

**INTERPERSONAL COMMUNICATION
AND
MILITARY AVIATION**

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APPENDIX - III

DECLARATION BY THE GUIDE

This is to certify that **Wg Cdr Namish Chouhan**, a student of **MBA in Aviation Management**, SAP ID **500070506** of UPES has successfully completed this dissertation report on **"Interpersonal Communication and Military Aviation"** under my supervision.

Further, I certify that the work is based on the investigation made, data collected and analysed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfillment for the award of degree of MBA.

A handwritten signature in blue ink, appearing to be 'GR Kharche'.

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INTERPERSONAL COMMUNICATION AND MILITARY AVIATION

“ People do not get along because they fear each other. People fear each other because they do not know each other, because they have not properly communicated with each other.”

- Martin Luther king.

CHAPTER I

INTRODUCTION

Communication

1. Historians say that communication in one form or the other is as old as Adam and Eve¹. Later the Greeks accounted for the phenomenon of communication quite simply: the wing footed God, Mercury, would pluck the appropriate ideas from the speaker’s brain and plunge it at the end of his spear into the brain of the listener. Communication though had little appeal, however, for St Matthew who wrote ‘But let your communication be “Yea, yea, Nay, nay”, for whatsoever is more than these cometh of the evil’². Looking into the Indian mythology, the ability to communicate effectively, was used by Lord Krishna to motivate warrior Arjuna to fight even with his kith and kin, as epitomised in ‘Bhagawad Gita’³.

2. From the moment of birth to the time of last breath people are communicating. Either consciously or subconsciously people use communication to satisfy their needs – *cognitive* (information and knowledge), *affective* (emotional experience, pleasure), *integrative* (confidence, status), and *contact* (relations with or avoidance of others)⁴. *Good communication is need satisfaction.*

¹ Genesis 111, verse 10. ‘ And he said, I heard thy voice in the garden, and I was afraid, because I was naked, and I hid myself.’

² St. Mathew V, verse 37.

³ Hindu religious book.

⁴ College of Defence Management (CDM), Interpersonal and Organisational Communication. Secunderabad (India): 1998, p. 2.

3. The communication is as fundamental to the living system – the individual of the organisation – as its ingestion and consumption of “food” and “fuel” to run its physical and physiological machinery. It is in part the vital process by which individuals and organisations relate themselves to each other, and through which they effect and influence their individual lives and their co-operative enterprises and endeavours. *The essence of being human is thus communicating to and being communicated with*⁵.

Interpersonal Communication

4. Interpersonal communication can be defined as the process of sharing of goal oriented messages between two or more persons through a medium or media⁶. The world of interpersonal communication goes beyond speaking, writing and for that matter beyond non-verbal communication.

5. In person to person relationships, mutual trust, understanding and co-operation can be achieved only with the help of meaningful communication. Interpersonal conflicts and misunderstandings arise where there is a lack of interpersonal communication. *Effective communication not only leads to the better presentation of information, but is also a means of promoting lasting good relations*⁷.

6. Modern technology is rapidly shrinking the world to distanceless dimensions and face to face communication is taking a backseat. However the need for effective interpersonal communication is getting more and more critical for leaders of men.

Communication in Organisations

7. The ultimate objective of any organisation is to gain the fullest possible participation and co-operation of the employees⁸. Interpersonal communication is the basis of most interactions in organisations. Persons in organisations interact with others with in their own groups, across groups, across levels. The

⁵ J.I.H. Owen, Colonel, O.B.E. 'Communication between Management and Managed'. Military Digest, 1972, p.107.

⁶ Udai Pareek. Organisational Behaviour Processes. Jaipur: Rawat Publications, 1990, p.190.

⁷ Ibid.

⁸ Owen, op. cit., p. 107.

effectiveness of these communications contributes a great deal to the smooth functioning of the organisations.

8. Through communication four major purposes – *information exchange, regulation, persuasion* and *integration* – are served in any organisation⁹. These are brought about through formal and informal communication structures. The formal structure is designed to achieve specific goals through managerial control, leadership, technology and communication channels. While the formal structure functions through organisational rules and regulations, the informal structure works through interpersonal relationship among the members of the organisation.

Communication in Armed Forces

9. In organisations demanding implicit obedience like the defence services, relevance of effective communications is unquestionable. If people respond with more insight the easier it will be to manage them. If people can be made to think together it will be more likely that they will act together. Obedience will then take a new meaning and people will obey because they want to do so, and not because they have to.

10. In defence services most of the tasks are characterised by speed and accuracy. A large number of tasks are accomplished through verbal orders. At times even a slight deviation from predetermined plan could spell disaster. A large number of the lives are at stake on the correct understanding of the communication. Communication is one of the most essential aspects of management in the military aviation. Hence an understanding of the interpersonal communication is essential for the military aviators.

Communication Requirements

11. The communication requirements of any military unit represent critical problems of command and these have become more complicated due to rapid expansion, urbanisation, industrialisation, computerisation and other socio-economic and political changes. Communication was simple in the one to one "Robinson Crusoe" type of the organisations where the leader and the led could give each other attention, transmit ideas and feelings and be reasonably assured

⁹ CDM, op. cit., p1.

that the message was received and understood. No special skills were needed for effective transmission, as the channels of communication were "face-to-face" with few barriers to interfere in between. Communication in today's military is certainly more complex.

12. The modern communication theory recognises the influence of communication in every aspect of human activity and views it as a very complex part of human behaviour. Communication appears to be very close to primary creative needs – a force that binds the people together in any organisation¹⁰. Through the process of transmission and reception people attain their individual and collective goals. Thus communication is the very heart of the process of organising and its relevance is of greater importance in the military system where need for morale and commitment of all ranks is more pronounced than anywhere else for achieving organisational goal.

Communication and Leadership

13. More than 75 percent of a manager or leader's time is spent in communicating with others. Henry Mintzberg who was the first to systematically explore the nature of the managerial work found that leaders and managers spent six percent of their time communicating with others over the phone, 10 percent of the time in unscheduled meetings with others, and 59 percent of time in scheduled meetings¹¹. Effective communication is vital to influencing others, to express feelings and emotions, to provide, receive and exchange information, and to ensure that the integrity of the formal structure of the organisation is maintained. In essence communication is one of the most vital processes that keeps the wheels of an organisation running smoothly¹². Therefore, it is important for a military leader to understand the process of communication and the barriers thereto.

14. Effective leadership is that vital skill for a military commander, which involves leading men into battle; maintaining their morale, discipline and esprit-de-corps against all odds; and motivating them to even lay their lives for the country. It is vital that command to be effective must be understood by the subordinates receiving it

¹⁰ Bhatia, op.cit., p. 29.

¹¹ Uma Sekaran. Organisational Behaviour. New Delhi: Tata McGraw-Hill Publishing Company Limited, 1997, p. 22.

¹² Ibid., p. 104.

and they must try and obey it to end. This is only feasible if the communication between the commander and his subordinates has receptivity and credibility.

15. A good leader should be able to capture imagination of the followers, communicate his vision, get the people aligned behind the organisation's overarching goals and lead the men to recognise and accept ideas. *The management of meaning, mastery of communication, is therefore inseparable from effective leadership.*

"All men are sheep - they need a shepherd"

- Anon.

CHAPTER II

METHODOLOGY

“Communication is the distinguished mark of being human.”

- M T Cicero.

Statement of Problem

1. Interpersonal communication is the basis of most interactions in any organisation specially the armed forces. Identify the aspects that influence the effective interpersonal communication in military aviation. Suggest the means of improving the interpersonal communication in armed forces with particular reference to military aviation.

Justification for the Study

2. A great deal of research has been done on the human communication and its importance in the industrial and general management. On the contrary very little has been published about communication in the military aviation and lesser so with regards to interpersonal communication.

3. Interpersonal communication is taken for granted by military leaders. A military leader by the virtue of his position is taken to be an effective communicator. Another folly is that the communication is taken as the ability to speak fluently and rapidly enough, to impress the listener to attract his attention or concurrence to views of the speaker. There is little training being imparted in this aspect. Yet the examples of failure of communications abound. Failure of the communication in armed forces, as also in the industry is often the cause of things going wrong. John Garnett of the Industrial society states that ‘out of 35 stoppages in a large organisation, 18 were due to failure in communication’¹³. Further research showed that these failures were far more likely to be due to the poor application of principles of communication than the rejection of it.

¹³ Owen. op.cit., p107.

4. Research has also shown that communication is not just a simple phenomenon of speaking, hearing, reading and writing. It encompasses perception, ego states, life positions, emotions, social and cognitive aspects and other such complexities. Thus the art and science of communication needs to be learnt and may not come naturally to a person. Interpersonal communication therefore needs a careful study by a military aviator.

5. This study has been prompted by an interest to understand the intricacies of interpersonal communication and methods to improve its effectiveness in armed forces.

Scope

6. The field of human communications includes Interpersonal, Intrapersonal and Organisational Communication. This study concentrates on the interpersonal aspects of the communication with particular reference to a military aviator. However certain aspects of Intrapersonal and organisational communication which have a bearing on interpersonal communications have been briefly covered. The dissertation basically deals with identification of factors, which affect the communications of a military leader at functional level, especially in dealing with the subordinates and superiors.

7. Leadership is a vast subject in itself and is affected by various tangible and intangible factors. This dissertation focuses only on the aspects of interrelationship between interpersonal communication and leadership. An attempt has been made to bring out the importance of good communication in exercise of leadership. The methods to improve interpersonal communication have been suggested. The aspects of human behavioural science have also been covered since these affect the interpersonal communication. The focus is on Indian Army, though the same could be applicable to varying degree for Indian Navy and Air Force, as well as to foreign armed forces.

Method of Data Collection

8. The information for this dissertation has been collected from the following sources :-

(a) Books and relevant articles in professional journals.

(b) Internet.

(c) Discussions with officers of different arms and services of the Indian Air Force within the Airforce to understand the social and cultural aspects of the interpersonal communication in the military aviation.

Organisation of the Dissertation

9. It is proposed to study the subject as follows :-

- (a) Chapter III. Nature and process of Communication.
- (b) Chapter IV. Factors affecting Interpersonal Communication.
- (c) Chapter V. Analysis of Interpersonal Communications.
- (d) Chapter VI. Mil Aviator and Interpersonal communication.
- (e) Chapter VII. Improving interpersonal communication in Military Aviation.

10. Chapter III covers the nature of the communication in general. The process of the interpersonal communication and its analogy to signal communications has been explained. Chapter IV describes the various factors affecting interpersonal communication. The emphasis is on communication in armed forces between a military leader and his subordinates or superiors. Chapter V covers the Transactional analysis. The concept of ego states and analysis of transactions has been covered. Other connected aspects of Game Analysis, Script Analysis and Procedures and Rituals have been explained. Chapter VI explains the importance of interpersonal communications for a military aviator. The process of leadership and role of interpersonal communications in it has been explained. Chapter VII explains various methods of improving the interpersonal communication in military aviation. The emphasis is on improvement of military aviation through better interpersonal communications.

CHAPTER III

NATURE AND PROCESS OF COMMUNICATION

“ Interpersonal communication refers to the way that two people exchange symbols in order to achieve their valued goals. ‘Interpersonal’ to me connotes a transaction between people, beyond what one or the other person might think is occurring. In addition, people usually talk to each other to achieve a combination of instrumental, self-presentation and relational goals.”

- Dr. Daniel J. Canary.¹⁴

Nature of Communication

1. There are several ways of explaining the word ‘communication’. Two pertinent definitions are as follows¹⁵:-

- (a) It is a process by which an idea is transferred from a source to a receiver with the intention of changing his behaviour.
- (b) It is a mutual exchange of facts, thoughts or perceptions leading to a common understanding of all parties. It does not imply agreement.

2. An examination of the above definitions shows that following essential ingredients are present in communication¹⁶ :-

- (a) Communication is purpose oriented.
- (b) It is a two way process.
- (c) Psychosocial aspects like thoughts, feelings and emotions are involved with the communication.

3. Communication in defence services does not merely mean exchange of messages. It embraces a great deal more. The values, prejudices, feelings and personality factors of all participants come into play. Used appropriately, communication can be most effective instrument for growth and development of

¹⁴ Internet. SPCOM Home.com

¹⁵ CDM, op. cit., p.1.

¹⁶ Ibid.

services, and their personnel. Its absence or inappropriate use can engender conflicts and problems.

Principles of Communication

4. Peter Drunker identified four fundamentals of communication, which show the nature of the process¹⁷. These are as follows :-

- (a) Communication is Perception.¹⁸ The effective communication is limited to the range of the perception of the recipient.
- (b) Communication is expectation. The people perceive only what they expect to – depending upon their needs, values, motives, backgrounds, or even the situational contexts. The unexpected is ignored or misunderstood.
- (c) Communication makes demands. Communication needs are in terms of the emotional selection, preference or rejection, on part of the receiver from all that is being sent to him. Communication also demands of the receiver to do or believe in some thing or become somebody.
- (d) Communication differs from Information. Logic characterises information, which is also formal or impersonal in nature. The communication on the other hand is perception which is highly personal and has a large component of the emotions, values and needs of the individual.

Types of Communication

5. The broad categories of human communication are as follows ¹⁹:-

- (a) Interpersonal communication.
- (b) Intrapersonal Communication.
- (c) Organisational communication.

6. Interpersonal Communication. It is the communication that takes place between two persons. It is characterised by active interaction. Mutual trust, understanding and consideration grow out of positive transaction.

¹⁷ College of Defence Management. 'Handout on "Communication, Nature and Process" '. Secunderabad, 1998, p. 2.

¹⁸ Perception is the process of sensing and organising the sensory data into meaningful images.

¹⁹ Handout, op.cit., p. 3.

7. **Intrapersonal Communication.** It is a kind of communication one holds with oneself. It is the reasoning, analysis or the debate that a person carries out within his own mind²⁰. The psychologist C.G. Jung observed, " Self is a product of intrapersonal communication or the behaviour that results from the dialogue between conscious experience and unconscious values"²¹. Awareness of one's self helps one understand others. Hence intrapersonal communication indirectly influences interpersonal communications.

8. **Organisational Communication.** It is the communication that takes place in organisations. It encompasses generation or collection of data, collation and dissemination of information, decision making and implementation and management of conflict.

Means of Communication

9. The following matrix shows the different forms/ channels which can be used to convey a message ²²:-

Type	Vocal	Non Vocal
Verbal	<i>Spoken Word</i>	<i>Written Word</i>
Non Verbal	<i>Sigh,</i> <i>Grunt,</i> <i>Inflection²³</i>	<i>Facial expression,</i> <i>Posture, Gesture</i> <i>(body language),</i> <i>Spatial relationship²⁴</i>

10. The effectiveness of communication depends on, among other factors, the choice of means appropriate to the situation. The non-verbal communication if properly used can enhance the effectiveness of a message many times. But sometimes their presence can completely negate what is intended to be conveyed by the verbal part of the message.

²⁰ The extreme of this dilemma is illustrated by Shakespearean drama "Hamlet", in which Hamlet says " to be or not to be that is the question".

²¹ Handout, loc. cit.

²² CDM , op. cit., p.4.

²³ An alteration in pitch or tone of voice.

²⁴ Physical position in relation with each other, of two people communicating with each other.

Process of Interpersonal Communication

11. Interpersonal communication can best be understood when we consider it as a process of sending and receiving symbols with meaning attached to them²⁵. The line diagram in fig. 3.1 explains the process²⁶.

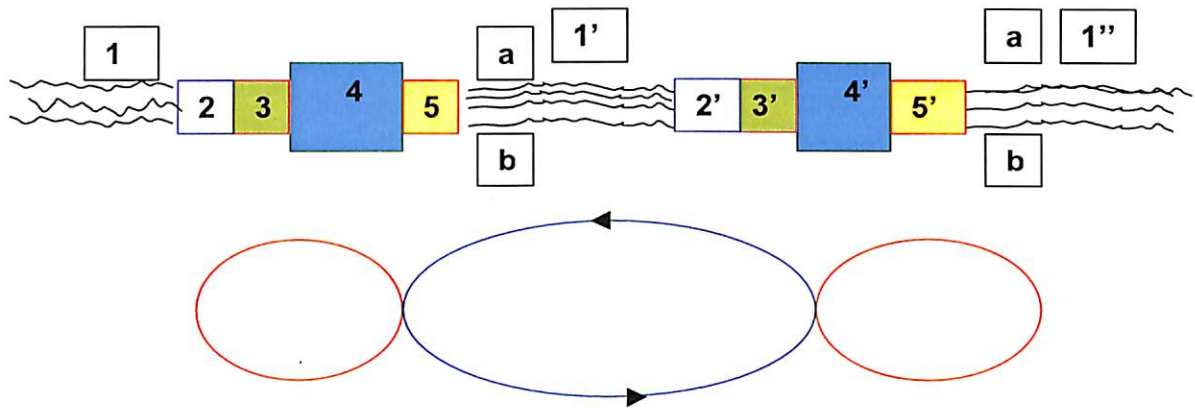


Fig. 3.1

Process of Communication

12. The different stages are as follows:-

- (a) Stage 1 is the event or source of stimulation, external to the sensory end organs of the speaker.
- (b) Stage 2 depicts sensory stimulation.
- (c) Stage 3 is the pre verbal neurophysiological state.
- (d) Stage 4 depicts the transformation of the pre verbal forms into the symbolic forms.
- (e) Stage 5 shows verbal formulations in the final draft for overt expression.
- (f) On the receiver's side Stage 1' depicts the transformation of the verbal formulations into a (air) and b (light) waves which serve as a source of stimulation to the listener.
- (g) The stages 2' to 1'' correspond in listener to the stages 2 through 1'.

²⁵ Sekaran, op.cit. , p. 103.

²⁶ CDM, op. cit. , p. 5.

(h) The arrow loops represent the functional interrelationship of stages in the process as a whole.

13. The above diagram shows that all the five key stages in the communication process from the sender to the receiver are equally important. The process may appear very simple but most people pay little attention to the various stages of the communication process invariably resulting in the disorders of the communication. The problems could compound due to various external factors, especially so in the armed forces.

Analogy with the signal Communication

14. In signal communication firstly the sender frames and encodes the message. The message is then sent on a channel. Then the message is received, decoded and delivered to the recipient who acknowledges it if required. Applying the same concept to the field of human communications various elements involved are as shown in fig. 3.2.²⁷

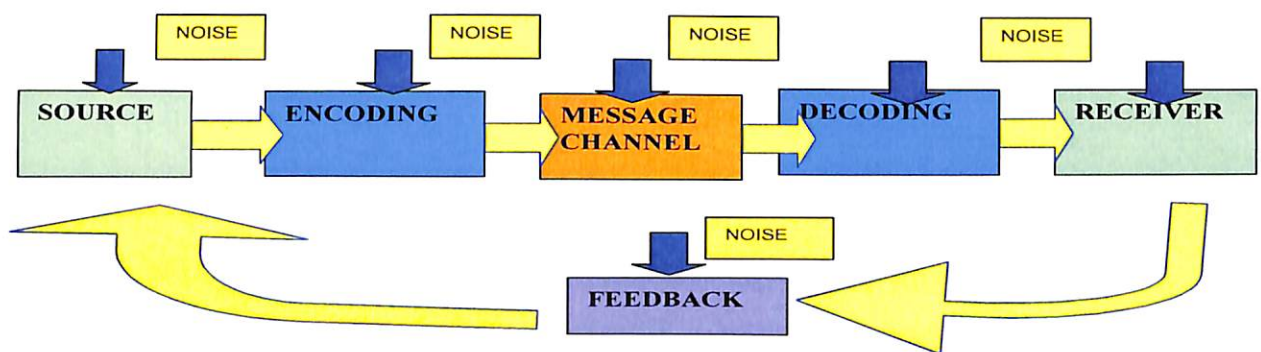


Fig. 3.2
Signal Communication

15. Source. The source is usually a person with ideas, information, intention and a purpose for communicating.

16. Encoding. The sender encodes the information to be transmitted into a series of symbols, gestures or words so that mutuality of meaning with the receiver is

²⁷ CDM, op. cit. , p. 8.

established. Lack of mutuality is one of the major causes of misunderstanding or lack of communication²⁸.

17. Message. The encoded thought is the message. Its final shape and form depends on the channel selected and the speed at which it is to be passed.

18. Channel. It is the mode that is used for conveying the message from the source to the receiver. For the communication to be effective the channel must be appropriate and practical²⁹.

19. Decoder-Receiver. Decoding is the process by which the receiver interprets the message and translates it into meaningful information³⁰. The receiver is the person who is supposed to get the message.

20. Feedback. Feedback is the reverse of the communication process in which reaction to the sender's communication is expressed.

21. Noise. Noise is any factor that disturbs, confuses or interferes with communication at any stage of the communication process. It could be psychological occurring due to mental turbulence, preoccupation, ego hang-ups, anxiety, tiredness and pre-conceived ideas and notions. It could also be physical occurring due to disturbances and distractions in the environment.

Structure of Communication

22. Design of communication channel in an organisation is a function of purposes the communication is expected to serve. In a vertical organisation like army, communication usually flows from top to bottom and lesser from bottom to top. In flat organisations communication occurs in a free flowing manner³¹.

23. Communication Patterns. Communication in the armed forces could have following patterns :-

- (a) Downward. When the communication flows from the superior to the subordinate. E.g., staff regulations, handbooks, procedure manuals, and leaders passing orders to subordinates.

²⁸ Bhatia, op.cit. , p. 29.

²⁹ Saying "Good Night " by a note for example would be most inappropriate and ridiculous.

³⁰ Bhatia , op. cit., p. 29.

³¹ Sekaran, op. cit. ,p. 111.

- (b) Upward. When the flow of communication is from subordinate to the superior. E.g., suggestion schemes, feedback, complaints etc.
- (c) Lateral. When the flow is between or among members who are at the same level in the organisation. E.g., two commanders discussing military plans.
- (d) Diagonal. When the communication takes place between members of different work groups.
- (e) External. When the members of an organisation communicate with people outside the organisation. This is important during Internal Security duties and Counter Insurgency operations.

Communication Networks.

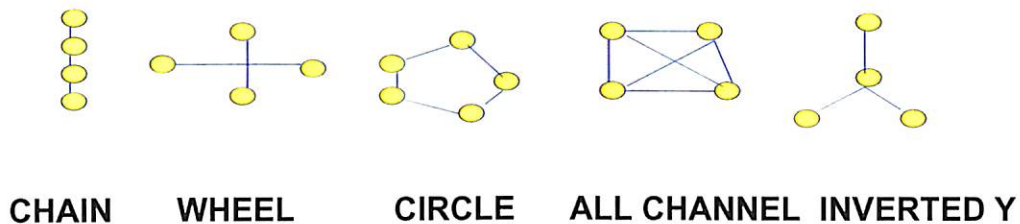
24. The structure of communication network influences speed and accuracy of message handling, and performance and motivation of participants. The five most common networks are as follows³² :-

- (a) Chain. In this one person transmits information to another as per organisational hierarchy. E.g., Aircraft Captain tells, Lead attendant who intern informs passengers.
- (b) Wheel. Where one supervisor communicates with a number of subordinates but the subordinates do not communicate with each other.
- (c) Circle. Where every person can communicate with the adjoining member.
- (d) All channel. Where each of the individuals can communicate all others.
- (e) Inverted Y network. Where two people report to the superior who has two levels above.

25. Some of these networks, like wheel, allow for speedy flow of communication; and some others, like chain, are better for controlling unnecessary flow of information. The former also offers satisfaction to employees in the system than the latter. Around 1950, Leavitt and his group carried out experiments, which revealed

³² Ibid., p. 112.

that the behaviour of the participants in a communication situation was affected by the network. The position a person occupied in a pattern was found to influence satisfaction and leadership emergence³³. Leaders can therefore design their subunit's flow of communication according to the goals they want to pursue.



Conclusion

26. The quality of formal and interpersonal communication is one of the decisive factors in organisational effectiveness. In armed forces intensive human interaction is a requirement, hence greater emphasis on good communication becomes inescapable. Knowledge of communication as a systematic and scientific discipline is growing, facilitating deeper insight into the subject. Communication does not happen randomly in organisations. It has to be deliberately built into the system and developed through effort by leadership. At the same time, competence in communication is a prerequisite for good leadership. Leadership effectiveness cannot be achieved without a conscious effort to understand communication.

“Interpersonal Communication is the exchange of messages by which people create and maintain personal relationships, achieve goals and rewards, manage problems with others, and express personal identity”

- Dr. Susan J. Messman.³⁴

³³ Handout, op. cit. , p. 8.

³⁴ Internet. SPCOM Home.com.

CHAPTER IV

FACTORS AFFECTING INTERPERSONAL COMMUNICATION

“ Communications are built on trusting relationships “

- Dale Carnegie³⁵.

General

1. On the surface face to face communication seems to be simple. But successful communication does not necessarily take place automatically whenever two people get together. The basic problem in communication is that the meaning which is actually received by one person may not be what the other intended to send³⁶. The speaker and listener are two separate individuals living in different worlds; and any number of things can happen to distort the messages that pass between them.
2. Thus the process of interpersonal communication is complex and many factors influence it. Interpersonal communication is the means to exercise leadership hence a study of the factors affecting it is essential for a military leader. The communication is mostly purpose oriented and straightforward in the armed forces. Some of the factors relevant to armed forces are discussed as below.

Peculiarities of communication in Military Aviation

3. Orders. Orders are frequently passed and are taken to be as communication. This assumption is fallacious. Further it implies lack of discussion and frequently leads to one way movements.
4. Chain of Command. The uniformed bureaucracy is not much weaker than any other and does not take kindly to breaking of the chain of command irrespective of the number of linkages. More the linkages, more the distortions and

³⁵ Dale Carnegie and Associates, Inc. The leader in You. New York: Simon and Shuster.

³⁶ G Strauss and LR Sayles, Personnel, Human Problems of Management, New Delhi: Prentice Hall of India 1968, p. 224.

more the chances of "Mai Lai"³⁷ occurring again. Military's basic structure is steep and pyramidal and rank, appointment and authority are undiluted.

5. Verbal Communications. Even in the realm of passage of orders verbal communications are predominant. Since written communications are not always used to confirm the oral messages some fluidity is always present in the messages. This gets further accentuated during battle.

6. Command Based. Communications most often emanate from the person in command and command is personalised. Therefore impact of personality is felt in communication efforts.

7. Decision-making Levels. There are a number of decision making levels in the military aviation This aspect has its problem since the decisions taken at multi levels are required to work in perfect sympathy.

8. Different Environments. There are various environments (with in an airforce) in which people are expected to function, with corresponding effects on communications. A person may be in command, in staff, an instructor, or in any of the myriad duties.

9. Interpretations. Because of the peculiarities of army communications are interpreted with variance with corresponding effects.

10. Implied Violence. In a manner of speaking latent violence is present in most communications (especially vertical) in armed forces. This is because most communications are orders or instructions and demand obedience. This is an interesting phenomenon that effects all military communications.

Context³⁸

11. Communication between individual and groups or commanders and the subordinates takes place in some or the other context. In armed forces there is a peculiar military contextual setting for all communication. E.g. it may be related to the combat effectiveness or the welfare of the men under command.

³⁷ During the Vietnam War failure of interpersonal communication led to massacre of the innocent villagers of Mai Lai at the hands of US army soldiers.

³⁸ Bhatia, op. cit. , p. 29.

Values and Beliefs

12. Experience reveals that the stated and actual values, beliefs and perceptions tend to diverge. Many military leaders profess one set of values (due to their upbringing and professional knowledge acquired over the years) but when confronted with challenges or crisis quite often display different (implied) set of values³⁹. This culture of transience affects the leader's ability to communicate.

Perception

"We see things as we are, and not as they are"

13. Perception can be defined as the process through which people select, organise and interpret or attach meaning to events happening in the environment⁴⁰. Different people may perceive the same environment differently. In communication perception affects the correct understanding of a message by the receiver.

14. The dynamics of the perceptual process is depicted in fig. 4.1⁴¹. *Perceptual Inputs* are the stimuli in the environment, e.g. objects, events or people. *Perceptual Throughput* is the actual transformation of these inputs through the mechanism of selection, organisation and interpretation. *Perceptual Output* is the resultant opinions, feelings, values and attitudes, which influence decisions and behaviours.

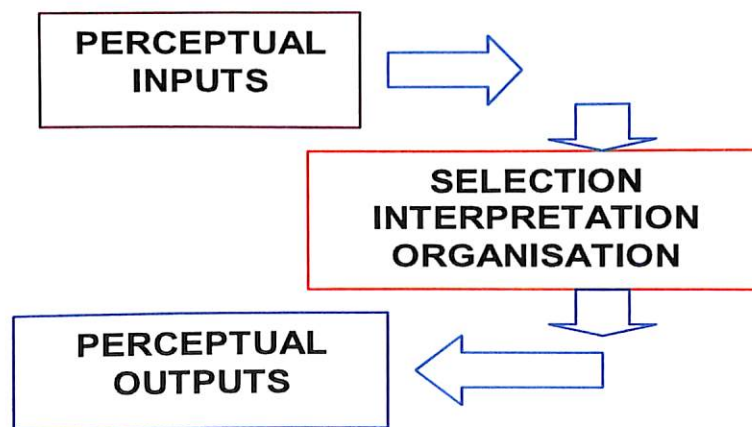


Fig. 4.1
Perceptual Process

15. The salient aspects in the throughput process are as follows :-

- (a) Perception is always selective.

³⁹ Ibid, p. 30

⁴⁰ Sekaran, op. cit. pp. 41-44.

⁴¹ Ibid., pp. 41-44.

(b) Once the stimuli has been selected these are organised to facilitate extraction of meaning based on the following:-

- (i) Figure and Ground. The perceiver tends to organise only that information which stands out in the environment.
- (ii) Grouping. It is the tendency to group the individual stimuli into meaningful patterns.
- (iii) Simplifying. It is the tendency to consciously simplify the perceived stimuli into some patterns, which would make sense.
- (iv) Closure. It is the process of mentally filling in the missing pieces to perceive an incomplete stimuli.⁴²
- (v) Interpretation. People interpret events in terms of their own assumptions of people, things and situations.

16. Biases contributing to Misperception. In perceiving the stimuli in the environment following errors may occur⁴³:-

- (a) Stereotyping. It is the tendency to perceive an individual as belonging to a single class or category and hence attributing a favourable or unfavourable characteristics to the individual based on a widely held generalisation about the group.
- (b) Halo Effect. It is the tendency to perceive all attributes of a person in a similar manner based on one characteristics or trait of the individual.
- (c) Selective Perception. It is the tendency to single out certain aspects of the environment to become a significant part of our perceptual input. These are generally the ones that reinforce our values and beliefs and match our need patterns.
- (d) Attributions. It refers to how a person tries to understand behaviours or events by interpreting them as caused by certain other factors.
- (e) Distortions. Because certain things might be threatening to a person and his self concept, he may use some perceptual self defence mechanisms to distort what is seen or even totally avoid seeing what actually exists.

⁴² The figure I-I may be perceived as H due to phenomenon of closure in human mind.

⁴³ Sekaran. op.cit. , p. 48.

- (f) Projections. When ones own personal attributes are assigned to others, then projection takes place.
- (g) Self-Fulfilling Prophecies. It is the process by which one tries to fit ones attitudes, beliefs and expectations to reality.

Symbolic Communication⁴⁴

17. There are instances when even after sending out seemingly endless series of training directives and instructions, improvements simply do not seem to take place. Subordinates read and understand these instructions, but do not internalise such communications and convert them into actions. One reason is that these do not trigger a response at symbolic level. Mahatma Gandhi could be termed as the master of the symbolic communication. In stark contrast the military system is bereft of any kind of evocative symbols other than those of the rank and appointment.

18. For some people certain words or phrases may have a symbolic meaning that others overlook. When one uses these words different things may be communicated unintentionally⁴⁵.

Language

19. In a literal sense, in the Indian Armed Forces language of the commander (English) is different from the language of the troops he commands (Hindi or other regional language). All tactical and strategic concepts at institutes of higher learning are taught in English. All the written communication down to the unit level is in English. Yet the men and junior leaders use an Indian language. Lack of a common language for all purposes can therefore be a major blockade in communication. The problem is compounded by the multi lingual backgrounds of different soldiers.

Attitude and Interests of Transmitter and Receiver

20. Communications are influenced by the skill and attitude and interests of both the transmitter and receiver. Transmission can be improved by careful attention to the clarity of expression, appropriate language and the force of the transmission.

⁴⁴ Bhatia. op. cit. , p. 30.

Messages can be shaped and expressed to fit the occasion and audience. Transmitters can develop skills both in written and oral communication.

21. Attitude of the transmitter affects the receptivity of receiver. The "*Koi Shaq, Shaq Nahin to Ghari Milao*"⁴⁶ may express an appropriate attitude of a military commander of past but may not be accepted in the present setting. Similarly the interest of the receiver or reception is equally important factor in communication for evolving positive action.

Rumours, Gossip and Grapevine.

22. When the subordinates find it difficult either to transmit their message or to hear the message they feel should be coming to them, they tend to lean on other channels and media that will meet their perceived needs. Rumours and gossip will be prominent if the subordinates feel that the information of interest to them is being withheld.

Climate and Environment

23. The whole communication process is affected by the level of trust with which the participants communicate. Communication is affected by one's attitudes towards messages, media and setting. When there is lack of sufficient trust between the communicating parties, selective listening takes place and messages get distorted.

Structure for Communication

24. In the armed forces the communication is basically vertical i.e. both up and down communication flow through successive command channels. The major purpose of the downward communication is to direct, control and inform subordinates. The upward communication supplies the higher commander information about what is happening at lower levels to achieve the mission. Problems in the vertical communication are as follows⁴⁷:-

- (a) The down communication is likely to be filtered, modified and halted at each level of command as the commanders at each level decide what

⁴⁵ E.g. A new officer is told that the local club is too oversubscribed for him to have membership. He may hear that "you are not accepted as a member of the organisation, and everyone will soon know it".

⁴⁶ The end of any military briefing is done by asking for any clarification and synchronising of watches. But questions are generally not welcome.

should be passed down to their subordinates. If subordinates are not provided information that they need to carry out their mission effectively, it may lead on to rumour mongering and low morale.

(b) Similarly the upward communication is also likely to be filtered, condensed or altered in the chain of command to part with non-essential data and to keep back information that would reflect unfavourably from reaching their superiors.

Barriers to Effective Communication

25. A study of the interpersonal communication process shows that noise can enter because of situational factors, inability of the sender to encode the message in clear and understandable terms, inability of receiver to decode or interpret the sent message properly, and various other barriers to communication. Some of these barriers are discussed in subsequent paragraphs⁴⁸.

26. Status effect. The subordinates are usually afraid to seek clarification and ask questions, and the superiors are more used to 'tell' than to 'listen'.

27. Physical Distractions. Distractions may be because of the situational factors. These will be most prominent in battlefield. Apart from these the peculiar mannerisms of the speaker may be distracting to the listener.

28. Information Overload. Communication may be ineffective when too much of information is transmitted at one time or when complex information is presented within a short timeframe. Senior military commanders have a limited attention span, and a short memory, which may compound the problem in upward communication.

29. Time Pressures. Because of time pressures especially during military operation many messages are hastily and inadequately communicated by commanders causing ambiguity and confusion.

30. Absence of Feedback. Absence of two-way exchange hinders effective communication. In organisations like army the communication is usually one way. Though it may be efficient in terms of time, it is ineffective.

⁴⁷ Bhatia. op. cit. , p. 31.

⁴⁸ Sekaran. op. cit. , p. 104.

31. Hearing only the Expected.⁴⁹ What one hears or understands in a communication process is largely shaped by one's experience and background. Thus one hears what the mind presumes has been said.

32. Ignoring Conflicting Information.⁵⁰ People resist change and tend to reject new ideas, particularly if these conflict with what they already believe. Communications sometimes fails to have the desired effect because they run counter to some other information that the receiver possesses.

33. Evaluating the source. Not only the receiver evaluates what he hears in terms of his own background and experience; he also takes the sender into account. It is extremely hard for people to separate what they hear from their feelings about the person who says it.

34. Non Verbal communications. In trying to understand what another person is trying to say a listener looks for non-verbal cues other than words. If these conflict with what is being said, message may not be fully understood.

35. Effects of Emotions. When people are worried, insecure, or fearful what they hear or see seems to be more threatening than when they are secure and at peace with the world. This could happen at times of war. Rumours also spread then. Also when people are angry and depressed they tend to reject out of hand what might otherwise seem like a reasonable request or a good idea.

36. Noise.⁵¹ Living in a world of words and sounds all the time, individuals learn to tune out many things. Therefore many things a leader says are ignored, because they sound like what he always says, e.g. 'work hard', 'do well' etc.

37. Certain other barriers are as follows:-

- (a) Badly expressed message.
- (b) Ineffective transmission channels.
- (c) Poor retention on the part of sender and receiver.
- (d) The "I" attitude
- (e) Refutations and arguments.

⁴⁹ Strauss and Sayles. op.cit. , p. 224.

⁵⁰ Ibid. ,p. 225.

⁵¹ Ibid. , p. 231.

Interpersonal Relations and Communications

38. Interpersonal relationships are based on personal one to one communications. Most of the problems which adversely affect the efficient functioning of organisations are human or 'people' problem. Lack of trust, deceit, self-centeredness, non co-operation, unhappy atmosphere and the like have their beginning in the distortion or the breakdown of interpersonal communication. Therefore military leaders and commanders must know and recognise the dynamics of interpersonal relations and communications, which are in fact interlinked and mutually influencing.

39. Communication is Situational.⁵² A person can form part of various communication situations such as leader-subordinate, peer-peer or subordinate-leader. In each of these the situations, the behaviour varies with the relationship. The nature of communication is transactional because a person A's perception of B, influences his behaviour towards B which, in turn, affects and infact, may change the behaviour of B. This is depicted in fig. 4.3.

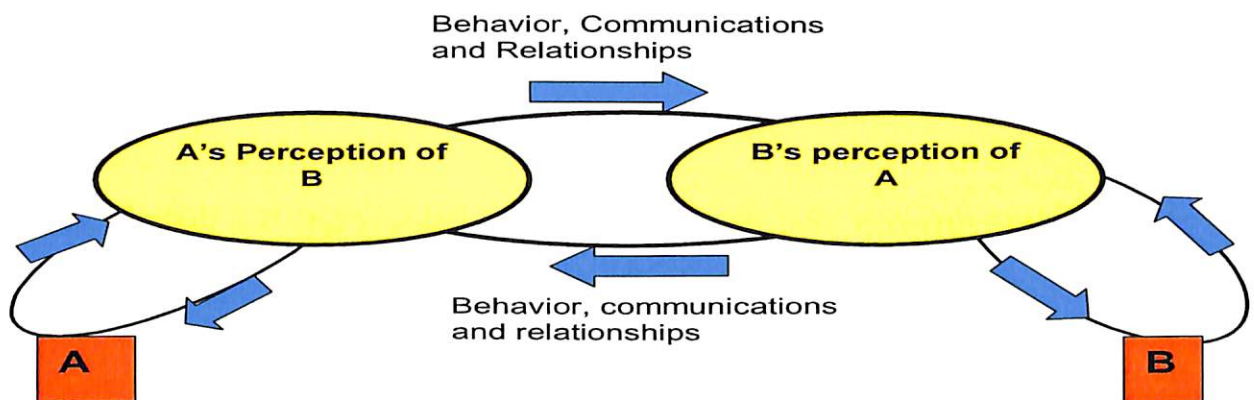


Fig. 4.3

Transactional Nature of Communication

40. Components of Interpersonal Communication. There are two basic components that combine to make interpersonal communication possible⁵³:-

- (a) Perception of self or self-concept.

⁵² CDM. Op. Cit. , p. 23.

⁵³ CDM. op. cit. , p.24.

(b) Perception of Others or Person Perception.

41. Complexities in Relationship.⁵⁴ Complexities in relationships may occur due to following interpersonal factors:-

(a) Labelling. This phenomenon is very common in services. E.g. A commander decides that individual 'A' is good, and thereafter he looks for only the positive reinforcements of his view of 'A'. This gives 'A' a positive feedback about himself. A tries to live up to the new self image and makes earnest efforts, thus the cycle becomes self-sustaining.

(b) Spirals. This is a process of circular responses between two individuals where each person's standpoint keeps adding to and progressively intensifies the original stance of each other, leading to a deadlock in communication.

(c) Paradoxes. These are self contradictory, essentially absurd statements, which can create confusion and irritation.

(d) Double Bind. Special case of paradox where one is faced with the 'Hobson's choice'⁵⁵.

Social and Cultural Aspects

42. Armed forces are represented by people from all over country; therefore the social, cultural and religious backgrounds of people in armed forces differ very widely. Social and cultural influences affect the interpersonal communications to a large extent. The aspects affecting the interactions between people are as follows:-

(a) Verbal and Non verbal aspects of communication in different cultures differ widely. The physical gestures, salutations and symbols used in different cultures and societies differ. Although armed forces follow a standard pattern of communication but the impact of the above is still very pronounced. For military greeting for instance the SIKHs prefer 'Sat Sri Akal', JATs prefer 'Ram Ram' and ASSAM Regiment soldiers use 'Tagra Raho'.

(b) Different cultures have different indirect and figurative language.

⁵⁴ CDM. op.cit. p. 26.

⁵⁵ A situation where the choices available are equally good or bad.

- (c) Psychological makeup of people from different backgrounds is different.
- (d) The tone, vigour and method of speech of people in different social and cultural backgrounds are different. The Sikhs and Jats would prefer their leaders to be rough and tough talking, and even may consider politeness and sophisticated language as sign of weakness. But Madrasi soldiers would demand a polite treatment during interpersonal interactions. Similarly communicating with a person from village and with another from city would need different techniques.
- (e) The personality and self-concept are affected to a large extent by social and cultural background.
- (f) The interpersonal and intergroup relationship in different societies and cultures differ. In certain societies, like in Punjab people make excellent interpersonal relationships, while in some other societies this may be difficult.

43. When considering the effect of culture and society the pertinent aspect is that significant elements of interaction occur on an unconscious and unintentional level. Indeed many of the important practical difficulties in this realm arise from unintentional meanings growing out of unconscious social assumptions. These variations affect various situational, social, and individual dimensions of intercultural communication.

*“ We are what we are only in relationship with other persons
we are communicating with.”*

- James Steward⁵⁶.

⁵⁶ James Steward. A Book about interpersonal Communications: Bridges not Walls. London: Edison Wesley, 1992,

CHAPTER V

ANALYSIS OF INTERPERSONAL COMMUNICATION

"We are interested in others when they are interested in us"

- Publius Syrus.

1. The basic unit of interpersonal communication can be called as *transaction*⁵⁷. If two or more people meet in a social aggregation, sooner or later one of them will speak, or give some other indication of acknowledging the presence of the others. This is called the *transactional stimulus*. Another person will then say or do some thing which is in some way related to this stimulus, and that is called as *transactional response*. Thus a transaction is giving of a stimulus and receiving of a response. This includes exchange of thoughts, feelings, intentions, feedback etc.
2. By analysing the transactions it is possible to have a deeper understanding of why some one acted or spoke in a particular manner. This awareness of a person as can lead on to a more complete integration between two important components of his personality i.e. thinking and feeling, and make his behaviours towards others as genuine. The communications emanating from a genuine person would have a few difficulties in reaching the other person and achieving the objectives through him. Therefore a good leader should appear to be a genuine person to his subordinates.
3. The analysis of Interpersonal Communications can be divided into following types of analysis⁵⁸:-
 - (a) Structural Analysis.
 - (b) Transactional analysis.
 - (c) Games Analysis.
 - (d) Script Analysis.

Structural Analysis

⁵⁷ Eric Berne, Games People Play. New Delhi: Sterling, 1974, p. 29.

4. Structural analysis is a method of analysing a person's thoughts, feelings and behaviour based on the phenomenon of the ego states⁵⁹ Observation of the spontaneous social activities reveals that from time to time people show noticeable changes in posture, viewpoint, voice, vocabulary and other aspects of the behaviour. These behavioural changes are mostly accompanied by shifts in the feelings. In a given individual a certain set of behaviour patterns corresponds to one state of mind, while another set corresponds to a different set of psychic attitudes often inconsistent with the first. These changes and differences give rise to the idea of ego states⁶⁰.

5. Ego States. An ego state is a system of feelings accompanied by a related set of behaviour patterns. Each individual has a limited repertoire of such ego states, which are not roles but psychological realities. Each of these ego states is a distinct and separate source of behaviour of an individual in a characteristic manner. This repertoire can be sorted into following categories⁶¹ :-

- (a) Parent Ego State.
- (b) Adult Ego State.
- (c) Child Ego State.

6. Parent Ego State. It is the state, which resembles those of the parental figures⁶². It is the taught self. It is made up of the unquestioning recordings made in the early childhood of the messages received from the elders like parents, teachers or other relatives. It includes guidance and advice, and, prejudices and injunctions. It could emerge in two different forms as follows⁶³ :-

- (a) Nurturing parents. If a person's parents have been mostly sympathetic, protective and supporting, then his parent ego state will be nurturing type.
- (b) Critical or Punitive parent. When the early recording of a person are of the critical, judgmental, or punitive type, in turn the person will be critical, sneering and disapproving type. Such person can easily irritate others, and

⁵⁸ CDM. op. cit. , p. 34.

⁵⁹ Ibid.

⁶⁰ Berne. op. cit. , p. 23.

⁶¹ Ibid.

⁶² Berne. op. cit. p. 24.

⁶³ CDM. op. cit. p. 36.

his functioning as commander can demotivate subordinates.

7. Adult Ego State. It is the Ego State, which is autonomously directed towards objective appraisal of reality,⁶⁴. It is the thought self. The adult ego state starts functioning when the child's mind starts processing the data from the parent and the child ego states and tests it against reality to make his decisions. Thus it relates to the objective information and data gathering, and rational decision making or problem solving based upon the data available.

8. Child Ego State. It is the Ego State, which represents the archaic relics, still active ego states, which were fixated in early childhood⁶⁵. It develops along with the Parent Ego State. It can be said to be the felt self. It consists of a child's internal emotions and feelings in response to the external events related to the others. It manifests itself in the feelings of joy, frustrations, abandonment or rejection. This ego state has three components as follows⁶⁶:-

(a) Natural child. This is the impulsive, untrained and expressive part of a person. Such a person could be insensitive to the others feelings, and as a leader may not treat his subordinates properly.

(a) Little professor. This is the intuitive, creative, and manipulative aspect of the child. With the little professor dominant a person tends to be original, imaginative and creative.

(b) Adapted Child. The reward and punishment system adopted by parents to bring up the child on the lines of their preferred values is responsible for creating an adapted child. In the grown ups the adapted child comes through as a complying, procrastinating or a withdrawing type of a person.

9. Each individual at any given moment in a social aggregation can exhibit a Parental, Adult, or Child ego state and shift with varying degree of readiness from one ego state to another. These three aspects of personality have a high survival and living value and have a legitimate place in a healthy and productive life.

10. For the purpose of analysing transactions ego states can be represented by fig. 5.1.

⁶⁴ Berne. op. cit. p. 24.

⁶⁵ Ibid.

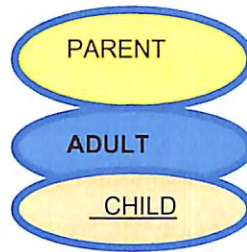


Fig. 5.1

11. Through careful and constant observation, various features of a person's makeup can be analysed and understood. This adjustment itself leads to an increase in the overlap of the perceptual fields⁶⁷, which in turn results in a better communication. In the battlefield the ego states will play a major role in shaping the behaviour of the soldiers. The Child Ego State will keep the self-survival as the most important and dominant need. To motivate the soldiers for even the ultimate sacrifice the military leader would have to ensure that the soldiers are in Adult Ego State. This would be possible by effective interpersonal communication, through understanding of structural analysis.

Life Positions

12. A child early in the life is physically helpless and dependent on the others. He finds warmth caressing and support from the others. He thus adopts a life position of ' I'm Not OK and You are OK '. Depending on the further experiences and feelings he may remain in the same life position or change over to the others which could be⁶⁸ :-

- (a) I am NOT OK - You are OK.
- (b) I am NOT OK - You are NOT OK.
- (c) I am OK - You are NOT OK.
- (d) I am OK - You are OK.

13. The most desirable of these is the last one where a person feels himself OK (self confident) and finds the environment or the others also OK (friendly and supportive). A shift can be made into this state from others through conscious effort and deliberate analysis of the data about the self. The communication effectiveness can be improved by considering the aspects of the ego states and the life positions of a person at the particular point of time.

⁶⁶ CDM. op. cit. p. 37

⁶⁷ CDM. op. cit. p. 37.

⁶⁸ T. Harris. I'm OK you're OK. New York: Avon Books, 1964.

14. Stroking.⁶⁹ It is through stroking that the life positions are built up. Every infant needs the warm and affectionate touch of the others to grow and develop into a normal person. This is the first non-verbal cue to a child that he is wanted and accepted. It is termed as Stroking. In a grown up the hunger for the stroking is replaced by desire for recognition. An approving touch like patting on the back, a greeting, a remark like "well done", an understanding look or even a wink may serve the purpose of a positive stroke. Disapproval in any form will be considered as a negative stroke. When a person is denied the positive strokes, the person starts seeking negative strokes. The phenomenon of stroking can be usefully employed by a military leader to improve the motivation levels of the subordinates. One of the most effective means of positive stroking is effective interpersonal communication.

Transactional Analysis

15. The human transactions may be divided into following types⁷⁰:-

- (a) Complementary Transactions.
- (b) Crossed Transactions.
- (c) Ulterior transactions.

16. Complementary Transactions.⁷¹ These are transactions in which, the response is appropriate and expected and follows the natural order of the healthy human relationships. The simplest transactions are those in which the stimulus and response arise from the Adults of the parties concerned⁷². Next in simplicity are the Child – Parent transactions⁷³. In officer men relationship this type of transaction works very well.

17. As represented in fig. 5.2 and 5.3, in these the response lines between the ego states of the two persons do not cross, and these can proceed endlessly as long as the lines of the communications remain open.

⁶⁹ Harris. op. cit. p. 35.

⁷⁰ Berne. op. cit. , pp. 29-32.

⁷¹ Berne. op. cit . p. 29.

⁷² E.g. Commanding Officer (A) – have you finished the job?

Adjutant (A) – No Sir, there is a little left, I am working on it. (See fig. 5.2)

⁷³ E.g. Company Commander (P) – Soldier why haven't you opened a joint bank account as yet? I had told you to do it last time I met you. It is for your own good.

Soldier (protesting)(C) – Sorry sir I did not want to open the account, but since you are insisting I will do so now. (See fig 5.3)

18. Crossed transactions.⁷⁴ In the crossed transaction the response is from an ego state different from the one addressed by the person sending the stimulus. Crossed transactions result in an interpersonal conflict and lead to a break down in communications. The most common, which is responsible for the most difficulties in the world, is represented in fig 5.4. In this the stimulus is Adult – Adult. If the response is from Child to Parent the vectors cross and communication is suspended, unless these realign⁷⁵. The converse of the above is counter transference reaction as illustrated in fig 5.5. Here the reaction is from a parent to a child.

19. Ulterior Transactions.⁷⁶ Ulterior transactions involve the activity of more than two ego states simultaneously. This category is the basis for games. These could be of two types Angular and crossed. Salesmen are particularly adept at angular transactions, those involving three ego states (See fig 5.6)⁷⁷. A duplex ulterior transaction involves four ego states (See fig. 5.7)⁷⁸.

Games Analysis

20. A psychological game is a recurring set of the transactions, often repetitive, superficially rational, leading to a payoff⁷⁹. These are played to fill time, to reaffirm life positions, to draw attention or to enact a pre-determined life drama. The military environment is more prone to game playing due to the frequent role changing that a military leader has to do. Some of the common games played in military life are as follows:-

- (a) Kick Me. A Subordinate goes to a superior and says 'I have messed up the things again sir', The superior admonishes him. This is an example of a person asking for and receiving kicks through a game. The payoff is a punishment or a negative stroke.

⁷⁴ Berne. op. cit. p. 31.

⁷⁵ Company commander – Let us find out why you have been drinking heavily lately. (A to A stimulus)

Soldier – (Complaining) Every body keeps criticising me. I am not the only person who drinks. (C to P response). (See fig. 5.4).

⁷⁶ Berne. op. cit., p. 33.

⁷⁷ Commanding Officer. This is the most important task. But I think you will find it difficult to do.

Company Commander. No sir! I will do it. My company can handle it better than any one else. (See fig. 5.6) (Superficially A – A communication but implied P - C communication)

⁷⁸ Brigade Commander to the Commanding Officer. Your Unit can accomplish the task if properly supervised. (Implied P to C stimulus) (See fig. 5.7)

⁷⁹ CDM. op. cit. , p.43.

(b) Now I got you SOB. This involves the initiator to lie in wait for a subordinate to make a mistake and when opportunity arises, he delivers him the kicks. The initiator normally plays the game from the parent Ego State and the subordinate is generally manipulated into doing something wrong.

21. The need for filling the time and stroking is satisfied by playing games, which can be destructive to a varying degree. Certain amount of game playing can not be avoided but excess can cause trouble.

Script Analysis⁸⁰

22. Certain scripts get embedded in a person's psyche early in the life. These scripts get programmed from the transactions that take place between the infant and its parents or other elders. As the child grows up he becomes adept at playing his role – be it hero, persecutor, victim or rescuer. In order to facilitate the play of his own role he gets or manipulates others to play complementary roles.

23. Certain scripts could still be embedded later in life while a person is undergoing training at NDA / IMA or at training centres. Although not as strong as the early scripts these go a long way in preserving discipline and morale in the armed forces. The military leaders need to preserve these winning scripts.

Procedures and Rituals

24. Procedures.⁸¹ A procedure is the simplest form of social activity. It is a series of complementary Adult transactions directed towards the manipulation of the reality⁸². A procedure is said to be efficient when the agent makes the best possible use of the data and the experience available to him regardless of any deficiencies that may exist in his knowledge.

25. Rituals.⁸³ A ritual is a stereotyped series of simple complementary transactions programmed by external social forces. An informal ritual such as social leave taking may be subject to considerable variations in details, although the basic form remains the same. Rituals offer a safe, reassuring, and often enjoyable method of structuring time.

⁸⁰ CDM. op. cit. p. 45.

⁸¹ Berne. op. cit. , p. 35

⁸² Example of procedure in the Army is the greeting procedure where in the junior salutes first and greets "Jai hind!" the senior then replies in the same fashion.

⁸³ Ibid. p. 36.

26. Transactional Nature of Procedures and Rituals.⁸⁴ The informal rituals like the greeting rituals are not meant to exchange info but are simply a healthy means of accepting social presence of others and reassuring each other. It could be understood as the exchange of strokes. The transactional nature of procedures and rituals can be depicted with following examples between an officer **C** and a Soldier **D**:-

(a) The computation of exchanging strokes between two persons holds good not only for a short interval of time but also even for period of several months. **C** and **D**, who pass each other once a day, trade one stroke each, salute and "Jai Hind " every day. **D** goes on a month's leave. The day after he returns he encounters **C** as usual. If on this occasion **C** merely salutes back and no more, **D** will be offended. By his calculations they owe each other thirty strokes. These can be compressed into a few transactions, if those are emphatic enough.

(a) The inverse case is also worth considering. One day instead of passing on if **C** prolongs the greeting ritual it may confuse **D**. **D** may think that "all he owes me is one stroke so why is he giving me more?"

(b) In another demonstration of the truly transactional business like nature of these transactions is the example when **C** passes without replying to **D**'s greeting, it thoroughly disturbs **D**. If **C** continues the same with others it may cause social problems with him.

" All the world is merely a stage. And all the men and women merely players. They have their exits and entrances. Each man in his life plays many parts."

- William Shakespeare.

⁸⁴ Berne. op. cit. , p.p. 36-37.

CHAPTER VI

LEADERSHIP IN MILITARY AVIATION

“Leadership is the knack of getting somebody to do something you want done because he wants to do”

- General D. Eisenhower.

General

1. A hunger for compelling and creative leadership in military aviation has been one of the most universal cravings of recent times. Recent history is replete with leaders who strode across cultural, intellectual and political horizons. Their followers loved and loathed them, marched for them, fought and died for them.
2. Leadership is the most important factor in the sustenance and progress of an organisation. Modern management after playing with numerous theories has come around to the view that excellence in any organisation depends on the quality of the leadership at the top⁸⁵. Leadership in defence services acquires special importance because of the nature of their activities and objectives, need for leading from front, and aspects of motivation and morale. Before a leader can lead his subordinates he must be able to communicate with them. Success of leaders therefore depends primarily on their ability to communicate to all the people to whom they are responsible.⁸⁶

Approaches to Leadership in Military Aviation

3. Leadership has been studied from different views and for different purposes. The '*Traits Approach*' determines the qualities of head and heart that make an effective leader. The '*Behaviour Approach*' classifies the leader behaviour as Authoritarian, Laissez-faire, and Democratic styles of leadership. The '*Situational Approach*' gives more importance to 'situation' in determining leaders and leadership styles. According to '*Functional Approach*' leadership is a function of

⁸⁵ ML Chibber, Dr., Lieutenant General (Retd), How to be a successful leader. New Delhi: ANA Publishers, 1986, p. 6.

⁸⁶ John Adair. The Effective Communicator. London: Biddles Ltd., 1988. p. 35.

Leader, Group, and Situation. The different approaches are interlinked and provide a different insight into the precept and practice of leadership. The most important common point in all the above approaches to leadership is the identification of need for effective interpersonal communication skills for a successful leader.

4. Transactional and Transformational Leadership.⁸⁷ In the military aviation a very importance aspect of leadership is motivation of the men under command. When the leadership is studied from above point of view it can be divided into Transactional and Transformational Leadership⁸⁸. Transactional leaders take an exchange perspective to their relationship with subordinates and exchange rewards for the efforts of the employees. This helps the leaders to obtain performance far beyond the normal limits. Transformational leadership is exercised when the leader intellectually stimulates the subordinates, excites, arouses and inspires them to perform far beyond what they would have thought themselves capable of. Military leaders in addition to leading men into battle have also to transform the men into a disciplined, spirited and cohesive, fighting unit during peace. Military leaders should therefore aim for Transformational Leadership. Effective communication skill is central to the transformational leadership.

Importance of Interpersonal Communication in Military Aviation

5. Communication is important to a military aviator for the following reasons:-

(a) Communication failures are costly. The majority of the stoppages in any task involving people are due to failures in communication. These stoppages upset the rhythm of the organisations, lessen the co-operation and create ill feelings.

(b) Motivation. It is one of the primary tasks of a military leader. It is the biggest concern for a military leader in war as well as in peace. In Maslow's 'hierarchy of needs' theory social needs, self-esteem needs, and self-actualisation needs are the most important motivators of a person. These can be satiated by effective interpersonal communication.

(c) During times of change with in an organisation, the full benefits of the change can only be achieved if there is an adequate communication set up

⁸⁷ Sekaran. op. cit. , p. 162.

⁸⁸ Bernad M Bass. Leadership and Performance. London: Pitman, 1975.

for explaining directly what is required and why.

(d) Adequate communication results in greater productivity, because the subordinates direct their work more effectively and co-operate more with their leaders. It was found in a survey that productivity rose sharply after a briefing.

(e) Leaders need to communicate with their subordinate leaders and higher leaders.

(f) There is no monopoly of wisdom at the top of an organisation. Hence there is a need to harness the ideas of subordinates through feedback.

(g) The people will give their best to their work only if they fully understand the decisions that affect them and the reasons behind those decisions.

(h) Communication is the means to exercise leadership. It reinforces management all the way down the line.

Leadership in Military Aviation as an Influence Process

6. **Influence, Power, Authority.**⁸⁹ A military aviator has Power and Authority by virtue of being in command, but he should be able to influence his followers in order to be a good leader. *Influence* is the ability to affect potential behaviour, *Power* is the capacity to exert influence, and *Authority* is the right to command because of the position held by the individual in the system.

7. The term "influence" can be defined as the process of affecting the behaviour of others. If for example a soldier is afraid and the leader can persuade him to fight, then leader has had an impact on the potential behaviour of the soldier. Likewise a leader can influence a superior to allocate more resources for his unit. Thus leadership is a process of influencing which transforms the potential behaviour of the people within a system⁹⁰.

8. **Influence Patterns.**⁹¹ There are three major processes by which people can be influenced – *compliance, identification, and internalisation* In addition there are other processes of influencing like legitimate request, coercion, rational

⁸⁹ Zais. op. cit. , p. 31.

⁹⁰ Sekaran. op. cit., p. 149.

persuasion, rational faith, inspirational appeal, indoctrination, information distortion, situational engineering and decision identification.

9. Compliance.⁹² It occurs when people are influenced to do something against their will because they have been coerced into doing it. In most authoritarian organisation such as armed forces the superiors try to influence subordinates through the process of coercion which often elicits reluctant and half-hearted compliance. Compliant behaviours get easily extinguished when the leader is not in vicinity. E.g., Compliance through threat of bad annual confidential reports (ACR).

10. Identification.⁹³ It occurs when the followers like the leader so much that they willingly put forth efforts to accomplish the things that the leader would like them to do. This could happen if the leader is attractive, likeable or acts as a role model, or has some qualities that are valued and admired by others in the organisation. Such a leader has the 'charisma' and people voluntarily behave in functional ways when they identify themselves with the individual. However this may not continue in absence of leader, as there may not be self-directed motivation in people to act independently of the leader.

11. Internalisation.⁹⁴ It occurs when followers are convinced that acting in a particular way as directed by the leader is in their own self best interest. Convinced that it is in their best self-interest to act as directed, they become self motivated and hence do not require the presence of the leader to engage in functional behaviours to get things accomplished. The desired behaviours are also sustained over time because the employees have internalised the values. Internalisation of values and opinions of leader is possible when followers trust leader's judgement and expertise, or the logic and trustworthiness of his arguments. This is possible with good interpersonal communication.

12. Considering the above the best form of influencing is through internalisation followed by identification and lastly coercion. Internalisation is possible only if the leader is accepted by the subordinates in their hearts and minds, which can happen if the interpersonal relations are good. This is possible when the interpersonal

⁹¹ Ibid.

⁹² Ibid.

⁹³ Ibid.

⁹⁴ Ibid. p.150.

communication between the leader and the led is effective, unhindered, and without any barriers. Thus the very essence of leadership i.e. "influence" is based on good interpersonal communication.

13. Exercise of Power⁹⁵. Research on the use of different forms of power by leaders suggests that effective leaders rely more heavily on personal power than on position power. This they derive and exercise through their effective interpersonal and communication skills. Effective leaders are likely to exercise power in a subtle, careful fashion that minimises status differentials and avoids threats to the self-esteem of the subordinates. In contrast the leaders who exercise power in a more arrogant and manipulative way are unlikely to succeed in process of "identification" and "internalisation".

Conclusion

22. Without the mastery of the very basic human skill, 'the ability to talk and listen to others' members of an organisation can not thrive for long. Communication absolutely has to be a two way street. One has to share his ideas with others and listen to theirs, i.e. be open to others. If a leader can show to others that he is receptive to their ideas then they are more likely to be receptive to his ideas, and keep him honestly informed of the things he needs to know

23. Easy interaction as desired does not happen by accident, and there is a need to create a receptive environment for communication. The basic fact about communication is that the people won't say what they think and won't listen receptively to a leader unless a foundation of genuine trust and shared interest has been laid. A leader has to love his followers and they have to know it. The leader needs to communicate this feeling to the subordinates. The ideal environment is when the followers genuinely believe that at the end of the day they can trust in the interest and concern of the leader about their well being. Then and then only will the ground be prepared effective leadership.

"People do not want to be managed. They want to be led."

- Warren Bennis and Burt Nanus.

⁹⁵ Yuki. op. cit. , p. 65.

CHAPTER VII

IMPROVING INTERPERSONAL COMMUNICATION IN MILITARY AVIATION

*" We are talking tribes. The tongue is the most mobile structure of the human body.
To be human is to speak. To be abundantly human is to speak freely and fully.
Conversely a good listener is the best physician for those who are ill in thought and
feeling."*

-Wendell Johnson, 'Your Most Enchanted Listener'.⁹⁶

Effective and Efficient Communication⁹⁷

1. Communication is 'effective' when the intended or sent message is the same as the interpreted or the received message. Communication is 'efficient' when messages are transmitted at the least cost in terms of time, money, effort and other resources.
2. It can be readily recognised that effective two way communication which is effective is not usually efficient, and efficient one way communication is often ineffective⁹⁸. The aim of a military leader should be to ensure that interpersonal communication is both efficient and effective.

Importance of Listening

3. The biggest block to communication in aviation is the inability of two people to listen to each other. The greatest barrier to the effective listening is the tendency to evaluate what other person is saying and therefore to misunderstand and not really listen⁹⁹. Checking the normal tendency to judge leads to a better understanding of the person with whom one is communicating¹⁰⁰. The

⁹⁶ CDM. op. cit. p. 14.

⁹⁷ Sekaran. op.cit. pp. 106-107.

⁹⁸ Ibid. p.107.

⁹⁹ CDM. op. cit. pp. 12-13. Carl R Rogers and FJ Roethlisberger in their research paper "Barriers and Gateways to the Communications".

¹⁰⁰ Consider a boss A and subordinate B. One school of thought assumes that communication between A and B has failed when B does not accept what A has to say as being factual, and the aim of communication is to get B to agree with A. The other school of thought assumes that communication has failed when B does not feel free to express his feelings to A because B fears they will not be accepted by A.

communication is also facilitated when both the persons are willing to express and accept differences.

4. Art of Listening. A leader spends 80% of time in listening and still may not hear half of what is said. Research has shown that most people can remember only half of what they have heard¹⁰¹. There is thus a need to build awareness about the factors that affect listening ability as also to build the kind of the listening experience that produces good listening habits.

5. Rules for good reception. It has been found that good listeners engage in certain co-ordinated mental activities, each geared to the oral discourse and taking place simultaneously with that oral discourse. The rules for good reception are¹⁰² :-

- (a) Think ahead of the speaker, trying to anticipate what is about to be said, and what conclusions may be drawn.
- (b) Weigh the evidence used by the speaker to support his points.
- (c) Review and mentally summarise the points of the talk periodically.
- (d) Listen between the lines and pay attention to non-verbal communication.

Improving Perceptual Skills

6. For effective communication the sender should structure and tailor the message to fit into the recipient's field of perception, and the recipient has to improve his perception skills. To minimise distortions perceptual fields of both the source and receiver should overlap. The perceptual skills can be enhanced by the following methods ¹⁰³:-

- (a) Knowing and Perceiving Oneself Accurately. The best way to achieve this is by obtaining information on how others perceive a person, from as many sources as possible – superiors, colleagues, peers and subordinates¹⁰⁴.
- (b) Being Emphatic. Empathy means being able to see a situation as it is experienced by others. This will enable a leader to rise above his own

¹⁰¹ CDM, loc. cit.

¹⁰² Ibid. p.16.

¹⁰³ Sekaran op. cit. pp.49-51.

personal impressions and comprehend problems from other's perspectives.

- (c) Having Positive attitudes. This will help in eliminating the distortions of perceptions.
- (d) Enhancing Self-Image. A positive self-regard will help a leader to respect others more and perceive them more accurately.
- (e) Consciously avoiding common biases in perception such as Stereotyping, Halo and Projection.
- (f) Communicating with subordinates to erase incorrect perception.
- (g) Avoiding attributions.

Giving and Receiving Feedback¹⁰⁵

7. The single most important means of improving the communication is feedback. This term taken from engineering refers the ability of certain complex machines/systems to check on their own performance and to correct it if necessary. People unconsciously use this principle of feedback while communicating.¹⁰⁶ A good leader should be conscious of the need to determine his subordinate's reaction to whatever he is trying to communicate.

8. The techniques for maximising the feedback are as follows¹⁰⁷:-

- (a) Observation. Observation of non-verbal cues like expressions of puzzlement, anger or comprehension; or the subtle body motions that reveal impatience, animosity and agreement can give feedback.
- (b) Listening with the third ear. Most communications are a combination of facts and feelings. A listener should try to go in beyond the logical verbal meaning where there is some evidence that emotional feeling is involved.
- (c) Adjusting the rate of speaking. Some people speak with long drawn out pauses between thoughts and sentences. If such speakers are

¹⁰⁴ In this context Johary Window can be very useful as a model for enhancing self-understanding.

¹⁰⁵ Sekaran. op. cit. , p. 109.

¹⁰⁶ Even in casual conversation people are constantly on the alert for the cues to whether they are being understood (such as an attentive nod). Similarly a good teacher is always interested in audience reaction among his students.

¹⁰⁷ Sayles and Strauss. op. cit. p. 233.

interrupted they will often fail to reveal all of their ideas. On the other hand some people speak in short bursts, seeking replies each time they pause. Failures to adjust to the speaking patterns of the other person causes breakdown in communications because of lost ideas or emotional reactions.

Interpersonal Relations

9. Swiftest, most effective communication takes place between people with common points of view. An aviator who enjoys good relationship with his crew has much less difficulty in explaining difficult things than the one who is not trusted by his crew. When people feel secure they can talk to each other easily. Conversely when discontent is rife, so are misunderstanding, misinterpretation, rumour and distortion. In this case communication is a dependable variable. Where there is mutual trust and human relations are good, it is easy; where there is mistrust it is almost impossible.

Human Behavioural Science

10. Avoiding crossed transactions. A major reason for the communication breakdown is crossed transactions. An understanding of the phenomenon of Ego states will help a military leader in adjusting his own Ego state to avoid crossed transaction.

11. The Adult Ego State is the last to develop in a person and tends to lag behind generally even in the later life. The Parent and Child thus tend to respond automatically when a stimulus is received. It is desirable for a military leader to remain in the Adult Ego State to avoid the frustrations resulting from the crossed transactions. But at the same time he should be able to transform to Parent to tackle the Child of a subordinate.

12. Avoid Ulterior Transactions. These impose an emotional strain on the receiver; hence a leader needs to avoid these. In addition, the receiver may not understand the ulterior message if the targeted Ego State does not get activated.

13. Avoiding Game Playing. One can avoid game playing by adopting following measures:-

- (a) Be alert to stimuli which are likely to result in game playing.
- (b) Refusing to play complementary parts in the games.

(c) Develop more open and intimate relationship with people.

(d) Have positive regard for people and accept them for what they are

14. Winning Scripts. Encouraging remarks about subordinates can have a positive influence on making of a winning script. This is especially relevant to the organisations where the new men keep joining. Giving them winning scripts in their formative years can go a long way in making the organisations effective.

15. Procedures and Rituals. A leader should be aware of the transactional nature of the procedures and rituals, and never take a short cut when it comes to following these. These are an important building blocks of the interpersonal relations between the leader and men, hence need to be kept in mind.

Cues

17. There should be awareness on the part of the sender and the receiver to the cues that which are being provided. There are certain spoken and unspoken rules about topical shifts which make the participants wary and hence cautious of what is to follow. Together with certain statements which mark the beginning and end of a sequence there are also words or cues which indicate a topical shift. The recipient becomes prepared for what is to follow next if the cue is understood.¹⁰⁸

Overcoming Barriers to Communication

18. Good communications requires solving simultaneously two quite different problems. The sender must improve his transmission, i.e., what words, ideas, and feelings he actually sends to the other person. At the same time he must cope with his own reception – what he perceives the other persons reactions and statements to be.

19. At first glance the techniques to improve the communication may appear to be mechanical substitutes for mutual trust and understanding, however nothing could be truer¹⁰⁹. In addition since the human communication is a process akin to signal communication, therefore all actions to improve this process can improve the communications.

¹⁰⁸ E.g. The word "incidentally" is used to herald shift from main topic to an ancillary topic. "Anyway" may indicate that speaker desires to return to the main topic.

¹⁰⁹ Sayles and Strauss. op. cit. , p. 232.

20. Prior to commencing any kind of interaction it is necessary that there be a stage where ideas are planned and clarified in the mind. For this one needs to do test thinking and collect ideas and suggestions from others.

21. Semantics. Semantics or language problems can be overcome by ensuring that the receiver has understood the message, through feedback and taking corrective action thereafter. This is specially important in high stress environment.

22. Status Effect. It can be minimised by superior being attentive to non-verbal clues, encouraging the individual to engage in a two-way communication process and seeking feedback and actively listening to the person.¹¹⁰

23. Listening. Active listening is essential to make communication more effective and efficient.

24. *Information overloads* can be avoided by judiciously managing the quantum of information and carefully explaining the complex matters. When important information is transmitted the leaders should ensure that the *time pressures* do not detract the effectiveness of communications.

25. Trust. Where there is lack of trust the leader has to first ensure that interpersonal problems are first worked through and the trust is established. This can be done through honest and open discussions and through help from third parties.

26. Using a Number of communications channels simultaneously. While communicating the sender should use all possible channels, simultaneously¹¹¹ or in succession¹¹², to ensure that the process is complete.

28. a permanent record to which the receiver can refer to make sure he understands what has been said. The written formality of the written message also gives it a greater weightage than verbal message. For very important messages both verbal and written word may be used in combination.

29. Sensitivity to the world of receiver. Sender must be sensitive to the private world of the receiver, and try to predict the impact of what one says and does on the feelings and attitudes of the receiver. Messages should be tailored to fit the

¹¹⁰ E.g. Knitting of the eyebrows might indicate that listener is confused and has not understood.

¹¹¹ E.g. Speech, inflection, gestures, body language.

¹¹² E.g. Written message following the verbal instructions.

vocabulary, interests, and values of the receiver.

30. Using Direct, Simple language.¹¹³ Every leader should ensure that his orders and messages are couched in simple direct language. Multi syllable and erudite words should be avoided, lengthy sentences broken down, and metaphors, irony, and other indirect devices be shunned. There is also a case for using words and phrases that personalise the material and make it more concrete and immediately intelligible

Body Language

31. Communication takes place voluntarily or involuntarily almost all the time. The non verbal manifestation of what one wishes to convey to receiver is the manner in which one walks, talks and positions the hands. This can be defined as the body sport played unconsciously by the body. While verbal communication can be faked the non-verbal communication is rarely if ever untrue.

32. Some of the positive gestures are open palms, eye-to-eye confrontation, smile and equal handshake. Hand movements are an important indicator of the true feelings. Hands hugging self indicate uncertainty, arms folded with thumb pointing upward indicate a closed mind and superiority complex, and so on. Voice modulation also indicates a lot of hidden meanings. Monotonous voice indicates boredom, ascending tone indicates astonishment and an abrupt speech may show defensive attitude.

Conclusion.

33. One must be careful and not draw the conclusion that more communication is always better. There are limits to how much an individual can absorb and be responsive to. The crew need to be protected from needless information so that they concentrate on important data. Also there may be private fears, hopes and hostilities with in people in an organisation that need not be transmitted because they will only engender adverse reaction.

34. The problem of communicating effectively and efficiently in each contact makes a aviators job difficult. An aviator must guard against the natural inclination in our highly verbal society to assume that simply telling somebody is enough to

¹¹³ Sayles, op. cit., p. 240.

ensure successful communication. Fortunately a military aviator can learn to improve interpersonal communication.

“Four strategies of a good leader are: Attention through vision, **meaning through communication**, trust through positioning, and deployment of self through positive self-regard”

- Warren Bennis and Burt Nanus

!

CHAPTER VIII

CONCLUSION

“But of a good leader, who talks little, when his work is done, his aim fulfilled, they will all say, ‘we did this ourselves’ ”

- Lao Tzu (The Tao of Leadership).

1. Effective communication skills form the nucleus around which all successful human relationships revolve. Human behaviour and social relationships are in fact an outcome of the process of communication that takes place almost all the time. Communication creates meaning for people. It is the only way any group small or large can become aligned behind the overarching goals of an organisation. Getting the message across at every level is an absolute key. The best feedback about the organisation health and effectiveness of existing system and work being done can be got from interpersonal communication.

2. The ability to communicate well is what lights the fire in the people. It's what turns great ideas into action. Its what makes all achievements possible. Nearly every aspect of human and of leader - led relations involves communications. Basically it is what the creative process is all about and what separates managers from leaders. Effective communication in the armed forces is therefore required for effective leadership, command and combat effectiveness.

Nature and Process of Communication

3. The broad categories of human communication are Interpersonal, Intrapersonal and Organisational communication. Interpersonal communication is a purpose oriented two way process by which an idea is transferred from a source to a receiver with the intention of changing his behaviour. The Non Verbal communication is as important as verbal communication. Interpersonal communication can best be understood when we consider it as a process. This process can be compared to signal communication. Noise can enter this process at any of the stages and affect the communication adversely.

Factors Affecting Communication

4. There are various factors that affect interpersonal communication. The basic problem in communication is that the meaning which is actually received by one person may not be what the other intended to send. The general aspects that affect communication are context, values and beliefs of sender and receiver, perception, attitudes, communication structure, and ego states. Interpersonal relations and communication are interlinked and mutually influencing. Social and Cultural influences also affect the interpersonal communications to a large extent.

5. There are several barriers to effective communication. Some of these include status effect, physical distractions, information overload, time pressures, absence of feedback, hearing only the expected, ignoring conflicting information, evaluating the source, non verbal communications, effects of emotions and noise.

Analysis of Interpersonal Communication

6. By analysing the psychological aspects of person to person communication it is possible to have a deeper understanding of why some one acted or spoke in a particular manner which can help in making communication more meaningful and prevent its breakdown. It can also help one in adjusting to others. The analysis of interpersonal communication can be divided into Structural Analysis, Transactional Analysis, Games Analysis, and Script Analysis. Transactional Analysis is basically concerned with identifying which Ego State of a person is providing stimulus and from which ego state the other person is responding. The human transactions can further be divided into complementary transactions, crossed transactions, and ulterior transactions. For communication to be effective transactions should be complementary.

Leadership and Communication

7. There are various theories each addressing different aspects of leadership. A study of these theories shows that the success of leaders depends primarily on their ability to communicate to all the people to whom they are responsible. Communication thus helps a leader to exercise leadership.

8. Most definitions of leadership have a common denominator in the aspect that it is a group phenomenon involving the *interaction* between two or more persons. In addition most definitions of leadership reflect the assumption that it involves an *influence process* whereby the leader exerts an intentional influence over the

followers. There are three major processes by which people can be influenced – *compliance, identification, and internalisation*. Internalisation and identification, which are the best form of influencing, are possible through good interpersonal communication.

Improving Interpersonal Communications

9. Communication is 'effective' when the intended or sent message is the same as the interpreted or the received message. Communication is 'efficient' when messages are transmitted at the least cost in terms of time, money, effort and other resources. There are several methods by which communication can be improved. Some of the aspects are better listening, improvement of perceptual skills. Giving and receiving feedback, improving of interpersonal relationship, understanding of human behavioural science, and overcoming barriers to communication

10. The sender and receiver of messages can reduce much of the noise by becoming aware of the barriers to the communication and learn ways of dealing with them. It is particularly important for the military leaders to effectively utilise feedback system. Mutually satisfying interpersonal work relationships can develop and flourish by carefully designing the communication structure and encouraging trust and openness in communicating with others to ensure organisational effectiveness. The barriers to communication can be minimised by reducing status effects, active listening, better trust, using face to face communication, sensitivity to the world of receiver, and use of non verbal communication to advantage.

11. One of the major barriers to the communications is crossed transaction between people. One way to ensure that crossed transactions do not occur is to examine conversations from a Transactional Analysis perspective. Communication is effective when sender and receiver of the message operate from the ego states that match rather than conflict with each other. Complementary transactions have good communication going between the parties whereas crossed transactions hinder communication process.

12. To ensure that the military system can absorb communication as necessary part of its effectiveness a review of all existing communication systems and structures is required. Utilisation of Junior Leaders should be done to improve officer-men communication. The formal communication in a military system moves up and

down with numerous filters between the chain of command. Leaders should use supplementary channels for better functioning. The aspects of interpersonal communications need to be added up in the course curriculum of military officers at various levels. Study of the behavioural sciences will also help to improve the communication skills.

13. Communication is an important aspect of effective interpersonal and organisational behaviour. In the armed forces where intensive human interaction is a requirement, greater emphasis on good communication becomes essential. Much of the success of the military operations depends on taking the right decisions at crucial times and conveying them to the officers and men quickly and without distortions. Competence in communication therefore is a must for our commanders. A conscious awareness of the need for effective communication and a desire to activate the same would surely help military leaders in exercising the leadership.

Recommendations for Further Study

14. The phenomenon of Ego States and analysis of interpersonal communication based on it needs further study in the military context. It is a vast subject in itself. The understanding of Ego States is virtually unknown to majority of people let alone the military leaders. Yet it is a discipline which can be learnt, understood and applied effectively. Military leaders are unlikely to practice it unless they read, understand and internalise it. The human Ego States influence the outcome of any communication situation more than any thing else. The success or failure of any interpersonal communication depends on the dynamics of ego states involved. Therefore there is a requirement to study the *Transactional Analysis* in the military context.

"If you can dream it, you can do it."

- Walt Disney.

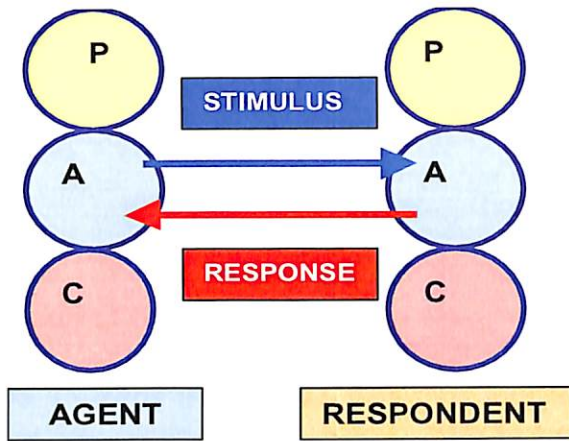


Fig. 5.3 COMPLEMENTARY TRANSACTIONS

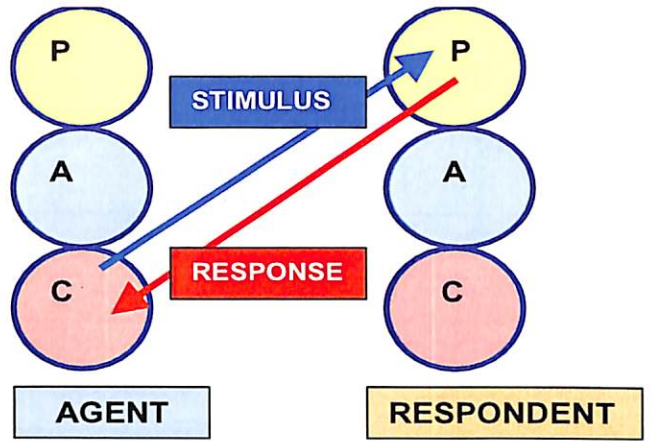


Fig. 5.4

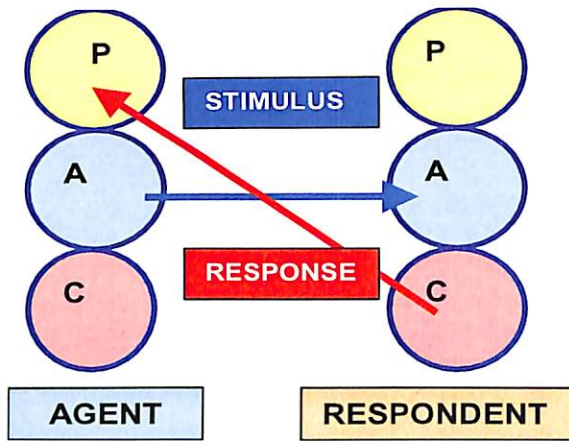


Fig. 5.4

CROSSED TRANSACTIONS

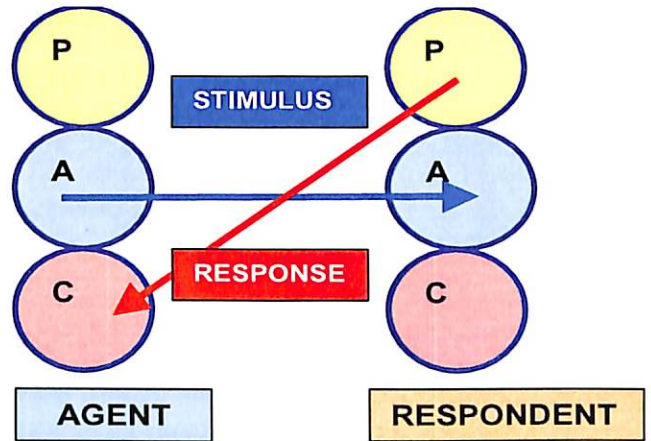


Fig. 5.5

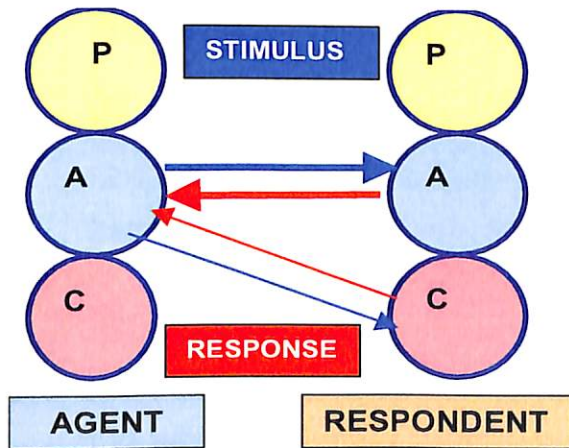
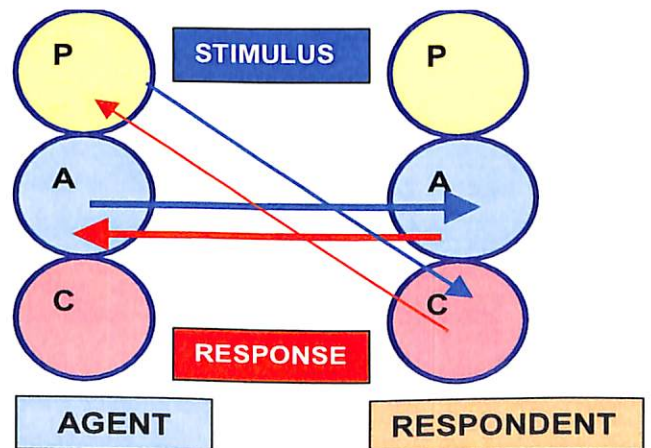




Fig. 5.6



ULTERIOR TRANSACTIONS

Fig. 5.7

 SOCIAL LEVEL
 PSYCHOLOGICAL LEVEL

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