

Misunderstanding in Human Relations: A Social Psychological Perspective

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I hope to demonstrate that, in everyday life, it is perfectly normal that we should fail to understand one another. Once you accept this as the normal state of affairs then you are well on the road to being a good manager. The same applies to assessing the significance of disputes in everyday life. Some people regard disputes as pathological events, signs that something is "wrong" in society. I suggest that it is better to regard them as normal and inevitable features of social life (here I would follow the line taken by Simon Roberts (1979) in his Pelican Book *Order and Dispute: An introduction to legal anthropology*). Why misunderstanding should be more prevalent in everyday life than understanding, I imagine, will require some explanation.

Experimental psychologists have specialised in the study of visual illusions. In an illusion there is a mismatch of some sort between appearance and reality. The misperception is a quite widely shared one (ie it is quite common) and yet what is perceived is an illusion in terms of what is there to be perceived. The study of illusions has often shed valuable light on the nature of normal perception. An early illusion that was studied in a cross-cultural setting was the Müller-Lyer illusion. This is illustrated in Figure 1.



Figure 1 The Müller-Lyer Illusion.

The two lines in the Figure are of equal length, yet the "feather-head" line (the upper of the two figures) appears to be longer than the "arrowhead" line. This is a quite strong illusion for those of us who have grown up in what we call "the carpentered world" ie in a built environment in which there is a predominance of right angles. In other, more "rounded", cultures where there are few right angles eg amongst the Zulu of South Africa, this is not such a strong illusion. The "size" of the illusion can be measured with a fair degree of precision.

The perception of the physical environment is not, however, the particular concern of the social psychologist. How we perceive other people, though is. The perception of others and the perception of objects are not as unrelated to one another as, at first sight, one might suppose. I do not intend, however, on this occasion, to go into the complexities of this relationship, though I would be happy to do so, in the course of discussion, if there were sufficient interest in this particular theme. Suffice it to say that, occasionally, it is helpful, when we study the perception of the world (both physical and social), to consider people as a peculiar class of "objects". I happen to believe that it was far from accidental that those German psychologists, who

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