

Building Interpersonal Communication

Learning objectives

At the end of the session, the participants will be able to:

1. Determine the appropriate amount of disclosure to others
2. Identify a variety of strategies for building trust
3. Use situational cues to guide self-disclosure and trust
4. Recognise the factors that effect trust in their relationship with others

CONTENTS

1. What is self-disclosure

- Benefits of self-disclosure
- Fears associated with self-disclosure

2. The Johari Window

3. Trust

- Basis for trust
- Personal trust-builders
- Strategies for building trust
- Factors affecting trust

4. Organisational trust-builders

- Managerial tips for developing trust

5. Recapitulate



Self-disclosure

'the process of
letting
others know
what you
think, feel and **want**'

Revealing to
another how you are
reacting to the situation
and sharing experiences
that are relevant to
that situation

Revealing selected information about yourself
that is not easily transparent to others

Self-disclosure ...to be effective

- Feeling more than facts
- Greater breadth and depth over time
- A focus on the present rather than the past
- Reciprocity



- When you share feeling about or reactions to others, let them get to know the real you

Self-disclosure ...to be effective

- Feeling more than facts
- Greater breadth and depth over time
- A focus on the present rather than the past
- Reciprocity



- Have you ever cared about someone but felt uncomfortable sharing your feeling?
- In order to facilitate the **building of relationship**, it has to grow gradually in:
 - **depth** (becoming more revealing about your feelings)
 - **breadth** (discussion to cover more issues, such as work, family, leisure and religious beliefs)

Self-disclosure ...to be effective

- Feeling more than facts
- Greater breadth and depth over time
- A focus on the present rather than the past
- Reciprocity



- While sharing about your past might help explain why you behave the way you do
 - But not advisable to share all your past skeletons
 - Might leave you feeling vulnerable
- **Stay in the present**

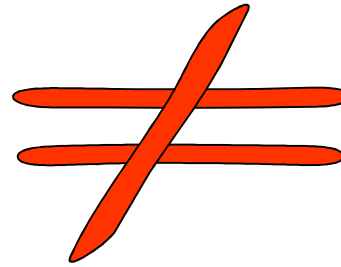
Self-disclosure ...to be effective

- Feeling more than facts
- Greater breadth and depth over time
- A focus on the present rather than the past
- Reciprocity



- **Try to match** the level of self-disclosure offered by people with whom you become familiar
- **Be careful** not to over disclose prematurely
- **Don't be afraid** to take the first important step to building relationship
- Lead by example and others will follow suit; if they don't...pull back.

Self-disclosure



Self-description

- has an element of risk
- information shared might affect others perceptions and acceptance of you as a person
- however, the benefits far outweigh the risks

Disclosure of non threatening information
eg. Age, address, place of work

Self-disclosure ...benefits

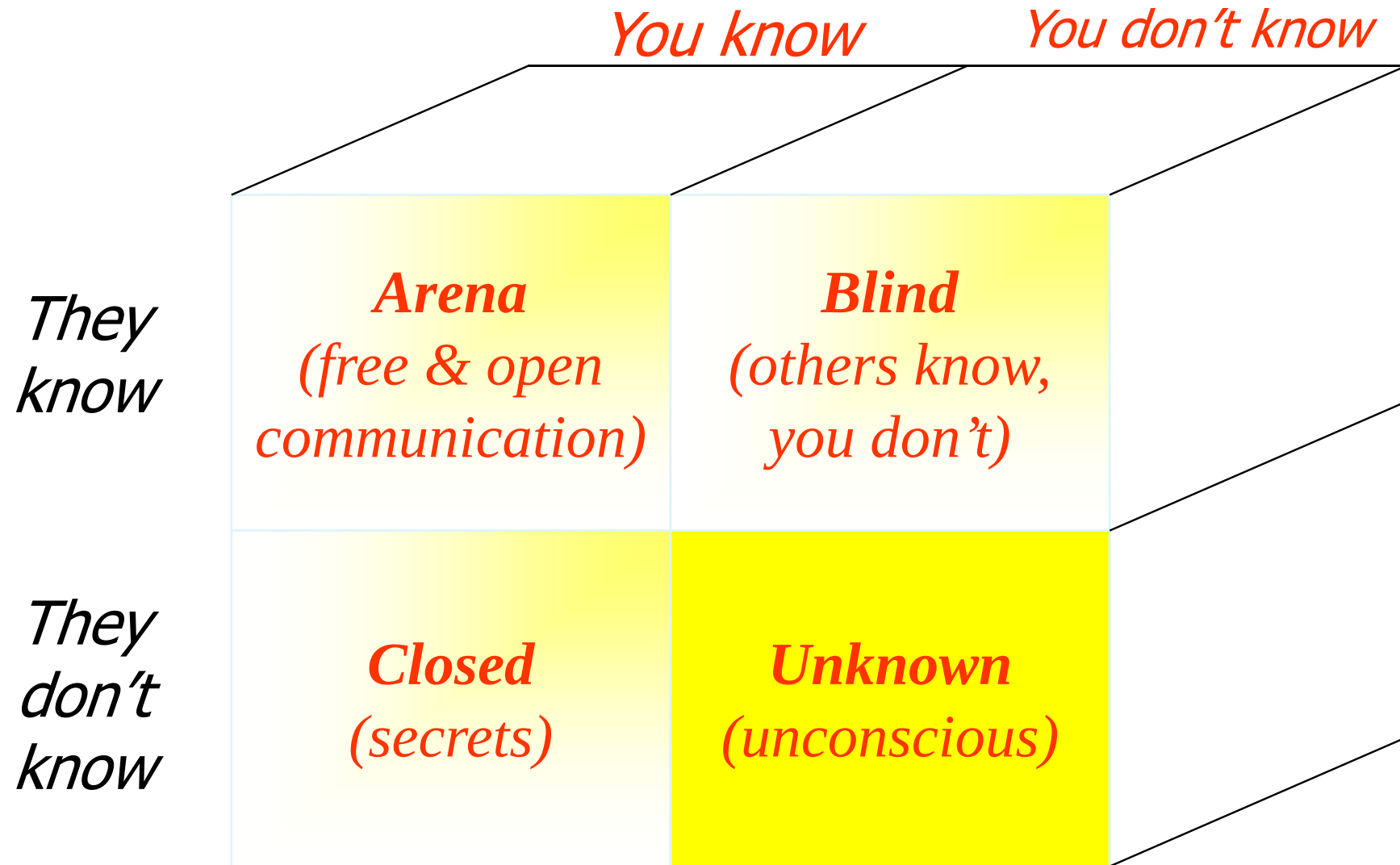
- sense of psychological relief
- help us validate our perceptions of reality
 - better understand the current situation
- reduce stress and tension
- improves us physiologically
 - positive mind-body connection

- strengthened, enhanced relationships
- increase productivity
 - enjoy working together



The Johari Window

- Joe Luft & Harry Ingham
- a model for **self-awareness**
- it shows 2 dimensions to understanding ourselves:
 1. our behaviour & style that are **known and not known to us**
 2. Our behaviour and style **known and not known to those we have contact with (others)**



The Johari Window

- Combinations of these 2 dimensions reveals 4 areas of knowledge about ourselves:

1. Arena = public self
2. Blind area
3. Closed area
4. Unknown area

- Size of boxes varies
- Try to increase arena size
- Reduce blind & closed areas:
 - Ask feedback
 - Show more of yourself



Activity 1

Fears associated with
self-disclosure

RULE NO. 1

The Boss
is Always Right

RULE NO. 2

If the Boss
is wrong
see rule no. 1



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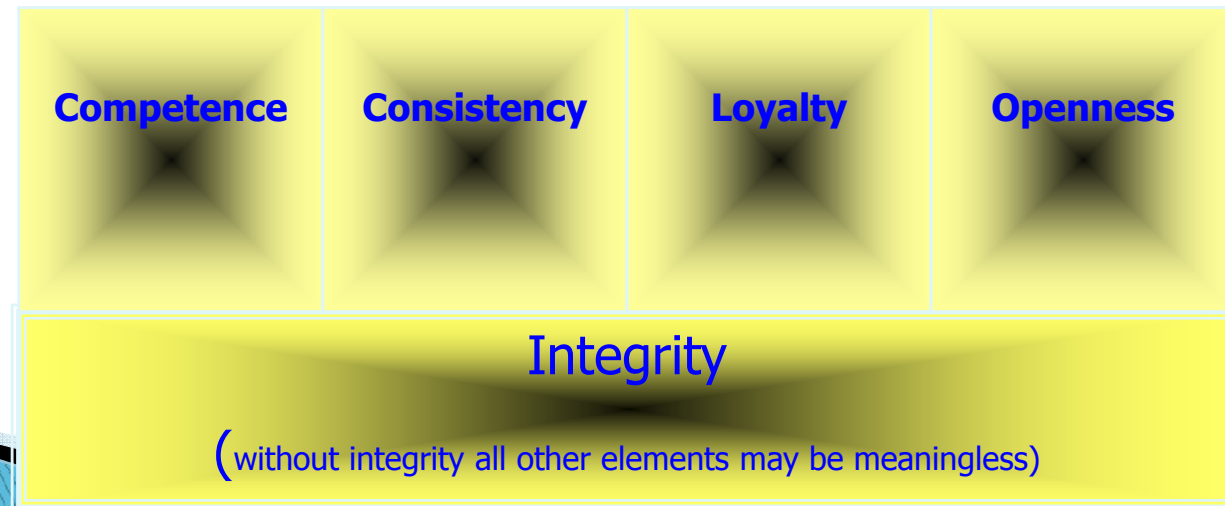
TRUST

TRUST

= a multifaceted concept

- Faith / belief in the integrity/ reliability of another person or thing.
- Essential building block in developing relationships.

5 Elements of Trust



5 Elements of Trust

Integrity = honest + sincerity

Competence = knowledge + ability

Consistency = conformity with previous practice

Loyalty = faithful

Openness = not closed to new ideas, willing to share ideas with others

Personal Trust-Builders

- Follow through on promises and commitments
 - Don't promise what you can't produce
- Don't reveal confidences told you in private
- Avoid participating in unnecessary gossip
- Don't make self-flattering or boasting statements about your capabilities
- Develop a reputation for loyalty
 - safe face for others

- Be consistent
- Be realistic
 - Don't over commit → break promises
- Develop personal competence
- Gain a reputation for honesty & truthfulness
 - 'say what you mean and mean what you say'
- Make sure your actions are consistent with your spoken words:

" walk the talk "

strategies for building... **trust**

Trust others

Foster a 'team player' image

Admit when you are wrong & when you do not know

Be fair

Display concern for others

Demonstrate that you are capable

Communicate effectively & convincingly



Activity 2

Sharing experiences

- Factors affecting trust
and approaches to trust
building

organisational Trust-Builders

depth of
relationships

Honoring promises
&
commitments

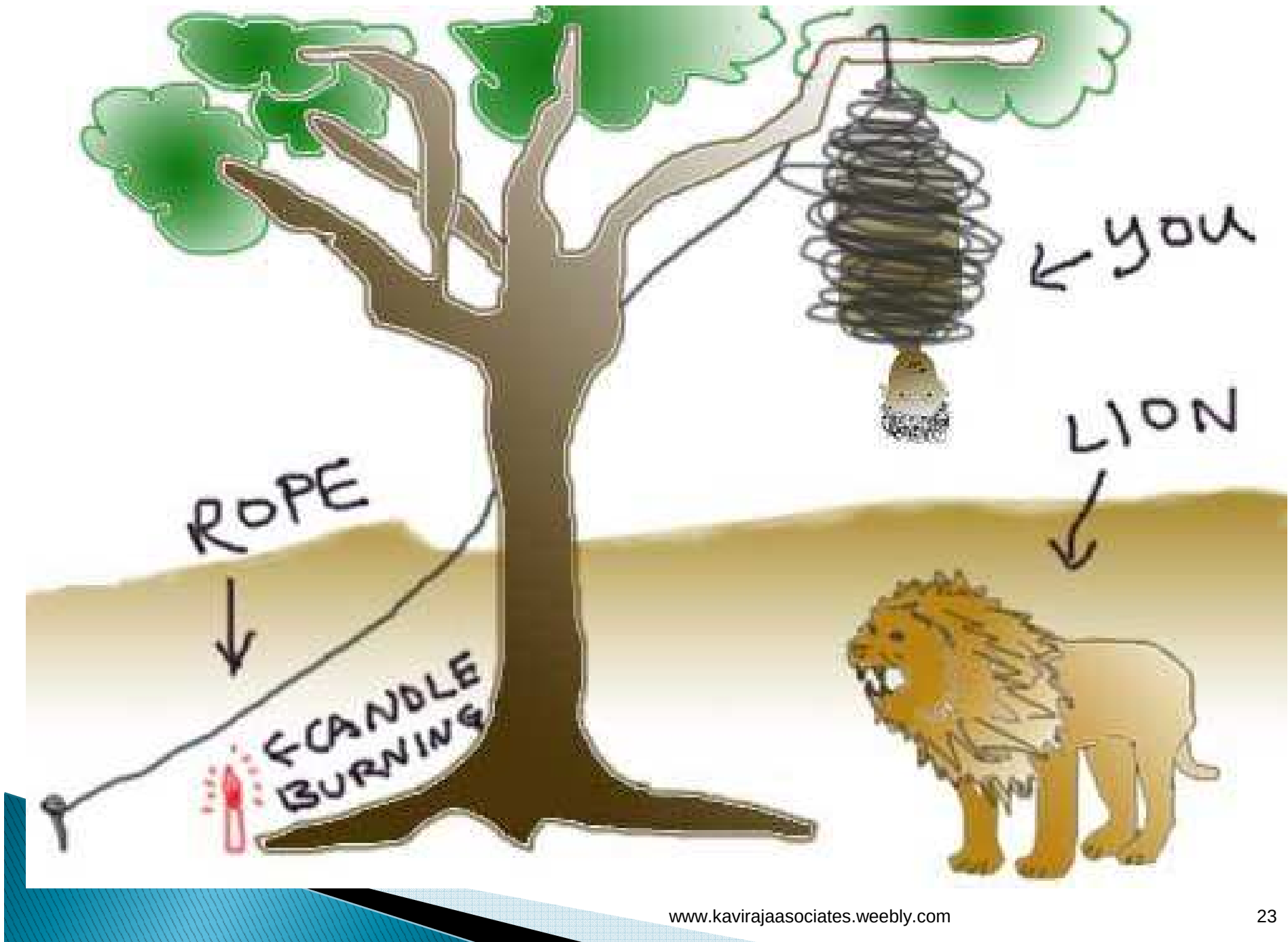
Understanding of
roles and
responsibilities

High levels of
skill
competence

Frequent, timely
and forthright
communication

Clarity of shared
purpose, direction
and vision

Member self-
esteem and
self-
awareness





10 managerial tips for developing trust

Practice what you
preach

Open lines of
communication

Accept disagreements,
differences of opinion & conflict
– seek out solutions

Keep confidential
information
confidential

Let others know **what**
you stand for & what
you value

Create an open environment:
• make it safe for others to be
with you and to share with you

Maintain a high
level of integrity
and honesty

Know yourself & how
others perceive you &
your actions

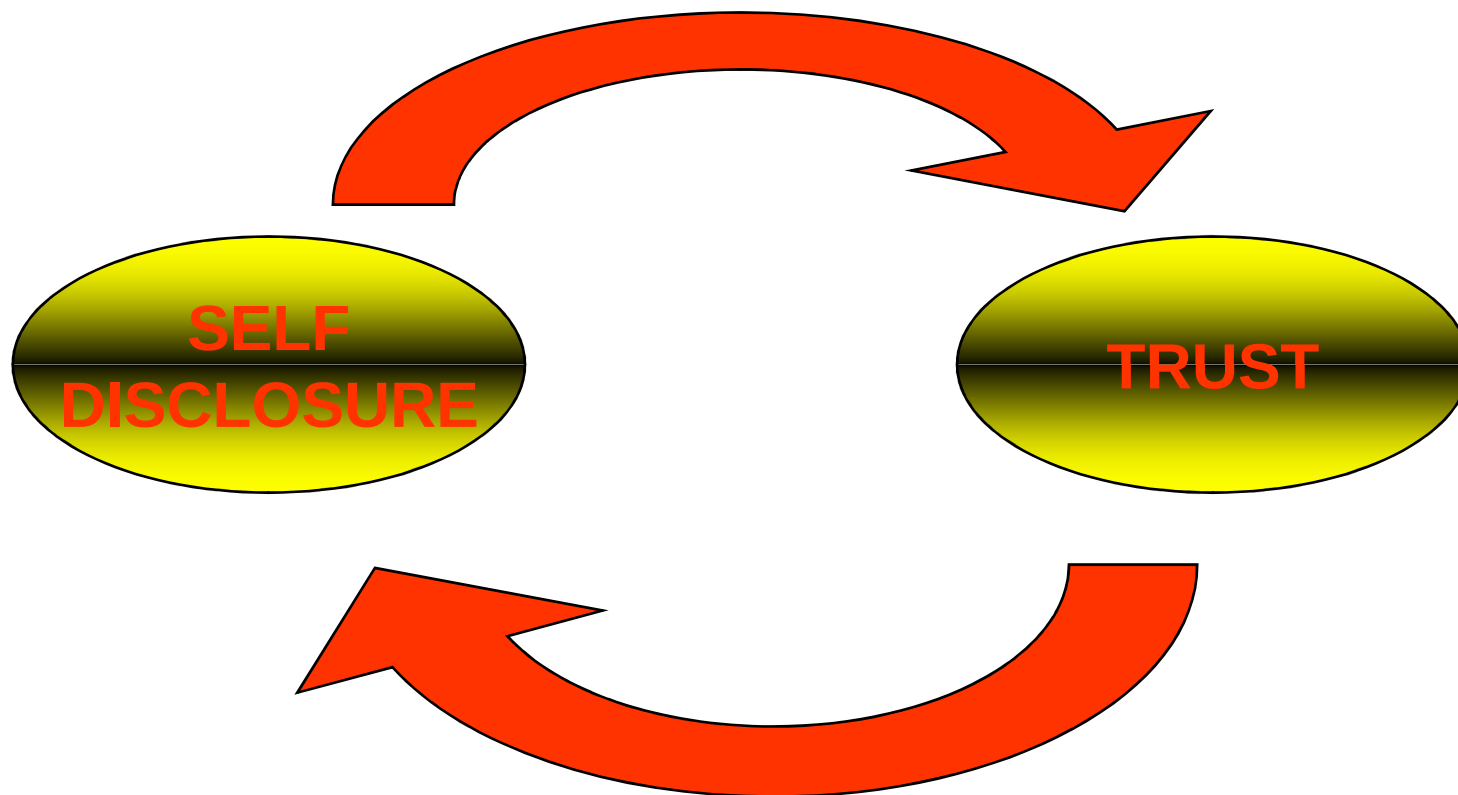
- build on your
competencies &
- accept your limitations

Avoid
micromanaging

“I don’t trust
you”

Build credibility :
consistent &
reliable

Recapitulate



There are **fears and risks**
associated with disclosure,
however;

knowing **what, when and how**
to disclose can serve to mitigate the
fears and risks.

Trust is

- not a right : it is earned
- person – dependent
- **fragile**