Inter Group Processes [UNIT 4]

Communication and feedback

Communication

Communication is vital to organizations—it's how we coordinate actions and achieve goals. It is defined in Webster's dictionary as a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.

In most work environments, a miscommunication is an annoyance—it can interrupt workflow by causing delays and interpersonal strife. But, in some work arenas, like operating rooms and airplane cockpits, communication can be a matter of life and death.

So, just how prevalent is miscommunication in the workplace? You may not be surprised to learn that the relationship between miscommunication and negative outcomes is very strong.

Data suggest that deficient interpersonal communication was a causal factor in approximately 70% to 80% of all accidents over the last 20 years.

Poor communication can also lead to lawsuits. **For example**, you might think that malpractice suits are filed against doctors based on the outcome of their treatments alone. But a 1997 study of malpractice suits found that a primary influence on whether or not a doctor is sued is the doctor's communication style. While the combination of a bad outcome and patient unhappiness can quickly lead to litigation, a warm, personal communication style leads to greater patient satisfaction. Simply put, satisfied patients are less likely to sue. Communications skills cut malpractice risk—study reveals most important reason that patients decide to file malpractice suits is because of poor communication by physicians and not medical errors.

In business, **poor communication** costs money and wastes time. One study found that 14% of each workweek is wasted on poor communication. **In contrast**, **effective communication** is an asset for organizations and individuals alike. Effective communication skills, **for example**, are an asset for job seekers. A recent study of recruiters at 85 business schools ranked communication and interpersonal skills as the highest skills they were looking for, with 89% of the recruiters saying they were important. Hence, good communication can help a company retain its star employees.

Surveys find that when employees think their organizations do a good job of keeping them informed about matters that affect them and when they have access to the information they need to do their jobs, they are more satisfied with their employers.

The Communication Process

Communication fulfills three main functions within an organization, including coordination, transmission of information, and sharing emotions and feelings. All these functions are vital to a

successful organization. The coordination of effort within an organization helps people work toward the same goals. Transmitting information is a vital part of this process. Sharing emotions and feelings bonds teams and unites people in times of celebration and crisis. Effective communication helps people grasp issues, build rapport with coworkers, and achieve consensus. So, how can we communicate effectively? The first step is to understand the communication process.

We all exchange information with others countless times each day by phone, e-mail, printed word, and of course, in person. Let us take a moment to see how a typical communication works.
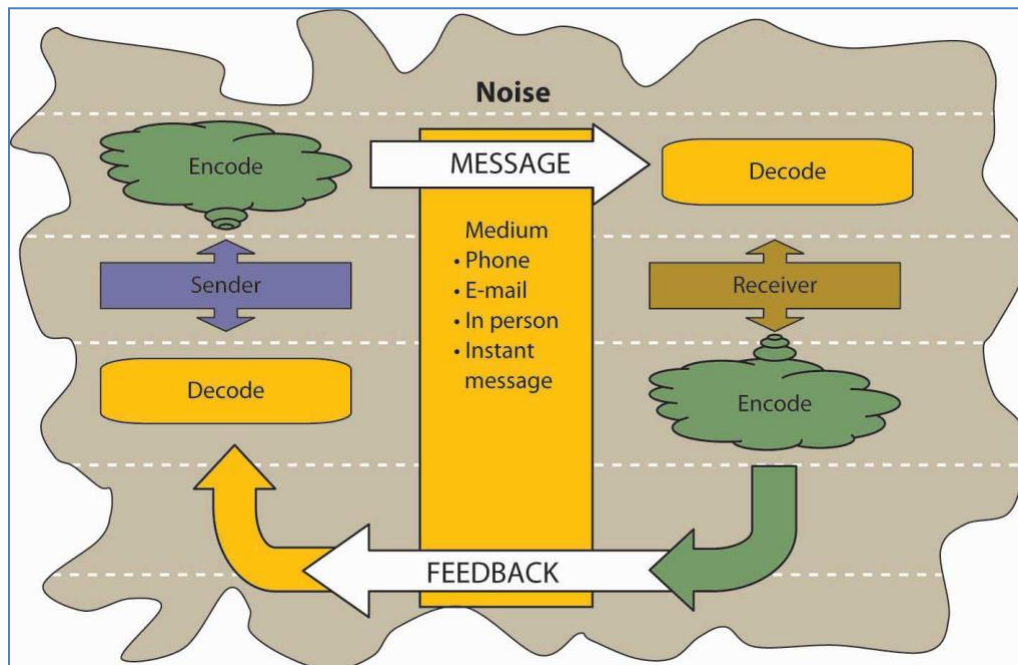
Figure 1: Process model of communication

A **sender**, such as a boss, coworker, or customer, originates the message with a thought. **For example**, the boss's thought could be: *"Get more printer toner cartridges!"*The sender **encodes** the message, translating the idea into words.

The boss may communicate this thought by saying, *"Hey you guys, let's order more printer toner cartridges."*

The **medium** of this encoded message may be spoken words, written words, or signs. The **receiver** is the person who receives the message. The receiver **decodes** the message by assigning meaning to the words.

In this example, our receiver, Bill, has a to-do list a mile long. *"The boss must know how much work I already have,"* the receiver thinks. Bill's mind translates his boss's message as, *"Could you order some printer toner cartridges, in addition to everything else I asked you to do this week…if you can find the time?"*
The meaning that the receiver assigns may not be the meaning that the sender intended, because of factors such as noise.

Noise is anything that interferes with or distorts the message being transformed. Noise can be external in the environment (such as distractions) or it can be within the receiver. **For example**, the receiver may be extremely nervous and unable to pay attention to the message. Noise can even occur within the sender: The sender may be unwilling to take the time to convey an accurate message, or the words that are chosen can be ambiguous and prone to misinterpretation.

Picture the next scene. The place: a staff meeting. The time: a few days later. Bill's boss believes the message about printer toner has been received.

"Are the printer toner cartridges here yet?" Bill's boss asks.

"You never said it was a rush job!" Bill protests.

"But!"

"But!"

Miscommunications like these happen in the workplace every day. We have seen that miscommunication does occur in the workplace, but how does a miscommunication happen? It helps to think of the communication process. The series of arrows pointing the way from the sender to the receiver and back again can, and often do, fall short of their target.

Different Types of Communication

There are three types of communication, including: verbal communication involving listening to a person to understand the meaning of a message, written communication in which a message is read, and nonverbal communication involving observing a person and inferring meaning. Let's start with verbal communication, which is the most common form of communication.

Verbal Communication

Verbal communications in business take place over the phone or in person. The medium of the message is oral. Let's return to our printer cartridge example. This time, the message is being conveyed from the sender (the manager) to the receiver (an employee named Bill) by telephone. We have already seen how the manager's request to Bill ("Buy more printer toner cartridges!") can go awry. Now let's look at how the same message can travel successfully from sender to receiver.

Manager (speaking on the phone): "Good morning Bill!"

(*By using the employee's name, the manager is establishing a clear, personal link to the receiver*.)

Manager: "Your division's numbers are looking great."

(*The manager's recognition of Bill's role in a winning team further personalizes and emotionalizes the conversation*.)

Manager: "Our next step is to order more printer toner cartridges. Would you place an order for 1,000 printer toner cartridges with Jones Computer Supplies? Our budget for this purchase is $30,000, and the printer toner cartridges need to be here by Wednesday afternoon."

(*The manager breaks down the task into several steps. Each step consists of a specific task, time frame, quantity, or goal*.)

Bill: "Sure thing! I'll call Jones Computer Supplies and order 1,000 more printer toner cartridges, not exceeding a total of $30,000, to be here by Wednesday afternoon."

(*Bill, a model employee, repeats what he has heard. This is the feedback portion of the communication. Feedback helps him recognize any confusion he may have had hearing the manager's message. Feedback also helps the manager hear if she has communicated the message correctly*.)

Storytelling has been shown to be an effective form of verbal communication that serves an important organizational function by helping to construct common meanings for individuals within the organization. Stories can help clarify key values and also help demonstrate how certain tasks are performed within an organization. Story frequency, strength, and tone are related to higher organizational commitment.

While the process may be the same, high stakes communications require more planning, reflection, and skill than normal day-to-day interactions at work. **Examples** of high stakes communication events include asking for a raise or presenting a business plan to a venture capitalist. In addition to these events, there are also many times in our professional lives when we have **crucial conversations**, which are defined as discussions in which not only are the stakes high, but also the opinions vary and emotions run strong.

One of the most consistent **recommendations** from communications experts is to work toward using *"and"* instead of *"but"* when communicating under these circumstances. In addition, be aware of your communication style and practice being flexible; it is under stressful situations that communication styles can become the most rigid.

Written Communication

In contrast to verbal communications, which are oral, written business communications are *printed messages*. Examples of written communications include memos, proposals, e-mails, letters, training manuals, and operating policies. They may be printed on paper or appear on the screen. Written communication is often asynchronous. That is, the sender can write a message that the receiver can read at any time, unlike a conversation that is carried on in real time. A written communication can also be read by many people (such as all employees in a department or all customers). It's a "one-to-many" communication, as opposed to a one-to-one conversation. There are exceptions, of course: A voice mail is an oral message that is asynchronous. Conference calls and speeches are oral one-to-many communications, and e-mails can have only one recipient or many.

Normally, a verbal communication takes place in real time. Written communication, by contrast, can be constructed over a longer period of time. It also can be collaborative. Multiple people can contribute to the content on one document before that document is sent to the intended audience.

Verbal and written communications have different strengths and weaknesses. In business, the decision to communicate verbally or in written form can be a powerful one. As we'll see below, each style of communication has particular strengths and pitfalls. When determining whether to

communicate verbally or in writing, ask yourself: *Do I want to convey facts or feelings*? Verbal communications are a better way to convey feelings. Written communications do a better job of conveying facts.

Suppose a manager making a speech to a team of 20 employees. The manager is speaking at a normal pace. The employees appear interested. But how much information is being transmitted? Probably not as much as the speaker believes. The fact is that humans listen much faster than they speak. The average public speaker communicates at a speed of about 125 words a minute, and that pace sounds fine to the audience. (In fact, anything faster than that probably would sound unusual. To put that figure in perspective, someone having an excited conversation speaks at about 150 words a minute.) Based on these numbers, we could assume that the audience has more than enough time to take in each word the speaker delivers, which actually creates a problem. The average person in the audience can hear 400 to 500 words a minute. The audience has *more than enough time* to hear. As a result, their minds may wander.

As you can see, oral communication is the most often used form of communication, but it is also an inherently flawed medium for conveying specific facts. Listener's minds wander. It's nothing personal—in fact, it's a completely normal psychological occurrence. In business, once we understand this fact, we can make more intelligent communication choices based on the kind of information we want to convey.

Nonverbal Communication

What you say is a vital part of any communication. Surprisingly, what you *don't say* can be even more important. Research shows that nonverbal cues can also affect whether or not you get a job offer. Judges examining videotapes of actual applicants were able to assess the social skills of job candidates with the sound turned off. They watched the rate of gesturing, time spent talking, and formality of dress to determine which candidates would be the most socially successful on the job. Nonverbal cues in the employment interview: Links between applicant qualities and interviewer judgments.

Research also shows that 55% of in-person communication comes from nonverbal cues such as facial expressions, body stance, and tone of voice. According to one study, only 7% of a receiver's comprehension of a message is based on the sender's actual words, 38% is based on paralanguage (the tone, pace, and volume of speech), and 55% is based on *nonverbal cues* (body language).

To be effective communicators, our body language, appearance, and tone must align with the words we are trying to convey. Research shows that when individuals are lying, they are more likely to blink more frequently, shift their weight, and shrug.

Following are a few examples of nonverbal cues that can support or detract from a sender's message.

1. **Body Language**

A simple rule of thumb is that simplicity, directness, and warmth conveys sincerity. Sincerity is vital for effective communication. In some cultures, a firm handshake, given with a warm, dry hand, is a great way to establish trust. A weak, clammy handshake might convey a lack of trustworthiness. Gnawing one's lip conveys uncertainty. A direct smile conveys confidence.

2. Eye Contact

In business, the style and duration of eye contact varies greatly across cultures. In the United States, looking someone in the eye (for about a second) is considered a sign of trustworthiness.

3. Facial Expressions

The human face can produce thousands of different expressions. These expressions have been decoded by experts as corresponding to hundreds of different emotional states. Our faces convey basic information to the outside world. Happiness is associated with an upturned mouth and slightly closed eyes; fear with an open mouth and wide-eyed stare. Shifty eyes and pursed lips convey a lack of trustworthiness. The impact of facial expressions in conversation is instantaneous. Our brains may register them as "a feeling" about someone's character. For this reason, it is important to consider how we appear in business as well as what we say. The muscles of our faces convey our emotions. We can send a silent message without saying a word. A change in facial expression can change our emotional state. Before an interview, for example, if we focus on feeling confident, our face will convey that confidence to an interviewer. Adopting a smile (even if we are feeling stressed) can reduce the body's stress levels.

4. Posture

The position of our body relative to a chair or other person is another powerful silent messenger that conveys interest, aloofness, professionalism, or lack thereof. Head up, back straight (but not rigid) implies an upright character. In interview situations, experts advise mirroring an interviewer's tendency to lean in and settle back in a seat. The subtle repetition of the other person's posture conveys that we are listening and responding.

Interpersonal Communication

Interpersonal communication is communication between people. It can involve two people or a whole group: what is essential is that there are several people involved.

Interpersonal communication can take many forms. For example it can be verbal (speaking face to face), written (in a letter or an email, for example) or non-verbal (for instance facial expressions and body language).

Interpersonal communication is often defined as communication that takes place between people who are interdependent and have some knowledge of each other: **for example**, communication between a son and his father, an employer and an employee, two sisters, a teacher and a student, two friends, and so on. Although interpersonal communication is most often between pairs of individuals, it can also be extended to include small intimate groups such as the family. Interpersonal communication can take place in face-to-face settings, as well as through platforms such as social media.

Interpersonal communication is so important in so many aspects of everyday life. Below, you will find few **examples** of interpersonal communication in **everyday life**.

Examples of interpersonal communication in everyday life:-

1. Speaking on the phone: whether we call a friend or a taxi, we are engaging in interpersonal communication. Tone of voice is as important as words when we are talking to someone verbally.

2. Giving a presentation at work: this sharing of information in a formal setting is another form of interpersonal communication. We might use technologies such as slideshows to aid our communications here.

3. Expressing our emotions through facial expressions: a subtle way of communication with others. We can say one thing with our words, but express something different through our facial expressions.

4. Sign language: many members of the deaf community communicate using sign language – which comes in many forms. British Sign Language (BSL) and American Sign Language (ASL) are just two examples of these.

5. Writing an email: communicating with friends and others via email is something many of us do everyday. Editing emails to get our words just right can also make our communications clearer and more concise.

6. Chatting with a group at a party: this is an informal and fun type of communicating. Tone of voice, gesture and words all work together here to enable people to communicate.

7. Giving and receiving instructions: on trains, in the workplace, giving directions to visitors to our town, and reading the instructions leaflet for a new appliance are all examples of this.

8. Body language during a job interview: the way we sit or stand can communicate a lot about our state of mind. Sitting with our arms open rather than folded, for example, and our hands visible, demonstrates that we are in an open and honest state of mind.

9. Sending an invitation: sending an invitation to a party or another event is a way of communicating with others. And, when the invitees reply, they are communicating with us in their turn.

10. Sending a text message: text messaging – or using similar messaging services such as WhatsApp – is another spontaneous way of communicating with people in writing. This type of messaging can often have many of the elements of a conversation between a group of people talking in the same room – though in fact all of the interlocutors can be scattered throughout the globe.

All of us have probably engaged in some type of interpersonal communication already today. Looking at the list of examples above, what is your preferred means of interpersonal communication and why? Are there any ways in which you might improve your interpersonal communication skills? Interpersonal communication can gain us jobs, make friendships and much more, so it is crucially important in our lives.

Interactive communication

Interactive communication is an exchange of ideas where both participants, whether human, machine or art form, are active and can have an effect on one another. It is a dynamic, two-way flow of information.

Many forms of communication previously thought one-way, like books and television, have become interactive with the rise of computers, the Internet, and digital and mobile devices. These developing collaborative technologies, or new media, have rapidly increased the opportunities for interactive communication across mediums, disciplines, cultures, social classes, locations, and even time.

Interactive communication is a modern term that encompasses these evolving forms of conversation. It is a primary characteristic of the present Information Age. New experiments in interaction design are evolving on a daily basis.

Interactive communication forms include basic dialogue and nonverbal communication, game-books, interactive fiction and storytelling, hypertext, interactive television and movies, photo and video manipulation, video sharing, video games, social media, user-generated content, interactive marketing and public relations, augmented reality, ambient intelligence, and virtual reality.

Effective interactive communication

Effective interactive communication strategies can help you give and receive the input and feedback you need to run your small business effectively. Good business communication skills have the potential to eliminate or reduce workplace mistakes, oversights and interoffice conflict. A proactive stance to productive modes of communication -- whether electronic or in person -- can also improve efficiency and productivity in your small business environment. Following are some guidelines for effective interactive communication:-

1. Establish Communication Preferences

Ask employees and team leaders about their preferences for exchanging job-relevant information. Some people might prefer electronic forms of interaction communication, while others might be more comfortable in face-to-face or group settings in which information is exchanged verbally. Once you understand the ways that your employees prefer to interact, you can tailor your approach to best meet individual needs.

2. Develop Communication Policies

Communication policies can help you define the parameters in which you want employees to work when it comes to information exchange. For example, you can develop guidelines for sending emails, copying others, forwarding messages and even the appropriate response time for answering queries. Also develop telephone and written communication guidelines and outline when it is appropriate to use one form over another. When employees understand what you want from them in terms of interactive communication, they are better able to comply.

3. Create a Discussion Agenda

Whenever you have a meeting or discussion with staffers, create an agenda for what you want to cover. This allows you to ask specific, pointed questions and encourage interactive group participation, whether they are participating "live" or via teleconference. Take notes and follow

up with a detailed summary of your meeting that is distributed to everyone in attendance. This approach defines the communication that took place and keeps everyone on the same page

4. Use Technology When Appropriate

Interactive communication can be facilitated through a variety of electronic mediums, including video-conferences and teleconferences. While this allows for a wider range of business communication channels, sometimes in-person communication is more appropriate and effective. Examples include instances when team members have not met in person for a period of time, when a discussion topic is complex, there are numerous participants, or where it's important to read non-verbal signals and cues from one another. When using interactive technology, make an effort to include everyone just as you would in a live meeting.

Decision Making

Decision making refers to making choices among alternative courses of action—which may also include inaction. While it can be argued that management is decision making, half of the decisions made by managers within organizations ultimately fail. Surprising but true: Half the decisions in organizations fail. Therefore, increasing effectiveness in decision making is an important part of maximizing your effectiveness at work. Individuals throughout organizations use the information they gather to make a wide range of decisions. These decisions may affect the lives of others and change the course of an organization.

For example, the decisions made by executives and consulting firms for **Enron (**name of the firm**)** ultimately resulted in a $60 billion loss for investors, thousands of employees without jobs, and the loss of all employee retirement funds. But Sherron Watkins, a former **Enron** employee and now-famous whistleblower, uncovered the accounting problems and tried to enact change. Similarly, the decision made by firms to trade in mortgage-backed securities is having negative consequences for the entire economy in the United States. All parties involved in such outcomes made a decision, and everyone is now living with the consequences of those decisions.

Types of Decisions

"Most discussions of decision making assume that only senior executives make decisions or that only senior executives' decisions matter. This is a dangerous mistake" **- Peter Drucker**.

Despite the far-reaching nature of the decisions in the previous example, not all decisions have major consequences or even require a lot of thought. **For example**, before you come to class, you make simple and habitual decisions such as what to wear, what to eat, and which route to take as you go to and from home and school. You probably do not spend much time on these mundane decisions. These types of straightforward decisions are termed **programmed decisions**, or decisions that occur frequently enough that we develop an automated response to them. The automated response we use to make these decisions is called the **decision rule**.

For example, many restaurants face customer complaints as a routine part of doing business. Because complaints are a recurring problem, responding to them may become a programmed decision. The restaurant might enact a policy stating that every time they receive a valid customer complaint, the customer should receive a free dessert, which represents a decision rule.

On the other hand, unique and important decisions require conscious thinking, information gathering, and careful consideration of alternatives. These are called **nonprogrammed decisions**. **For example,** in 2005 McDonald's Corporation became aware of the need to respond to growing customer concerns regarding the unhealthy aspects (high in fat and calories) of the food they sell. This is a nonprogrammed decision, because for several decades, customers of fast-food restaurants were more concerned with the taste and price of the food, rather than its healthiness. In response to this problem, McDonald's decided to offer healthier alternatives such as the choice to substitute French fries in Happy Meals with apple slices and in 2007 they banned the use of trans fat at their restaurants.

Decisions can be classified into three categories based on the level at which they occur:-

1. **Strategic decisions** set the course of an organization.
2. **Tactical decisions** are decisions about how things will get done.
3. Finally, **operational decisions** refer to decisions that employees make each day to make the organization run.

For example, think about the restaurant that routinely offers a free dessert when a customer complaint is received. The owner of the restaurant made a **strategic decision** to have great customer service. The manager of the restaurant implemented the free dessert policy as a way to handle customer complaints, which is a **tactical decision**. Finally, the servers at the restaurant are making individual decisions each day by evaluating whether each customer complaint received is legitimate and warrants a free dessert.

Decision Making Process

Different decision-making models have been designed to understand and evaluate the effectiveness of **nonprogrammed** decisions. There are four decision-making approaches:-

1. Rational decision-making model,
2. Bounded rationality decision-making model,
3. Intuitive decision-making model, and
4. Creative decision-making model.

1. **Making Rational Decisions (rational decision making model)**

The rational decision-making model describes a series of steps that decision makers should consider if their goal is to maximize the quality of their outcomes. In other words, if you want to make sure that you make the best choice, going through the formal steps of the rational decision-making model may make sense.
   ➢ Let's imagine that your old, clunky car has broken down, and you have enough money saved for a substantial down payment on a new car.
   ➢ It will be the first major purchase of your life, and you want to make the right choice.
   ➢ The **first step**, therefore, has already been completed—we know that you want to buy a new car.

Level of Decision	Examples of Decision	Who Typically Makes Decisions
Strategic Decisions	Should we merge with another company? Should we pursue a new product line? Should we downsize our organization?	Top Management Teams, CEOs, and Boards of Directors
Tactical Decisions	What should we do to help facilitate employees from the two companies working together? How should we market the new product line? Who should be let go when we downsize?	Managers
Operational Decisions	How often should I communicate with my new coworkers? What should I say to customers about our new product? How will I balance my new work demands?	Employees throughout the organization

Figure 2: Examples of decisions commonly made within organizations

➢ Next, in **step 2**, you will need to decide which factors are important to you.
➢ How many passengers do you want to accommodate?
➢ How important is fuel economy to you? Is safety a major concern?
➢ You only have a certain amount of money saved, and you don't want to take on too much debt, so price range is an important factor as well.
➢ If you know you want to have room for at least five adults, get at least 20 miles per gallon, drive a car with a strong safety rating, not spend more than $22,000 on the purchase, and like how it looks, you have identified the **decision criteria**.
➢ All the potential options for purchasing your car will be evaluated against these criteria.
➢ Before we can move too much further, you need to decide how important each factor is to your decision in **step 3**.

- If each is equally important, then there is no need to weigh them, but if you know that price and mpg are key factors, you might weigh them heavily and keep the other criteria with medium importance.
- **Step 4** requires you to generate all alternatives about your options.
- Then, in **step 5**, you need to use this information to evaluate each alternative against the criteria you have established.
- You choose the best alternative **(step 6)**, and then you would go out and
- Buy your new car **(step 7)**.
- Of course, the outcome of this decision will influence the next decision made. That is where **step 8** comes in. **For example**, if you purchase a car and have nothing but problems with it, you will be less likely to consider the same make and model when purchasing a car the next time.

While decision makers can get off track during any of these steps, research shows that searching for alternatives in the **fourth step** can be the most challenging and often leads to failure. The rational decision-making model has important lessons for decision makers.

First, when making a decision, you may want to make sure that you establish your decision criteria before you search for alternatives. This would prevent you from liking one option too much and setting your criteria accordingly.

2. **Making "Good Enough" Decisions (bounded rationality model)**

The **bounded rationality model** of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set and choose the first acceptable alternative without conducting an exhaustive search for alternatives. An important part of the bounded rationality approach is the tendency to **satisfice** (a term coined by Herbert Simon from *satisfy* and *suffice*), which refers to accepting the first alternative that meets your minimum criteria. For example, many college graduates do not conduct a national or international search for potential job openings. Instead, they focus their search on a limited geographic area, and they tend to accept the first offer in their chosen area, even if it may not be the ideal job situation. Satisficing is similar to rational decision making. The main difference is that rather than choosing the best option and maximizing the potential outcome, the decision maker saves cognitive time and effort by accepting the first alternative that meets the minimum threshold.

3. **Making Intuitive Decisions (intuitive decision-making model)**

The **intuitive decision-making model** has emerged as an alternative to other decision making processes. This model refers to arriving at decisions without conscious reasoning. A total of 89% of managers surveyed admitted to using intuition to make decisions at least sometimes and 59% said they used intuition often. Managers make decisions under challenging circumstances, including time pressures, constraints, a great deal of uncertainty, changing conditions, and highly visible and high-stakes outcomes. Thus, it makes sense that they would not have the time to use the rational decision-making model.

Yet when CEOs, financial analysts, and health care workers are asked about the critical decisions they make, seldom do they attribute success to luck. To an outside observer, it may seem like they are making guesses as to the course of action to take, but it turns out that experts systematically

make decisions using a different model than was earlier suspected. Research on life-or death decisions made by fire chiefs, pilots, and nurses finds that experts do not choose among a list of well thought out alternatives. They don't decide between two or three options and choose the best one. Instead, they consider only one option at a time. The intuitive decision-making model argues that in a given situation, experts making decisions scan the environment for cues to recognize patterns.

Once a pattern is recognized, they can play a potential course of action through to its outcome based on their prior experience. Thanks to training, experience, and knowledge, these decision makers have an idea of how well a given solution may work. If they run through the mental model and find that the solution will not work, they alter the solution before setting it into action. If it still is not deemed a workable solution, it is discarded as an option, and a new idea is tested until a workable solution is found. Once a viable course of action is identified, the decision maker puts the solution into motion. The key point is that only one choice is considered at a time. Novices are not able to make effective decisions this way, because they do not have enough prior experience to draw upon.

4. **Making Creative Decisions**

In addition to the rational decision making, bounded rationality, and intuitive decision-making models, creative decision making is a vital part of being an effective decision maker. **Creativity** is the generation of new, imaginative ideas. With the flattening of organizations and intense competition among companies, individuals and organizations are driven to be creative in decisions ranging from cutting costs to generating new ways of doing business. Please note that, while creativity is the first step in the innovation process, creativity and innovation are not the same thing. Innovation begins with creative ideas, but it also involves realistic planning and follow-through.

The *five steps to creative decision making* are similar to the previous decision making models in some keys ways.
1. All the models include problem identification, which is the step in which the need for problem solving becomes apparent.If you do not recognize that you have a problem, it is impossible to solve it.
2. Immersion is the step in which the decision maker consciously thinks about the problem and gathers information.
3. A key to success in creative decision making is having or acquiring expertise in the area being studied. Then, incubation occurs. During incubation, the individual sets the problem aside and does not think about it for a while. At this time, the brain is actually working on the problem unconsciously.
4. Then comes illumination, or the insight moment when the solution to the problem becomes apparent to the person, sometimes when it is least expected. This sudden insight is the "eureka" moment, similar to what happened to the ancient Greek inventor Archimedes, who found a solution to the problem he was working on while taking a bath.
5. Finally, the verification and application stage happens when the decision maker consciously verifies the feasibility of the solution and implements the decision.
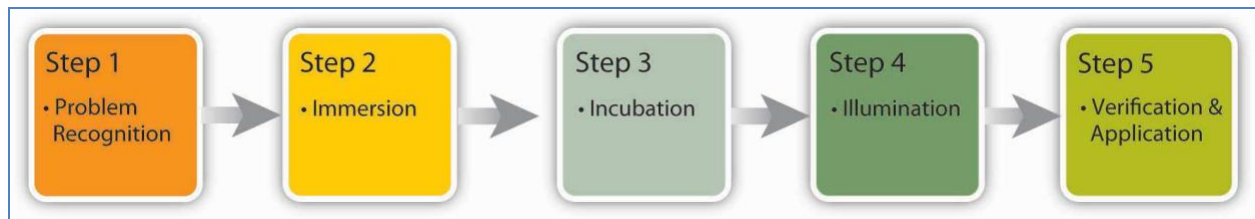
Figure 3: The creative decision-making process

Transactional Analysis

Definition: The **Transactional Analysis** refers to the psychoanalytic process wherein the interpersonal behaviors are studied. In other words, a social psychological model that talks about the personal growth and personal change, i.e., identifying the ego states of each individual to understand their behaviors and altering them to solve the emotional problems. This model was originally developed by Dr Eric Berne, who during his observation found that his patients behaved in a way as if several different people were inside them.

This forced him to study the personality and dynamics of self and its relationship with others which helped in determining the kinds of behaviors that an individual shows in different real time situations. Now, this study has become a well-established approach and is being widely used in several fields such as psychotherapy, counseling, education, organizational development, etc. The **transactional analysis** gives birth to several models that help in explaining the relationship formed between the individuals as a result of their interactions. It mainly involves:-

1. **Johari Window (Analysis of Awareness)**
2. Ego States or PAC Model (Structural Analysis)
3. Life Positions
4. Life Script
5. Analysis of Transactions
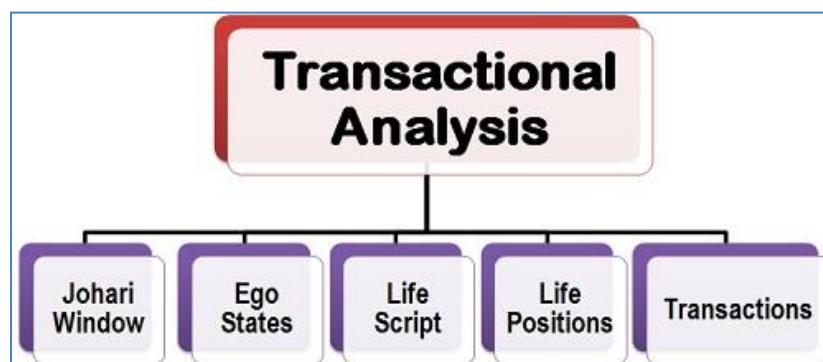
Thus, when people interact with each other, the social transaction gets created which shows how people are responding and behaving with each other, *the study of such transactions between people is called as the transactional analysis.*


Johri Window

Definition: Johari window is a psychological tool to self-assess one's behaviour as well as the relationship with others, through feedback or disclosure. It is one of the most effective means of self-analysis by considering the other's perspective to understand oneself in a better way. It helps in determining the areas of expertise or strengths, the shortcomings, the scope of development and challenge to be faced.

Johari Window Model

The Johari Window model was propounded by Joseph Luft and Harrington Ingham in the year 1955.

The model consists of four quadrants, each of which determines a different combination. These combinations are a result of facts known or unknown by oneself about himself along with the facts known or unknown to others.

To better understand this model, let us go through the following four possible combinations of the Johari Window Model:-
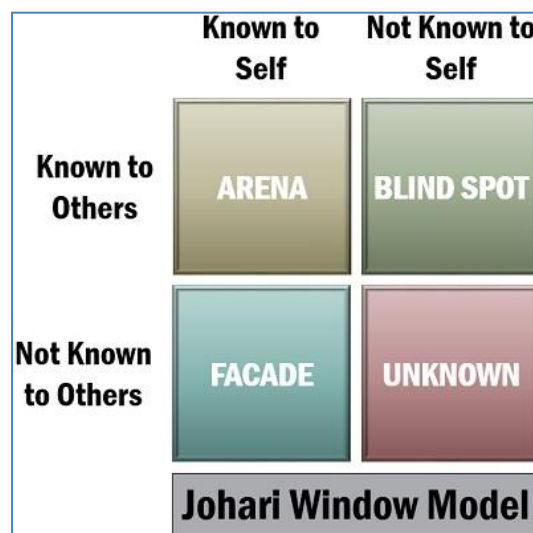
- **Arena**: The arena or open area represents everything which is made public or is commonly known oneself and to others too. It includes a person's behaviour, attitude, skills, strengths, weaknesses, etc.
- **Blind Spot**: The area of talent or a specific trait or behaviour of a person which can be positive or negative, known to others; however, the person himself is unaware of it.
- **Facade**: It is a hidden area which is secretly known to the person alone, i.e. his feeling, emotions, ideas, etc., while others are unaware of it.
- **Unknown Area**: The area which remains undiscovered by the person himself or herself and also hidden from others, is termed as unknown areas. This area consists of new opportunities and scope for development along with threats and uncertainties.

<u>Need for Johari Window</u>

Johari window is one of the most useful tools for organizations to become successful and succeed over its competitors. To learn about its other advantages, read below:-

Self Awareness: It acts as a self-analysis tool. Thus, making oneself aware of his strengths, weaknesses, opportunities and threats by considering the views of others too.

Cordial Relationships: It helps to improve the interpersonal relations since everyone gets to know each other in a better way and each focus on self-improvement.

Improves Communication: Johari window paves the way for open interaction and develops understanding among the managers and the subordinates.

Team Development: Strong <u>team building</u> is difficult if the team members are not familiar with each other. This model enhances the interpersonal relationship among the team members by making each familiar with the others in the team.

Personal Development: It provides scope for betterment since the blind area reveals those unknown facts which are known to others but may have been ignored by the individual himself. These facts are sometimes related to the individual's attitude, habits, behaviour which needs to be mended.

Group Dynamics: The Johari window encourages open conversations and feedback within a group. This enhances group performance and develops a mutual understanding among the group members by eliminating the problem areas and misunderstandings.