

## FORMAL COMMUNICATON VS INFORMAL COMMUNICATON:

### Formal Communication:

Formal communication is defined as the communication which takes place through formal/official routes and channels.

### Informal Communication:

Informal communication is defined as the communication which takes place unofficially between two or more people.

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1.	Formal communication is defined as the communication which takes place through formal/official routes and channels.	Informal communication is defined as the communication which takes place unofficially between two or more people.
2.	There are rigid rules and regulations in formal communication.	There are no rigid rules or regulations in informal communication.
3.	The other name of formal communication is 'official communication.'	The other name of informal communication is 'grapevine communication.'
4.	There is more reliability of the information in formal communication.	There is less reliability of the information.
5.	The process of formal communication is slow.	The process of informal communication is rapid.
6.	Formal communication majority includes written communication. There is a documented evidence for every.	Informal communication includes verbal communication. So, there is no documented evidence related to it.
7.	Formal communication is time-consuming.	Informal communication is very fast and rapid.
8.	Formal communication is effective as there is a systematic flow of information.	There is no systematic flow, but work-related issues and time is saved in the informal communication.
9.	Secrecy is maintained in formal communication.	Secrecy is not maintained in informal communication.

10.	Formal communication moves only through official or pre-defined channels.	Informal communication moves freely and rapidly.
11.	There is authenticity of the information provided through official channels.	There is no authenticity of the information in informal communication.
12.	The main aim of formal communication is to fulfil organizational objectives.	The main aim of informal communication is to meet personal interests and needs.

### **Types of Formal Communication:**

**1. Vertical Communication:** This kind of communication is held on various organizational levels. In this, the message is passed from juniors to team members to the manager.

**2. Horizontal Communication:** this kind of communication takes place among the peers of the same or different departments.

**3. Diagonal Communication:** This kind of communication takes place among the subordinates working on different levels. For instance, a graphic designer communicating with the sales manager.

**4. Upward Communication:** In this kind of communication, the message is transmitted from lower to a higher level, i. e., from subordinates to superiors. This kind of communication boosts the morale of the employees.

**5. Downward Communication:** In this kind of communication, the information is transferred from higher to the lower level, i. e., from superiors to subordinates. Downward communication is an effective way of communication.

### **Types of Informal Communication:**

**1. Single Chain:** In this type of communication person A passes information to person B and person B passes it to person C. This is how the single-chain moves in informal communication.

**2. Gossip Chain:** In this kind of communication, a person passes information to several people. Those people pass it on to several others. This is how the gossip chain works.

**3. cluster chain:** A cluster chain works when the two of three people start a trend which is followed by others. Social media is the common example of a cluster chain wherein one person begins the trend/ challenge, and others follow it.

## **INTRAPERSONAL COMMUNICATION:**

Intrapersonal communication is the communication you have with yourself, either spoken, written or thought. Intrapersonal communication can be anything from solving a complex problem in your mind to thinking about what to wear today or what to have for breakfast.

**Different types of Intrapersonal communication:** There are three different types of intrapersonal communication, namely self-concept, perception and expectation.

### **1. Self-concept or Self-awareness:**

This is the core foundation of intrapersonal communication since it decides on how you see yourself in relation towards other people. This aspect of intrapersonal communication consists of your beliefs, your values and your attitudes. Again, this is important for developing emotional intelligence.

Your attitudes on different topics are normally connected to your core values. These attitudes are based on your values, which are your rules of what are the right and wrong things to do, your ideals etc. Values are in turn based on your core beliefs, which are your personal perspectives in what is right and wrong, good or bad etc.

### **2. Perception:**

The perception aspect is focused outward. How you perceive other people and the world in general is filtered by your self-concept. Depending on your beliefs, values and attitudes, you can perceive the same thing differently than another person with differing beliefs, values and attitudes. This happens all the time. We perceive things in connection to a framework of judging parameters so to speak. One also tends to perceive yourself in a perhaps better light than others do. After all, you are setting the rules for your own behaviour, so it is a very biased thing to judge yourself.

### **3. Expectations:**

The third type or aspect of intrapersonal communication is regarding expectations on the future. What do you expect of your own future and the future of others?

Some people expect to have kids in the future, some don't. Certain people expect to become something great, others don't. Your long term expectations are sometimes projections of what you have learned from environment such as your own family growing up and the society you belong to.

### **Examples of Intrapersonal Communication:**

As mentioned above, there are many ways of performing intrapersonal communication. We will outline some examples in a bit more detail in this chapter.

#### **1. Thinking form:**

This includes thinking as well as dreaming, both day-dreaming and the dreaming we do when we are asleep, i.e. nocturnal dreaming. When you think about something, whether it is what to have for dinner or a complex mathematical problem, you are engaging in intrapersonal communication. We think almost all the time, and especially when we are concentrating.

#### **2. Vocal form:**

This way of performing intrapersonal communication is essential to talk to yourself out loud. Normally recurring reasons for this is to repeat or otherwise rehearse a message; letting your emotions be heard; giving yourself instructions. Most of us do this every now and then, whether it is talking to ourselves in the mirror or perhaps commenting on other drivers while alone in your car.

#### **3. Written form:**

This involves all writing you do with yourself as the only intended reader. This could for instance be a personal journal or diary, but could just as well be a shopping list, reminders or notes. I take a lot of notes, and I do not necessarily read most of them again, but I would assume that still qualifies as intrapersonal communication regardless.

### **Advantages of Intrapersonal Communication:**

if you are skilled at intrapersonal communication, there are some good pros for you. Basically, a skilled intrapersonal communicator can reap the following benefits:

#### **1. Understanding yourself and your emotions:**

By realizing and being aware of your own emotional state you can consider what impact it has on your intrapersonal communication and in the next step also in any interpersonal communication you engage in. if you are in a positive or

Negative state, it will colour your intrapersonal communication. Negative emotions can lead to negative thoughts and interpretation of events and the acts of others and vice versa for positive emotions. Knowing how your emotional state affects your thinking and intrapersonal communication enables you to second guess your conclusions and mitigate the emotional influence on your thinking. Realising your emotions makes it possible for you to pause and reflect on what is going on and the reasons for it. If you are good at intrapersonal communication, you can catch yourself in the act and correct yourself when you are heading in the wrong direction.

### **2. Empathy and understanding others:**

Grasping and understanding the situation another human being is in and considering what it would be like is to a large degree a case of intrapersonal communication. Deciding what to ask as a next question depending on the previous answer is also an act of intrapersonal communication. Hence, being skilled at intrapersonal communication will likely make you better at understanding and treating others in a good way.

### **3. Good analytical skills:**

By visualizing and seeing problems in different directions in your intrapersonal communication, you can more easily understand what additional information is required and how and why it is important in the context. You can identify options and alternatives on how to move forward and judge the outcome and likelihood of those different aspects.

### **4. Improved decision-making skills:**

If you have the capacity to think things through and weigh aspects and consequences back and forth which is basically part of the aforementioned analytical skills, it will be easier for you to make good decisions. You are more likely to understand the consequences of different decisions as well as if not taking a decision at all.

## **INTER-PERSONAL COMMUNICATION:**

Interpersonal communication is the process of exchange of information, ideas and feelings between two or more people through verbal or non-verbal methods.

It often includes face-to-face exchange of information, in a form of voice, facial expressions, body language and gestures. The level of one's interpersonal communication skills is measured through the effectiveness of transferring messages to others. Commonly used interpersonal communication within an organisation include daily internal employee communication, client meetings, employee

Performance reviews and project discussions. In addition, online conversations today make a large portion of employees interpersonal communication in the workplace.

## **The Importance of Interpersonal Communication in the workplace:**

### **1.Problem solving:**

Interpersonal communication skills are necessary because they allow people to discuss problems and weight the pros and cons of alternatives before coming up with the final solution. For example, brainstorming exercises are situations in which interpersonal communication comes into play as it is very important that everyone feels respected and free to share their voice, ideas and views.

### **2.Alignment with business goals:**

Poor communication between employers and employees can harm the business in many ways. When managers and leaders are unable to clearly communicate tasks, workers can quickly become frustrated and disconnected with the business goals. Moreover, many employees say that their managers don't give them clear directions and goals for their work. Therefore, managers should be able to with proper online and offline communication as well as the right internal communication tools, continuously align employees with the business strategy.

### **3.Trust:**

According to the American Psychological Association, a quarter of employees in the US do not trust their employers, and only about 50% of them believe that their bosses are open wit them. Lack of trust and transparency are some of the most common causes of poor workplace communication. Interpersonal communication, and all employees, especially business leaders, should therefore improve communication with their employees.

### **4.Change Management:**

Good interpersonal communication is very important during change management efforts within organisations. Effective employee communication helps employees better understand the change, align with it and collaboratively work towards implementing the change successfully.

### **5.Company culture:**

Interpersonal relationships, especially when executed well, are important for an organizational culture to thrive. When employees posses good interpersonal communication skills, organisational culture becomes more synergic and positive. With bad interpersonal relationship, on the other hand, negativity,

Confusion and conflicts become inevitable. This ultimately ruins the work environment, reduces employee productivity, and adversely affects the company's bottom line.

#### **6.Employee recognition:**

Good interpersonal communication drives more employee recognition. When employees have good interpersonal relationships with each other and their managers, they are more likely to recognise each other's good work and give constructive feedback.

#### **7.Workplace miscommunication:**

Managers who maintain professionalism, open workplace communication and a positive attitude are more likely to be seen as approachable by their employees. When employees feel like they can speak openly with decision-makers, workplace miscommunication, gossip and rumors are much less likely to happen.

#### **8.Personal relationship:**

Interpersonal skills are extremely important for creating and maintaining meaningful personal relationships in the workplace. People with good interpersonal communication skills can, therefore, build healthy relationships with their colleagues and work much better as a team.

#### **9.Effective management and leadership:**

The ability to foster interpersonal relationships, establish trust and communicate clearly are all crucial skills for an effective leader. When a manager has poor interpersonal communication skills, they can expect to irritate and confuse employees. In fact, there is a greater need for managers to work on their interpersonal skills than there is for the average employee.

#### **10.Employees success:**

Good interpersonal communication skills are also necessary for managers to help their employees do their jobs successfully. Leaders need to be able to pass on the right on the right skills to the employees that will enable them to perform their tasks and achieve business goals. Moreover, they should be the ones to teach their employees interpersonal communication skills.

#### **11.Conflict management:**

Conflict is normal in the workplace, and we can't always expect from our employees to resolve conflicts in a calm and timely manner. When conflicts like this arise, interpersonal communication becomes crucial for resolving them.

Conflict management cannot happen without effective interpersonal communication. In fact, all conflict management strategies that use communication to soften situations in stressful environment are much more successful.

### **12.Career development:**

As many employers are looking for workers with good communication skills, continuous improvements of interpersonal communication skills can bring career progressions for many employees. In, addition, the increasing prevalence of communication technologies means that employees and communicators now have to adapt to the new employee communication trends.

### **13.Remote work:**

This year, we have all witnessed the importance of communication in the workplace. With the emergence of remote work, interpersonal communication among peers, colleagues, managers and leaders has been disrupted. Yet, it is more important than ever before. In order to keep their cultures open and transparent, employers need to continue to drive engaging workplace conversations even when employees are physically dispersed.

### **14.Crisis management:**

In addition to remote work, many employers will remember 2020 as the year of crisis management. One of the characteristics of companies that manage crisis more successfully, is the ability to drive interpersonal communication within the workplace. When employees are connected and have the ability to collaborate efficiently, it is much easier for organizations to communicate the impact of the crisis on both personal and company-wide levels.

## **Interpersonal Communication Models:**

1. Exchange theory
2. Johari window
3. Transactional analysis

### **1.Exchange theory:**

- This theory was developed by George Casper Homans (1958).
- Social behaviour of human beings includes not only the exchange of goods, material or non-material things, it also includes the symbols of approval or prestige.
- Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them.
- All relationships have give and take, although the balance of this exchange



is not always equal.

- Exchange theory explains how we feel about a relationship with another person by considering our perception :
  - a) The balance of relationship between what we put into the relationship and what we get out of it.
  - b) The kind of relationship we deserve.
  - c) The chances of having a better relationship with someone else.
- Cost vs Reward is seen in Exchange theory.
- In deciding what is fair, we develop a comparison level (CL) against which we compare the give/take ratio.
- We also have a comparison level for the alternative relationships ( $CL_{alt}$ ).
- Outcome level(OL)=Rewards-Costs.
- $OL > CL$  = Satisfied with the group.  
 $OL < CL$  = Dissatisfied with the group.  
 $OL > CL_{alt}$  = Remain in the group.  
 $OL < CL_{alt}$  = Leave the group.
- People in a situation selects which ever behaviour gives maximum profits.
- People when there is no reward, they try to minimise the cost.
- When long term profits are expected, they give prioritization for short term profits too.

## **2..Johari Window:**

- Johari Window is simple and useful tool for illustrating improving self-awareness and mutual understanding between individuals within group.
- It is also used to assess and improve groups relationship with other groups.
- This model was developed by Joseph Luft and Harry Ingham in 1955.
- After combing the first names 'Joe' and 'Harry' the name Johari has been given this model.
- Johari Window is used to enhance the individuals perception on others. This model is based on two ideas :
  - a) Trust can be acquired by revealing information about you to others.
  - b) Learning yourself from their feedback.
  - c) Every person is represented by Johari Window pane or through four quadrants.

	Known to Self	Not known to self
Known to others	Open Area	Blind Spot
Not known to others	Hidden Area	Unknown

### 1)Open Self:

Here the information about the person his attitudes behaviour, emotions, feelings, skills and views will be known by the person as well as by others.

- This is mainly the area where all communications occur.
- ‘Feedback solicitation’ \_ is a process which occurs by understanding and listening to the feedback from another person.

### 2)Blind Spot:

Information about yourselves that others know in a group but you will be unaware of it others may interpret themselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

### 3)Hidden Area:

Information that is known to you but will be kept unknown from others. This can be any personal information which you feel relevant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationship and thus the hidden area must be reduced by moving the information to open areas.

### 4)Unknown Area:

The information which is unaware to yourself as well as to others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for lifetime. The person will be unaware till the discover his hidden qualities and capabilities or through observation of others.

### 5)Transactional Analysis:

Transactional analysis was created by Dr. Eric Berne. It is a technique used to help people better understand their own and other’s behaviour, especially in interpersonal relationships.

Transactional analysis is primarily concerned with

1. Analysis of self awareness.
2. Analysis of ego states.
3. Analysis of transactions.
4. Script analysis.
5. Games analysis.
6. Analysis of life positions.
7. Stroking.

### **1)Analysis Of self-awareness:**

- Self is the core of personality pattern which provides integration.
- Self-awareness is an important concept, it describes self in terms of image, both conscious and unconscious.

### **2)Analysis of ego states:**

- Ego plays an important role in human behaviour.
- Ego states are person's way of thinking, feeling and behaviour at any time.

3 important ego states:

- a) Parent ego
- b) Adult ego
- c) Child ego

#### **a) Parent Ego:**

It means that the values, attitudes and behaviours of parents are an integral part of the personality of an individual. The people tend to children characteristics :-

- 1) Judgemental
- 2) Rule maker
- 3) Moralising
- 4) Over protective
- 5) Indispensable

#### **b) Adult Ego:**

It is being authentic, direct, reality based, fact seeking and problem solving. They assume that human beings are equal, worthy and responsible. The process of adult ego states formation goes through one's own experiences and continuously updating attitudes left over from childhood. People with adult ego state, gather relevant information, carefully analyse it, generate alternatives and make logical choices.

#### **c) Child Ego:**

This state is characterised by very immature behaviour. The important features of this state are creativity, anxiety, depression, dependence, fear, joy, emotional sentiments etc.

### 3) Analysis of transactions:

- A transaction is a basic unit of social interaction.
- Depending on the ego states of the persons involved in transactions, there are 3 types of transactions:-

#### a) Complementary transactions:

Both the people are operating from the same ego state.

Parent                  Parent

Adult                    Adult

Child                    Child

Sender                  Receiver

#### b) Crossed transactions:

It is one in which sender sends a message, a behaviour on the basis of his ego state, but this message is reacted to be an unexpected ego state on the part of the receiver.

Parent                  Parent

Adult                    Adult

Child                    Child

Sender                  Receiver

#### c) Ulterior transaction:

Two ego states within the same person but one disguises the script analysis.

### 4) Script analysis:

- In a layman's view, a script is the text of play, motion picture or a radio or Tv programme.
- In transactional analysis a person's life is compared to a play and the script is the text of the play.
- According to Eric Berne, a script is an ongoing programme, developed in early childhood under parental influence which directs the individual behaviour in the most important aspects of his life.
- A script is a complete plan of living, offering prescriptions, permissions and structure which makes one winner or loser in life.

### 5) Games Analysis:

- When people fail to get enough strokes at work they try a variety of things.

- One of the most important thing is that they play psychological games.
- A psychological game is a set of transaction with three characteristics:
  - The transaction tend to be repeated.
  - They make sense on superficial or social level.
  - One or more transactional is ulterior.

#### TYPES OF GAMES:

- A first degree game is one which is socially acceptable in the agent's circle.
- A second degree game is one which more intimate end up with bad feelings.
- A third degree game is one which usually involve physical injury.

#### 6)Analysis of Life Positions:

- In the process of growing up people make basic assumptions about their own self worth as well as about the worth of significant people in their environment.
- The combination of assumptions about self and the other person called as life positions.
- Transactional analysis constructs the following classifications of the four possible life positions or psychological positions.
- I am OK, you are OK.
- I am OK, you are not OK
- I am not OK, you are OK
- I am not OK, you are not OK

##### I am OK, you are OK:

It appears to be an ideal life position. People with this type if life position have confidence in themselves as well as trust and confidence in others.

##### I am OK, you are not OK:

This is a distrustful psychological position. This is the attitude of those people, who think that whatever they do is correct.

##### I am not OK, you are OK:

This is a common position for those people who feel power less when they compare themselves to others.

##### I am not OK, you are not OK:

People in this position tend to feel bad about themselves and see the whole world as miserable. They do not trust others and have no confidence in themselves.

### **7)Stroking:**

- Stroking is an important aspect of the transactional analysis.
- The term stroke refers to “giving some kind of recognition to others.”
- People need strokes for their sense of survival and wellbeing on the job.
- Lack of stroking can have negative consequences both on physiological and psychological wellbeing of a person.
- There are three types of strokes:

#### 1.Positive stroke:

The stroke one feel good, is a positive stroke. Recognition, approval are some of the examples.

#### 2.Negative stroke:

A stroke one feel bad or not good is a negative stroke, negative strokes hurt physically or psychologically.

#### 3.Mixed strokes:

A stroke may be of a mixed type also. Example: The boss comment to a worker “you did an excellent job inspite your limited experience.

### **BENEFITS AND UTILITY OF TRNSACTIONAL ANALYSIS:**

- Improved interpersonal communication.
- Source of positive energy.
- Understanding ego state.
- Motivation.
- Organisational development.