

**BODY LANGUAGE OF THE JUNIOR LEADERS OF THE INDIAN ARMY:
AN IMPERATIVE FOR EFFECTIVE COMMUNICATION**

**A Dissertation submitted to the Panjab University, Chandigarh for the award of
degree of Master of Philosophy in Social Sciences, in partial fulfillment of the
requirement for the Advanced Professional Programme in Public
Administration (2022-23)**

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NEW DELHI

Self- Declaration

It is hereby declared that this dissertation titled “**Body Language of the Junior Leaders of The Indian Army: An Imperative for Effective Communication**” for the award of Master of Philosophy in Social Sciences from Panjab University, Chandigarh is my original piece of work and that this work or part of, has not been submitted for award of any degree or diploma to either this or any other university. I am aware of the University’s norms and regulations regarding the plagiarism including the disciplinary action that it may invite. Any use of the works by any other author, in any form, is adequately acknowledged at their point of use or in the References.

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Certificate

I have the pleasure to certify that Brigadier T M Pattanaik, SM has pursued his research work and prepared the present dissertation titled “**Body Language of the Junior Leaders of the Indian Army: an Imperative for Effective Communication**”, under my guidance and supervision. The dissertation is the result of research undertaken by him and to the best of my knowledge, no part of the same has been a part of any monograph, dissertation or book earlier. This is being submitted to the Panjab University, Chandigarh for the purpose of Master of Philosophy in Social Sciences, in partial fulfillment of the requirement for the Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration, New Delhi.

I recommend that the dissertation of Brigadier T M Pattanaik, SM is worthy of consideration for the award of M Phil Degree of the Panjab University, Chandigarh.

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Abstract

Objective. Knowledge of Body language of junior leaders plays a crucial role in effective communication in the Indian army leading to leadership effectiveness. The army is constantly engaged in border activities and counter-insurgency operations where junior leaders are the key to achieving operational success. My research has assessed the knowledge of Body language of junior leaders in the Indian army, examined whether junior leaders utilize the knowledge of Body language to achieve effective communication with troops and whether junior leaders focus on Body language of troops in conduct of counter-insurgency operations.

Method. Exploratory and Descriptive designs have been utilized to obtain data from a sample size of 129 officers, 392 troops and 28 commanding officers. Inputs have also been obtained through Key Informant Interviews of senior officers having command experience at the Division and Brigade levels.

Result. A total of 129 young officers were assessed on their knowledge on Body language. The average score is about 45 percent indicating that there is a large scope of improvement on the subject. Majority in all three samples recommended inclusion of the subject of Body language in training curriculum of young officers.

Conclusion. Body language is an essential aspect of communication that is particularly relevant for junior leaders in the Indian army. By developing their Body language skills through training, practice, and mentorship, junior leaders can become more effective and confident leaders who inspire trust, respect, and loyalty in their teams.

Keywords: body language, junior leaders, counter-insurgency operations, nonverbal communication, commanding officer, troops

Executive Summary

“Nonverbal Communication is an elaborate Secret Code that is written nowhere, Known by none and Understood by all”.

.....Edward Sapir

Body language, also known as nonverbal communication, plays a crucial role in leadership effectiveness. It includes all forms of communication that do not involve spoken or written words, such as facial expressions, gestures, posture, and tone of voice. Body language can convey meaning, intent, and emotions, and it can also influence how a message is received and perceived by others. In the military, Body language plays a vital role in conveying orders and commands. The use of clear and confident Body language can help to ensure that orders are understood and followed effectively. For example, if an officer uses confident, open Body language while giving orders, it can help to convey that the orders are credible and trustworthy. On the contrary, if an officer uses nervous or closed Body language, it can make the soldiers question the credibility of the orders. In both cases, the Body language is helping to reinforce the verbal message, making it more effective.

Knowledge of Body language would facilitate junior leaders in achieving effective communication. They would ensure that the troops display the correct Body language in conduct of counter-insurgency operations and are more effective. In addition, they would be perceptive about the requirements of the troops who generally hesitate to state their requirements. In fact, in the context of Leadership non-verbal communication is more important than verbal communication. When the leaders'

verbal and non-verbal cues are in contradiction the followers are more likely to trust the leaders' non verbal cues (Remland, 1981). A plethora of books and research papers are available on Body language as it relates to the corporate world however, hardly any research in this field exist for the armed forces. This study was to assess the knowledge of Body language in junior leaders in the Indian army and how to reinforce the knowledge to achieve effective communication.

Research Objectives

- i. To assess the knowledge of Body language in Junior Leaders in the Indian army.
- ii. To examine whether junior leaders utilize the knowledge of Body language to achieve effective communication with troops.
- iii. To examine whether junior leaders focus on Body language of troops in conduct of counter-insurgency operations.
- iv. To suggest strategies and interventions for reinforcing the knowledge of Body language in achieving effective communication.

Research Methodology

The research is based on collection of primary data through Questionnaires and Personal Interviews. Three sets of Questionnaires were prepared to obtain the desired inputs. Firstly, to assess the knowledge of the junior leaders on Body Language, Questionnaire developed by Prof Ronald E. Riggio was administered to officers from different battalions across the Indian Army and outcomes obtained. Secondly, for the troops, Questionnaire was focused to find out the level of interaction of the junior leaders with troops and their assessment whether junior leaders use Body

Language for effective communication. Thirdly, additional inputs were also obtained through a Questionnaire from the commanding officers with majority of them having commanded their battalions in counter-insurgency environment to get an insight into their perception of junior leaders with respect to knowledge of Body language and their recommendations. Inputs were also obtained through Key Informant Interviews of commanders who had command experience at Brigade and Division levels in active counter-insurgency operations. Hence, both Exploratory and Descriptive designs have been utilized to obtain data in the research study. Inputs have been obtained from a sample size of 129 officers, 392 troops and 28 commanding officers. Post analysis and assessment of the outcomes, recommendations have been made to improve / reinforce the knowledge and usage of Body Language by junior leaders.

Data Analysis

The research is based on collection of primary data through three sets of questionnaires. The first Questionnaire meant for the officers, was based on the questionnaire developed by Prof Ronald E. Reggio to assess the knowledge of Body language in young officers. Inputs from 129 Officers belonging to different battalions of all arms and services were taken and assessment carried out whether the knowledge they possessed was adequate.

The second Questionnaire was for the troops to include units from all arms and services. A large sample size of 392 troops was taken to obtain their world view as to how the knowledge of Body language of junior officers impacts the day-to-day interactions with troops. Troops were also asked whether they found young officers to be proficient in reading their Body language when interacting with them or in the course of formal interviews or discussions.

The third Questionnaire was prepared to obtain inputs from the commanding officers of the battalions who have commanded in active field or counter-insurgency operational areas. The inputs from 28 commanding officers were obtained to ascertain how they perceived the young officers' knowledge of Body language.

Detailed analysis of data received was carried out through interpretation of bar charts and pie charts. Descriptive statistics was also utilized to establish correlation with respect to recommendation of inclusion of the subject of Body language into the course curriculum of the young officers. The summary of data analysis is given below:-

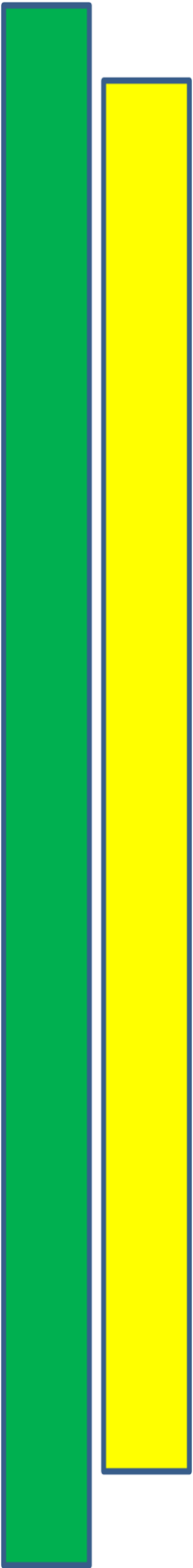
- i. A total of 129 young officers were administered the questionnaire to assess their knowledge on Body language. The average score was six out of 14 which is about 45% indicating that there is a large scope of improvement on the subject.
- ii. A majority of the young officers, that is approximately 71 percent either strongly agreed or agreed for the inclusion of the subject of Body language in their training curriculum.
- iii. An overwhelming majority of troops, that is 89 percent out of 392 recommended for the inclusion of the subject of Body language in the training curriculum of the young officers. This recommendation is corroborated by the belief that young officers do not have adequate skills to read the Body language of troops in the initial stages; an aspect which is essential for man management and effective communication.
- iv. Approximately 79 percent of the commanding officers recommended the inclusion of the subject of Body language in the training curriculum of the young officers. At the same time approximately 18 percent did not agree with

the same. Further from the descriptive statistics, it emerged that the troops tend to agree more strongly with the recommendation for inclusion than the commanding officers.

v. Inputs obtained through the interviews of senior officers who had experience in active counter-insurgency operational areas at the Division and the Brigade levels indicate that they believe, Body language is important for effective communication. Further, they were of the view that Body language plays an important role in establishing trust between the leaders and the led. They opined that introduction of the subject in training curriculum would empower the junior leaders.

Conclusion

Body language is an essential aspect of communication that is particularly relevant for junior leaders in the Indian army. The ability to read and interpret the Body language of others, as well as project one's own Body language effectively, can help junior leaders to manage their teams, communicate more effectively with superiors and subordinates, and conduct successful operations. By developing their Body language skills through training, practice, and mentorship, junior leaders can become more effective and confident leaders who inspire trust, respect, and loyalty in their teams.



Chapter 1

Introduction

Chapter 1 - Introduction

“The most important thing in communication is hearing what isn’t said”.

.....Peter Drucker

1.0 Introduction

Body language involves the use of facial expressions, gestures, posture, and other physical movements to convey information and emotions. It can communicate a person's thoughts, feelings, and intentions, often without them even realizing it.

Body language can be used consciously or unconsciously, and it can be perceived and interpreted by others in various ways. For example, a person who is nervous may display certain physical signs such as fidgeting or avoiding eye contact, while someone who is confident may stand up straight and maintain steady eye contact. Understanding Body language can be a useful skill in both personal and professional contexts. It can help you to better understand others, to communicate effectively, and to build stronger relationships. Additionally, being aware of your own Body language can help you to communicate more clearly and to project the right image in different situations.

Body language, also known as nonverbal communication, plays an important role in leadership effectiveness. It includes all forms of communication that do not involve spoken or written words, such as facial expressions, gestures, posture, and tone of voice. Body language can convey meaning, intent, and emotions, and it can also influence how a message is received and perceived by others. In this research, we

will explore how Body language can affect communication in the military and leadership effectiveness.

In the military, Body language plays a vital role in conveying orders and commands. The use of clear and confident Body language can help to ensure that orders are understood and followed effectively. For example, if an officer uses confident, open Body language while giving orders, it can help to convey that the orders are credible and trustworthy. On the contrary, if an officer uses nervous or closed Body language, it can make the soldiers question the credibility of the orders. In both cases, the Body language is helping to reinforce the verbal message, making it more effective.

In addition, Body language can be used to convey power and status in the military. For example, standing tall and maintaining an open posture can convey confidence and authority. Similarly, maintaining eye contact can convey dominance and assertiveness. By using Body language to convey power and status, commanders can communicate more effectively, as they are able to assert themselves and command respect from their soldiers.

Body language plays a crucial role in communication in the military and leadership effectiveness. It can be used to reinforce verbal messages, establish and maintain rapport, convey power and status, express emotions, inspire and motivate others and convey a sense of approachability.

The Indian Army is a manpower intensive organisation where the human resource is its most important asset. The Army has a hierarchical structure starting from the Command Headquarters at the highest level to the fighting unit i.e. the battalion at the lowest level. Operational success of these cutting edge fighting units contribute towards operational effectiveness of the higher headquarters and the field

armies. The junior leadership is facing a host of challenges due to changed socio-economic scenario, and it is imperative for junior leaders to establish effective communication and reach out to their subordinates who can no longer be expected to follow orders blindly as the case may have been in yesteryears.

One of the main activities of the leaders is interaction with others (Yukl, 2010). Nonverbal communication plays an important role in interpersonal communication in general and accounts for a majority of the meaning conveyed in social interactions. When this is further broken down, only 7 percent of the messages that are communicated face to face occur through words. The tone of voice accounts for nearly 38 percent and gestures account for the remaining 55 percent (Mehrabian, 1972). Language is concerned with the expression of thoughts, ideas and feelings and its function is to enable communication to take place. As we have seen communication need not be in the form of words, provided that the message and what is trying to be conveyed can be understood. The overall personal energy and presence of the communicator also plays a very important part in achieving effective communication. In addition, individuals often turn to non-verbal communication for information when the same contradicts the verbal communication or when individuals doubt the honesty of a verbal communication.

In the Indian Army a great amount of emphasis is given to the appearance and bearing of individuals instilled by rigorous 'drill parades' which is considered the bedrock of discipline. The young officers after being commissioned join the designated battalions and live in regimented environment in close proximity to troops. In the initial years, troops observe the behaviour and Body Language of these young officers and make constant assessment and internally make opinions about their personalities. It takes considerable time for the junior leaders to establish rapport with

the troops. Till the time this is established, unconscious Body Language conveying neglect or disrespect has a very adverse impact on troops. There are a number of instances where inadvertent actions or communication by inappropriate Body Language has created situations which have gone out of hand resulting in major disciplinary problems. Hence, effective communication is imperative to build team spirit and camaraderie in subunits vital for operational success.

The Indian army is constantly engaged in border activities and counter-insurgency operations. The importance of Body language of troops engaged in these operations cannot be over emphasized. Having commanded a Brigade sized force in active counter-insurgency operations in Jammu & Kashmir, it was seen that Body language of troops is important indicator for conduct of successful operations. With the breakdown of the joint family system, there is tremendous responsibility and pressure on the soldier to dedicate himself to his profession as also to attend obligation towards his family. The availability of multiple social media platforms with cheap data connectivity has reduced interaction through informal and social functions which has affected interpersonal relations in both horizontal and vertical dimensions. This has led to creation of a gap between leaders and the led which can be bridged through effective communication.

1.1 Statement of the Problem

In the Indian Army downward communication by design is in the form of short and crisp verbal messages and it is generally assumed that all orders would be clearly understood at the execution level. In this changed environment, it is imperative that the junior leaders are aware that effective communication involves more than just

words. Body gestures and actions are outcome of emotions such as respect, acceptance, rejection, domination, anger etc all falling within the domain of Body Language. Knowledge of Body language would facilitate junior leaders in achieving effective communication. They would ensure that the troops display the correct Body language in conduct of counter-insurgency operations and are more effective. In addition, they would be perceptive about the requirements of the troops who generally hesitate to state their requirements. In fact, in the context of Leadership non-verbal communication is more important than verbal communication. When the leaders' verbal and non-verbal cues are in contradiction the followers are more likely to trust the leaders' non verbal cues (Remland, 1981).

Keeping in mind the present generation of troops, it is essential that the leaders are fully aware of the role that Body Language plays in achieving effective communication. Towards this end it would be prudent to assess the knowledge of Body language in junior leaders in the Indian army and how to reinforce the knowledge to achieve effective communication.

1.2 Research Objectives

- i. To assess the knowledge of Body Language in Junior Leaders in the Indian Army.
- ii. To examine whether junior leaders utilize the knowledge of Body language to achieve effective communication with troops.
- iii. To examine whether junior leaders focus on Body language of troops in conduct of counter-insurgency operations.
- iv. To suggest strategies and interventions for reinforcing the knowledge of Body Language in achieving effective communication.

1.3 Research Design and Methodology

Quantitative Research Strategy has been followed in the research study. The research is based on collection of primary data through Questionnaires and Personal Interviews. Three sets of Questionnaires were prepared to obtain the desired inputs. Firstly, to assess the knowledge of the junior leaders on Body Language, Questionnaire developed by Prof Ronald E. Riggio was administered to officers from different battalions across the Indian Army and outcomes obtained. Secondly, for the troops, Questionnaire was focused to find out the level of interaction of the junior leaders with troops and their assessment whether junior leaders use Body Language for effective communication. Thirdly, additional inputs were also obtained through a Questionnaire from the commanding officers with majority of them having commanded their battalions in counter-insurgency environment to get an insight into their perception of junior leaders with respect to knowledge of Body language and their recommendations. Inputs were also obtained through Key Informant Interviews of commanders who had command experience at Brigade and Division levels in active counter-insurgency operations. Hence, both Exploratory and Descriptive designs have been utilized to obtain data in the research study. Inputs have been obtained from a sample size of 129 officers, 392 troops and 28 commanding officers. Post analysis and assessment of the outcomes, recommendations have been made to improve / reinforce the knowledge and usage of Body Language by junior leaders.

1.4 Rationale for the Study

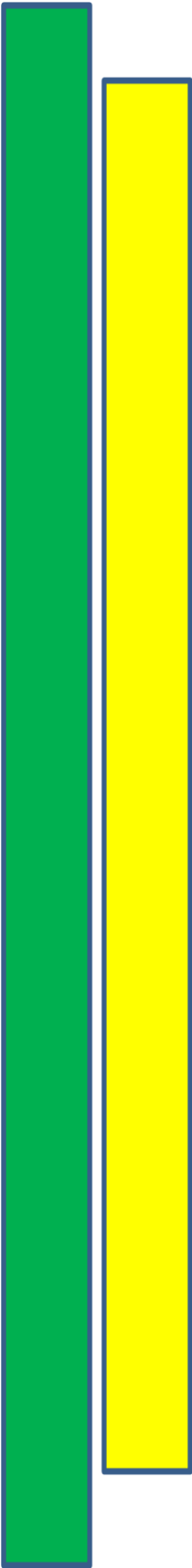
The skill to accurately decode subtle cues from Body language is important as accurate assessment of others by the leader is related to positive leadership outcomes

(Byron, 2007). Moreover, it has been found that leaders can be trained on Body Language and training of leaders in Body Language is beneficial for leadership effectiveness (Riggio, 1989). A number of books have been written on Body Language. The subject has been researched and related mostly to the corporate world. However, no research has been carried out in the context of the Indian Army and no such research on any other armed forces is available in the public domain. There is a need to study the subject at the battalion level which is the cutting edge of the Indian Army where junior leaders are the key to achieving operational success. The knowledge of Body Language of the junior leaders would facilitate some important aspects. Firstly, Body Language can be effectively used to reinforce verbal orders; there would be no mismatch between verbal orders and non verbal cues leading to correct interpretation of orders. Secondly, troops project attitudes and feelings through nonverbal communication; Knowledge of Body Language would facilitate the junior leaders to be perceptive the needs of their command which is crucial to achieving sub-unit cohesion. Thirdly, junior leaders would focus on Body Language of troops in conduct of counter-insurgency operations to achieve moral ascendancy and operational success.

1.5 Research Questions

- i. Do the junior leaders have knowledge of Body Language?
- ii. Do the junior leaders use Body Language effectively in their day-to-day dealing with troops?
- iii. Do the junior leaders focus on Body Language of troops in conduct of counter-insurgency operations?

iv. What are the recommendations for reinforcing the knowledge of Body Language in junior leaders?



Chapter 2

Literature Review

Chapter 2 - Literature Review

“Language is a more recent technology. Your body language, your eyes, your energy will come through to your audience before you even start speaking”.

..... Peter Guber

2.0 Introduction

The literature review was undertaken to explore the importance of Body language and its relevance for junior leaders in the Indian army. Body language is an integral part of communication and plays a significant role in conveying messages beyond words. Effective communication is crucial for leadership, and Body language is an essential component of it. In the Indian army, where leadership and communication are crucial elements of man management and counter-insurgency operations, understanding Body language becomes even more critical for junior leaders. Extensive literature review was carried out covering various books and research papers. It was found that most of the research papers and books related Body language to the corporate or business world and not to the defence forces. However, a few key aspects got established. For example, Knowledge of Body language results in positive leadership outcomes and leaders can be trained to enhance their knowledge on Body language.

In the context of leadership, Body language plays a vital role in projecting one's authority, charisma, and trustworthiness. A leader who uses confident and assertive Body language is more likely to command respect and trust from their followers. This is because Body language can communicate a leader's level of

confidence, competence, and decisiveness, which are all important qualities of a leader. A leader who projects confidence and competence through their Body language is more likely to inspire trust and respect in their followers, which is crucial for effective leadership. Body language can also be used to build rapport and establish trust with others. When leaders use open and friendly Body language, such as smiling and maintaining eye contact, they are more likely to establish trust and build rapport with others. This is because open and friendly Body language can communicate a leader's level of receptiveness and competence.

2.1 Literature Review

Allan and Barbara (2020) in their book "Body Language in the Workplace" give an insightful guide to understanding the role of nonverbal communication in professional settings. The book provides a detailed analysis of the different types of nonverbal cues, including posture, gestures, facial expressions, and tone of voice, and examines the ways in which these cues can impact workplace dynamics and communication. Allan draws on his extensive experience in communication and human behavior to provide a wealth of practical advice and tips for improving communication in the workplace. He provides numerous examples of common workplace scenarios, and shows how nonverbal cues can be used to build rapport, establish trust, and resolve conflicts. One of the strengths of the book is its focus on the practical applications of nonverbal communication. Pease provides specific techniques and exercises for improving posture, gestures, and other nonverbal cues, and shows how these techniques can be used to enhance professional relationships and achieve business goals. Another important theme of the book is the role of gender and cultural differences in nonverbal communication. Pease provides guidance on

how to interpret and respond to different nonverbal cues from people of different genders and cultures, and shows how misunderstandings can occur when people from different backgrounds interact. The author shares the techniques that they have developed to understand own nonverbal cues and that of the others. They elaborately explain the importance of Body Language in the workplace and how having an in-depth knowledge of Body language and nonverbal communication could make you a successful business leader in the new globalised world.

Bente, Rüggenberg, Nicole, Krämer, And Eschenburg (2008) in the article. “Avatar-Mediated Networking: Increasing Social Presence and Interpersonal Trust in Net-Based Collaborations” examine the role of nonverbal signals, including Body language, in video communication. The authors demonstrate that nonverbal signals significantly impact social presence and rapport, indicating the importance of nonverbal behavior in communication. The study has implications for leadership and man management in the Indian Army, where video communication is becoming increasingly common with the availability of high speed secure data connectivity.

Byron (2007) in his article “Male and Female Managers’ ability to read Emotions: Relations with Supervisor’s Performance Ratings” investigated the relationship between employees' perceptions of their supervisor and their performance ratings. The author conducted a survey of 163 employees from different organizations in the United Kingdom. The results of the study showed a significant correlation between employees' perceptions of their supervisor's behaviors and their performance ratings. Specifically, employees who rated their supervisor's behaviors more positively tended to receive higher performance ratings from their supervisor. The study also found that the relationship between supervisor behavior and performance ratings was stronger for employees who had been in their current position for a longer

period of time. This suggests that the quality of the relationship between an employee and their supervisor may become more important over time, as the employee's performance is evaluated repeatedly. The study has highlighted that the skills to accurately decode subtle nonverbal communication is also important for leaders to possess not only to understand the messages sent by the followers but also for building rapport and for being responsive to the needs of the followers. It has established that if the leaders are able to accurately perceive nonverbal communication it would have a significant impact on positive leadership outcomes.

Carol (2011) in her book "The Silent Language of Leaders" explores the role of nonverbal communication in leadership. The book argues that leaders need to be aware of their own nonverbal cues and how they are perceived by others in order to be effective communicators and build strong relationships with their teams. Carol Goman's book is well-researched and draws on a range of studies and real-world examples to make its points. The author covers a wide range of nonverbal cues, including posture, facial expressions, and gestures, and provides practical advice on how leaders can use these cues to build trust and inspire their teams. One of the key themes of the book is the importance of authenticity in leadership. Goman argues that leaders need to be genuine in their nonverbal communication and avoid sending mixed signals. For example, a leader who tries to project confidence through their Body language but is actually feeling anxious or uncertain will come across as insincere and untrustworthy. Another important point made by the book is the need for leaders to be culturally aware. Nonverbal cues can vary widely between different cultures, and leaders who are not aware of these differences can unwittingly offend or alienate their team members. Carol provides practical advice on how to navigate these

cultural differences and build strong relationships with team members from diverse backgrounds.

Crane and Crane (2010) in their article “Optimal Nonverbal Communication Strategies: Physicians should engage to promote Positive Clinical Outcomes” have acknowledged that non-verbal communication, such as facial expressions, tone of voice, and Body language, can greatly influence the patient-physician relationship and impact patient outcomes. They argue that physicians should be aware of the signals they are sending through their non-verbal communication and strive to use these signals in a positive and supportive manner. To this end, the authors provide several recommendations for physicians on how to use non-verbal communication to promote positive clinical outcomes. For example, they suggest that physicians use open Body language, such as uncrossed arms and a relaxed posture, to convey warmth and approachability. They also suggest that physicians use eye contact to establish trust and rapport with their patients. Additionally, the authors highlight the importance of matching non-verbal cues with verbal communication to ensure consistency and avoid confusion. For example, they suggest that physicians use appropriate facial expressions to convey empathy and concern when discussing sensitive topics with their patients. Overall, Crane and Crane emphasize the need for physicians to be mindful of their nonverbal communication and use it in a deliberate and intentional manner to promote positive clinical outcomes. By doing so, they argue, physicians can enhance the patient-physician relationship, improve patient satisfaction, and ultimately improve health outcomes.

Fisher and Gifford (2018) in their article “Can the Body change another’s Mind?” investigate the impact of nonverbal behaviour on persuasion. In this article, they replicate and extend a classic study by Chartrand and Bargh (1999) which

demonstrated that individuals' non-conscious mimicry of others' behaviors can influence social cognition. In the original study by Chartrand and Bargh, participants were paired with a confederate who either mimicked their behaviors or did not. The results showed that participants who were mimicked reported liking the confederate more and rated them as more similar to themselves than participants who were not mimicked. In this study, Fisher and Gifford aimed to replicate these findings and extend them by examining whether non-conscious mimicry could also influence attitudes towards social issues. Participants were again paired with a confederate who either mimicked their behaviors or did not. The participants then completed a questionnaire on a social issue and their attitudes towards it were measured. The study demonstrates that nonverbal behavior, including Body language, can influence another person's thoughts and behaviors. The study highlights the importance of projecting positive Body language in leadership and man management.

Frowein and Schaffer (2020) in their article “The Impact of Leader’s Nonverbal behavior on Employee Outcomes” examine the impact of leader nonverbal behavior on employee outcomes. The review demonstrates that leader nonverbal behavior, including Body language, impacts employee motivation, satisfaction to a large extent.

Hedwig (1998) in his book "Body Language: Guide for Professionals" has given practical guidance for professionals who want to improve their ability to read and use Body language effectively in various settings. The book covers a wide range of topics related to Body language, including the role of nonverbal cues in communication, the importance of context, and the cultural differences in nonverbal communication. Lewis provides numerous examples and case studies throughout the book to illustrate how Body language can be used to influence others and convey

different messages. One of the key features of the book is its emphasis on the importance of self-awareness in using Body language effectively. Lewis provides a series of exercises and self-assessment tools that readers can use to improve their own Body language skills and become more aware of their own nonverbal cues. The book provides a wealth of practical tips and strategies for using Body language to influence others, build rapport, and convey different messages. The author has examined Body language and neuro-linguistic programming and summed up as to how the knowledge of Body language is the key to understanding individuals thereby empowering yourself to be a true leader.

Jurgen and Weldon (1956) in their seminal work “Non-verbal Communication” have extensively studied details about the biology and the culture as two determinants of nonverbal communication. They have carried out in-depth study by taking examples of the entire environment and the role of context in the interpretation of actions. They have also examined the language of distributed interaction in social conflict and stress to include language and psychopathology. They have analyzed the disturbances of perception and evaluation in communication; in doing so they have highlighted the importance of non-verbal communication in all walks of life.

Mark (2010) in his book “Winning Body Language” has argued that the key for effective communication lies in understanding the importance of Body language. A number of case studies have been discussed by the author bringing out the methodology to control conversation, command attention and convey the right message through Body language. The book focuses on the importance of nonverbal communication and how it can be used to influence others in various contexts, such as business, politics, and personal relationships. The author argues that nonverbal

communication, such as Body language and facial expressions, can have a significant impact on how others perceive us and our messages. He provides practical tips and techniques for improving one's nonverbal communication skills, including how to use eye contact, posture, and gestures effectively. One of the main takeaways from the book is that nonverbal communication can often be more powerful than words themselves. Bowden emphasizes the importance of authenticity and congruence between verbal and nonverbal messages, as inconsistencies can lead to mistrust and confusion.

Mehrabian (1972) in his seminal work explores the role of nonverbal cues, such as facial expressions, gestures, and tone of voice, in communication. The author presents a series of experiments that he conducted to determine the relative importance of verbal and nonverbal cues in conveying emotional meaning. One of the key findings of Mehrabian's research is the idea that nonverbal cues can be more important than verbal cues in conveying emotional meaning. Specifically, Mehrabian's experiments found that when people are communicating emotions, the words they use only account for 7% of the emotional meaning, while tone of voice accounts for 38%, and nonverbal cues account for 55% i.e. overall 93 percent of all communication face to face is related to overall concept of Body Language. The book has helped to raise awareness of the importance of nonverbal cues in communication and has paved the way for further research on the subject.

Navarro and Karlins (2008) in their book “What Everybody is Saying: An ex-FBI Agent's Guide to Speed-reading People” provide an interesting perspective on Body language from an ex-FBI agent's viewpoint. The book focuses on how to read and interpret Body language, including micro expressions, gestures, and postures. The

authors explain how to use Body language to gain an advantage in negotiations, interviews, and other communication scenarios.

Navarro (2018) in his book “The Dictionary of Body language” gives a comprehensive guide to understanding the nonverbal cues and signals that people use in social interactions. The book is organized alphabetically and includes entries for specific Body language cues such as facial expressions, gestures, and postures, providing a description of the cue, its potential meanings, and examples of how it might be used in different situations. The book is written in an accessible and engaging style, making it a valuable resource for anyone interested in improving their nonverbal communication skills or learning more about the role of Body language in social interactions. Navarro draws upon his experience as a former FBI agent and expert in nonverbal communication to provide practical advice on how to read and interpret Body language cues, as well as how to use Body language to communicate effectively with others. Overall, The Dictionary of Body Language is a useful tool for professionals and laypeople alike, offering insights into the subtle cues and signals that people convey through their Body language and providing practical advice for improving communication and building stronger relationships.

Paul and Wallace (2003) in their book “Unmasking the Face” explore the science behind facial expressions and emotions. Ekman argues that facial expressions are a universal language that can help us understand the emotions and intentions of others. He proposes that there are six basic emotions that are expressed in similar ways across cultures: happiness, sadness, fear, anger, surprise, and disgust. The book is based on Ekman's pioneering research into the human face and emotions. He developed a coding system that can be used to analyze facial expressions in a systematic way. This coding system has been used in a range of settings, from clinical

psychology to law enforcement. In "Unmasking the Face," Ekman provides a detailed analysis of each of the six basic emotions, including how they are expressed on the face and what triggers them. He also explores the ways in which emotions can be masked or falsified, and how to detect when someone is lying. Overall, "Unmasking the Face" is a fascinating exploration of the science behind facial expressions and emotions. Ekman's work has had a significant impact on our understanding of nonverbal communication and has applications in a range of fields, from psychology to law enforcement.

Reggio (1989) in the article "Manual of the Social Skills Inventory" gives valuable inputs for professionals working in fields such as psychology, counseling, and education who are interested in assessing and improving social skills in their clients or students. The study concluded that social skills can be measured. His research has proved that it is important for leaders to be trained on nonverbal communication. Such training is beneficial for leadership effectiveness. A feedback mechanism is also very important for leaders to understand their abilities to decode and become aware what the Body Language of the followers communicates.

Remland (1981) in his article "Developing leadership skills in Nonverbal Communication: A Situational Perspective" confirms that the relationship between superior and subordinates is established more through nonverbal communication. Remland argues that nonverbal communication plays a crucial role in effective leadership, as it can help to establish trust, build rapport, and convey confidence and authority. He provides numerous examples and case studies to illustrate how nonverbal cues can be used to convey different messages and influence others. It also brings out that when there is a difference between verbal communication and

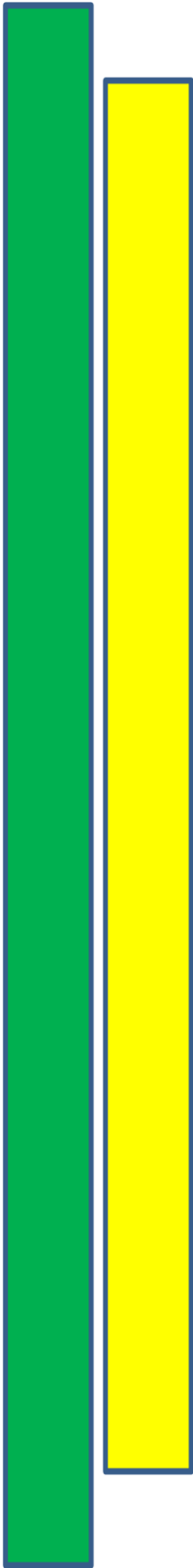
nonverbal cues the followers are more likely to look for nonverbal cues to understand and assimilate the communication that is being made.

Segal (2010) in her book “The Secret Language of Your Body” has in a very unique way brought out the nuances to understand your own emotions and self healing techniques. The author brings out that by having intricate knowledge of your Body and emotions, you would be able to overcome day to day challenges with ease. Inna Segal explores the relationship between emotions, thoughts, and physical symptoms in the Body. While the book provides insights into the mind-Body connection, it does not contain a questionnaire or assessment specifically designed to measure knowledge of Body language. However, the book does provide exercises and activities aimed at helping readers become more aware of their own bodies and how to listen to the signals that they are sending. These exercises may include elements of Body language, such as paying attention to facial expressions, posture, and gestures, as well as other physical sensations and symptoms that may be related to emotions or stress.

Stein (1975) in his article “Identifying Emergent Leaders from Verbal and Nonverbal Communications” establishes that the nonverbal communication abilities and nonverbal behavior play an important role in leadership outcomes. Leadership is a process of influencing or controlling the behavior of others in order to reach a shared goal. Hence leaders having better understanding of Body Language would be able to influence the followers to make effective contributions. In the article, Stein presents research on how to identify potential leaders based on their verbal and nonverbal communication skills. Stein's research suggests that effective leaders tend to exhibit certain nonverbal behaviors, such as a relaxed posture, direct eye contact, and clear and confident speech. By contrast, individuals who exhibit nervous or anxious

behaviors, such as fidgeting or avoiding eye contact, may be perceived as less effective leaders. Overall, it does provide valuable insights into how nonverbal communication can impact perceptions of leadership potential.

Tonya (2007) in her book “The Power of Body Language” gives a comprehensive guide to understanding and using Body language to improve communication and build stronger relationships in both personal and professional settings. Tonya Reiman draws on her extensive experience as a Body language expert and provides practical advice on how to interpret and use nonverbal cues to your advantage. The book covers a wide range of topics, including posture, gestures, facial expressions, eye contact, and vocal tone, and provides detailed explanations of the underlying psychological and physiological factors that influence nonverbal communication. Reiman also provides practical exercises and tips to help readers improve their own Body language and interpret the signals of others more effectively. One of the strengths of the book is its emphasis on the importance of authenticity in nonverbal communication. Reiman argues that Body language can be a powerful tool for building trust and establishing rapport, but only if it is genuine and congruent with your words and intentions. The book provides numerous examples of how nonverbal cues can reveal deception, anxiety, or lack of confidence, and provides practical advice on how to avoid sending mixed signals. Another important theme of the book is the importance of context in interpreting Body language. Reiman emphasizes that nonverbal cues can be influenced by a range of factors, including cultural background, gender, age, and social context. The book provides practical advice on how to interpret nonverbal cues in different contexts and avoid making assumptions based on stereotypes or preconceptions.



Chapter 3

Body Language and Military Leadership

Chapter 3 - Body Language and Military Leadership

“People need realness, reality. People can sense when someone is being pretentious or fake. It's because you feel it; you see it in someone's body language”.

..... Afrojack

3.0 Introduction

Humans have existed on this planet long before they had discovered or created language for communication. It is generally believed that while humans existed on this planet almost 1.5 to 2 million years ago, spoken language is widely believed to have emerged only 2, 00,000 years ago. This indicates that the natural ability of all humans or animals to communicate nonverbally. We have always been surprised to watch on the Discovery or the National Geographic Channels as to how a pack of wild dogs or a pride of lions communicate seamlessly through their Body language, coordinate nonverbally and execute perfect kills. So there is innate ability for nonverbal communication in all animals. While it has been a topic of debate as to whether we learn Body language naturally or Body language comes to us through culture and nurturing, Paul Ekman's study has been important to make a distinction. Darwin (1872) had argued that we are born with very specific emotions and universal expressions naturally to match them, however, this was countered by Sigmund Freud and Margaret Mead who argued against the theory of Charles Darwin and suggested that Body language is primarily a construct of culture and nurturing. This continued till the 1960s when Paul Ekman undertook a seminal work. In his research he carried

out study in 21 countries wherein he established that facial expressions of seven universal emotions namely surprise, fear, anger, sadness, disgust, happiness and contempt were the same in all the countries.

Figure 1: Universal Emotions



Source: Depiction from Internet

This finding was challenged by many critics who argued that the similarity could be the result of cultural influences like similar kind of motion pictures being seen by the public. However, Paul Ekman was very convinced with his own findings and to settle matter conclusively, he undertook a study in Papua New Guinea where he established that his earlier findings were universal. The subjects in the study could easily identify the pictures showing these universal emotions. As the study was carried out in Papua New Guinea where there was no outside influence during that time, it brought in the realization to the academic world and endorsed the basic universal nature of human emotions and the associated Body language.

3.1 Body Language/Nonverbal Communication

Body language is a form of nonverbal communication that involves the use of physical movements, gestures, facial expressions, and posture to express emotions, thoughts, and intentions. Body language is a powerful tool for effective

communication, as it can convey meaning and intent in a way that words alone cannot. It is an important aspect of both verbal and nonverbal communication, and can greatly influence the effectiveness of a message.

3.1.1 Kinesics

The most obvious aspect of Body language is body movement, which includes gestures, facial expressions, and posture. Gestures are the movements of the hands and arms, such as pointing, waving, or holding up a hand to indicate a desire to speak. Facial expressions are the movements of the face, such as smiling, frowning, or raising an eyebrow, which can convey a wide range of emotions. Posture is the way in which a person holds his body, such as standing up straight, slouching, or leaning forward, which can indicate a person's level of confidence or attentiveness. Together, these forms of body movement can greatly influence the effectiveness of a message, as they can convey meaning and intent in a way that words alone cannot.

3.1.2 Proxemics

Another important aspect of Body language is proxemics, which is the study of how people use space to communicate. Proxemics includes the use of distance, position, and orientation to convey meaning. Distance refers to the physical distance between people, such as standing close together or far apart, which can convey intimacy or distance. Position refers to the physical position of the Body, such as sitting or standing, which can indicate a person's level of confidence or attentiveness. Orientation refers to the direction in which a person is facing, such as facing a person directly or looking away, which can indicate a person's level of interest or attention.

3.1.3 Paralinguistics

Paralinguistics is another aspect of Body language, which refers to the use of voice to convey meaning. This includes the use of tone, pitch, volume, and pace to convey emotions, thoughts, and intentions. Tone refers to the emotional state of a person, such as happy, sad, or angry. Pitch refers to the highness or lowness of a person's voice, which can indicate a person's level of confidence or attentiveness. Volume refers to the loudness or softness of a person's voice, which can indicate a person's level of confidence or attentiveness. Pace refers to the speed at which a person speaks, which can indicate a person's level of confidence or attentiveness.

Body language plays a crucial role in effective communication, as it can greatly influence the effectiveness of a message. It can convey meaning and intent in a way that words alone cannot, and can greatly influence the perception of a message. By understanding the various forms of Body language, people can learn to effectively communicate their emotions, thoughts, and intentions, and to better understand the emotions, thoughts, and intentions of others.

3.2 Knowledge of Body language and Effective Communication

- Effective communication is a crucial aspect of successful leadership, particularly in the military, where quick decision-making and clear instructions can be a matter of life and death. In the military, leaders often rely on verbal and nonverbal communication to convey messages to their troops. Body language, a nonverbal communication form, can be especially effective in conveying certain messages to troops. Junior leaders who possess knowledge of Body language can use it effectively to communicate with their troops, resulting in more effective communication. Body language is the nonverbal communication of movement, posture, gesture, and facial

expression that can convey meaning to the observer. In the military, where communication is often fast-paced and high-pressure, effective use of Body language can make a significant difference in how troops receive and interpret messages. A junior leader who is aware of the cues and signals of Body language can tailor their communication to match their troops' needs and situation, leading to better outcomes.

- One of the most significant benefits of knowing Body language as a junior leader is the ability to establish trust and rapport with troops. Troops will be more likely to follow the instructions of a leader they trust and believe in. Positive Body language, such as good eye contact, open posture, and appropriate facial expressions, can help establish trust and rapport quickly. For example, a junior leader who enters a room with a confident posture and a welcoming smile can put their troops at ease, encouraging open communication and a willingness to follow their lead.
- Another benefit of knowing Body language is the ability to read and interpret nonverbal cues from troops. Junior leaders who are trained to recognize the signs of stress, anxiety, or confusion can tailor their communication to address these concerns directly. For instance, if a junior leader observes a soldier with a furrowed brow, they may ask if the soldier has any questions or concerns. This small gesture can put the soldier at ease and show that the leader is attuned to their needs.
- Effective communication in the military also requires a junior leader to be able to convey confidence and authority to their troops. Body language can help a leader project a confident and authoritative presence. For example, a leader who stands tall, speaks clearly and forcefully, and makes good eye contact can convey their authority effectively. By contrast, a leader who slouches or avoids eye contact may appear weak or unsure, leading to confusion and uncertainty among their troops.

- Knowing Body language can help junior leaders tailor their communication to the specific needs of their troops. In the military, different situations call for different communication styles. For example, a junior leader who is conducting a briefing may use different Body language cues than a leader who is in the middle of a firefight. By knowing and using appropriate Body language cues for the situation, a junior leader can communicate more effectively with their troops and achieve better outcomes.
- Knowledge of Body language can be a powerful tool for junior leaders in the military. By using nonverbal cues effectively, a junior leader can establish trust and rapport with their troops, read and interpret nonverbal cues, project confidence and authority, and tailor their communication to specific situations. Effective communication is a critical component of successful leadership, and knowledge of Body language can make a significant difference in how troops receive and interpret messages from their leaders. Therefore, incorporating training on Body language in leadership development programmes for junior leaders in the military can lead to more effective communication and better outcomes in a variety of situations.

3.3 Knowledge of Body language and Counter-insurgency Operations

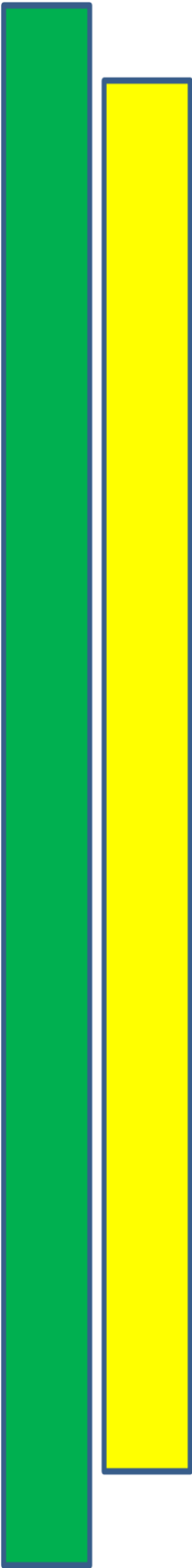
- Body language plays a critical role in counter-insurgency operations against terrorists, as it can convey information and intent to both friendly and hostile forces. One of the key ways in which Body language can impact counter-insurgency operations is by conveying a sense of professionalism and discipline to the local population. For example, troops who maintain good posture, make consistent eye contact, and avoid fidgeting can convey a sense of discipline and professionalism that can help to build trust with the local population. This can be critical in counter-

insurgency operations, as winning the hearts and minds of the local population is often essential to achieving success.

- Body language can also be used to convey a sense of confidence and determination to hostile forces. For example, troops who maintain a steady and confident pace, avoid showing fear or hesitation, and maintain a calm and controlled demeanor can convey a sense of determination and confidence to hostile forces. This can be critical in counter-insurgency operations, as it can help to deter or intimidate hostile forces, and make them less likely to engage in hostile activities. In addition, Body language can be used to convey a sense of respect and cultural sensitivity to the local population. For example, troops who make an effort to learn and use local customs and gestures, such as bowing or nodding, can convey a sense of respect and cultural sensitivity to the local population. This can be critical in counter-insurgency operations, as it can help to build trust and cooperation with the local population, and make them less likely to support or sympathize with hostile forces.

- Body language can also be used to convey a sense of threat and aggression to hostile forces. For example, troops who maintain a strong and assertive posture, make direct eye contact, and use a firm and authoritative tone of voice can convey a sense of threat and aggression to hostile forces. This can be critical in counter-insurgency operations, as it can help to deter or intimidate hostile forces, and make them less likely to engage in hostile activities. Body language can be used to convey a sense of vulnerability and openness to the local population. Troops who maintain an open and approachable posture, and use a friendly and relaxed tone of voice can convey a sense of vulnerability and openness to the local population. This can be critical in counter-insurgency operations, as it can help to build trust and cooperation with the local population, and make them less likely to support or sympathize with hostile forces.

- Body language plays a critical role in counter-insurgency operations against terrorists. It can be used to convey a sense of professionalism and discipline to the local population, convey a sense of confidence and determination to hostile forces, convey a sense of respect and cultural sensitivity to the local population, convey a sense of threat and aggression to hostile forces and convey a sense of vulnerability and openness to the local population. By understanding and using Body language effectively, troops can improve their ability to communicate and interact with both friendly and hostile forces, and ultimately increase the chances of success in counter-insurgency operations.



Chapter 4

Data Analysis and Findings

Chapter 4 - Data Analysis and Findings

“Fie, fie upon her! There's language in her eye, her cheek, her lip, Nay,
her foot speaks; her wanton spirits look out, at every joint and motive of her body”.

..... William Shakespeare

4.0 Introduction

Junior leaders in the military do not have formal training in Body language, However, it is generally assumed that military leaders at all levels, including junior leaders, have at least a basic understanding of nonverbal communication and the role of Body language in effective leadership. Even if junior leaders have not received formal training in Body language, they are likely to have developed some degree of awareness of nonverbal cues through their experiences in the military. The high-stress and high-stakes environment of military training and operations often requires troops to rely heavily on nonverbal cues to communicate effectively, so junior leaders may have picked up on these cues through experience. Hence, the first thing was to assess the knowledge of Body language in young officers in the Indian army. Having assessed the knowledge level, it was to be corroborated with the inputs from the troops and commanding officers. The research is majorly based on collection of primary data from the field. Three sets of questionnaires were prepared accordingly.

The first Questionnaire was meant for the officers, was based on the questionnaire developed by Prof Ronald E. Reggio. This questionnaire assessed the knowledge of Body language in young officers. Inputs from 129 Officers belonging to different battalions of all arms and services were taken and assessment was carried out to examine whether their knowledge of Body language was adequate. They were

also asked a very specific question as to whether they believed that the knowledge of Body language helps one to understand oneself and others around him and whether they thought that the subject of Body language be introduced to the officers in the overall training regime. To ensure that the officers attempt the questionnaire without any hesitation as well as to obtain free and frank recommendations, no personal data was collected. A detailed analysis of the questionnaire and the responses has been done subsequently (Refer Paragraph 4.1).

The second Questionnaire was for the troops to include units from all arms and services. A large sample size of 392 troops was taken to obtain their world view as to how the knowledge of Body language of junior officers impacts their day-to-day interactions with troops. Troops were also asked whether they found young officers to be proficient in reading their Body language when interacting with them or in the course of formal interviews or discussions. To ensure all the questions were fully understood, the Questionnaire was prepared in Roman Hindi which is the language generally used by the troops in the Indian army. As has been explained earlier, to obtain free and frank responses, no personal data was collected from the respondents. Inputs were also sought from the troops with respect to their recommendations on whether Body language aspects should be included in the training curriculum of junior officers. A detailed analysis of the questionnaire and the responses has been done subsequently (Refer Paragraph 4.2).

The third Questionnaire was prepared to obtain inputs from the commanding officers of the battalions who have commanded in active field or counter-insurgency operational areas. The inputs from 28 commanding officers were obtained to ascertain how they perceived the young officers' knowledge of Body language. Inputs were also sought from them as to how they perceived this knowledge impacted the

interaction between officers and troops. They were also asked to give their views on whether poor Body language of troops would make them vulnerable to attack from terrorists, and whether, the knowledge of Body language played an important role in conduct of operations in counter-insurgency environment. A detailed analysis of the questionnaire and the responses has been done subsequently (Refer Paragraph 4.3).

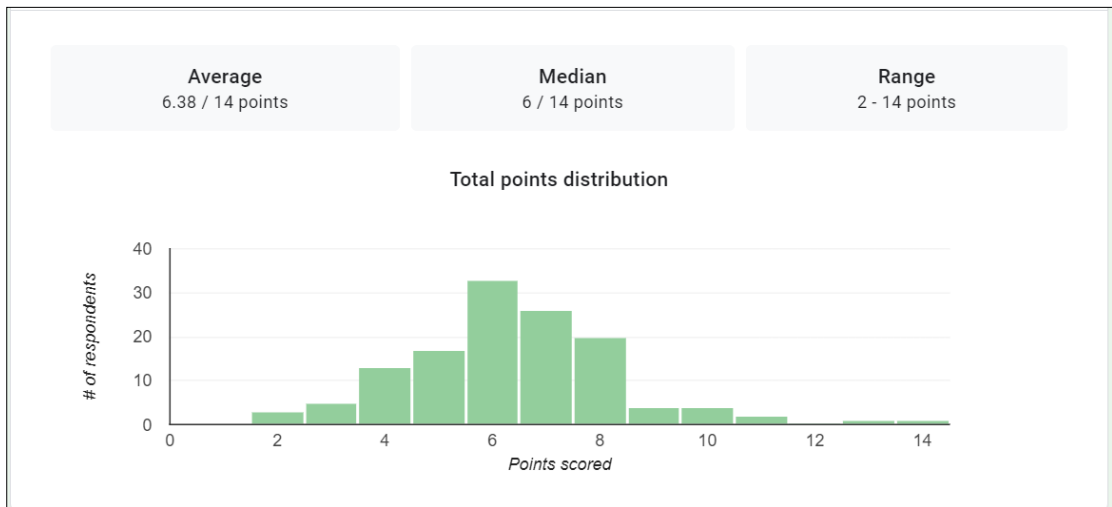
4.1 Perception of Young Officers and Interpretation of Data

The Questionnaire developed by Prof Ronald E Reggio was utilized to assess the knowledge of Body language of junior officers with addition of one question. The Questionnaire comprised a total of 15 questions (Refer Appendix A) which included eight multiple choice questions, six true/false questions and one question which sought the recommendations of the young officers with respect to whether they wanted Body language training should be included in their training regime. Each correct answer was awarded one point whereas nil was given for a wrong answer. The Scoring Key (Refer Footnote at Appendix A) is as under:-

- 6 and below - Inadequate Knowledge, Need to study Body language
- 7 to 9 - Mainly a verbal communicator, Needs improvement
- 10 and above - Master nonverbal Communicator

The summary of responses of 129 young officers would be analysed first followed by analysis of responses to each of the questions. The summary of responses from 129 officers has been compiled in a bar chart (Refer Figure 2). It is found that the average marks scored is 6.4 out of 14. In percentage terms, this score is very low at 45 percent approximately. Similarly, the median score is 6 out of 14 which also indicates that the respondents are not very proficient in the knowledge of Body language.

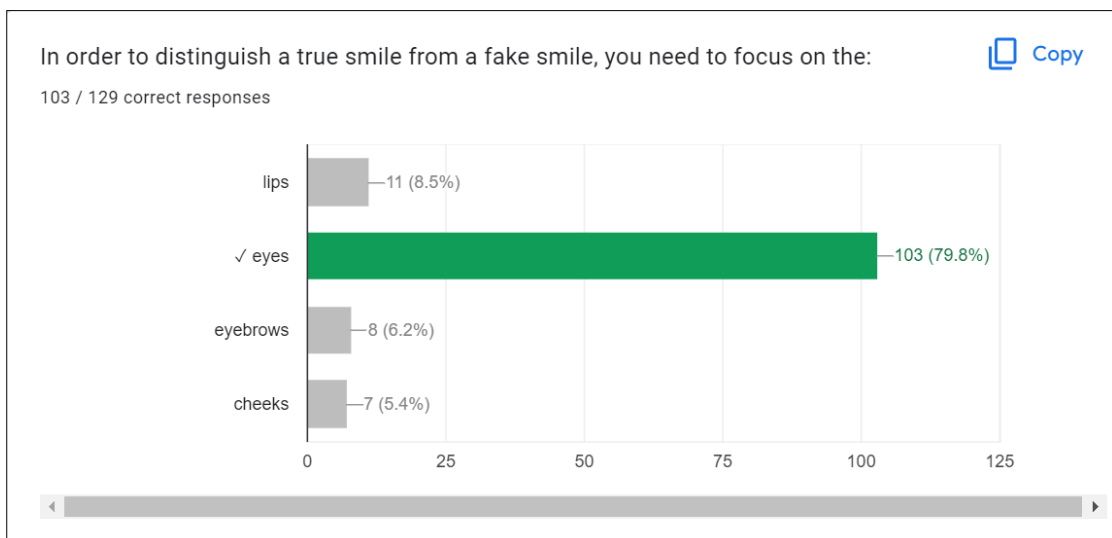
Figure 2: Summary of Responses (Total 14 Questions) -Young Officers



Source: Field Survey

- The first question was to find out the knowledge of young officers to distinguish between a true smile and a fake smile. This question was answered by the young officer well. 103 out of 129 officers; approximately 80 percent gave the correct answer i.e. they would focus on the eyes. (Refer Figure 3).

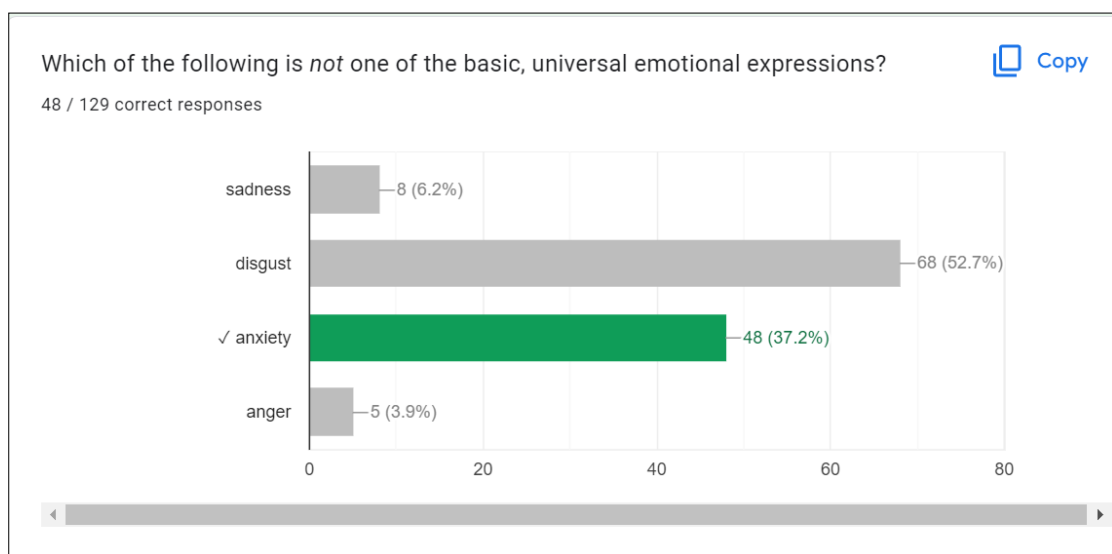
Figure 3: True or Fake Smile



Source: Field Survey

- The second question was aimed at assessing the knowledge of the young officers with respect to basic emotional expressions. Out of four choices namely, sadness, disgust, anxiety, and anger; they were asked to choose the one which is not a universal emotional expression. 48 out of 129 responses were correct i.e. they ticked anxiety; which is approximately 37 percent (Refer Figure 4). This question was not answered by the young officers adequately.

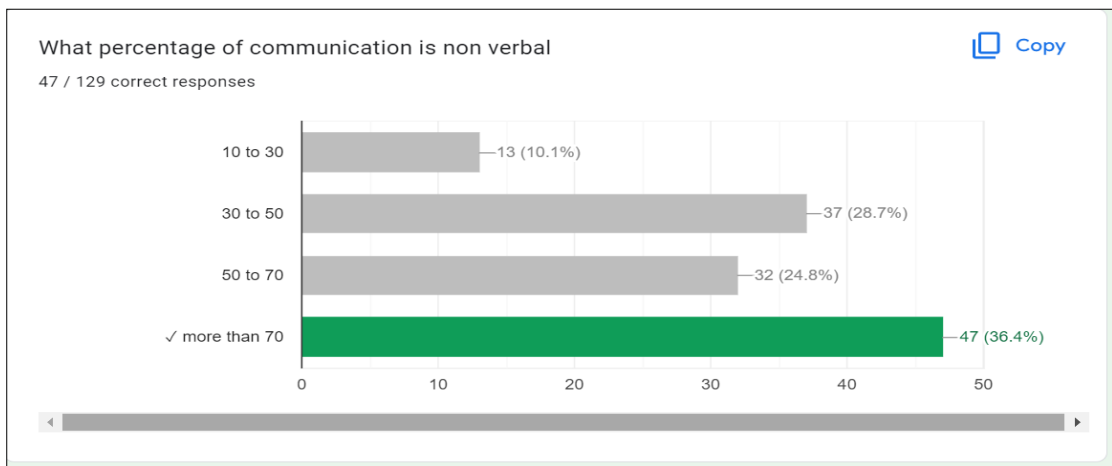
Figure 4: Universal Emotional Expressions



Source: Field Survey

- The third question was a fundamental question to check their knowledge on the fact that majority of the communication takes place through nonverbal mode. This was a multiple choice question with the correct answer being more than 70 percent communication is nonverbal. Only 47 officers out of 129 gave the correct answer which is just about 36 percent (Refer Figure 5). This question was not attempted well by the young officers which indicates that their knowledge with respect to the importance of nonverbal communication requires improvement.

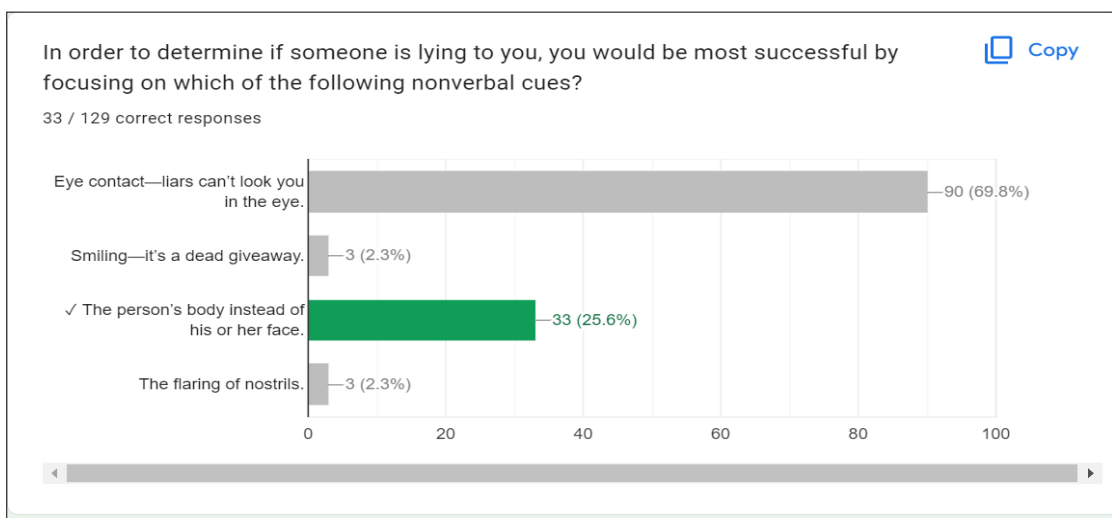
Figure 5: Percentage of Nonverbal Communication



Source: Field Survey

- The next question was focused on finding out the knowledge of young officers to identify body cues to grasp the genuineness in a conversation. They were asked a multiple choice question i.e. in order to determine if someone is lying to you, you would be most successful by focusing on which non verbal cues .The correct answer was that to determine if someone is lying, one must focus on the person’s body instead of his or her face .Only 33 out of 129 responses were found to be correct which is approximately 26 percent (Refer Figure 6).

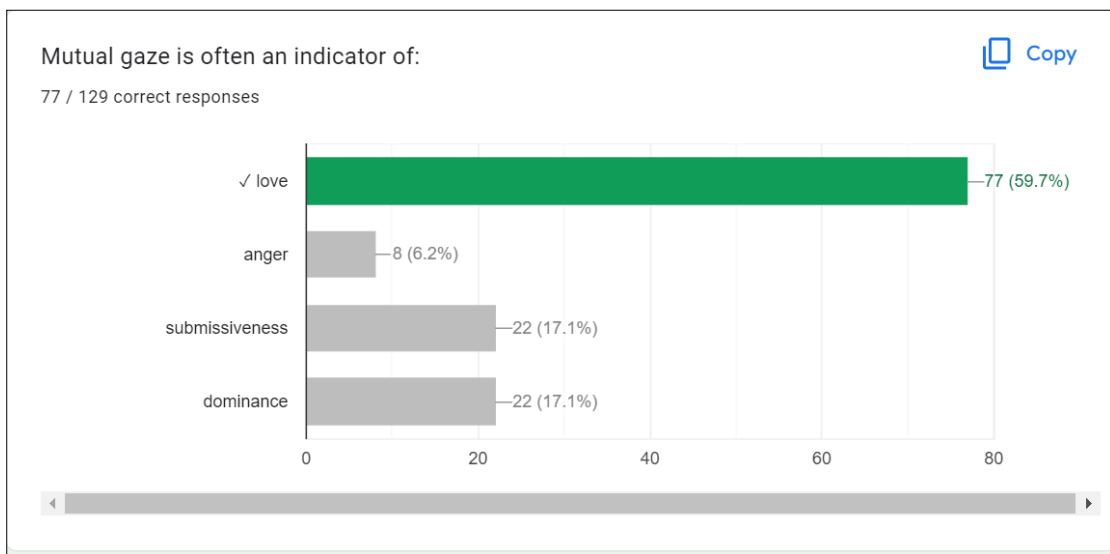
Figure 6: Nonverbal Cues – Lying



Source: Field Survey

- The next was a multiple choice question. The officers had to identify the correct emotion attached to mutual gaze out of four choices of love, anger, submissiveness and dominance. 77 correct responses have been received i.e. mutual gaze is an indicator of love. The question was answered adequately by the young officers approximately 60 percent gave the correct answer (Refer Figure 7).

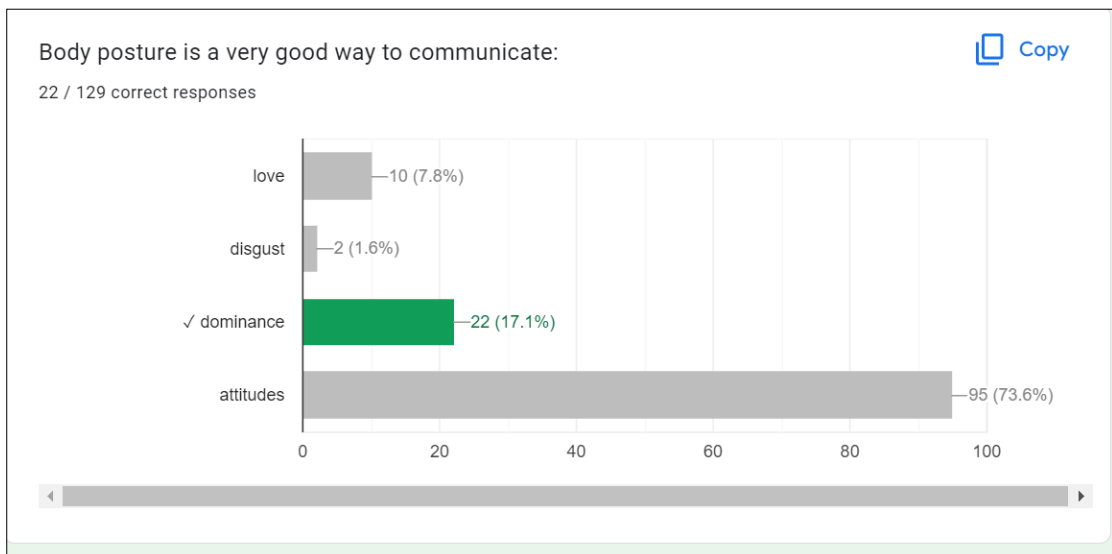
Figure 7: Mutual Gaze



Source: Field Survey

- The next was a multiple choice question with respect to attitudes or emotions that can be communicated through body posture. The respondents were given four choices namely; love, disgust, dominance and attitudes and asked to choose which of these could be best communicated by the body posture. The correct answer is that body posture is a very good way of communicating dominance. Only 22 out of 129 responses were found to be correct which is about 17 percent (Refer Figure 8). The question was not answered by the young officers adequately.

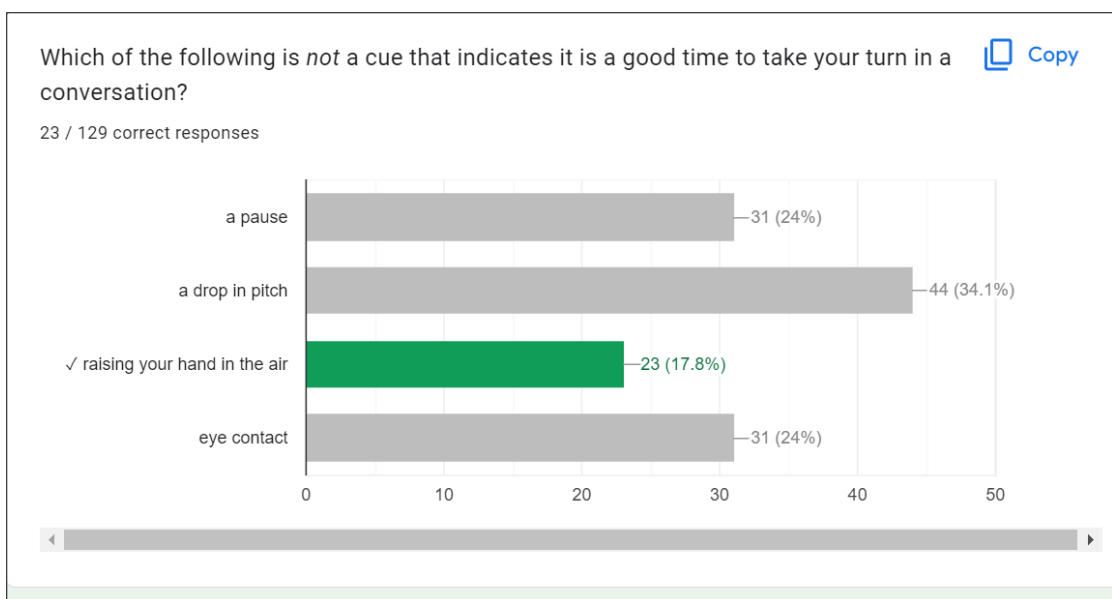
Figure 8: Body Posture in Communication



Source: Field Survey

- The next was a multiple choice question to find out the knowledge of respondents with respect to the appropriate time when one could take part in a conversation. Only 23 out of 129 correct answers have been received i.e. the cue to taking part in a conversation is raising your hand in the air (Refer Figure 9). This is just about 18 percent. Hence, this question was not answered by the respondents adequately.

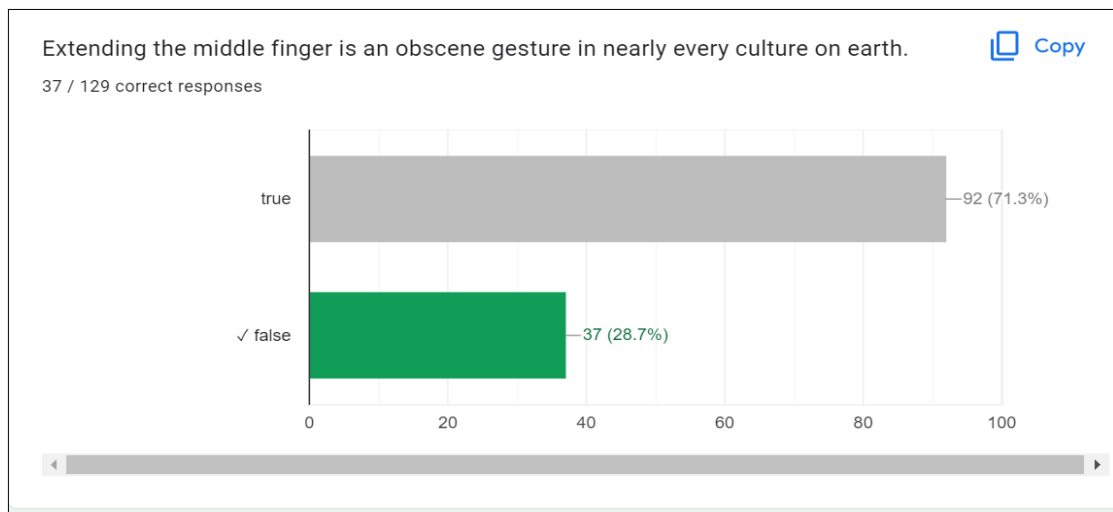
Figure 9: Join the Conversation



Source: Field Survey

- The next question was to check the knowledge of the respondents with respect to their knowledge on Body language across different cultures and regions in different parts of the world. They were asked if extending the middle finger is an obscene gesture in nearly every culture on earth. It was a true/false question. Only 37 out of 129 responses were chosen as false; which is the correct answer (Refer Figure 10). The question was not answered by the respondents adequately as only 29 percent gave the correct answer.

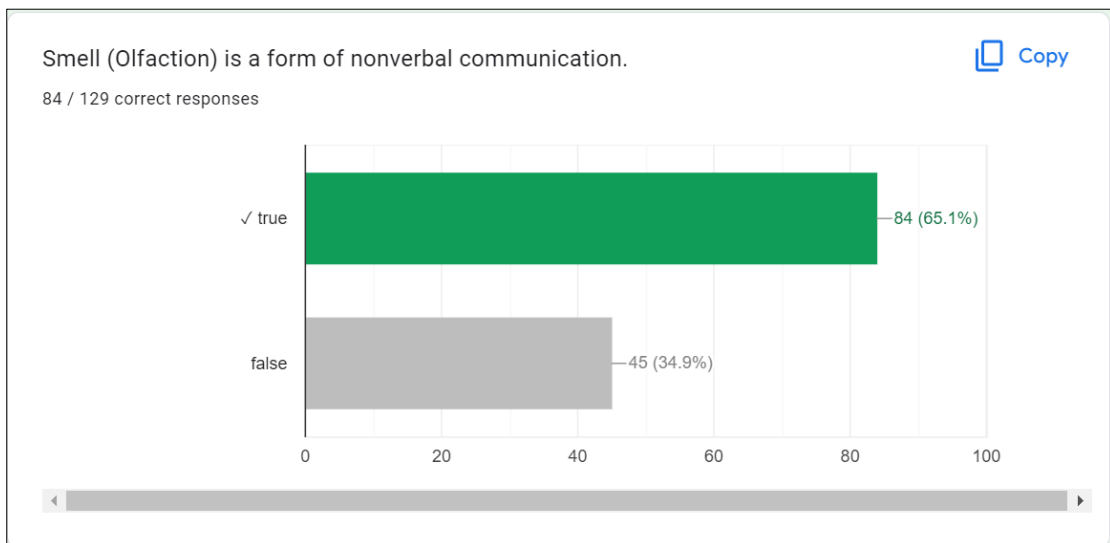
Figure 10: Gesture in Different Culture



Source: Field Survey

- The next question was to check the knowledge of respondents with respect to olfaction being a form of nonverbal communication. This was a true/false question. 84 officers out of 129 gave the correct answer to the question that is they opined that olfaction is a form of nonverbal communication (Refer Figure 11). The question was answered adequately by the respondents as 84 officers gave correct answers to the question which is approximately 65 percent.

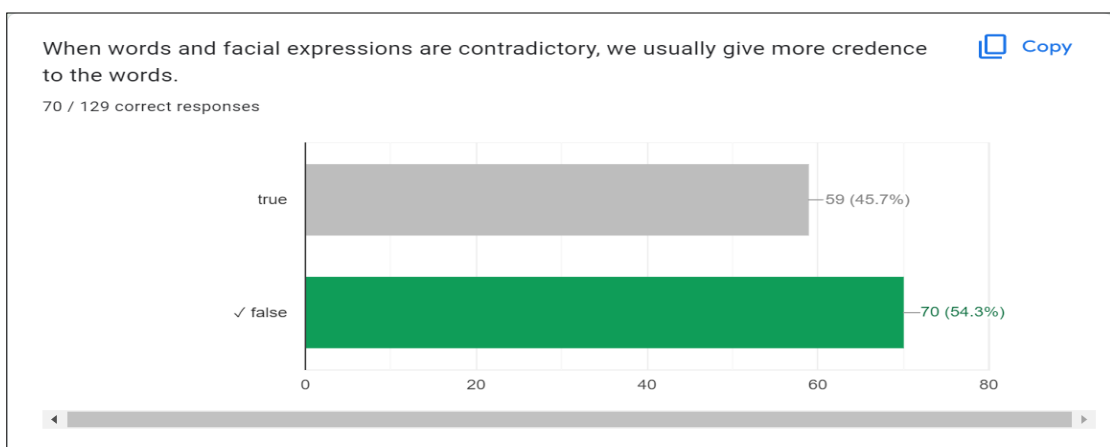
Figure 11: Olfaction a form of Nonverbal communication



Source: Field Survey

- This question relates to the knowledge of respondents about the facial expressions being more important in a conversation than the spoken words meaning thereby that when there is a mismatch between the verbal communication and the facial cues; the listener is more likely to believe the nonverbal cues. This question was correctly answered by 70 officers out of 129 as they did not agree with the statement that when words and facial expressions are contradictory, we usually give more credence to the words (Refer Figure 12).

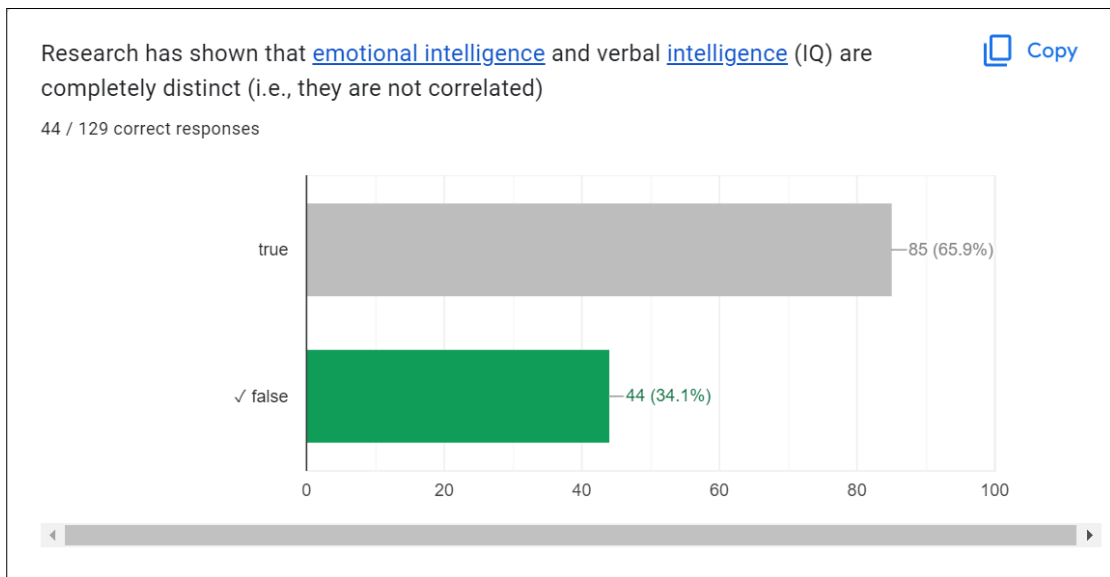
Figure 12: Importance of Facial Expression



Source: Field Survey

- The next question was to check the knowledge of respondents with respect to the correlation between emotional intelligence and verbal intelligence, that is EI and IQ . Only 44 out of 129 officers give the correct answer i.e. they did not agree with the statement that research has shown that emotional intelligence and verbal intelligence are completely distinct and are not correlated (Refer Figure 13). Hence, merely 34 percent could answer this correctly.

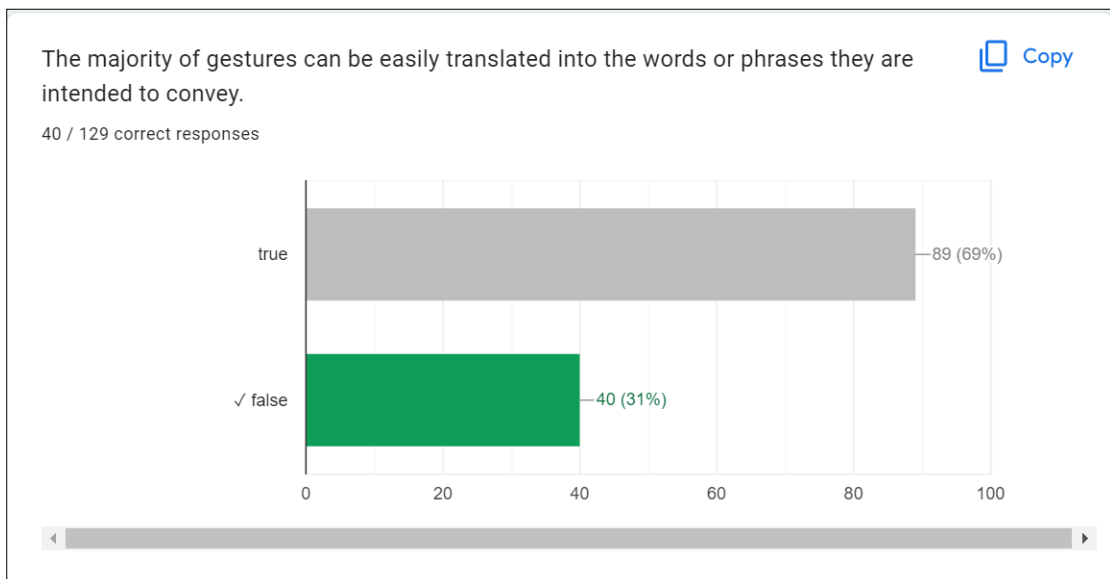
Figure 13: Correlation between EI and IQ



Source: Field Survey

- This question aims to find out the basic understanding of the respondents. Majority of the gestures are complex and are not easily translatable to words or speech. This statement was put across as a true false/question for the young officers to choose the correct option. Only 40 officers answered this correctly which is merely 31 percent (Figure 14). This question was not adequately answered by the respondents.

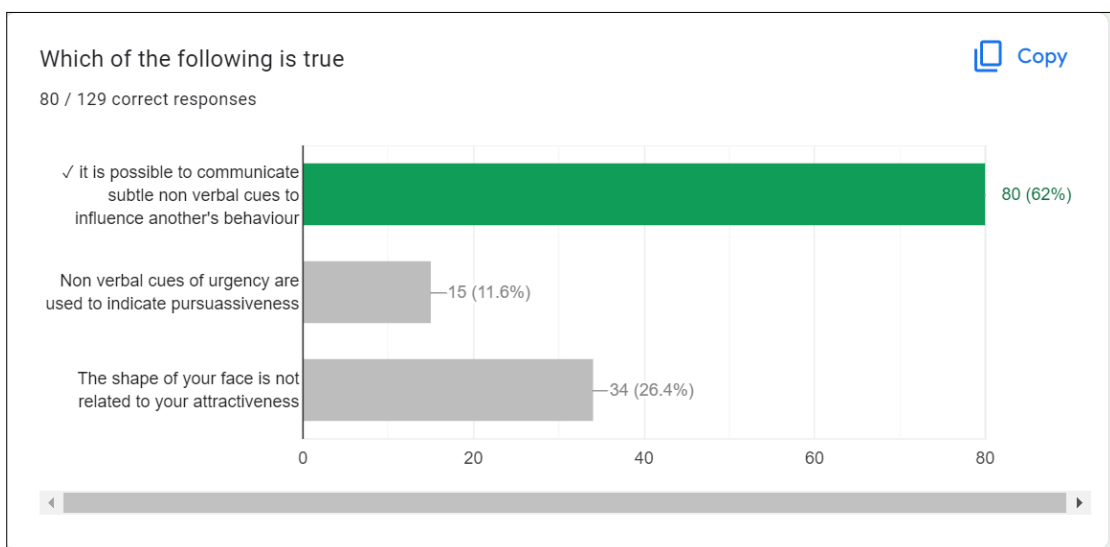
Figure 14: Translation of Body Gestures to Words



Source: Field Survey

- The next question was a multiple choice question in which the young officers were asked to choose the correct option i.e. It is possible to communicate subtle nonverbal cues to influence somebody else’s behaviour. This question was answered by the respondents adequately in that 80 correct responses were received which is about 62 percent (Refer Figure 15).

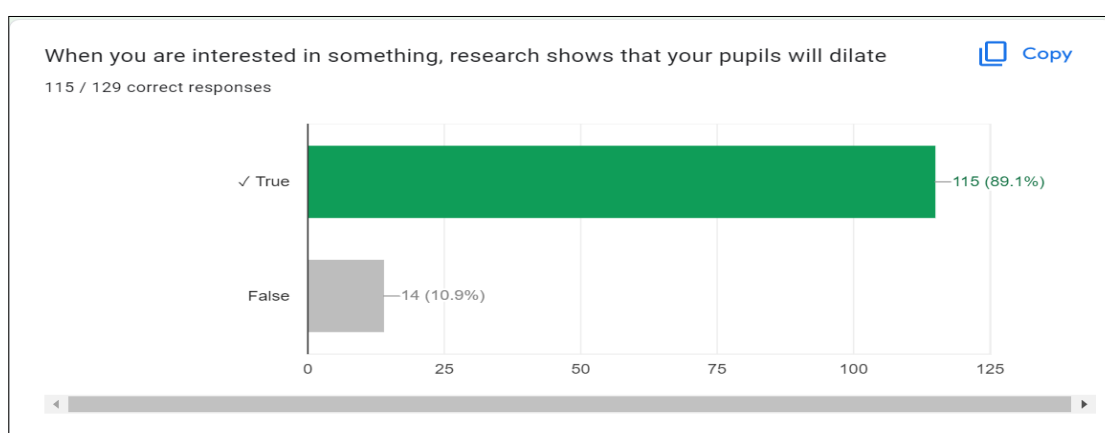
Figure 15: Influence through Subtle Nonverbal Cues



Source: Field Survey

- This question was to check the knowledge of respondents with respect to the function of the eyes. 115 out of 129 respondents gave the correct answer to this question i.e. they chose the answer that the pupils dilate when a person is interested in a particular subject during discussion (Refer Figure 16). The question has been answered most adequately by the respondents as about 90 percent gave the correct answer.

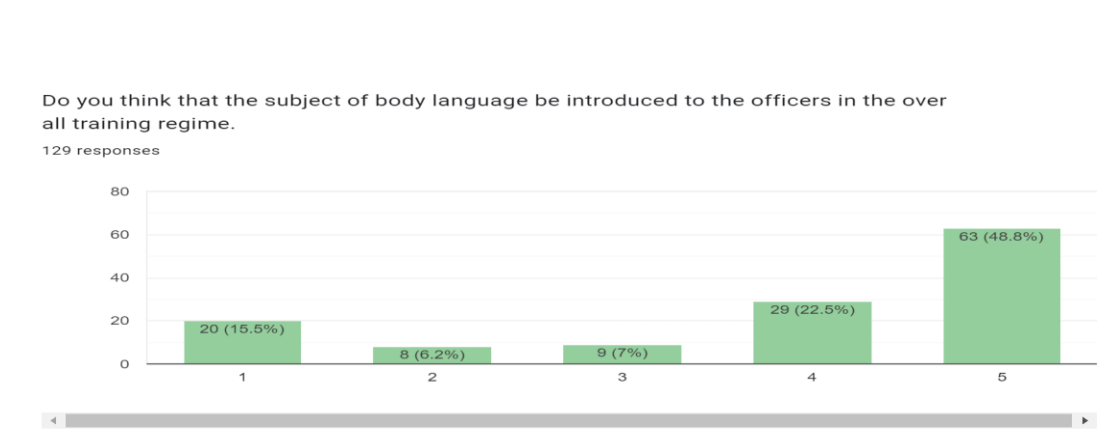
Figure 16: Dilation of Pupils



Source: Field Survey

- Having subjected the young officers to a questionnaire to assess the knowledge of Body language, it was important to take a direct input from them with respect to whether they recommend the subject of Body language to be introduced into their training curriculum. The question was put to them on a Likert scale. In response 71 percent of the officers have strongly agreed or agreed for the training to be included, whereas 22 percent of the officers have either strongly disagreed or disagreed for the inclusion and 7 percent have remained neutral (Refer Figure 17). It appears that the respondents are aware of lack of their knowledge on Body language as a majority of them (71 percent) have recommended the subject to be included in training curriculum.

Figure 17: Training on Body language- Young Officers



Source: Field Survey

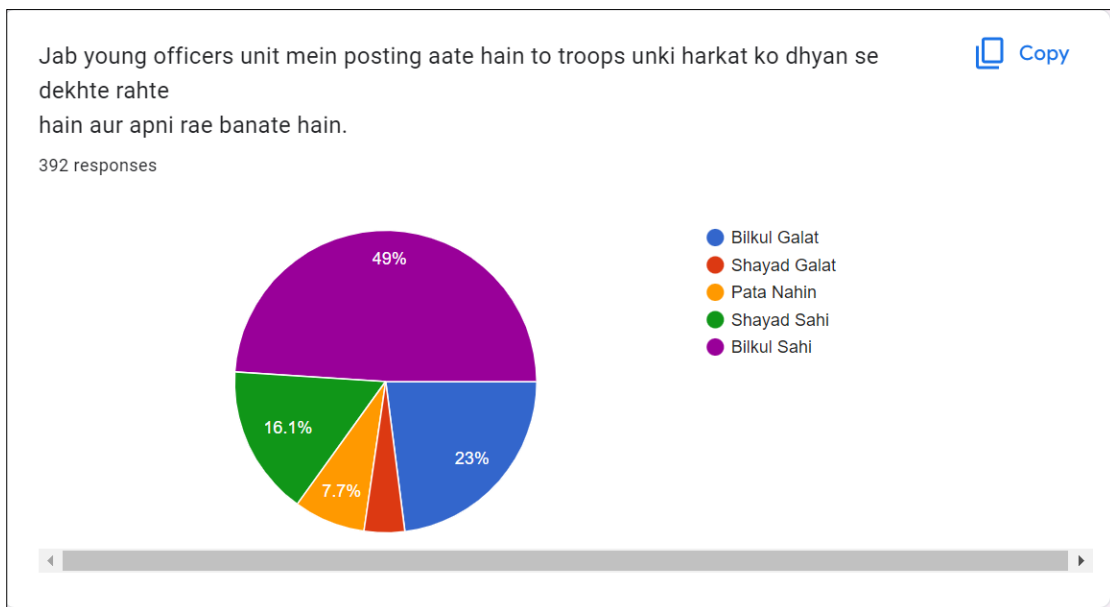
4.2 Perception of Troops and Interpretation of Data

The questionnaire for troops comprised a total of 11 questions on the Likert scale. The questionnaire was prepared in Roman Hindi, the working language for troops so that there is no ambiguity or confusion as many of them would not understand English. Inputs from a large sample size of 392 troops of all arms and services have been considered. To ensure that troops give their feedback without any constraints in a free and frank manner; no personal data was collected. The Questionnaire covered how the troops perceive the young officers with respect to their knowledge of Body language; whether the officers utilize this knowledge of Body language effectively while interacting with the troops and their perception of importance of Body language in conduct of counter-insurgency operations. They were also asked to give recommendations with respect to whether the young officers should be given formal training on Body language. The each question of the Questionnaire is being discussed in detail below:-

- The first question was to assess whether troops continuously observe the Body language of junior officers who join the unit and make an opinion about them. A

majority of 65 percent of the respondents either strongly agreed or agreed with the statement while approximately 30 percent being in the category of strongly disagree or disagree with balance 5 percent in neutral category (Refer Figure 18). When young officers are newly posted to a unit, the troops pay close attention to their behaviour and actions, and form opinions about them based on their observations. This is a natural process that occurs in any social group, including military units.

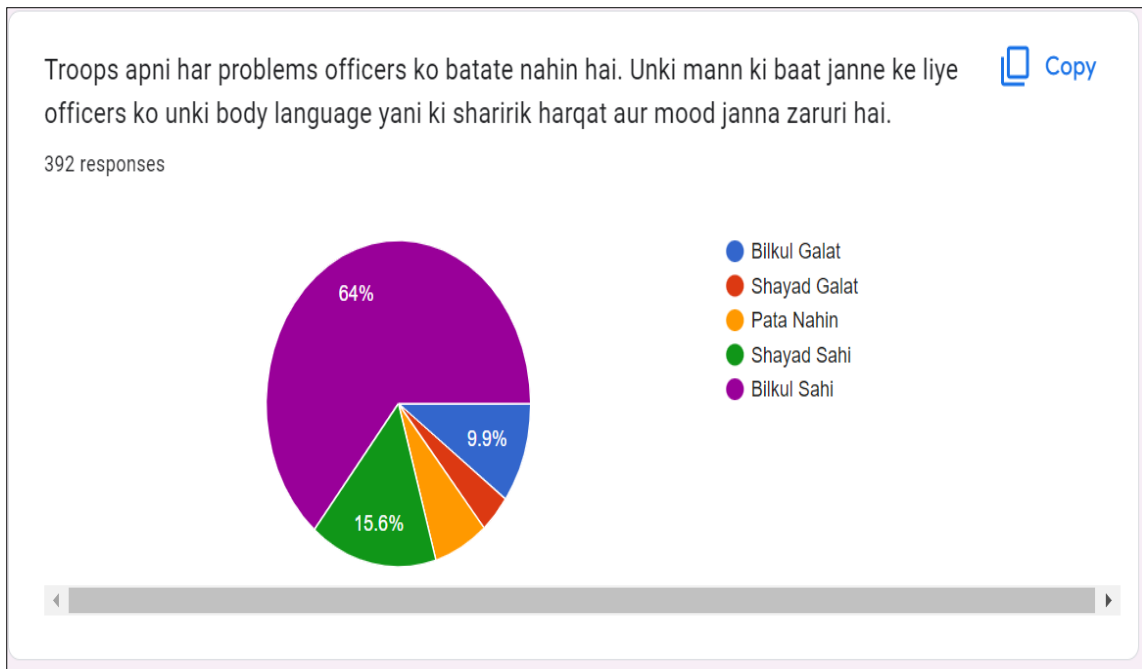
Figure 18: Opinion through Body language



Source: Field Survey

- The next question was to find out whether the troops believe that most of them do not tell their problems to the officers directly, and they expect the officers to perceive their problems or moods from their Body language. Again a majority of approximately 80 percent of the respondents either strongly agreed or agreed with the statement while approximately 14 percent being in the category of strongly disagree or disagree with balance 6 percent in neutral category (Refer Figure 19).

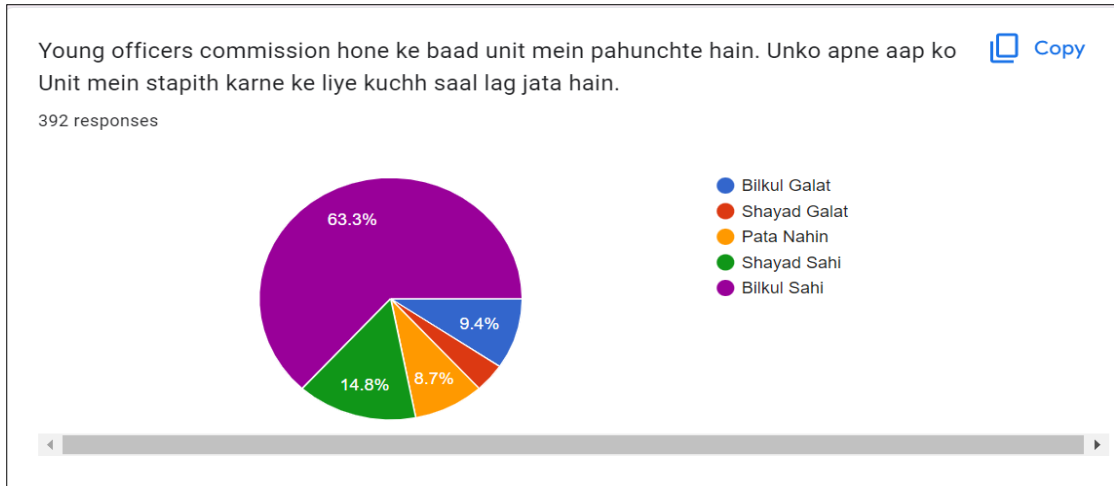
Figure 19: Need to Read the Mind of the Troops



Source: Field Survey

- The next question was to find out whether the young officers take considerable time to establish themselves in the units. A majority i.e. approximately 78 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 13 percent being in the category of strongly disagree or disagree with balance 9 percent in neutral category (Refer Figure 20). It is true that troops may not always feel comfortable sharing their problems or concerns with their officers, especially if they are new to the unit or if there is a lack of trust or rapport between the soldiers and the officer. In these cases, understanding Body language and nonverbal cues can be a valuable tool for officers to gain insight into the emotional state of their troops.

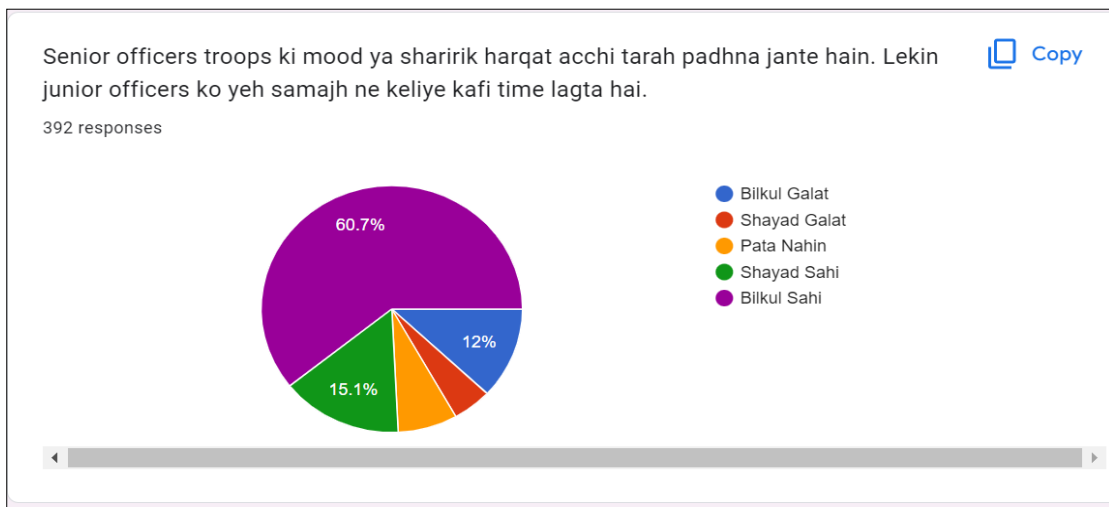
Figure 20: Establishing Rapport Takes Time



Source: Field Survey

- The next statement relates to senior officers having adequate experience and knowledge that allows them to understand the mood from the Body language of troops quite well. Approximately 76 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 17 percent being in the category of strongly disagree or disagree with balance 7 percent in neutral category (Refer Figure 21). The answer pattern indicates that troops believe that junior officers take time to learn as to how to read the mood and Body language of the troops. This is because they are relatively new and may not have the same level of experience or exposure as senior officers.

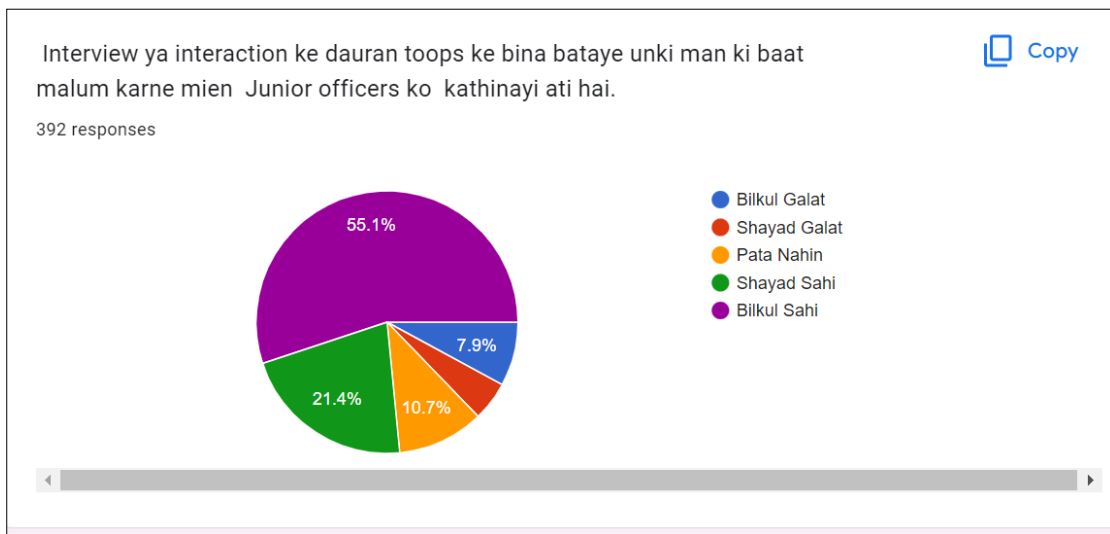
Figure 21: Competence to Read Body language



Source: Field Survey

- This question tries to find the perception of troops of the ability of the young officers to read their mood, Body language during a close interaction or when being interviewed. On a statement that junior officers find it difficult to know the mind of the troops during a close interaction, approximately 76 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 13 percent being in the category of strongly disagree or disagree with balance 11 percent in neutral category (Refer Figure 22). This means that it can be difficult for junior officers to understand the thoughts and feelings of troops during an interview or interaction, especially if the troops do not express their thoughts explicitly. This is because young officers may not yet have developed the skills to read Body language and understand nonverbal communication cues, which can be essential in understanding the emotions and concerns of the troops. This can be an important pointer to the need for formal training of the young officers.

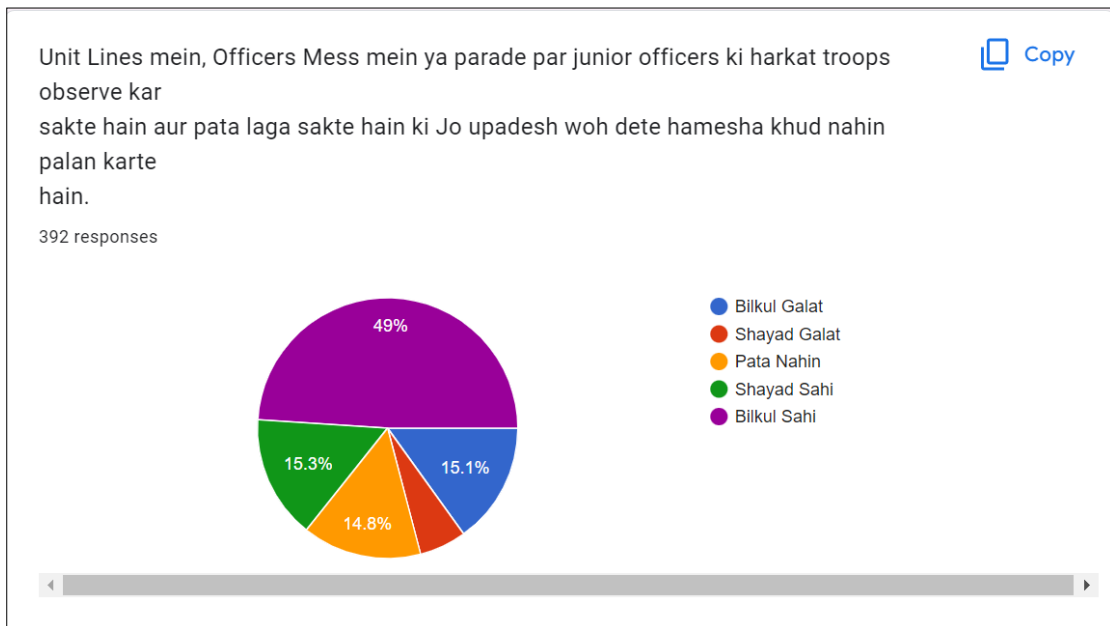
Figure 22: Ability to read Body language - Junior Officers



Source: Field Survey

- Troops can observe young officers in the unit lines, officers' mess, or parade, and determine if the instructions they give are always followed by them. When this statement was put to the troops approximately 64 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 21 percent being in the category of strongly disagree or disagree with balance 15 percent in neutral category (Refer Figure 23). This is because the way an officer carries himself in public can give an indication of his true character and the level of discipline they uphold. Troops pay attention to such details and are quick to spot any discrepancies in the behavior of their superiors. As a result, it is important for junior officers to lead by example and maintain a high standard of behavior at all times to gain the respect and trust of their troops.

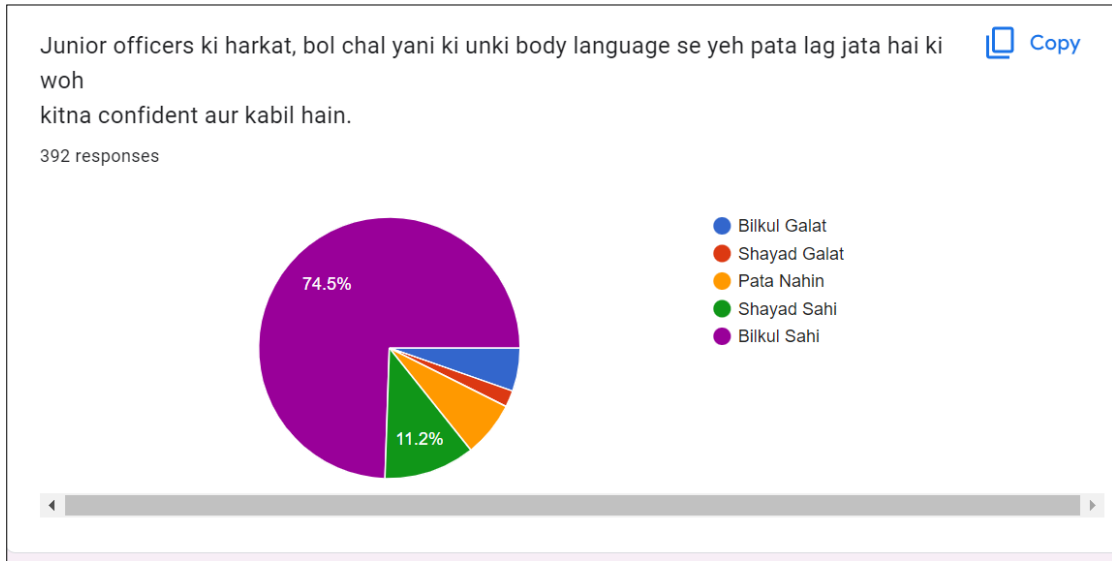
Figure 23: Do you obey your own Instructions



Source: Field Survey

- The next question related to how troops judge competence of junior officers. By observing a junior officer's Body language, troops can gauge his competence and the capability. When this statement was out across to troops, approximately 86 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 7 percent being in the category of strongly disagree or disagree with balance 7 percent in neutral category (Refer Figure 24). Body language can be a powerful indicator of confidence and capability. Junior officers who are confident and capable tend to display positive Body language, such as standing tall, making eye contact, and using assertive gestures. On the other hand, those who are less confident may display negative Body language, such as slouching, avoiding eye contact, or fidgeting.

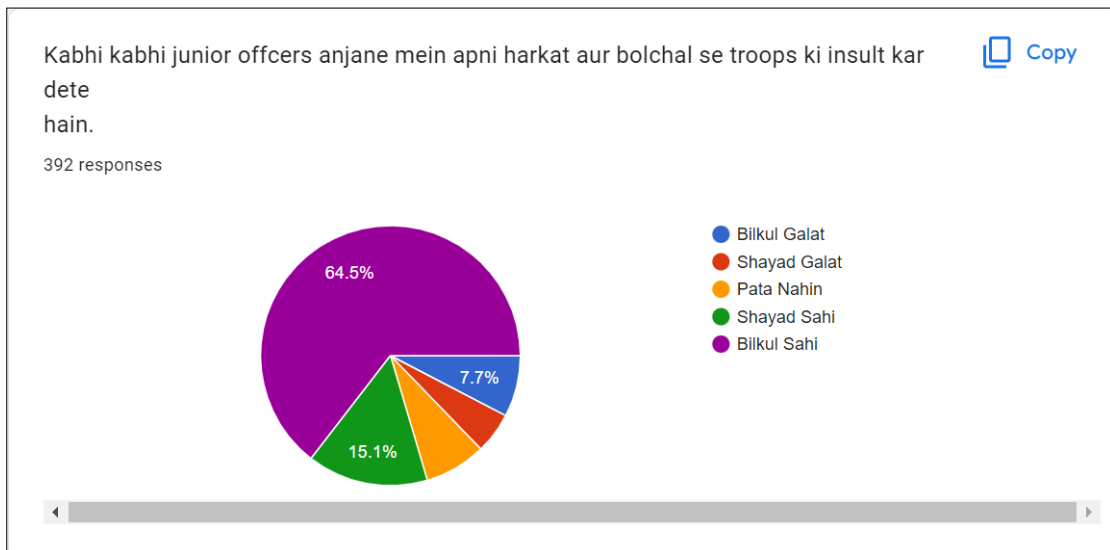
Figure 24: Level of Confidence and Capability of Junior Officers



Source: Field Survey

- This question was to get the perception of troops on the statement that it is possible for junior officers to unintentionally insult troops through their actions, and or speech. This question had an overwhelming affirmative response where in approximately 80 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 13 percent being in the category of strongly disagree or disagree with balance 7 percent in neutral category (Refer Figure 25). Body language, tone of voice, and word choice can all convey disrespect or condescension, even if the officer does not intend it. It is important for junior officers to be mindful of how their behavior and language might be perceived by their troops and to make an effort to communicate with respect and professionalism at all times.

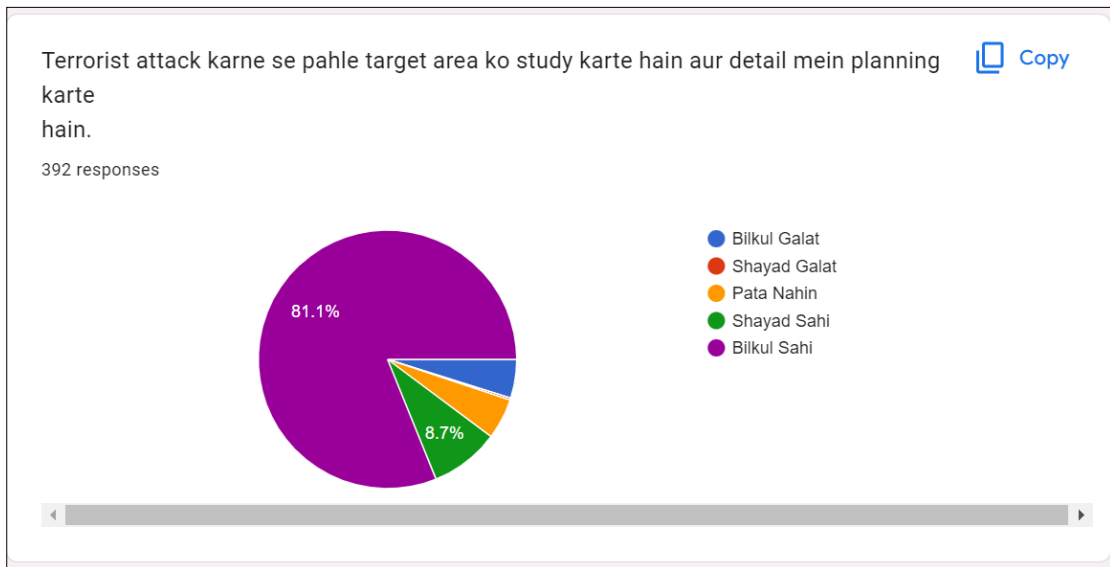
Figure 25: Inadvertent Insult through Body language



Source: Field Survey

- The next question was quite straightforward in that troops were asked of their perception as to whether the terrorists carried out reconnaissance of the area before they carried out a strike. A majority i.e. 90 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 5 percent being in the category of strongly disagree or disagree with balance 5 percent in neutral category (Refer Figure 26). The question has important linkage to the conduct of counter-insurgency operations by the troops. Once the troops understand the importance of Body language and how, their Body language in conduct of counter-insurgency can communicate to the terrorist about their professionalism; alertness, they would adopt the same. Aggressive and positive Body language will prevent terrorist from planning any strike or taking action against the security forces.

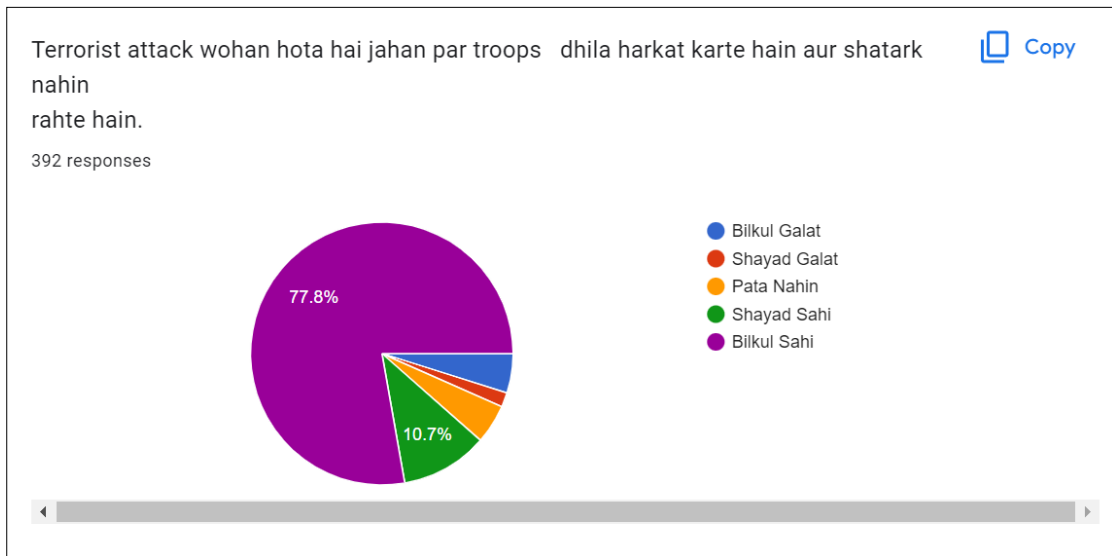
Figure 26: Planning for attack by Terrorists



Source: Field Survey

- The next statement was that the terrorist attack those locations where troops are not alert or show poor Body language As in the previous question 88 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 7 percent being in the category of strongly disagree or disagree with balance 5 percent in neutral category (Refer Figure 27). Terrorist groups often rely on surprise attacks to achieve their objectives, and they may conduct surveillance on potential targets in order to assess the level of security and plan their attacks. As part of this surveillance, they may observe the troops guarding a post or piquet to assess their alertness and readiness to respond to an attack. One key factor that terrorists are likely to look for is the Body language of the troops. If soldiers appear relaxed or distracted, this may indicate that they are not fully alert and may be caught off guard by an attack. On the other hand, if soldiers are alert focused, and actively scanning their surroundings, this may deter terrorists from attempting an attack or cause them to seek out softer targets.

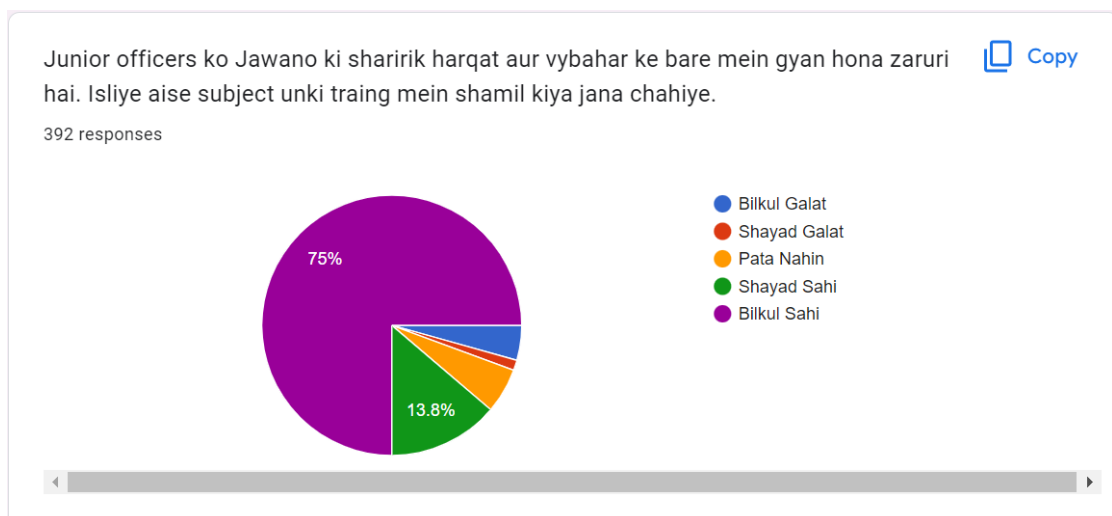
Figure 27: Poor Body Language of Troops Leads to Terrorist Attacks



Source: Field Survey

- The question aimed to obtain the recommendation of troops with respect to inclusion of the subject of Body language in the training curriculum of the young officers. Approximately 89 percent of 392 respondents either strongly agreed or agreed with the statement while approximately 6 percent being in the category of strongly disagree or disagree with balance 5 percent in neutral category (Refer Figure 28).

Figure 28: Training Need on Body Language



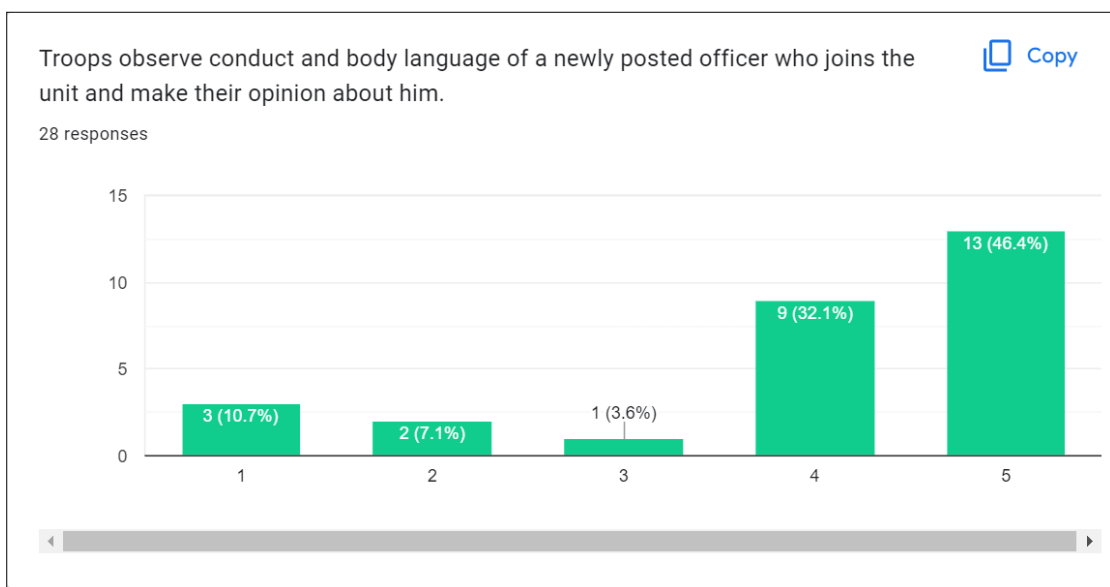
Source: Field Survey

4.3 Perception of Commanding Officers and Interpretation of Data

The third Questionnaire was meant to obtain inputs from the commanding officers who have commanded their battalions in active field or counter-insurgency environments. The Questionnaire comprised 11 questions which were carefully crafted to obtain inputs which would either corroborate or contradict the inputs received from the troops. This enabled a cogent outcome and helped in overall interpretation. The questions of the Questionnaire and the responses have been analysed below.

- The first question pertains to a statement that troops observe conduct and Body language of a newly posted officer who joins the unit and make their opinion about him. A majority i.e. 78 percent of 28 respondents either strongly agreed or agreed with the statement while approximately 18 percent being in the category of strongly disagree or disagree with balance 4 percent in neutral category (Refer Figure 29). The same question was also included in the Questionnaire for troops and the replies have got corroborated.

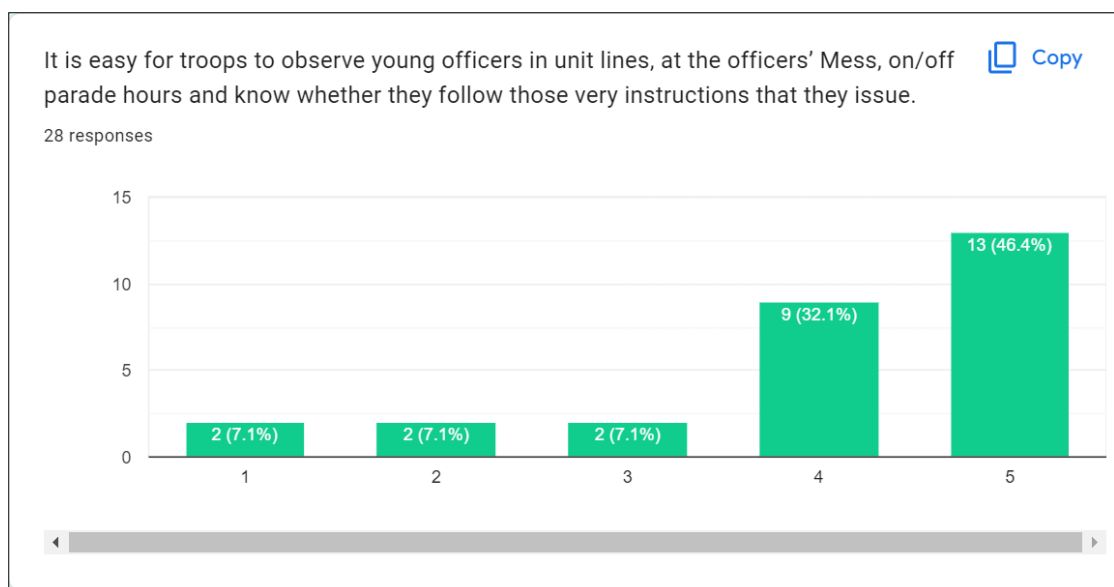
Figure 29: Troops Opinion- Newly Posted Officers



Source: Field Survey

- Troops can observe young officers in the unit lines, officers' mess, on or off parade, and determine if the instructions they give are always followed by themselves. A majority of 79 percent of 28 respondents either strongly agreed or agreed with the statement corroborating the inputs from the troops while approximately 14 percent being in the category of strongly disagree or disagree with balance 7 percent in neutral category (Refer Figure 30). This is because of the general perception that the way an officer carries himself in public can give an indication of his true character and the level of discipline they uphold.

Figure 30: Do young officers follow their own Instructions?

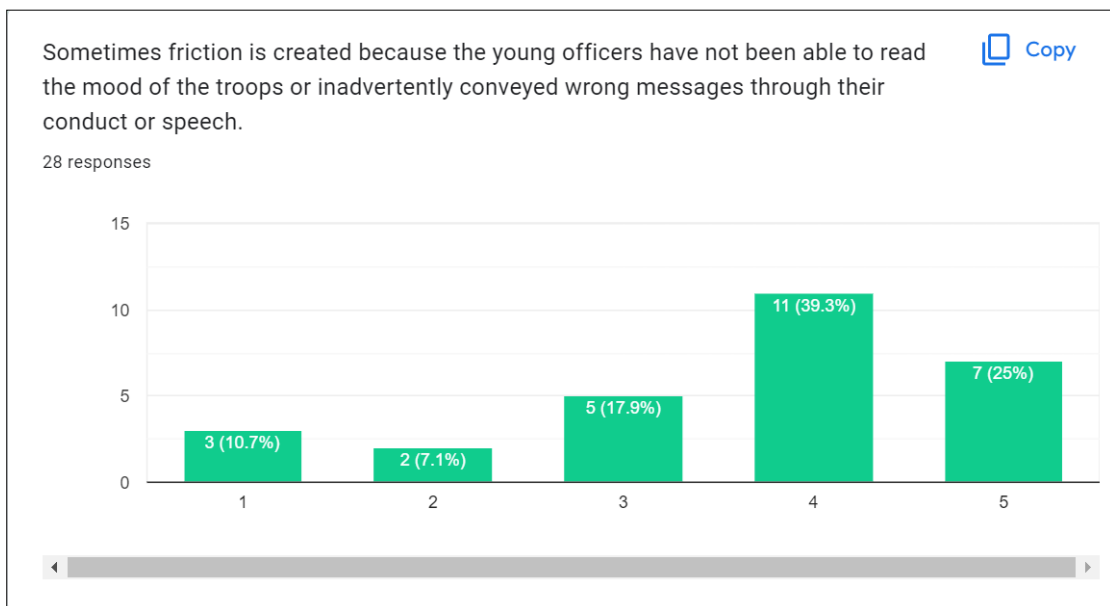


Source: Field Survey

- Sometimes friction is created because the young officers have not been able to read the mood of the troops or inadvertently conveyed wrong messages through their conduct or speech. 64 percent of 28 respondents either strongly agreed or agreed with the statement corroborating the inputs from the troops while approximately 18 percent being in the category of strongly disagree or disagree with balance 18 percent in neutral category (Refer Figure 31). The military is a hierarchical organization with a

distinct culture and set of values, and it can take some time for new officers to understand and adapt to this environment. In many cases, friction between young officers and their troops can arise when the officers fail to pick up on important Body cues about the mood and attitudes of the soldiers they are commanding. For example, a young officer who is overly aggressive or demanding may inadvertently convey the wrong message to their troops, coming across as authoritarian or unsympathetic to their needs. This can lead to resentment and mistrust among the soldiers, who may feel that their officer is out of touch or insensitive to their concerns. Likewise, if a young officer is too distant or unapproachable, they may fail to establish the rapport and trust that is crucial for effective leadership in the military. This can make it difficult for the officer to motivate and inspire their troops, which can in turn affect the unit's morale and performance. By being approachable, empathetic, and communicative, officers can build the trust and respect they need to lead their troops effectively and achieve their mission objectives.

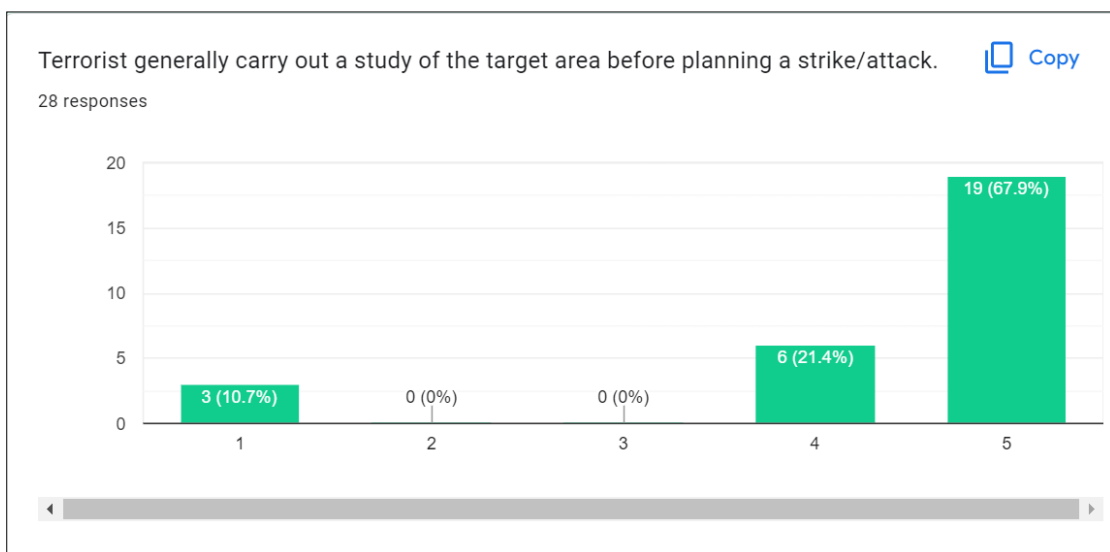
Figure 31: Negative Vibes through Inadvertent Body Language



Source: Field Survey

- The next question is a direct one which pertains to whether the terrorists carried out reconnaissance of the area before they carried out a strike or planned for one. A large majority i.e. 89 percent of 28 respondents either strongly agreed or agreed with the statement corroborating the inputs from the troops while approximately 11 percent being in the strongly disagree category (Refer Figure 32). The question has important linkage to the conduct of counter-insurgency operation by the troops where in aggressive and positive Body language will prevent terrorist from planning any strike or taking action against the security forces. The question was included for the commanding officers to get inputs either to corroborate or contradict the inputs on a similar question put to the troops.

Figure 32: Terrorist carry out Study of the Target Area

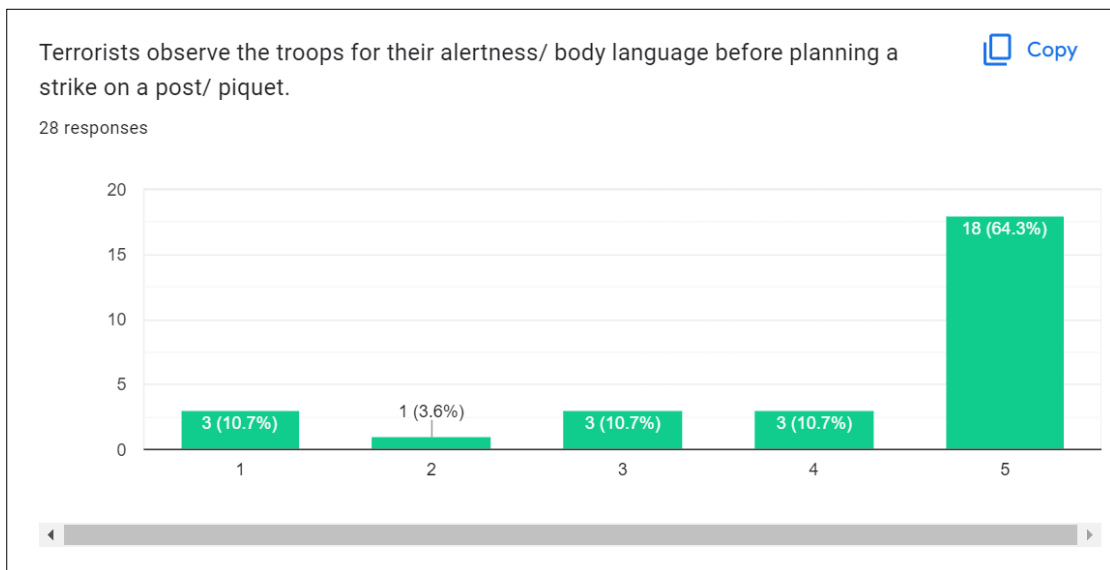


Source: Field Survey

- The next statement put across to the commanding officers was that terrorists observe the troops for their alertness and Body language before planning a strike on a post or piquet. The question was included for the commanding officers to get inputs either to corroborate or contradict the inputs on the same question received from the troops. 75 percent of 28 respondents either strongly agreed or agreed with the

statement corroborating the inputs from the troops while approximately 14 percent being in the category of strongly disagree or disagree with balance 11 percent in neutral category (Refer Figure 33). Terrorist groups often rely on surprise attacks to achieve their objectives, and they may conduct surveillance on potential targets in order to assess the level of security and plan their attacks. As part of this surveillance, they may observe the troops guarding a post or piquet to assess their alertness and readiness to respond to an attack. One key factor that terrorists are likely to look for is the Body language of the troops. If soldiers appear relaxed or distracted, this may indicate that they are not fully alert and may be caught off guard by an attack. On the other hand, if soldiers are alert focused, and actively scanning their surroundings, this may deter terrorists from attempting an attack or cause them to seek out softer targets.

Figure 33: Observation by Terrorists and Planning for Strike

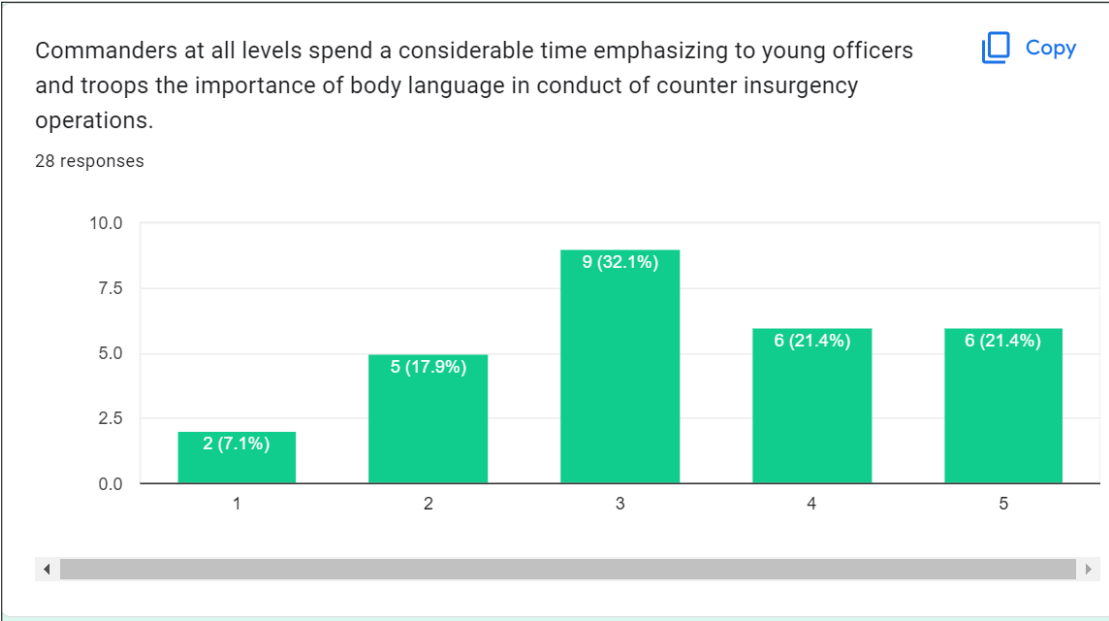


Source: Field Survey

- The next question was included for the commanding officers to get inputs on whether the commanding officers could spare adequate time to highlight the importance of Body language of troops in conduct of successful counter-insurgency

operations. . Approximately 43 percent of 28 respondents either strongly agreed or agreed with the statement while approximately 25 percent being in the category of strongly disagree or disagree with balance 32 percent in neutral category (Refer Figure 34). While a vast majority of the commanding officers in an earlier question had opined that Body language of troops was a key component of successful conduct of counter-insurgency operations as well as establishing rapport and camaraderie and team spirit in the unit, their replies to this question indicate that most of them did not get adequate time to address this important aspect. This highlights the training need and its inclusion in the training curriculum of the officers either prior to commissioning or immediately on commissioning at an early stage.

Figure 34: Commanders Emphasise on Importance of Body language

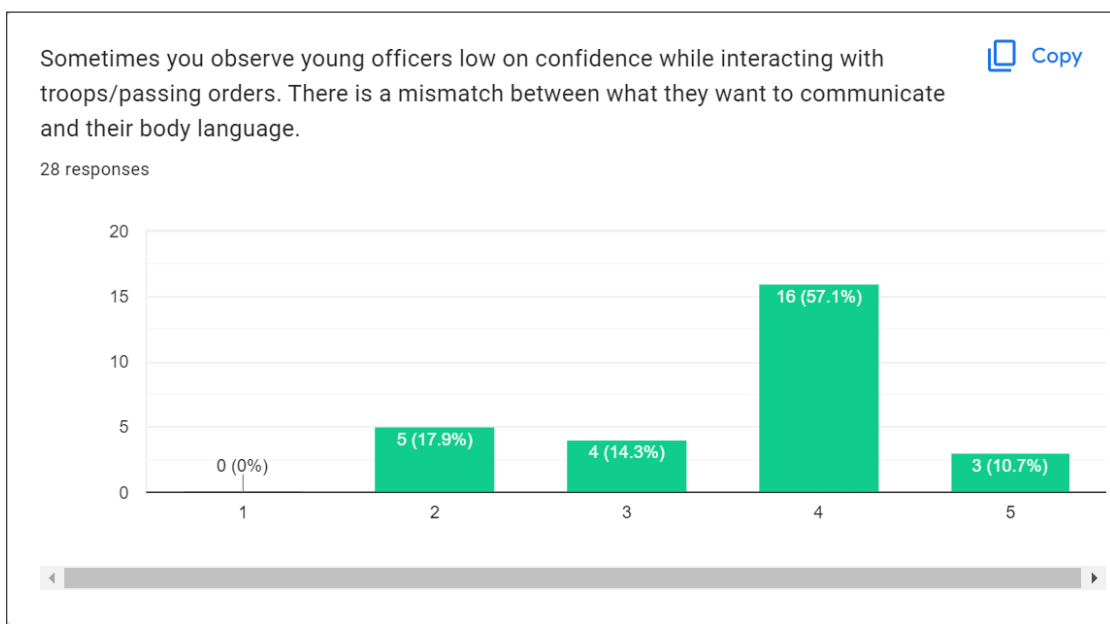


Source: Field Survey

- The next question was included to elicit responses from the commanding officers; if they perceived a mismatch between the verbal orders and the Body

language was a reason for low confidence in junior officers. Approximately 68 percent of 28 respondents either strongly agreed or agreed with the statement corroborating the input from troops while approximately 18 percent being in the category of strongly disagree with balance 14 percent in neutral category (Refer Figure 35).

Figure 35: Mismatch between Speech and Body language

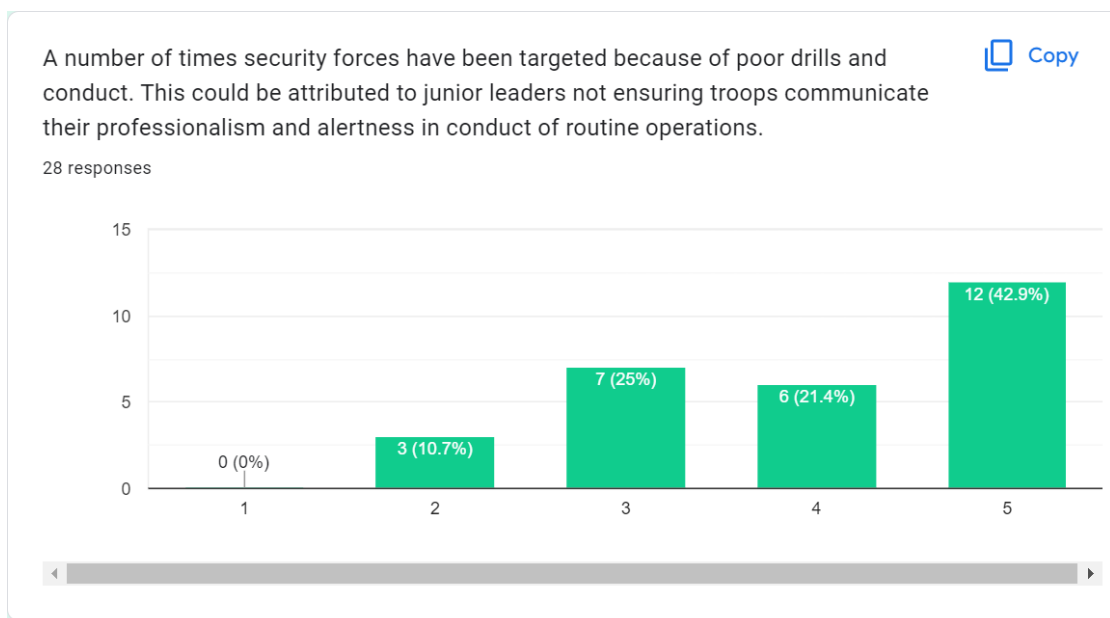


Source: Field Survey

- The next question highlights the importance of Body language of troops who are carrying out active counter-insurgency operations. On a statement that junior officers sometimes fail to ensure troops communicate their professionalism and alertness through their Body language, approximately 64 percent of 28 respondents either strongly agreed or agreed with the statement corroborating the similar percentages from troops reply, while approximately 11 percent being in the category of disagree with balance 15 percent in neutral category (Refer Figure 36). It is the mandate of the junior leaders to ensure that troops under command display high

degree of professionalism through their Body and communicate to the general public about their competence and capacity to address all situations. Sometimes junior officers may or may not be able to ensure this as a result of which there could be setbacks. Terrorist may target troops who have displayed lack of professionalism through their Body language while conducting operations in active counter-insurgency environment.

Figure 36: Implications of Poor Drills and Conduct

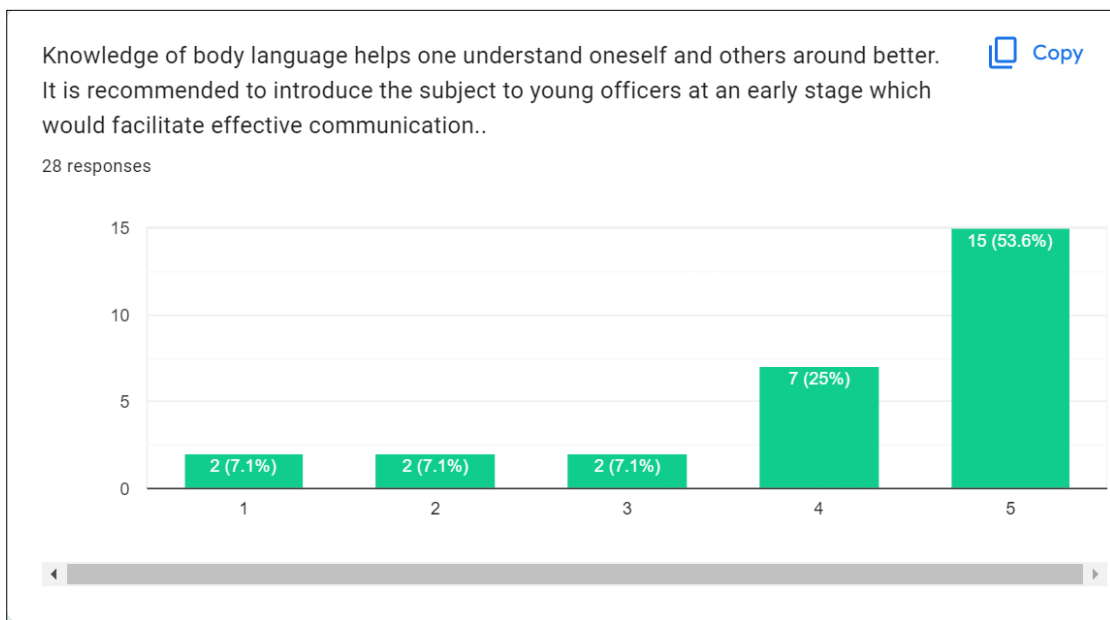


Source: Field Survey

- The next question pertains to seeking input from the commanding officers with respect to their recommendations of introducing Body language in the training curriculum of officers. Body language is an essential aspect of human communication, and it plays an important role in how we understand and interact with the people around us. By understanding Body language, young officers can develop a more nuanced understanding of themselves and others, and improve their communication and leadership skills. Introducing young officers to the subject of

Body language at an early stage can provide them with a foundation of knowledge and skills that they can build on throughout their military career. By learning to read and interpret Body language, they can develop the communication and leadership skills they need to effectively lead their troops and achieve their mission objectives. Approximately 79 percent of 28 respondents either strongly agreed or agreed with the statement with approximately 14 percent being in the category of strongly disagree or disagree with balance 7 percent in neutral category (Refer Figure 37).

Figure 37: Recommendation of Commanding Officers

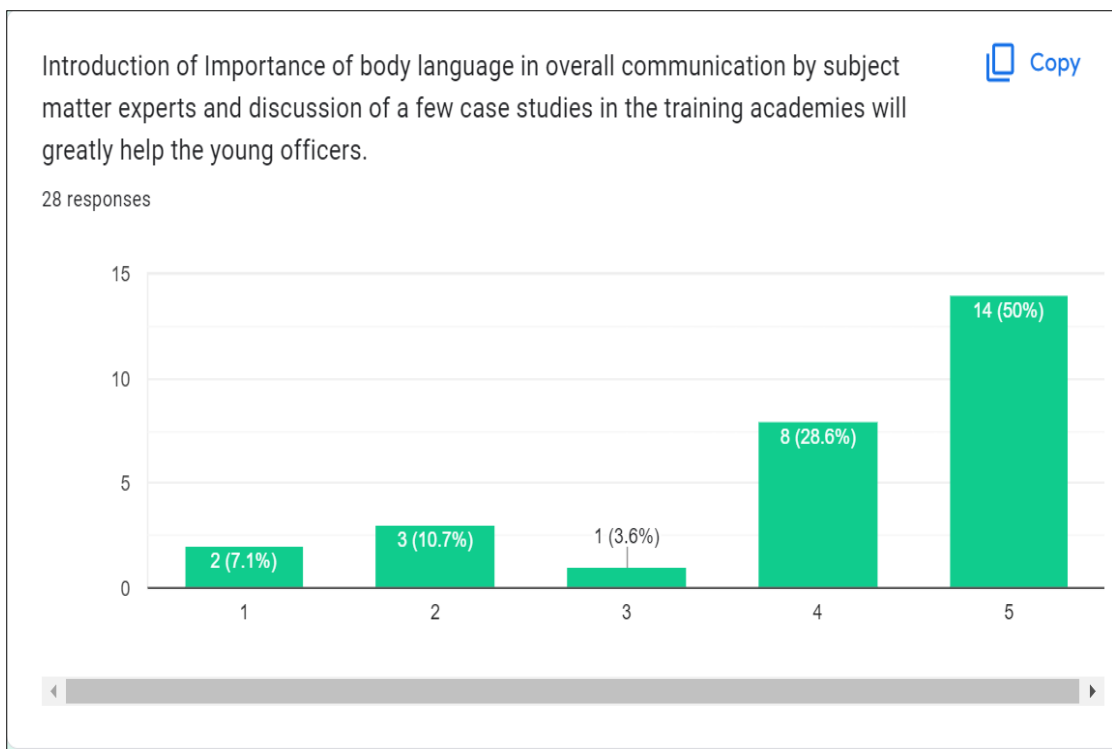


Source: Field Survey

- The next question intended to seek inputs from the commanding officers with respect to the type of training that would be most appropriate for introduction to the young officers with respect to enhancing their knowledge on Body language. Specific input was sought do identify the need of subject matter experts and introduction of case studies into the curriculum. It is observed that an overwhelming majority has

recommended the inclusion of training by subject matter experts and through case studies. Approximately 78 percent of 28 respondents either strongly agreed or agreed with the statement with approximately 18 percent being in the category of strongly disagree or disagree with balance 4 percent in neutral category (Refer Figure 38). The input corroborates the recommendations of the troops with respect to inclusion of the subject of Body language in the training curriculum of the young officers.

Figure 38: Requirement of Case Studies and Subject Matter Experts



Source: Field Survey

4.4 Comparison of Recommendations pertaining to inclusion of the subject of Body language in Training Curriculum

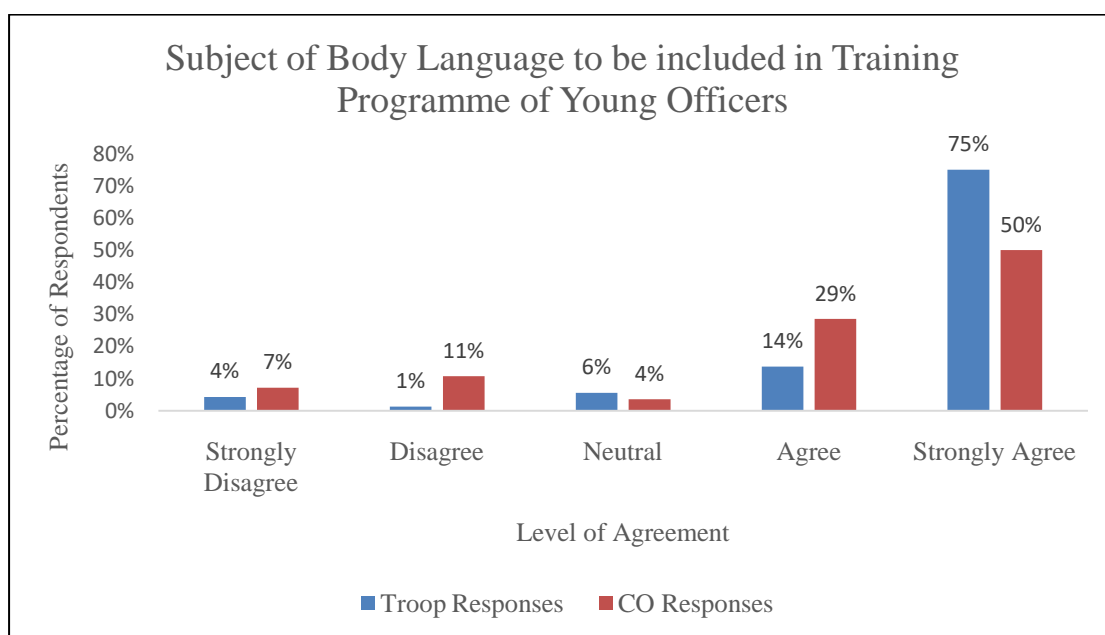
A specific question was included for all three groups with respect to whether the subject of Body language be introduced in the training curriculum of the young

officers. This question was put in the Likert scale. A total of 71 percent of the young officers have recommended the training to be introduced for them. However, considering that the training is for the young officers group and their own recommendations for the same could be considered as biased, it is appropriate that recommendations of the other two groups viz. the troops and the commanding officers be analysed to include descriptive statistics in relation to the overall recommendations.

4.4.1 Interpretation of Charts and Histograms

The majority of both troops and commanding officers (CO) agree or strongly agree that the subject on Body language should be included in the training programme of young officers. Troops were more likely to strongly agree (75%) than commanding officers (50%). Further, a small percentage of troops (5.61%) were neutral towards the statement and (1%) disagreed with the statement, while a comparatively higher percentage of commanding officers (10.71%) disagreed and (7.14%) strongly disagreed for introduction of the subject. Overall, it can be observed that there is a general agreement among both groups that the subject on Body language should be included in the training programme of young officers. However, there are some differences in the degree of agreement between the two groups, with troops being more likely to strongly agree than the commanding officers (Refer Figure 39). The bar chart has been constructed in percentage terms as the total number of respondents in both the groups vary i.e. there are 392 troops who were part of the field survey as against 28 commanding officers. Hence, to have an appropriate comparison both have been compared in percentage terms.

Figure 39: Comparison of Recommendations



Source: Field Survey

4.4.2 Interpretation of Descriptive Statistics

Table 2: Descriptive Statistics

Subject on Body language should be included in the Training Programme of young officers	<i>Troop Responses</i>	<i>CO Responses</i>
Mean	4.538265306	4.035714286
Median	5	4.5
Mode	5	5
Standard Deviation	0.979882059	1.290482048
Skewness	-2.443656657	-1.295799714
Range	4	4
Minimum	1	1
Maximum	5	5

The mean score for troops is 4.54, which indicates that, on an average, troops tend to agree with the statement. The mean score for commanding officers is 4.04, which is also in agreement with the statement, but to a slightly lesser extent than troops. The median score for troops and commanding officers is 5 and 4.5, respectively. This suggests that most respondents in both groups have shown higher level of agreement to include subject on Body language in the training programme of young officers. Further, the mode score for both groups is 5, indicating that this was the most common response from both groups of respondents.

The standard deviation for troop responses is 0.98 and for CO responses is 1.3. It shows that the standard deviation for troop responses is lower than that for CO responses, which means that the troop responses are more closely grouped around the mean compared to CO responses. This suggests that there is more agreement among troops about the inclusion of the subject on Body language in the training programme of young officers, while CO responses are more varied. The relatively high standard deviation of CO group indicated that respondents have a relatively wide range of opinions about the statement in question.

The skewness for troops is -2.44, indicating that the responses are negatively skewed, meaning that the distribution is skewed towards higher scores. The skewness for commanding officers is -1.30, also indicating a negative skew. Further, the range for both groups is 4, with the minimum score being 1 and the maximum score being 5.

In a nutshell, both groups tend to agree that the subject of Body language should be included in the training programme of young officers, but troops tend to agree more strongly with this statement than the commanding officers.

4.5 Findings: Summary

Post detailed analysis of inputs from all the three groups as also inputs received through the interviews of the senior officers having command experience at the Brigade and Division levels; the summary of findings is given below:-

- i. A total of 129 young officers took part in the field survey and were administered the questionnaire to assess their knowledge on Body language. The average score was six out of 14 which is about 45% indicating that there is a large scope of improvement on the subject. It also appears that the respondents are aware of this short coming as a majority of them (71 percent) have recommended for introduction of formal training to enhance the knowledge of Body language.
- ii. A total of 392 troops took part in the field survey. Majority of the troops believe that the young officers do not possess adequate skills to read the Body language of troops in the initial stages. The troops are likely to be curious about the new officer's background, experience, and leadership style. They will be looking for signals that indicate whether the officer is competent, trustworthy, and committed to the mission. They will also be assessing the officer's Body language, tone of voice, and other nonverbal cues, to gain insight into their personality and character. The troops may form opinions about the new officer based on these observations, which can influence their behaviour and attitude towards the officer. For example, if the officer displays confidence, competence, and a genuine interest in the well-being of their troops, the soldiers are likely to feel motivated and inspired.

On the other hand, if the officer appears insecure, indecisive, or aloof, the troops may become de-motivated or disengaged

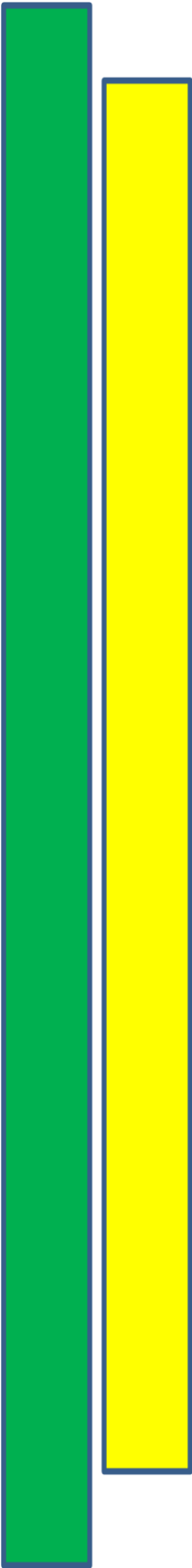
iii. An overwhelming majority of troops that is 89 percent out of 392 recommended for the inclusion of the subject of Body language in the training curriculum of the young officers; whereas, approximately 79 percent of the commanding officers recommended the inclusion of the subject of Body language in the training curriculum of the young officers. At the same time approximately 18 percent did not agree with the same. Further from the descriptive statistics it emerged that the troops tend to agree more strongly with the recommendation for inclusion than the commanding officers.

iv. Majority of the respondents in all three groups opined that the Body language of deployed forces is an important component in conduct of successful operations in a counter-insurgency environment. Terrorist groups often rely on surprise attacks to achieve their objectives, and they may conduct surveillance on potential targets in order to assess the level of security and plan their attacks. As part of this surveillance, they may observe the troops guarding a post or piquet to assess their alertness and readiness to respond to an attack. One key factor that terrorists are likely to look for is the Body language of the troops. If soldiers appear relaxed or distracted, this may indicate that they are not fully alert and may be caught off guard by an attack. On the other hand, if soldiers are alert focused, and actively scanning their surroundings, this may deter terrorists from attempting an attack or cause them to seek out softer targets.

v. Inputs obtained through the interviews of senior officers (Two Major Generals and Four Brigadiers) who had command experience in active

counter-insurgency operational areas at the Division and the Brigade levels indicate that they believe, Body language is essential for effective communication. Further, they opined that Body language plays an important role in establishing trust between the leaders and the led. They opined that introduction of the subject in training curriculum would empower the junior leaders.

vi. Sometimes friction is created because the young officers have not been able to read the mood of the troops or inadvertently conveyed wrong messages through their conduct or speech.. In many cases, friction between young officers and their troops can arise when the officers fail to pick up on important body cues about the mood and attitudes of the soldiers they are commanding. For example, a young officer who is overly aggressive or demanding may inadvertently convey the wrong message to their troops, coming across as authoritarian or unsympathetic to their needs. This can lead to resentment and mistrust among the soldiers, who may feel that their officer is out of touch or insensitive to their concerns. Likewise, if a young officer is too distant or unapproachable, they may fail to establish the rapport and trust that is crucial for effective leadership in the military. This can make it difficult for the officer to motivate and inspire their troops, which can in turn affect the unit's morale and performance. By being approachable, empathetic, and communicative, officers can build the trust and respect they need to lead their troops effectively and achieve their mission objectives.



Chapter 5

Conclusion and Recommendations

Chapter 5 - Conclusions and Recommendations

5.0 Body Language and the Future Leadership.

In the current age of digitalization, nonverbal communication has become an essential part of leadership. With more and more communication taking place over video conferences and other digital platforms, leaders must be able to convey their messages and intentions effectively through nonverbal cues. It is important to explore how nonverbal communication will affect the future leadership of Gen Y and beyond in the digitized world of video conferences.

One of the key challenges of nonverbal communication in the digital age is the lack of physical presence. In traditional face-to-face communication, leaders can convey a lot of information through their Body language, facial expressions, and tone of voice. However, in video conferences, these cues can be more difficult to pick up on, especially if the connection is poor or the video quality is low. This can lead to misunderstandings and misinterpretations, which can be particularly problematic in leadership contexts.

Another challenge of nonverbal communication in the digital age is the need for authenticity. In an era where digital communication has become the norm, it can be tempting for leaders to rely on scripted messages and rehearsed gestures to convey their messages. However, in order to build trust and credibility, leaders must be authentic and genuine in their nonverbal communication. This means being aware of their own nonverbal cues and making a conscious effort to use them in a way that is natural and authentic.

In addition, to these challenges, there are also several opportunities for nonverbal communication in the digital age. For example, digital platforms provide leaders with new ways of using nonverbal cues to convey their messages. This could include the use of virtual backgrounds, emojis, and other visual aids to reinforce their verbal messages. By using these tools effectively, leaders can enhance their nonverbal communication and engage their audience in new and innovative ways.

Nonverbal communication can be particularly important for remote teams who may not have the benefit of in-person interactions. In a remote work environment, nonverbal cues such as facial expressions, gestures, and posture can be especially important in conveying trust, empathy, and engagement. Leaders who are able to use these cues effectively can create a sense of connection and belonging among remote teams, which can improve motivation, productivity, and overall performance.

As we look to the future of leadership in the digitized world of video conferences, it is clear that nonverbal communication will continue to play a critical role. Leaders who are able to master the art of nonverbal communication will be better equipped to engage their audiences, build trust and credibility, and inspire their teams to achieve their goals. This will require a combination of skills, including the ability to read and interpret nonverbal cues, as well as the ability to use them effectively to convey messages and build relationships.

In summary nonverbal communication will be an essential component of future leadership in the digitized world of video conferences. While there are several challenges associated with nonverbal communication in this context, there are also many opportunities for leaders who are able to use nonverbal cues effectively. By being authentic, aware, and innovative in their nonverbal communication, leaders can

build stronger connections with their teams and achieve greater success in a digital age.

5.1 Conclusion

Body language is a fundamental aspect of communication that goes beyond words. It is the non-verbal communication that conveys our thoughts, emotions, and intentions through our facial expressions, gestures, posture, and tone of voice. Understanding the significance of Body language is crucial for effective communication in all aspects of life, including leadership, personal relationships, and professional settings. In the military, Body language plays an important role in man management and the conduct of counter-insurgency operations, particularly for junior leaders who are often responsible for leading teams on the ground. In the Indian military, junior leaders are expected to manage and lead their teams in challenging environments where effective communication can often be the difference between success and failure. The ability to read and interpret the Body language of their team members can help junior leaders to better understand their team's needs, emotions, and intentions, enabling them to respond appropriately and effectively. In counter-insurgency operations, where the situation on the ground can be unpredictable and rapidly changing, Body language becomes even more critical as it can provide valuable insights into the behavior and intentions of the local population and potential insurgents.

Understanding Body language can also help junior leaders to communicate more effectively with their superiors, peers, and subordinates. The Indian military has a hierarchical structure, and junior leaders often need to communicate with higher-ranked officers, including those who may not be familiar with the local culture or

language. In such situations, Body language can be an effective tool for conveying respect, understanding, and professionalism. Similarly, junior leaders who are responsible for managing teams of soldiers from different regions, ethnicities, and backgrounds can use Body language to bridge cultural and language barriers and build trust and rapport.

Another critical aspect of Body language is the ability to control one's emotions and project confidence and assertiveness. In the military, junior leaders are often required to make quick decisions under high-pressure situations, and their Body language can impact how their decisions are perceived by their team members and superiors. A leader who appears confident, calm, and in control can inspire confidence and trust in their team, while a leader who appears nervous or unsure can create doubt and uncertainty.

To be an effective leader in the Indian army, junior leaders must develop their Body language skills through training and practice. This includes learning how to read and interpret the Body language of others, as well as how to control and project their own Body language. They must also be aware of cultural differences and how they can impact Body language and communication. For example, a gesture that is considered respectful in one culture may be considered rude or offensive in another culture.

In addition to training, junior leaders can also benefit from mentoring and coaching from senior officers who have experience in man management and counter-insurgency operations. Senior officers can provide valuable insights into the importance of Body language in the military and share their own experiences and strategies for effective communication.

In conclusion, Body language is an essential aspect of communication that is particularly relevant for junior leaders in the Indian army. The ability to read and interpret the Body language of others, as well as project one's own Body language effectively, can help junior leaders to manage their teams, communicate more effectively with superiors and subordinates, and conduct successful counter-insurgency operations. By developing their Body language skills through training, practice, and mentorship, junior leaders can become more effective and confident leaders who inspire trust, respect, and loyalty in their teams.

5.2 Recommendations

Effective communication is essential in the army as it ensures that troops understand their tasks and the goals they need to achieve. In order to communicate effectively, junior leaders in the Indian army need to be able to understand and interpret Body language. Body language refers to non-verbal communication that people use to convey their thoughts, feelings, and emotions. It includes facial expressions, gestures, posture, and eye contact, among other things. Similarly, Body language plays a crucial role in communication and understanding, in counter-insurgency operations where the ability to read and interpret Body language can be the difference between life and death. For junior leaders in the Indian army, improving their knowledge of Body language is an essential skill to have to ensure mission success and to keep their troops safe. Some recommendations on how to train junior leaders in the Indian army to improve their knowledge of Body language are given below:-

- i. **Start with the Basics.** The first step in training junior leaders in Body language is to start with the basics. This includes teaching them about the

different types of Body language and their meaning. For example, a closed posture indicates defensiveness or discomfort, while an open posture indicates confidence and approachability. Additionally, junior leaders should be taught about the different types of facial expressions and what they mean, such as a smile indicating happiness or a frown indicating displeasure.

ii. **Use Real-life Examples.** To help junior leaders understand Body language better, trainers should use real-life examples. This could include watching videos of soldiers in the field or observing their fellow soldiers during training exercises. Trainers could also have junior leaders role-play different scenarios to help them practice interpreting Body language. Similarly real life scenarios in counter-insurgency operations can be incorporated to train the junior leaders in that the teaching pedagogy could include past experiences of terrorist strikes where poor Body language of deployed troops having the reason for a setback in the conduct of countenances operations where the terrorists have taken advantage and been successful. This will go a long way in giving critical and important feedback to the young officers especially before their deployment in active counter-insurgency environment.

iii. **Incorporate Cultural Differences.** It is essential to take cultural differences into account when teaching Body language to junior leaders. Different cultures may have different meanings for certain gestures or facial expressions, so trainers should be aware of this and adjust their training accordingly. For example, a nod of the head in India can mean both agreement and understanding, whereas in some Western cultures, a nod of the head can mean agreement only.

- iv. **Teach Active Listening.** Active listening is an essential part of effective communication, and it can also help junior leaders interpret Body language better. Trainers should teach junior leaders to listen actively by paying attention to the speaker's tone of voice, Body language, and facial expressions. This can help junior leaders pick up on cues that may indicate how the speaker is feeling or what they are thinking.
- v. **Practice Empathy.** Empathy is an essential skill for junior leaders to have when interpreting Body language. Trainers should encourage junior leaders to put themselves in the shoes of their soldiers and try to understand how they are feeling. This can help junior leaders pick up on subtle cues that may indicate if a soldier is experiencing stress, anxiety, or discomfort.
- vi. **Teach Non-verbal Communication Skills.** In addition to interpreting Body language, junior leaders also need to be able to communicate effectively using non-verbal cues. This includes using appropriate facial expressions, gestures, and posture to convey their message. Trainers should teach junior leaders how to use these cues effectively to ensure that their message is understood clearly.
- vii. **Encourage Observation.** Observation is a crucial skill for junior leaders in the Indian army to develop, as it enables them to pick up on subtle Body language cues that might go unnoticed by others. Encourage junior leaders to observe the Body language of those around them, including their peers, superiors, subordinates, and locals. By actively observing Body language, junior leaders can improve their ability to read and interpret it in real-life scenarios.

viii. **Encourage Feedback.** To help junior leaders improve their knowledge of Body language, trainers should encourage feedback. Soldiers can provide valuable feedback to their leaders about how they are interpreting their Body language and whether they are communicating effectively. Trainers should encourage soldiers to be open and honest in their feedback so that junior leaders can improve their skills.

5.3 Suggested Training Programme

Here is a sample training programme on Body Language that includes theory classes, case studies, and briefings by subject matter experts over 3 days with 3 hours per day sessions.

Day 1:

Theory Class 1 (1 hour): Introduction to Body Language

- Definition and importance of Body language
- Basic concepts of Body language, including posture, facial expressions, gestures, and eye contact
- Types of Body language: positive, negative, and misleading

Theory Class 2 (1 hour): Interpreting Body Language

- Understanding the context and cultural differences in Body language
- How to interpret Body language accurately
- Common mistakes in interpreting Body language

Case Study (1 hour): Analyzing Real-Life Scenarios

- Real-life scenarios involving Body language in a counter-insurgency operation
- Group discussion on how to interpret Body language in these scenarios

Day 2:

Theory Class 3 (1 hour): Body Language and Communication

- The relationship between Body language and verbal communication
- The impact of Body language on communication
- Strategies for improving communication through Body language

Briefing by Subject Matter Expert (1 hour): Analyzing Body Language in Interpersonal Communication

- An expert in Body language and interpersonal communication will give a briefing on analyzing Body language in interpersonal communication
- Practical exercises to apply the concepts learned in the briefing

Case Study (1 hour): Analyzing Real-Life Scenarios (Continued)

- Continuation of the real-life scenarios involving Body language in a counter-insurgency operation
- Group discussion on how to interpret Body language in these scenarios

Day 3:

Theory Class 4 (1 hour): Applications of Body Language in Counter-Insurgency Operations

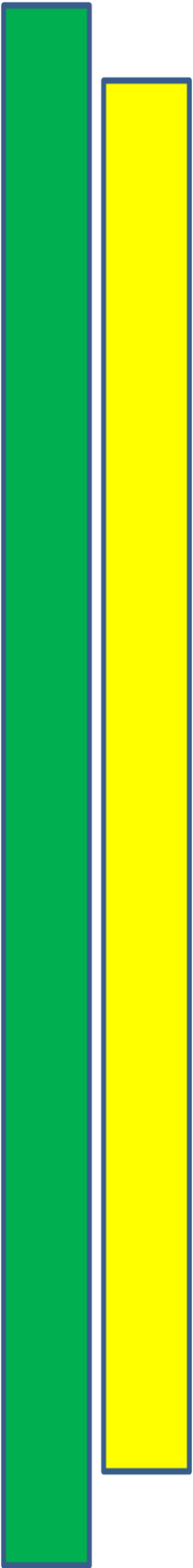
- How to use Body language to gain trust and build rapport with locals
- Using Body language to identify potential threats in a counter-insurgency operation
- Strategies for using Body language to improve situational awareness

Briefing by Subject Matter Expert (1 hour): Advanced Techniques in Body Language Analysis

- An expert in Body language analysis will give a briefing on advanced techniques for analyzing Body language
- Practical exercises to apply the concepts learned in the briefing

Case Study (1 hour): Developing a Body Language Strategy

- Developing a Body language strategy for a hypothetical counter-insurgency operation
- Group discussion on how to implement the strategy

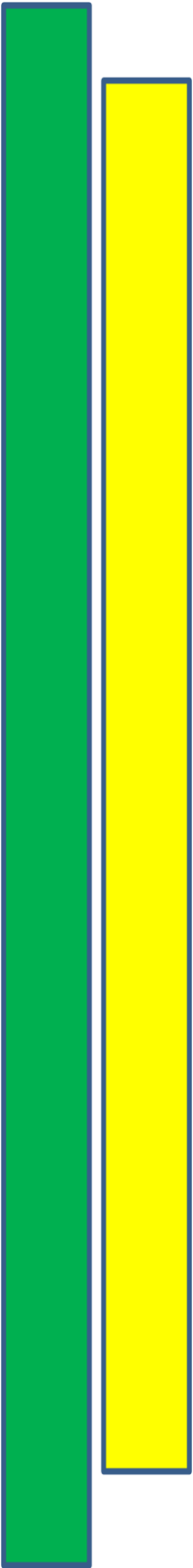


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Appendix

Appendix A

(Refer Chapter 4)

Questionnaire For Officers

1. In order to distinguish a true smile from a fake smile, you need to focus on the:

Mark only one oval

- Lips
- Eyes
- Eyebrows
- Cheeks

2. Which of the following is *not* one of the basic, universal emotional expressions?

Mark only one oval

- Sadness
- Disgust
- Anxiety
- Anger

3. What percentage of communication is non verbal?

Mark only one oval

- 10 to 30
- 30 to 50
- 50 to 70
- More than 70

4. In order to determine if someone is lying to you, you would be most successful by In order to determine if someone is lying to you, you would be most successful by?

Mark only one oval

- Eye contact-liars can't look you in the eye.
- Smiling-it's a dead giveaway.
- The person's Body instead of his or her face.
- The flaring of nostrils.

5. Mutual gaze is often an indicator of?

Mark only one oval

- Love.
- Anger.
- Submissiveness.
- Dominance.

6. Body posture is a very good way to communicate?

Mark only one oval

- Love.
- Disgust.
- Dominance.
- Attitudes.

7. Which of the following is *not* a cue that indicates it is a good time to take your turn in a conversation?

Mark only one oval

- a pause.
- a drop in pitch.
- raising your hand in the air.
- eye contact.

8. Extending the middle finger is an obscene gesture in nearly every culture on earth?

Mark only one oval

- True.**
- False.**

9. Smell (Olfaction) is a form of nonverbal communication?

Mark only one oval

- True.**
- False.**

10. When words and facial expressions are contradictory, we usually give more credence to the words?

Mark only one oval

- True.**
- False.**

11. Research has shown that [emotional intelligence](#) and verbal [intelligence](#) (IQ) are completely distinct (i.e., they are not correlated)?

Mark only one oval

- True.
- False.

12. The majority of gestures can be easily translated into the words or phrases they are intended to convey.

Mark. only one oval

- True.
- False.

13. Which of the following is true?

Mark only one oval

- it is possible to communicate subtle non verbal cues to influence another's behavior.
- Non verbal cues of urgency are used to indicate persuasiveness.
- The shape of your face is not related to your attractiveness.

14. When you are interested in something, research shows that your pupils will dilate?

Mark. only one oval

- True.
- False.

15. Knowledge of Body language helps one to understand oneself and others around him. Do you think that the subject of Body language be introduced to the officers in the overall training regime?

Mark. only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

Score Key

Questions 1 to 14 (1 mark for each correct answer)

6 and below - Low on knowledge. Need to study Body language

7 to 9 - A verbal communicator. Needs improvement in nonverbal communication

10 and above - Master nonverbal communicator

Appendix B

(Refer Chapter 4)

Questionnaire For Troops

1. Jab young officers unit mein posting aate hain to troops unki harkat ko dhyan se dekhte rahte hain aur apni rae banate hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

2. Troops apni har problems officers ko batate nahin hai. Unki mann ki baat janne ke liye officers ko unki Body language yani ki sharirik harqat aur mood janna zaruri hai.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

3. Young officers commission hone ke baad unit mein pahunchte hain. Unko apne aap ko Unit mein stapith karne ke liye kuchh saal lag jata hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

4. Senior officers troops ki mood ya sharirik harqat acchi tarah padhna jante hain. Lekin junior officers ko yeh samajh ne keliye kafi time lagta hai.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

5. Interview ya interaction ke dauran toops ke bina bataye unki man ki baat * malum karne mien Junior officers ko kathinayi ati hai.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

6. Unit Lines mein, Officers Mess mein ya parade par junior officers ki harkat troops observe kar sakte hain aur pata laga sakte hain ki Jo upadesh woh dete hamesha khud nahin palan karte hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

7. Junior officers ki harkat, bol chal yani ki unki Body language se yeh pata lag jata hai *ki who kitna confident aur kabil hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

8. Kabhi kabhi junior officers anjane mein apni harkat aur bolchal se troops ki insult kar dete hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

9. Terrorist attack karne se pahle target area ko study karte hain aur detail mein * planning karte hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

10. Terrorist attack wohan hota hai jahan par troops dhila harkat karte hain aur shatark nahin rahte hain.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

11. Junior officers ko Jawano ki sharirik harqat aur vybahar ke bare mein gyan hona zaruri hai. Isliye aise subject unki traing mein shamil kiya jana chahiye.

Mark only one oval

- Bilkul Galat
- Shayad Galat
- Pata Nahin
- Shayad Sahi
- Bilkul Sahi

Appendix C

(Refer Chapter 4)

Questionnaire For Commanding Officers

1. Troops observe conduct and Body language of a newly posted officer who joins the unit and make their opinion about him.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

2. It is easy for troops to observe young officers in unit lines, at the officers' Mess, on/ Parade hours and know whether they follow those very instructions that they issue.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

3. Sometimes friction is created because the young officers have not been able to

read the mood of the troops or inadvertently conveyed wrong messages through their conduct speech.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

4. Terrorist generally carry out a study of the target area before planning a strike/attack.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

5. Terrorists observe the troops for their alertness/ Body language before planning a strike on a post/ piquet.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

6. Commanders at all levels spend a considerable time emphasizing to young officers and troops the importance of Body language in conduct of counter-insurgency

operations.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

7. Sometimes you observe young officers low on confidence while interacting with troops/passing orders. There is a mismatch between what they want to communicate and their Body language.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

8. A number of times security forces have been targeted because of poor drills and conduct This could be attributed to junior leaders not ensuring troops communicate their professionalism and alertness in conduct of routine operations.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

9. Knowledge of Body language helps one understand oneself and others around better. It is recommended to introduce the subject to young officers at an early stage

which would facilitate effective communication.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

10. Introduction of Importance of Body language in overall communication by subject matter experts and discussion of a few case studies in the training academies will greatly help the young officers.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.

11. Introduction of Importance of Body language in overall communication by subject matter experts and discussion of a few case studies in the training academies will greatly help the young officers.

Mark only one oval

- Strongly Disagree.
- Disagree.
- Neutral.
- Agree.
- Strongly Agree.