

# Interpersonal relationship

It is strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close to each other and eventually results in a strong interpersonal relationship.

## Forms of Interpersonal relationship

An interpersonal relationship can develop between any of the following:

- Individuals working together in the same organization.
- People working in the same team.
- Relationship between a man and a woman (Love, Marriage).
- Relationship with immediate family members and relatives.
- Relationship of a child with his parents.
- Relationship between friends.

Relationship can also develop in a group (Relationship of students with their teacher, relationship of a religious guru with his disciples and so on)

Must have in an Interpersonal Relationship

- Individuals in an interpersonal relationship must share common goals and objectives. They should have more or less similar interests and think on the same lines. It is always better if individuals come from similar backgrounds.
- Individuals in an interpersonal relationship must respect each other's views and opinions. A sense of trust is important.
- Individuals must be attached to each other for a healthy interpersonal relationship.
- Transparency plays a pivotal role in interpersonal relationship. It is important for an individual to be honest and transparent.

## **Rapport building techniques and tips:**

**1. Don't Cross Your Arms When Speaking To Someone:** This may not seem like a big deal but crossing of the arms in psychological and legal analysis represents a certain type of defense or closing up. Generally, someone who folds their arms appear to be shielding themselves physically and emotionally from the outside world and other people. When building rapport, it's best to keep your arms to your side and to depict a sense of comfort and receptiveness.

**2. Make Eye Contact:** Eye contact is a sign of confidence and interest. When you make eye contact, you're engaging more than one of your senses in the conversation which makes building rapport easier. It's more of a skill, the more you practice, the better you get at maintaining eye contact with people you meet.

**3. Use the Person's Name:** Okay so you don't have to say their name every single minute but throw it in a few times during the conversation because this subconsciously registers that you are speaking directly to him/her. This is an important part of building rapport. Have you ever noticed how a salesman asks your name before actually hitting you with his proposal? Use this simple technique when having a conversation with someone to build an immediate connection.

**4. The Smile and Handshake:** It's easy to forget to smile when you're feeling nervous and shy. It's quite okay to feel nervous but don't let that hinder you from smiling. You want people to be attracted to the happy aura you possess - it's a great way of connecting with people. Practice smiling, it need not be ear to ear, just a small friendly smile. Apart from a smile, physical contact is another well-known means of building rapport - make sure to engage in a formal yet friendly handshake, keep it short and sweet.

5. **Be Genuine and Honest:** One of the best things you could ever do when trying to connect with someone is to be genuine. Don't put on a fake smile, don't fake a good mood, don't give a fake compliment, let the things you say and do be real and honest. Honesty is the key to building any good connection and relationship - achieve that by being as genuine as possible. Pay someone a real compliment, have good intentions and you'll find that building rapport will be much easier.

## **Group dynamics**

### **What is Group Dynamics?**

Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups. Group dynamics is relevant to groups of all kinds - both formal and informal.

## **What is A Group?**

Every organization is a group unto itself. A group refers to two or more people who share a common meaning and evaluation of themselves and come together to achieve common goals. In other words, a group is a collection of people who interact with one another; accept rights and obligations as members and who share a common identity.

### ***Characteristics of a Group:***

Regardless of the size or the purpose, every group has similar characteristics:

- (a) 2 or more persons (if it is one person, it is not a group)
- (b) Formal social structure (the rules of the game are defined)
- (c) Common fate (they will swim together)
- (d) Common goals (the destiny is the same and emotionally connected)
- (e) Face-to-face interaction (they will talk with each other)
- (f) Interdependence (each one is complimentary to the other)

(g) Self-definition as group members (what one is who belongs to the group)

(h) Recognition by others (yes, you belong to the group).

### **Process/Stages of Group Development/Evolution:**

Group Development is a dynamic process. How do groups evolve? There is a process of five stages through which groups pass through. The process includes the five stages: forming, storming, forming, performing, and adjourning.

1. **Forming:** The first stage in the life of a group is concerned with forming a group. This stage is characterized by members seeking either a work assignment (in a formal group) or other benefit, like status, affiliation, power, etc. (in an informal group). Members at this stage either engage in busy type of activity or show apathy.

2. **Storming:** The next stage in this group is marked by the formation of dyads and triads. Members seek out familiar or similar individuals and begin a deeper sharing of self. Continued attention to the subgroup creates a differentiation in the group and tensions across the dyads / triads may appear. Pairing is a common phenomenon. There will be conflict about controlling the group.

3. **Norming:** The third stage of group development is marked by a more serious concern about task performance. The dyads/triads begin to open up and seek out other members in the group. Efforts are made to establish various norms for task performance. Members begin to take greater responsibility for their own group and relationship while the authority figure becomes relaxed. Once this stage is complete, a clear picture will emerge about hierarchy of leadership. The norming stage is over with the solidification of the group structure and a sense of group identity and camaraderie.



**4. Performing:** This is a stage of a fully functional group where members see themselves as a group and get involved in the task. Each person makes a contribution and the authority figure is also seen as a part of the group. Group norms are followed and collective pressure is exerted to ensure the Process of Group effectiveness of the group. The group may redefine its goals Development in the light of information from the outside environment and show an autonomous will to pursue those goals. The long-term viability of the group is established and nurtured.

**5. Adjourning:** In the case of temporary groups, like project team, task force, or any other such group, which have a limited task at hand, also have a fifth stage, This is known as adjourning. The group decides to disband.

Some members may feel happy over the performance, and some may be unhappy over the stoppage of meeting with group members. Adjourning may also be referred to as mourning, i.e. mourning the adjournment of the group.

The readers must note that the four stages of group development mentioned above for permanent groups are merely suggestive. In reality, several stages may go on simultaneously.

## **PUNCTUATED EQUILIBRIUM MODEL**

"The Punctuated Equilibrium Model (PEM) is a social theory for understanding change in complex social systems, including in organisations .Punctuated equilibrium model (PEM) is an important model of organisational change in which change is relatively stable but experiences short bursts of fundamental change.

## **GROUP STRUCTURE**

Group structure is a pattern of relationships among members that hold the group together and help it achieve assigned goals. Structure can be described in a variety of ways. Among the more common considerations are group size, group roles, group norms, and group cohesiveness.

### **Group decision making**

Group decision-making commonly known as collaborative decision-making is a situation faced when individuals collectively make a choice from the alternatives before them.

The decision is then no longer attributable to any individual group member as all the individuals and social group processes like social influence contribute to the decision outcome. The decisions made by groups are mostly different from those made by individuals. For example, groups tend to make decisions that are more extreme than those made by individual members, as individuals tend to be biased.

### **Advantages of decision making**

1. Since group members have different specialties, they tend to provide more information and knowledge. Also, the information tends to be more comprehensive in nature and the groups can generate a greater number of alternatives. There is often truth to the axiom that "two heads are better than one."
2. Implementation of the decision is more effective since the people who are going to implement the decision, either participated in the group themselves or had their representatives in it. This also increases the commitment of the people to see the implementation to success. It is

important that the decision be accepted by all, because even a low quality decision that has acceptance can be more effective than a higher quality decision that lacks general acceptance.

3. The input from a larger number of people eliminates the biases that are generally introduced due to individual decision making. It also reduces the unreliability of individual decisions.

4. The participative style of decision making process builds up foundations as a training ground for subordinates who develop the skills of objective analysis of information and deriving of conclusions.

5. The group decision making is more democratic in nature, while individual decision making is perceived to be more autocratic in nature. The democratic processes are more easily acceptable and are consistent with the democratic ideals of our society.

## **Disadvantages of Group Decision Making:**

There are certain drawbacks in group decision making also.

The group processes can negatively affect performance in a variety of ways.

1. The process is highly time consuming in terms of assembling the right group and usually a group takes more time in reaching a consensus since there are too many opinions to be taken into consideration. The time problem increases with the group size. The urgency of arriving at a decision must be considered when group decision making style is selected.

2. Many times, the participants in group decision making have their own axes to grind or their own interests to protect. These self-centered interests lead to personality conflicts that may create interpersonal obstacles which may diminish the efficiency of the process as well as the quality of the decision.

3. Some members may simply agree with the others for the sake of agreement since there are social pressures to conform and not to be the odd-man out. Thus the desire to be

a good group member tends to silence disagreement and favors consensus. The social pressures can be very strong inducing people to change their attitudes, perceptions and behaviors.

4. The group members may exhibit focus effect. This means that the group may focus on one or few suggested alternatives and spend all the time in evaluating these and may never come up with other ideas, thus limiting the choice.

5. The decisions made by the group may not always be in accord with the goals and objectives of the organizations.

This is especially true when the goals of the group and those of individuals do not reinforce each other. This will result in decisions that may be detrimental to organizational benefits.

6. The groups may shift either towards more risk taking or towards less risk taking and either of the shifts may be undesirable. Generally speaking, problems suitable for group decision making involve some degree of risk or uncertainty.

But to take excessive risk is as bad as taking no risk at all.

## **Approaches to decision making**

- **Autocratic Decision-Making:** For situations where you have low impact and they're reasonably small decisions, but they get larger as urgency goes up, an Autocratic decision-making style is the most appropriate. In Autocratic decision-making, decisions are made at the top. Buy-in is not seen as an important aspect of making this decision. And actually, it may be counterproductive to involve a lot of people in making the call. Typically, in an environment where you're making Autocratic decisions, work activities and roles are very tightly structured, they're monitored and well controlled. Command and control is very important in these situations.
- **Expert member soliciting:** in this method advice of an individual who is expert in the concern area is obtain and decision is made where the person involves decision making do not possess adequate knowledge about subject. This method is applied.
- **Consultative approach:** this approaches involve obtaining inputs from those who are responsible for and affected by



the decision and then making a decision interdependently to the extent that the decision maker obtain inputs from others this approach is implemented.

- **Consensus:** This approach involves finding the proposal acceptable to all members. This approach has an advantage in the sense as all the group members are committed to the decision but the problem with approaches procrastination.
- **Participatory Decision-Making:** For larger decisions where there's higher urgency and you need to make a call soon, but the impact is going to be big, you're looking at a situation where you need to use a Participatory decision-making style. This is where you're going to make a decision with input from the people who are going to be impacted in that final call. Remember, Participatory decisions are made when the decision is much bigger and there's a lot more risk involved. Getting that additional information from more people is going to reduce that decision making risk. Also by getting that buy-in, you're reducing execution risk because people have had an

opportunity to give their input and have a say in the final call that's made.

- **Consensus-Based Decision-Making:** For situations where it's a large decision but there's no urgency around it and you've got plenty of time, you can be using a Consensus-based decision-making style. This is where decisions are reached with a cross-functional team. People from different departments have input, and buy-in is essential. You should reserve this style of decision-making for the biggest decisions you're trying to make. However, recognize this can take a lot of time. You have to get everybody saying "yes" before that decision is made. You're going to have individuals from multiple groups, multiple functions, all working together, coming up with that final perspective for the final decision.
- **Democratic Decision-Making:** And last, for mid-sized decisions where there's not a lot of urgency but you do need to make a decision and move on, a Democratic style is the most appropriate. This is where a decision is reached by a majority vote. Buy-in is desirable but it's not essential. These

are the decisions we just have to make and move on with life. Individuals are going to interact in this style. You may have a committee where people are going to come together, form an opinion, but ultimately we set a deadline, we vote and we move on.

### **Consideration in Group-Decision Making:**

1. Time
2. Member Competence
3. Autonomy & Self-Direction
4. Availability of Information
5. Group Size
6. Degree of Participation