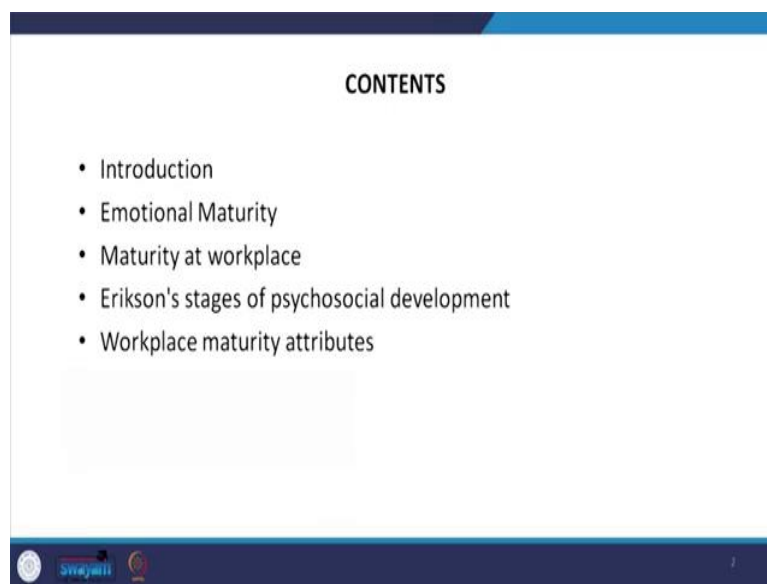


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 39
Maturity at Workplace

When we are talking about the maturity at workplace, it becomes a very very important, that is the how do we behave with our other colleagues, superior and subordinates because if you do not have the maturity, then in that case there may be lot of conflicts.

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So in this session, we will talk about why workplace maturity is important, what is emotional maturity, what is the maturity at workplace, and Erikson's stages of the psychological development, workplace maturity attributes. So, maturity is the ability to respond the environment in an appropriate manner and this response is generally learnt rather than the instinctive is there.

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INTRODUCTION

- Maturity is the ability to respond to the environment in an appropriate manner. This response is generally learned rather than instinctive.
- Maturity also encompasses being aware of the correct time and place to behave and knowing when to act, according to the circumstances and the culture of the society one lives in.
- Adult development and maturity theories include the purpose in life concept, in which maturity emphasizes a clear comprehension of life's purpose, directedness, and intentionality, which contributes to the feeling that life is meaningful.

Maturity also encompasses being aware of the correct time, like here we have talked about that is the in the appropriate manner. So if we are going for the maturity in the appropriate manner, it will be helping us to resolve many conflicts. So, in the respond to the environment in an appropriate manner, this generally is learnt and making the being aware of the correct time.

So at what time, at what place and how to behave, this is very important. Therefore, in that case whenever we talk about developing the maturity, the first we have to be aware of the correct time and then naturally if you are in a place, where there are so many people are there, then you to see about the particular place also, and then that is the how to behave

And knowing when to act according to the circumstances and the culture of the society one lives in. So, in this case this particular maturity will depend on that is the how at a given place how to behave, and then how in the right time, we have to perform. And naturally it will also depend upon the circumstances and the culture of the society.

So, if we are having that particular culture that is the how there is the practices are there, whenever we define about the culture, so culture means that we talk about the practices and this practices will learn from the society, from the workplace, in the particular organisation, or in a particular country and across the globe.

So therefore, in that case whatever type of the society we live in, and accordingly we will developing that type of the maturity. Adult development and maturity theories include the purpose in life concept, in which I will also talking about the one concept that is the meaningfulness in life and therefore, question arises what is the purpose in life. So many people they are very clear about their goal, their purpose and then the architect their life in a particular direction.

In which maturity emphasis a clear compression of life's purpose, directedness that is a direction. So therefore, that particular intensity and direction will be there, and intentionality which contributes to the feeling that life is meaningful and there, so to make this life meaningful, it will become very much important, we are clear with the goal, then we are clear with the directions, because our activities that should be towards the goal, otherwise here we will find it many times the people they may not be clear with their goals and then it may go like the direction into the riverside.

So we will not be able to achieve the direction, and in that direction to achieve that direction it becomes very very important that is we are going into the this direction where the goal is there, otherwise it will be the our activities will be into the reverse direction. So, this directedness and the purpose that should be into the uniform direction, and also one should be very clear with the meaningful in life and this definition of meaningful will not be theoretical, it is has to be decided by the individual to individual.

So therefore in that case in becomes very important that is the whenever we are talking about the maturity, maturity can come only when the person himself is having that particular clarity of thoughts and direct activities in the direction and understanding the meaning of the life.

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EMOTIONAL MATURITY

Emotional maturity is a concept which means that individual arrives to adulthood. It also refers to the ability to establish and maintain relationships. It also includes being empathetic and assuming responsibility to meet them. It also lifts the person above his childish thoughts and behavior.

Handwritten notes:
EQ
1 - self awareness
2 - self regulation
3 - monitoring
4 - motivation
5 - empathy
social skills

Now, we will talk about the emotional maturity, an emotional maturity is a concept which means that individual arise to adulthood, it also refers to the ability to establish and maintain relationships, it also includes being empathetic and assuming responsibility to meet them, it also lifts a person about his childish thoughts and behaviour. Now, here I will first talk about the, whenever we are talking about the EQ, emotional quotient, those five dimensions we should not forget.

And in this case it becomes very important that is the person who is trying to develop the emotional maturity, he should have the self-awareness, in the self-awareness the person will know the strengths and weaknesses because unless and until we are not clear with this particular concept of our strengths, weaknesses, opportunities and threats, then we will not be able to come out that what exactly we are looking for and here it is important that is our self-awareness is becoming a concept of our strengths, weaknesses, opportunity and threats in future.

In last session, I have talked about the preparedness, so whenever we are talking about the threats, so one should be prepared because it is very clear with a purpose, so what threats will be likely to occur, and how I will overcome those particular threats. Many people even after knowing about the self-awareness they are not able to control their self. So what is right and what is wrong, they are aware but there is lack of self-regulation or the monitoring.

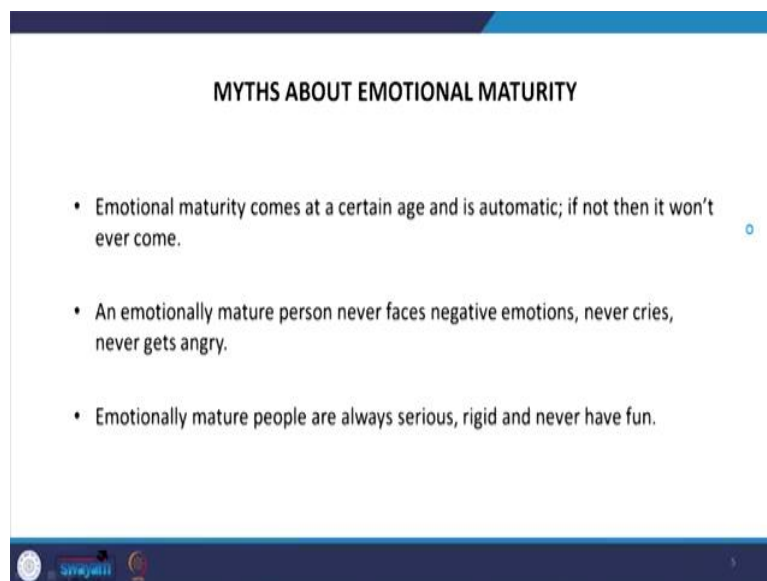
If you want to develop the emotional maturity, then in that case this self-monitoring and self-awareness, that has to be linked. If we know and then we are able to cope up with our

weaknesses and coming out minimising our weaknesses and increasing the strength, that will be better.

For this purpose, the third dimension that is the motivation, willingness I have talked about the work motivation and in his work motivation that willingness will become important, if the person is having that willingness, then definitely his emotional maturity that will be higher and then when we are living in the society, the highly concern for others.

At workplace also, unless and until the employees they are not able to have the high concern for each other, that organisation cannot grow and that is why the socialization process that is a social skills. So, that socialization process that is becoming very very important, so if we want to develop the emotional maturity then self-awareness, self-regulation, motivation empathy and the socialization these 5 dimensions in the emotional maturity that one should be able to develop, and if he is able to develop then definitely he will be becoming a strong emotional mature person.

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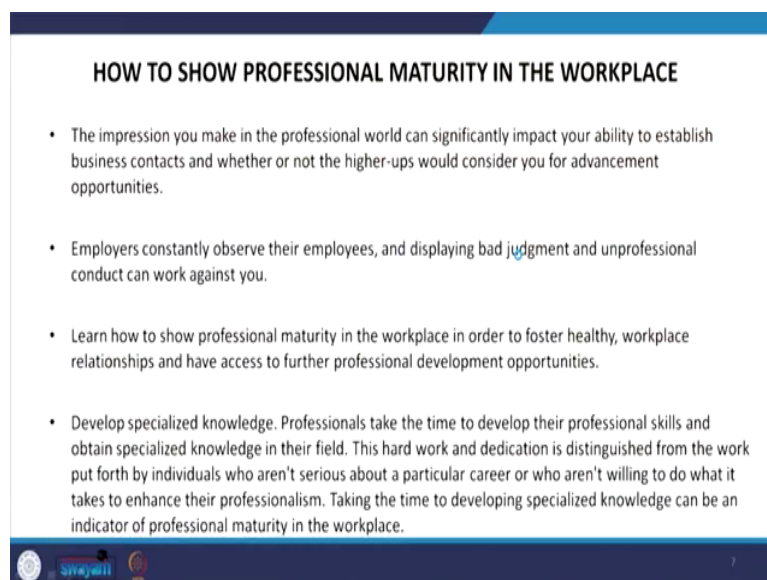
Emotional maturity comes at a certain age and it is automatic, this is a myth, it has nothing to do with the age, a person with the older age may not have emotional maturity, what a person in the adult age will be a teenager 20 years of age of person will have that emotional maturity as compared to a person with the 40 and 50 years of age, and then, if the if the person is not matured at the 20, it is a myth that is if not then it would not ever come.

So therefore, this is the myth that is the if the person does not mature at the right time, right time means when the he is from the child to adolescent, adolescent to the adult and after adult with the experience, it is expected at the workplace that is when he is ready to at the workplace his will having the emotional maturity and if he is not ready today, he will be never ready tomorrow, so that is a myth, it means that emotional maturity can be learnt at any time and can be developed. An emotionally mature person never faces negative emotions, no that it is the never cries, never gets angry, no it is not like this.

So therefore, it is a balance actually, it is always a balance, so there will be the positive emotions, there will be negative emotions is there. So whenever there is a balance is created between the positive emotions and the negative emotions are there. So, it is never like this that is a very emotional person, emotionally mature person that he will never cry. So express of emotion, as I mention that is a place, time that express of emotions at the right time that will show the maturity.

Emotionally mature people are always serious, rigid and never have fun this is also a myth, so therefore we can find that is the leaders, those who are at the workplace also there having the fun and they enjoy and not necessarily they will be serious. So it does not mean that is, if you are emotional matured, so you will have to be a serious person. Now we will talk about that is the how this maturity is having the relationship at the workplace. So, how to show the professional maturity in the workplace.

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HOW TO SHOW PROFESSIONAL MATURITY IN THE WORKPLACE

- The impression you make in the professional world can significantly impact your ability to establish business contacts and whether or not the higher-ups would consider you for advancement opportunities.
- Employers constantly observe their employees, and displaying bad judgment and unprofessional conduct can work against you.
- Learn how to show professional maturity in the workplace in order to foster healthy, workplace relationships and have access to further professional development opportunities.
- Develop specialized knowledge. Professionals take the time to develop their professional skills and obtain specialized knowledge in their field. This hard work and dedication is distinguished from the work put forth by individuals who aren't serious about a particular career or who aren't willing to do what it takes to enhance their professionalism. Taking the time to developing specialized knowledge can be an indicator of professional maturity in the workplace.

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The impression which make in the professional world, can significantly impact our ability to establish business contacts and whether or not the higher-ups would consider us for the advancement opportunities. It is a very very important point, so everybody wants to grow in his career and get the promotions and opportunities for doing the high level task and therefore, in that case, if you show your emotional maturity, how to express your emotional maturity?

By handling the situations, how do you handle the situations? If in the business contacts many times there might be the ups and downs in the relationships, there may be many times ups and downs in the economic conditions, there may be many ups and downs in the emotions status, but a person balances those emotions, that economic conditions and interpersonal relationships and naturally this will be observed and with the period of time in the job it will be observed that is yes, this person is able to handle the crisis situations and definitely he will be given opportunity to take the high responsibilities.

Employers constantly observe their employees, and displaying bad judgement, this is very important dear friends, that is the bad judgment and unprofessional conduct can work against us. So therefore, what is important is this that is how to avoid the bad judgement, to avoid the bad judgement it is our emotional maturity is important, for example negative emotions, anger or revenge and we have to keep our self away from the negative emotions, we have to be rational, logical because we are at the workplace there is no point to get angry and then criticizing somebody, because even when we are at the workplace, what is required? Improvement is required, training is required, development is required.

So if we are able to develop ourself, then definitely we will be able to avoid the bad judgements and bad judgements are those judgements which are not acceptable, not a rational and not a social judgements are there I will not say popular but not social judgements are there. And when we are taking the bad judgements our behaviour will be unprofessional. So when unexpected behaviour is demonstrated at the workplace, then definitely the person is emotionally disturbed and whenever a person is emotionally disturb, you cannot expect a very right judgement from that particular leader or that particular position.

Learn how to show professional maturity in the workplace in order to foster healthy workplace relationships and have access to for the professional development opportunities. So therefore we have to learn, that is the very very important point, it means that it is not

hereditary, with the training and development programs we can learn that is how to have a conduct professionally at the workplace.

Develop specialised knowledge, nowadays whenever we are talking about the artificial intelligence and IOT and big data analysis, so all these issues that is requiring a specialised knowledge, the competency can be there by the person only when the person is having the specialised knowledge and the professionals takes time to develop their professional skills and obtain specialised knowledge, and specialised knowledge it is not overnight you can develop this specialised knowledge.

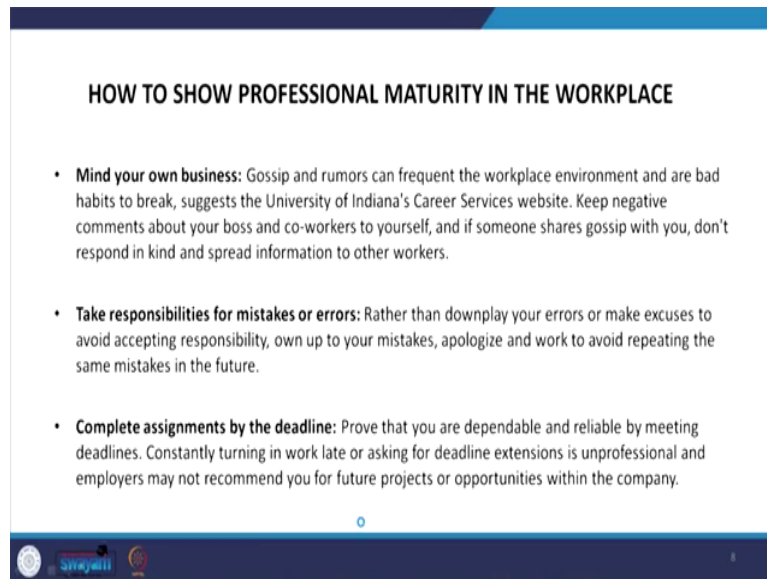
So you have to spend some years, you have to take the experience and when there is a practical experience, then only in that case we will be having the specialised knowledge in your field. This hard work and dedication is distinguished from the work performed by the individuals who are not serious about a particular career.

So many times you will find that is because to develop the maturity, there is required time is required, but there the hard work and dedication has to be different we have to distinguish from the work put forth by the individuals, and therefore those who are not serious about a particular career, so then in that case they will be never able to develop a specialised knowledge, because specialised knowledge requires a lot of efforts, time, years together and therefore, who are not serious about a particular career they will not be able to demonstrate the specialised knowledge, or who are not willing to do, what it takes to enhance their professionalism.

For example, there is a circular for the training in the different departments, and the people are not coming forward. So those who are not coming themselves, so it means they are not willing to do they making their building their career, because whatever the training programs are propose they are not accepting it, rather than they start criticizing also maybe. So therefore, in that case it shows that is the do not want to be going for specialised knowledge.

Taking the time to developing specialised knowledge can be an indicator of a professional maturity in the workplace. So, time to time when you are going for the developing new and new indicators and attending the training programs and that shows that is yes, person is interested for the professional maturity.

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So, in the how to show professional maturity in the workplace, the first and foremost is the, “mind your own business”. Gossip and rumours can frequent the workplace environment and are bad habits to break, suggests the university of the Indiana’s carrier service website, that is the always the employees they should focus on their own business is there. Keep negative comments about your boss, that is the boss is the loose tempered, boss is not having the knowledge, boss is not having the professional ethics, this type of the comments that will not develop the emotional maturity.

And then the loose comments about your co-workers or about yourself even, it shows that is the person is not mature, if someone shares gossip with you, do not respond in kind and spread information to other workers. So, when you are having the water cooler talks, avoid, that is the somebody is using you and sharing his irrational thoughts with you, and becoming the biased and talking to you and commenting on the bosses, commenting on management, commenting on the co-workers, these type of practices that is to be avoided and we have to focus more on our business.

Take responsibilities for the mistakes or errors. So, rather than down play your errors or make excuses to avoid accepting responsibility own of your mistakes, that is yes, this was done and now done cannot be undone, but yes, that was a mistake and but there was no intention, yes you can you have a plea for that, that is there was no intention but it was well strategic move but it has been failed, so fine it has been failed.

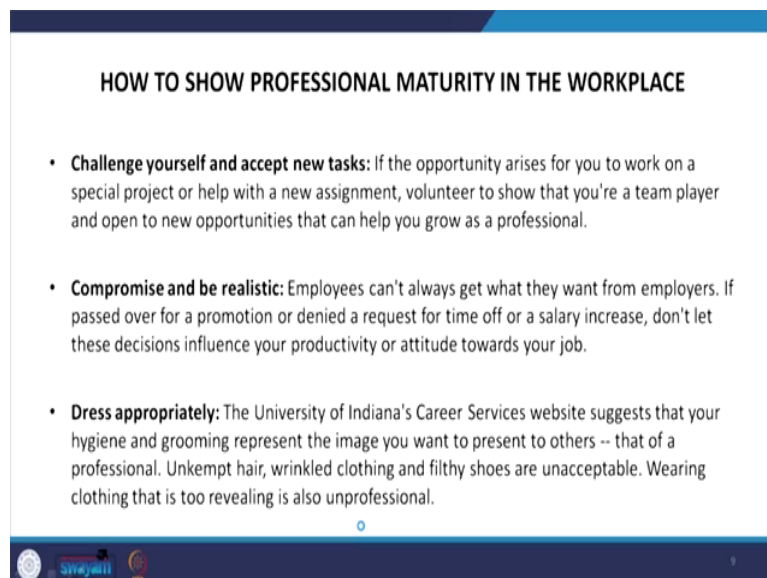
Apologize and work to avoid repeating the same mistakes in the future, and then see where the homework has gone wrong. So, if the homework is went wrong it means that that is

somewhere we are supposed to develop our self to develop this maturity. Complete assignments by the deadline, so never try to put, that is today's work for tomorrow the whatever the work has to finished, it has to be finished before going to sleep and therefore in that approach prove that you are dependable and unreliable by meeting the deadlines.

So therefore the organisation, organisation is looking for the people those who meet deadlines, those who are highly committed and they are reliable, so if somebody says it will be done, so it will be done, so the management means your boss, so your boss is sure that is, yes it will be done, so it is not that he is having the doubt and he is not confident that is the whether this person will be able to do or will not be able to do, but because of past constant experience you have created an image and that image is it will be done, so it will be done means done.

Constantly turning in work late are asking for the deadlines extensions is unprofessional and the employers may not recommend you for the future projects or opportunities within the company. So, naturally if the we are failing in the meeting the deadlines, who will believe us next time and therefore, we are to be very very careful and show the emotional maturity. Challenge yourself and accept new task, now you see from so many years you are keep on doing the same task, then there is a time, that is you have to challenge yourself and then you should ask for the new task.

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HOW TO SHOW PROFESSIONAL MATURITY IN THE WORKPLACE

- **Challenge yourself and accept new tasks:** If the opportunity arises for you to work on a special project or help with a new assignment, volunteer to show that you're a team player and open to new opportunities that can help you grow as a professional.
- **Compromise and be realistic:** Employees can't always get what they want from employers. If passed over for a promotion or denied a request for time off or a salary increase, don't let these decisions influence your productivity or attitude towards your job.
- **Dress appropriately:** The University of Indiana's Career Services website suggests that your hygiene and grooming represent the image you want to present to others -- that of a professional. Unkempt hair, wrinkled clothing and filthy shoes are unacceptable. Wearing clothing that is too revealing is also unprofessional.

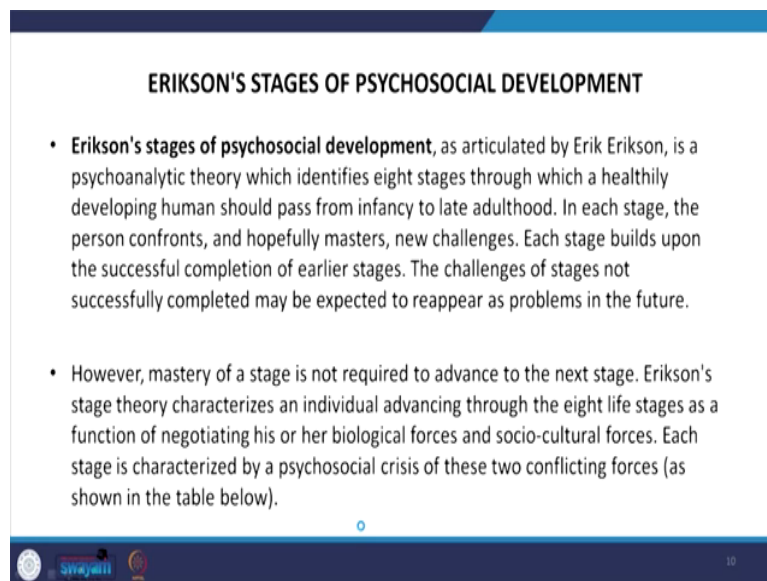
If the opportunity arises for you to work on a special project or help with a new assignment or volunteer to show that you are a team player and open to new opportunities that can help you

to grow as a professional. So therefore, that mind set is required to accept the challenges and the new task and then going for the development of the self-accepting and going for the development of the self and the organisation.

Compromise and be realistic, employees cannot always get what they want from employers, if passed over for a promotion or denied a request for time off or a salary increase, do not let this decisions influence your productivity or attitude towards your job. So, dear friends this become very very important, that is a many times we are very sure that, yes we will get the promotion and we do not get the promotion, but now it is up to us, do we react or do we respond.

So, when there is no favourable time, when there is a favourable decision and in that case our attitude that should not change our attitude for the productivity that should continue and that is a professionalism is there. Dress appropriately, the University of Indiana's carrier service website suggest that your hygiene and grooming represent the image you to present to others -- that of a professional. So unkempt hair, wrinkled clothing and filthy shoes are unacceptable. Wearing clothing that is too revealing is also unprofessional and therefore, we should have the professional dresses at the workplace.

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ERIKSON'S STAGES OF PSYCHOSOCIAL DEVELOPMENT

- **Erikson's stages of psychosocial development**, as articulated by Erik Erikson, is a psychoanalytic theory which identifies eight stages through which a healthy developing human should pass from infancy to late adulthood. In each stage, the person confronts, and hopefully masters, new challenges. Each stage builds upon the successful completion of earlier stages. The challenges of stages not successfully completed may be expected to reappear as problems in the future.
- However, mastery of a stage is not required to advance to the next stage. Erikson's stage theory characterizes an individual advancing through the eight life stages as a function of negotiating his or her biological forces and socio-cultural forces. Each stage is characterized by a psychosocial crisis of these two conflicting forces (as shown in the table below).

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Erikson's stages of psychological development, as articulated by the Erik Erikson is a psychoanalytic theory which identifies the eight stages through which a healthy developing human should pass from the infancy to late adulthood. So, any stage the person confronts and hopefully masters new challenges. Each stage wheels upon the successful completion of earlier stages, the challenges of the stages not successfully completed may be expected to reappear as problems in the future.

So therefore, it is very important that is the whenever we are passing from the one stage to another, we should show the perfection in the previous stage. However, mastery of a stage is not required to advance the next stage, Ericsson's stage theory characterizes in individuals advancing through the eight life stages as a function of the negotiating his or her biological forces and socio-cultural forces. Each stage is characterized by psycho social crisis of these two conflicting forces.

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STAGES

Approximate Age	Virtues	Psychosocial crisis ⁽¹⁾	Significant relationship ⁽¹⁾	Existential question ⁽¹⁾	Examples ⁽¹⁾
0-2 years	Hope	Basic trust vs mistrust	Mother	Can I trust the world?	Feeding, abandonment
2-4 years	Will	Autonomy vs shame and doubt	Parents	Is it okay to be me?	Toilet training, clothing themselves
4-5 years	Purpose	Initiative vs guilt	Family	Is it okay for me to do, move, and act?	Exploring, using tools or making art
5-12 years	Competence	Industry vs inferiority	Neighbors, school	Can I make it in the world of people and things?	School, sports
13-19 years	Fidelity	Identity vs role confusion	Peers, role model	Who am I? Who can I be?	Social relationships
20-39 years	Love	Intimacy vs isolation	Friends, partners	Can I love?	Romantic relationships
40-64 years	Care	Generativity vs stagnation	Household, workmates	Can I make my life count?	Work, parenthood
65-death	Wisdom	Ego integrity vs despair	Mankind, my kind	Is it okay to have been me?	Reflection on life

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Now, I like to explain this particular table, now here we will find that is the 0 to 2 years that is the hope, basic trust versus mistrust that will be the psychosocial crisis, and with whom that is we are having the significant relationship that is with the mother and existential question will be, can I trust the world? And the example will be feeding and abandonment. So therefore, when a child is from the 0 to 2 years, his first value system is hope that is the yes, he is having the hope and he is getting the feeding from the mother, so he understands this world is beautiful.

So, whatever I have the hope the hope has been fulfilled, so therefore in that case, he learns to trust the world, a beautiful study and next is 2 to 4 years that is the virtue is will, that is the autonomy versus shame doubt and therefore, this we have with the learn from the parents, is it okay to be me, right? And then, examples are that is toilet training, clothing themselves and their food that they will learn and therefore, what we learn actually the parents teach us, that is the this is okay for you and this is not okay for you, otherwise society will criticize you, people surrounding to you they will laugh at you, so therefore do not do this type of activities.

So therefore, in that case this is there is a wheel is developed. Third from 4 to 5 years it is the purpose, initiative versus guilt learns from the family, is it okay for me to do, move and act, and how we do that? Exploring, using tools, or making art and therefore, you might have seen there for the child the gifts for the child of the 4 to 5 years, what you give? You give the

different types of puzzles, you are giving the different types of the making the tools and the creating a particular subject and object.

So therefore, in that case that is the initiative, initiative towards the exploring, exploring the world, trying to understand, trying to build nurture the creativity. 5 to 12 years it is the competence, competence in the industry versus inferiority that is a psychological crisis, neighbours and school significant relationship we learn from the neighbours and especially from the friends.

Dear friends, this is a very important time, that is how we learn from in the schools, can I make in the world of the people and things and therefore, there what we learn? We learn from the schools and we participate in the sports and we develop a competence, that particular skill of the competition and knowledge, skill, attitude that we develop at the school level.

From 13 to 19 years that is the fidelity, identify versus role confusion from the peers and role models, who am I, who can I be and therefore this is the age 13 to 19 years where the person starts to learn and understand with that what I can be, and there is a social relationships are there, and this social relationships tell you, yes you can and you can be.

So therefore, what you can be and what you can do with that we learn, and this social relationships that type that is learn from the peers and role models and then in the school there are many lectures are there, in the colleges you are participating and therefore, you see the world from the interacting with the other people and therefore, that is that social relationship, what social relationship you have that time that will influence about our personality and maturity.

20 to 39 years, that is about the love and therefore, we develop that is the in that case the intimacy, intimacy versus isolation that is, whether we should love our we should not love, can I get love or I cannot get the love and therefore, that is a response and response from the cohesive group and cohesive group means, friends and partner.

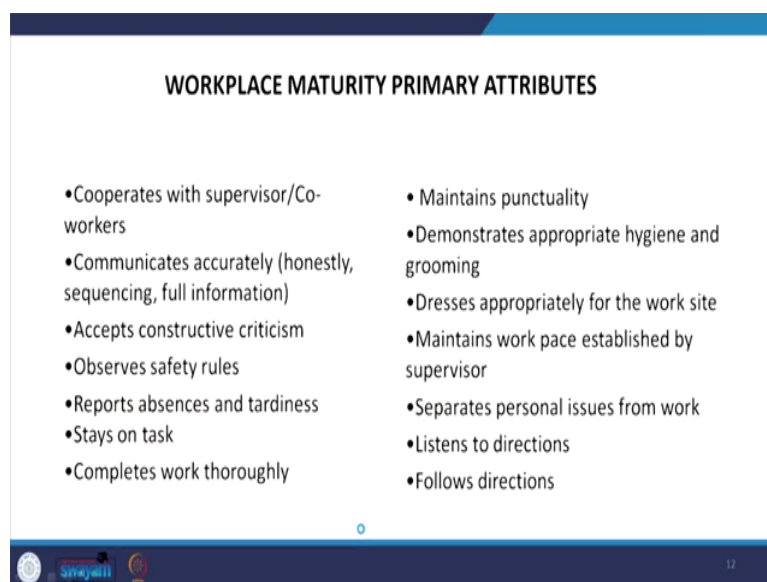
So, our life partner that will the response that give us the feedback, the way it response and therefore, we learn, yes I have that romantic relationship and therefore, I can love and the people can love me or my friends will love, me my partner will love me and therefore, this romantic relationship, cohesiveness relationship and that develops at the age of from the 20 to 39 years.

40 to 64 years, the virtues are the care and care is that is he generativity versus technician, and in the career here is a possibility that is a career maybe plateau, plateau will be there this stagnant and therefore, to avoid that stagnant what is important is this that is the, can I make my life count, and how do you count? It is not count by the years, it is a count by the work which you do and therefore, household and work mates they are telling you, suppose I will take the session also on the learning management from the housewives and therefore, in that case that is the household, how do you learn?

How you take? The workmates they are interacting with you and therefore, knowingly unknowingly they are giving you the message whether you are important for them, are you are not important for them, do they love, do they have affection or do not have the affections. Therefore, in that case that work and parenthood that will learn from the 40 to 64 years.

And finally, the stage which has been made by the Erikson is that is the 65 to death, and here it is a virtue is the wisdom, and wisdom will be the ego integrity versus the despair and therefore, mankind my kind is it okay to have been me and reflection on life, and dear friends these stages will tell us, that is before our departure, that is the whatever we have started with the hope, will, purpose, competence, fidelity, love, care and wisdom. And finally, we all of us hope that is we will depart with the wisdom.

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WORKPLACE MATURITY PRIMARY ATTRIBUTES

- Cooperates with supervisor/Co-workers
- Communicates accurately (honestly, sequencing, full information)
- Accepts constructive criticism
- Observes safety rules
- Reports absences and tardiness
- Stays on task
- Completes work thoroughly
- Maintains punctuality
- Demonstrates appropriate hygiene and grooming
- Dresses appropriately for the work site
- Maintains work pace established by supervisor
- Separates personal issues from work
- Listens to directions
- Follows directions

The last slide which I would like to take in this particular session is, that is a work place maturity and primary attributes are there. So therefore, this is very very important that is cooperates with the supervisor and the co-workers, then the communicate accurately that is

have honestly, sequencing and full information irrespective of whether the other person deserves or does not deserve, accept constructive criticism. Naturally, there will be the people those who will criticize but we have to take it in a constructive way, observe safety rules, be physically safe, reports absence and tardiness, stays on task, always ready to do the task, completes work thoroughly and maintains the punctuality.

Demonstrate appropriately hygiene and grooming is there, dresses appropriately for the work side, maintains work pace established by the supervisor. So therefore, always whatever the supervisor is expected, deliver in time, and be reliable separates personal issues from work and therefore, naturally when we talk about the work life balance and enrichment, that I will also discuss in further sessions, that is the work life and enrichment, we have to balance between the workplace and the family life.

Listens to the directions which are given by the our mentors, our supervisors and those who are the seniors at the workplace, we have to listen them very carefully and naturally we have to follow those direction to become a successful person. So, if we demonstrate the workplace maturity, I am sure our interpersonal relationship at workplace that will be very strong and whether it is not the question whether the people accept us are not, but at least at the time of departure we will be happy that is the, yes we have developed the all compassionate at values in ourselves. This is all about the benefits of the workplace maturity, thank you.