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The Interpersonal Underworld

William C. Schutz



VINTAGE

Given that we all have interpersonal problems, how do we go about diagnosing and then cure them?

So much of what goes on between people is not quantifiable, but a part of the interpersonal underworld, or covert ways to resist, oppose, support, delay, fail or sabotage each other. Difficulties inevitably arise when people get together - disciplinary problems, human relations troubles or the more popular definition - communication difficulties. But these are mere symptoms. The real causes lie at a deeper level.

People need people and each of us have three basic needs in common- the needs for inclusion, control and affection. The importance of these covert factors can be hardly underestimated. Generally interpersonal problems lead individuals to resist each other, very often in covert ways. Many times the individual does these things without being aware of his intention to resist or obstruct.

Some of these unconscious, covert mechanisms are expressed in communication problems--we have difficulty in understanding what is being said, we actually don't hear what is said, not communicating coherently, not really making it easy for the other to listen or understand. Any misreading or misinterpretation is greatly increased by interpersonal strife.

Lack of motivation expressed in various ways-non-task completion, tiredness, doing the very minimum required to retain job, new commitments, chronic absenteeism or lateness is almost invariably linked to poor interpersonal relations. In other words, one withdraws involvement to escape the situation.

Operational problems mostly are symptomatic of interpersonal difficulties. In group functioning difficulty in reaching a decision is a sure indication of interpersonal strife. Inefficient division of labour, task distortions are often expressions of interpersonal discontent.

The basis of evolving this theory of interpersonal behaviour is the individual's fundamental interpersonal relations orientation or to abbreviate- FIRO. The social nature of man gives rise to certain interpersonal needs which he must satisfy to some degree while avoiding threat to himself. Although each individual has different intensities of need and different mechanisms for handling them, people have three basic interpersonal needs in common-inclusion, control and affection.

The time seems to have come when the businessman needs to make use of these covert factors in human interaction and deal effectively with interpersonal relations-his skill and success are dependent on this ability.

Our Thoughts

How does the Interpersonal Underworld behave - find out in **Vintage**



The Focus is on - Why globalisation is good for us



Must Read
explores the best practices
- a Research study
by Arthur Anderson



Let us develop a sense of
"Unconditional Positive Regard"
- the **Development of the Core**



What a wonderful contribution
I am making - **Who Am I?**
- A salesman reminisces



Happy Reading !

Extract- Harvard Business Review on Human Relations- Vol 4

Globalisation is not a new phenomenon. It is just that the wheel is being re-invented.

If we read ancient history, one learns that people had to travel to far away lands in order to acquire or to sell. In this process there was an exchange of skills, culture, knowledge, behavior and even spirituality.

Sometimes the invasion of one country has also led to integration with one another, which ultimately led to the above phenomenon.

As the process of development and advancement grew on the above lines, society became more and more selfish in order to attain supremacy. This gradually created barriers to exchange of knowledge and skills. Consequently we created the following categories into which countries are divided:

- Developed
- Developing
- Under-Developed

Growth has been lop-sided which in its wake created numerous social and economic problems between the haves and have-nots. The rapid growth in the communication sector exposed the gap and this further augmented the problem. This led to an awakening that unless societies learnt to co-exist freely, the economic and social problems cannot be narrowed, leave alone overcome. Thus the word 'globalisation' was coined. However, 'globalisation' started off, in a commercial way, and in anything commercial, exploitation is always hidden. In the guise of globalisation, commercial ventures established in developing/under-developed countries, merely exploited the cheap labour and natural resources, to create wealth in the developed countries. There was no doubt that there was an economic uplift of society, in general. The resultant danger was a society which was economically better-off, but without development of knowledge and skills. This created its own problems.

Globalisation can prove invaluable, if adopted in the following ways:-

1. To first create a knowledge base that will lead to an improved understanding of each others' strengths.
2. Development of skills in various sectors of commercial activity. If this happens in a conscious manner, there will be no feeling of exploitation.
3. Exchange of cultures will increase awareness of the depth of each society and will narrow the gap in understanding people across the globe.
4. Spirituality will transcend borders and will widen the base to find a holistic solution to many of humanity's problems.

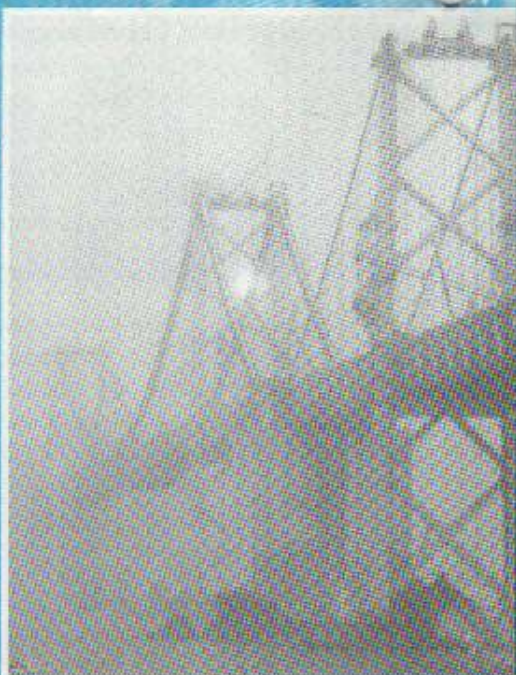
WHY GLOBALISATION IS GOOD FOR US

Globalisation, approached as above, will preserve the identity of each society, while at the same time absorbing the strengths and shedding weaknesses. It will improve the level of tolerance of one society towards another, which will ultimately make our world, a better place to live.

On the commercial side, improvement of skills will combine with lower labour costs and will make quality products available to the consumer at a competitive price. Globalisation will reduce duplication of investments and will therefore conserve scarce resources to be utilised more usefully.

Ideally, globalisation is going to make better people out of all of us; the result is a more harmonic society having few barriers in thought, word and deed.

- D. SURESH



MUST READ

BEST PRACTICES

Robert Hiebele, Thomas B Kelly, Charles Kettman
Arthur Anderson-Simon Schuster
240 pages, US\$ 25.

Best practices is in a nutshell- "Building your business with Customer Focussed Solutions." The theories are authenticated by 30,000 pages documented data on hundreds of companies across the globe.

The greatest value the reader gains from this book is the dovetailing of best practices to business processes, thereby provoking managers to expand their horizons and engage in creative problem solving with the help of insights from companies within and outside their own industry. A remarkable information resource, *Best Practices* shows how the secrets of the world's best companies can be put to work in your company.

Best Practices triggers possible alternatives for your company by inspirational examples of best ways to perform a business process. Each chapter is rich in best practice cases and application. FedEx made next-day delivery a fact of modern business life, cashing in on opportunity created by the Japanese JIT (Just in time inventory) concept. Taking advantage of FedEx's EDI capabilities, National Semiconductor has reduced its SE Asian warehouses from 17 to 1. By a cross-training of emergency department people, East Jefferson General Hospital, saved on turn around time, cutting down on patient waiting time. To remind employees how not to treat customers Soletron hung posters in its corridors depicting caricatures of the worst customer service representatives.

Nike's advertising strategy, Southwest Airlines competitive pricing, doing business with customers you choose and in the ways you choose like American Airlines are an innovative range of business practices that offer the reader the opportunity to learn, recognise, analyse and more important, adapt best-practice insights.

This book is not a "silver bullet" - a breakthrough theory or application that can magically make problems disappear. Rather, it gives the manager a diagnostic to measure her company's performance in terms of the best practices and core insights of other companies.

Happy Reading!

Development of the Core

The key to the development of the core is "constant learning". Listening, Empathy, Humility, Integrity, Seeking, Reflection all these make us a better learner.

Real learning takes place when we not only know how good we are but we develop a respect for the other individual. The purpose of learning is not only to enhance one's own self but to spread the learning to the people around and in the process learn even more. This calls for a respect for the individual and a sense of "every person is what he/she is and what he/she could be". Perhaps it is time to look at "Unconditional Positive Regard."

The three words underlying a very core value are timeless and transcend across zones and cultures. The basic regard to every other person irrespective of the background, the qualification, the social status, is a foundation on which the world prospers meaningfully. The regard has to be positive. Obviously, the positive regard means there is no place for value judgements, no place for needless evaluation and no scope for "how a person is compared to me." The positive regard reflects the state of mind which is free from anxiety, artificially created stress and the mind is free from rancour.

How genuine is the positive regard and can the other person see through it. Does the positive regard have a quid pro-quo, is it based on certain level of expectations, does the positive regard change based on the question "what's in it for me". This reduces the value of positive regard. It needs to be unconditional, it is not based on a level of expectation, it is not based on a gain factor, it is not based on "return on investment."

It simply is based on a timeless value that every individual is good, as good as I am, with all the weaknesses of the human being and I will respect the individual for what he or she is. This reflects a state of maturity. Unconditional positive regard is perhaps the greatest learning in the development of the core.

Until next issue.

Navi



COURTESY: HARVARD BUSINESS REVIEW

NOTES FROM ALL OVER

"Everyone lives by selling himself".
Robert Louis Stevenson

"Beat your gong and sell your candies".
Chinese Proverb

"Interdependence is and ought to be as much the ideal of man as self-sufficiency. Man is a social being".
Mahatma Gandhi

"As long as you live, keep learning how to live".
Seneca

"Balance isn't either/or it's and".
"Quality of life depends on what happens in the space between stimulus and response".
"You can tell the people who are in your class: they are the ones you hate to see get ahead of you".
"If you wish to understand others you must intensify your own individualism".
"It is easier to admire hard work when you don't do it".

I prevent financial tragedy every time I find a way to get you finally to believe that your retirement and children's education are more important than a seven-day cruise.

I save lives every time I persuade someone to stop putting off "what if" and purchase an item that protects him and his loved one.

I assist companies each time I can get a decision maker to look at the "big picture" and make decisions that reflect total costs to the customer.

I looked you in the eye and asked you some disturbing questions. This upset you, but your anger toward me saved your life and the lives of others on a road you would have been too drunk to drive along.

I'm the person in the store. You felt put off by

my questions, but ended up with a solution that saved your business that day and saved your job a year later as my product expanded along with your business.

I'm the person who changed your mind about skimping on a document and later was responsible for bringing you your biggest customer.

I'm the kid standing in the rain outside your door at home. By creating a commitment based on sheer pity, I took some of your money, which later saved a tiny piece of land in a small natural paradise.

I put up with the stereotypical fallacies that portray me as a buffoon when, in actuality, I was the only one who provided for the future of your family when an early death might have meant

devastating and dramatic changes in your loved ones' worlds.

I could have taken no for an answer, and sometimes I wish I had. I could not because I had seen the personal tragedy of procrastination.

I have empathy for your fear of change because I have similar fears. The fear of the unknown sometimes outweighs the pain of the present. It is my job to move you past these fears and get you to take action in an ethical manner.

I may not be apparent to all, but I exist in everyone's soul.

Who am I?

I am a salesperson.

- Robert L. Jolles

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