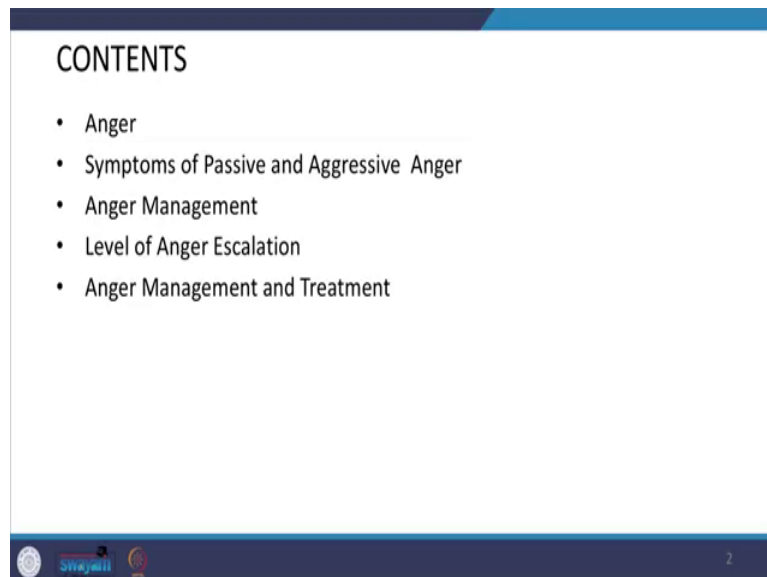


**Managerial Skills for Interpersonal Dynamics**  
**Professor Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture 45**  
**Anger, Anxiety and Depression - I**

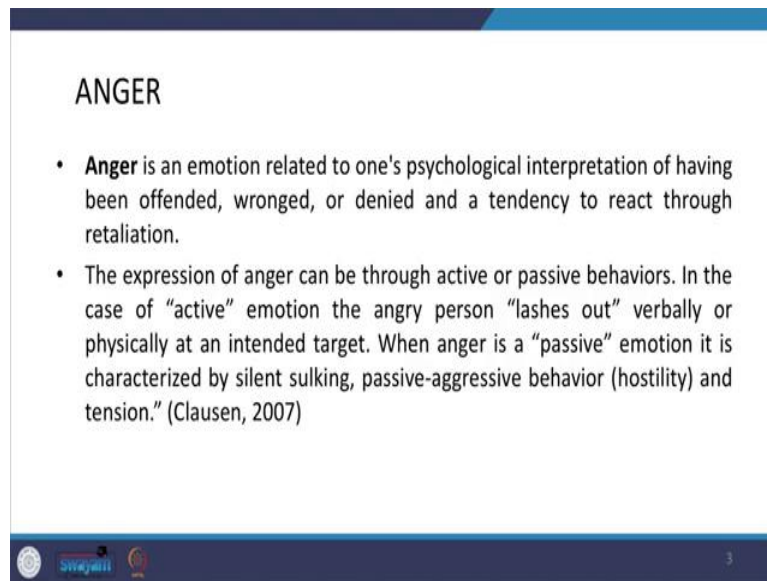
In this session we will talk about the negative emotions and then we will find it is the how an interpersonal relationship, these negative emotions, they play a very very critical role. And therefore, in that case we are supposed to manage these negative emotions. To manage these negative emotions we will talk about that is the how these contents will be the anger that is we will understand what is an anger?

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Symptoms of the passive and aggressive anger, then anger management, level of anger escalation. So, these emotions, that we will discuss one by one, and in that case, we will find out that is the how, we are going for the these emotions.

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**ANGER**

- **Anger** is an emotion related to one's psychological interpretation of having been offended, wronged, or denied and a tendency to react through retaliation.
- The expression of anger can be through active or passive behaviors. In the case of "active" emotion the angry person "lashes out" verbally or physically at an intended target. When anger is a "passive" emotion it is characterized by silent sulking, passive-aggressive behavior (hostility) and tension." (Clausen, 2007)

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Now, here when we are talking about the anger, anger is an emotion related to once psychological interpretation of having been offended, wronged or denied and a tendency to react through retaliation. So, then whenever we talk about the negative emotions. In negative emotions, we talk about it is the why is such a negative emotions are emerged. So, therefore, it is having the first is that it is a psychological, psychological perception which is creating that is I am offended. So, therefore, whenever a person perceives that is the he has been offended and as a result of which this anger as an emotion is responded.

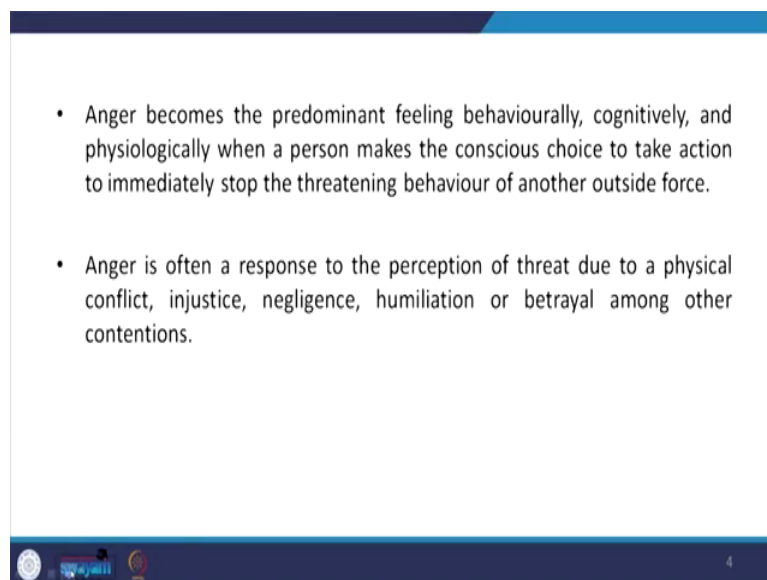
And then there will be the wrong that is the somebody says that is the proving wrong to me then in that case, I will also get angry or denied and I have been denied by somebody and therefore, in that case also that will be the anger will be there and there it is a normally a natural tendency to react through the retaliation. So, whenever there the situation arises, in which either I have been offended, wronged or denied, then as a reaction, this particular retaliation will occur.

The expression of anger can be through active or passive behaviors, so many people, they express their anger in passive behavior also. I am sure that is you know about it is the most of the people they express their anger in an active way. But it is also interesting to know that is there might be the passive way and then if you want to keep our people happy, then we should know that is how they in a passive way, they express their anger. In the case of the active emotion, the angry person lashes out verbally or physically at an intended target.

So, in that case naturally when we talk about the active anger will be there, so in active anger the person will be having the verbally, he will a take verbally attacked verbally or maybe physically at an intended target. So, those who were offended him or denied him, so, then in that case, he will try to attack verbally or maybe, maybe the even though physically will be then. When anger is a passive emotion, it is characterized by the silent sulking passive aggressive behavior hostility is there and tension is there.

So therefore, in that case, passive emotions will be like that, that is a person will remain silent, he will not talk, he will not communicate and as a result of which there might be under tis type of the behavioral will there. And passive aggressive behavioral will be that is the hostility and the tension will be there. And therefore, person will not react to verbally or physically rather than it will be having the.

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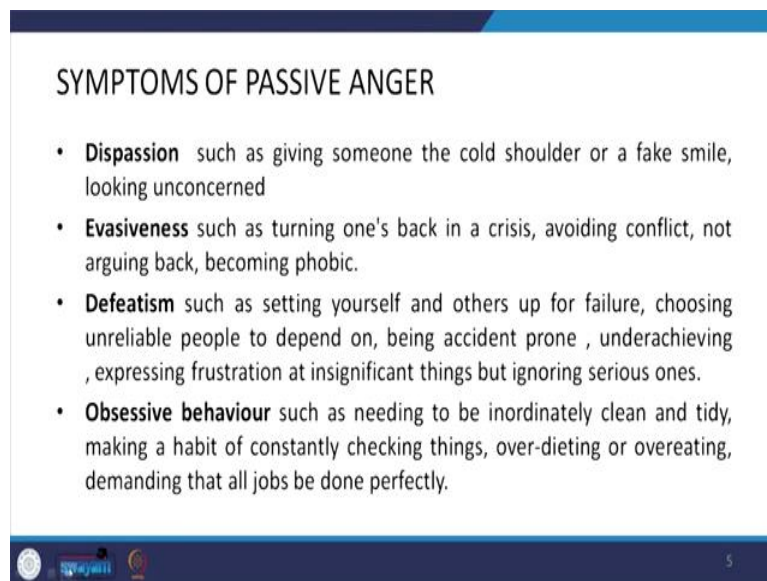
Anger becomes the predominant feeling and behaviorally cognitively and physiologically when a person makes the conscious choice to take action to immediately stop the threatening behavior of another outside force. So, therefore, in that case, it will be the predominant feeling will be there and cognitive and the physiologically will when a person makes the conscious choice to take action to immediate stop the threatening behavior of another.

And therefore, as a result of which it will be becoming the, what will be the action that is that will be the to stop immediately stop. So, it is required that is the we have to understand that is the what are the consequences of the anger. Anger is often a response to the perception of threat due to a physical conflict. So, many times it is it is becoming the threat for the either

there will be the physical conflict will be there or as a result of the somebody is anger, angry then in that case it will be the injustice to the person or to the target and many times you will find that is the negligence is there.

So, if somebody is getting angry with x is getting angry with y, then x will be trying to you know, giving the negligence importance, then humiliation or betrayal that will be also another reaction to this particular sort of the anger they were that they will be the humiliation of betrayal among the contentions will be there.

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**SYMPTOMS OF PASSIVE ANGER**

- **Dispassion** such as giving someone the cold shoulder or a fake smile, looking unconcerned
- **Evasiveness** such as turning one's back in a crisis, avoiding conflict, not arguing back, becoming phobic.
- **Defeatism** such as setting yourself and others up for failure, choosing unreliable people to depend on, being accident prone , underachieving , expressing frustration at insignificant things but ignoring serious ones.
- **Obsessive behaviour** such as needing to be inordinately clean and tidy, making a habit of constantly checking things, over-dieting or overeating, demanding that all jobs be done perfectly.

Now when we are talking about the passive anger, so dispassion, what is the dispassion? Dispassion such as giving someone the cold shoulder or a fake smile and looking unconcerned and therefore, there will not be a warm response and because the person is not happy with the another person. So, therefore, he will do, he will not respond. And therefore, in that case, even if it is because of the like, for example, at the workplace, it is about in it is angry with the superior, then in that case, what he will do?

He will not be having the act of anger, then what will have? He will have the passive anger and therefore, he will have either fake smile or looking unconcerned, he will not interact much, or it can be evasiveness, such as turning someone's back in a crisis. So, therefore, if somebody is angry and another person is in the need, then therefore, he will not help him.

Avoiding conflict, so Many times it is this avoiding conflict strategy will be also there and not arguing back like whatever the person is saying for and hearing, but not arguing back and

becoming phobic. And therefore in that case he will show a behavior in which the he will not having the interaction with that particular person.

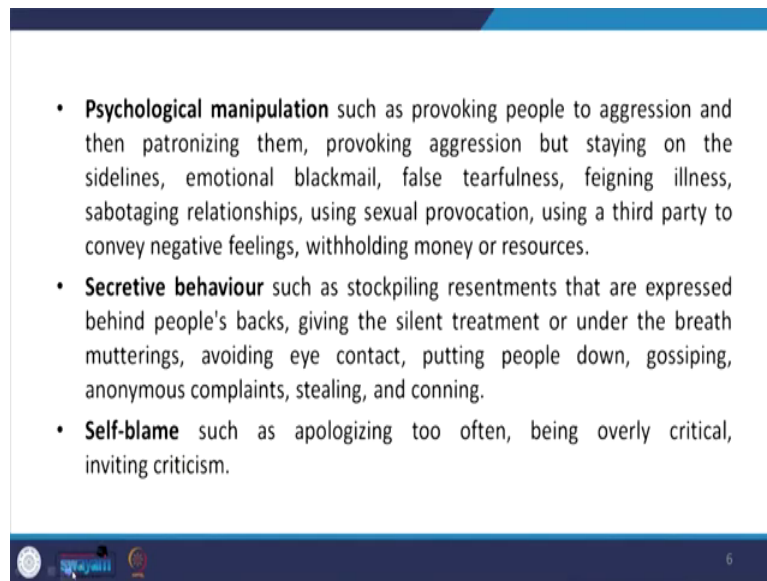
Defeatism such as setting yourself and others up for failure, so therefore, when a person becomes the angry then in that case he will try to get the target gets the failure, choosing unreliable people to depend on. So, it might be possible that is within in when the person is angry, then he may choose the unreliable people and therefore, he will make the team of the people those who are the unreliable or being accident prone and because of the absent minded then in that case it will be that he will be having the accidents prone, underachieving and therefore in that he will not be able to perform.

Or expressing frustration and insignificant things which are not very important, but the people will get the frustration and but ignoring serious ones. However, now for small matters, he will be having the frustration, but in case of the serious matters, it will be ignored. So, therefore, if these type of the behavior is there or this reaction is there and in the anger then that will call the defeatism. Or there can be the obsessive behavior such as needing to be inordinately clean and tidy.

So, therefore, in that case the person may not be giving the attention for his wearing, making a habit of constantly checking things and therefore, because a sort of unrest will be there in the mind and peace will lost. So, therefore, again and again checking something that is the weather the somebody has stolen or not or somebody has misplaced that intentionally misplaced that particular item. So, this type of the thoughts will come in the mind and there will be the obsessive behavior.

Over dieting or overeating that will be also another symptom in case of the passive anger. And therefore, in that case, the person will be having the irregular diets in demanding that all jobs be done perfectly and therefore, because he is not having the peace in mind. So, therefore, in that case he will always try that is the all jobs are to be done very perfectly and therefore, in case of even in the small matters, as I mentioned, the person will be restless.

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- **Psychological manipulation** such as provoking people to aggression and then patronizing them, provoking aggression but staying on the sidelines, emotional blackmail, false tearfulness, feigning illness, sabotaging relationships, using sexual provocation, using a third party to convey negative feelings, withholding money or resources.
- **Secretive behaviour** such as stockpiling resentments that are expressed behind people's backs, giving the silent treatment or under the breath mutterings, avoiding eye contact, putting people down, gossiping, anonymous complaints, stealing, and conning.
- **Self-blame** such as apologizing too often, being overly critical, inviting criticism.

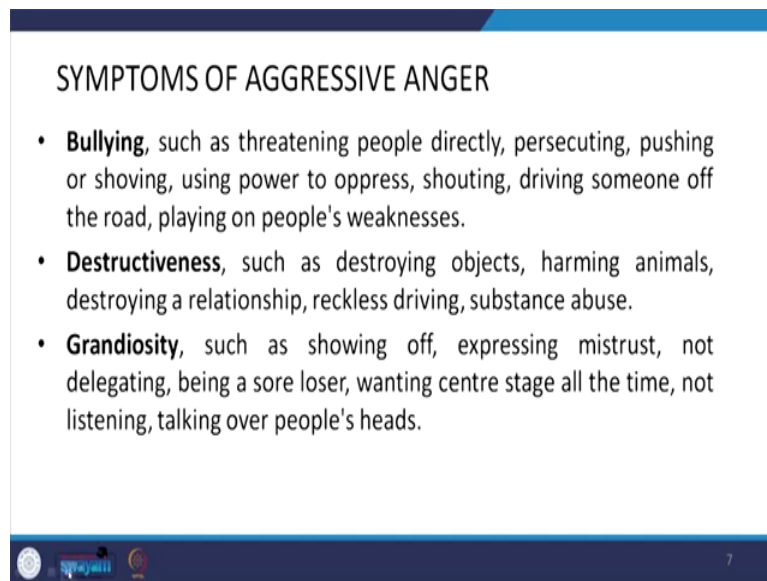
Then the next step of these behavior, in these anger will be in passive anger will be psychological manipulation. So, such as provoking people to aggression and then patronizing them, so firstly he will ask them to revolt and then and they, but when the time will come, then he will he will having the patronizing. Provoking aggression but staying on the sidelines, so, he will not come into front and then he will have these type of these provoking and aggression will be there, emotional blackmail will be there and therefore, always see that is someone needs for these particular emotions, false tearfulness.

And so, and then feigning the illness as that is the showing the that is the even looking for the attention basically, sabotaging relationships and using successful provocation, using a third party to convey negative feeling and withholding money or resources. So, therefore, in that case, he will not have the direct attack on the target and object, but indirectly he will try to disturb. And therefore, in that case, he will create an unfavorable situation with the help of others, but himself will not come in the front.

Then there will be secretive behavior such as the stockpiling or resentments that are expressed when people's backs and therefore keep on talking like this giving the silent treatment or under the breath or muttering, so that there will be showing that is something is fishy is going on. I avoiding eye contact and therefore, or not having the direct communication for putting people down and trying to that is putting the people down. So that the insulting them.

Gossiping and gossipping will be something like very dangerous to the organization or that particular person, anonymous complaints and the stealing and recording will be there. So, therefore, this type of the behavior of the person will be in a demonstrating at the time of the passive anger. Self-blame, such as apologizing to often being overly critical and inviting criticism. So, therefore, always keep on saying sorry and a feeling apologizing and then being under sometimes being very overly critical and the in and in doing the things which will create the criticism.

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The slide is titled "SYMPTOMS OF AGGRESSIVE ANGER" and lists three categories of behavior:

- **Bullying**, such as threatening people directly, persecuting, pushing or shoving, using power to oppress, shouting, driving someone off the road, playing on people's weaknesses.
- **Destructiveness**, such as destroying objects, harming animals, destroying a relationship, reckless driving, substance abuse.
- **Grandiosity**, such as showing off, expressing mistrust, not delegating, being a sore loser, wanting centre stage all the time, not listening, talking over people's heads.

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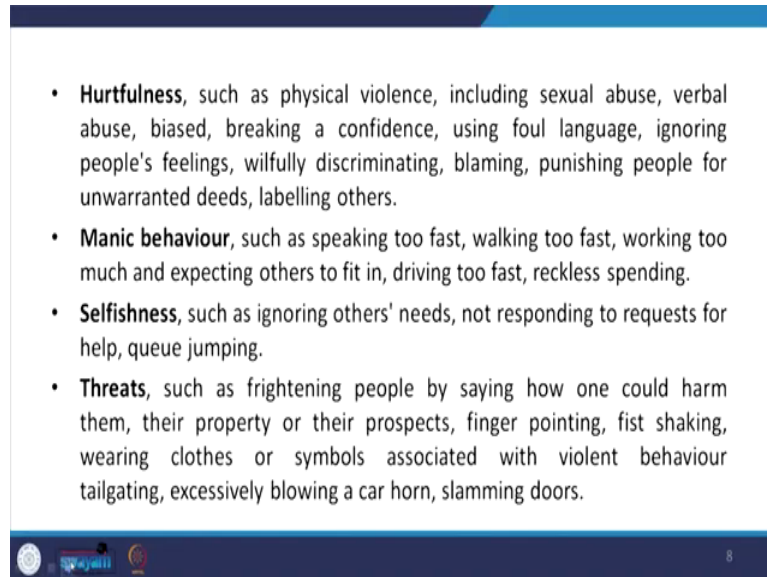
Now, in case of the symptoms of the aggressive anger, the person will be bullying such as threatening people directly while we have seen in the passive anger, he was not coming in the front. But here he will be coming in front and director communication he will have. Persecuting pushing of showing using power to oppress and the shouting driving someone off of the road and the playing on people's weaknesses and therefore, in that case the bullying type of behavior he will retaliate because that is his style is that is the in active anger.

And active anger normally the people are doing the even the physically assault also. Destructiveness such as destroying objects, like the becoming angry and then breaking the plates and the objects or harming animals or destroying relationship, reckless driving and substance abuse. So, these will be the destructive as behavior will be there with the others and as a result of which the person will be having this step of the aggressive anger.

Then grandiosity such as showing of expressing mistrust not delegating, being a sore loser, wanting center stage all the time, not listening and talking over people's head. So therefore, in

that case it will be found that is the person that he will not be able to connect with others, rather than always having the disconnect or distrust with the people, those who are surrounding to him.

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- **Hurtfulness**, such as physical violence, including sexual abuse, verbal abuse, biased, breaking a confidence, using foul language, ignoring people's feelings, wilfully discriminating, blaming, punishing people for unwarranted deeds, labelling others.
  - **Manic behaviour**, such as speaking too fast, walking too fast, working too much and expecting others to fit in, driving too fast, reckless spending.
  - **Selfishness**, such as ignoring others' needs, not responding to requests for help, queue jumping.
  - **Threats**, such as frightening people by saying how one could harm them, their property or their prospects, finger pointing, fist shaking, wearing clothes or symbols associated with violent behaviour tailgating, excessively blowing a car horn, slamming doors.

Next step of the active anger will be the hurtfulness such as physical violence, including the sexual abuse, abuse and verbal abuse, biased, breaking a confidence using foul language, ignoring people's feelings, wilfully discriminating, blaming and the punishing people for the unwarranted deeds and labeling others. And therefore, in that case, the person's behavior will be the hurtfulness very to the object or the target.

Manic behaviors such as speaking too fast, walking too fast, working too much and expecting others to fit in and driving too fast and reckless spending. So, therefore, in that case many times, even if the people are angry with the system. So, therefore, in that case, they will like to get the result to very fall because they are having the doubt that I will not get the result. And to in that particular intention to get the target or their promotions or their success, they will create this type of the behavior and as a result of which, they will be having the manic behavior with the others or at the workplace.

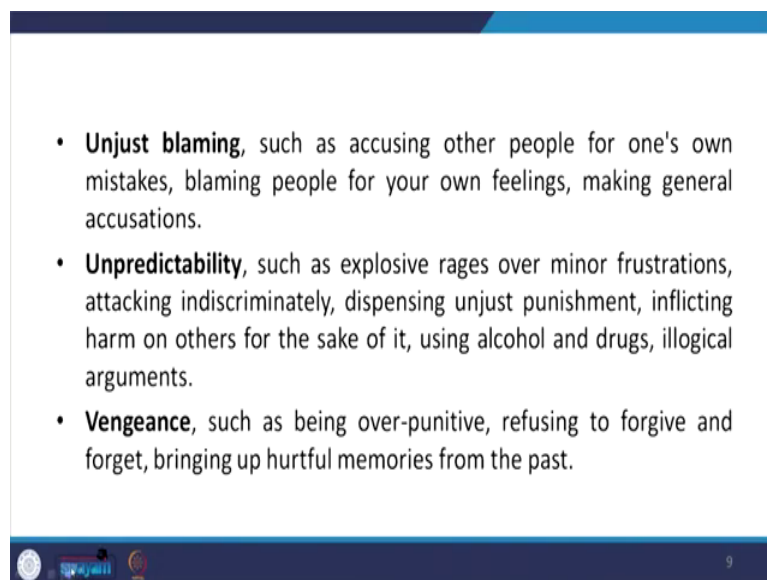
Selfishness such as ignoring other's needs. So, that is the how that not to the other should not get that particular benefit, so that will be selfishness. Not responding to request for help. And therefore, in that case, there will be no respond to the, if somebody is asking for the help at the workplace or queue jumping in definitely looking for their self-interest and ignoring the



interest of others, and this type of behavior will create more and more selfish behavior. Or there may be the threats such as the threatening people by saying how one could harm them.

So, therefore, in that case, the people will try to threaten others, their property or their prospects and therefore it might be that is the writing the complaints about the colleagues or they attacking their property and therefore, in that like this type of behavior, the threats, threatening behavior will be there or there will be the finger pointing on the or fist shaking, wearing claws and symbols associated with the violent behavior and tailgating, so therefore, in that case, showing the aggressive aggressive behavior. Excessively blowing a car horn and slamming doors and therefore, these by doing these that they are threatening to others.

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In many cases you will find that the employees at the workplace they are having the unjust blaming, such as accusing other people for one's own mistakes. Blaming people for your own feelings making general acquisition and this is all these all behavior symptoms of the active anger is basically because as I mentioned that is the maybe that is they have been denied of something. Hence is the definitions we have seen that is – If they have been denied by these something or they are not achieved their goals, they are proven wrong and once they are proven wrong, so they will retaliate in this active way, they will express their anger.

Unpredictability such as explosive rages over the minor frustrations, attacking indiscriminately dispensing unjust punishment, inflicting harm on others for the sake of it using alcohol and drugs and illogical arguments will be there. So, if this type of the behavior will be there, then definitely in that case the person will be very unpredictable, that is we

never know, when he will be happy and when he will be angry and therefore, this type of behavior that the person will reflect.

Vengeance, such as being over punitive refusing to forgive and forget and therefore, because anger fit the system. If the person is not happy, then in that case definitely he will be angry either with the system or society, by self also. And therefore, this type of behavior that will be reflected and that will be refusing to forgive and forget and bringing up the hurtful memories from the past and then in that case, they will show that hurtful memory whatever they are having in the past.

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LEVELS OF ANGER ESCALATION			
HEALTHY	MILD	SERIOUS	EXTREME
You are calm & happy most of the time	You are not as happy as you want	You are irritated most of the time	You are always angry about something
You get frustrated some time but it does not last	You feel frustrated & irritated often	You have a lot of battles going in your mind	You have a negative view of other people
You get angry very rarely but you take effective action	You keep your feelings to yourself	You feel like a victim for others actions	You hurt the one you love

Source:- Levels of Anger in Self Development ( Article) 10

So, there will be the different levels of the anger escalation, healthy mind, serious and extreme. So, healthy will be you are calm and happy most of the time. When you are calm and happy most of the time, then there will be the healthy sign of the anger escalation is there and then it may convert that is you are not as happy as you want. So, there will be mild anger escalation will be there. Because, if the persons in this side, the demands are not satisfied, so then in that case, it will be the person will be having this particular sort of healthy mind.

When he is happy, he will having these, these sort of the common happy and most of the time. So, because he will be busy in his work. So, if your colleague is busy in his work, looking happy, so then he is not the angry with the anybody or any system, or a society and or if a mild will be there, when the not happy as you want. So, therefore, in that case, you will not be happy as the they will be the mild be mild anger will be there, but when the person

start irritating most of the time that shows that there is a serious and serious reason is there for the anger.

And please understand, that he may irritate it with maybe angry with somebody else and may revert to the others. So, therefore, we have to understand, that is there is a serious behavior is there and we have to take care that is the person is the angry and the level of anger is high, or it can be extreme, and in extreme anger you are always angry about something and therefore, the it will be repetitive behavior. So, whatever the negative emotions were there, which we have discussed earlier and that will be repetitive to you. And therefore, it means that the person is the level of anger of the individual is very high.

In case of the if get the frustrated sometime, but it does not last. So, therefore, the frustration naturally the human being is there and there will be the adverse situation and favorable conditions. So, therefore, in this case the person will get frustrated, but it will now frustration is also a natural, but it is not the extreme it is just in healthy sign because the human being is there.

So, he will get frustrated and which is natural, but when you feel a frustrated and irritated often then in that case you will find that is the that is becoming the level of anger escalation is that is becoming the mild or you have a lot of battles going in your mind and there is no peace and there are a lot of thoughts are there and thoughts are conflicting.

And therefore, in that case this the mind and brain is totally upset, then it is becoming the seriousness is there or you have a negative view of other people and then into the extreme, then you will starting having the negative view about the other people. You get angry very rarely, but you take effective action. So, this will be healthy sign of the anger, that is the normally you are not angry, but very rarely you become angry and you take effective action and therefore, whatever the causes there for the anger and you are taking the effective action, mild will be that is you keep your feelings to yourself.

And therefore, in that case, like the one was there passive anger and that is a keeping the calm and then therefore, not interacting with others. If these type of the feeling is there, then you will feel you will keep your feelings to yourself. A serious will be you feel like a victim for the others action and then the person start feeling that is no no people are making victimization and therefore, the serious anger will be there and you hurt the one you love and therefore, in that case, whom you are having the very extreme anger, then definitely it will be

that is you start hurting the people to whom you love and that shows that is anger is at the extreme level.

So, therefore, in that case it becomes important, how to manage the anger? And to manage the anger we will take a timeout, so always try that is the, you are going away from that particular place and taking time that is the yes, before I retaliate, I hurt others. Before I decide that is a someone has done harm to me, we have to be judiciary, we have to understand, that is the whether we have taken the time, whether we have rightly understood or not.

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**ANGER MANAGEMENT**

- Take a timeout
- Once you're calm, express your anger
- Get some exercise
- Think before you speak
- Identify possible solutions
- Don't hold a grudge
- Use humour to release tension
- Practice relaxation skills
- Know when to seek help

*Perception shortcuts*

- 1 halo effect
- 2 Cont. on fiction
3. Projection

*Cancelling discussion & meeting:*

Sometimes there are shortcuts in judging others, whenever we are talking about the shortcuts in judging others that will be the one is the halo effect. As I mentioned, it is the anger is (( ))(24:36) out of the perception and therefore, in perception, we have to be very clear, that is the whether the target to whom we are perceiving that is we are perceiving in the right way or not because many times we are having the shortcuts. And if we use the shortcuts, then definitely in the perception, then that will be the misunderstanding.

So, normally why we have the, what type of the shortcuts we have? One is the halo effect. Halo effect will be when we are talking, we are judging a person only on a signal characteristics. So, person is looking good. So, he will be a good person, person is rich, so he will be a nice person. So, is this type of the feeling is there and then definitely that will talk about shortcuts in halo effect. Sometimes, we are getting the angry because there is the contradiction.

So, there is a contrast personality. So, what type of personality I hope that the person is having the different personality and therefore, I do not like? If these type of the behavior is there, then definitely we will having the shortcuts in judging others and then we will be become angry very fast. The third one is that is the projection. When our projection fails, we will get angry. So, therefore, in that case we will find that is the it becomes very important, that is the how we are doing this particular, how we are carrying this particular perception.

If our perception is not correct, then in that case definitely we will having the wrong perception and because of the wrong perception and we may carry the anger and if we carry the anger based on the wrong facts basically, then definitely it will be affecting our health, peace and the style of function working and lifestyle also. So, therefore in that case always before we whenever we become angry, we should take a timeout and try to see whether there is a there is no shortcut in judging others.

Otherwise we will get angry on the wrong basis. Once you are calm express your anger, so then we can express our anger effectively. So, how effectively we can express our anger? We can effectively express our anger, when we are talking about that is the like, for example, the counseling, discussions and meeting. So, if we are not taking our time out and then so, then in that case our the anger expression will be actual anger expression that we have to avoid.

So, what is required? That is we have required to become express our anger, so that will be in the will be only on the basis of our where once we become the calm the mode, mode of expression of anger may convert into the positive actions and therefore, the person with whom we are angry, we can discuss, we can talk and then we can find out whether the what is the reason. If I am getting this perception that is you have done harm or it seems that you are not happy with me, or it seems that you are angry with me.

So, therefore, in spite of the to cut the anger with the anger rather than it is the to cut the anger with the counseling, discussion and meeting. Now get some exercises. So, because you see that is for example, happiness, happiness is because of the dopamine, optimism is because of the oxytocin. And therefore, in that case, when we are talking about these bodies, now physical, physical response, and then in that case, if you are doing the exercises our hormone secretion that will positive hormone secretion that will be good.

And then if there is a positive hormone secretion are there, then we will getting by doing the exercise and when we will help this exercise we will be having the, the control of the anger.

Think before we speak and therefore, we must be very careful while the speaking and are before hurting the others identify the possible solutions, there will be n number of solutions and those solutions we can take care with the help of the more thoughts, more brainstorming sessions, consulting others, that is this is the problem how I can overcome this particular problem. Do not hold a grudge so far, everything is temporary.

So, why when change is permanent? So, why they should be carrying a particular negative emotions about a particular person, it is possible that tomorrow even you will not meet him. So, therefore, in that case do not we should not have hold a grudge. Use humor to release tension, already I have talked about the humor in the workplace and therefore, try to learn that is how to create the humor or with the decency and with respect to others. A practice relaxation skills, that is the how we can get the that is relaxation like for somebody says counter starts, a count start counting shapes, it means that you give some time talk it out.

Know when to seek help, and then always we should be very clear that is this is a suggestion which is the adverse situation, unfavorable situation and therefore, I should seek help from the others. We should not hesitate to take help from the others to solve our problems. When our problems will be solved, our mind will be at the peace and therefore, in that case, our visible try to get the work together and with the interpersonal relationship will be very good when we learn the anger management. So, this is all about the anger. About the anxiety and depression. I will talk in my next session. Thank you.