

BEHAVIORAL SKILLS AND PROFESSIONAL COMMUNICATION

UNIT – 3

MANAGERIAL SKILLS

1. Time Management
2. Stress Management
3. Crisis Management
4. Conflict Management
5. Relationship Management

UNIT – 3: MANAGERIAL SKILLS

1. TIME MANAGEMENT

1.1 Time Management - Meaning and its Importance.

It is rightly said “*Time and Tide wait for none*”. An individual should understand the value of time for him to succeed in all aspects of life. People who waste time are the ones who fail to create an identity of their own.

What is Time Management?

- Time Management refers to managing time effectively so that the right time is allocated to the right activity.
- Effective time management allows individuals to assign specific time slots to activities as per their importance.
- Time Management refers to making the best use of time as time is always limited.

Ask yourself which activity is more important and how much time should be allocated to the same? Know which work should be done earlier and which can be done a little later.

Time Management plays a very important role not only in organizations but also in our personal lives.

1.2 Factors for effective Time Management

Time Management includes:

- i. Effective Planning
- ii. Setting goals and objectives
- iii. Setting deadlines
- iv. Delegation of responsibilities
- v. Prioritizing activities as per their importance
- vi. Spending the right time on the right activity

▪ Effective Planning

Plan your day well in advance. Prepare a To Do List or a “TASK PLAN”. Jot down the important activities that need to be done in a single day against the time that should be allocated to each activity. High Priority work should come on top followed by those which do not need much of your importance at the moment. Complete pending tasks one by one. Do not begin fresh work unless you have finished your previous task. Tick the ones you have already completed. Ensure you finish the tasks within the stipulated time frame.

▪ Setting Goals and Objectives

Working without goals and targets in an organization would be similar to a situation where the captain of the ship loses his way in the sea. Yes, you would be lost. Set targets for yourself and make sure they are realistic ones and achievable.

- **Setting Deadlines**

Set deadlines for yourself and strive hard to complete tasks ahead of the deadlines. Do not wait for your superiors to ask you every time. Learn to take ownership of work. One person who can best set the deadlines is you yourself. Ask yourself how much time needs to be devoted to a particular task and for how many days. Use a planner to mark the important dates against the set deadlines.

- **Delegation of Responsibilities**

Learn to say “NO” at workplace. Do not do everything on your own. There are other people as well. One should not accept something which he knows is difficult for him. The roles and responsibilities must be delegated as per interest and specialization of employees for them to finish tasks within deadlines. A person who does not have knowledge about something needs more time than someone who knows the work well.

- **Prioritizing Tasks**

Prioritize the tasks as per their importance and urgency. Know the difference between important and urgent work. Identify which tasks should be done within a day, which all should be done within a month and so on. Tasks which are most important should be done earlier.

- **Spending the right time on right activity**

Develop the habit of doing the right thing at the right time. Work done at the wrong time is not of much use. Do not waste a complete day on something which can be done in an hour or so. Also keep some time separate for your personal calls or checking updates on Facebook or Twitter. After all human being is not a machine.

For Effective Time Management one needs to be:

Organized - Avoid keeping stacks of file and heaps of paper at your workstation. Throw what all you do not need. Put important documents in folders. Keep the files in their respective drawers with labels on top of each file. It saves time which goes on unnecessary searching.

Do not misuse time - Do not kill time by loitering or gossiping around. Concentrate on your work and finish assignments on time. Remember your organization is not paying you for playing games on computer or peeping into other’s cubicles. First complete your work and then do whatever you feel like doing. Do not wait till the last moment.

Be Focussed - One needs to be focused for effective time management.

Develop the habit of using planners, organizers, tabletop calendars for better time management. Set reminders on phones or your personal computers.

Managing time well enables an individual to do the right thing at the right time. Time Management plays a pivotal role in one's personal as well as professional life.

1.3 Benefits of Time Management

Some benefits of Time Management are:

- Time Management makes an individual punctual and disciplined. One learns to work when it is required as a result of effective time management. To make the judicious use of time, individuals should prepare a "TASK PLAN" or a "TO DO" List at the start of the day to jot down activities which need to be done in a particular day as per their importance and urgency against the specific time slots assigned to each activity. A Task Plan gives individuals a sense of direction at the workplace. An individual knows how his day looks like and eventually works accordingly leading to an increased output.
- One becomes more organized as a result of effective Time Management. Keeping the things at their proper places minimizes the time which goes on unnecessary searching of documents, important files, folders, stationery items and so on. For better time management, individuals keep their workstations, study zones, cubicles, meeting areas clean and organized. People learn to manage things well as a result of Time Management.
- Effective Time Management boosts an individual's morale and makes him confident. As a result of Time Management, individuals accomplish tasks within the stipulated time frame, making them popular in their organization as well as amongst their peers. People who understand the value of time are the ones who manage to stand apart from the crowd. Individuals who finish off work on time are looked up to by others and are always the centre of attention everywhere.
- Individuals who stick to a time plan are the ones who realize their goals and objectives within the shortest possible time span. Managing time effectively helps employees to meet targets way ahead of deadlines and finish off task just when it is required.
- Effective Time Management helps an employee to reach the pinnacle of success quickly and stay firm at the top for a longer duration. An employee who works just for the sake of working fails to create an impression and is never taken seriously at work. Effective time management plays a pivotal role in increasing an individual's productivity. Output increases substantially when people manage their time well.
- Better Time Management helps in better planning and eventually better forecasting. Individuals learn to plan things well and know where exactly they stand five years from now.
- Research says that individuals who accomplish tasks on time are less prone to stress and anxiety. Remember there is no point in wasting time and cribbing later. Finish off pending work on time and then you would have ample time for your friends, relatives and family members.
- Time Management enables an individual to prioritize tasks and activities at workplace. It is foolish to stay overburdened. Do not accept anything and everything that comes your way.
- Time Management helps an individual to adopt a planned approach in life.

1.4 Time Management Techniques

Time management refers to the judicious use of time for achieving success in life. Time Management helps an individual to make the best possible use of time. It is essential for individuals to value time and allocate the right time to the right activity.

Some of the Time Management Techniques are:

- Set your Priorities. Know what all needs to be done on an urgent basis. Prepare a “TO DO” List or a “Task Plan” to jot down tasks you need to complete against the time slot assigned to each activity. High Priority Tasks must be written on top followed by tasks which can be done a little later. Make sure you stick to your Task List.
- Make sure you finish your assignments within the stipulated time frame. Tick the tasks you have already finished. Treat yourself with a chocolate if you finish your assignments ahead of deadlines.
- Understand the difference between urgent and important work. Manage your work well. Do not begin your day with something which is not so important and can be done a little later. First finish off what all is urgent and important. Do not wait for your Boss’s reminders.
- Stay focused. Do not leave your workstation if some urgent work needs to be done. Going for strolls in the middle of an urgent work breaks continuity and an individual tends to lose his focus. Individuals who kill time at work find it difficult to survive workplace stress.
- Do include time for your tea breaks, net surfing, personal calls and so on in your daily schedule. It is important. Human being is not a machine who can work at a stretch for eight to nine hours. Assign half an hour to forty-five minutes to check updates on social networking sites, call your friends or family or go for tea breaks etc.
- Set realistic and achievable targets for yourself. Know what you need to achieve and in what duration. Do not lie to yourself. Assigning one hour to a task which you yourself know would require much more time does not make sense.
- Do not overburden yourself. Say a firm no to your boss if you feel you would not be able to complete a certain assignment within the assigned deadline. Do not worry, he will not feel bad. Probably he can assign the same to any of your fellow workers. Accept tasks which you are confident about.
- Be disciplined and punctual. Avoid taking unnecessary leaves from work unless there is an emergency. Reach work on time as it helps you to plan your day better.
- Keep things at their proper places. Files must be kept at their respective drawers. Staple important documents and put them in a proper folder. Learn to be a little more organized. It will save your time which goes on unnecessary searching.
- Do not treat your organization as a mere source of money. Change your attitude. Avoid playing games on computer or cell phones during office hours. It is unprofessional. Do not work only when your boss is around. Taking ownership of work pays you in the long run.
- Develop the habit of using an organizer. It helps you plan things better. Keep a notepad and a pen handy. Do not write contact numbers or email ids on loose papers. You will waste half of your time searching them. Manage your emails. Create separate folders for each client. Do not clutter your desktop.

1.5 Time Management Skills

The judicious use of time by an individual to succeed in all aspects of life refers to Time Management. Time Management not only helps individuals to make the best use of time but also ensures successful accomplishment of tasks within the stipulated time frame.

It is essential to do the right thing at the right time to earn respect at work. People who do not value time fail to make a mark and are never taken seriously.

Some skills necessary for effective Time Management are:

1. Stay Organized

- The workstation must be kept clean and organized.
- Keeping important files organized helps you retrieve them immediately and thus saves time which goes on unnecessary searching. Staple important documents together.
- Do not keep stacks of files and heaps of paper on your desk. Throw whatever you do not need.
- Keep stationery items and your personal belongings like cell phone, car keys, wallet at their proper places.
- Develop the habit of using an organizer. Plan your day well in advance.
- Never write on loose papers. Keep a notepad and pen handy.

2. Learn to Prioritize.

- Set your priorities. Do not work just for the sake of working.
- Prepare a “Task Plan” or a “To Do” List the moment you settle down for work. Jot down all the activities you wish to do in a single day as per importance and urgency.
- High priority tasks must be attended to immediately. Do not start your day with something which does not require your immediate attention.
- Tick off completed tasks. It gives you a sense of relief and satisfaction.
- An employee must understand the difference between high and low priority tasks and between important and urgent work.
- Do not indulge in irrelevant activities. You will waste your entire day and the output would be zero.
- Be clear about your roles and responsibilities at the workplace.

3. Be Punctual and Disciplined

- Being punctual helps you complete tasks way ahead of deadline.
- Avoid taking too many leaves from work. Such an attitude is completely unprofessional.
- Make sure you are there at your desk five minutes before your actual time.
- Strive hard to complete tasks on time. Do not keep assignments pending and wait for the last minute.

4. Take Ownership of work

- Do not work only when your boss is around. Work for yourself. The dedication must come from within.
- Be responsible for your work and learn to accept your mistakes.
- If you have accepted something, then it becomes your responsibility to complete it within the allotted time slot.

5. Be a little Diplomatic.

- Do not accept everything which comes your way. A polite “NO” in the beginning will save your reputation later.
- The employees must be delegated responsibilities as per their specialization and background. This way they take more interest and eventually finish work on time.

6. More Focused

- Be a little focused and concentrate on work. Do not waste time by loitering and gossiping around.
- Do not take long personal calls at work. Finish off work and leave for the day on time. You will have ample time to catch up with your friends or log on to social networking sites. Playing games while you are at work is something which is not expected out of a professional.

7. Be reasonable.

- No individual can work for the whole day. Do include some time in your daily schedule to speak to your team member sitting next to you.
- Do not over burden yourself.

1.6 Time Management Tips for Professionals

Time Management helps individuals assign correct time slots to activities as per their importance. The right allocation of time to the right task in order to make the best possible use of time refers to time management. Time is limited and one can't afford to waste it. Time once lost never comes back, no matter how much efforts you put in.

An individual who wastes time at workplace is liked by none and finds it difficult to achieve targets within the stipulated time frame. His work is never finished on time and is often criticized by fellow workers and superiors.

Some Time Management Tips for Professionals are:

- Reach office on time. Avoid taking frequent leaves from work. It is important to be punctual for effective time management. Do not roam here and there.
- The first thing an employee should do in the morning is to prepare a Task Plan. Write down what all needs to be done in a single day against the time slots you wish to assign to particular tasks as per their importance. Urgent assignments must be completed first followed by low priority tasks. Once the task is complete, tick it off. You will feel relieved.
- Do assign some time for your personal calls, catching up with old friends on Facebook, writing updates on Twitter or even booking movie tickets for weekends.
- Manage yourself well. Keep your workstation clean and organized. The files and important documents must be kept at their proper places. Avoid keeping stacks of files and heaps of paper at the desk. Throw whatever you don't need. Never write on loose papers as you would definitely lose them after some time. Keep all your personal belongings at one place.
- Do not clutter your desktop. Create separate folders to organize your documents. Delete whatever files and folders you don't need. Manage your emails well.
- Use a planner or organizer to plan your day well. A table top calendar never lets you forget important dates and meetings.
- Leave a little early for meetings outside office. Do keep margin of time for traffic jams, diversions or other unavoidable conditions on road.

- Set priorities for yourself. Do not accept any task which you yourself know is difficult for you to accomplish within the allotted time period. A firm “NO” in the beginning will save your reputation later.
- Be clear about your goals and objectives. The KRAs of an employee must be communicated to him clearly. Know your targets. If you feel your targets are unrealistic, speak to your reporting Boss immediately. Plan things well. Planning helps you complete tasks on time.
- Avoid gossiping or loitering around at the workplace. Your office does not pay you for playing games on computer during office hours. Do not work only for salary and to please your Boss. Work for yourself. The dedication should come from within.
- Avoid long personal calls during office hours. Remember if you finish your work on time, you will have enough time for your friends and family after office hours. A balance between personal and professional life is essential to be successful in the long run.

1.7 Time Management Tips for Students

Time Management is nothing but managing time well and doing the right thing at the right time. It is essential for individuals to allocate specific time slots to tasks as per their importance and urgency.

Time Management plays a pivotal role not only in organizations but also in an individual's personal life. Students aspiring for management courses or for that matter any professional course need to value time to reach the pinnacle of success and stay firmly entrenched at the top.

Some Time Management tips for Students are:

- Set a goal for yourself. Know what you want to achieve in life. Take a pen and paper and write down where you want to see yourself five years from now. Setting an objective for yourself gives you a sense of direction.
- Organize your study space. Arrange books and study material properly at their respective places. Stationery items must not be scattered on the table.
- Plan your studies. Understand what all subjects are important and need to be done first. Go through your syllabus carefully. Find out the weightage of each subject and prepare a Task plan accordingly. Jot down what all subjects you think should be covered in a single day against specific time slots. Make sure you cover important topics first and then come to relatively easier ones. Beginning your day with something which is not that important is a sheer waste of time.
- Tick off subjects you have already completed. Give yourself a pat on your back. Remember self-motivation is one of the greatest tools for success.
- Avoid munching while studying. Prefer fruits, salads rather than calorie laden burgers, wafers, pizza etc. They make you feel sleepy and add to your weight.
- Do a SWOT Analysis of yourself. There is no harm in writing your weaknesses. Understand in which all areas you need to work hard. Ignoring difficult subjects is of no use. You must do them anyway Assign extra time to critical subjects. Be logical.
- Remove all sources of distractions from your study zone. Prefer not to keep magazines, comics, novels, CDs, video games in your study room. Studying and watching television simultaneously is nothing but a waste of time.

- Do include some time for relaxation as well. No individual can study continuously at a stretch. One needs time to relax and unwind.
- Assign some time for revision as well. Revision is essential and it makes you perfect.
- Do not go for long calls during study time. One needs to set his /her priorities. Understand what is more important for you? Remember you will have ample time to catch up with all your friends once you clear your entrance exams and get into one of your dream business schools.
- Make sure your study space is well lit and ventilated. Dark corners make you feel sleepy, and one finds it difficult to concentrate in studies and eventually wastes half of his/her time.
- It is essential to choose the right time for studies. Prefer studying in the morning hours with less or no disturbance.

This brilliant story clearly explains effective time management:

- A professor at a university is giving a pre-exam lecture on time management. On his desk is a *bag of sand, a bag of pebbles, some big rocks and bucket*. He asks for a volunteer to put all three grades of stone into the bucket, and a keen student duly steps up to carry out the task, starting with the sand, then the pebbles, then the rocks, which do not all fit in the bucket.
“This is an analogy of poor time management,” explains the professor, *“If you’d have put the rocks in first, then the pebbles, then the sand, all three would have fit. This is much like time management, in that by completing your biggest tasks first, you leave room to complete your medium tasks, then your smaller ones. By completing your smallest tasks first, you spend so much time on them you leave yourself unable to complete medium or large tasks satisfactorily. Let me show you.”*
 And the professor re-fills the bucket, big rocks first, then pebbles, then sand, shaking the bucket between each so that everything fits.

2. STRESS MANAGEMENT

2.1 Introduction

We all experience stress in our lives. Because the vast majority of health problems are caused or influenced by stress, it's important to understand how stress affects your body and learn effective stress management techniques to make stress work *for* you rather than *against* you.

2.2 What Is Stress?

Stress is your body's response to changes in your life. Because life involves constant change—ranging from every day, routine changes like commuting from home to work to adapting to major life changes like marriage, divorce, or death of a loved one—there is no avoiding stress.

Your goal shouldn't be to eliminate all stress but to eliminate unnecessary stress and effectively manage the rest. There are some common causes of stress that many people experience, but each person is different.

2.3 Historical foundations

Walter Cannon and Hans Selye used animal studies to establish the earliest scientific basis for the study of stress. They measured the physiological responses of animals to external pressures, such as heat and cold, prolonged restraint, and surgical procedures, then extrapolated from these studies to human beings.

Subsequent studies of stress in humans by Richard Rahe and others established the view that stress is caused by distinct, measurable life stressors, and further, that these life stressors can be ranked by the median degree of stress they produce (leading to the Holmes and Rahe scale). Thus, stress was traditionally conceptualized to be a result of external insults beyond the control of those experiencing the stress. More recently, however, it has been argued that external circumstances do not have any intrinsic capacity to produce stress, but instead their effect is mediated by the individual's perceptions, capacities, and understanding.

2.4 Models

The generalized models are:

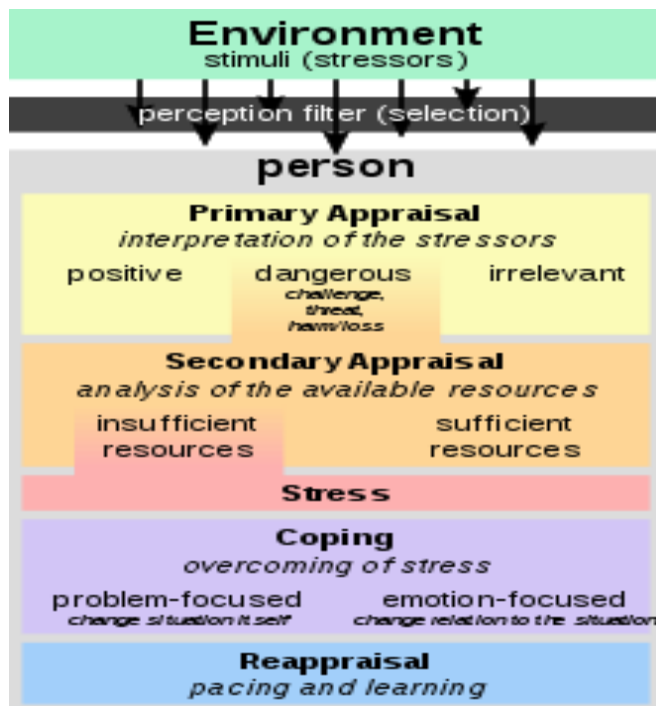
- The emergency fight and flight response by Walter Cannon (1914, 1932)
- General adaptation syndrome by Hans Selye (1936)
- Stress Model of Henry and Stephens (1977)
- Transactional (or cognitive) Stress Model / stress model of Lazarus after Lazarus (1974)
- Theory of resource conservation by Stevan Hobfoll (1988, 1998; Hobfoll & Buchwald, 2004)

❖ TRANSACTIONAL MODEL

Transactional Model of Stress and Coping of Richard Lazarus

Richard Lazarus and Susan Folkman suggested in 1981 that stress can be thought of as resulting from an "imbalance between demands and resources" or as occurring when "pressure exceeds one's perceived ability to cope". Stress management was developed and premised on the idea that stress

is not a direct response to a stressor but rather one's resources and ability to cope mediate the stress response and are amenable to change, thus allowing stress to be controllable



In order to develop effective stress management, it is first necessary to identify the factors that are central to a person controlling his/her stress and to identify the intervention methods which effectively target these factors. Lazarus and Folkman's interpretation of stress focuses on the transaction between people and their external environment (known as the Transactional Model). The model contends that stress may not be stressors if the person does not perceive the stressors as a threat but rather as positive or even challenging. Also, if the person possesses or can use adequate coping skills, then stress may not actually be a result or develop because of the stressors. The model proposes that people can be taught to manage their stress and cope with their stressors. They may learn to change their perspective of the stressors and provide them with the ability and confidence to improve their lives and handle all of the types of stressors.

Among the many stressors mentioned by employees, these are the most common:

- Conflicts in company
- The way employees are treated by their bosses/supervisors or company
- Lack of job security
- Company policies
- Co-workers who don't do their fair share
- Unclear expectations
- Poor communication
- Not enough control over assignments
- Inadequate pay or benefits
- Urgent deadlines
- Too much work

- Long hours
- Uncomfortable physical conditions
- Relationship conflicts
- Co-workers making careless mistakes
- Dealing with rude customers
- Lack of co-operation
- How the company treats co-workers

❖ HEALTH REALIZATION/INNATE HEALTH MODEL

The health realization/innate health model of stress is also founded on the idea that stress does not necessarily follow the presence of a potential stressor. Instead of focusing on the individual's appraisal of so-called stressors in relation to his or her own coping skills (as the transactional model does), the health realization model focuses on the nature of thought, stating that it is ultimately a person's thought processes that determine the response to potentially stressful external circumstances. In this model, stress results from appraising oneself and one's circumstances through a mental filter of insecurity and negativity, whereas a feeling of well being results from approaching the world with a "quiet mind"

This model proposes that helping stressed individuals understand the nature of thought—especially providing them with the ability to recognize when they are in the grip of insecure thinking, disengage from it, and access natural positive feelings—will reduce their stress.

2.5 Stress prevention and resilience

Although many techniques have traditionally been developed to deal with the consequences of stress, considerable research has also been conducted on the prevention of stress, a subject closely related to psychological resilience building. A number of self-help approaches to stress-prevention and resilience-building have been developed, drawing mainly on the theory and practice of cognitive-behavioral therapy.

2.6 Measuring stress

Levels of stress can be measured. One way is through the use of psychological testing: *The Holmes and Rahe stress scale* [two scales of measuring stress] is used to rate stressful life events, while the DASS [Depression Anxiety Stress Scales] contains a scale for stress based on self-report items. Changes in *blood pressure* and *galvanic skin response* can also be measured to test stress levels, and changes in stress levels. A digital thermometer can be used to evaluate changes in skin temperature, which can indicate activation of the *fight or flight response* drawing blood away from the extremities. Deep neural network models using *photoplethysmography* imaging (PPGI) data from mobile cameras can accurately measure stress levels.¹ Cortisol is the main hormone released during a stress response and measuring cortisol from hair will give a 60- to 90-day baseline stress level of an individual. This method of measuring stress is currently the most popular method in the clinic.

Effectiveness

Stress management has physiological and immune benefits

Positive outcomes are observed using a combination of non-drug interventions:

- treatment of anger and hostility
- autogenic training
- talking therapy (around relationship or existential issues)
- bio feedback
- cognitive therapy for clinical depression

2.7 Forms of Stress

▪ ACUTE STRESS

Acute stress is the most common form of stress among humans worldwide.

Acute stress deals with the pressures of the near future or dealing with the very recent past. This type of stress is often misinterpreted for being a negative connotation. While this is the case in some circumstances, it is also a good thing to have some acute stress in life. Running or any other form of exercise is considered an acute stressor. Some exciting or exhilarating experiences such as riding a roller coaster is an acute stress but is usually very enjoyable. Acute stress is a short term stress and as a result, does not have enough time to do the damage that long term stress causes

▪ CHRONIC STRESS

Chronic stress is unlike acute stress. It has a wearing effect on people that can become a very serious health risk if it continues over a long period of time. Chronic stress can lead to memory loss, damage spatial recognition and produce a decreased drive of eating. The severity varies from person to person and also gender difference can be an underlying factor. Women are able to take longer durations of stress than men without showing the same maladaptive changes. Men can deal with shorter stress duration better than women can but once males hit a certain threshold, the chances of them developing mental issues increase drastically

2.8 Causes of Stress

Stress can come from many sources, which are known as "stressors". Because our experience of what is considered "stressful" is created by our unique perceptions of what we encounter in life (based on our own mix of personality traits, available resources, and habitual thought patterns), a situation may be perceived as "stressful" by one person and merely "challenging" by someone else.

Simply put, one person's stress trigger may not register as stressful to someone else. That said, certain situations tend to cause more stress in most people and can increase the risk of burnout.

For example, when we find ourselves in situations where there are high demands on us but we have little control and few choices, we are likely to experience stress. We might also feel stress when we don't feel equipped; where we may be harshly judged by others; and where consequences for failure are steep or unpredictable.

Many people are stressed by their jobs, relationships, financial issues, and health problems, as well as more mundane things like clutter or busy schedules. Learning skills to cope with these stressors can help reduce your experience of stress.

2.9 Effects of Stress

Just as stress is perceived differently by each of us, stress affects us all in ways that are unique to us. One person may experience headaches, while another may find stomach upset is a common reaction, and a third may experience any of a number of other symptoms.

While we all react to stress in our own ways, there is a long list of commonly experienced effects of stress that range from mild to life-threatening. Stress can affect immunity, which can impact virtually all areas of health. Stress can affect mood in many ways as well. Creating a stress management plan is often one part of a plan for overall wellness.

If you find yourself experiencing physical symptoms you think may be related to stress, talk to your doctor to be sure you are doing what you can to safeguard your health. Symptoms that may be exacerbated by stress are not "all in your head" and need to be taken seriously.

2.10 Stress Management

Stress can be effectively managed in many different ways. The best stress management plans usually include a mix of stress relievers that address stress physically and psychologically and help to develop resilience and coping skill

Use Quick Stress Relievers

Some stress relief techniques can work in just a few minutes to calm the body's stress response. These techniques offer a "quick fix" that helps you feel calmer at the moment, and this can help in several ways.

When your stress response is not triggered, you may approach problems more thoughtfully and proactively. You may be less likely to lash out at others out of frustration, which can keep your relationships healthier. Nipping your stress response in the bud can also keep you from experiencing chronic stress.

Quick stress relievers like breathing exercises, for example, may not build your resilience to future stress or minimize the stressors that you face. But they can help calm the body's physiology once the stress response is triggered.²

Develop Stress-Relieving Habits

Some techniques are less convenient to use when you are in the middle of a stressful situation. But if you practice them regularly, they can help you manage stress in general by being less reactive to it and more able to reverse your stress response quickly and easily.

Long-term healthy habits, like exercise regular meditation can help to promote resilience toward stressors if you make them a regular part of your life. Communication skills and other lifestyle skills can be helpful in managing stressors and changing how we feel from "overwhelmed" to challenged to "stimulated."

Eliminate Stressors When You Can

You may not be able to completely eliminate stress from your life or even the biggest stressors, but there are areas where you can minimize it and get it to a manageable level.

Any stress that you *can* cut out can minimize your overall stress load. For example, ending even one toxic relationship can help you more effectively deal with other stress you experience because you may feel less overwhelmed.⁴

Discovering a wide variety of stress management techniques, and then choosing a mix that fits your needs, can be a key strategy for effective stress relief.

2.11 Techniques for stress management

Many techniques can be used to cope with the stresses life brings. Some of the following ways reduce a lower than usual stress level, temporarily, to compensate the biological issues involved; others face the stressors at a higher level of abstraction:

- Autogenic training
- Social activity
- Cognitive Therapy
- Conflict resolution
- Getting a hobby
- Meditation
- Mindfulness
- Music
- Deep breathing
- Reading novels
- Humor
- Physical exercise
- Prayer
- Spas
- Spending time in nature
- Clinically validated alternative treatment
- Natural medicine
- Time management
- Spending quality time with pets
- Planning and decision making

2.12 Conclusion

3. CRISIS MANAGEMENT

3.1 Introduction

Crisis refers to an unexpected unplanned situation or rather threat that suddenly dawns upon a business, on public, or on individuals, out of nowhere. It means an event that threatens the very stability of the affected. The process by which such events or threats are effectively managed and dealt with is known as Crisis Management.

A crisis implies a situation where time is short and an effective decision has to be taken immediately. The crisis perpetuates a sense of a lack of control worsening the whole situation. Thus, crisis management needs to be rapid and effective with the required flexibility to the crisis management plans made to meet further shocks. In organizations it requires the ability to lead the business out of an unfavourable situation by motivating and inspiring the employees.

A crisis may be described as shortly as ‘a time of intense difficulty or danger’. A crisis can be critical and may even completely knock down the business. From a business perspective, a crisis usually impacts sales and business reputation. A very recent example is the battery issue of Samsung Galaxy Note 7, wherein the batteries started exploding while in the use.

3.2 Attributes to a Crisis

Three Elements Generally Represent Primary Attributes to a Crisis:

1. The Threat to the Organization,
2. The Element of Surprise
3. A Short Decision Time

Crisis management is the process through which an organization tackles an unfavourable event that negatively affects the organization, its stakeholders, or the general public.

Communication is an important aspect and quick communication is usually considered a superior way of tackling the crisis. The credibility and reputation of organizations are dependent on the perception of their responses during the crisis. Well thought out and uniform communication throughout the hierarchy are a support to the successful crisis management process.

3.3 Types of Crises

The crisis is of different types and nature and implies different responses and thereby different means of its management. The following are the major types of Crisis:

1. FINANCIAL CRISIS

Financial Crisis occurs when the business is hit with the crisis financially. An example of a financial crisis is a business not having funds to pay its dues such as paying dividends, interests, making repayments of loans, etc. Such a crisis arises when the business incurs losses over considerable periods of time or when due to lack of accountability loses consumers’ trust among other situations.

This crisis is handled by mobilizing requisite funds as a short-term solution and in taking major financial decisions such as restructuring, changing business operations, etc as long-term solutions.

2. TECHNOLOGICAL CRISIS

The technological crisis occurs as a result of break downs in the common scientific and technological tools and appliances that we use in a business. If the servers of Facebook get

overloaded and all the user accounts and details are thereby deleted then such a crisis will be a technological crisis.

Common technological crisis includes software failure, industrial accidents, etc. The usual means of management would include primarily mitigating the losses and stopping the effects of the failure from affecting more people or elements.

The next step would include trying to gain back what was corrupted or lost with the help of experts in the field and would also involve finding the source and reason for the crisis.

3. CRISIS OF MALEVOLENCE

All businesses compete with each other. But some competitors take such extreme steps that they, in fact, try to go below the belt and ruin the other business for their own success. The crisis that happens as a result of the extreme tactics employed by a competitor or a miscreant to ruin the business is known as a crisis of malevolence.

These crises include those which are created by hacking into a company's server, tampering with their products, etc. The measures include finding the source and minimizing the damage as soon as possible with identifying who perpetrated the crisis.

4. NATURAL CRISIS

Natural Crisis refers to those that are created as a direct result of a natural event such as a floods or earthquake etc. These crises are completely out of management's hands and cannot be prevented, unlike the other crisis. The crisis management steps include evacuating the area and taking mitigating actions as precautions such as building Earthquake resistant buildings, preparing evacuation plans, etc beforehand.

3.4 Example of Successful Crisis Management

PEPSI

In 1993, many people claimed to find syringes in cans of diet Pepsi. Pepsi investigated the situation, leading to an arrest, which Pepsi communicated publicly. This was followed by their first video news release, clearly showcasing the production process to demonstrate that such an incident cannot happen within their factory premises. A second news release showed the guilty arrested.

A third video displayed surveillance footage from a convenience store where a woman was caught inserting a syringe into a can. The company also publicly worked with the FDA during this crisis, to come out clean. Even after the resolution of the crisis, the corporation thanked the public for standing by the corporation.

3.5 Unsuccessful Story of Crisis Management

BHOPAL GAS TRAGEDY

The Bhopal gas tragedy in which poor communication before, during, and after the crisis cost thousands of lives, illustrates the importance of incorporating cross-cultural communication in crisis management plans. Local workers and residents of Bhopal could not understand warnings of potential threats from the Union Carbide plant installed by an American organization, Union Carbide.

Operating manuals were also printed only in English. As claimed by Union Carbide, a day after the crisis Union Carbide's upper management arrived in India but they were house arrested by the Indian government and were unable to contribute to the relief efforts. More than 2,250 people were killed in the crisis.

3.6 Stages of a crisis

1. Warning and risk assessment (Pre-crisis). As important as it may be to identify risks and plan for ways to minimize those risks and their effects, it is equally important to establish monitoring systems that can provide early warning signals of any foreseeable crisis. These early warning systems can take a variety of forms and differ widely based on the identified risks.

Some early warning systems might be mechanical or electronic. For instance, thermography is sometimes used to detect a build-up of heat before a fire starts. Other early warning systems may consist of financial metrics. For example, an organization might be able to anticipate a substantial drop in revenue by monitoring its customers' stock prices.

The key to effective pre-crisis planning is to involve as many stakeholders as possible. That way, all areas of the organization are represented in the risk identification and risk planning process. Corporate crisis response teams often include representatives from the organization's legal, human resources (HR), finance and operations staff. It is also customary to identify someone to act as a crisis manager

2. Crisis response and management (During the crisis). When a crisis occurs, the crisis manager is responsible for directing the organization's response in accordance to its established crisis management plan. The crisis manager is usually also the person who is tasked with communicating to the public.

If a crisis affects public health or safety, then the crisis manager should make a public statement as quickly as possible. In a public crisis, the media will inevitably seek out employees for comment. It is important for the organization's employees to know ahead of time who is and is not authorized to speak to the media. Employees who are allowed to speak to the media must do so in a manner consistent with what the crisis manager is saying.

3. Post-crisis and resolution. After a crisis subsides and business begins to return to normal, the crisis manager should continue to meet with members of the crisis management team, especially those from the legal and finance departments, to evaluate the progression of the recovery efforts. At the same time, the crisis manager will need to provide the latest information to key stakeholders to keep them aware of the current situation.

Following a crisis, it is also important for the crisis management team to revisit the organization's **Crisis Management Plan** with the goal of evaluating how well the plan worked and what aspects of the plan need to be revised based on what was learned during the crisis.

Stages of crisis management



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3.7 Five Skills to Best Manage a Crisis

Managers have a load of responsibilities and they are constantly dealing with different situations but one thing is certain: every manager will encounter a crisis at some point in their career and they need to be equipped with the skills necessary to handle it. This can present itself in a number of ways. Perhaps the deadline for the company's annual report is tomorrow and it is still not complete when the entire office suffers technical difficulties. Maybe you are preparing for the grand opening of a new branch and all of the printed mailings have been sent out only to leave off the address of the new location. It's possible that the biggest deal of your career is about to close when suddenly the client notices a glitch in the contract and retracts their agreement. No matter the situation, crises are a part of life and it is important that managers have the following leadership skills to properly deal with the situation.

1. Communication

This is perhaps the most important skill needed when dealing with crisis management. Managers need to be able to communicate clearly, concisely, and in a timely manner during times of crisis. They need to be able to remain calm and focus on relaying pertinent information as quickly as possible. Managers are much more likely to experience a better outcome when they have the ability to communicate effectively with their employees.

2. Adaptability

We all love when things go exactly as planned but what happens when the unthinkable happens and our perfect plan turns into a disaster? Great managers know how to adapt to different situations in the event of a crisis. They understand how to approach problems from a different perspective and they are willing to seek advice from other team members. They know that critical moments require the help of a diverse team.

3. Self-Control

When a crisis hits, there is no time for a manager who is frantic and disorganized. Without self-control, it is easy for a manager to fall into the grip of panic and be at the mercy of their feelings. A manager who can exhibit strong self-control even in the midst of crisis is much more capable of making rational decisions, communicating clearly, and working to effectively solve the problem.

4. Relationship Management

In times of crisis, it is essential for the manager to manage many relationships with many different people. They understand how to do this in a friendly yet assertive manner. They have the ability to inspire those around them, give clear directions, and foster teamwork amid a crisis. Rather than losing patience and barking orders at those around them, a manager who possesses strong relationship management skills knows how to move people in the right direction while maintaining self-control.

5. Creativity

When crisis strikes it is time for managers to think outside the box and move to Plan B. A manager who is a creative thinker embraces this challenge and utilizes the unique talents of those around him to develop a quick solution. They are able to encourage different perspectives and can use their knowledge to devise a creative solution to the problem.

Crises in the workplace can emerge in many different forms and often strike without warning. Therefore, it takes a manager who is well-composed and can think quickly on their feet to foster teamwork and bring about creative solutions to these problems.

3.8 How to Overcome Personal Crisis

Life tends to throw curveballs, and you may feel completely unprepared when they come your way. Whether you are facing difficulties in life related to your health, relationships, finances or any other area, you may be feeling overwhelmed and unsure of how to move forward. By managing the issue, practicing self-care, and developing a plan, you can work to overcome crises that will arise in your life.

1. Set a schedule

One of the first ways that you can begin to manage an issue that crops up in your life is to set a schedule and follow it diligently. You may feel that things are in disarray, but a schedule and

routine will help to restore order into your life. You may be unsure of the outcome of the crisis, but at least you can find some comfort in establishing a pattern.

- Consider either using an online calendar to document all of your appointments and meetings or using a paper calendar.



2. Talk to your boss and co-workers

During this time, you may need a bit of a respite from work or just need more support from your co-workers in general. Communicate with your team about this. You do not need to get into the nitty-gritty details of the issue unless it is work-related, but you should share enough so that they understand your need to step back a bit.

- You might say something like “I wanted to let you all know that I am dealing with some issues at home. I will work to ensure that these issues do not affect my work, but I may need a bit of extra support during this time.”



3. Delegate, if possible

If you are in the position to, delegate some tasks to others. If you are feeling overwhelmed at work, assign some of your tasks to co-workers or interns. If you have a subordinate or supervisee who is looking for more experience, they will likely be a great resource to you during this time.

- Try assigning some basic level tasks to them first to assess how they perform. If they do well, you can give them assignments that are progressively more difficult until your crisis abates.
- You might also ask your boss to delegate some of your tasks to others, particularly to those who are your equals in rank in the office.



4. Don't take on new projects

During a time of personal crisis, it is unwise to take on new assignments at work. Rather than giving yourself more work, focus instead on being a good steward of the work you are currently tasked with.



5. Consider taking some time off

You may want to take a bit of time away from the office. Getting some space from work can be very helpful in clearing your head and rejuvenating your spirits in the midst of a crisis. The length

of time you stay away will be up to your discretion, but remain mindful that the longer you stay away from work, it may be increasingly more difficult to get back into the routine of things.

- Check and see how much vacation time you have and make a decision based on that. Perhaps you will want to take no more than half of that time.



6. Talk to your family and friends

During a time of personal crisis, you will need to rely on your friends and family. Communicate with them regularly and keep them updated, especially if the crisis will affect them. Have conversations about how to move forward as well as about how they can help you during this time.

- You might say something like “I know that I’ve told you about my health issues, but I wanted to let you know that things have gotten a bit worse. I’ve been to the doctor a few times and may have to have surgery. But I want you to know that I will keep you updated at every step.”



7. Learn to say NO

Remember it is necessary to maintain healthy boundaries, and saying no is often a part of that. For example, if you always host an annual cookout for Memorial Day but are not feeling up to it this year, remind yourself that it is okay to say no.

- Suggest to friends or family members that they take over the task instead, if they are willing and able.



8. Be kind

Your family may be undergoing this crisis with you. Show great empathy and care for them during this time. Though you should be taking care of yourself, don't forget the people who love you and who you love. Do little acts of kindness for them and don't neglect your responsibilities to them, as much as is possible.

- For instance, a mother who has children...., they still rely on her and will need her. She should try to remain as present as possible by being involved in their school, bedtime rituals, etc.



9 Accept and grieve the situation.

This personal crisis may be one of the most difficult situations that you have ever encountered. However, you must accept it as reality. Don't stop yourself from crying and feeling the range of emotions that you are experiencing; research shows that holding back tears can actually be more harmful in the long run.

- Don't wallow in the situation, either. Instead, begin thinking about taking action to improve your circumstances.



3.9 Conclusion

Every crisis is different, and there's no "one-size-fits-all" approach to crisis management. Although there are no clear decisions about right or wrong approaches to crisis management, it's important for boards to recognize that when the corporate reputation is at stake, the company's market value is also at risk. In research by Weber Shandwick, executives attributed 63% of their market value to their reputation. Risk oversight protects value and that is a critical competency for board members to possess.

4. CONFLICT MANAGEMENT

4.1 Introduction

Conflicts are inevitable when number of people will be working together. Conflict is defined as “difference in opinion or some kind of disagreement between two or more parties”. Conflicts need to be resolved effectively. It is not only important to resolve the conflict, but also is equally important to ensure that the parties involved in conflict do not unnecessarily end up being in any kind of emotional stress during the resolution process of the conflict. Striking a balance between resolving the conflict to find the decision and maintaining the emotional wellbeing of people involved will be critical to successful conflict management.

Hence it is important to understand clearly, what is a conflict, why conflict occurs, challenges in resolving conflicts and various methods for resolving conflicts.

There are two views on conflicts or the so called differences in opinion between people. The traditional view says “conflicts are bad and should be totally discouraged”, and the new modern view says” conflicts can be constructive and good and different ways of thinking should be encouraged to get multiple ideas and solutions to problems in hand”.

Let us approach conflict management with the idea that conflicts can be good for the team. So for effective conflict management, there is a need for creating a right atmosphere which empowers people to think originally and encourages them to put forth their suggestions and opinions without fear. And the members are encouraged to resolve conflicts among themselves with a very open and collaborative mind. People need to rise above their personal emotions while resolving conflicts and they need to think about the final goals of the project or work in hand. A manager should intervene in resolving a conflict when the involved team members will not be able to resolve on their own.

Some of the sources of conflict include disagreements on schedules, cost, priorities, technical opinions, resources, administrative procedures and personality. Personality related conflicts should completely be discouraged.

4.2 What are conflict management strategies?

Conflict management strategies are abilities that help you manage how conflict affects you, those you work with and the workplace as a whole. Knowing that conflict is inevitable, conflict management aims to make conflict a productive part of the workplace, and if you have the skills do to so, you can contribute to an environment where conflict is accepted, managed and used positively.

4.3 Five Types of Conflict Management Strategies:

People deal with conflict in a variety of ways; therefore you need different conflict resolution strategies.

Kenneth Thomas and Ralph Kilmann developed five conflict resolution strategies that people use to handle conflict, including avoiding, defeating, compromising, accommodating, and collaborating.



This is based on the assumption that people choose how cooperative and how assertive to be in a conflict. It suggests that everyone has preferred ways of responding to conflict, but most of us use all methods under various circumstances. It is helpful to understand the five methods, particularly when you want to move a group forward.

Conflict Management Strategy #1: Avoiding

Those who avoid conflict tend to be unassertive and uncooperative while diplomatically sidestepping an issue or simply withdrawing from a threatening situation. Use this when it is safer to postpone dealing with the situation or you don't have as great concern about the outcome. This is a lose/lose situation. Neither party takes action to address the issues involved in the conflict, meaning that it will remain unresolved. This approach is best used:

- If all concerned feel that the issue is a minor one and will be resolved in time without any fuss.
- When the parties need a chance to cool down and spend time apart.
- If other people are able to resolve the conflict more effectively than the parties concerned.
- When more time is needed before thinking about dealing with the issues.
- If the impact of dealing with the situation may be damaging to all parties involved.

Conflict Management Strategy #2: Competing

Those who compete are assertive and uncooperative and willing to pursue one's own concerns at another person's expense. This is a win/lose situation. One party attempts to win the conflict through dominance and power. This approach is best used:

- When all other methods have been tried (and failed).
- In emergency situations when quick, immediate and decisive action is called for.
- In situations where unpopular changes need to be applied and discussion is not appropriate.

Conflict Management Strategy #3: Accommodating

The opposite of competing, there is an element of self-sacrifice when accommodating to satisfy the other person. While it may seem generous, it could take advantage of the weak and cause resentment. This is a lose/win situation. The accommodation approach is generally used when one party is willing to forfeit their position. It is best used in situations where:

- One party wishes to indicate a degree of fairness.
- People wish to encourage others to express their own opinion.
- The issue or problem is more important to the other party concerned.
- It is more important to safeguard the relationship rather than argue about the issue.

Conflict Management Strategy #4: Collaborating

A combination of being assertive and cooperative, those who collaborate attempt to work with others to identify a solution that fully satisfies everyone's concerns. In this style, which is the opposite of avoiding, both sides can get what they want and negative feelings are minimized.

This is a win/win situation. It is the most effective but most difficult way of managing differences. It requires trust and commitment on all sides to reach a resolution by getting to the heart of the problem. All parties need to be willing to empathise and try to understand each other's situation. Collaboration is most appropriate:

- When all parties are willing to investigate alternative solutions together that they may not necessarily have thought of on their own.
- When trying to get to the source of problems that have continued for a long time.
- When upholding objectives that cannot be compromised on any side while still preserving the relationship.
- When parties from different backgrounds and experiences are involved.

Conflict Management Strategy #5: Compromising

This style aims to find an expedient, mutually acceptable solution that partially satisfies both parties in the conflict while maintaining some assertiveness and cooperativeness. "This style is best to use when the outcome is not crucial and you are losing time; for example, when you want to just make a decision and move on to more important things and are willing to give a little to get the decision made,".

This is a win/lose – win/lose situation, i.e. everyone involved gains and losses through negotiation and flexibility. Each will win some of what they desire while at the same time giving something up. The main goal of this approach is to find common ground and maintain the relationship. Compromise is best used:

- To achieve an agreement when all parties have equal power.

- To reach a temporary resolution in more complicated matters.
- To achieve a settlement when time or other circumstances are constrained.

4.4 Examples of conflict management skills

There are skills you can build to become successful at managing conflict in the workplace. The most effective conflict management combines many of these skills. Here are six conflict management skills you can use to keep all conflict from negatively affecting the workplace:

Effective communication

One of the most important skills you can have for conflict management is the communication skills to resolve conflict effectively. Effective communication may involve having a friendly yet straightforward way of speaking to others during a conflict. It also means speaking clearly and precisely in an attempt to avoid any miscommunication.

Effective communication means you take notice of who you're speaking to and adjust the language you use and body language you exhibit to communicate better with them. Refrain from using language that's hurtful or inappropriate.

Active listening

When you practice active listening, you are letting others know that you want to hear what they have to say and that it's important to you to understand their thoughts. Active listening shows respect and involve looking the other person in the eye, nodding as they speak and then taking a moment to comprehend what they've said before you respond or ask questions. When you take the time to actively listen, you are hearing other perspectives that can help you manage conflicts better.

Practicing empathy

Empathy means you understand how another person feels because you consciously take the time to see their perspective. With empathy you can also understand more what your counterpart's needs, wants, motivations and goals are, but you're also able to consider their pain points.

While empathy may come naturally to some, it's also a skill you can develop by asking for and providing feedback, asking questions to understand a different viewpoint, being open to differences of opinion and building trust with your coworkers and managers.

Problem-solving

A lot of conflicts occur, or become worse, because of the lack of a viable solution. With great problem-solving skills, you can come up with a creative solution that will work well for the parties involved in the conflict. To display problem-solving skills, you may brainstorm solutions to the problem, collaborate with others, seek to completely understand the underlying issue and then provide a fair resolution.

Positive attitude

Maintaining a positive attitude can help you process and work through conflict so that the result is a more cohesive workplace. Positivity helps you realize that mistakes happen and, therefore, you can figure out how to avoid conflict over it and move on.

Level-headedness

When you are level-headed, you're able to control your emotions in the workplace. This level of emotional intelligence can help keep a conflict from getting unnecessarily worse. With it, you're able to approach conflict with a calm demeanor that works with conflict so the workplace is better for it. If you lack this skill, then conflicts can escalate and create more intense conflict that is not as easily resolved.

4.5 How to improve conflict management skills

By working at it, you can improve your conflict management skills. Follow these tips:

1. Sign up for a workshop. You will likely be able to find plenty of classes and workshops hosted by experts in conflict management. They'll be able to give you the tools to approach conflicts in the workplace and manage them so the office can operate as it should.
2. Do a role-playing exercise. Role-playing can be particularly effective to improve your conflict management skills because it forces you to put yourself in someone else's situation. Through role-playing, you'll be more aware of how someone in a particular position could feel, which can help you understand the people you work with and customers you support.
3. Ask for feedback. When you're going through the conflict management process, ask your superior for feedback on how you're handling the situation. They'll be able to give you tips for how to can approach conflict management better in the future.
4. Collaborate. One way to improve your conflict management skills is by collaborating with others. When you have experience collaborating, and know the importance of it, you'll feel more comfortable working with others on resolving issues and finding solutions to move forward with.

4.6 Conflict management skills in the workplace

Here are some ways you can show your conflict management skills in the workplace:

Have patience

Managing conflict requires that you're able to have patience with everyone you're communicating with about a current or potential conflict. You need to have the patience to be able to hear

everyone's point of view, and the patience to take the necessary time to manage the conflict moving forward. Patience can also help you avoid conflicts because you're less likely to succumb to a frustrating scenario.

Understand body language

You can pick up on cues from others through their body language. You may be able to understand if they are frustrated, mad, upset or happy just by viewing if they cross their arms, roll their eyes or display any other movements that indicate how they are feeling. Also, be sure to understand how others may perceive your body language.

Be impartial

One of the best ways to manage conflict is by staying impartial, even if the conflict is between a close friend and a new employee you don't know well. If you don't feel you can be impartial, then consider asking someone else to step in and manage the conflict instead. Impartiality means you advocate for what's right in a particular situation and find a way through the conflict that's helpful for all involved.

Be open to discussion

To manage conflict, you must be willing to discuss the circumstances and situation you're in. Discussion is a valuable part of managing a conflict so that the workplace doesn't feel negative effects from the conflict. Discussion also helps everyone understand each other's perspective and feel comfortable sharing their own opinions.

Reference the company values

Everyone gets hired understanding the company values, and it's important to adhere to them when working through a conflict. Company values serve as a reminder of the kind of culture the business is trying to build and how everyone has a responsibility to adhere to company policy.

4.7 Conclusion

As we take a closer view of world events as well as mundane day to day reality of life, it becomes apparent that conflict is an indisputable fact of our physical and mental existence. Conflict, in fact, permeates each and every strand of human existence and often takes shape of diabolic cyclical violence unless dealt with creatively and constructively.

5. RELATIONSHIP MANAGEMENT

6.

5.1 Relationship Management: The Key To Achieving It All

One thing in our lives that majorly affects us is our relationship with other people — not only with our partners, friends or family but our relationships with employees, coworkers, colleagues and our bosses. Having a fight with a close loved one, a friend not responding to your texts or calls or a harsh remark from your boss can completely ruin your day. You end up spending hours or probably days fretting over and about it. Similarly, going out with friends or having a good conversation with loved ones can make you super happy and fix your mood instantly.

- Relationship management is, as the name suggests, managing relations in your life. Traditionally, relationship management means to maintain good and positive relationships between an organization and its clients. But it goes way further — it means managing and maintaining positive relationships with everyone in your life, may it be your spouse, your family, your siblings or your work colleagues or employees. It is the way in which two or more people or things are connected, or the state of being connected and also the way in which two or more people or groups regard and behave towards each other.

5.2 What are workplace relationships?

Workplace relationships are the specific expectations for interactions between people in different positions within a company or organization. They are either professional, personal or a mixture of both. Depending on the position or title of either person, these relationships can also add to job satisfaction and the overall workplace climate or culture. Additionally, learning what these distinct relationships are and how to navigate them, may help someone broaden their professional connections and make advancements in their career.

5.3 Benefits of Relationship Management

Relationship management is the art of influencing people to become to best version of themselves. It is a known fact that we become who we spend time with. It is important that with the people with whom we spend something as precious as time, we create an environment where growth comes naturally. It is very important to have a positive environment in all your relations in life. It is mostly about how well you can influence people. A great influencer has amazing interpersonal skills, and interpersonal skills can be learned and taught. The better you get at these skills, the better you will be able to manage your relationships at work and at home.

Similarly, relationship management is absolutely crucial for the success of an organization. Following are some points that show the benefits of relationship management in the workplace:

- Long-Lasting Relationships With Customers. For an organization to flourish, it is absolutely essential to have better and long-lasting relationships with customers. Relationship management allows the organization to have better, strong and long-lasting relationships with its customers.
- Enhancing Our Creativity. Good relationships with people at work help in creating a joyful environment to work in and give us an opportunity to be creative and showcase our skills.
- Help In Career Growth. It is important to have good relations with people; by "good," we mean "loyal" and relationships built on trust. If your boss trusts you and your colleagues have good

relationships with you, only then will they speak well about you with others. Such conversations open a lot of career opportunities, too.

5.4 Five Skills for Successful Relationship Management

5 Skills for Successful Relationship Management



5.5 Why Have Good Work Relationships?

According to the Gallup organization, people who have a best friend at work are seven times more likely to be engaged in their jobs. But it doesn't have to be a "BFF." Gallup found that people who simply have a good friend in the workplace are more likely to be happy. What's more, good work relationships are linked to better customer engagement and increased profit.

In this article, you'll learn why it's important to have good working relationships, how to build and maintain them, and even find ways to work with people that you don't get on with.

Human beings are naturally social creatures. And when you consider that we spend one-third of our lives at work, it's clear that good relationships with colleagues will make our jobs more enjoyable.

The more comfortable co-workers are around one other, the more confident they'll feel voicing opinions, brainstorming, and going along with new ideas, for example. This level of teamwork is essential to embrace change, create, and innovate. And when people see the successes of working together in this way, group morale and productivity soars.

Good work relationships also give you freedom. Instead of spending time and energy dealing with negative relationships, you can, instead, focus on opportunities – from winning new business to focusing on personal development.

And having a strong professional circle will also help you to develop your career, opening up opportunities that otherwise might pass you by.

5.6 Defining a Good Relationship

A good work relationship requires trust, respect, self-awareness, inclusion, and open communication. Let's explore each of these characteristics.

- **Trust:** when you trust your team members, you can be open and honest in your thoughts and actions. And you don't have to waste time or energy "watching your back."
- **Respect:** teams working together with mutual respect value one another's input, and find solutions based on collective insight, wisdom, and creativity.
- **Self-awareness :** this means taking responsibility for your words and actions, and not letting your own negative emotions impact the people around you.
- **Inclusion:** don't just accept diverse people and opinions, but welcome them! For instance, when your colleagues offer different opinions from yours, factor their insights and perspective – or "cultural add " – into your decision-making.
- **Open communication:** all good relationships depend on open, honest communication . Whether you're sending emails or IMs, or meeting face-to-face or on video calls, the more effectively you communicate with those around you, the better you'll connect.

ADDITIONAL RESOURCES : ONLY FOR REFERENCE

5.7 TEN types of workplace relationships

Here are 10 different relationships that can exist within the workplace:

- **CEO**

The CEO, or chief executive officer, is the person who has the highest supervisory role within the company. This is the individual who is either the founder or president of the organization. They are responsible for setting and maintaining the vision, mission and overall company culture. A healthy and appropriate relationship with anyone in upper management should always be cordial and respectful. Most positions within a company require that employees report to people in other managerial roles before reporting to the CEO.

When you do interact with the company founder or president, be respectful of the position they hold. Show your dependability and accountability, communicate clearly and efficiently, and be positive and solution-oriented when possible.

- **Direct reporting manager**

A direct reporting manager is someone who supervises your productivity and manages workplace assignments and large projects. This person is often referred to as a direct report, and you may have anywhere from one to five direct reports who manage different components of your work.

Depending on your role, you may find that you have somewhat regular interactions with people in this position. It is also likely that a direct report will meet with you during periods of review to offer performance feedback. This person regularly sets workplace goals for many people within an organization and communicates with higher-ups within the organization to make recommendations about renewing contracts, defining or managing workplace responsibilities and suggesting people for advancement or promotion.

- **Team member**

A team member is someone you work with to achieve a common goal or complete a project. This person might have a similar job title to yourself, or they may primarily work in a different department—and you may work in tandem or collaboration. Team leaders often manage groups of two or more people for the express purpose of completing a specific type of task, managing an assignment, solving a work-related problem, handling a client request or creating a deliverable.

- **Coworker**

Coworker relationships are based on circumstantial proximity due to a shared employer. This is someone who is a professional acquaintance. Unless your coworker works with you as a part of your team, it's unlikely for you to have an abundance of interpersonal interactions with this person. For this reason, healthy and appropriate coworker relationships are cordial and polite and typically include an exchange of pleasantries.

- **Client**

A client relationship is one between yourself and a client of the business or organization. Most for-profit companies maintain relationships with the customers they provide goods or services for. Depending on your role, you may interact with Individual customers or people who represent departments within a client company.

When communicating with people you have a client relationship with, your actions and behaviors reflect yourself, your employer, your product and the company you work for. You should focus your actions on client retention and satisfaction, and your communication should be professional and solution-oriented when necessary.

- **Mentor**

A mentor is someone who advises or coaches you through a specific portion of your professional career. Having a mentor is sometimes required by your employer or credentialing system. Other times this relationship stems from a personal or professional request for guidance.

Your mentor is likely to have advanced industry knowledge and several years of experience. This is a person to come to for advice and answers to questions about work assignments, time management and gaining skills. Mentor relationships can last for a few months, or they might last for years. While the nature of the relationship is professional, mentees sometimes develop slightly more personal relationships with their mentors.

- **Work friend**

A work friend is someone you interact with in a more casual, social way. More than likely, these are people you collaborate with regularly or who share your workspace or work within physical proximity of you. Your work friends are often coworkers or team members you interact with at the office. These interactions may also extend to professional events or casual events outside of the office.

Your work friends serve as part of your support system, and maintaining these relationships is usually mutually beneficial. Interactions between work friends are more personal than standard coworker interactions but are still professional and respectful. Healthy and appropriate work friendships promote a positive and connected workplace culture and add to your overall professional network.

- **Mentee**

A mentee is an official or unofficial professional learner. If you support a mentee, your role is advisory and interactive. Your mentee is likely to come to you with questions about gaining skills, developing professional relationships and subject area expertise. Mentor-to-mentee relationships should be professional, sympathetic and communicative. As a mentor, your advice and feedback should be timely, accurate and based on personal or professional experience.

If your mentorship over a mentee is required by an employer or a credentialing system, then interactions and advice should be logged or recorded. Mandatory mentoring programs sometimes involve payment for the mentor and might include a specific design structure or curriculum for professional instruction.

- **People who report to you**

If you hold a leadership position, you are likely to maintain relationships with people who report to you. Whether you are a team leader, supervisor, c-suite member or manager, the parameters of this relationship should be friendly, impartial, goal-oriented and communicative. Clear boundaries should be set to distinguish this supervisory relationship from other types of colleague or coworker relationships.

- **Life friend**

A life friend is a person you have a deep personal connection with at work, and this relationship may have stemmed from a work friendship, mentorship or a connection made outside of work.

Life friendships are an important part of one's emotional well-being and the development of a personal support system. These relationships require trust and often involve opening up about their lives and their experiences. While these friendships are personal and interactive, the nature of the relationship must remain professional while in the workplace.

Although you should try to build and maintain good working relationships with everyone, some deserve extra attention. Like the relationship between a boss and employee. Gallup found that a manager alone can account for up to 70 percent of a team's engagement.

Regular one-on-ones let managers build relationships with employees. At these catch ups, you can show how an individual's work fits with the organization's "bigger picture," understand their strengths, and help them identify areas to develop.

You can also explore managing upwards, to analyze how your own manager prefers to work, anticipate their needs, and adapt your approach for a smoother relationship.

You'll also benefit from developing good work relationships with key stakeholders. These are the people who have a stake in your success or failure, such as customers, suppliers, and your team. Forming a bond with them will help you to ensure that your projects – and career – stay on track. A Stakeholder Analysis helps you to identify who these people are so you can devote time to building these partnerships.

Use the following strategies to build good work relationships with your co-workers, manager, customers, and other stakeholders:

1. Identify Your Relationship Needs
2. Develop Your People Skills
3. Focus on Your EI
4. Practice Mindful Listening
5. Manage Your Boundaries
6. Schedule Time to Build Relationships
7. Appreciate Others
8. Be Positive
9. Avoid Gossiping

Some work relationships will be more difficult than others. But with thought, time and effort these can become mutually beneficial, too.

5.8 How to Build Good Work Relationships

As you'll know from your oldest friends, building close connections with people can take time. But there are also steps you can take today to get on better with your colleagues.

1. Identify Your Relationship Needs
Do you know what you need from others? And do you know what they need from you? Understanding these needs can be instrumental in building better relationships.
2. Develop Your People Skills
Good relationships start with good people skills to collaborate, communicate, and deal with conflict.
3. Focus on Your EI
Emotional Intelligence (EI) is your ability to recognize your own emotions, and better understand what they're telling you. By developing your EI, you'll become more adept at identifying and handling the emotions and needs of others.

4. Practice Mindful Listening
People respond better to those who truly listen to what they have to say. By practicing mindful listening, you'll talk less and understand more. And you'll quickly become known as trustworthy.
5. Schedule Time to Build Relationships
If possible, you could ask a colleague out for a quick cup of coffee. Or give a "one-minute kindness" by commenting on a co-worker's LinkedIn post you enjoyed reading. These little interactions take time but lay the groundwork for strong relationships.
6. Manage Your Boundaries
Make time, but not too much! Sometimes, a work relationship can impair productivity, especially when a friend or colleague begins to monopolize your time. It's important to set your boundaries and manage how much time you devote to social interactions at work.
7. Appreciate Others
Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well. Praise and recognition will open the door to great work relationships.
8. Be Positive
Focus on being positive. Positivity is contagious and people gravitate to those that make them feel good.
9. Avoid Gossiping
Office politics and gossip can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem. Gossiping with other colleagues will only exacerbate the situation, accelerating mistrust and animosity.

5.9 Handling Difficult Work Relationships

Sometimes, you'll have to work with someone you don't get on with. With the rise of virtual workspaces, many colleagues are benefiting from some time apart. But even communicating virtually can cause misunderstandings or tension.

While it's natural to avoid people who cause friction, it's not always feasible or for the good of your team. So, here are a few tactics to mend or maintain a professional relationship.

1. **Reflect on your positive history.** If a good relationship has taken a turn for the worse after an incident, research shows that reflecting on positive experiences with a co-worker can strengthen a broken bond. Another option is to use an impartial mediator to bridge the divide and find a quick resolution.
2. **Look to yourself.** When we feel negative about someone, we can become impatient, get angry, and demotivate others. And others can direct those negative behaviors back at us. The Betari Box can help to break this cycle of conflict, stopping these harmful attitudes and behaviors in their tracks.
3. **Find mutually beneficial goals.** Have you considered that a difficult relationship might be due to a power imbalance? You can use professor John Eldred's power strategies model to identify any conflicting goals or power imbalances, and devise a method to communicate better and improve your relationship.

5.10 Tips for improving relationship management

Here is a list of self-improvement tips to strengthen your friendships and professional relationships at work:

Be polite and professional

Being polite and professional means showing respect and care for other people's feelings. This means using considerate language, maintaining appropriate physical distance when interacting in person and acknowledging people's strengths and abilities.

Be inclusive of others

Being inclusive of others at work means valuing people and their specific contributions. It also means keeping an open mind when interacting with people who are different than yourself. Inclusivity helps make everyone feel safe and supported at work, and it is important for increasing productivity and maintaining a positive workplace environment.

Offer clear communication

Workplace communication is the exchange of information, feedback or ideas. Whether you are an entry-level employee, seasoned professional or you hold a supervisory role, the way you speak and write should be clear and easy to understand. You can accomplish clear communication by speaking with people or writing to them directly, addressing concerns swiftly and specifically outlining the action you would like taken.

Practice active listening

Active listening is the process of maintaining full concentration and engagement when someone is speaking to you. Examples of active listening at work include making eye contact, using brief verbal affirmations and paraphrasing or asking probing questions to show understanding and engagement.

Be positive and supportive

One way to be positive and supportive at work would be to check in with colleagues or those you lead. Ask people if they need help or if they would like to collaborate, and encourage best practices and productivity.

Focus on goals and solutions

When people come to you in need of advice, it is important to focus on solving any problems or resolving any concerns they may have. Try to redirect conversations toward meeting a goal or reaching a standard. Use your professional connections and unique talents to help people move forward when they have concerns.

Hold yourself accountable

When you are tasked with an assignment, or you agree to a commitment, it's important to follow through and complete that work to the best of your ability. Holding yourself accountable in these situations is the first step in being seen as a reliable co-worker, leader or employee. You can accomplish this by prioritizing your tasks, organizing your workday, using schedules and monitoring your own performance and productivity.

Show appreciation for the people around you

Showing appreciation means expressing your gratitude for the things that people add to a workplace or team. You can do this by praising someone for accomplishing a goal or simply saying thank you.

Strong relationships are essential to business and career success. Whether it's your boss, colleagues, mentors, clients or customers, or other people in your professional network, it's

important to actively nurture and build these relationships, as they can see you through all stages of success.

One challenge of relationship building in the *social media era* is that our digital connections can feel superficial. To overcome this, we should aim to establish and cultivate deep and truly meaningful relationships with the people in our lives.

5.11 13 Key Traits of Strong Professional Relationships

1. Empathy

Understanding where the other person in the relationship is coming from and what they're feeling is important to any strong relationship. You can't fix everyone's problems or try to change them, so instead, it's important to just listen and be there for them.

—*Chris Christoff, MonsterInsights*

2. Vulnerability

The most essential trait of a strong and meaningful relationship is vulnerability. Relationships based on vulnerability are positive, judgment-free and improvement-oriented. Trust, communication, love and other important relationship characteristics come from vulnerability.

—*Vladimir Gendelman, Company Folders*

3. Respect

If you do not respect your friends or your clients, you most likely won't give those people your "all" when it counts. You only get what you give, and in order to receive respect, you need to demonstrate it to others as well. This is true in establishing a rapport with clients, as much as it is in maintaining an intimate relationship.

—*Kristopher Brian Jones, LSEO.com*

4. Real Face Time

Online communication tools like FaceTime and Skype enable us to see and talk to anyone instantly on the other side of the world. However, the relationships that I find to be the strongest are ones where we see each other in person. Because it takes more work to meet in the offline world, it signals to the person that they are important.

—*Nanxi Liu, Enplug*

5. A Giving-First Mentality

One trait of strong business relationships is providing something of value before asking for something. Far too often these days, folks just want others to give and give without offering anything in return. This will not build a meaningful relationship. Plus, when you're the first to offer up something of value, you're much more likely to have your request for help fulfilled.

—*Andrew Schrage, Money Crashers Personal Finance*

6. Unique Perspective

The strongest and most meaningful relationships I have in my life offer a unique perspective. Thanks to our long history together, these individuals provide context for my actions and motivations. They can help me realize how I've changed, how I haven't changed and what's really important in my life. I don't know where I'd be without these extremely valuable points of view.

—*Bryce Welker, CPA Exam Guy*

7. Intent

We've all met that person who is eager to misunderstand you no matter how much you explain yourself. And then there's the other person who will understand you without you having to say a

word; this is because they know your intent is good. Strong and meaningful relationships start with good intent.

—Syed Balkhi, WPBeginner

8. Hard Work

Strong relationships don't maintain themselves. They require a commitment by both people to make an effort and to set aside time to engage with each other. This is as true of business relationships as it is of personal relationships. Lasting business relationships are built through active engagement and a commitment to going the extra mile.

—Vik Patel, Future Hosting

9. Honesty

Your first instinct or impression is usually right, and the cornerstone to a meaningful relationship is always honesty. Never be afraid to tell your team or co-workers your honest opinion. Too often, businesses slip into a culture of gossip and phony smiles. Clear communication built on a foundation of honesty is essential.

—Ryan Bradley, Koester & Bradley

10. Challenge

In business especially, you need to have relationships with people that are challenging—not where they push back on everything you say, but in the way that they challenge you to think differently and try new things. This can inspire healthy competition, and it'll keep you on your toes and always striving to be better.

—Blair Williams, MemberPress

11. Value

When developing relationships in business, you must lead with value. “How can I add value to you and your business?” When you ask this question and commit to it before asking for anything for yourself, you are demonstrating, through action, that you are more concerned in building a strong relationship than getting someone out of it for yourself. Leading with this mentality can take you far.

—Connor Gillivan, FreeeUp

12. Conscientiousness

It's important to be conscientious and know what page the relationship is on. We tend to have a bank account of credits between each other, and we deposit and withdraw those credits. How present are you with your partner's feelings? Be aware of tension between you, and have honest and open communications about that.

—Cody McLain, SupportNinja

13. Friendship

All relationships require vulnerability, attention and care, but a genuinely meaningful one is built on a solid foundation of friendship. Beginning your relationship with a client, a peer or even people in your personal life with these building blocks up front will set you up for a trusting and long-term connection.

—Stanley Meytin, True Film Production

5.13 Conclusion

Building and maintaining good working relationships will make you more engaged with your work, improve your career potential, and elevate the whole team.

When you spend 40+ hours a week with a group of people, it is easy for the lines between professionalism and personal life to get blurred. Connecting on a personal level with your co-

workers can be a great way to better team performance, but going too far can be very detrimental to individuals, their reputations, and the company.

Whether you are a mentor, a coworker or you supervise a group of people, it's important to know the behavior and types of interactions that are expected in your position. Learning how to navigate workplace relationships can help to build your network and boost your reputation as a professional.

You need to understand the components of Relationship Management.

Daniel Goleman, the original researcher in the field of Emotional Intelligence used that terminology. But don't confuse "management" with "manipulation" or "control." That's not at all what he meant.

Relationship Management is all about your interpersonal communication skills.

It's all about your ability to get the best out of others ... your ability to inspire and influence them, your ability to communicate and build bonds with them, and your ability to help them change, grow, develop, and resolve conflict.

You need to keep on practicing the skills of Relationship Management.

Everybody wants to be happy and successful. That's a given. You can wait around hoping that happiness and success will fall in your lap, but chances are you'll wait a life time. If you want to ensure your happiness and success, get the Emotional Intelligence you need ... first ... and just about everything else will fall into place.,