunes.

Before they left, their mother told them " Whatever you do , do it the best that you can because that's the way to get along in the world.

The first little pig built his house out of straw because it was the easiest thing to do. The second little pig built his house out of sticks. This was a little bit stronger than a straw house. The third little pig built his house out of bricks.

One night the big bad wolf, who dearly loved to eat fat little piggies, came along and saw the first little pig in his house of straw. He said "Let me in, Let me in, little pig or I'll huff and I'll puff and I'll blow your house in!" "Not by the hair of my chinny chin chin", said the little pig. But of course the wolf did blow the house in and ate the first little pig.

The wolf then came to the house of sticks. "Let me in ,Let me in little pig or I'll huff and I'll puff and I'll blow your house in" "Not by the hair of my chinny chin chin", said the little pig. But the wolf blew that house in too, and ate the second little pig The wolf then came to the house of bricks. " Let me in , let me in" cried the wolf "Or I'll huff and I'll puff till I blow your house in" "Not by the hair of my chinny chin chin", said the pigs. Well, the wolf huffed and puffed but he could not blow down that brick house.

But the wolf was a sly old wolf and he climbed up on the roof to look for a way into the brick

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house. The little pig saw the wolf climb up on the roof and lit a roaring fire in the fireplace and placed on it a large kettle of water.

When the wolf finally found the hole in the chimney he crawled down and KERSPLASH right into that kettle of water and that was the end of his troubles with the big bad wolf.

The next day the little pig invited his mother over. She said "You see it is just as I told you. The way to get along in the world is to do things as well as you can." Fortunately for that little pig, he learned that lesson. And he just lived happily ever after!"

Students: (they understand the metaphor: You need to build the strongest walls to your bu

How About Emotions?

- Trainer: Now, we will play a game. Let's make two groups.
- Game explanation:

1. Explain the game

Facilitator make two groups and each group has to make a circle. In the circle, each student has to look into the eyes of another student of the circle and count until ten seconds.

2. Discussion

After everyone look at each other ask them these questions:

- How did you feel?
- How was for you?
- Tell me a feeling that you had while he or she was looking at you.

3. Write a list of feelings

Students must write in a paper many feelings as possible, give them 2-3 minutes to write them.

After 2 minutes, facilitator will realize that students are only capable to write a maximum of 10-15 feelings.

4. Write more feelings

- Ask them again to write more feelings. Would they be able to write more even if you give them half an hour?
- (Students will be able just to write 2 or 3 more feelings, and they will tell you that there are not more)
- Facilitator explains students that there is an average of fifty emotions and later show them the list of emotions.

List of emotions:

Irritated	Furious	Outraged	Anxious	Panicked
Overwhelmed	Afraid	Blissful	Delighted	Merry
Content	Proud	Brave	Fierce	Capable

Notes

Bold	Daring	Powerful	Zealous	Blue
Withdrawn	Wistful	Vulnerable	Desolated	Weak
Helpless	Ashamed	Useless	Grrateful	Chill
Satisfied	Blessed	Hopefull	Hopeless	Peaceful
Calm	Frustrated	Devaluated	Appreciated	Angry
Sad	Joy	Depressed	Disturbed	Shoked
Melancholy	Rattled	Uncomfortable	Optimistic	Pesimistic

5. Express yourself

- Facilitator ask students:

Trainer: why don't you know how to express yourself?

Students:

Trainer: do you feel weak if you express your feelings?

Students: ...

Trainer: don't you trust yourself enough to express your feelings? Are you confident enough to do this?

Explanation about why people do not express their feelings.

- Stereotypes prejudice education
- feelings
- weak
- not strong
- rejection
- looser
- Put yourself in someone else shoes
- EMPATHY

****Write this two sentence in the whiteboard and explain in detail what it means.**

Trainer: nowadays, we live in a world were people do not express their feelings, because they have been risen that way.

This is due to Stereotypes prejudice education, which it means your family, your friends, your school, the media have taught you not to express yourself, because if you express yourself crying, it means you are weak. You are not strong. People will reject you and you will become a looser.

THIS IS NOT TRUE!

That why we are here, we are here to teach you that expressing your feelings is the most normal thing to do, and as human beings we need to be happy, to smile, to cry, to be worried, to be scared.

It is also very important to put yourself in someone else shoe. If some is crying, do not laugh at him, just try to be next to him and support him. Being empathy is the best thing to do.

Students: [students understand]

Trainer: it's the end of the session. What have you learnt?

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Students: students rise their hand and tell the facilitator what they have learn.

- The significance of being self-confident
- The importance about the limits, personal space and empathy.
- The value of create our own personal strong (brick) bubble.
- Put yourselves in someone else shoe
- EMPATHY

Trainer: thank you so much. See you next week.

3.4 COMPONENTS OF ASSERTIVE BEHAVIOUR

Understanding Assertiveness Skills

It is crucial to understand when and how to apply your assertiveness skills and techniques, and to understand that it's not always even appropriate.

Remember, sudden use of assertiveness may be perceived as an act of aggression by others.

There's also no guarantee of success, even when you use assertive communication styles appropriately.

So how to be assertive?.

Here are some useful guidelines to ensure your successful use of an assertive communication style.

1. *Assertiveness Training That Will Change Your Life!*

- Assertive communication is the ability to express positive and negative ideas and feelings in an open, honest and direct way.
- It recognises our rights whilst still respecting the rights of others.
- It allows us to take responsibility for ourselves and our actions without judging or blaming other people.
- And it allows us to constructively confront and find a mutually satisfying solution where conflict exists.

2. *Why Use Assertive Communication?*

- All of us use assertive behaviour at times... quite often when we feel vulnerable or unsure of ourselves we may resort to submissive, manipulative or aggressive behaviour.
- Yet being trained in assertive communication actually increases the appropriate use of this sort of behaviour.
- It enables us to swap old behaviour patterns for a more positive approach to life.
- I've found that changing my response to others (be they work colleagues, clients or even my own family) can be exciting and stimulating.

Advantages of Assertiveness Skills in Communication

There are many advantages of assertiveness skills in communication, most notably these:

- helps us feel good about ourselves and others
- leads to the development of mutual respect with others
- increases our self-esteem
- helps us achieve our goals
- minimises hurting and alienating other people
- reduces anxiety
- protects us from being taken advantage of by others
- enables us to make decisions and free choices in life
- enables us to express a wide range of feelings and thoughts

Drawbacks of Assertive Communication

There are, of course, disadvantages...

- Others may not approve of this style of communication, or may not approve of the views you express.
- Also, having a healthy regard for another person's rights means that you won't always get what YOU want.
- You may also find out that you were wrong about a viewpoint that you held.
- But most importantly, as mentioned earlier, it involves the risk that others may not understand and therefore not accept this style of communication.

Assertiveness Training That Will Change Your Life!

- Assertive behaviour in communication is definitely NOT a lifestyle! It's NOT a guarantee that you will get what you want.
- It's definitely NOT an acceptable style of communication with everyone, but at least it's NOT being aggressive.
- But it IS about choice.

Four Behavioural Choices

There are, as I see it, four choices you can make about which style of communication you can employ.

These types are:

1. Direct Aggression

Bossy, arrogant, bulldozing, intolerant, opinionated, and overbearing

2. Indirect Aggression

Sarcastic, deceiving, ambiguous, insinuating, manipulative, and guilt-inducing

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3. Submissive

Wailing, moaning, helpless, passive, indecisive, and apologetic

4. Assertive

Direct, honest, accepting, responsible, and spontaneous

3.5 CHARACTERISTICS OF ASSERTIVENESS IN COMMUNICATION

There are six main characteristics of assertiveness skills in communication.

These are:

1. **Eye Contact:** Demonstrates interest and shows sincerity.
2. **Body Posture:** Congruent body language will improve the significance of the message.
3. **Gestures:** Appropriate gestures help to add emphasis.
4. **Voice:** A level, modulated tone is more convincing and acceptable, and is not intimidating.
5. **Timing:** Use your judgement to maximise receptivity and impact.
6. **Content :** How, where and when you choose to comment is probably more important than WHAT you say.

The Importance of "I" Statements

Part of being assertive involves the ability to appropriately express your needs and feelings. You can accomplish this by using "I" statements.

These indicate ownership, do not attribute blame, focuses on behaviour, identifies the effect of behaviour, is direct and honest, and contributes to the growth of your relationship with each other.

Strong "I" Statements Have Three Specific Elements:

- Behaviour
- Feeling
- Tangible effect (consequence to you)

For Example:

"I feel frustrated when you are late for meetings. I don't like having to repeat information."

Six Techniques For Assertiveness in Communication

There are six assertiveness techniques - let's look at each of them in turn.

1. Behaviour Rehearsal

This is literally practising how you want to look and sound.

It is a very useful technique when you first want to use "I" statements, as it helps dissipate any emotion associated with an experience and allows you to accurately identify the behaviour you wish to confront.

2. Repeated Assertion (the 'broken record')

This assertiveness technique allows you to feel comfortable by ignoring manipulative verbal side traps, argumentative baiting and irrelevant logic while sticking to your point.

To most effectively use this assertiveness technique use calm repetition, and say what you want and stay focused on the issue.

You'll find that there is no need to rehearse this technique, and no need to 'hype yourself up' to deal with others.

Examples

"I would like to show you some of our products"

"No thank you, I'm not interested"

"I really have a great range to offer you"

"That may be true, but I'm not interested at the moment"

"Is there someone else here who would be interested?"

"I don't want any of these products"

"Ok, would you take this brochure and think about it?"

"Yes, I will take a brochure"

"Thank you"

"You're welcome"

3. Fogging

This technique allows you to receive criticism comfortably, without getting anxious or defensive, and without rewarding manipulative criticism.

To do this you need to acknowledge the criticism, agree that there may be some truth to what they say, but remain the judge of your choice of action.

An example of this could be:

"I agree that there are probably times when I don't give you answers to your questions.

4. Negative Enquiry

This assertiveness technique seeks out criticism about yourself in close relationships by prompting the expression of honest, negative feelings to improve communication.

To use it effectively you need to listen for critical comments, clarify your understanding of those criticisms, use the information if it will be helpful or ignore the information if it is manipulative.

An example of this assertiveness technique would be:

"So you think/believe that I am not interested?"

5. Negative Assertion

This assertiveness technique lets you look more comfortably at negatives in your own behaviour or personality without feeling defensive or anxious, this also reduces your critics' hostility.

You should accept your errors or faults, but not apologise. Instead, tentatively and sympathetically agree with hostile criticism of your negative qualities.

Notes

An example would be:

"Yes, you're right. I don't always listen closely to what you have to say."

6. Workable Compromise

When you feel that your self-respect is not in question, consider a workable compromise with the other person.

You can always bargain for your material goals unless the compromise affects your personal feelings of self-respect.

However, if the end goal involves a matter of your self-worth and self-respect, THERE CAN BE NO COMPROMISE.

An example of this assertiveness technique would be:

"I understand that you have a need to talk and I need to finish what I'm doing.

So what about meeting in half an hour?"

Now we conclude that assertive behaviour is a useful communication tool. Its application is contextual and it's not appropriate to be assertive in all situations.

Remember, your sudden use of assertiveness may be perceived as an act of aggression by others.

There's also no guarantee of success, even when you use assertive communication styles appropriately.

"Nothing on earth can stop the individual with the right mental attitude from achieving their goal; nothing on earth can help the individual with the wrong mental attitude" W.W. Ziege

When you match consumer psychology with effective communication styles you get a powerful combination.

What is an example of assertive communication?

Here are a few examples of assertive communication:

- "I completely understand what you're saying but I have to disagree"
- "I feel frustrated when you are late for meetings. I don't like having to repeat information."
- "Could you explain the reasoning behind your decision, so I can try to understand what you're doing"
- "I understand that you have a need to talk and I need to finish what I'm doing. So what about meeting in half an hour?"
- "I want you to help me with this report"
- "Can you suggest a time we can talk about the missed deadline. I'm concerned"

Why is assertive communication an effective strategy

Not only does assertive communication help us express our views and achieve goals but do so without hurting or alienating others. It's the key to developing mutual respect for each other.

What is the difference between assertive and aggressive communication?

Assertive communication is conveying your message in a direct but accepting and respectful

way. Aggressive communication, on the other hand, is speaking in a disrespectful, arrogant, and bossy way.

How to develop assertive communication skills?

Practice, practice, practice! You need to work on your eye contact and body language, practice controlling your voice, and communicating in a direct but non-aggressive manner. You can also take an assertiveness course and further develop your skills.

What are the 3 C's of assertive communication?

The 3 C's of assertive communication are:

- Confidence: you are composed and believe in yourself and what you're saying
- Clarity: your message is clear and easy to understand
- Control: You are in control of the situation and are monitoring what's happening.

3.6 RATIONAL-EMOTIVE ASSERTIVENESS TRAINING

Although beauty ideals have been modeled throughout history, the impact of today's visual media is felt by most. Images from the internet, television and magazines appear to have an especially negative influence on the viewers. Oftentimes models in these media are seen as realistic representation of actual people, rather than carefully manipulated artificially developed images. These could influence how people perceive themselves physically and how they think others see them, and thus act as triggers of negative perception of physical appearance.

Motivation for this study arose from an informal conversation with a young man of around 35 years, who was observed to be excessively concerned with his physical appearance. The man, referred to as Mr X, is muscular-looking and could be observed every morning lifting weights and over-exercising, obviously to maintain his muscular stature.

A curious question was posed by the researcher – "Why do you exercise and lift weight for at least two hours every morning? Mr X responded:

"I exercise everyday because I want to maintain my muscular build.....I have been building up my muscles for about eight years....Years past, my friends and peers used to refer to me as: 'short engine', 'match box', 'full stop' or whatever cruel term was the current, to describe the 'short in physical build. I know I am just 5-feet tall, he laments, but I felt I needed to be muscular in order to command respect from my peers....."

He paused to bring out old and recent pictures of himself, clad in men's brief, displaying different angles of muscular postures. He was however despondent that even after the marked increase in muscular build, he feels unsatisfied with himself and his relationships, as he complained that girls do not seem to find him attractive.

3.7 HANDLING FEAR IN ASSERTIVENESS

The main reason for unassertive behaviour is a fear of what might happen if you are assertive. What do you fear might happen if you did stand up for your rights? You may fear that you would feel extremely guilty or anxious after asserting yourself. These fears are usually based on

Notes

false beliefs about assertiveness. Let's have a look at some of these myths.

I'll be being selfish if I say what I want

All we are doing by being assertive is putting our own needs on an equal level with the needs of other people. It is important for our own well being to do this. This is helpful for other people as well. We are not doing anyone a favour by letting them take us for granted or get whatever they want from us.

Here is another example of how it can help other people. Supposing you were watching a film in a cinema and the person behind you was talking all the time.

By politely saying something like:

"excuse me, would you mind not talking while the film is on",
you would be helping both yourself and the people around you.

Note that this is quite different from an aggressive comment like

"Why don't you shut up!"

which is only likely to lead to an argument.

If I stand up for myself the other person will become upset and angry

This assumes that other people are always unreasonable. Remember, you are only asking to be treated as an equal and not making big demands. Most people will recognise this and accept your point of view. In fact, you may be surprised how easily they agree with you.

People won't like me if I say what I want

Think of the people you know who are assertive. Do you think any less of them for that? The chances are you respect them more for being assertive. People are likely to think more of you if you assert yourself as it means they know where they stand with you.

I feel too anxious to start being assertive

This is something of a vicious circle. Being assertive for the first time is always hard but it becomes easier after that.

Pinpoint Problem Areas

The first task in becoming assertive is to work out the situations where you do not stand up for yourself. Does it occur at work, at home or when you are out with friends?

Does it occur more often with certain types of people (e.g. those in authority, young people, relatives, the opposite sex)?

Is it harder giving compliments or criticism or are both difficult?

Think about what you fear might happen in these situations if you were assertive and consider how realistic this is in the light of the discussion above.

Here is an example:

Gill often found herself feeling upset after seeing a couple who were good friends of hers, Jen & Bob. She realised that they often asked her to babysit for their young son, Luke.

Of course, she wanted to be helpful but often it prevented her from getting much needed time for herself. However, she always agreed and she felt it was selfish to say "no" and would make her feel guilty.

Meanwhile, she was becoming more and more stressed because of the lack of time to relax.

Make a list of situations where you would like to be more assertive:

Notes**Planning and Rehearsal**

Having chosen a situation and identified the problems, the next step is to plan what you are going to say and do. Of course, it is not possible to make complete plans as you do not know exactly what will happen.

The most important thing is to plan what you want to say (and do) and the best way of saying it.

It often helps to have a "dry run" or rehearsal before actually going into the situation. You can do this with a friend or by yourself.

If you are doing this with a friend, ask them to play the other person. Then you could try swapping round, with you playing the other person.

Here are some tips on behaving assertively:

- Keep what you want to say clear and to the point. Avoid long explanations.
- Look at the other person, stand (or sit) upright and keep a calm tone of voice.
- There's no need to apologise if you feel you are in the right.
- Be polite but firm.
- Try to relax, rather than becoming angry.

Gill decided to be open with Jen & Bob about the problem, saying something like "I really like looking after Luke but I've got so much on just now I feel really stressed.

At the moment I'm looking after him every week.

How about if we made it once a fortnight?"

She discussed this with another friend who said it sounded fine and suggested one or one or two small improvements in how she said things.

Going into the situation

You may feel nervous beforehand but this is quite natural. Try and keep to what you have planned to say even if the conversation doesn't quite go as you expected.

And remember, you can only do your best. After it's all over ask yourself how you did. What things did you do well? What could be improved upon?

Give credit to yourself where it is due and learn as much as you can from what happened to apply to the next time.

Some Specific Techniques

The following are suggestions you may find helpful for particular situations:

"I" messages

If you are unhappy about someone's behaviour is it best to say how you feel rather than attacking the other person. This means using the word "I" in what you say.

For example, suppose you had cooked a meal several evening on the run for your partner or flatmate and each time he or she had arrived late and the dinner had been spoiled. A suitable "I" message might be:

"I get very upset when you arrive late for dinner because I put a lot of energy into making it and I feel it's a waste if the food is cold or overdone."

Notes

This tells the other person how you feel and paves the way for a helpful discussion of the situation. This is different from "you" messages which attack the other person.

For example:

"You're always late for dinner. You're selfish and inconsiderate. You can make your own dinner from now on."

This can be useful with strangers when you have a specific task e.g. when taking goods back to the shops. It consists simply of repeating your point several times no matter how the other person tries to divert you.

For example:

Customer: "Hello, I'd like to return these trousers because they've got a mark on them".

Shopkeeper: "Hmm...well, it's only a small mark. It will probably wash off".

Customer: "I'd still like them changed please".

Shopkeeper: "We don't have any more of that size in stock".

Customer: "I would like a replacement pair".

Shopkeeper: "OK. We'll re-order them and they should be in by the end of the week".

Taking Criticism

One important feature of being assertive is to be able to take helpful criticism (as opposed to negative insults) as well as to give it. This type of criticism is often a chance to learn about yourself as others see you.

It is often helpful to simply listen to what the other person is saying and repeat back in your own words what they said. For example:

A: "You don't suit that shirt at all!"

B: "OK...there's something you don't like about it".

A: "The colour's wrong for you and the collar's too large".

B: "You feel it would be better some other colour".

A: "Well I thought that blue shirt you had on yesterday looked great. I hope you don't think I'm being too blunt".

Notice that B neither immediately agrees with what was said nor becomes defensive..

Two unhelpful replies to A's first comment would be:

B: "Yes, I'm a terrible dresser" - which is not what A said. A was talking about one shirt, not how B dresses all the time.

B: "What a cheek! You're no supermodel yourself" - which is likely to lead to an argument!

By simply listening to what A said it was possible for B to find out something useful about the way he or she looks and gain the respect of A for being able to accept the comment.

Conclusion

If you look again at the list of assertive skills at the beginning of this handout, you will see that the last one says "The right to choose not to assert yourself".

There is no rule saying that you have to assert yourself all the time and in some situations you may feel it is better not to say anything.

Generally, though, you are likely to find that being more assertive has a significant positive impact on your life.



SUMMARY

- Assertiveness concerns being able to express feelings, wishes, wants and desires appropriately and is an important personal and interpersonal skill. In all your interactions with other people, whether at home or at work, with employers, customers or colleagues, assertiveness can help you to express yourself in a clear, open and reasonable way, without undermining your own or others' rights.
- Assertiveness is often seen as the balance point between passive and aggressive behaviour, but it's probably easier to think of the three as points of a triangle.
- Being assertive involves taking into consideration your own and other people's rights, wishes, wants, needs and desires.
- Assertiveness means encouraging others to be open and honest about their views, wishes and feelings, so that both parties act appropriately.
- By being aggressive towards someone else, their rights and self-esteem are undermined.
- Aggressive behaviour fails to consider the views or feelings of other individuals. Those behaving aggressively will rarely show praise or appreciation of others and an aggressive response tends to put others down.
- Aggressive responses encourage the other person to respond in a non-assertive way, either aggressively or passively.
- There is a wide range of aggressive behaviours, including rushing someone unnecessarily, telling rather than asking, ignoring someone, or not considering another's feelings.
- Good interpersonal skills mean you need to be aware of the different ways of communicating and the different response each approach might provoke. The use of either passive or aggressive behaviour in interpersonal relationships can have undesirable consequences for those you are communicating with and it may well hinder positive moves forward.
- To empower themselves, in more contemporary terms. It is an answer that seeks to maintain an appropriate response in behavior, far from passivity and aggression.



KEY WORDS

Assertiveness: This is a skill regularly referred to in social and communication skills training. Being assertive means being able to stand up for your own or other people's rights in a calm and positive way, without being either aggressive, or passively accepting 'wrong'.

Notes

Repeated Assertion (the 'broken record'): This assertiveness technique allows you to feel comfortable by ignoring manipulative verbal side traps, argumentative baiting and irrelevant logic while sticking to your point.

Fogging: This technique allows you to receive criticism comfortably, without getting anxious or defensive, and without rewarding manipulative criticism.

Submissive: Wailing, moaning, helpless, passive, indecisive, and apologetic

Indirect Aggression: Sarcastic, deceiving, ambiguous, insinuating, manipulative, and guilt-inducing



REVIEW QUESTIONS

1. What is assertiveness? Discuss the concept of assertiveness.
2. What are the components of assertiveness?
3. How will you handle fear? Explain.
4. Write a brief note on assertiveness in interpersonal relations.
5. Describe the assertiveness in everyday commercial situations.



FURTHER READINGS

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INTERPERSONAL RELATIONS**Notes****Structure**

- 4.0 Learning Objectives
- 4.1 Introduction
- 4.2 Defining the interpersonal relationship
- 4.3 Types of interpersonal relationships
- 4.4 Analysis Relations of Different Ego States
- 4.5 Ego States
- 4.6 Analysis of Transactions
- 4.7 Analysis of Strokes
- 4.8 Analysis of Life Positions
- 4.9 Theories of Learning
- 4.10 Interpersonal Skills

*Summary**Key Words**Review Questions**Further Readings***4.0 LEARNING OBJECTIVES**

After reading this chapter students will be able to:

- Understand the interpersonal relationship
- Describe the analysis Relations of Different Ego States
- Know the theories of Learning
- Explain the analysis of Life Positions
- Understand the analysis of Transactions
- Describe Ego States
- Know the interpersonal skills

Notes

4.1 INTRODUCTION

Interpersonal relationship involves social associations, connections, or affiliations between two or more people. Interpersonal relationships vary in their degree of intimacy or self-disclosure, but also in their duration, in their reciprocity and in their power distribution, to name only a few dimensions. The context can vary from family or kinship relations, friendship, marriage, relations with associates, work, clubs, neighborhoods, and places of worship.

Relationships may be regulated by law, custom, or mutual agreement, and form the basis of social groups and of society as a whole.

4.2 DEFINING THE INTERPERSONAL RELATIONSHIP

Interpersonal relationships are the strong connections we feel with those closest to us. This could be:

- Friends
- Colleagues
- Family members
- Romantic partners

They're built on mutual respect, trust, and loyalty and they can provide us with support, care, and even love.

Why they're so important

Interpersonal relationships teach us who we are. From a very young age, the people around us form key aspects of our personalities and value systems. They can help give us a sense of purpose and direction.

They're also a key component to overall physical and mental well-being. There's a strong link between relationships and emotional health. That's why it's vital to surround yourself with people who give you joy, support, and comfort.

4.3 TYPES OF INTERPERSONAL RELATIONSHIPS

There are different types of interpersonal relationships. They're all equally important but each is unique. They depend on individual connection and the expectations of the relationship.

These are the most common types of interpersonal relationships.

1. Family:

Family can include our parents, siblings, grandparents, aunts, uncles, cousins, caregivers, and guardians. These are the first relationships we ever form. We often have close ties to family members. These bonds can last a lifetime.

Sometimes we hold different values or ideals than family members do. And that's A-OK! But it's super important to maintain open and respectful communication.

In some cases personal differences can't be overcome and the interpersonal relationships with family members might become strained or non-existent.

2. Friendship

Notes

While you don't get to choose your family, you do get to choose your friends. Some friendships are even more important than family connections.

There's no cookie-cutter formula to explain friendships because they're complex. You'll experience different types of friendships throughout your life.

Friends may highlight different aspects of your personality, so don't worry if your friends don't always share the same level of connection. Some of these relationships may only last a little while, but other bonds will stand the test of time. If it feels right it feels right.

If you find yourself in a toxic situation it's okay to separate yourself from the relationship. Ultimately, this will be what's best for both of you.

3. Romantic

Sometimes mutual attraction evolves from "I like you" to "I like you and I love you." This is a romantic interpersonal relationship. A romantic relationship can sometimes start as a friendship, but they are different.

The way you feel love for friends and romantic partners may vary. You can totally love your friends. But you aren't necessarily in love with them.

Another difference is how you act out your feelings. Romantic love is often expressed through physical and sexual touch.

4. Work

You may see your coworkers more than you see your own family, so it's normal to form strong bonds with your work peeps. Your shared experiences can create relationships that impact the workplace dynamic.

We don't always agree with colleagues, even if they're a friend, but it's important to maintain respectful communication to ensure both work and friendship are valued.

Here are some helpful tips for workplace friendships:

- a. Set boundaries.
- b. Keep office convos about the work.
- c. Find an appropriate balance between personal and professional.
- d. Save the lengthy convos and hot goss about last night's Tinder disaster for happy hour.

4.4 ANALYSIS RELATIONS OF DIFFERENT EGO STATES

Relationships develop over time and each interpersonal relationship dynamic has its own vibe. They often vary in length and intensity, but each relationship is experienced in a set of stages.

- Transactional Analysis is first and foremost a therapeutic tool for positive change and growth. It can be used either in therapy for the individual concerned or on a more surface level for problem solving in everyday life.
- Transactional Analysis is basically the study of how people take on certain behaviors, either by accident or from their early caretakers or authority figures and then continue to play them out in their adult lives.
- It is a model for people to use to work towards 'autonomy', a place from where they can choose to live the way they want to and not to be still acting as if they are controlled by past events or messages.

Notes

- Transactional Analysis then is a modern psychotherapy model, which has; it's own particular language and theory of personality.
- It states that the person transacts with a person in certain ways, structures their time between life and death in a particular way, plays their own particular games and lives out their own unique script.
- An understanding of Transactional Analysis can give hope for the person in that they can change their script and choose the way they want to re-write their own life plan, without hanging on to inappropriate behaviors of the past.
-
- The creator of Transactional Analysis Was Eric Berne, a Psychiatrist and a man who was largely influenced by Freud, though by the time of his death in 1970, he had become a, in some ways, a critic of Freud. Transactional Analysis though does have its roots in Psycho dynamic theory.

The personality for Transactional Analysis, for Berne, is based on the recognition of three quite different ego states, called specifically the Parent, Adult and Child.

4.5 EGO STATES

The Ego States are an important aspect of transactional analysis that talks about how a person feels, behave or think at any point of time.

According to Dr Eric Berne, people usually interact with each other in terms of three psychological and behavioral patterns classified as parent ego, adult ego and child ego, often called as a PAC Model. This classification is not made on the basis of the age group of an individual rather these are related to the ways in which an individual behaves. Thus, it is observed that a person of any age group may possess varying degrees of these ego states.

Let's understand each of these three ego states in detail:

An ego state is a way in which we think, feel and behave, making up our personality at a given time.

These states are thinking and feeling as a:

- Parent
- Adult
- Child

One of the most prominent aspects of the personality theory of Transactional Analysis (Berne, 1961) is the ego state concept.

Eric Berne suggested that an 'ego state'

"May be described phenomenologically as a coherent system of feelings related to a given subject, and operationally as a set of coherent behavior patterns; or pragmatically, as a system of feelings which motivates a related set of behavior patterns."

An ego state for Berne is:

'a system of feelings accompanied by related set of behaviour patterns.'

For example, spontaneous feelings, compliance and rebellion are all features of the child ego state and may be activated by the individual at any time throughout his life.

Berne recognised that three such ego states must be in everyone and that together they make up the unique individual's Personality.

For Berne the ego states are not roles but are phenomenological realities.

Each ego state is concerned with what actually happened in the past for that person and how they acted will determine how they act in the here and now. The decisions that they made then will determine the decisions and behaviours they now make in the present.

The Parent Ego State

The parent ego, refers to the behavior and attitude of an emotionally significant individual who acted with quite a maturity when he was a child. He possesses the parental traits of being overprotective, dogmatic, distant, indispensable and upright and behaves very judiciously at any time.

There are two types of a parent ego: critical and nurturing. The critical parent ego is one when an individual shows the critical and evaluative behavior while interacting with the others. Whereas the nurturing parent ego is one, when individual shows the kind and nurturing behavior, not only towards children but towards all with whom he interacts.

Case Study One

Bob was the leader of his group of friends and it was he who always set the time that they should meet, where they should go and what they 'should do'. He often shook his finger at his friends reprovingly. People in his circle of friends eventually got fed up of him and many left the group.

Case Study Two

Mary and Joan were good friends and they went everywhere together. When Joan's mother died it was Mary who looked after her and often put her arm around Joan saying such words as 'Don't worry about things. I will help you with all your work; I love you a lot you know'.

The above then, are examples of a controlling parent behaviour and a nurturing parent behaviour, of the Parent Ego state

Hence, the parent ego state contains the attitudes and behaviours that are observed and copied from the individual's caretakers and figures.

In other words the spoken and unspoken rules. The "shoulds" and the "oughts" of life. The individual's early parent is formed in the child from birth to approx five years and in Transactional Analysis terms is called the parent in the child or the P1.

The complete parent ego state or the P2 is formed between the ages of five years to approx twenty years as a result of even more external stimuli from their authority of caretaker figures.

When the P2 is activated in later life, the person will be acting in the ways that their authority figures will have acted, indeed this is the model that the individual will have incorporated into his own parent, though it must be noted that each individual will have a different parent ego state and will act in their own unique way.

The Adult Ego State

The adult ego shows the logical thinking and reasoning ability of an individual. The person behaving or interacting with adult ego seeks all the information properly, validate it using his reasoning skills and then provide it to the other people.

Notes

The person possessing the adult ego can be judged through his discussions and the way he thinks about a situation before arriving at the conclusion.

As the individual grows, he updates his parent data to identify what is valid or not valid, similarly the child data is also updated to determine which feeling should be expressed and which should be left unspoken.

In this way, the adult ego helps an individual to control his emotional expressions appropriately.

We are thinking and responding appropriately, displaying logical and consistent behaviour. Put simply, this is us being us, without those external influences of our Parent and Child ego states.

Case Study Two

James decided to go and see his aunt who lived in the next town – as he had never left his town before, he had to get his map out to work out how he would get there – this he did successfully and he got to his aunt's house at the time he said he would. Thus we can see that James used his adult ego state to work out logically, given the facts, how to solve a given problem.

The Adult Ego State emerges around six months in the child and is concerned primarily with appraising facts, reasoning, thinking, evaluating and responding to available data.

It is described by many Transactional Analysis writers like a computer, concerned only with rationality and logic.

However, I think this position is somewhat misleading and I prefer Berne's commentary, which describes that adult as coming from an integrated stance which does not mean that when the person activates their adult ego state he is coming from just a rational position, but that he also has access to feelings, thinking and attitudes. Indeed the person will be part of the 'here and now' and experiencing and coming from an integrated adult stance.

The Child Ego State

The Child ego state is not when we are acting childish, or what others perceive as childish behaviour. It is how we behaved, thought and felt, replayed out as we did as a child.

The child ego, refers to the state of an individual when he behaves illogically and takes quick actions to satisfy the immediate needs without thinking much about its consequences. The creativity, depression, conformity, dependence, hate, fear, etc. are some of the main characteristics of this ego state. The child ego represents the childhood state when an individual has not become social and is in its initial stage of development.

The child ego can be natural, adaptive and rebellious. The natural child is sensuous, impulsive, affectionate and does things that come naturally. Whereas the adaptive child is one, who is trained and instructed by parents to behave in a manner taught by them. The rebellious child is one who is not allowed to open up and experiences anger, fear and frustration.

These are archaic memories that we are unable to remember on a conscious level, but lie within our unconscious.

Case Study One

When John's mother died when he was three years old, he was too young to really understand what had happened, he just felt hurt that his mother had gone away. When he was fifteen years of age, John had a hard time trusting women – he often complained that women left him and let him down a lot when he most needed them. Other people felt that women were really good to him and helped him a lot.

Case Study Two

Fiona when a small girl could get her father to do anything she really wanted. Indeed as she grew up she was very good at managing to get men to do what she wanted. Later, she was fired from several jobs by her bosses who said they felt she was manipulating them.

Case Study Three

As a child, Freda's parents argued a lot and her major method of defense was to withdraw and spend a lot of time alone going for long walks. At eighteen she got sacked from many jobs for daydreaming and fantasizing. In her personal life, she would withdraw mentally if her friends argued with her. They got fed up with her and left.

People who spend a lot of time operating from a child ego state usually are acting as they did when they were a child.

For example, Freda lost a lot of jobs because she daydreamed when she should have been concentrating on her work. Fiona attempted to manipulate men in her life with the expectation that she would get what she wanted as she had from her father when a child.

Being in your child ego state does not mean that you are being childish. It simply means that you are acting out as you did when you were a child.

Hence, the Child Ego State is primarily concerned with feelings though that does not mean that when in the 'here and now' experience the person does not have access to attitudes and thinking, but it simply means that when activated feelings are usually the executive energy force.

The child ego state is the part of the personality, which is preserved from actual childhood; it also contains all the impulses a person was born with. The child ego state is, as said above, primarily about spontaneous feelings, needs and wants of the child. It is also important to note that the child ego state contains 'recordings' of childhood memories and experiences. Therefore, when the person feels and acts as they did when they were very young, they are experiencing their child ego state.

- The personality can be subdivided further into the Nurturing and Controlling parent and the Free and Adapted child.
- An example of the nurturing side of the parent ego state would be the person who lovingly takes care of the dog who got injured whilst crossing the road.
- An example of the controlling parent being activated would be in the person who might say 'all dogs should be kept on leads and not allowed to roam free' and do nothing to look after the injured dog.
- From this particular example we can see how the same ego state can act in different ways according to person's past messages.
- An example of the difference between the free and adapted child ego state would be for example, the person who complies to almost anything and perhaps may automatically say 'thank you' whilst repressing other feelings as opposed to the free child stance of free and spontaneous feelings, according to the situation.
- The free child is naturally inquisitive, curious and often does act without thinking of the consequences.
- Another stance of the adapted child position is one of pseudo-rebellion. In other words, an aware adaptation to a particular situation is the flip child of the compliant child stance.
- Again I think it is important to mention here that different people will respond differently to situations and thus different ego states will be activated according to their past messages

Notes

in life.

- But, almost certainly, most people will have access to all parts of their personality if they wish, though according to their particular pathology, certain ego states may well dominate their personality in many situations of their lives.

Look at the example:

'If I wear my lucky medallion, I am bound to pass my exams without even revising.'

In other words, in these statements, there is obviously a distortion of adult reality from the child's perspective. It is then necessary to cathart the adult. Contamination can also occur between parent and adult and often does; you may even diagnose double contamination between parent and adult and the child and adult ego states.

Contamination whether from a dominant parent or a dominant child ego state will lead to a dysfunctional ego structure and the person will stay in the unreal position for him or her. This may provide a certain degree of security for the person as it will be familiar to them, but it will also inhibit the real potential for positive change in their life. What the person needs to be able to do is to have access to all ego states and also be able to redistribute his energy evenly in all of them.

An example of a parent/child contamination would be when a person uses such statements as 'coloured people are inferior to white people' and 'boys are cleverer than girls'.

These examples are obviously prejudiced and occur when the person acts or behaves as though something he believes in is the absolute truth and valid for all time. It often comes directly from their own authority figures and is not necessarily true, thus the person, instead of moving to check out the belief by using his adult ego state instead takes it straight on board into his own parent.

Identifying the different Ego States of the Self.

So far, I have described the structure and function of the different units of the personality and how you might be aware of which part you may be operating from in your life experiences.

To enable you to identify even more specifically which ego state you are coming from in a specific situation, there are certain clues, which will help you.

There are many 'behaviours' which are typical of each ego state.

Your Child Ego State

When coming from a Child Ego State, your tone may be one of laughing, screaming, angry, rebellious, whining, helpless, stubborn or playful. Your words may be 'wow! I love you. Brill. I hate you. Ace. Amazing. Incredible, I never do it right. Sorry!'

Your Critical Parent Ego State

Your tone of voice may be harsh, strong, self-righteous, critical, ordering, dogmatic, uncompromising, overbearing. The posture here will likely be upright, hands on hips, wagging finger, head upright, invasive, erect. The words could be - lots of "woulds, Shoulds" disappointed in you, upset by your behaviour, eat all your food, children should be seen and not heard, don't be late, stupid, when are you going to do....., why have you not.....

Your Adult Ego State

The tone of voice may be measured, clear, precise, crisp, rational, logical. Words may well be very factual. 'I see you are well, how long is it to London, what time is it, it is a fact it is cold today!'

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All the above words and behaviours, will then give you some clue as to what ego state that person is operating from and thus what you can do to change the situation for yourself.

However, it must be remembered that these are only some of the clues for exact ego analysis, you will need more evidence or information for a positive and accurate diagnosis.

You may need to ask more historical questions and certainly, you will need to see the person in the 'here and now' to be certain of your analysis.

The Egogram in TA theory

To talk about the ego structure and not to mention the innovation of the Egogram by Jack Dusay in the early 1970s would be a disservice in my opinion to Transactional Analysis. An Egogram is simply defined as:

'a bar graph showing the relationship of the parts of the personality to each other and the amount of psychological energy emanating outward.'

The Egogram is a bar graph showing the amount of energy within the ego structure of the person and how he will re-distribute his energy within the different egos at one given time.

Thus, the most important aspect for the use of the Egogram in modern psychotherapy is that, it gives an evaluation of the distribution of energy in the personality, and it can be used by the individual to show how much energy is needed to be re-distributed to other parts of the personality to make positive change. It is simple to construct and use, for example, firstly, draw a horizontal line on a piece of paper.

Underneath, label the five ego states – adapted child, free child, adult, controlling parent and nurturing parent.

- Think of yourself at this particular time or at a specific moment in the past, draw whatever you feel is the most energised part of your personality, and draw it with a vertical line. (This will be your highest column.)

Now, using your intuition, draw the lowest energised part of your personality as it is in comparison with the other. Then fill in the other states as you see them in comparison with the above.

Having done the exercise, you should have now an egogram of the distribution of your energy within your personality at a given time. This will help you see where you might need at certain times to re-distribute your energy to help solve problems in life or therapy.

At this point it is important to mention the constancy hypothesis. As John Dusay suggests in his book on Egograms, when the energy in one Ego state increases, the energy in another Ego state decreases, which means that one can successfully distribute one's energy from one Ego state to another.

Indeed, having used Egograms successfully in my own self-evaluation whilst in therapy, and with my own clients within my practice, I have come to the conclusion that the creation of the Egogram by Dusay has been invaluable to modern psychotherapy and especially Transactional Analysis.

Certainly, it shows graphically, the kind of person you are and will show you the way you can positively change to be the person that you want to be in your life.

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The Functional Model of Ego States

The functional model diagrams how we use what is in the structural model, and reflects the descriptions of the component parts of the ego states.

Subdividing the states and giving them behavioural descriptions enables a more explicit way of observing behaviour. The Parent is divided into Controlling Parent (sometimes still described as Critical Parent) and Nurturing Parent.

The Child is divided into Adapted Child and Free Child.

- Controlling and Adapted are on the left of the diagram, with Nurturing and Free on the right, although not for any reason that I have been able to establish apart from it needs to go somewhere in order to diagram.
- The Functional Model of Ego States subdivides the states and give them behavioural descriptions
- Behaving, thinking and feeling in ways we have copied from our parents, like criticizing someone, I am said to be in Controlling Parent.
- For example, I may say something like "Don't run out in the road" to a child. Alternatively, when I replay the behaviours my parents showed me when they tucked me into bed when I am ill, looking after and caring for me, I am said to be in Nurturing Parent.
- Adapting to the demands of my parents or parental figures, behaving, thinking and feeling in ways that were imprinted on us as a child, I am said to be in Adapted Child.
- Without parental pressures or demands, and acting as we wanted to without influence, like simply playing or making a sand castle and losing ourselves in our own world, we are said to be in Free Child.
- With this theory, it now starts to become clear that the theory is observable, and expands on the basic structural model.

Recognising Ego States and Observable Behaviours

- Berne listed four ways of recognising ego states and how they manifest into observable behaviours. He called them behavioural, social, historical and phenomenological diagnosis.
- He suggests you could achieve a more exact diagnosis using more than one therapeutic analysis at a time, with behavioural diagnosis being the most important with the other three assisting.
- Observing behaviour is a way to find what ego state a person is in by listening to their words, the tone in which they are used, body language, skin tone, hand gestures, facial expressions, body posture, eye movements and so on.
- Observing the clues of the here and now within the counselling environment is referred to as 'Immediacy'.
- Observing behaviour is a way to find what ego state a person is in by listening to their words, the tone in which they are used, body language, skin tone, hand gestures, facial expressions, body posture, eye movements and so on.
- A historical diagnosis relates to interactions and experiences as a child with parents and parental figures.
- If decorating at my home is discussed, this can place us in our Negative Adapted Child, as I would make a groaning noise and say something like, "Oh I hate decorating, it's boring and I can't be bothered".

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- A good question for this may be "How did your parents act when they were decorating your home as a child?"
- A phenomenological diagnosis may be described as re-experiencing the past, rather just remembering it. If you build it, interpersonal relationships will come.
- There's no denying it: Relationships require effort and no relationship is perfect. Conflict is bound to happen.
- Both sides have to work to maintain a positive connection. The most important thing you can do is maintain clear and open communication.
- Solid communication doesn't just create good moments. It also helps you get through the not-so-good ones. Build your relationships on the basis of talking and listening. This will help you work through issues and form stronger bonds.
- Keep in mind: The most important relationship you'll ever have is with yourself. Take care of yourself and your feelings. It's the only way to ensure healthy relationship with others.

Important relationship habits

- Be honest and trustworthy. Without trust, there is no relationship.
- Put in the effort.
- Listen to each other.
- Be respectful, always.
- Be slow to judge. (See: Listen to each other.)
- Manage expectations and emotions.
- Establish and maintain boundaries.
- Be open to feedback and constructive criticism.
- I'll be there for you

Interpersonal relationships are essential to our overall health and happiness. Just remember to manage your expectations. You aren't going to have a soul mate-level connection with everyone you meet.

And that's okay! It takes a village. Each interpersonal relationship has something to offer.

4.6 ANALYSIS OF TRANSACTIONS

The interactions between people give rise to the Social Transactions, i.e. how people respond and interact with each other depends on their ego states. The transactions routed through ego states of persons can be classified as complementary, crossed and ulterior.

Definition

The Transactional Analysis refers to the psychoanalytic process wherein the interpersonal behaviors are studied. In other words, a social psychological model that talks about the personal growth and personal change, i.e., identifying the ego states of each individual to understand their behaviors and altering them to solve the emotional problems.

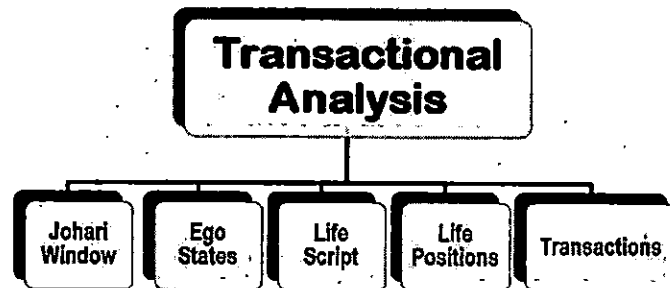
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This model was originally developed by Dr Eric Berne, who during his observation found that his patients behaved in a way as if several different people were inside them.

This forced him to study the personality and dynamics of self and its relationship with others which helped in determining the kinds of behaviors that an individual shows in different real time situations.

Now, this study has become a well-established approach and is being widely used in several fields such as psychotherapy, counseling, education, organizational development, etc.

The transactional analysis gives birth to several models that help in explaining the relationship formed between the individuals as a result of their interactions. It mainly involves:



Johari Window

Definition: The Johari Window is the psychological model developed by Joseph Luft and Harrington Ingham, that talks about the relationship and mutual understanding between the group members. In other words, a psychological tool that helps an individual to understand his relationship with himself and with other group members is called as a Johari Window.

The objective behind the creation of a Johari window is to enable an individual to develop trust with others by disclosing information about himself and also to know what others feels about himself through feedback.

The Johari Window model is made up of four quadrants that explain the overall relationship of an individual with himself and with other group members. These are as follows:

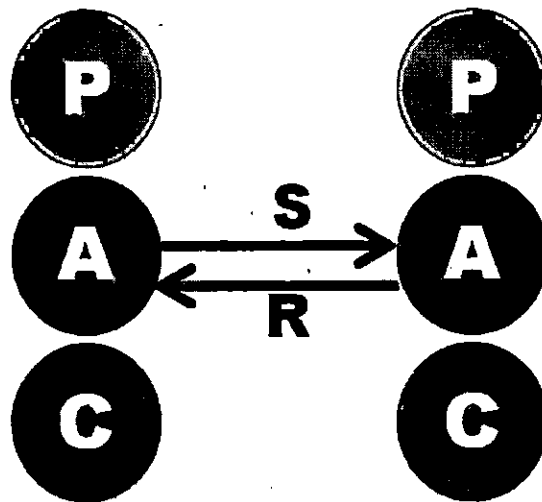
- **Open Self:** This quadrant shows the behavior, motives, attitudes, knowledge skills of an individual that he is aware of and is willing to share it with others. The open self is characterized as a state wherein the individual is open and straight forward to himself and others about what he is doing, how is he doing and what are his intentions.
- **Blind Self:** The blind self shows the state of an individual known to others but not known to him. It usually happens, when an individual or a subject copies the behavior of some significant personalities unconsciously since his childhood.
- **Hidden Self:** This quadrant of the Johari window shows the state of an individual known to him but not known to the others. This is generally seen in the individuals who are introvert and do not like to share their private lives with anyone. The individual keeps his feelings, ideas or thoughts to himself and do not disclose it in front of the others.
- **Unknown Self:** The unknown self is the mysterious state of an individual neither known to him, nor others know about it. Often the feelings, thoughts or ideas go so deep down the individual that it becomes difficult for the individual as well for the other people to understand it.
- The ultimate need is to enlarge the open self quadrant with the intent to establish a fruitful

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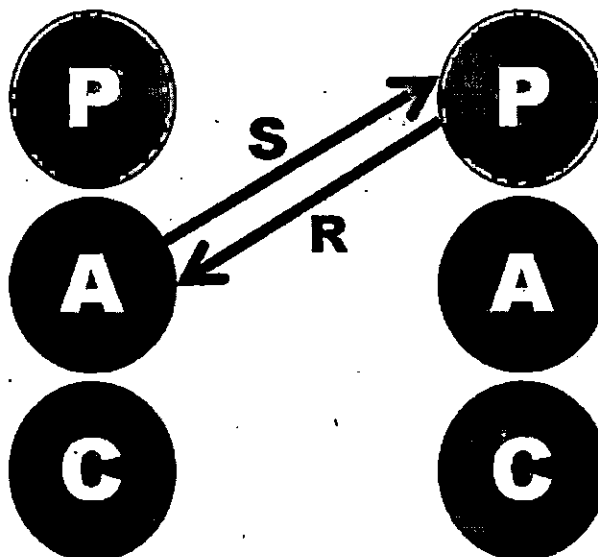
relationship with the self as well with others such that the work can be performed efficiently when working as a team.

A transaction is said to be complementary when the person sending the message gets the predicted response from the other person. Thus, the stimulus and response patterns from one ego state to another are parallel. These are:

1. **Adult-Adult Transaction:** The manager acts with the adult ego state, who tries to clarify and inform employees about the issues and has a concern for the human needs and facts and figures. I am O.K. you are O.K. is his life position. This is an ideal transaction.

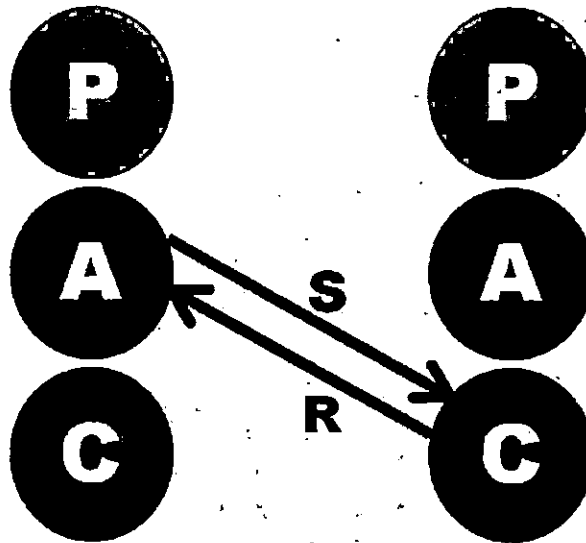


2. **Adult-Parent Transaction:** Here, the manager tries to implement the information being processed by him, but rather the employees with the parent ego stick to the clichés and the rules of the past. The employee tries to control the manager with his parent ego but is temporary.



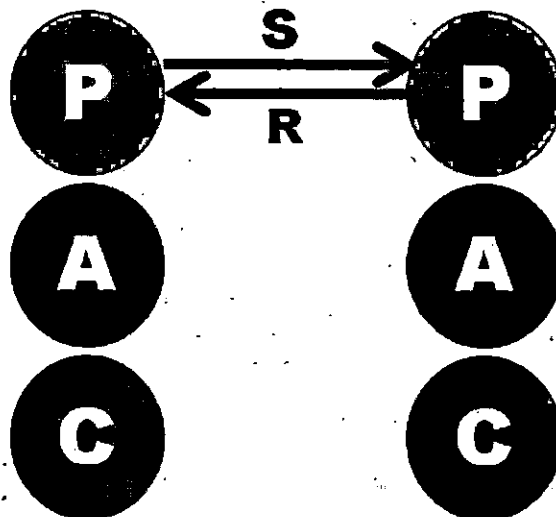
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3. **Adult-Child Transaction:** Here the employee possesses the child ego state, and this can be effective only if the manager knows about it and let his employees to be in this state to be creative.



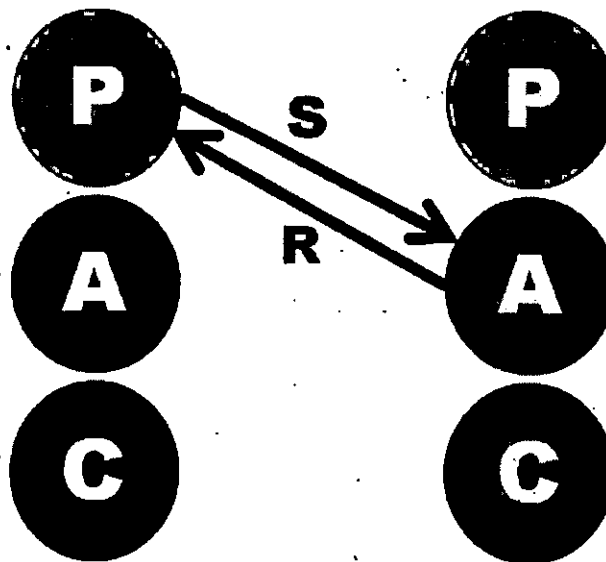
4. **Parent-Parent Transaction:** Here the manager is in the parent ego, and his life position is I am O.K. you are not O.K.

Reprimand, reward, criticism, rules, praise, etc. will be the sources used by him. This transaction is effective only if the employee supports him and join forces with him.

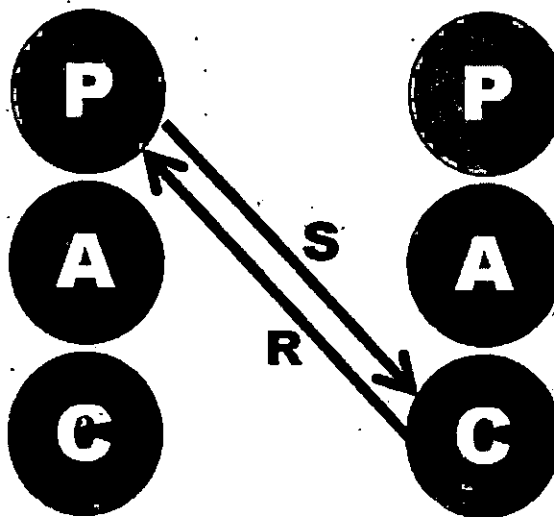


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5. **Parent-Adult Transaction:** Here, both manager and employee might be frustrated. The manager may feel devastated if the employee does not perform as directed while, the employee may feel irritated because the manager is not acting with the adult ego.



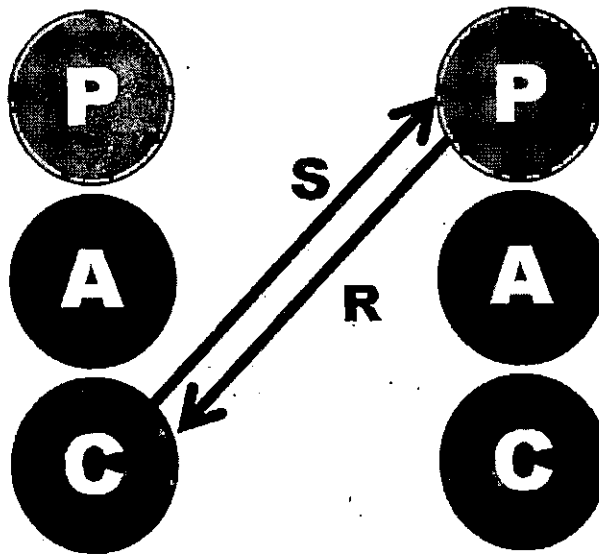
6. **Parent-Child Transaction:** This is the ideal situation if the manager acts with adult ego while the employee is in child ego. The employee may find this transaction advantageous as it eliminates the responsibility and pressure on them.



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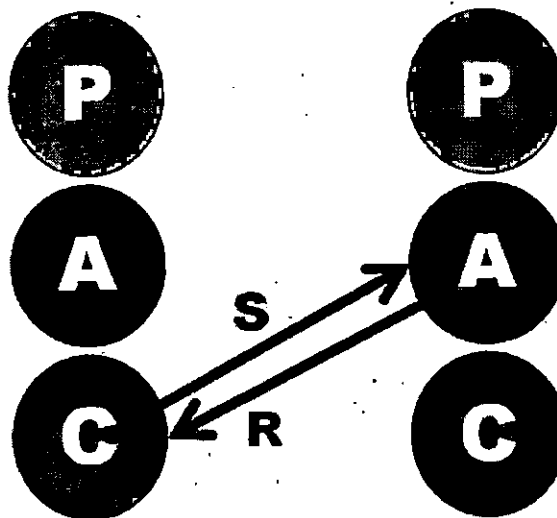
7. **Child-Parent Transaction:** The manager in the child ego might not contribute efficiently towards the effectiveness of management.

Although the child ego is characterized by creativity, it does not suffice the role of a manager. Here, the employee controls the manager.



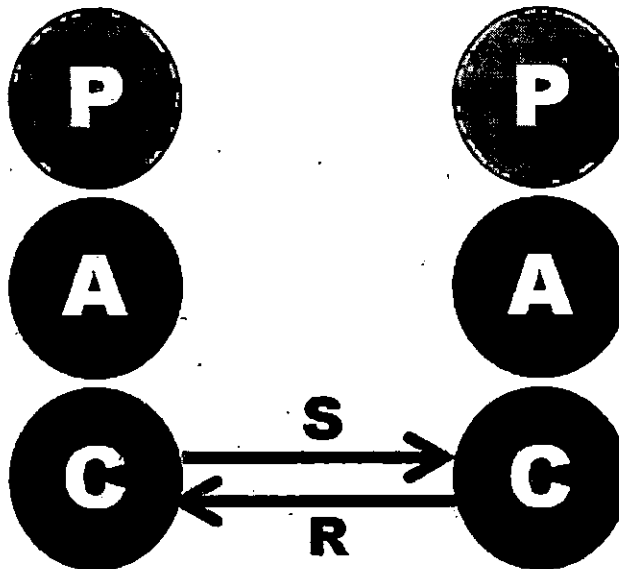
8. **Child-Adult Transaction:** There is a lack of rationality when a manager acts with a child ego.

Here, the employee in the adult ego gets discouraged as he wants to make logical and realistic decisions, but the manager may land up to the unrealistic decisions made on the basis of whims, fancies and emotions.

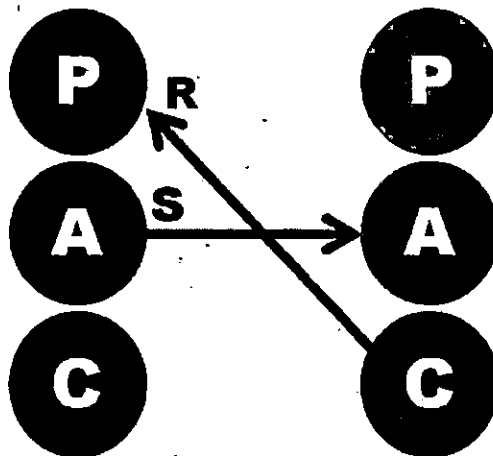


9. **Child-Child Transaction:** The manager acting with child-child ego is inefficient to lead his employees successfully and hence turn out to be the liability to the firm.

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10. **Non-Complementary Transactions:** A transaction is said to be non-complimentary or crossed when the person sending the message does not get the predicted response, or the stimulus and response lines are not parallel.



In the above transaction, The manager is trying to interact on an adult-to-adult basis, but the employee responds on the child-to-parent basis, this would block the communication, and no further transaction could be done.

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Ultior Transaction

This is the most complex transaction because the communication has the double meaning. Such as, on the surface level the communication may have a clear adult message, but it may carry some hidden message on the psychological level and gets misinterpreted.

4.7 ANALYSIS OF STROKES

A stroke is a unit of recognition, when one person recognizes another person. A stroke can be physical, verbal or non-verbal and so could be a hand shake, a compliment or a nod of the head. It could also be a "Hello", "Go away!" or a dismissive wave of the hand. All of these acknowledge that the other person exists.

So, how do we measure the outcomes of these transactions in Eric Berne's theory of transactional analysis? In order to do this, Berne defined the fundamental unit of social action. He called this unit a stroke.

So, if a transaction is any social interaction, a stroke is each social action considered individually. Berne believed that we seek after strokes as recognition for our transactions. A stroke occurs when one person recognizes another person either verbally or non-verbally. Strokes also occur in our self-dialog, though this is not as easily observed.

There are two types of strokes that we can receive:

- Positive or
 - Negative
1. As transactions occur, we tally up these strokes. It's almost like keeping score. Let's think back to the example at the beginning of the lesson to illustrate this idea.
 2. Remember how you woke up late? The first transaction we noted was telling yourself that you're a bad person for sleeping in. This would be a negative stroke. The next transaction we noted was a person on the bus telling you that you look nice. This would be a positive stroke.
 3. Your boss is waiting to talk to you when you get to work. Let's imagine he was frowning at you when you walked in. This would be a negative stroke. You forgot to grab some materials for your presentation. You can't believe you were that irresponsible. This would also be a negative stroke.
 4. You continue to add up positive and negative strokes throughout the day. At the end of the day, you'd use this tally to decide how you feel about yourself. If you have more strokes in the negative column, you would probably have a pretty negative self image. If you have more strokes in the positive column, you would probably feel pretty good about yourself.

Types of Strokes

There is a great variety of stroke needs and styles present in the world - this is the result of differences in wealth, culture and parenting methods - but all these can be divided into two big categories of strokes: positive strokes and negative strokes. These can be conditional, or unconditional.

As mentioned above, one major aspect that drives us is our need for strokes (recognition). The ideal for us is to constantly receive positive strokes, but positive recognition is not always possible, so we have to choose between getting negative strokes (negative recognition) or no strokes at all.

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Berne reasoned that any stroke (positive or negative), is better than no stroke at all. For example, if you are walking out of your house and you see your neighbour, you will most likely smile and say "Hi." Your neighbour will most likely say "Hello" back.

This is an example of a positive stroke. Your neighbour could also say nothing, but just frown at you. This is an example of a negative stroke.

Either case is better than no stroke at all, as when, for example, your neighbour ignores you completely.

Getting some sort of recognition is more appealing than being ignored and feeling as if we are not being seen at all, and so a child who doesn't receive enough positive strokes will develop behaviours that will at least attract negative strokes.

Anything is better than nothing!

As far as "conditional" and "unconditional" strokes are concerned, Berne stated that unconditional strokes are related to what you are (strokes for being), while conditional strokes are about what you do (strokes for doing). Below are some examples of the different types of strokes:

	Positive Strokes (Compliments)	Negative Strokes (Insults)
Unconditional (What you are / Being)	"I love you." "I like you." "You're wonderful!"	"I hate you." "I don't like you." "You're an idiot!"
Conditional (What you do / Doing)	"I like you when you smile." "I like your coat." "You look pretty!" "Well done on taking the exam." "You've done a great job!"	"I don't like you when you are sarcastic." "Your clothes look grubby." "You are really stupid for getting fired!" "Your work is unacceptable!"

Of course, strokes can be further classified in a number of ways by differentiating between:

- verbal and non-verbal strokes,
- physical or psychological strokes
- internal (strokes from self as in self-praise and other ways of self-stimulation) and external (strokes we receive from others).

When it comes to strokes it is also important to understand the following concepts:

Stroke Filters

People often have a stroke filter – a mental filter that operates unconsciously all of the time. This filter only allows some strokes to reach the person, while distorting or completely blocking others. They only let in strokes which they think they are allowed to let in.

For example, if we have always been told we are the clever one and our brother is the creative one, then we are likely to accept strokes for being clever, but not for being creative. In the same way, we might allow ourselves to receive strokes for being clever but keep out strokes for being good looking.

Notes

If a girl considers herself to be intelligent, but (falsely) believes she is ugly, the filter will allow the intelligence strokes to pass, but will block or distort any positive strokes relating to her beauty.

A comment such as, "I see you have a new coat" can also be changed to either a positive or a negative stroke depending on the receiver's filter.

For example, when a person says to him or herself, "He likes my coat", it is a positive stroke. When the person says to him or herself, "He doesn't like my coat", it becomes a negative stroke.

What is significant about stroke filters is that each person maintains his or her own internal life position by using this filter. \

Stroking Profile

When it comes to giving and receiving strokes most of us use a series of repetitive, unconscious patterns - never thinking about what we are doing. Since strokes are fundamentally involved (directly or indirectly) in everything we do, it can be of great help to become aware of what is known as our 'stroking profile'.

The stroking profile helps to measure how a person gives and receives strokes in four categories:

- Giving strokes is ok
- Saying no is ok
- Taking strokes is ok
- Asking for strokes is ok

The profile takes the form of a table to be completed (see below) and makes us think about how we give and receive strokes. This can be an effective therapeutic tool as a person can then decide if they would like to change any part of their stroking profile.

For example, a person may decide to stop discounting positive strokes and to ask for more of them. The profile can also help people understand their pattern. A person may not have understood why they receive so many negative strokes.

The profile can help them to realize that they've been constantly asking for these negative strokes on an unconscious level. That may be because these kinds of strokes are familiar to them and they know how to react, whereas receiving positive strokes makes them feel extremely uncomfortable. (Of course, it could also be for a number of other reasons).

Maybe some people complete the table and realize that they have difficulties in giving strokes. By becoming aware of this, they can make a small conscious effort to gradually offer more strokes.

Completing Your Stroke Profile

1. Using the table below, rate yourself in each of the four profile categories as to how often you do these things.

Remember that any "transaction" (exchange) between two people represents a stroke.

2. Look at the overall picture. If you score too low or too high in one section and are not happy with this, consider how you wish to change and in which direction, then experiment with doing this.

For example, if you think you don't receive enough positive strokes, you could experiment with asking for some the next time you feel like you need (more) recognition. For example,

if you have just received a compliment about your standard of work you could share that with a friend.

So you could say, "I was so pleased today - my boss told me that he has never had such a detailed report before and is very impressed with my work. Isn't that great?"

The aim is to develop the areas in which you have a negative score rather than reducing the areas in which you have a positive score.

(Please note that you will find this table on my website under "Posters and Worksheets". You can download it here).

- Positive Strokes
- How often do you:

	Give positive strokes to others?	Refuse to give the positive strokes others expect from you?	Accept positive strokes?	Ask others for positive strokes?
Usually				
Always				
Frequently				
Often				
Rarely				
Almost Never				

- Negative Strokes
- How often do you:

	Give negative strokes to others?	Refuse to give the negative strokes others expect from you?	Accept negative strokes?	Ask others (even indirectly) for negative strokes??
Usually				
Always				
Frequently				
Often				
Rarely				
Almost Never				

Implications of Strokes

It is important to recognize each person's need for strokes and the impact strokes have on each of us. Most of the time we don't even think about it, but when we greet someone, when a stranger smiles at us, when someone moves their chair slightly in a restaurant so we can pass through, that means we're being recognized.

Notes

Every time someone does anything to recognize another, that person is offering a stroke. Most of the time, between people, there are several strokes going back and forth simultaneously.

- In a way, needing strokes is the same as needing people to acknowledge that we exist. The philosophical question about the tree falling in the forest with nobody around to hear the noise is relevant.
- If nobody hears the noise, did it really ever exist? If a person is not being stroked, is that person's existence real?
- The question sounds terrifying to some, and considering how its roots start growing from the moment of birth (or, according to some theories, from even earlier on), when the infant's survival depends on his existence being acknowledged, it's easy to understand why our stroke-hunger is such a powerful driving force.
- It is interesting to note that although many people propound the death sentence to be the worst form of punishment, it is not.
- Solitary confinement is. Numerous studies have documented the negative effects of solitary confinement on prisoners. If prisoners are not mentally ill when entering an isolation unit, by the time they are released their mental health has been severely compromised. However, this is not true for those on death row.

Our need for recognition is vital to our survival.

Games

Berne defined certain socially dysfunctional behavioural patterns as "games." According to Berne, Games are "sets of ulterior transactions, repetitive in nature, with a well-defined psychological payoff."

These repetitive, devious transactions are principally intended to obtain strokes, but instead they reinforce negative feelings and self-concepts, and mask the direct expression of thoughts and emotions.

In his book *Games People Play*, which achieved wide popular success in the early 1960s, Berne describes a series of games and gave them instantly recognizable names as:

"Why Don't You, Yes But"

"Now I've Got You, You SOB"

"I'm Only Trying To Help You".

Games involve us saying one thing and doing another in an attempt to achieve intimacy, but resulting in a reinforcement of a negative belief we have about ourselves.

Berne wrote a formula for how this happens and he called it formula

$$G: C + G = R > S > X > P$$

Con + Gimmick = Response > (then can pull) Switch > (which causes) X Crossup > (then both can claim their) Payoff

It plays out as follows:

An opening con (C), an invite from person A to person B into the game, has to hook person B's gimmick (G).

When B responds (R) the game is on.

With B hooked, person A can pull the switch (S) which sends person B into complete confusion or crossup (X).

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Once the crossup has happened then both parties can claim their payoff (P).

Let's take an example of how this might look in everyday life.

Bob and Mary are a couple. Bob likes to play "Yes, But" and Mary's favourite game is "I'm Only Trying To Help You".

Bob's opening con is complaining that he hates his job (C). This hooks Mary's need to make everything right for people (G) and she begins to suggest things that Bob could do to solve the problem (R).

After a good while and several attempts with Bob turning down every suggestion Mary comes up with, Bob throws the switch (S) and tells Mary she is not helping at all. Mary feels confused (X) and claims her payoff (P) which for her is the familiar feeling that she is inadequate.

Bob claims his payoff too, the familiar feeling of disappointment that no one can help him with his problems. Thus the game is complete and although both want intimacy, neither has achieved it.

Intimacy – this is an open and honest relationship that is game free. Both individuals give and receive freely without exploiting the other at any point. It's what we all want but at the same time what feels most dangerous to us as we are at most risk of being hurt.

We also play many games between these positions, and there are rituals from simple greetings to whole conversations (such as about the weather). We can even take a different position for different events.

These are often 'pre-recorded' as scripts we just play out. They give us a sense of control and identity and reassure us that all is still well in the world.

Other games can be negative and destructive and we play them more out of sense of habit and addiction than constructive pleasure.

4.8 ANALYSIS OF LIFE POSITIONS

The Life Positions refers to the specific behavior towards others that an individual learns on the basis of certain assumptions made very early in the life. I am O.K., You are O.K.: This life position shows that an individual has several O.K. experiences with others.

There are four life positions described by TA – these are:

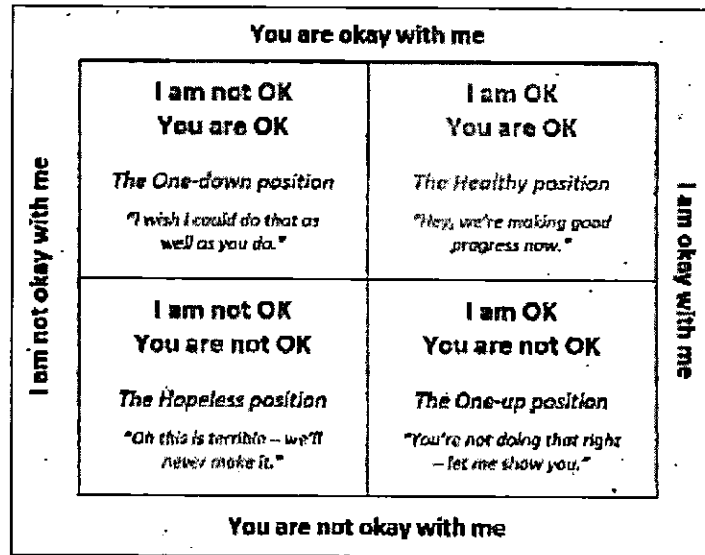
I'm OK – You're OK

I'm OK – You're not OK

I'm not OK – You're OK

I'm not OK – You're not OK

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I am O.K., You are O.K.

This life position shows that an individual has several O.K. experiences with others. This means, an individual encountered no severe problems or issues with others in his childhood and had a normal relationship with them. People with such life positions about themselves and others around him can solve any problem very easily and realizes the significance of others being in his life. This position is based on the adult ego.

I am O.K., You are not O.K.

This life position is created when an individual was too much ignored when he was a child. Here, an individual believes that he is right, and all the others around him are wrong. These are the individual who possesses the rebellion child ego and put blame on others for anything that goes wrong with them.

I am not O.K., you are O.K.

This life position gets created when an individual feels that others do things better than him. He feels inferior to others and believes that others can do many things which he cannot do by himself. These kinds of people always complain about one thing or the other and remain highly dissatisfied with their lives.

I am not O.K., you are not O.K.

This kind of life position is created by those who lacks interest in living. They feel life is not worth living and are the ones who have been neglected by their parents in their childhood and were brought up by the servants. Such kind of people commits suicide or homicide to end their lives.

Thus, the life positions talk about the individual developing his identity, sense of worth and perception about others during his childhood and believing it to be true until and unless some major experience changes it.

The challenge of TA is to become aware of how we are attempting to make life real through our basic life position and if necessary, create a healthy alternative.

The four life positions were developed by Frank Ernst into the well-known OK Corral shown here.

4.9 THEORIES OF LEARNING

The Learning is the enduring change in the behavior brought about as consequences of experience. Simply, learning is the acquisition of new behaviors.

It is agreed that learning involves changes in the behavior, that we practice in our daily lives and which becomes a permanent part of our existing set of behaviors.

Several experts are still skeptical about the process of how the new behavior is acquired and how any individual can influence the other person's behavior through teaching. This has resulted in the development of several theories of learning.

The theory is the set of factors or variables that explain the reason for the existence of theory, i.e. for what objective the theory is formulated. Many theories of learning are old and well established while many other theories are in its evolutionary stage.

The Theories of human learning can be grouped into three categories:

Conditioning Theory

The Conditioning Theory refers to the behavioral process, whereby a reaction (response) becomes more frequent to a given object (stimulus) as a result of reinforcement, which is a reward for the response in a given situation.

In other words, conditioning is a process in which the ineffective object or event becomes so much effective that it makes the hidden responses clearly visible to all. The conditioning theory is based on the premise that learning is establishing the relationship between the stimulus and response. Thus, the stimulus-response theories are central to the principle of conditioning theory.

There are two main theories of conditioning:

- Classical Conditioning
- Operant Conditioning

The first contributor to this field was Edward L. Thorndike, who gave the "Law of Effect". According to this law, any behavioral responses that are followed by rewards or satisfactory results are most likely to become the established pattern and occurs again and again in response to the same stimulus.

Simply, an individual develops the permanent behavior for a given stimulus, if some rewards are associated with it.

Example: If your Mother has given some work and on the completion of it, she gave you some monetary reward, and you learned that for doing the same work, again and again, you get the reward. So you will always be ready to take that work with the hope of getting the reward.

Many psychologists believe, that behavioral change must be permanent as any temporary change in the behavior due to any reason is not a part of learning.

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Also, any change in the behavior may not be necessarily an improvement over the previous behavior, since an individual also learns the bad habits, prejudices, stereotypes, work restrictions, etc. while dealing with different situations or experiences.

Cognitive Learning Theory

Edward Tolman has contributed significantly to the Cognitive Learning Theory. According to him, individuals not only respond to stimuli but also act on beliefs, thoughts, attitudes, feelings and strive towards goals.

In other words, An individual creates a cognitive map in his mind, i.e. an image of the external environment, preserves and organizes information gathered, as a result of the consequences of events encountered during the learning process.

Thus, the organism learns about the event and objects on the basis of a meaning assigned to stimuli.

- Tolman was the first behaviorist who challenged the conditional theory on the belief that stimulus-response theory is unacceptable, as reinforcement was not necessary for the learning to happen and asserted that behavior was mainly cognitive.
- He believed that the environment offers several experiences or cues which are used to develop the mental image i.e. cognitive map.
- Thus, cognitive learning theory is based on the cognitive model of human behavior, i.e. it emphasizes on the free will and positive aspects of human behavior. Cognition refers to the individual's thoughts, feelings, ideas, knowledge and understanding about himself and the environment.
- Thus, an organism applies this cognition in learning which results in not merely the response to a stimulus, but the application of internal image of the external environment, so as to accomplish the goal.
- Tolman has conducted an experiment to elucidate the cognitive learning theory.
- He trained a rat to turn right in the 'T' maze in order to obtain food. One day, he started a rat from the opposite part of the maze, according to the operant conditioning theory, the rat should have turned right due to the past conditioning, but instead, it turned towards where the food was kept.
- Thus, Tolman concluded that rat formed a cognitive map in its mind to figure out where the food has been placed, and reinforcement was not a precondition for learning to take place.

Social Learning Theory

The Social Learning Theory is given by Albert Bandura, who believed that individual learns behavior by observing the others.

Simply, by observing the other person's behavior, attitude, and the outcome of that behavior, an individual learns how to behave in a given situation, depending on the consequences observed.

- The social learning theory acts a bridge between the behavioral and cognitive theory, as it emphasizes the integrative nature of cognitive, behavioral and environmental determinants. This means social learning theory agrees with some part of behavioral and some part of cognitive theories.
- But however, Bandura felt that these theories are not sufficient in explaining the elements

therein fully and therefore, believed that learning can also take place via vicarious or modeling.

What is Vicarious or Modelling?

- The Vicarious or modeling is a process that essentially involves the observational learning. It is based on the assumption, that discrete stimulus-response consequences connections do not result in learning, but instead learning can take place through imitating the behaviors of others.
- Bandura believed, that most of the behavior displayed by the individual are learned either deliberately or inadvertently through the influence of the model, a person who is being observed. Thus, a social learning theory asserts that learning takes place in two steps:
- The person observes how others behave and then forms a mental picture in his mind, along with the consequences of that behavior.
- The person behaves, what he has learned and see the consequences of it, if it is positive he will repeat the behavior or will not do it again, in case the consequence is negative.
- The second point may be confused with the operant conditioning, but here an individual performs as per the mental image acquired by observing the others, instead of a discrete response-consequences connections in the acquisition of new behavior. Thus, modelling is one step ahead of the operant conditioning.

Reinforcement Theory of Motivation.

The Reinforcement Theory of Motivation was proposed by B.F. Skinner and his associates. This theory posits that behavior is the function of its consequences, which means an individual develops a behavior after performing certain actions.

- The reinforcement theory of motivation is based on the "Law of Effect" concept, i.e. an individual is likely to repeat those actions having the positive consequences, and will avoid those behaviors that result in negative or unpleasant outcomes.
- The behaviors that elicit consequences is called as operant behavior and reinforcement theory work on the relationship between the operant behavior and the associated consequences and, therefore, is often called as Operant Conditioning.
- Operant conditioning means, the change in the behavior caused due to the reinforcement (Positive reward or punishment) given after the response.
- The reinforcement theory lay emphasis on the environmental factors that shape the behaviors and thus, Skinner believed that environment external to the organization must be designed effectively so as to increase the motivation among the employees.

Thus, the reinforcement theory of motivation mainly focuses on what happens when an individual takes some action. It is observed, that people tend to repeat those activities which gives them pleasure and avoid the activities with negative consequences.

4.10 INTERPERSONAL SKILLS

Often the skills that are required to deal with people or manage people is known as people skills or soft skills or also termed as interpersonal skills. Interpersonal skills are essential when employers are hiring and are used as a criterion to evaluate candidates regardless of the job.

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It is very crucial to have excellent interpersonal skills to get along with superiors or seniors or coworkers and even external stakeholders like vendors and customers.

What are Interpersonal Skills?

They are also called as employability skills where in the world employability is to suggest the importance of those skills. Emotional intelligence is one of the important factors for defining interpersonal skills since both of them are related to each other.

It is group up of traits communication social graces friendliness, language, optimism, and personal habits which are used to characterize the relationship between the people we interact and us.

Following are a few examples of interpersonal skills:

- This is one of the most important interpersonal skills that is required in any and every job. The person can be working in any industry and any sector but clear, communication is something that is a basic requirement.
- The person should be able to communicate effectively and clearly with the use of both verbal and nonverbal communication. Sometimes the person may also be required to have good public speaking skills.
- Communication as an interpersonal skill is useful for any person to develop relations both business and beyond with any other person, employer, senior, colleagues, or even competitors.

Communication is classified into the following types:

1. Verbal communication:

Verbal communications include both the part where you talk and how you discover and receive the talk. Jobs like a sales job, teaching job, motivational speaker are few of the jobs which require communication as an important interpersonal skill.

A person with good verbal communication is highly valued by many employers.

Verbal communication and businesses include but is not limited to:

1. Communicating with supervisors about an appropriate course of action.
2. Providing feedback to the employer for colleagues.
3. Showing interest in others and inquiring about them.
4. Communicating calmly in spite of being stressed out.
5. Training juniors.
6. Asking for clarification from the customers.
7. In order to stimulate dialogue asking open-ended questions.
8. Promoting a product or service.

2. Nonverbal communication:

This refers to the expressions of gestures, even tone of voice or body language, eye contact, posture, and other similar ways in which people communicate without the use of verbal communication. Nonverbal communication is very important in interpersonal skills, especially when practicing

for an interview or a meeting. A presenter in a meeting has to pay attention to is not only verbal gestures but also nonverbal expressions.

More often than not, people tend to forget that nonverbal communication is a mirror of the body. Mastering nonverbal communication requires constant practice.

Following are a few examples of nonverbal gestures:

- Sitting with backstreet against the chair or leaning slightly ahead at about 45-degree angles in order to convey engagement in the discussion.
- Use of hand gestures official expressions in order to to make a dynamic presence.
- Avoiding of shaking of limbs or fidgeting.
- Understanding the difference between listening and hearing and using each at the appropriate time.
- Having open arms, since folded arms can convey defensiveness to others.

3. Conflict management

Whether the person is an individual contributor or a manager of people, he will always come across a situation where he will have to resolve conflict.

Conflict resolving the main valve solving an issue between two staff members or between your juniors or between yourself and customer of the organization.

- The keys interpersonal skills required here is to listen attentively and fairly to both sides and provide a creative solution in order to arrive at a proper solution of the problem and make both the sides a win-win situation.
- Problem-solving skills, along with proper counseling and mediating skills required for good conflict management.
- The ultimate aim of conflict management should not be winning but should be of proper resolution. Communicating empathetically and clearly along with patience often leads to outcomes which are favorable for the parties involved and also helps to nurture the professional relationship.
- It is essential that the conflict should be addressed at initial stages rather than waiting for it to you all win a quarrel or a big issue. The person should understand the participants who are involved in the conflict and should formalize.
- The person who is present to solve manage the conflict should have active listening skills and leadership skills so that he is able to hear both the sides with equal the tension and can help to mediate and arrive at a proper solution.
- Patience is another virtue which is required in conflict management since there may be multiple times when the person has to mediate, and the solution may not have arrived in one go. Negotiations are another interpersonal skill which would be required in order to facilitate conflict management smoothly.
- Conflict management requires a person to be self-aware and optimistic and also be motivated during all time. The person should be helping others and forgiving transgressions in order to arrive at a better resolution.
- He should be accountable and should manage emotions in order to give or pass a better decision. You should also have good self-control over others and should be able to embrace different opinions of different people.

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4. Self-confidence

- Self-confidence is the ability to trust in your own self to carry out a particular task. It is the inner sense of assuredness, which will help you to answer all the questions when asked in a particular situation. It is also the ability to be confident and have a belief and faith in your abilities.
- For example, if in a situation you asked all faced with certain problem or questions the way those questions are hundred and answered by you shows the amount of self-confidence that you have in yourself. Self-confidence is also optimistic and positivity when a particular task is handed over for the competition.
- Having the ability to trust yourself to work through the task and overcome all the hurdles is what self-confidence is. Self-confidence is also their surety that you provide to the people that you are competent enough to carry a particular task when assigned to you.
- Self-confidence originates from trust and confidence in your own self. We are often faced with a situation wherein self-confidence is there any way to get ahead and carry out the particular task of a situation or solve a problem.
- There is a very fine line of difference between confidence and self-confidence. While self-confidence is the minimum required confidence for any person.

5. Empathy

- Everyone has a situation where there is a need for you to understand another person. It can be a colleague, employee, or manager. This is often known as empathy wherein if for example, the customer calls the employer for complaint the employee supposed to listen to the complaint very respectful and express compassion for the person or the customer for the issue.
- The person also expresses concerns for the issue and promises to work it out and provide a solution.
- Empathy is a powerful skill which is required, especially in customer service and customer relations.
- The customer is often distressed and angry about the issue, and it is essential that the customer service representative empathizes with the customer and then provide the solution. It is also important interpersonal skills which will help people to get along in their workplace with everyone in harmony.
- Part of empathy is also diplomacy that is knowing what to say and when to say. Helping others and kindness also so are parts of empathy where you would be required to emphasize with the person by being kind and then be helpful to him.
- Empathy also means respect to the person and not arguing about the challenge of the situation that they are facing. It also means that you are sensitive towards the person and your patient enough to listen to the problem of tissue and biting compassionate you are providing help and emphasizing with him or her.

6. Listening

- Listening is a highly-priced interpersonal skill and sought-after by most of the employers. Listening is the basis of a strong relationship with the people and the coworkers and also forms an important aspect of problem-solving and in conflict resolution.

- Listening is a valuable interpersonal skill and personality why is the person is interacting with family or friends. Most of the employers will also look for wrestling skills during their job interviews.
- The process of rusting is the one by which you get an understanding of demands and needs your preferences of the talker for the opposite person by way of direct interaction.
- The person could be your client or customer boss or coworker, subordinate, or board member or even someone you may not know who is asking for a solution. Two types of wrestling which are most common:
 - Reflection is the one in which there is a repetition of what the speaker has already said in order to show that you were attentive and listening to what you are speaking and also that you understand and comprehend what is being told to you.
 - For example, the person was asking a question after the entire conversation, which would be one-sided, and the opposite person would repeat what a person has said already.
- Attentive listening which involves making eye contact and holding it and providing appropriate inputs such as not doing for mirroring the body language of the speaker or by having a good posture. The person should be attentive to what the person this speaking along with his body language and the nonverbal cues. Attentive listening is also known as active listening.
- Often the term listening is anonymously confused with the term hearing. Listening is when the person understands and comprehends to what the other person is saying was hearing is simply listening without understanding.
- It is very important that this should not be turned into the hearing. It is like someone rightly said, proper listening avoids more than 50% of our problems.

7. Negotiation

- This is also important interpersonal skills which are considered crucial for many important positions. Negotiation often depends on the specific type of job, and it also may involve the creation of certain formal agreements are contracts which help to solve problems between colleagues in the future.
- In order to be a good negotiator, the person should possess fantastic listening abilities excellent creative problem-solving abilities and should be a good judge of character and should also be able to provide a win-win solution which satisfies everyone.
- Negotiation is often giving and take or a compromise between the two parties involved. Negotiation does not necessarily mean that both the parties that are involved should arrive in the middle because one of the party might have the average on the other.
- The end result of the negotiation is a former agreement or a contract which is agreed upon by both the parties and is a verb agreement for a particular problem and has a course of action. Negotiation is an important part of almost every day activities; for example, even a job offer involves a negotiation.
- Negotiating with boss for salary or raise is also equally important part faced by many employers and employees equally. Here the negotiation skills should be possessed by both the employer and employee. While one of the party has the aim to get as much as it could out of the negotiation, the aim of the other party is to keep as much as it could.
- Negotiation often involves steps which include opening of the discussion wherein both the parties discuss about the problem then there is the bargaining phase where both of the

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parties present an argument and respond to the objections put forth by the opposite party and then the closing face wherein the parties mutually decide to close the negotiation on a mutually agreed solution.

- Well, could be different types of negotiation skills which are also classified as interpersonal skills such as employee to employer negotiation, employer to employee negotiation, employee to employee negotiation, employee to third party negotiation.
- Persuasion is another aspect of negotiation wherein you may have to persuade others to agree for a noble cause.
- Persuasion also happens between a negotiation process wherein the party which has leverage over the other party convinces them to join them or vice versa.
- In persuasion, it is important that the perspectives of both the parties involved match and have the same clarity. Until that happens, it is impossible for the parties to go hand in hand and get persuaded.

8. Positive attitude

- A positive attitude is yet another important interpersonal skills which the employers look after in order to make their officer bright working place.
- Employees with positive attitudes and friendly demeanor often add value to the organization and an asset.
- A positive attitude should not be confused with socialization.
- Positive attitude implies that the person should be able to develop positive relationships with everyone at the workplace, including internal and external stakeholders.
- Helping the colleagues, going out of the way in order to help supervisor or having a team spirit are few of the examples of a positive attitude.
- A positive attitude is important for people to prosper not only in their professional lives but also their personal lives.
- A positive attitude is also important during testing times or in challenging times when the organization is undergoing difficulty.
- It is crucial that during such times, the person maintains a positive outlook over the matters without losing hope.
- Positivity also matters when improving our own lives or when interacting with others. Nobody would want to interact with a negative person.

9. Leadership

- Effective decision making and its execution will only happen when there is effective leadership.
- Effective and successful leaders are often an epitome of best interpersonal skills. They are an embodiment of successful interpersonal skills which everyone should acquire.
- Excellent leadership qualities are valued by every organization, and the employees become valuable assets for the company.
- Leadership skills excellent communication, good listening abilities, clear and concise problem-solving, proper correspondence, excellent public speaking, and self-motivation are

few of the qualities which every successful leader should possess.

- An excellent leader not only makes everyone follow but also sets their followers on the right path with positivity.
- A leader should also be creative, intelligent, and honest and should be respected throughout the organization.
- The employees should be inspired and impressed by the leader who always chooses to come out of their comfort zone.
- The video should have excellent another ticket in cognitive skills and should be able to interpret and conceptualize extremely difficult concepts and make them easier for his followers.
- There should be a visionary and should also listen to the ideas of the others and implement the good ones.
- Choosing good from the bad should be one of the basic necessities of having good leadership qualities. Leaders should also be open to feedback made to be positive or negative and should be responsible.
- Instead of pointing fingers to others, the leader should himself lead the way and create the path if necessary.
- Determination and passion should be one of the key skills that a leader should have. Apart from that, flexibility is yet another important asset that is valued interpersonal skill as a leader.

10. Motivation

The strategies or actions which are implemented and which you evoke a response from the stakeholders are motivational skills. Motivational speakers are used by the employees in order to increase their chances of results being positive.

- Motivation is also seen as an interpersonal skill amongst managers and colleagues.
- Managers may often have to motivate his or her team in order to do what is required why the employees at times motivate other colleagues as well as the entire team to do what is right and what is needed.
- Motivational strategies should often be defined in order to achieve the goal, and this strategy should be tailored for the right target audience.
- Motivation process should be defined as the target audience, and the expectation should be communicated so that the audience should know what they are going with.
- Positive motivation is reinforced on employees on a daily basis in order to improve their productivity.
- Positive motivation has done wonders in most of the situations, even in everyday life.
- It is very important that your organization motivates the staff either by verbal communication or by showing the achievements of other employees which motivates the employees or by rewarding the efforts which make other employees repeat the process in order to gain rewards.
- Motivation is also a part of the team members to overcome their problems by themselves instead of micromanaging them.

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11. Social Skills

Social skills are considered essential in the workplace by many leaders. They are the ones you are also known as interpersonal skills and are used when we communicate to interact with different people on a daily basis.

- They include verbal as well as nonverbal skills, which include the manner and the way in which you communicate with other people and the gestures body language and eye contact while you make the talk.
- These are also considered as soft skills for personal qualities and are important while interacting with others.
- Social skills are required in almost every job where you will have to communicate with other people managers or business leaders in an informal way. Even in terms of dealing with customers, you should have the patience to listen attentively to their concerns and questions and answer them patiently.
- Cooperation is one of the social skills where you worked in a team, and you may be required to work well with others in order to achieve a common goal. However, cooperation is important even if you do not work on a team. Listening is yet another important social skill where you have to acknowledge the speaker and assure that you are listening and not hearing.
- More than half of the problems are solved by listening and understanding. Apart from that, verbal and nonverbal communication also plays very important roles in terms of good social skills.
- Social skills are also important in job interviews wherein a good resume will have relevant keywords like empathy, listening, cooperation, verbal and nonverbal communication, etc.

The importance of interpersonal skills

- In these days of competition and digitalization, interpersonal skills are gaining increasing importance in every organization and at every workplace.
- Interpersonal skills not only help in securing a job but also in maintaining as well as in personal lives. Interpersonal skills are considered as the abilities which can transfer and transmission across the different spectrum in our lives.
- These are also called people skills, but they are not limited only to people, and they are also known as life skills.
- Interpersonal skills help to communicate and relate with others. They act as bridges in our lives and help to connect to know people from different aspects of life and make the world a better place.

While every skill is different, each of the skill has individual importance, which is as follows:

Importance of communication and interpersonal skill

- Communication is the medium by which thoughts are conveyed from one person to another. Thoughts define people, and people can connect via thoughts; there can be no better good than this. This is why communication is a very important interpersonal skill.
- Communication helps to convey exact thoughts and messages to another person and helps to clarify the mindset of one person to the other person. Having good communication skills

improve relations with people since they can be more expressive and can have good relations with each other.

- Communication is important interpersonal skills and directly connect people and is the only way of transmitting information from one person to the other person or group of persons.
- Communication helps to connect people with other people over a talk.
- Communication also forms an image of one person in front of others.
- In the case of an organization, clear communication is respected and received by all the elements of the company.
- In the case of external stakeholders, customers have always appreciated transparent communication from the company.
- Respectful communication always does the job, which is why communication is very crucial as an important interpersonal skill.
- Communication not only helps and develops a person or an employee, but it also influences and grows the people around that person and positively changes their lives since people can take and give feedback.
- The negative feedback which is given can be worked upon and improved by the person, and he can be a better person.
- It is because of the communication that changes can happen, and it is also because of communication that information is transferred from one part to the other part of the world.
- This information can also be transferred from an experienced employee to a recruit only because of communication.
- Excellent communication services are also required by promoting a product or service in which case the excellent communication will do wonders for the organization.

Importance of Conflict management as an interpersonal skill:

- Conflicts are bad factors in every organization. Conflicts are considered as a ticking time bomb which explodes and destroys the relations between the people, which is why conflict management plays an important role as an interpersonal skill.
- Conflict management not only saves time but also save resources for the organization.
- Almost every team in every organization faces with conflicts day in and day out, and it is very important that these conflicts be resolved immediately, and this is where the role of conflict management is used for as an interpersonal skill.
- Having this skill would help the teams and team members to resolve the conflicts and keep aside the differences at an early stage instead of waiting for the conference to go to an uncontrollable amount to the point of no return.
- Conflict management should help with proper resolution rather than the meaning of the conflict by one side.
- It takes a lot of diplomacy judgment of the character and excellent communication skills along with exceptionally good convincing skills to have conflict management successfully implemented during a conflict.
- Developing conflict management would not be possible by every person sensitive acquire

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is a very high amount of patient, and excellent reasoning and analytical skills.

- This will not be possible by every person, which is why a comment a patient person should be having good conflict management skills to resolve the conflicts.
- Conflict management also comes in handy in case of organizational conflicts and important decisions of mergers and acquisitions.
- The job of the conflict manager is to understand both the site and provide the proper resolution which would make both of them feel like Win-Win situation.

Importance of empathy

- The employees often require empathy to feel understood. Having good empathizing skills opens up people and make them talk about everything.
- Honesty pours out when the person empathizes with the other person. This is an important asset in case of the HR department of the organization.
- It is also very important in terms of Sales wherein the person may have to empathize with the customer of the client in case of an issue and reduce his or her distress. Customer service representatives with good empathizing skills are a valuable asset to the organization.
- Having good empathizing skills also helps people every day to get a wrong nicely at the workplace.
- It emphasizes positivity amongst teams and the team members and gives an assurance to the employees that everyone will be heard.
- Empathizing also helps to secure long term relationship with any person.

Importance of listening as an interpersonal skill

- Listening is perhaps one of the most crucial interpersonal skill that anyone can have. The importance of this name cannot be stressed enough since it solves more than half of the existing issues and avoids half of the problems.
- Having a good listener is very important in a team. Specifically for team manager is a good listener, it can be very fruitful for the team and increasing as well as positive.
- Listening helps the person to know that the other person is there whenever needed, and it also helps to give him assuming that he has been heard.
- More than half of the people do not desire a solution to the problem, but instead, they only want someone to hear in which case is going as an interpersonal skill please very important and beneficial role.
- A person should always avoid hearing and should practice proactively practice, listening which will include the head nod your head shake for the sentences which would indicate that the conversation that is spoken by one person is heard and understood by the other person.
- Listening also helps to avoid the possible doubts which may arise in the minds of the listener if the listening is done halfway. Customers also appreciate a Good Listener.
- Customer service representatives are trained to be receptive to their customers and be a good listener. The importance of being a good listener is that the customer opens up and shares the frustration and issues with representatives and much better.
- It is very important to make the process of listening better; the listener should never interrupt the speaker. Once the speaker is finished, the conversation that is not can ask and

confirm if there is anything more to be said and they can reciprocate and answer to the earlier conversation.

Importance of self-confidence as an interpersonal skill

- A confident man is always attractive to everyone, which is why self-confidence has gained importance as an interpersonal skill.
- Self-confidence helps the person to carry out the day-to-day tasks in a much more efficient way.
- It also helps others interacting with the person to be in a positive mood and carry out the task in a much better way, which increases the overall productivity of the organization.
- Having good self-confidence is also important as an employee when representing in front of customers.
- Self-confidence helps the person to overcome problems with his and motivating others to follow him, which in turn develop leadership qualities.
- Self-confidence is very important interpersonal skill because of the fact that they were self-esteem never secures a job or develops maturity in any person.
- There is a very small difference between overconfidence and self-confidence, and the person should always take care not to exaggerate the self-confidence and turned into overconfidence which of the results in a bad way.
- Overconfidence is the unnecessary and exaggerated level of confidence while self-confidence is exactly the amount that is needed by any person.

Importance of negotiation as an interpersonal skill

- Negotiations help to create a Win-Win situation for every team and organization. In any situation when negotiation is in the world, it is very important that the person recognizes the parties participating in the negotiation and negotiate in such a way that it would be a Win-Win situation for both of them.
- Having good negotiation skills helps a person or an organization to get their way and also respect the opponent's way. Having good negotiation skills would also mean that the person is good at communication understanding the other person or the other party involved.
- Negotiation skills important to get what you want from the situation. A good negotiator understands both of the sides and empathize with them and tries to get the most out of the negotiation while ensuring that the other party does not affect largely.
- A person should be able to handle all the doubts and queries along with the objection. Persuasion is also part of the negotiation, and persuasion has a lot of importance as interpersonal skills.
- The manager can persuade employees to do good work or bad work, and he has to enter the phase of negotiation with their employees. This is why negotiation is a valuable asset as an interpersonal skill in the organization.

Importance of a positive attitude

- Having a positive attitude not only develops the person but also grows the organization and purchase the interpersonal relationship.

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- A positive attitude is a valuable asset in the employees, which the organization values the most.
- Optiontown software used by the organization during one time or the other which is why it is important that the employees should maintain the positive attitude about the company and the organization and understand that this is a phase which will pass away soon.
- This positive attitude by one employee by the others and it spreads amongst others.
- A positive attitude helps not only the individuals but also teams and the organization in turn to achieve their goals.
- Positive attitude boosts self-confidence among the employees and in propose that trust the organization. A positive attitude is welcomed by customers, which means good business for the organization.

Importance of leadership as an interpersonal skill

- Not everybody has leadership skills, and most of them are followers, which is why the importance of a good leader establishes itself. Having excellent leadership qualities will achieve wonders for the team.
- Leadership is an interpersonal skill which can grow every element of the organization and improve the outcomes not only from the employees and their teams but also by the overall organization. This is an interpersonal skill which is dedicated entirely to the benefit of the others.
- A good leader makes sure that the needs of his followers or team are put in front of his needs. Leadership as an interpersonal skill helps to develop relations between employees and with each other as well as with the organization and the external stakeholders, which is customers.
- A good leader is a desirable asset by every company, which is why developing leadership skills and interpersonal skill is very important.

Importance of Motivation

- In times of hardships, it is important that the employees maintain positive Outlook, which is better motivation comes into the picture.
- Having self-motivated employees is the desire of every organization, but that would not be the case with everyone.
- A person who motivates others with his work forms a role model for the others.
- Employees can be motivated with either verbal skills or by monetary rewards. It is found that monetary rewards are the best motivation among the employees, especially in terms of sales jobs.
- The company should keep the employees motivated so that the productivity level does not go down, and the profitability of the company remains at par with the market.

Importance of Social skills as an interpersonal skill

- Having good social connection is desirable by every person because in times of needs it is the contacts and social reach that will help rather than any other asset.
- The social skill also helps to improve the social image of a person amongst other people and

helps to establish a person with the help of his values.

- Social skills can be in terms of money aspects such as Listening, communication, adjustment, understanding, cooperation, etc. With the help of good social skills, one can navigate through the troubles easily.
- Good social skills also help the person to come out of any situation or to enhance the image of his product for his own profitability.
- Social contacts help to get things done when the same standard for example if a particular file needs to be approved and is taking a long time having good social skills with the top manager will help to clear things up faster.
- Social skills also become useful when the person is a leadership position and need to interact with all the elements of his own company. Every organization highly values social skills and interpersonal skills.

How to Improve Interpersonal Skills?

Nurturing a positive attitude

- Having an extremely positive attitude is one of the important skills to develop good interpersonal skills. This component helps to grow and nurture other interpersonal skills as well as personal attitude.
- A positive attitude can be shown towards work by respecting what you work for and also towards the organization which you are serving. There should be transparency in your work and friendly attitude towards seniors colleagues and superiors.
- Having a positive attitude also means that the employee shows personal belongingness towards the organization and the work. This also extends to the external stakeholders of the customers with which the employee interacts.
- Being cheerful and smiling at the work is one of the ways of putting a positive attitude and also smiling while interacting with teammates and reacting positively can be termed as having a positive attitude. A positive attitude also extends to help a colleague or a team member or even a customer by going beyond what is expected.
- The positive gesture is always appreciated by everyone and is considered as strength and important resource in developing good interpersonal skills.
- Part of having a positive attitude is also developing colleagues and interacting with them by appreciating their work. Developing interpersonal skills requires a positive attitude in almost every aspect of business life.

Easy and creative ways to solve problems

- Problems are faced by every person working in the organization at one point of the other. The problems may arise out of the conflict between people or between the ideas of the people.
- It is very important to solve those problems at the initial stages before they become very big and harm the members involved in the conflict, as was the organization.
- Constructors like a Time bomb which keeps on taking and the sooner it is resolved the service the amount of blast that will occur. Solving a problem requires creativity and fast thinking.

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- Instead of taking action on the problem, the employee should be focused on what is it that he can use to resolve the problem efficiently.
- The solution to the problem should be fast, and it should satisfy all the parties involved in it. Fast problem-solving skills also helps to develop excellent interpersonal skills.

Lidding the emotional outburst

- It is very common to see people having an emotional outbreak in the workplace. That emotional outburst may be the effect of injustice orchid on the employee or because of the personal problems of one employee with the other.
- The reason for the outbreak may be internal or external to the employee, but what matters is the employee should keep his emotions in check whether interacting at the workplace.
- Instead of overreacting to a particular situation so I can come himself down and think about taking a logical way following methods and rules instead of breaking them.
- There can be many situations where the employee feels unjust. Indu situations, instead of having rage and busting on different people their employee has to control his emotions and talk calmly out of it.
- This control of emotion never goes unnoticed by your organization and helps to develop and further grow the relationships and interpersonal skills of the employee with the organization.

Work on communication skills

- Communication is the only way by which the sorts of one person can be shared with the other person. It is important that the employee has excellent communication skills message effectively without causing any conflict. Communication skills can be classified into two-three types:
 - Verbal,
 - Para-verbal
 - Nonverbal communication
- When the communication consists only of words which are spoken from one person, which is called the sender to the other person who is hearing it, which is called receiver, it is known as verbal communication.
- Verbal communication can also be via emails and letters or texts on the phone.
- Consider verbal communication as a two-dimensional type of communication which involves only words and which is why it is very important for the sender to have a good vocabulary to convey the message effectively.
- The regular conversations which we have with our bosses or colleagues or customers forms the ground for verbal communication.
- It is very important that the person pays attention to his vocabulary and words when using verbal communication.
- In the case of para-verbal communication, the emphasis is on the manner in which the words are spoken. Para-verbal communication applies mostly to the spoken form.
- The manner in which a particular word is spoken with emotions emphasis is classified into verbal communication. A person can say anything but the way it is conveyed has the final

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effect on the receiver, and thus it either helps or destroys to bed interpersonal skills.

- Nonverbal communication is perhaps the most important part of communication and also helps to enhance the existing interpersonal skills. Nonverbal communication comprises about 60% of total communication and includes body language, eye contact, posture gestures, etc.
- Nonverbal communication is important since it is considered to be a mirror of what the brain is thinking. The person can give a sad message with happy body language, and the sad message will not be conveyed as sad to the receiver; rather, it would be taken as a suppressed happiness and superficial sadness.
- Was communicating with seniors it is important to check the body language and have a respectful tone not in the voice but also in the posture. Nonverbal communication also includes eye contact with the receiver.
- The message conveyed with eye contact has far more effectivity than a message which is conveyed without eye contact.

Inclusiveness

- Inclusiveness is involving other people in your work instead of doing it all by yourself. This goes without saying that the person should include only those people who are willing to work with him rather than forcing other people who do not desire to be included.
- Inclusiveness also helps to develop other interpersonal skills such as communication with the colleague's positive attitude and interactivity. Inclusiveness also helps to develop teamwork and achievement of goals together as a team.
- The employee may find some important tricks and suggestions was working in the team, which is why inclusiveness is of importance. The corporation is a two-way model in which you ask for the cooperation you get back the cooperation.
- Similarly, in the case of inputs and opinions, if you ask for opinions and inputs, the colleagues and the included participants will give them. It is very important that employment in harmony with all the coworkers at the workplace.
- Having a small social get together before or after an important project will also help the employee to Bond with the other team members as well as share their help in the project. This will only happen if the employee opts for inclusiveness.
- Since this does not work only one way instead of including all the time the employee himself can get included sometimes in other teams. This will again expose him for a different set of people and different experiences, which will be more positive the negative.

Being responsible

- Responsibility and accountability are one of the two most important interpersonal skills in any career path.
- There are also the two important parameters by which the success of an employee is measured, and the overall productivity is determined. If an employee has these two attributes, then he can achieve anything with extreme ease.
- It is also very crucial to be accountable so that it helps to cope with induced stress and also helps to resolve unnecessary conflicts among employees.
- Being responsible also means that the person should be responsible for him not only his work, but it should own up to the organization if need be.

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- He should be responsible towards his colleagues as well as a senior and should take it on himself if there is any mistake in his work instead of being defensive.
- He should also work on the mistake so that it is not repeated again and see to it that no one imitates the same mistake.

Stick to ethics

- Work ethics are perhaps one of the most crucial factors for the success of any employee. A person with excellent work ethics has more chances of having a strong career path rather than a person with weak morale.
- Workplace ethics are very important, and if not followed, can tarnish the image of the organization in front of the customer's competitors and in the market.
- Work ethics are usually jotted down by the organization and given to the employee before the joining.
- The employees expected to go through it and understand and question whatever is not understood. Work ethics is very important in terms of sales.
- Salespeople often face demands from their customers, which would be unethical. These demands are from their existing or prospect customer.
- In order to fulfill their numbers and hit the targets, the salesperson makes a compromise on his own values and give in to unethical behavior.
- It is important to have self-control and strong liking towards ethical behavior. Unethical rewards are temporary, while ethical rewards go a long way.

Nurture relationships

- The word interpersonal skills mean the skills which are developed on interacting with other people. It is very important that the employee purchases and cross the relationships at the workplace. Positive relationships help to accomplish many tasks and surmount The Impossible.
- It does not require any special effort on the part of the employee to maintain the relationships, and that is casual inquiries on the health and goings of the employees can help to enhance the relationships drastically.
- Apart from that, helping other people in need can also help the employees to maintain and nurture their relationships. Employee relations with others is an important asset and interpersonal skill, which is an asset for the organization.
- It is also the duty of other employees to reciprocate accordingly and growth relationships further.
- This also should be followed in case of external stakeholders, which are customers or clients. Asking about the well being of the customer from time to time remembering their birthdays anniversaries also help to develop a relationship beyond buyer and seller.
- Customer relationships also help to get long success and develop an association for a long-lasting business.

Teamwork**Notes**

- Teamwork is a sure shot method to improve interpersonal relationships drastically. Teamwork involves interaction with other team members and working towards a common goal or a cause.
- The common cause is to be achieved by as a team, which is why it is important that the person interacts with other employees and consider all of them as one. Forming unity is very important in order to have a successful team.
- Working together to achieve a common goal is one of the common ways to make the teamwork successful.
- Teamwork is also an asset as interpersonal skills and helps to make the teams more productive. A team comprises of individual members who have many differences amongst them.
- Every team member will have his or her own individual differences. It is essential while working in a team that everyone put aside their own difference as well as differences of the other team members and work together towards the common objective.
- Teamwork also helps individuals to understand and respect the differences of other people and empathize with them.
- Successful teams are unbeatable and have excellent interpersonal skills.

Listen proactively

- It is said that most of our problems are because of poor listening skills. Listening proactively helps people to understand the perspective of other people.
- There is a difference between hearing and listening, which is hearing is listening without understanding, and listening is hearing with understanding.
- It is essential that we cannot hear so that we are open to feedback. It is important to give equal attention to praises as well as shortcomings said by other people.
- A good listener is a good speaker, but vice versa may not be true.
- A person should be open to communication and for feedback. He should give feedback when asked and should take negative feedback or positive feedback with equal emotions.
- Listening also helps in the exchange of ideas which might not have been possible if the person is a poor listener. While one person speaking, it goes without saying that the other person should remain quiet and should not finish another person's sentence.
- It gives the impression that the person knows more than what the other person is trying to speak, and it may not be true in every case. It also closes up the speaker and does not open him up.
- Listening activity means the use of nonverbal communication skills like nodding corresponding with the head that you have understood what the other person is trying to say without the use of words.
- Good listeners often develop exceptionally good interpersonal skills, which are valuable assets to the organization as well as to the individual.

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SUMMARY

- Interpersonal relationship involves social associations, connections, or affiliations between two or more people. Interpersonal relationships vary in their degree of intimacy or self-disclosure, but also in their duration, in their reciprocity and in their power distribution, to name only a few dimensions. The context can vary from family or kinship relations, friendship, marriage, relations with associates, work, clubs, neighborhoods, and places of worship.
- Interpersonal relationships teach us who we are. From a very young age, the people around us form key aspects of our personalities and value systems. They can help give us a sense of purpose and direction.
- There are different types of interpersonal relationships. They're all equally important but each is unique. They depend on individual connection and the expectations of the relationship.
- The Ego States are an important aspect of transactional analysis that talks about how a person feels, behave or think at any point of time.
- The parent ego, refers to the behavior and attitude of an emotionally significant individual who acted with quite a maturity when he was a child. He possesses the parental traits of being overprotective, dogmatic, distant, indispensable and upright and behaves very judiciously at any time.
- The adult ego shows the logical thinking and reasoning ability of an individual. The person behaving or interacting with adult ego seeks all the information properly, validate it using his reasoning skills and then provide it to the other people.
- The Child ego state is not when we are acting childish, or what others perceive as childish behaviour. It is how we behaved, thought and felt, replayed out as we did as a child.
- The interactions between people give rise to the Social Transactions, i.e. how people respond and interact with each other depends on their ego states. The transactions routed through ego states of persons can be classified as complementary, crossed and ulterior.
- A stroke is a unit of recognition, when one person recognizes another person. A stroke can be physical, verbal or non-verbal and so could be a hand shake, a compliment or a nod of the head.
- Inclusiveness is involving other people in your work instead of doing it all by yourself. This goes without saying that the person should include only those people who are willing to work with him rather than forcing other people who do not desire to be included.
- Inclusiveness also helps to develop other interpersonal skills such as communication with the colleague's positive attitude and interactivity. Inclusiveness also helps to develop teamwork and achievement of goals together as a team.
- Workplace ethics are very important, and if not followed, can tarnish the image of the organization in front of the customer's competitors and in the market. Work ethics are usually jotted down by the organization and given to the employee before the joining.

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KEY WORDS

Interpersonal Skills : They are also called as employability skills where in the world employability is to suggest the importance of those skills. Emotional intelligence is one of the important factors for defining interpersonal skills since both of them are related to each other.

Verbal communication: Verbal communications include both the part where you talk and how you discover and receive the talk. Jobs like a sales job, teaching job, motivational speaker are few of the jobs which require communication as an important interpersonal skill.

Nonverbal communication: This refers to the expressions of gestures, even tone of voice or body language, eye contact, posture, and other similar ways in which people communicate without the use of verbal communication. Nonverbal communication is very important in interpersonal skills, especially when practicing for an interview or a meeting.

Conflict management: Whether the person is an individual contributor or a manager of people, he will always come across a situation where he will have to resolve conflict. Conflict resolving the main valve solving an issue between two staff members or between your juniors or between yourself and customer of the organization.

Self-confidence: Self-confidence is the ability to trust in your own self to carry out a particular task. It is the inner sense of assuredness, which will help you to answer all the questions when asked in a particular situation. It is also the ability to be confident and have a belief and faith in your abilities.

Empathy: Everyone has a situation where there is a need for you to understand another person. It can be a colleague, employee, or manager. This is often known as empathy wherein if for example, the customer calls the employer for complaint the employee supposed to listen to the complaint very respectful and express compassion for the person or the customer for the issue.

Listening: Listening is a highly-priced interpersonal skill and sought-after by most of the employers. Listening is the basis of a strong relationship with the people and the coworkers and also forms an important aspect of problem-solving and in conflict resolution.

Negotiation: This is also important interpersonal skills which are considered crucial for many important positions. Negotiation often depends on the specific type of job, and it also may involve the creation of certain formal agreements are contracts which help to solve problems between colleagues in the future.

Positive attitude: A positive attitude is yet another important interpersonal skills which the employers look after in order to make their officer bright working place. Employees with positive attitudes and friendly demeanor often and value to the organization and an asset.

Leadership: Effective decision making and its execution will only happen when there is effective leadership. Effective and successful leaders are often an epitome of best interpersonal skills. They are an embodiment of successful interpersonal skills which everyone should acquire.

Motivation: The strategies or actions which are implemented and which you evoke a response from the stakeholders are motivational skills. Motivational speakers are used by the employees in order to increase their chances of results being positive.

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REVIEW QUESTIONS

1. What is meant by interpersonal relations?
2. What are the different ego states? Discuss.
3. What are the types of strokes? Explain.
4. Briefly explain about the analysis of life position.
4. Describe how you developed relationships with others when you were new on your current/ most recent job.
5. Have you ever worked for an extremely talkative manager? How did you ensure you were communicating effectively?
6. Describe a time when you had problems with a supervisor and had to communicate your unhappy feelings or difficult disagreements. Tell me what you did and what happened.



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