

**Managerial Skills for Interpersonal Dynamics**  
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**Lecture No 2**  
**Relational Development & Maintenance 2**

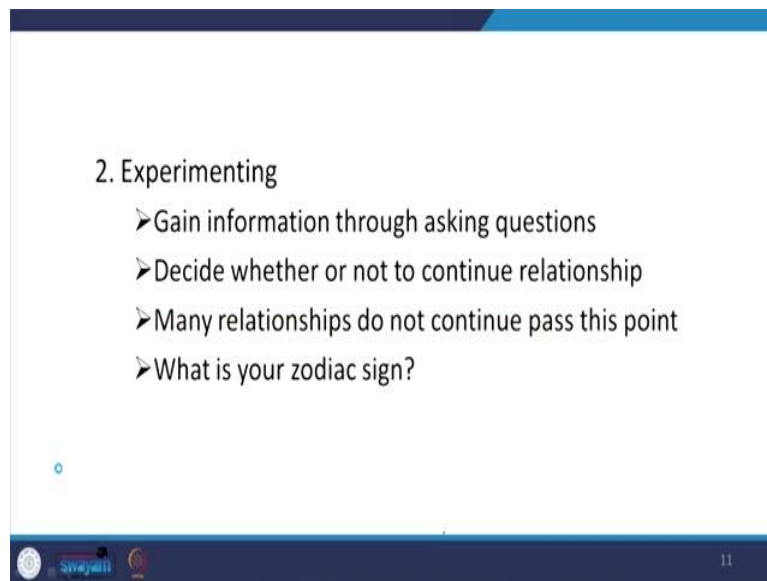
So, we have talked about the first initiating stage in the next model and now I would like to talk about the second step and that is about how we are going to be the experimenting. Now, you see it is very interesting use begin with, you start and when you start you have the highest optimism, you have the full hope that this relationship will continue for not only these birth, maybe for the seven births, but after some period of time you find that is no, this was a wrong perception.

Similarly, at workplace also what happens is that you start with the organization that is yes, now, I have joined this organization, my dream organization and I will continue for long, but after some time you find that no this is not the organization, which I was looking for. So, why it is so, and this is about the experimenting. In experimenting, gain information through asking questions.

Now, you see we should not be very very fast and what we are to do is, we have to keep on asking the questions, asking the questions about what type of the future is required, what type of the qualities for the supporting the current function is required? What type of the qualities that can be helpful for your profile, your job, your personality, and therefore, in that case, when you make the questions, it is just sort of a survey.

And when you get the survey, you get the score and on the basis of the score you can interpret and analyze and then can find out that is yes, this particular experiment is going to be for the long time. So, therefore, in that case, you have to be very careful and you have to keep on asking the questions and then whatever answer comes, you should be enough analytical to interpret this particular answer.

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Now, whatever answer comes, like for example, you find the answer is having the three factors is yes, three factors no. Now, the three factors which are giving the answer yes are these factors are important and then you want to continue with these three factor. For example, appearance. Some people may give very importance to the appearance, some people may not so, whenever you are giving the it depends on your personality, it depends on your style of understanding that is the how much the appearance is giving you.

So, in the first stages as I mentioned the appearance play a very important role, but everything which glitters is not gold and therefore, in that case it is possible that is the for later on when you ask the questions you will find person's look is very good, appearance is very nice, but the person's supporting behavior is not that good. Now, after getting this particular answer, you have to take a decision, you do take a call, whether you want to continue or you do not want to continue.

My one PhD scholar has concluded in his thesis, that the people leave their bosses and not the organizations and this is the best example that how that relationship affects the retaining of the employees. So, if the workplace relationship is good, retention will be more, but again, we cannot generalize it so far because many people they find it is not the question of relationship at workplace, it is the question of the perks which I get, the salary which I get.

So, for him the priority is not that is the good relationship, so continuing the organization for a long time, it is a question of that is the what is his priority, his priority is prosperity, his priority maybe the promotion. In many organizations we find that people do not leave

organizations and but do not take promotions also. So, we will find in many service industries these type of examples are there where the people neither they are leaving, nor they are going for promotion.

So, they are continuing that relationship in the same organization for the long period of time. So, it is the question whether do you have to decide whether or not to continue the relationship on the basis of the questions which you ask and what will be these questions? These questions will be the basic dimensions on which you want to continue the relationship.

So, for some people, it might be the challenging task, some people it might be non-challenging task, some people it might be the salary, some people it may not be the salary, some people it might be the respect which they received from the superior that is becoming important for them and they continue that is this respect I will not get, some places it is the freedom and flexibility which is becoming important.

So, therefore, now list down the questions and which questions? Which is your priority, what is your priority? On the basis of the priority, like for example, freedom and flexibility 10 No, I will give 10 marks for this and out of 10 how much do I get in this organization right and therefore, in that case, you are making the score, you are doing the survey, you are making the score and on the basis of that score you will decide whether what is a total score okay for freedom and flexibility, yeah, it is good, for the relationship it is good, the stress condition, the chain management is less.

So, therefore, you have given the priority, you are asking for that. And then like for example, changing of bosses frequently, in one organization, it might be a condition, that bosses are frequently changing and as a boss changes, his style of leadership changes and one may able to cope up such a frequent change of leadership, style of leadership, but some people may not. So, therefore, questions, answers and then continue the relationship.

Many relationships do not continue pass this point. So, therefore, if they find no, no, it is not the question of yes, it is the no, the questions which I have asked for myself and then I find that most of the answers are no, does he have the good appearance? No, I do not like appearance. Does he have the good behavior? No, he does not have behavior. Does he respect me? No, he does not respect me. Do I get a very good salary? No, I do not get salary.

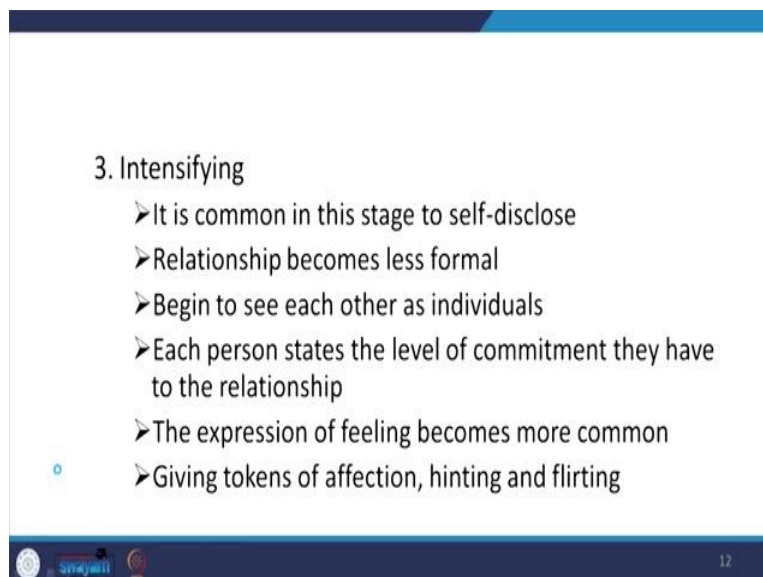
Now, if this is a no, no, no, no. And therefore, the relationship will break. So, it workplace so, therefore, in that case what is (imp) and similarly, with the personal also, with the personal

matter what will happen? Appearance is good? Yes, appearance is good. Does the personal reciprocates me whatever the emotions I supply I in return ROI return on investment of emotions? Yes, return on investment is emotions, yes, if it is yes, relationship will continue. If it is no, damage, maintenance is required and if the maintenance is not done, break. So, therefore, in that case this will be the points which will be very very important.

Now, what is your zodiac sign? Zodiac sign means do not take it as it is, zodiac sign means what personality traits do you have. Now, if your zodiac sign says that is the you are very much aggressive, you are very much career oriented and then you are, if I am the person as a cool, I am not that much keen for the career, I am not that much keen that is going living the country, going abroad or living the one city, going to the another city.

So, therefore, my zodiac sign says there is no change. But my partner's Zodiac sign says change, development, growth, prosperity. I am happy whatever I am. Now, here clash will start because zodiac sign is not matching "Patrika mil nahi rahi hain", and when there is no zodiac sign is matching and then in that case what will be the relationship? Relationship will not continue for a long period of time. Even if it continues, then there will be no sweetness in that relationship and therefore, in that case, the second point that is becoming the experimenting.

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3. Intensifying

- It is common in this stage to self-disclose
- Relationship becomes less formal
- Begin to see each other as individuals
- Each person states the level of commitment they have to the relationship
- The expression of feeling becomes more common
- Giving tokens of affection, hinting and flirting

Swajati 12

The third point which is becoming very very important and that is the intensifying. It is common in this test to self-disclose. So, initiating, experimenting, and now we are talking about intensifying, now the answers is definitely when you are going in the inclination. So, it

shows that is your answers are yes. Your answers are yes, that is why you are going one step ahead. We are going step ahead. So, therefore, in that case, you will find that whenever we are talking about this particular one step ahead, then it shows that is yes, now there is a need to make this self-disclose.

Here, one word of caution, that the survival is the most important objective, survival of what? Survival of relationship, but does it mean that we are to cheat? No, I am talking about self-disclose, we have to make this self-disclosure. We have to be the transparent, but we have to be very carefully. How do you produce or reproduce your personality traits before your the counterpart that becomes very, very important.

That is the how it is to be there. So, you, actually it is expected the stage of disclosure will come when there is a strong intensifying, if there is a strong intensifying is there then when you begin to tell to see each other's as individuals then definitely it is becoming that you are less formal because you believe you have reached your stage in relationship that is if I will tell that I am not good in writing the other person will accept it.

He will not break the relations, oh, you do not know writing then why I am wasting time with you. It will not be the reaction, reaction will be no problem. One can learn writing skills, nothing wrong in this. I do not know driving, oh, you do not know driving, there is no point I want a smart person. If a person does not know driving, no use, No, this will not be the reaction because we are progressing towards the intensifying, I am talking under the point intensifying and therefore there will be less formal.

So, the person is able to disclose his weaknesses, the relationship at this stage where your weaknesses will not be taken as a threat, your weaknesses will be taken to improve upon. And therefore, in that case, there will be the less formal will be there. Now, here the respect for each other as an individual begin to see each other as individuals and therefore, in that case, what an individual wants? The first and foremost is the understanding. First and foremost thing is respect that please understand me and respect me. So, nobody is perfect.

So, when I have shared my weaknesses to you. So, it is to develop the relationship, this is the relationship creation. So, therefore, in that case my weaknesses they are not, they are going to affect my relationship, it is not going to damage me rather then there will be improvement. So, therefore, in that case what will be required? That is to see each other as an individuals, yes, I can understand, everybody cannot be like me, whatever I am, strengths I have may not

be that other person might be having the same strengths, whatever weaknesses I have, that other person may not be having and he should accept my weaknesses and therefore, respect for individual that becomes very very important.

Next when comes is level of commitment they have to the relationship. As I mentioned, it is the interpersonal relationship is the whole game of commitment. How much you have the energy, how much you have the absorption of the personality of others, that is if you have a high capacity to absorb others with his all weaknesses and strengths as it is, it is not filtering, it is not separation, it is not choosing the best, it is the choosing the one and therefore, in that case each person states the level of commitment they have to the relationship. High commitment is there definitely irrespective of the weaknesses, the persons there will be the more and more the inclinations and the relationship will be strengthened.

Now, do not hide your feelings, do not hide your emotions, the expression of feelings becomes more common and it will come automatically, it will come naturally. Many times if you want to cry, you will cry, because your relationship is such strong, therefore, in that case, you are not thinking that the other person will laugh at me, you are not thinking that other person will criticize me, other person will blame me, no nothing, this type of feeling does not come so, I want to cry, I cry, and therefore, in that case, it is the expression of feelings.

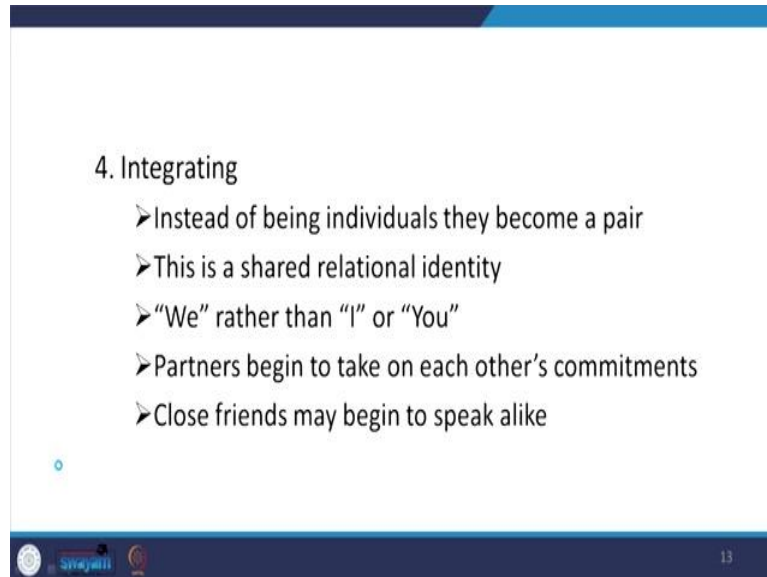
I want to share my joy, the first phone call I make and therefore, I say yes, I got the project and therefore, in that case, the person to whom you are making the first phone call, it is not because of your duty, it is the feeling of emotions, expression of emotions, and therefore, your joy, your victory. Your sorrow, your sadness, there is a free expression of emotions is there.

Dear friends, when there is a free expression of emotions, the relationship becomes stronger. And therefore, in that case there is no wall, there is no shyness, there is no hesitation in expression of the whether it is the positive emotions or it is the negative emotions and therefore more common, but be careful when you are expressing your negative emotions, then it should not damage also.

Giving tokens of affection, then the hinting and the flirting and (( ))(16:35) type of the behavior that starts and therefore, in that case what happens in interpersonal relationship, it becomes the persons are start showing the affection to each other, caring each other, pick up you from a particular point, dropping you then taking care and providing the support and

infrastructure and like this and therefore, in that case that becomes important. However, the last point is towards the more personal emotions and feel relationship rather than it is at the workplace.

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Then integrating, instead of being individuals they become a pair. So, therefore, in personal relationship, I would like to connect it with the professional relationship like superior subordinate and therefore, you find it is developing a teacher student relationship many times that is the learner mentor mentor relationship you can say at the workplace and therefore, in that case you will find that is it is becoming a pair and then this is a shared relational identity you can easily identify suppose you are attending a conference and seminar you will easily identify that one his mentor other his mentee is there, whenever there is a question answer session the mentor is coming forward and answering the questions and then supporting the mentee.

Or mentee who is if getting stuck somewhere he is looking towards the mentor and mentor is supporting him. So, therefore, in that case, it becomes a very, very important that how do you integrate that relationship, because whatever you have initiate the relationship, whatever you have developed that particular relationship, whatever you are escalating that relationship that has to be integrated and that this is a shared relational identity.

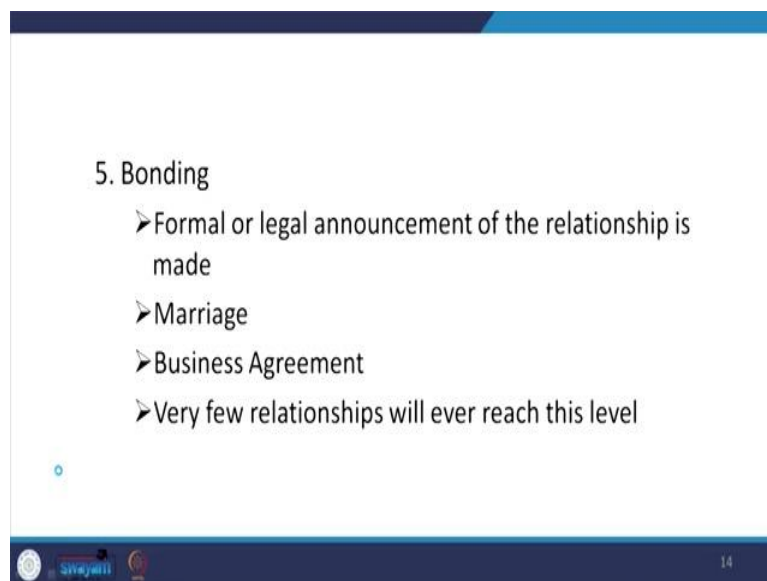
So, therefore, in that case you like you become co-author on the script of the life, on the script of the life you are becoming the co-author and therefore, in that case, it is the equal importance has been given and you can easily find out that is we rather than I or You, but if

the person is not having a strong relationship, he will say I am the author of this life and author of this script. I am the person who is leading the family.

It is not the other person but when he says that we have lead this family so, therefore, in that case, it means that both the partners they are together and they have faced the struggles of life together and then going for it. Similarly, in the superior subordinate relationship, it is not there is I have done superior boss, boss says I have done this thing, I have given this result, it is not I, it is we, we have given the results and that represent the team building that reflects taking people with you, that reflects the word of saying thanks to others, those who have contributed with you, you respect them, you recognize them and that is becoming the we.

Then, it is not only this, you will find that is their language are becoming alike. So, therefore, close friends may begin to speak alike, their thought process is same, their opinions are becoming same, their way of talking is becoming same and therefore, in that case they are getting integrated and when they are getting integrated, that becomes the most important point where the relationship is becoming the strong.

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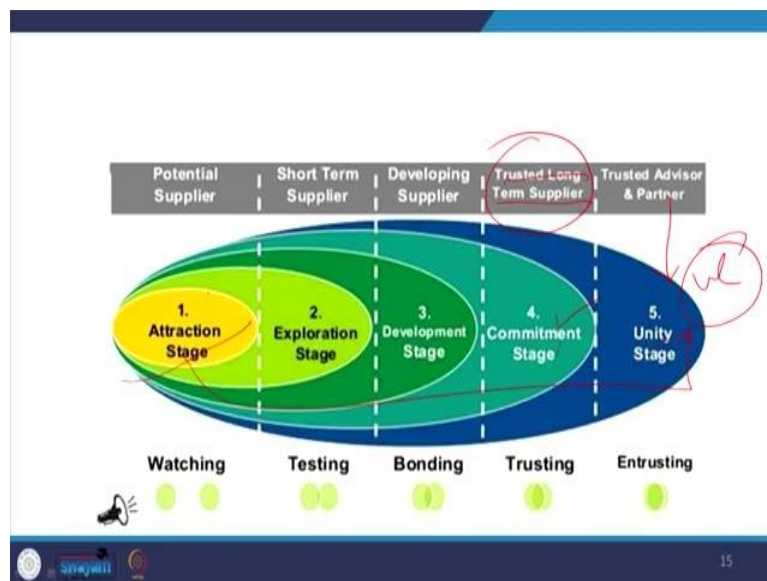
When they have integrated with each other so then naturally there will be the bonding and bonding will be formal or legal announcement of the relationship is made. So, this is about the personal relationship dynamics and therefore, in that case, that is this particular interpersonal dynamics relationship that is becoming the announcement of the relationship is there, if it is personal, and it is with the man related to the marriage.



So, that friendship that converts into the marriage, if it is a professional, that whatever relationship is develop that converts into the business agreement that is to working together MOUs are formed and very few relationship will ever reach this level. And therefore, in that case, when you make the lot of efforts and after those efforts only you will be able to come out that is the where you are ever to reach to a stage of we, where you have reached to make a legal announcement, where you are making the business agreements and therefore, only few will be there.

Because you have gone the steps right from initiating to the bonding, right from the initiative into integrating and therefore, in that case it becomes very, very important that is this bonding becomes strong and strong forever and in business agreements also. It will be having the long term duration normally, that is the these two companies they will work together for the long term is there and therefore, in that case, this type of the business agreements they are developing the bonding amongst the employees.

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So, here you will find that this particular model, I would like to talk about whatever the five stages are there. First is important is the, is there any initiation? If there is a strong initiation, then there is a potential supplier. Emotions are to be communicated, if emotions are communicated that is in the first stage that is the affection stage.

So, in the beginning whenever you are talking about the development of relationship, it is the potential supplier that has to be there for the emotions, but it is for the short term supplier then that is the exploration is there that is it the testing because the first what you have done,

you have tried to communicate the emotions, you have shared your emotions, you have send the message that is I feel concerned about you, I want to take care of you, but that is beginning.

So, that is the but after giving this message what you have to do? You have to watch and then you have to see whether the message is given properly communicated or not, so, that is a testing stage there. So, testing stage that we will call about the exploration stage so, exploration stage we will talk about whether these particular emotions suppliers which have been given and then that should we continue for long term that is to be continue for short term only and therefore, exploration stage is there.

Third one is developing supplier. So, naturally now the development stage because what you have chosen? Yes, testing is done, testing is done successfully and therefore, in that case what you do? You do the development and therefore, you develop that particular stage as soon as you develop that stage, you will have the commitment stage because the development is there now, you want to make it for the long term forever or long term and therefore, in that case there will be the commitment stage will be there in the commitment stage you will find that is both as I mentioned earlier, that is both are communicating.

They are not hiding their weaknesses rather they are making the agreements, they are understanding, they are discloser is there. So, therefore, they make, they ensure that whatever their personality traits are there the other person understands and therefore, it is intensifying and developing and when there is an intensifying and developing stage is there then definitely in that case these state long term supplier.

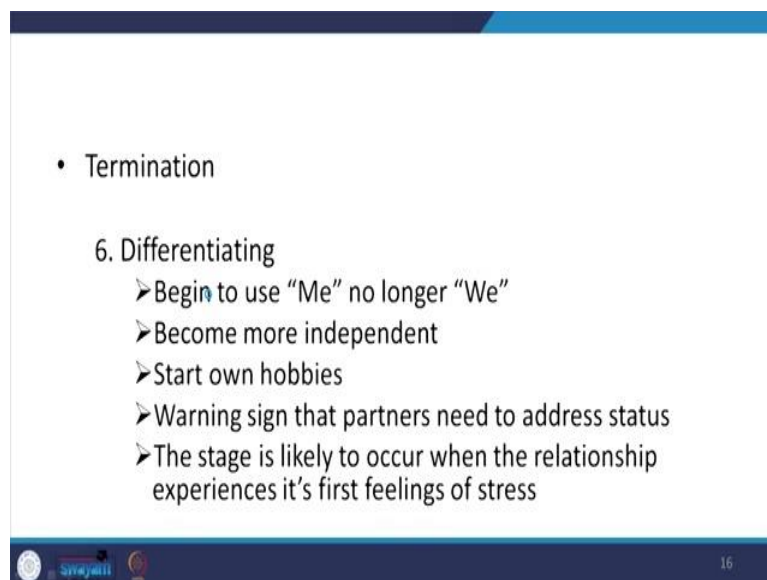
So, from potential supplier to the short term supplier and short term supplier to developing supplier that is you have to develop that supplier and from self-developing suppliers you are going towards the trusted long term supplier, when you are, you are having the trusted long term supplier and this is outcome because of your commitment.

As I mentioned earlier also by me that whenever there is a commitment and whenever there is a high level of commitment, then it has to be long term supplier is to be there and therefore in that case, if you go and continue with the trust, so, whatever you have watch, whatever you have tested and develop that particular bonding and that bonding that has to create a trust, if you develop that particular trust, then that will create a positive effect.

And when you create a positive effect, then definitely in that case, that will continue for long and therefore long term supplier, which develop the trusted advisor and partner and in this stage you will find there is a Unity is there. So, it is not I, it is not you, it is we, so here we develop the we, we is there and therefore, in that case you will find that is the unity stage developed.

That is interesting is there. So from the watching to testing to the bonding, trusting and entrusting, you will find it starts with the attraction stage whenever you start with the attraction stage you reach to the unity stage and then when you reach to the unity stage, then definitely this relationship that will be the long term relationship is there.

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But everything which starts it has to end it has to and therefore, there will be the termination will be there. So, in the development of the relationship as I mentioned that is the even if it is a team building forming, storming, performing, but then at one day it has to adjourn and therefore, there is a termination is there. The indication of the termination starts with me rather than we, so, now whatever was initiating and whatever was established there in case of the we and not the I or You.

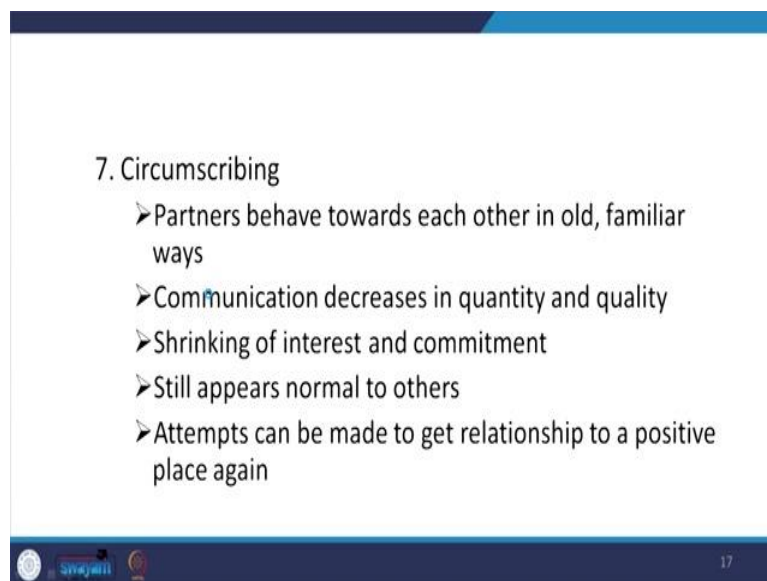
Now, there is no longer we, now there is begin to use me that is I have done, we have done this particular criteria, then this is becoming more independent that in case of these development of relationship it becomes, becoming the not the dependency is not there, the person is now dependent on another person. Now, he starts developing himself and not to rely and not to get dependent on others for the small objectives or goals are the results that both

were dependent on each other. But here you will find they are becoming more and more independent.

Then they are busy with their own hobbies. Earlier, they were taking the part, sharing the hobbies, they were taking the part into the other person's hobbies also, but now they have stopped and they say no, my hobbies are different now, I will be doing my things and therefore, they start their own hobbies, then, a warning sign that partners need to address status.

Now, they say what you are, what you were, you were nothing, you are here because of me and this is a start signing, that is that partners need to address status. And therefore, if there is this type of the situation is there, they have to communicate with each other, their stage is likely to occur when the relationship expenses, it is first feelings of the stress and therefore, in that case it shows that there is a stress damage has been started in this particular relationship.

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Now, whenever this type of termination is there, then from termination it is a circumscribing. Partners behave towards each other in old familiar ways and their communication decreases in quantity and quality and therefore, this now they feel there is no point in interacting with each other and therefore, they start saying that is no we will not be living together for more they start understanding that this is a time of separation and therefore, the communication that is the decreases in quantity and quality.

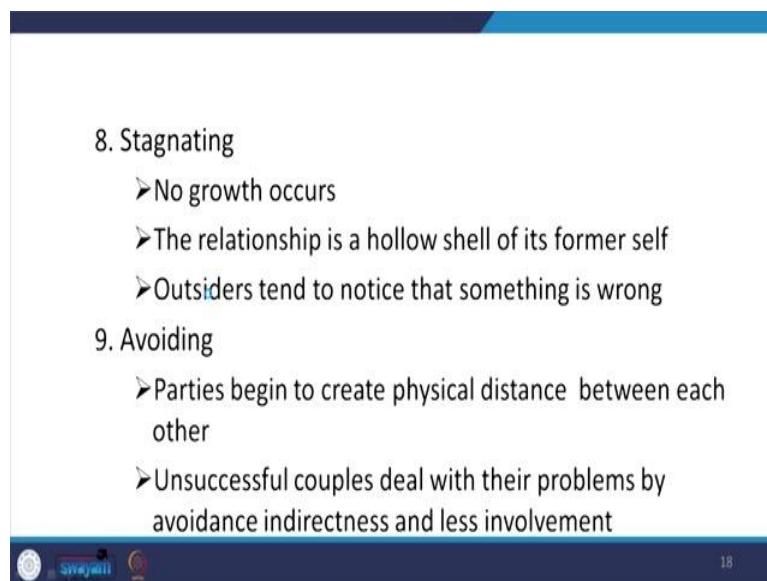
Right from childhood one learns that whenever there is a conflict, if there is a conflict what to do? Do the stop communication and therefore, in that case in the later stage of the life also

whenever there is a conflict or whenever there is a separation or termination then in that case the first and foremost thing will be they will stop communicating or minimizing the communication.

Shrinking of interest and commitment. Now, they are not taking the interest on each other's hobbies, they are not taking the interest on each other's personal life rather than there are no interest in their commitment whether they are commitment or not committed okay let them do whatever their preferences are, so still appears normal.

However, in this stage, they still appears normal to others. So, inside the house, there is a conflict, but outside the house they are together and therefore, in that case you will find there is a still appears normal to others. Attempts can be met to get relationship to a positive place again and therefore, here that is, if you want to continue then attempts can be made that easy the relationship it goes towards the positive in future.

(Refer Slide Time: 30:31)



8. Stagnating

- No growth occurs
- The relationship is a hollow shell of its former self
- Outsiders tend to notice that something is wrong

9. Avoiding

- Parties begin to create physical distance between each other
- Unsuccessful couples deal with their problems by avoidance indirectness and less involvement

18

## 7. Circumscribing

- Partners behave towards each other in old, familiar ways
- Communication decreases in quantity and quality
- Shrinking of interest and commitment
- Still appears normal to others
- Attempts can be made to get relationship to a positive place again

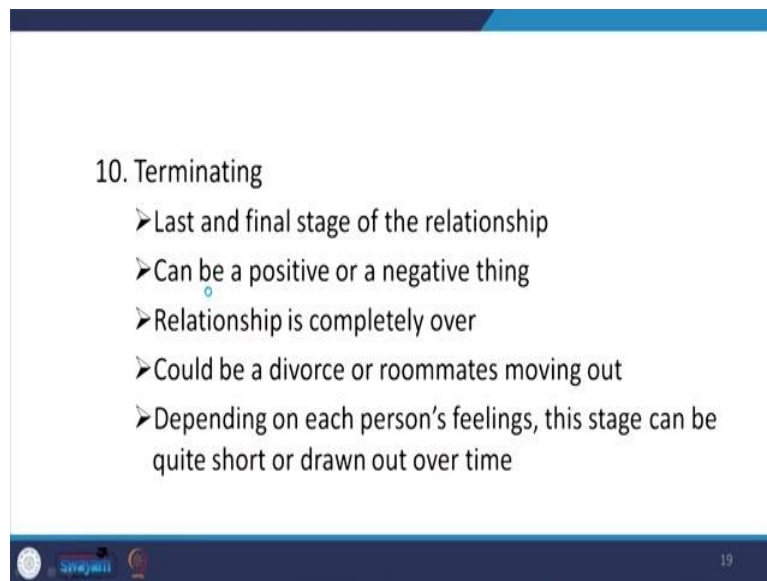
However, what happens that is the stagnating will be there. So, in stagnation there will be no growth occurs whatever as I mentioned in the previous slide that is attempts can be made to get the relationship to a positive place again, but there may be the stagnation, no growth occurs the relationship is a hollow shell of its former self. So, therefore, it is just a hollow relationship is there.

There is no really any relationship and the outsiders tend to notice that something is wrong and then the people start finding out that they are not going together the one person is present, other person is absent most of the time, one person is coming early going later or the other person is coming late and going early and like this type of these stagnating symptoms will be there.

So, what they will do now that the parties they will begin to avoiding each other, to create physical distance between the each other, you will find they are not interacting with each other, they are sitting at the different places, most of the time they are in different corners. And therefore, in that case you can guess that the avoidance has started.

And if these type of situations unsuccessful couples deal with their problems by avoidance and the less involvement and therefore, in that case, they will have less and less involvement with each other and they will help the avoidance strategy for the ongoing for this. So, finally what will happen? It will be terminating.

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10. Terminating

- Last and final stage of the relationship
- Can be a positive or a negative thing
- Relationship is completely over
- Could be a divorce or roommates moving out
- Depending on each person's feelings, this stage can be quite short or drawn out over time

19

Last and final stage of the relationship is terminating and they are in that case you will find that they do not work with each other and they can decide that is okay with this relationship we cannot continue, we have to get apart and therefore, in that case what is the getting together and relationship maintenance, development maintenance and then going to these going apart. So, therefore, they will be the stage will be either separating, termination of that relationship is there.

Now, this can be a positive or a negative thing. Now, if it is a positive thing, positive in the sense that is the if they find very difficult to work each other and is spending the whole life in this stress and creating the problems for each other. Rather than it is better they separate apart and therefore, that is a positive thing is there and the negative thing is that in the case the other people are dependent on them, maybe the children, maybe the colleagues in workplace and therefore, if there is this type of separation is there, then that will be a negative thing is there.

So, ultimately the relationship is over because they have not taking the care what they have taken care at the time of creation of relationship, but when it is declining, terminating and then that stage the relationship is completely over, could be a divorce or roommates moving out. So, if the in personal experiences roommates maybe out or maybe the divorce will be there because they cannot live together and it is better to have a positive thing if the whole life is becoming struggleful then they getting the separate apart.

Depending on each person's feeling now, it depends but that is the what other person wants because everybody will not like to go for these termination of relationships. They may like to carry the relationship because of the so many other social reasons, maybe the financial conditions and so many.

So, then in that case, this stage can be quite short or drawn out over time. So, do not worry in the case you want to continue that relationship. So, you can make the efforts and then again you can go to damage control, damage repairing and then definitely you will be able to come out with this particular type of this relationship.

Now, here I would like to mention on the basis of these 10 steps of the next model, you can understand that how to create the relationship, how to maintain the relationship and when the relationship terminates, but dear friends, it is also possible that this relationship as I mentioned depends on the individual's feeling, so it can be many times because the one person's feeling is there not to terminate the relationship and then there is relationship can go on, go on and go on. So this is all about that is the next model of the interpersonal relationships. Thank you.