

**Managerial Skills for Interpersonal Dynamics**  
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**Lecture - 07**  
**Forgiveness - I**

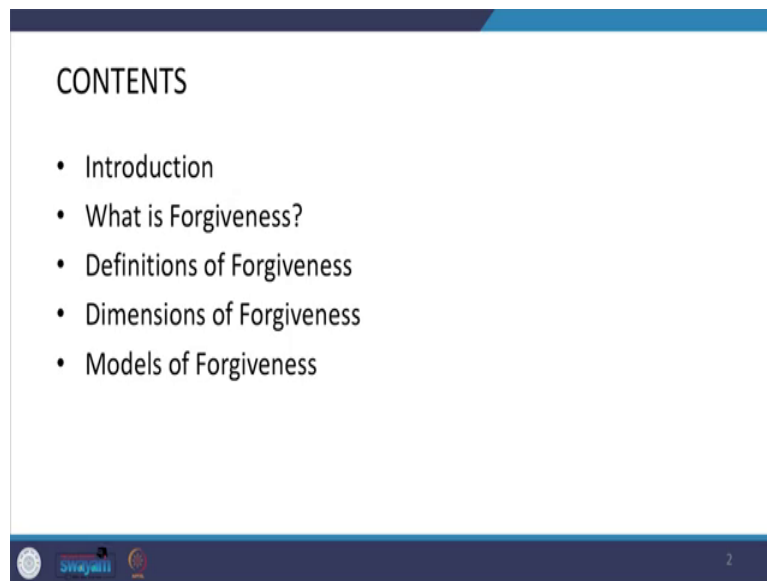
Last time I have discussed with you the (( ))(0:26) concept and in the (( ))(0:28) concept I have expressed talk about the inclusion, affection and control. And then I also talked about that is the express inclusion, express control, express affection and want inclusion, want control and want affection.

Dear friends, these type of interpersonal relationship that requires certain value systems unless and until you do not have those value systems, you cannot go with the want of affection or the inclusion of affection or the you want the control others or how to control others. And control and auto correction, that has to be differentiated.

If you are going for the autocracy style of leadership, then that is not good, but if you are going by the control mechanism in a systematic way, that is required to control any system, to control any particular procedure or to control a particular policy this that is important, but for every system, whether it is the inclusion, or control or affection, there are certain value systems are required.

So, now my few lectures in the in this continuation, that will be related to the certain positive emotions, and in one of them positive emotions is that is the forgiveness. Dear friends, it is right from the childhood we learned, that is, if you want to create the happiness, you should be forgiving others. If you are not forgiving to others, then you cannot be get included, you cannot be affectionate to a part and you cannot be a part of the society.

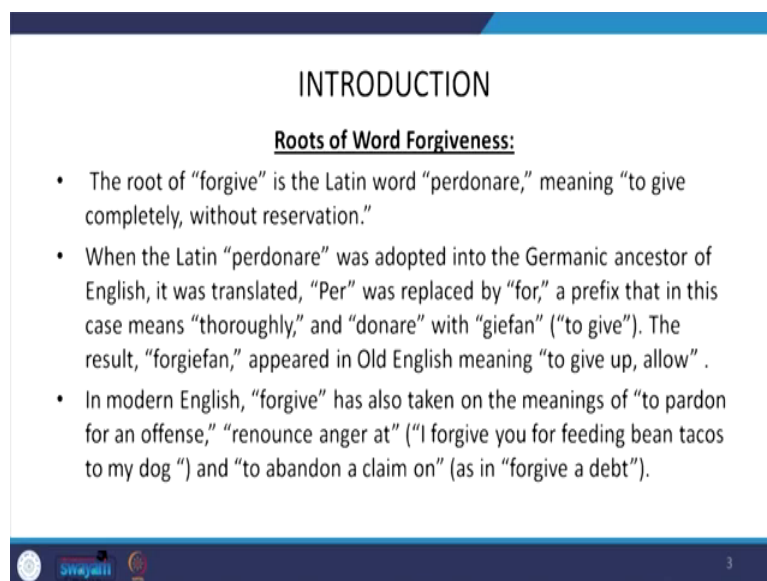
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So therefore, in this session, I will talk about the forgiveness and introduction of the forgiveness, what is the forgiveness?

Definition of forgiveness, dimensions of forgiveness, one model of the forgiveness and in this particular session and in subsequently session, I will talk about the another model of the forgiveness discussing certain case studies and then the research papers on this particular topic of the forgiveness is there. So, I feel that that whenever we are talking about the managerial skills of a interpersonal dynamics, it becomes a very very important, that is the we learn the forgiveness.

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So, how these word forgiveness have been started, the root of forgive is a Latin word that is the perdonare meaning to give completely without reservation. So, therefore, when we talk about the ((3:09)) this literature, then in the academic literature, then definitely in that case it is to give completely without reservation is there. So, therefore, in that case we will talk about this is the forgiveness is there. But I also remember the forgiveness from our mythological literature and therefore from in the Mahabharata, in Ramayana you will find that is the importance of forgiveness has been deflected.

And in that case like, for example, the Dhropati is the one character which is also known for the forgiveness is there, and that incidents of the Ashwatthama, the one of the characters in Mahabharata, and then that the forgiving by the Dhropati to Ashwattham then that becomes a very very important incidents is there. So, therefore the forgiveness concept in Indian context also, Indian culture also you will find that is the well-established and then it is also have been mentioned in our ancient literature.

When the Latin the “perdonare” was adopted into the Germanic ancestor of the English, it was translated that is ”Per” was replaced by “for”, and a prefix that in this case means the thoroughly and the “donore” with the “giefen” to give the result is the forgive, then “forgiefan” appeared in Old English meaning “to give up and allow”. So therefore, in that case, these according to this particular the Latin word from the Latin word, the “English” word and has come “forgiving”, “forgiven” and “forgiefan” and appeared in Old English and the meaning of given in this particular Old English for this particular forgiveness is to give up or allow.

In modern English, the “forgive” has also taken on the meaning of “to pardon for an offense”, and therefore in that case, it is “renounce anger at” I forgive you for feeding being tempted bean tacos to my dog and therefore in that case it is again the message is same to give up our to allow the particular person. And “to abandon a claim on” that is (as in “forgive a debt”) and therefore, in the modern English also this is talking about that is the, okay I give up I allow you that what you have done.

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**WHAT IS FORGIVENESS?**

- **Forgiveness** is the intentional and voluntary process by which a victim undergoes a change in feelings and attitude regarding an offense, lets go of negative emotions such as anger, blame etc. with an increased ability to wish the offender well.



Sometimes we forgive not because we are wrong, but because staying angry robs us of happiness.

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Forgiveness is the intentional and voluntarily process. Now, you please understand, that is the these two dimensions are very very important. Forgiveness is intentional, and whenever we are talking about the intentional that means a it is the by person knowingly. It is knowingly and voluntarily, willingly, knowingly and willingly, it is not by force. It is not by pressure, it is not in any interest, it is selfless interest, and therefore in that case you will find that he is the person is forgiving somebody that is the with the intentional, not unintentional, with intention to forgive, and voluntarily, I want to forgive you.

So, you were misconduct, your crime is noted, but I do not want to punish you. So therefore, I by myself in willingly and even knowingly, that what you have a done, I give you or give up allow allow you to do this thing or I give you to forgive yourself or forgive I forgive you and therefore, in that case it means that, the two these two conditions.

Because if you are forgiving somebody with the interest, right? Then it is the it is not the fair thing, because it is not that you really voluntarily with your value systems, you are forgiving somebody, you are forgiving somebody that in return I will get something, right?

So therefore, these two parameters are very very interesting in the forgiveness is there, by which a victim undergoes a change in feeling and attitude regarding an offense. So therefore, it may change, however, I will talk about the other dimensions also because you see, that is the for forgiving person should be deserving that. If the person is not deserving the forgiving, right? Then these reaction will not come, a change in feeling not necessarily, right? So, to

whom you are forgiving, that person should have that particular eligibility for getting the forgiving.

And attitude, change in attitude is not that easy that you are forgiving somebody, he may take it granted, and therefore, in that case it is possible that is the you are doing the good, but to a wrong person, you are doing a right thing to a wrong person and therefore, in that case, one should be very careful in forgiving others. It becomes very very important that is the whenever there is the viewer to see, whether the person to whom you are forgiving actually, in fact, there is no intention also, right? That is the he should change.

But voluntarily you want to forgiving the person, lets go of negative emotions, but this is for myself. If I am forgiving somebody, it is not necessarily to change others, but it is the let it go the negative emotions of myself also because if I will not be forgiving, what will be happen? The happening will be that is the I will be always busy with my negative emotions, maybe revenge, maybe insult, maybe humiliation and that will be in my mind always and always and therefore in that case, as it is not the forgiving is a response, it is not reaction.

But if I will not forgive, it will be a reaction in my mind and therefore, negative emotions will keep on coming, such as anger, yes, then if negative emotions are there I will be angry and then if anger will be there, then there will be the destructive, dysfunctional activities, then blame, so therefore, I will always keep on blaming others. So, negativity will be there in the personality and therefore, in that case it becomes very very important that is the many times with the situation we have to forgiving others.

Why? With an increase ability to reach the offender well, and with this intention, “okay, I forgive you and I wish that is in future you will not do this type of things”, and then you will do you will use your strength, not for destruction but for the construction, for creation, right? And therefore, the forgiving many times it becomes a solution to the problem.

Sometimes we forgive not because we are wrong, right? But because staying angry robs us of happiness. And therefore, in that case, then we have to understand whether it is the right forgiveness or it is the wrong forgiveness is there.

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**WHY FORGIVENESS MATTERS**

- Forgiveness is a way for individuals to repair damaged workplace relationships and overcome debilitating thoughts and emotions resulting from interpersonal injury.
- Left unattended, damaged work relationships, and the resulting resentment and anger, can interfere with performance and productivity whenever people must work interdependently (Dutton, Ashford, Wierba, O'Neill, & Hayes, 1997; Heimer, 1992).

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Now, we will try to understand that is how forgiveness matters. Forgiveness is a way for individual to repair damaged workplace relationships, a wonderful idea, right? So, in the value system, developing the value system, there are so many issues are there, that is the individuals to repair the damaged workplace relationships, that becomes very very important and the overcome that is the debilitating thoughts and emotions resulting from the inter personal injury.

This becomes very very important at the workplace, whenever we are talking about the relationships are there and we want to maintain the relationship at workplace, you see you have to work for a long period of time, or even if you are spending a short but memorable period of time.

So therefore, in that case, if you want to go for a short and memorable or a long and memorable and affectionate time and therefore, in that case the forgiveness matters because if you will not forgive, there will be conflict, conflict will turn into disputes, disputes will turn into the legal actions and as a result of which the path of negativity will start.

To avoid this, it becomes very very important that is, you are having a tendency for the forgiveness time to time, resulting from the and our and therefore in that case you will overcome from the interpersonal injury. What is your focus? Your focus is to do excellence at your workplace, your focus is not to punish somebody. You are not here to punish somebody, here you are because to do your job excellent way, either as an academician or as an industry person, right?

What do you want to do? Best, you want to do your best, and to do your best, you should possess some positive values like forgiveness. Then let unattended, damage your relationships, and the resulting resentment and anger, can interfere with performance and productivity whenever people must work interdependently. Now please understand, if you are not living the relationship properly and then if there is a damage work relationship is there, right? And there are the activities or interactions which has which are creating the anger, correct, what will happen?

It will interfere with the performance and productivity and therefore, please understand, you are, in the organization in the system, it is not you alone can do anything, you have to take support from others, you have to work with others, right? And that I have discussed in (( ))(14:46) also. So therefore, in that case what is important? It becomes very very important that is the we have to let it go the anger, let it go the negativity, let it go with the have the performance and productivity.

And therefore in that case, you will be able to do this particular task in a best way, your task, your job responsibility that you will be able to perform in the best way.

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| DEFINITION OF FORGIVENESS                      |  |
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| Author   | Definition   |
| Enright & Human Development Study Group (1991) | Forgiveness is the renunciation of negative emotions and judgment through the love and compassion towards the offender.  |
| Baumeister et al. (1998)                       | Forgiveness means letting go of the mistakes done by oneself and others. forgiveness made up of two components: interpersonal and intrapersonal. The interpersonal component is the expression of forgiveness in the direction of others, whereas the intrapersonal components recognize the self-referential aspect of forgiveness. |

The Enright and Human Development Study Group in 1991, they have given a definition of forgiveness. Forgiveness is the renunciation of negative emotions and judgment, through the love and compassion towards the offender. So therefore, as I mentioned, those negative emotions and judgments that they are replaced through the love and compassion, when your heart is full of love, full of compassion and therefore you will not go for any negative

emotions like the anger but there you will have, try to understand why this person has done this, what is the reason? It is not that is the only what is happened but you will try to understand why it is happened, and therefore, through the love and compassion, you will be able to compensate that negativity, full of love and compassion, heart is full of love and compassion and therefore in that case, it is the always welcoming others.

People want to work with you, people want to take risk and they want to do their best, they are not scared, they are not restricting themselves not to doing, rather they are open to doing, to do, the work environment is not like this not to do, "if you will do, you will be in the problem", no, no, not like that, because the forgiveness is there, if I will do, and something goes wrong, my boss will take care of me. That confidence is there and therefore, as a result of which the person will like to do, and not, not to do.

Then Baumesiter et al.1998 he talks about forgiveness means letting go of the mistakes done by oneself and others, here, I would see your attention, have you noticed? What I read? I have read, mistakes done by oneself, oneself and others. Till so far, I was talking about forgiveness of others and here the concept has come forgiveness of self. So, one should also learn, one should also learn to forgive oneself. If I had done something wrong, even nobody has noticed, nobody has understood, but I know, I cannot hide myself.

So therefore, in that case, I know that no, I have not done this thing, right? I have not done justice, something is went wrong and I was the instrument in that, and if it is so, but done cannot be undone, whatever is happened, it has happened. So therefore, in that case, it becomes very very important, that is you are going for the forgiving yourself, forgiving self that is a beautiful concept has come, right?

Forgiveness made up of two components, interpersonal, me and others and intrapersonal myself and therefore, the interpersonal component is the expression of forgiveness in the direction of others, whereas the intrapersonal component, recognize the self-referential aspect of forgiveness, beautiful, very beautiful.

And therefore in that case you will find, that is do not learn only to forgive to others, you will find many personalities, they are very nice to forgive others, but they are not nice to forgive themselves, they do not follow that value of forgiving themselves and therefore, here the concept is learn to forgive yourself also.



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| Author                 | Definition  |
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| Thompson et al. (2005) | Forgiveness as the enclosing of a perceived transgression like responses of an individual to the person who is doing wrong (transgressor) and the wrong event itself (transgression) are changed from negative emotions to positive emotions. The source of a transgression may be oneself, another person or persons, or a situation |

The third definition, Thompson et al. forgiveness as the enclosing of a perceived transgression like response of an individual to the person who is doing wrong, that is a transgressor and the wrong event itself there is a transition or change from negative emotions to the positive emotions. So, there are the three parties, one is person who has done the wrong, that is a transgressor, you are in the position to forgive the person. So, therefore, in that case it is the yourself.

And third is that is the event, event is here in this definition you will find that is the situation, it is not your fault dear friend, it is not my fault, but it was a situation like this and things went wrong and therefore, in that case, we have to learn forgiveness to self, forgiveness to others and forgiveness to event or situation that is it transgression.

And therefore, it is very interesting that is if you go by these three definition, the first definition is talk about that is the, you yourself will be full of love and compassion. Second definition comes, which talks about forgiveness means letting go of the mistakes done by oneself and others, there is the forgiveness of self.

And the next definition, that talks about forgiveness of self, forgiveness of others and forgiveness of situation. So, many times, many things are not under our control and therefore, the things went wrong, but let us forgive this because the situation was not our control and that things went wrong, so therefore, we should forgive it.

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| DIMENSIONS OF FORGIVENESS (THOMPSON ET AL. 2005) |   |
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| Dimensions                                       | Definition  |
| Forgiveness of Self                              | Intrapersonal forgiveness or forgiveness of self is defined as the constructive attitudinal move as a result of self-perceived transgression concerning the beliefs, emotions, and activities.                        |
| Forgiveness of Others                            | Interpersonal forgiveness or forgiveness of others has been defined as abandoning the thoughts of revenge for a wrongdoer by releasing the resentments, hatred, and hostility   |
| Forgiveness of Situations                        | Forgiveness of situations has been defined as that aspect of forgiveness where the source of transgressions cannot be attributed to self or other and letting go of resentments which arises because of circumstances |

So, according to the Thompson because my research is done on this particular dimension, the Rinky Dahiya has done on this particular dimension, this work that is about the forgiveness. So, in this forgiveness you will find that is these dimensions and the research has been done and my research findings I will share with you later on in my next session.

So, forgiveness of self, intrapersonal forgiveness or forgiveness of self is defined as the constructive attitudinal move as a result of self-pursued transgression, that is a event situation, concerning the beliefs, emotions and activities. I will explain you. So, whenever we are talking about the forgiveness of self, right? First and foremost is it is constructive attitudinal parameter, constructive attitudinal, positive attitudinal, full of love and compassion that becomes the that is a move.

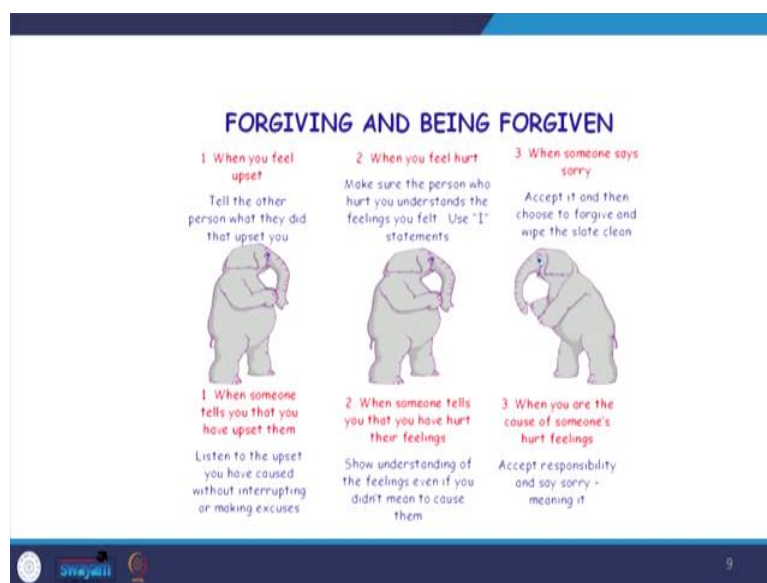
So, move is not destructive, move is constructive attitude. Then, second important, what you have perceived? So therefore, in that case because many times we react on what is happened? And we forget to understand why it is happened? So, when we know why it is happened, then we understand, that is okay, because of the situation, right? And then there must be some reasons and when we know the reasons, then our anger goes down.

But it depends on our beliefs, our personal beliefs, whether the people are good or people are bad. Normally, people are good and normally people are bad, what is your belief? If you believe is, normally people are good and then in that case your forgiveness that will be better. Emotions and activities in which you are involved and therefore you yourself will forgive, your belief is, okay, I never do anything wrong, but this wrong thing is happened.

So, it is situational, fine, I will forgive myself. Forgiveness of others, interpersonal forgiveness, or the forgiveness of others has been defined as abandoning the thoughts of revenge, for a wrongdoer by releasing the resentments, hater and hostility, right? And therefore, in that case, what in the first the positive emotions in forgiveness of others also, the thought should be not for the revenge, no negative thoughts.

Not for the revenge, not for the resentments, hatred and hostility, rather than we will continue it with the perception of forgiving others. The third dimension the Thompson is given forgiveness of situations, forgiveness of situations has been defined as that aspect of forgiveness, where the source of transgressions cannot be attributed to self or other and letting go of resentments, which arise because of circumstances. And therefore, in that case, you talk about that is this particular type of the forgiveness that is coming because of these particular circumstances, there is a forgiveness of situations is there.

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So whenever we talk about the forgiveness of self, forgiveness of others and forgiveness of situation, it leads to that is the forgiving and being forgiven. So, when you feel upset, tell the other person what they did that upset you. So talk to them, when you will talk to them and then you will understand that is the why the other person has done these things.

So do not just come for the punishment, do not just come for do not get the anger, right? Do not be angry, what is required is that when you feel that something is the upset is done, then tell the other person that is the what they did that upset you.

When you feel hurt, make sure the person who hurt you, understands the feelings you felt use I statement, and therefore in that case, you can talk about that is the person who that I, I got hurt, by your this particular action. And therefore, in that case, whenever you say that is the I have got hurt, because it is possible the person may not be intentionally has done that particular thing, it is unintentional but unless and until, now here I would also like to connect with the (( ))(27:21).

So, expression, expression becomes very very important dear friend, once you learn to express in a positive way, not to express the anger, but try to express the emotions in a right way, not in a wrong way and therefore, understand the feeling you felt that is the use the I statement and talk to them that is the this is not fair, I think so, because I have got hurt by your this action.

Because you see, that is when you get upset, what is the reaction? You get upset, the reaction is anger. When you get hurt, what is the reaction? You cry, you start weeping because you have because you got hurt. So, it is not the question, that is the I got upset by your action.

So, I have got hurt by your this action, right? So therefore, immediately emotions will change. When someone says sorry, right? Accept it, do not reject it, because not for that particular person, I have my opinion about this, not because for that person, but also that you were negativity negative, emotions in your body that should not continue.

And therefore, in that case, it becomes very very important that is the if somebody says sorry, accept it, do not distrust him and then choose to forgive and wipe the slate clean and therefore, forgive and forget, right? So therefore, it becomes very very important that is the how do you respond to a mistake. When someone tells you that you have upset them, they listen to the upset you have caused without interrupting and making excuses, right? So, therefore, in that case that you have upset somebody, then in that case, when you feel upset, that was there.

But when you make somebody upset, listen to the upset you have cause without interrupting or making excuses. So, first listen to that particular person that is what is the upset is there. When someone tells you that you have hurt their feelings, then show understanding of the feelings, even if you did not mean to cause them and therefore, in that case, that you have to take care of the feelings of the other person, so when somebody tells you that you hurt their feelings, please be careful and try to understand that is the you take care of their feelings.

Because for you, that relationship is more important, it is not the question of winning and losing, it is the question of that is you are having the concern for that particular person. And therefore, in that case, you take care of the feelings of the others. When someone says sorry, when you are the cause of someone's hurt feelings, accept responsibility and learn to say sorry, your ego should not stop.

If our ego stops to say sorry, it means that for ourselves we are having the different parameters of forgiveness and for others we are having the different parameters of forgiveness, which is not fair. What is important is that those all parameters they are required to be the same. And therefore, in that case it becomes very very important that is the you accept responsibility and say sorry and that is meaning it and therefore, whenever for forgiving and being forgiven please see whether person is upset you, or you upset person, person has hurt you or you have hurt the person or someone says sorry, and then are you are to say sorry.

So, you create an environment where there is no negativity, there is no negative emotion, there is no anger, there is no cry rather than there is a joy in case of that by saying sorry, let continue with the interpersonal relationship.

This is all about the concept of definition and the understanding the different ideas on forgiveness and under finally, to make the forgiveness of self, forgiveness of others and forgiveness of situation. Thank you.