

LECTURE 9.0 UNDERSTANDING INTERPERSONAL RELATIONSHIPS (Part I)

Learning Outcomes



To be able to distinguish interpersonal relationship from impersonal ones. The role of Metacommunication in conveying relational messages. Reasons for self-disclosure and applying the Johari window of self- disclosure.

Relationship is ‘the mode in which two or more things stand to one another’. Interpersonal relationships involve the way people deal with one another socially. Interpersonal communication is by **context**, looking at the number of people involved. All dyadic communication is a good example of interpersonal. To be more precise Interpersonal relationships is an association in which the parties meet each other’s social needs to a greater or lesser degree.

Take Note



Interpersonal communication focuses on relationships and the key word here is developing relationships that are qualitative in nature.

Why we form relationships? Characteristics of interpersonal relationship

How does interpersonal communication differ from other types of interactions?

a. Interpersonal versus Impersonal communication

In interpersonal communication we treat others as individuals whereas in impersonal communication we treat them as objects. This definition does not mean that all impersonal communication is cruel or that you need to establish a warm relationship with every person you meet. The fact to remember is that not all two people interacting are interpersonal. For example when you chat with the shopkeeper or fellow passengers on bus or plane is impersonal. It is

treated as interpersonal when people treat one another as unique individuals, regardless of the context in which the interaction occurs or the number of people involved.

Uniqueness no two interpersonal relationships are alike, and the communication patterns reflect these differences. Unlike the distinctive quality of interpersonal relationships, impersonal ones are governed by the kind of standardized rules such as “please” and “thank you” and so on. These rules are followed for a while until we have created our own interpersonal conventions.

Irreplaceability because interpersonal relationships are unique, they cannot be replaced. This explains the reason why we usually feel so sad when a close friendship or love affair cools down. People in less personal relationships are much easier to replace.

Interdependence, in interpersonal relationships the fate of the parties is connected. For example you might be able to brush off anger, affection, excitement or depression of someone you are not involved interpersonally, but in an interpersonal relationship the other’s life affects you.

Disclosure, the amounts of information the parties share with one another are more. In impersonal relationships we don’t reveal much about ourselves, but in interpersonal ones we feel more comfortable sharing our thoughts and feelings, which can be positive or negative.

Intrinsic rewards. Communication in interpersonal relationships is its own reward. It doesn’t matter what you talk about; developing the relationship is what is important. On the contrary impersonal communications most of the time seek payoffs that have little to do with the people involved.

Scarcity Like precious jewels and one-of-a-kind artwork, interpersonal relationships are special because of their scarcity. Most of us do not have the time or energy to create personal relationship with everyone we encounter.

b. Meta communication

Social scientist uses the term Metacommunication to describe messages that refer to other messages. Metacommunication is simply communication about communication. Whenever we discuss a relationship with others we are Metacommunicating, for example “*I wish we could stop*

arguing so much.” “*I appreciate how you honest you have been.*” Metacommunication is an essential ingredient in successful relationships. It is an important method of solving conflicts in a constructive manner. It provides a way to shift discussion from the content level to relational questions, where the problem often lies and is also a way to reinforce the good aspect is of a relationship.

c. Content and relational messages

Every verb statement contains two kinds of messages.

a. **Content messages**, which focus on the subject being discussed, are the most obvious. The content of such statements as “It’s your turn to the dishes” or “I’m busy Saturday night” is obvious. Content messages aren’t the only kinds that are exchanged when two people interact.

b. In addition, virtually all communication- both verbal and nonverbal- **contain relational messages**, which makes statements about how the parties feel toward one another. These relational messages deal with one or more social needs most often inclusion, control, affection, or respect.

Consider for example the phrase “It’s your turn to the dishes”: one that is demanding and another that is matter-of-fact. Notice how different nonverbal messages make statements about how the sender views control in this part of the relationship. The demanding tone says, in effect, “I have a right to tell you what to do around the house,” whereas the matter-of-facts one suggests, “I’m just reminding you of something you might have overlooked.”

Intimacy in Interpersonal Relationships

Dimensions of Intimacy

The dictionary defines intimacy as arising from “close union, contact, association, or acquaintance.” This definition suggests that the key element of intimacy is closeness, one element that “ordinary people” have reported as characterizing their intimate relationships. However, it doesn’t explain what kinds of closeness can create a state of intimacy. In truth, intimacy can have several qualities:

1. –*Physical*: athletic events, emergencies, and children are continually nourished by physical intimacy: being rocked, fed, hugged, and held. As we grow older, the opportunities for physical intimacy are less regular, but still possible and important. Some, but by no means all, physical intimacy is sexual.

2. –*Intellectual*: such as when you engage another person in an exchange of important ideas, a kind of closeness develops that can be powerful and exciting.
3. –*Emotional*: exchange of important feelings
4. –*Shared activities*: can provide another way to achieve this state. Shared activities can include everything from working side by side at a job to meeting regularly for exercise workouts. Although shared activities are no guarantee of intimacy, people who spend time together can develop unique ways of relating that transform the relationship from an impersonal one that could be done with anybody to one with interpersonal qualities. For example, both friendships and romantic relationships are often characterized by several forms of play.

Male and Female Intimacy Styles

Intimacy and Gender: Women value emotional expression as a path to intimacy. Scholarship conducted in roughly the last decade has begun to show that male female differences aren't as great as they seem, and emotional expression isn't the only way to develop close relationships. Unlike women who value personal talk, men grow close to one another by doing things. In one study more than 75 percent of the men surveyed said that their most meaningful experiences with friends came from activities other than talking. In terms of the amount and depth of information exchanged, female-female relationships are at the top of the disclosure list. Male-female relationships come in second, whereas relationships between men have less disclosure than any other type. At every age, women disclose more than men, and the information they disclose is more personal and more likely to involve feelings. Although both sexes are equally likely to reveal negative information, men are less likely to share positive feelings.

The differing ideas about the timing and meaning of sex can lead to misunderstandings. Whereas many women think of sex as a way to express intimacy that has already developed, men are more likely to see it as a way to create that intimacy. In this sense, the man who encourages sex early in a relationship or after a fight may not just be a testosterone-crazed lecher: He may view the shared activity as a way to build closeness. By contrast, the woman who views personal talk as the pathway to intimacy may resist the idea of physical closeness before the emotional side of the relationship has been discussed.

Cultural Influences on Intimacy

Intimacy and Culture Differences in culture can lead to problems in intimacy in terms of both the need for it and how to reach it. Different disclosure rates can impact this variable. Differences in culture can lead to problems in intimacy in terms of both the need for it and how to reach it. Different disclosure rates can impact this variable. The greatest differences between Asian and European cultures focused on the rules for dealing with intimacy: showing emotions, expressing affection in public, engaging in sexual activity, respecting privacy, and so on. Culture also plays a role in shaping how much intimacy we seek in different types of relationships. For instance, the Japanese seem to expect more intimacy in friendships, whereas Americans look for more intimacy in romantic relationships with a boy- or girlfriend, fiancée, or spouse. In some collectivist cultures such as Taiwan and Japan there is an especially great difference in the way members communicate with members of their “ingroups”(such as family and close friends) and

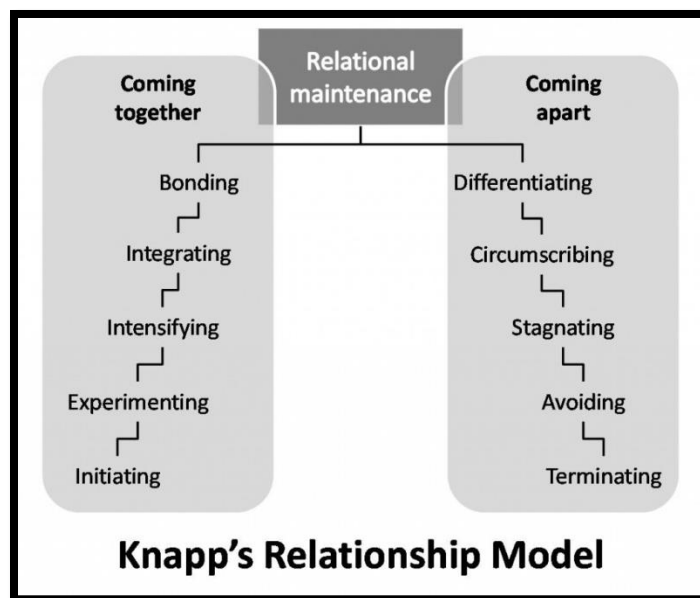
with those they view as outsiders. By contrast, members of more individualistic cultures like the United States and Australia make less of a distinction between personal relationships and casual ones. They act more familiar with strangers and disclose more personal information, making them excellent “cocktail party conversationalists.” Social psychologist Kurt Lewin captured the difference nicely when he noted that Americans are easy to meet but difficult to get to know, whereas Germans are difficult to meet but then easy to know well.

Characteristics of Relational Development & Maintenance

Qualitatively interpersonal relationships aren’t stable. Instead, they are constantly changing. Communication scholars have described the way relationships develop and shift in two ways.

Relational Development

Knapp’s Developmental Model: Knapp’s relationship model explains how relationships grow and last and also how they end. This model is categorized into ten different stages which come under two interrelating stages are Knapp’s relationship escalation model and Knapp’s relationship termination model. This helps to understand how a relationship progresses and deteriorates. Diverse levels of speed and altered time between each step can be seen and experienced when a relationship grows. The steps can be even skipped out while the progression or deterioration of a relationship. The ten Stages of Relational Development include: 1. Initiating: Making contact with another person 2. Experimenting: emergence of “small-talk.” 3. Intensifying: expression of feelings; spending more time together 4. Integrating: Identity as one social unit is created 5. Bonding: symbolic public gestures to show commitment 6. Differentiating: re-establish individual identity 7. Circumscribing: shrinking interest and commitment 8. Stagnation: boredom 9. Avoiding: when stagnation becomes unpleasant 10. Termination: ending



SELF-DISCLOSURE IN INTERPERSONAL RELATIONSHIPS

“We don’t have any secrets,” some people proudly claim. Opening up certainly is important. Given the obvious importance of self-disclosure, we need to take a closer look at the subject. Just what is it? When is it desirable? How can it best be done? **Self-disclosure** is the process of deliberately revealing information about oneself that is significant and that would not normally be known by others. Let’s take a closer look at some parts of this definition. Self-disclosure must be *deliberate*. If you accidentally mentioned to a friend that you were thinking about quitting a job or proposing marriage, that information would not fit into the category we are examining here. Self-disclosure must also be *significant*. Revealing relatively trivial information—the fact that you like fudge, for example—does not qualify as self-disclosure. The third requirement is that the information being revealed would *not be known by others*. There’s nothing noteworthy about telling others that you are depressed or elated if they already know how you’re feeling.

As Table on page 7 shows, people self-disclose for a variety of reasons. Some involve **developing and maintaining relationships**, but other reasons often drive revealing personal information. The reasons for disclosing vary from one situation to another, depending on several factors. The first important factor in whether we disclose seems to be **how well we know the other person**. When the target of disclosure is a friend, the most frequent reason people give for volunteering personal information is relationship maintenance and enhancement. In other words, we disclose to friends in order to strengthen the relationship. The second important reason is **self-clarification**—to sort out confusion to understand ourselves better. With strangers, **reciprocity** becomes the most common reason for disclosing. We offer information about ourselves to strangers to learn more about them, so we can decide whether and how to continue the relationship. The second most common reason is **impression formation**. We often reveal information about ourselves to strangers to make ourselves look good. This information, of course, is usually positive—at least in the early stages of a friendship.

TABLE 6-1 Reasons for Self-Disclosure

Self-disclosure has the potential to improve and expand interpersonal relationships, but it serves other functions as well. As you read each of the following reasons why people reveal themselves, see which apply to you.

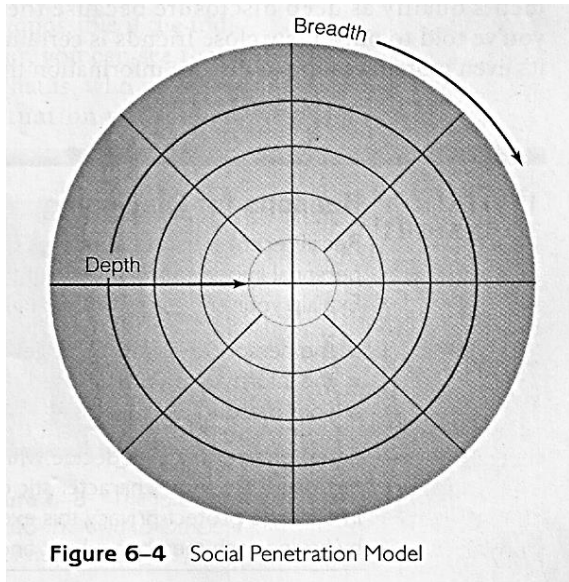
Reason	Example/Explanation
Catharsis	"I need to get this off my chest . . ."
Self-Clarification	"I'm really confused about something I did last night. If I tell you, maybe I can figure out why I did it . . ."
Self-Validation	"I think I did the right thing. Let me tell you why I did it . . ."
Reciprocity	"I really like you..." (Hoping for a similar disclosure by other person.)
Impression management	Salesperson to customer: "My boss would kill me for giving you this discount . . ." (Hoping disclosure will build trust.)
Relationship maintenance and enhancement	"I'm worried about the way things are going between us. Let's talk." or "I sure am glad we're together!"
Control	(Employee to boss, hoping to get raise) "I got a job offer yesterday from our biggest competitor."

Adapted from V. J. Derlega and J. Grezlak, "Appropriateness of Self-Disclosure," in G. J. Chelune, ed., *Self-Disclosure* (San Francisco, CA: Jossey-Bass, 1979).

Models of Self-Disclosure

Over several decades, social scientists have created various models to represent and understand how self-disclosure operates in relationships.

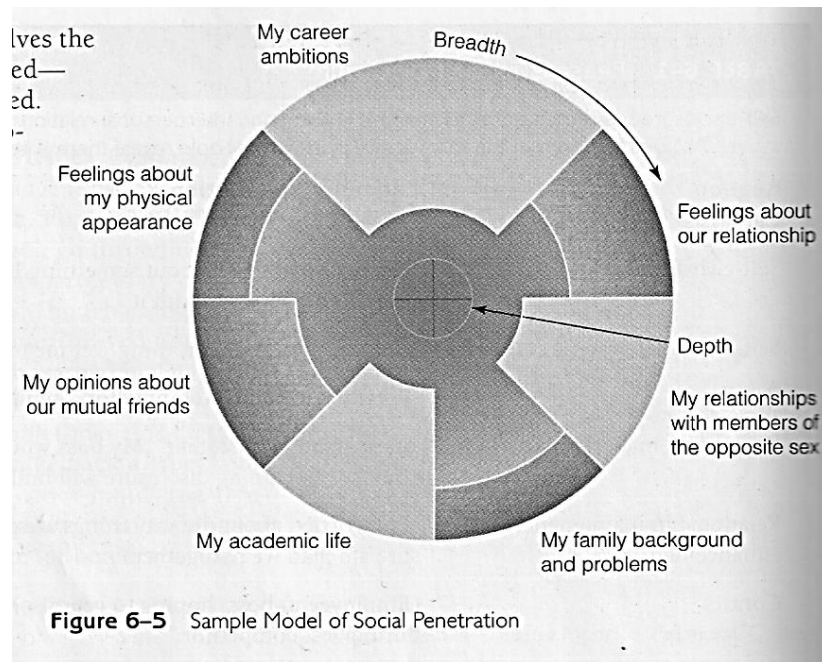
BREADTH AND DEPTH: SOCIAL PENETRATION Social psychologists Irwin Altman and Dalmas Taylor describe two ways in which communication can be more or less disclosing. Their **social penetration model** is pictured in Figure 6-4. The first dimension of self-disclosure in this model involves the **breadth** of information volunteered—the range of subjects being discussed. For example, the breadth of disclosure in your relationship with a fellow worker will expand as you begin revealing information about your life away from the job, as well as on-the-job details. The second dimension of disclosure is the **depth** of the information being volunteered, the shift from relatively none revealing messages to more personal ones.



Source: Adler, R.B. & Rodmann, G. 2006.

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Depending on the breadth and depth of information shared, a relationship can be defined as casual or intimate. In a casual relationship, the breadth may be great, but not the depth. A more intimate relationship is likely to have high depth in at least one area. The most intimate relationships are those in which disclosure is great in both breadth and depth. Altman and Taylor see the development of a relationship as a progression from the periphery of their model to its center, a process that typically occurs over time. Each of your personal relationships probably has a different combination of breadth of subjects and depth of disclosure. Figure 6-5 pictures a student's self-disclosure in one relationship.



Source: Adler, R.B. & Rodmann, G. 2006. *Understanding human communication*. 9th edition. London: Oxford University Press.

What makes the disclosure in some messages deeper than others? One way to measure depth is by how far it goes on two of the dimensions that define self-disclosure. Some revelations are certainly more *significant* than others. Consider the difference between saying “I love my family” and “I love you.” Other statements qualify as deep disclosure because they are *private*. Sharing a secret you’ve told to only a few close friends is certainly an act of self-disclosure, but it’s even more revealing to divulge information that you’ve never told anyone.

Further Reading



Read the following extract provided on pages and reflect on this information.

Exploring more ideas for using Ingham and Luft's johari window model in training, learning and development

The examples of exercises using the Johari Window theory on this website which might begin to open possibilities for you. The Johari Window obviously model provides useful background rationale and justification for most things that you might think to do with

people relating to developing mutual and self-awareness, all of which links strongly to team effectiveness and harmony.

There are many ways to use the Johari model in learning and development - much as using any other theory such as Maslow's, Tuckman's, TA, NLP, etc. It very much depends on what you want to achieve, rather than approaching the subject from 'what are all the possible uses?' which would be a major investigation.

This being the case, it might help you to ask yourself first what you want to achieve in your training and development activities? And what are your intended outputs and how will you measure that they have been achieved? And then think about how the Johari Window theory and principles can be used to assist this.

Researching academic papers (most typically published on university and learning institutions websites) written about theories such as Johari is a fertile method of exploring possibilities for concepts and models like Johari. This approach tends to improve your in-depth understanding, instead of simply using specific interpretations or applications 'off-the-shelf', which in themselves might provide good ideas for a one-off session, but don't help you much with understanding how to use the thinking at a deeper level.

Also explore the original work of Ingham and Luft, and reviews of same, relating to the development and applications of the model.

Johari is a very elegant and potent model, and as with other powerful ideas, **simply helping people to understand** is the most effective way to optimise the value to people. Explaining the meaning of the Johari Window theory to people, so they can really properly understand it in their own terms, then empowers people to use the thinking in their own way, and to incorporate the underlying principles into their future thinking and behaviour.

Relevant reading, (if you can find copies):

'Group Processes - An Introduction to Group Dynamics' by Joseph Luft, first published in 1963; and

'Of Human Interaction: The Johari Model' by Joseph Luft, first published in 1969.

In the books Joseph Luft explains that Johari is pronounced as if it were Joe and Harry, and that is '...just what the word means'. He explains also that the Johari model was developed by him and Harrington V Ingham MD in 1955 during a summer laboratory session, and that the model was published in the Proceedings of the Western Training Laboratory in Group Development for that year by the UCLA (University of California Los Angeles) Extension Office.

An important aspect of maintaining relationships and finding support in those relationships is being able to share our emotional experiences. Health psychology research supports this as being important, not just in the development of strong relationships, but also as important to our health. Check out the following quotes:

"On the basis of research over the past decade, psychologists now have a strong sense that talking or even writing about emotions or personal upheavals can boost autonomic nervous system activity, immune function, and physical health." (Pennebaker, 1995)

"...the failure to talk or acknowledge significant experiences is associated with increased health problems, autonomic activity, and ruminations...." (Pennebaker, 1995)

"There are considerable data to suggest that when individuals actively inhibit emotional expression, they show measurable immunological changes consistent with poorer health outcomes." (Petrie, Booth, & Davison, 1995)

The research tells us pretty clearly that we can improve our physical health by talking with others about our emotional experiences. Likewise, holding in our emotions can lead to poorer immune functioning, and increased health problems.

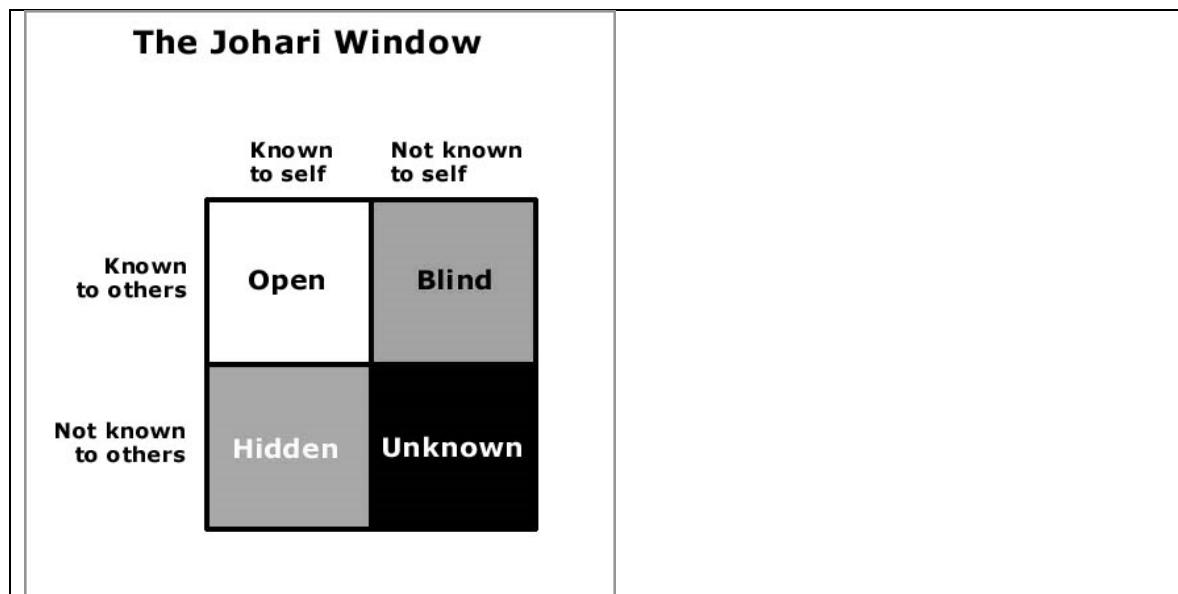
Emotional expression is thus an important part of our overall well-being. At the Springs of Emotional Expression, you'll find a discussion of two avenues for letting out emotions. In the Self-Disclosure section, we'll focus on talking about ourselves and our emotional experiences in relationships. In Written Emotional Expression, we'll explore how to let out our emotions through writing – a helpful alternative form of expression.

Self-Disclosure

All About

Self-Disclosure is a term that is used to refer to the information we share about ourselves with others. This information comes in all forms, from life experiences to personal circumstances, to feelings or reactions we have experienced, to sharing dreams and opinions. A key part of what it means to "self-disclose" is that the information we share with someone else is honest, real and genuine. In other words, putting on a social mask or presenting just our good side is not self-disclosure.

We can think about personal information in a number of ways. The *Johari Window* offers one way of looking at different aspects of ourselves.



The Johari Window is a large square divided into 4 quadrants. Each quadrant represents a different kind of personal information.

Look at the top left quadrant, the one with the word **Open** in the middle. That quadrant represents the information that we know about ourselves and that also is obvious to others. For example, when you see someone you absorb all kinds of important information about them: their gender, approximate age, skin colour, if they appear to be fit and healthy or not. You might also notice if they are wearing a wedding band, which might mean that they are in a committed relationship. If you talked with them, you might be able to determine if English is their first language, or even if they are from the prairies or somewhere else in Canada. All of this is information for which there is no privacy at all. Simply in the way we look, how we speak, what we wear lets others know something about ourselves.

The quadrant labeled **Hidden** represents personal information that is known only to us: our life experiences, our thoughts, feeling, dreams...all of that information is within you and it is this information that we share with others. We're always making decisions about how much of this information we disclose to others. For example, you probably share much more of your "hidden" information with your partner or a close friend than you do with a colleague, and likewise, more with a colleague than you would with a new acquaintance. This hidden aspect of ourselves is the piece we're focusing on when we talk about self-disclosure. But, the other quadrants are also important, because they also tap into personal information that influences relationships.

The quadrant labeled **Blind** refers to information that others know about us, but that we don't know about ourselves. That may seem funny. You might be asking yourself: "How could someone know stuff about us that we don't know?" If you think about it, you will realize that it happens all the time. Others pick up information about us that is blinded to us. For example, a colleague may point out to you that you drum your fingers on your

knee when you're bored in a meeting. That could come as a surprise to you. If you were not aware that you did that, then that would fall into the category of **Blind** information. Now that you know that about yourself, you will probably notice it the next time you're sitting in a meeting and drumming your fingers because you are now aware of it. Does it matter? Well, actually, it does matter because knowing that means that it has shifted from being **Blind** information to being **Hidden** information and you are able to control it if you wish.

The last quadrant titled **Unknown** refers to personal information that is known to no one—not even us. It is information that is outside of our awareness but still may affect how we think, feel, and behave. Sometimes this type of information is called unconscious material, and what this means is that we can't get conscious access to it. Some psychologists believe that everything that happens to us, indeed, all of our experiences somehow shape us. But, we are not always able to remember those things, especially the experiences we had in infancy or before we developed language and sophisticated thought. So that information gets stored in our memories and we don't realize that it is even there. You might want to think of this as the mystery piece that may shape or influence who we are as individuals.

Benefits of Self-Disclosure

So now that you know about the different kinds of personal information that make up who we are, let's move to finding out why it's important to tell others about ourselves. As we saw in the introduction to Springs of Emotional Expression, researchers have been finding that expressing our emotions and disclosing our experiences leads to better health. There are also some important relational and personal awareness/growth benefits that come with self-disclosure.

- First of all, sharing personal feelings and thoughts helps to **create and deepen friendships**. It helps others to get to know you and feel comfortable sharing things about themselves. It's in mutual sharing that friendships can develop and flourish.
- Second, sharing information about ourselves often leads to discovery – finding out that others do the same thing, or feel a similar way, or would have reacted like you did in that situation. This can lead to **self-acceptance**: realizing that you are not a bad human being – that your thoughts and feelings are pretty normal. Many people find that sometimes they are their own worst critics!
- Third, and ironically, sharing information about you can lead to **increased self-acceptance which in turn leads to more self-disclosure and the deepening of relationships**. It is often at this level of friendship that others are able to give you feedback about how they see you...remember the blind quadrant? This is an opportunity to learn more about you. Sometimes, of course, it may be feedback that you would rather not have. Sometimes it is feedback that is hard to hear or it may even hurt. But, that leads directly to the fourth reason it is important to self-disclose...
- As we grow in self-acceptance and gain a greater sense of security about who

we are, then we are **more able to look deeper inside us without being afraid** of what we may find there. A greater sense of self-acceptance and more insight into the reasons behind some of our actions and reactions leads us to be able to share much more intimately with others, and we know from research that emotional connections with others is important to our well-being.

The big message that we've tried to get across so far is that Self-Disclosure is really important for building and deepening relationships and for helping us to grow as individuals. But, the 65 million dollar question is ... **How much disclosure is appropriate???**

Over-Disclosure

Have you ever been in a situation where someone revealed too much personal information? Just imagine this situation: you get on a bus and sit beside someone who starts telling you all about the problems they are having at home or giving you details about their medical concerns, or...you get the idea. How does this make you feel? Are you likely to think that this is someone you would like to know better or do you want to get up and move to another seat? The main point is that self-disclosure needs to be appropriate to the situation. Too much disclosure or inappropriate disclosure can actually be *harmful* to relationships.

Under-Disclosure

Under-Disclosure is another problem: the exact opposite to Over-Disclosure! Keeping too much information hidden from another person can cause problems in an intimate relationship. Imagine that your partner comes home from work. He/she is obviously bothered by something but denies that there is anything wrong. You are concerned and ask what it is that is troubling him/her. Your partner brushes off your concern and says that "everything is fine". In this situation, there is already an intimate relationship established and therefore it is appropriate and usually expected that personal information will be shared. Withholding such information from your partner or dearest friend, may actually cause problems in the relationship. The other person may feel shut out of your life or emotionally disconnected. The mutuality in sharing is compromised. Over time, that can be a relationship killer.

Self-Assessment

How do we know if we tend to under-disclose or over-disclose? Try the next four questions for some clues.

1. When I first meet someone, I:
 - a. Stick to talking about the weather – that’s always safe.
 - b. Talk about areas of common interest – sports/hobbies/kids, etc.
 - c. Talk about my romantic relationships/financial difficulties/health problems.
 - d. Talk about the biggest mistakes in my life.
2. When I first meet someone, I:
 - a. Do all the listening.
 - b. Mostly listen, and interject a line or two.
 - c. Talk more than listen, but make sure the other person has air time.
 - d. Talk almost non-stop.
3. When something is really bothering me and a close friend/partner asks me what’s wrong, I:
 - a. Say “Nothing,” and change the subject.
 - b. Spend a week working up the courage to talk to them.
 - c. Talk about it as long as they ask me and seem interested.
 - d. Seek them out, and spill everything.
4. In my longer-term close friendships and relationships, the other person has to:
 - a. Ask me questions to find out any information.
 - b. Ask me questions for most information.
 - c. Look interested and ask, “How are you?”
 - d. Look interested – I’ll volunteer information.

If you answered the first 2 questions with “a” or “b”, you probably have a good handle on not over-disclosing to strangers or acquaintances. We all have instances where we’ve really hit it off with a stranger, and do choose “c” – we talk more and about more personal topics, and it feels fine. We’ve also probably all had occasional experiences where we’ve talked more than we intended (response “d”) to a particularly sympathetic listener – a seat companion on the plane for example. If you’re doing this with every brand new acquaintance, however, you may have a tendency to over-disclose information. Have a look at the “how to” section for some suggestions on how to gauge disclosure.

If you answered questions 3 and 4 with “c” or “d” , you are likely disclosing an appropriate amount of information in your close relationships, without your friend or partner having to do all the work! If you answered “a” or “b”, you likely have a tendency to under-disclose, and you may be limiting the amount of support others can give you, and/or how close your relationships can grow. To find out if your friend/partner would like to hear more from you, try asking them if they ever feel frustrated with how much or how little you tell them. It can be very hard to ask for this type of feedback, but it can also be an important step to helping a relationship to grow.

How To's

Knowing how much self-disclosure is appropriate in particular situations is kind of an art. This is partly because the guidelines about what is appropriate or not appropriate often vary by culture, sex, even age.

Being aware of the subtleties of the interaction is one of the keys to knowing how much or how little to reveal. There are gauges that can help you to determine the level of self-disclosure that is fitting in any situation.

- Notice how the person is responding to you.
- Pay attention to what they say, how they say it (e.g., tone of voice).
- Pay attention to their body language (e.g., are they fidgeting, avoiding eye contact with you?).
- Monitor your own comfort level.

Typically, there is a natural back and forth rhythm that occurs in the exchange of information. This is called the “volleying effect”. Remember that the sharing of more and more personal information happens gradually and over time.

The bottom line is that there are no hard and fast rules that can be applied to every situation. The most effective means of determining the appropriate level disclosure in a conversation is through paying attention to your internal signals and the verbal and non-verbal cues from others. The conversation should feel good and comfortable and natural for everyone involved.

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