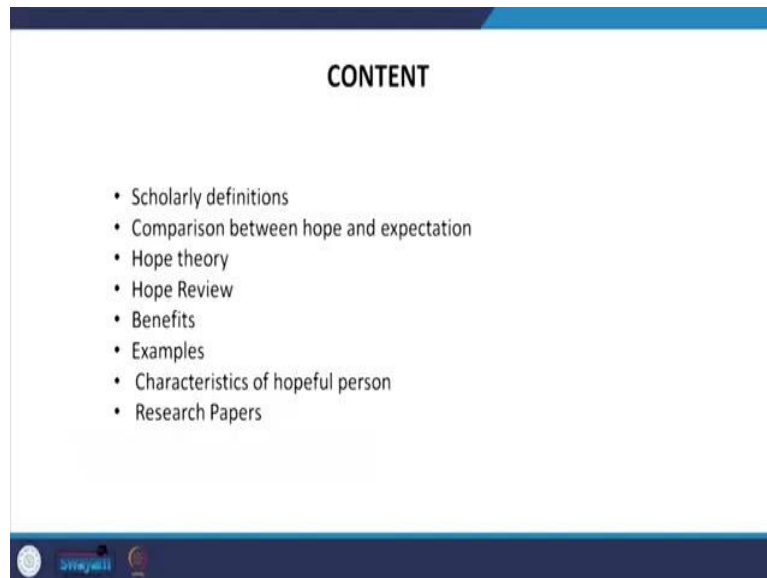


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture No 40
Hope

In this session I will talk about the hope, I have already discussed with you about the optimism and forgiveness and happiness and here again the positive emotions, which I will talk and the role of hope into the interpersonal relationship also.

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So, it will be the definitions of the hope, comparison between the hope and expectation, hope theory, hope review, benefits, examples, characteristics of the hopeful person, research papers.

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DEFINITION	
Name of the Author/ Sources	Definition
Dufault and Martocchio (1985)	Multidimensional dynamic life force characterized by a confident yet uncertain expectation of achieving a future good which, to the hoping person, is realistically possible and personally significant.
Snyder, Irving & Anderson (2000)	A positive motivational state that is based on an interactively derived sense of goal-directed energy and planning to meet goals.
Susan Folkman (2010)	A theological virtue along with faith and charity, and as a positive goal-related motivational state,
C. R. Synder (2005)	Hope is defined as the perceived capability to derive pathways to desired goals, and motivate oneself via agency thinking to use those pathways.

So, whenever we are talking about hope definition, first definition is given by the Dufault and Martocchio multidimensional dynamic life force characterized by confident yet uncertain expectation of achieving a future good wish to the hoping person is realistically possible and personally significant. And therefore, in that case, the person who is having the hope, it is becoming a very uncertain expectation for him, and it is a future goal which he is expecting and therefore, in that case, it is realistically whether it is possible to achieve it or not.

Snyder, Irving and Anderson in 2000 has given the definition of hope, a positive motivational state that is based on an interactively derived sense of goal-directed energy and planning to meet goals. So, hope is a very, very positive energy because whenever whatever the situation of the life is there, what makes a person to survive? And that is the hope.

Susan Folkman in 2010 defined the hope as a theological virtue along with the faith and purity and as a positive goal related motivational state, if there is such a motivational state is there then definitely the person will be trying to achieve his positive goal. C. R. Synder in 2005 he talked about hope is defined as a perceived capability of an individual to derive pathways to desired goals.

This is a very beautiful definition and therefore, in that case, whether I will be having the achievement of that goal or not, that will depend on the perceived capability of the individual. The perceived capability of the individual is how himself he perceives, whether he will be able to do that particular task or will not be able to do that particular task.

Therefore, this perceived capability that of an individual to derive the pathways to desired goals and that desired goals will make him to motivate oneself via agency thinking to use those pathways are there. So, naturally in that case, we will find that is this is becoming a very very important aspect for an individual.

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COMPARISON BETWEEN HOPE AND EXPECTATION

	Hope	Expectation
Definition	Hope is a positive feeling which originated from within. It is related to a desire that something might happen.	Expectation is also a similar desire but mostly expectations depend on others in order to get fulfilled.
Nature	Generally healthy	Generally unhealthy
Type of Feeling	Eternal, related to one's own internal feelings	Generally, depends upon others to be fulfilled
Example	I hope to visit her someday. That will be a beautiful day.	I expected her to be here at 9'o clock, but she doesn't care for my feelings
Attitude– You invited a friend for a party and she was not able to make it to your party	Your hope of having her in the party was not met, still you feel that she must have atleast tried to attend the party	Your expectation of having her in the party was not met. You are really annoyed and have decided not to call her in your next party
Desire	Realistic	Generally unrealistic

DEFINITION

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So, hope is positive feeling which originated from within from oneself. And interestingly as we have seen in the last slide, that all definitions, they are talking about the person himself. So, if you want to generate the hope, then one should be having very hopeful within. It means that nobody else can create the hope. And therefore, it is oneself has to believe in the capability and in the think of the positive results are the desired goals, it is related to a desire that something might happen.

But when we talk about the expectation, the difference between the hope and expectation is, expectation is also a similar desire, but mostly expectations depend on others in order to get fulfilled. So, therefore, when we talk about that I have hope, I will be successful. And when I say I am sure, my boss will help me that is an expectation. So, the actions in the case of the hope are from myself, within myself, but in the expectations, actions are from the other side and the belief is also from the other side, it depends on the other person.

So, this is the desire from others and hope is the desire from myself. If we talk about the hope, it is generally healthy because you are trusting yourself you have a positive attitude and impression for yourself. But, when we are having the expectation, keeping expectation is not good, it is unhealthy and therefore, in that case, it is generally unhealthy.

So, if it is unhealthy means these particular having the hope is good at the workplace, but having the expectations it is unhealthy. Type of feeling is eternal, related to one's own internal feelings. Therefore, in that case, it is oneself while in case of the expectation generally depends upon others to be fulfilled, I already mentioned. Now we will take one example, I hope to visit her someday, that will be a beautiful day. I expected her to be here at 9 o'clock, but she does not care for my feelings.

So, therefore, in this case, this is I hope to visit her someday So, it is from my side I will visit here she will visit, so, therefore, in that case she has to come. So, that is why it has been said that it is generally unhealthy. If we talk about the attitude, you invited a friend for a party and she was not able to make it to your party. Hope is your hope of having her in the party was not met still you feel that she must have at least try to attend the party.

Expectation is your expectation of having her in the party was not met, you are really annoyed and have decided not to call her in your next party. So, therefore, in that case, this is all the expectations. So, in normal conditions will find that the expectations are more and hopes are less. So, the reason is that we are expecting from others to do rather than believing our self and therefore, as a result at the workplace, this particular dimension, that is hope that is more dominant over the expectation. At workplace, we should have more hopes rather than more expectations, more hopes and less expectation that formula should work at the workplace.

Desire is realistic, in case of the hope it is realistic, because it is on the base of my own analysis. It is based on my own calculations, it is based on my own equation, but in case of

the expectation, it is generally unrealistic, because this is based on others, my expectation is that other has to do and therefore, it is my desire 7will be the generally unrealistic because I do not know the other systems capabilities situation, others role, responsibility, his wisdom. I am not aware, but still I am having the expectation. So, therefore, it will be unrealistic.

Now, we will go through the theory on the hope this hope theory can be subdivided into 4, categories. The first is goals, data valuable and uncertain are described as the anchors of hope theory as they provide direction and end point for hope full thinking. So, therefor in that case, the goals are becoming very, very important.

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HOPE THEORY

Hope theory can be subdivided into four categories:

- 1. Goals** that are valuable and uncertain are described (Snyder, 1994) as the anchors of hope theory as they provide direction and an endpoint for hopeful thinking.
- 2. Pathway thoughts** refer to the routes we take to achieve our desired goals and the individual's perceived ability to produce these routes (Snyder, 2000).
- 3. Agency thoughts** refer to the motivation we have to undertake the routes towards our goals.
- 4. Barriers** block the attainment of our goals and in the event of a barrier we can either give up or we can use our pathway thoughts to create new routes.

High hope has been found to correlate with a number of beneficial constructs including, academic achievement and lower levels of depression.

Meanwhile low hope is associated with negative outcomes including a reduction in well-being.

Pathway thoughts refer to the rules as we take to achieve our desired goals and the individual's perceived ability to produce these routes. So, therefore, there will be many routes to be successful to be happy but it is the individuals desired goals and the individuals perceived ability, whether to go for produce those routes or not. Agency thoughts, therefore, to the motivation we have to undertake the routes towards our goal. So, our goals are clear, but we had failed, we had to go through our thoughts.

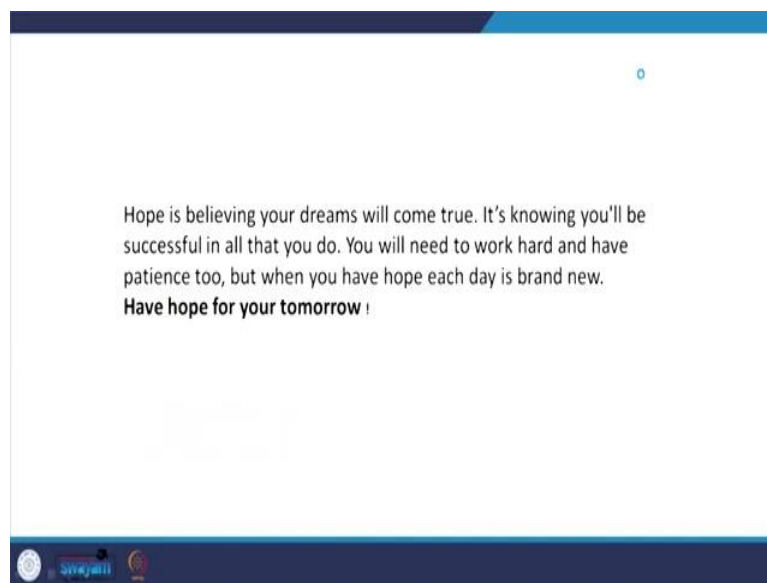
Barriers blocks the attainment of our goals, and in the event of a barrier we can either give up or we can use our pathway thoughts to create the new routes. So, therefore, in that case naturally whenever there is a goal and there are different paths. So, there will be barriers, but how we penetrate through the barriers and then we go ahead that is about how we are either... many people they either give up or we can use our pathway thoughts to create the

new routes. So, therefore, in that case, if there are problems, we will try to find out the alternative solution.

High hope has been found to correlate with a number of beneficial constructs including academic achievements and lower level of depression. So, if we are having the highest number of beneficial constructs including then definitely we will have the high academic achievements and we will have the low level of depression. Meanwhile, low hope is associated with negative outcomes including a reduction in well being.

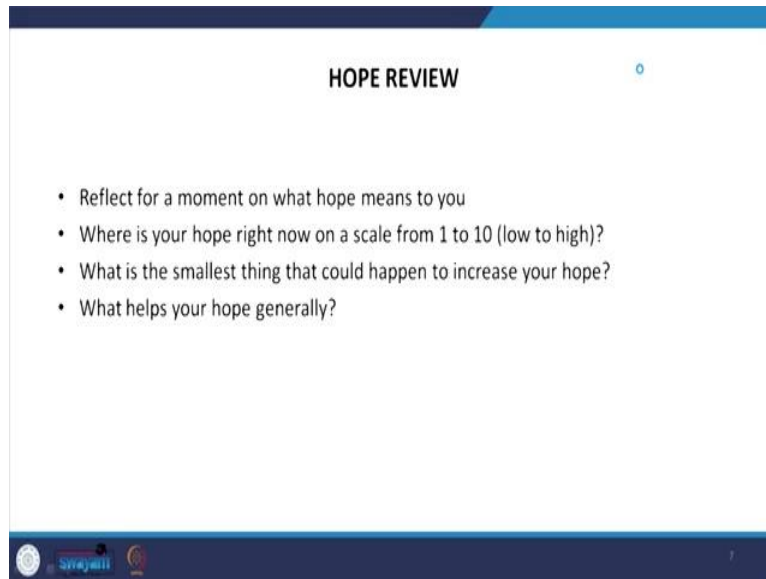
So, naturally, if we are having low hope, then we will have negative outcomes. Because then in that case, we will not be... because our thought process is not supporting ourselves and therefore, they will be the negative outcome. And if there is a negative outcome, we will be unhappy and we will not be having the well-being. Hope is believing your dreams will come true. So, naturally whenever we are having hopes it is becoming that is our dreams will come true.

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It is knowing you will be successful in all that you do because that is a trust that people are having you will need to work hard and help patients too, so therefore because you want to achieve our goals, so, we have to overcome the barriers and we need to work hard and naturally we have to patients also. But when you have hope each day is brand new and every day is creating new hopes and we can help hope for tomorrow and therefore, that can be there.

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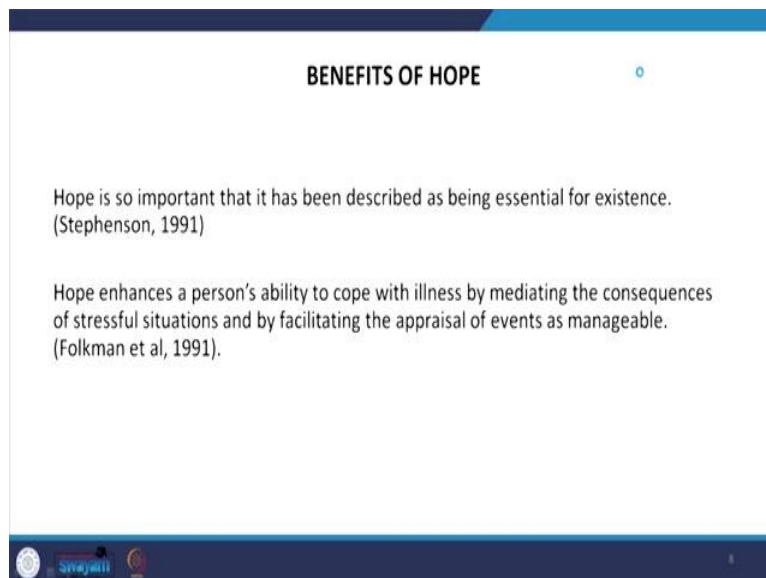


HOPE REVIEW

- Reflect for a moment on what hope means to you
- Where is your hope right now on a scale from 1 to 10 (low to high)?
- What is the smallest thing that could happen to increase your hope?
- What helps your hope generally?

In hope review reflect for a moment or what hopes means to you, where is your hope right now on a scale from 1 to 10. So, we will see we will do the lower high, what is the smallest thing that could happen to increase your hope, and therefore, what helps your hope generally.

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BENEFITS OF HOPE

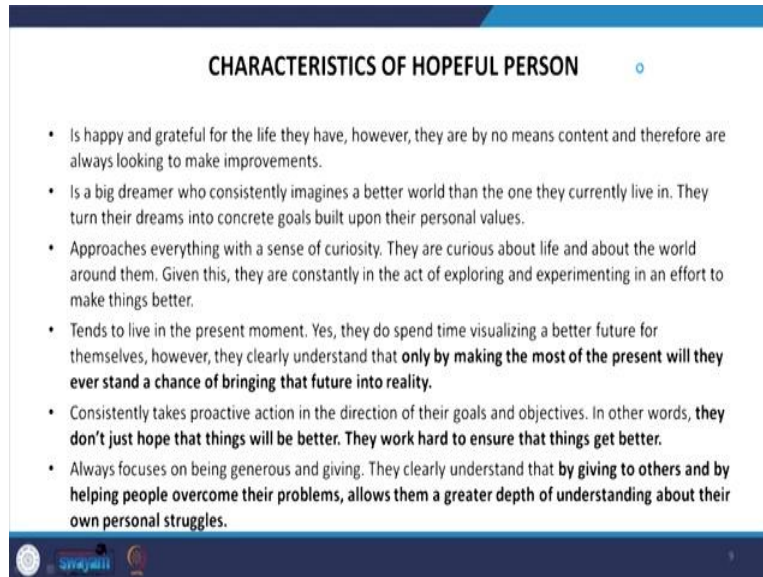
Hope is so important that it has been described as being essential for existence.
(Stephenson, 1991)

Hope enhances a person's ability to cope with illness by mediating the consequences of stressful situations and by facilitating the appraisal of events as manageable.
(Folkman et al, 1991).

Hope is so important that it has been described as being essential for existence. So, therefore still there is a hope still there is a life. So, therefore, in that case, it is described as an essential for existence. Hope enhances a person's ability to cope with illness by mediating the consequences of stressful situations and then by getting the appraisal of events as manageable, and therefore, in that case, it is becoming a very high level of ability of the

individuals and that to meet this stressful situation and naturally that can be the appraisal situation.

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CHARACTERISTICS OF HOPEFUL PERSON

- Is happy and grateful for the life they have, however, they are by no means content and therefore are always looking to make improvements.
- Is a big dreamer who consistently imagines a better world than the one they currently live in. They turn their dreams into concrete goals built upon their personal values.
- Approaches everything with a sense of curiosity. They are curious about life and about the world around them. Given this, they are constantly in the act of exploring and experimenting in an effort to make things better.
- Tends to live in the present moment. Yes, they do spend time visualizing a better future for themselves, however, they clearly understand that **only by making the most of the present will they ever stand a chance of bringing that future into reality.**
- Consistently takes proactive action in the direction of their goals and objectives. In other words, **they don't just hope that things will be better. They work hard to ensure that things get better.**
- Always focuses on being generous and giving. They clearly understand that **by giving to others and by helping people overcome their problems, allows them a greater depth of understanding about their own personal struggles.**

Now, we will see the characteristics of a hopeful person, hopeful person is happy and grateful for the life they help. So, they are not having any complaint about the life however, they are by no means content and but they do not stop there and therefore, are always looking to make improvements. So, therefore, in that case the hopeful persons, so, they will be always having... whatever they got in the life so far, they will be highly grateful towards life.

But simultaneously, they will be it does not mean that they will be contented and they will be not having any efforts to grow further and you will find that yes people are trying to grow further also. Hopeful person is a big dreamer, who consistently images a better world than the one they currently live in.

So, always having the positive approach towards tomorrow and they are looking for the better world for the tomorrow, they turn their dreams into concrete goals built upon their personal values. And therefore, in that case, whatever their goal was there and the try to fulfill their goals, their dreams to achieve that particular goal, and they by the help of the personal values. So, their personal values will be very strong, and they will be able to win, win and meet the dream which they want to achieve.

Approaches everything the positive, hopeful persons approaches everything, with a sense of curiosity, they want to learn more, they are curious about life and about the world around them. And therefore in that case, it will be the very much positive what they want to. Given

this they are constantly in the act of exploring and experimenting in an effort to make things better. So, if they want to make the things better, then definitely in that case and they will always try to go for the exploring and experimenting. So new and new efforts they will make every day.

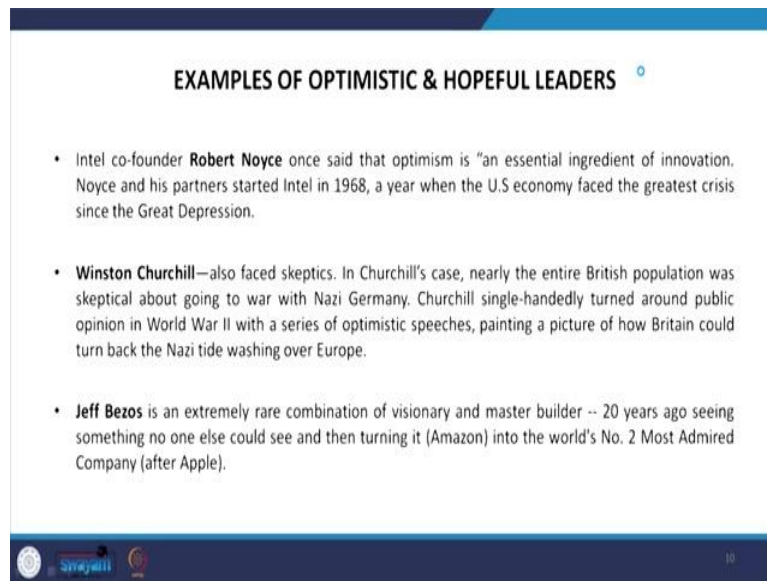
Tends to live in the present moments and therefore, always they enjoy today. Yes, they do spend time visualizing a better future for themselves, but as I mentioned, that they are not feeling contented and therefore, they will be always making about they will be building the future for tomorrow. And therefore, in that case, they will be visualizing a better future for themselves.

They clearly understand that only by making the most of the present, will they ever stand a chance of bringing that future into reality. This is very important, that the hope is for the future, but their focus is for today and therefore, when they talk about today, they are having the very high effects into making the most of the present. Because they know if we want to make the future what they desire and what they dream to achieve that tomorrow, they have to work today very hard.

Consistently takes proactive action in the direction of their goals and objectives to achieve their goals and objectives, they will be very highly productive. In other words, they do not just hope that things will be better, they work hard to ensure that things get better. So it is not that they just hope that things will be better, but they put their efforts, they work hard to ensure that things get better. So whatever the dream they have created for better tomorrow, and therefore they are putting their hard work also to achieve that tomorrow. Always focuses on being generous and giving.

So, therefore, they are becoming very generous and giving. They clearly understand that by giving to others and by helping people overcome their problems. So, they always think to overcome their problems and helping the people allows them a greater part of understanding about their own personal struggles. And therefore, in that case, that will be always hopeful persons, they will always have the greater depth of understanding about their own personal struggles.

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The slide features a blue header with the title "EXAMPLES OF OPTIMISTIC & HOPEFUL LEADERS" in white. Below the title, there are three bullet points, each starting with a small blue square. The first bullet point discusses Robert Noyce and Intel in 1968. The second bullet point discusses Winston Churchill during World War II. The third bullet point discusses Jeff Bezos and Amazon. At the bottom of the slide, there is a dark blue footer with a small logo on the left and the number "10" on the right.

EXAMPLES OF OPTIMISTIC & HOPEFUL LEADERS

- Intel co-founder **Robert Noyce** once said that optimism is “an essential ingredient of innovation. Noyce and his partners started Intel in 1968, a year when the U.S economy faced the greatest crisis since the Great Depression.
- **Winston Churchill**—also faced skeptics. In Churchill’s case, nearly the entire British population was skeptical about going to war with Nazi Germany. Churchill single-handedly turned around public opinion in World War II with a series of optimistic speeches, painting a picture of how Britain could turn back the Nazi tide washing over Europe.
- **Jeff Bezos** is an extremely rare combination of visionary and master builder -- 20 years ago seeing something no one else could see and then turning it (Amazon) into the world’s No. 2 Most Admired Company (after Apple).

Now, I would like to take certain examples of the optimistic and hopeful leaders. Intel co-founder Robert Noyce once said that optimism is an essential ingredient of innovation. Noyce and his partner started Intel in 1968, a year when the US economy faced the greatest crisis since the Great Depression. Winston Churchill also faces skeptics in Churchill’s case nearly the entire British population was skeptical about going to war with the Nazi Germany.

Churchill single handedly turned around public opinion in World War 2 with a series of the optimistic speeches painting a picture of how Britain could turn back the Nazi tide washing over Europe. And Jeff Bezos in an extremely rare combination of visionary and master builder 20 years ago, seeing something no one else could see and then turning it Amazon into the world's number 2 most admired company after Apple and therefore in that case, it will be how Jeff Bezos created the company which is becoming the highly admired company.

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RESEARCH PAPERS	
Title of the paper, Author	Key takeaway
Imagining Hope in Organizations: From Individual Goal-Attainment to Horizons of Relational Possibility Arne Carlsen, Aina Landsverk Hagen, and Tord F. Mortensen	Reviving hope as a key construct in organizational research demands a broadening of its conceptual underpinnings and helps in Individual Goal-Attainment.
Hope: A New Positive Strength for Human Resource Development Fred Luthans, Susan M. Jensen	It examines the role that hope may play in effective human resource development (HRD). It also describes the role of hope in organizations and its effective implementation.

Now, I would like to take certain research papers and in this research papers. First we will take the paper title imaging hope in organizations from individual goal attainment to horizons of the relational possibility written by the Arne Carlsen, Aina Landsverk Hagen and Tord F. Mortensen.

The key takeaways from this particular title of the paper is that is reviving hope is a key construct in organizational research demands a broadening of its conceptual underpinning and helps in individual in the goal attainment and these particulars, the learning is that that is always be helpful to whatever you want to achieve a particular goal and hope, another paper titled hope, a new positive strength for Human Resource Development by Fred Luthans and Susan M. Jensen, it examines the role that hope may play in effective Human Resource Development.

So, therefore, in any organization, if you want to develop the competencies of the organizational effectiveness and efficiency, then definitely you have to make your human resource highly hopeful, it also describes the role of hope in organizations and its effective implementation and therefore, these companies that is Coca Cola and all, so, they are making particular role that how this particular hope organization and it is effective implementation is there.

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Paper 1 : Imagining Hope in Organizations: From Individual Goal-Attainment to Horizons of Relational Possibility

Hope is a sentiment we share for the phenomenon of hope. Hope should be understood in its varieties. Frustrations with a plethora of definitions signifies the insights of the phenomenon and its many differentiated manifestations rather than intellectual confusion.

It is fruitful to approach the phenomenon of hope in organizations as a differentiated and future oriented quality of experiencing that

- (1) may be directed towards anticipated attainment of specified outcomes and purposes, but can also address an expectation of opening-up to unknown possibilities and unarticulated horizons of expectations and their beyond,
- (2) is relationally analysed and sustained,
- (3) assumes and enables believed-in imaginings of narrative form,
- (4) may be inherited from previous experience as well as emerge from new events and jolts in experience,
- (5) is emotionally charged in its origin and in mobilizing affect, and
- (6) accommodates both potentially positive outcomes and negative elements of despair, doubt, conflict and loss.

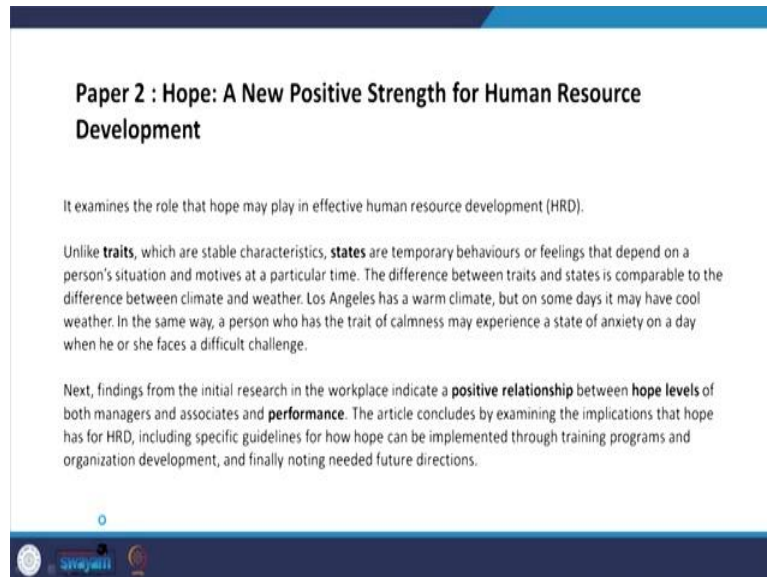
So, in this case, we will find paper one imagining hoping in organizations, from individual goal attainment to horizons of relational possibility. Here the phenomenon of hope has been defined, and hope should be understood in its varieties. Frustrations with a plethora of definitions signifies the insights of the phenomenon, and its many differentiated manifestation rather than intellectual confusion, so we should avoid, in spite of the intellectual confusion, we should see that this particular phenomena that has been covered, it is fruitful to approach the phenomenon of hope in organizations as a differentiated and future oriented quality of experiencing that may be directed towards anticipated attainment of specified outcomes and purposes.

So, therefore, it is required to be a specified outcome, but can also address an expectation of opening up to unknown possibilities and unarticulated horizons of the expectations and their beyond. So, therefore, we have to understand opening of the new unknown possibilities, it is relationally analyzed and sustained and therefore, in that case, it is becoming more and more analytical and sustainable. Assume and enables believed in imaging of the narrative form and therefore, this particular form to believe that yes we will create more enablers.

May be inherited from previous experience as well as emerge from new events and jolts the experience. So this step up the concepts in the attainment of the goal that may be needed from the previous experience as well as from the new events can be there. Is emotionally charged in its origin and in mobilizing effect and therefore, they are able to create that particular style of have the hopes in the organizations and accommodates both potentially positive outcomes and negative elements of despair, doubt conflict and loss.

Now, here we are to also understand that on one side, we are to keep the positive psychology and hope and we have to try to get the results but simultaneously, we have to keep the negative elements away. That is about the despair, doubt, conflict and the loss. So if we are having positive outcome, then definitely in that case, our hope that will be fulfilled.

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Now, I would like to talk about the paper 2, the paper 2 talks about hope, a new positive strength for Human Resource Development, it examines the role that hope may play in effect you HRD Human Resource Development, unlike traits, which are stable characteristics, states are temporary behaviors or feelings that depend on a person's situation and motives at a particular time. So, therefore, it is not a personality traits rather than it is a states are temporary behaviors or feeling. The difference between traits and state is comparable to the difference between climate and weather.

Los Angeles has a warm climate but on same day, it may have cold weather in the same time. Same way, a person who has a trait of calmness may experience a state of anxiety on a day when he or she faces a difficult challenge and therefore, in that case, there is a particular trait that will be prevail and in that prevailing the particular trait that will be the calmness. So, if the calmness is there, then person will be able to come out with that particular state of anxiety. Next findings from the initial research in the workplace indicates a positive relationship between the hope levels of both managers and Associates and performance.

The article concludes by examining the implication that hope has for HRD including specific guidelines for how hope can be implementing through training programs and organization

development and finally, noting needed future directions. So, therefore, whenever we are talking about the positive relationship and the up the hope between the hope levels of the managers and the performance, then in that case, the training programs and organization development that is playing a very important role.

If you are trained your employees, if you develop your employees, so, you will find that your future directions are becoming very much positive. Whenever we are talking about the hope by just introduce this concept, but when you have the hope then they you will have the more and more positivity and the definitely at least at the workplace, you will follow that you will have more hopes and less expectation from others at the workplace. So, this is all about hope.
Thank you