

Developing Management Skills

Chapter 1: Developing Self-Awareness

Keys to Self- Awareness

“Know Thyself”

Carved on the temple to the Oracle at Delphi

“He that would govern others must first
master himself”

Messinger

Hierarchy of Personal Life-Management Skills



The Enigma of Self-Awareness

- Seeking self knowledge is a prerequisite for personal growth.
- However, we avoid seeking information about ourselves because it may make us feel inferior.

The Sensitive Line

The point at which individuals become defensive when encountering information about themselves that is inconsistent with their self-concept.

Crossing the Sensitive Line

Our sensitive line is less likely to be crossed...

- When information is verifiable, predictable and controllable.
- When we self-disclose.

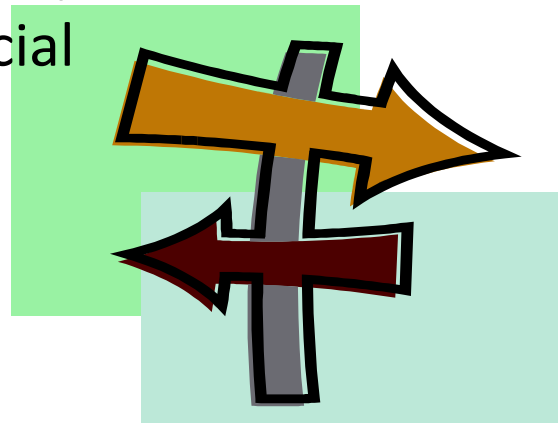
Appreciating Individual Differences

Differences

- We observe differences
- Appreciating differences helps eliminate social barriers

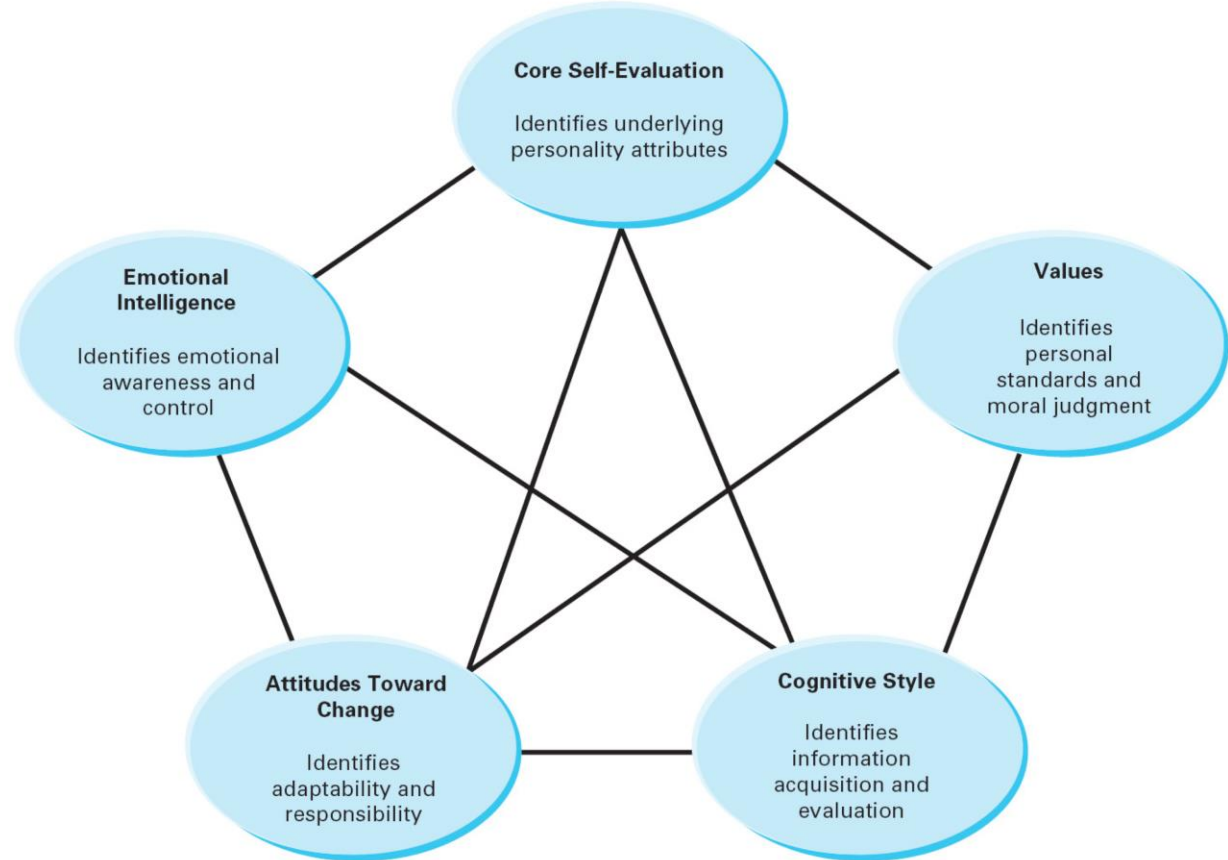
Distinctions

- We create distinctions
- Making distinctions creates social barriers



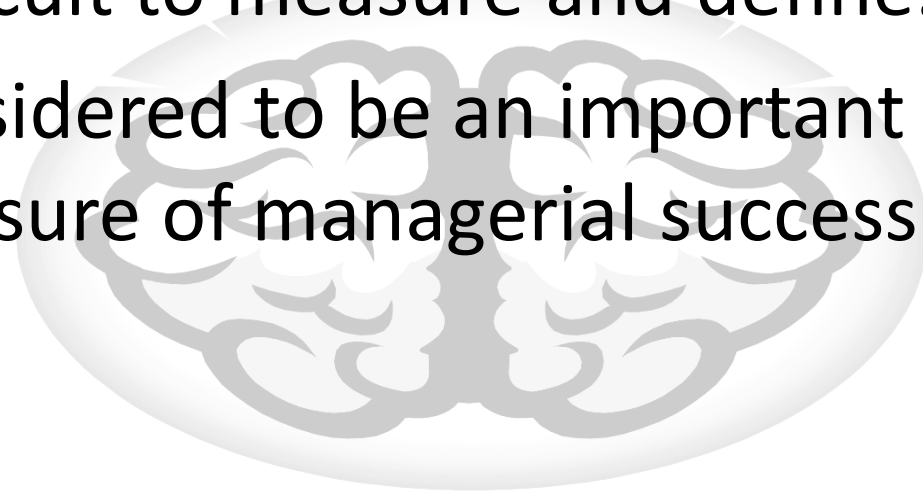
Five Areas of Self Awareness

Figure 1.2 Five Core Aspects of Self-Awareness



Emotional Intelligence

- Difficult to measure and define.
- Considered to be an important measure of managerial success.



Components of Emotional Intelligence

- The ability to diagnose and recognize your own emotions.
- The ability to control your own emotions.
- The ability to recognize and diagnose the emotions of others.
- The ability to respond appropriately to emotional cues.

Values

- Foundation for attitudes and personal preferences
- Basis for important life decisions
- Help to define morality and ethics

Trompenaars Cultural Value Dimensions

- Universalism vs. Particularism
- Individualism vs. Collectivism
- Affective vs. Neutral
- Specific vs. Diffuse
- Achievement vs. Ascription
- Past and Present vs. Future
- Internal vs. External

Personal Values

- Instrumental Values: desirable standards of conduct for attaining an end
- Terminal Values: desirable ends or goals for the individual

Values that Managers Desire



- Sense of Accomplishment
- Self-Respect
- A Comfortable Life
- Independence

Kohlberg's Stages of Moral Development

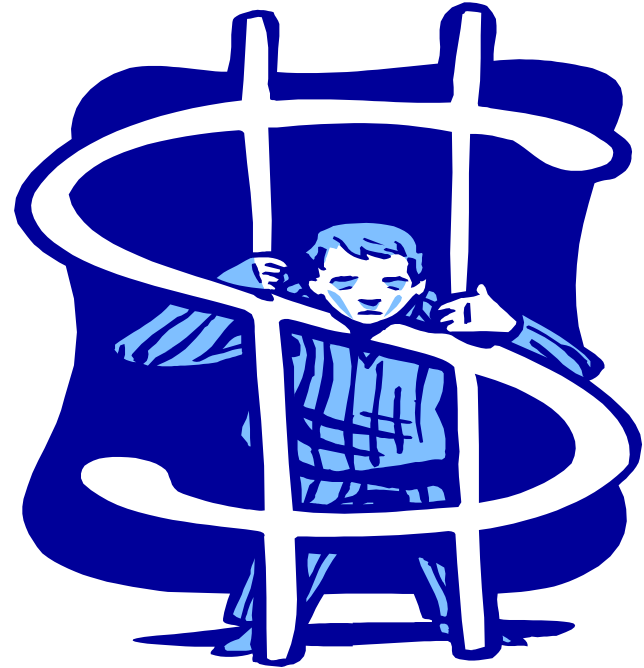
A. Preconventional
(Self Centered)

B. Conventional
(Conformity)

C. Postconventional
(Principled)

Recent Examples of Unethical Decision Making

- Enron
- Martha Stewart
- Ford Motor Company
- Firestone



Ethical Decision Making And Values

- Most managers feel they are under pressure to compromise standards to meet company goals*
- Conflict between maximizing economic and social performance

* Study by American Management Association.

Standards for Making Ethical Decision

- Front Page Test
- Golden Rule Test
- Dignity and Liberty Test
- Equal Treatment Test
- Personal Gain Test
- Congruence Test
- Procedural Justice Test
- Cost-Benefit Test
- Good Night's Sleep Test



Cognitive Style

An individual's inclination to perceive, interpret, and respond to information in a certain way



Dimensions of Cognitive Style

- Knowing Style: emphasize facts, details, data; focus on logic
- Planning Style: emphasize structure, preparation, planning; focus on rules and procedures
- Creating Style: emphasize experimentation, non-rational thinking, creativity; focus on brainstorming and spontaneity

Attitudes Toward Change

Graduates of management schools today will face an environment unlike any person has ever experienced before



Change Orientation

Tolerance of Ambiguity: The extent to which individuals are comfortable coping with unclear situations.

Change Orientation (cont'd)

Locus of Control: The attitude people develop regarding the extent to which they control their own destinies.



Locus of Control

Internal Locus of Control:

‘I was the cause of the success or failure.’

External Locus of Control: ‘Something else caused the success or failure.’

Internal Locus of Control

Associated with...

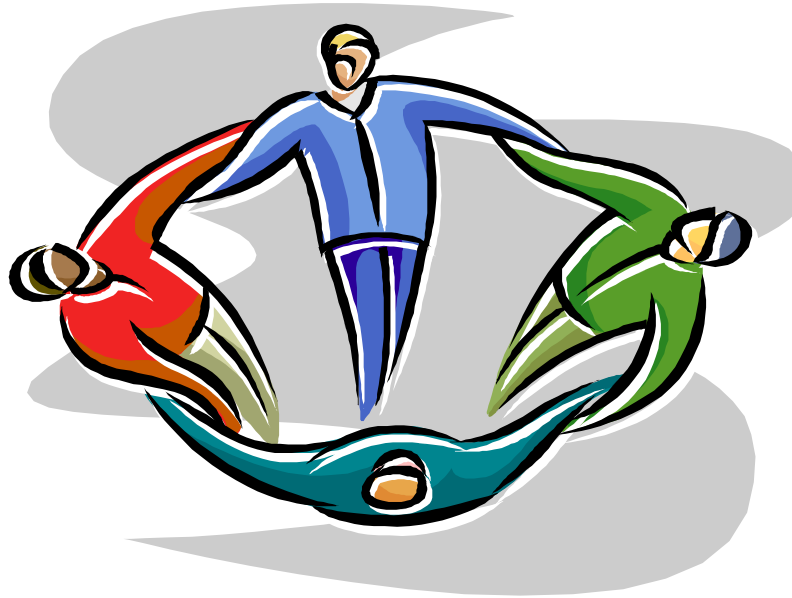
- Managerial success (at least in North America)
- Less alienation from work environment
- More satisfaction at work
- Less stress
- More position mobility

External Locus of Control

- Most commonly found in managers from Eastern cultures
- Tend to use coercive power more than internal leaders
- Perform poorly in stressful situations

Personality

Personality: The relatively enduring traits that makes an individual unique.



Determinants of Personality

- Some of our personality may be attributed to biology and genetics
- However, people can make changes to their personality if they are determined

Personality Traits

The Big Five Dimensions of Personality

1. Extraversion
2. Agreeableness
3. Conscientiousness
4. Neuroticism
5. Openness

Core Self-Evaluations

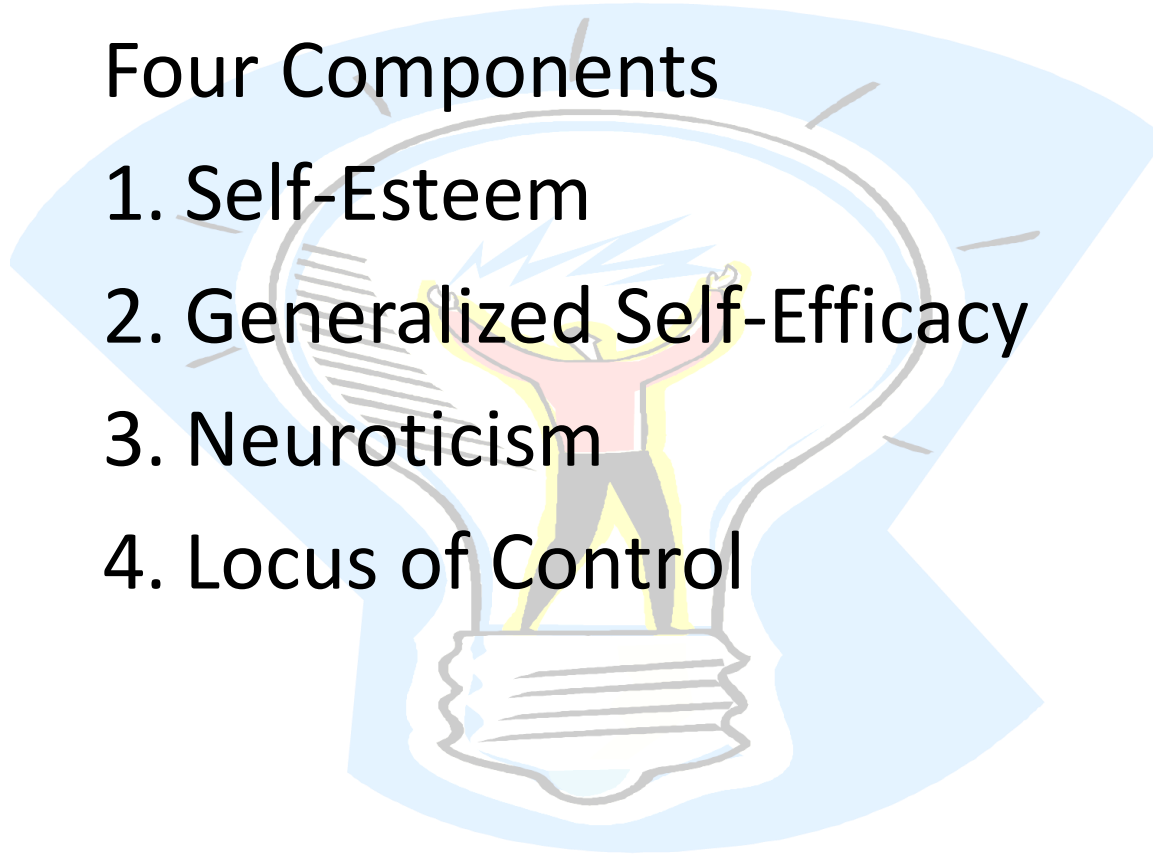
Core evaluations subconsciously influence people's appraisal of themselves, the world, and others.



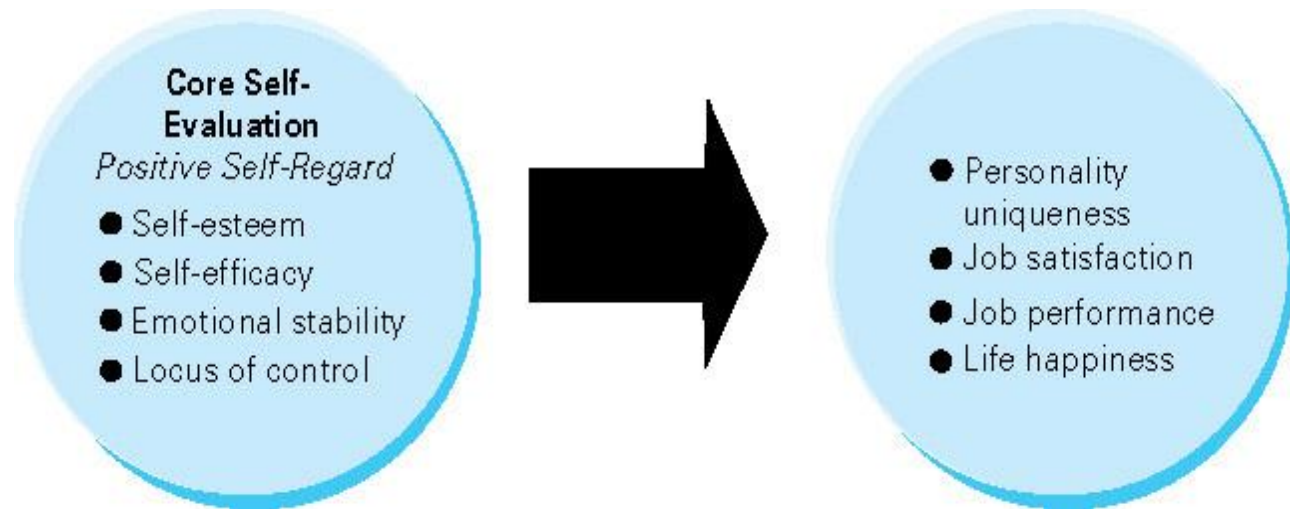
Core Self-Evaluation

Four Components

1. Self-Esteem
2. Generalized Self-Efficacy
3. Neuroticism
4. Locus of Control

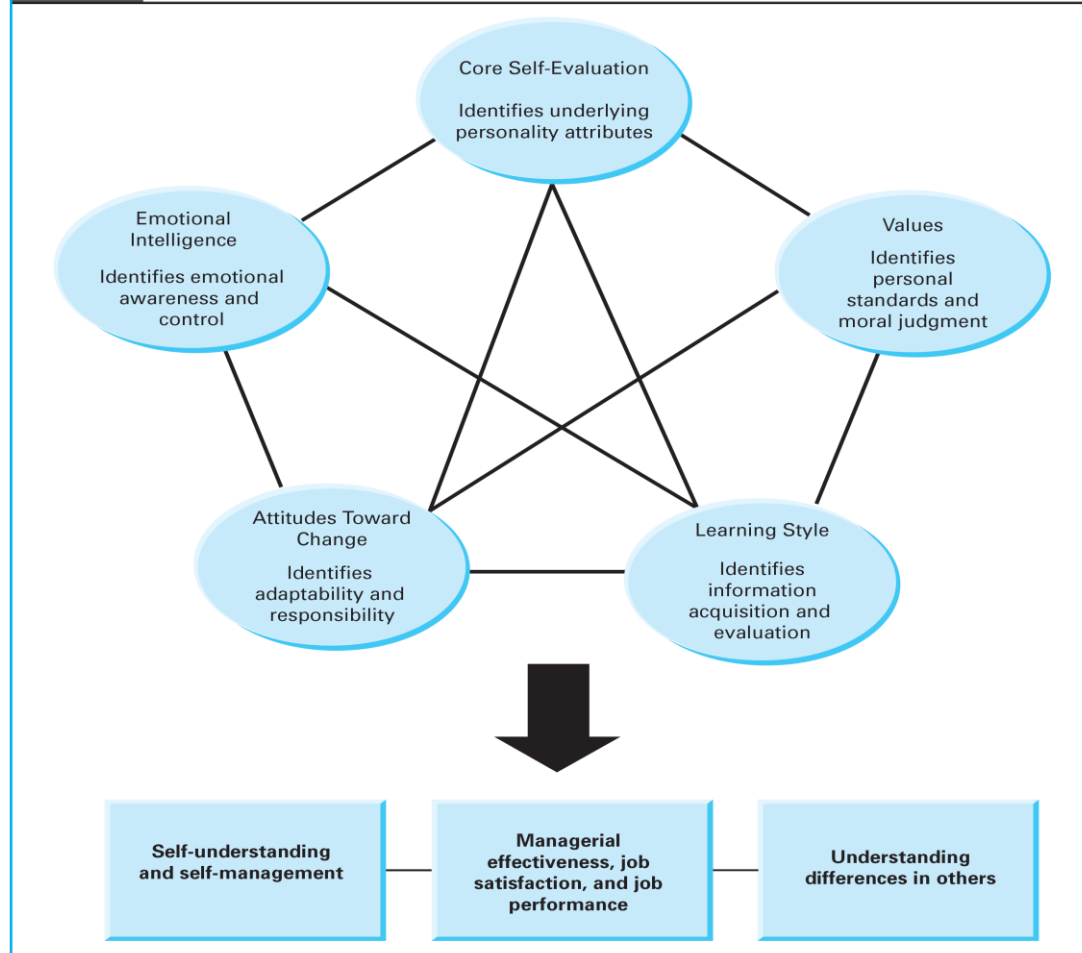


The Effects of Core Self-Evaluations



Self-Awareness and Managerial Implications

Figure 1.4 Core Aspects of Self-Awareness and Managerial Implications



Behavioral Guidelines

- Identify your sensitive line
- Use the dimensions of national culture to understand differences between your values and those of other cultures
- Identify a set of principles on which you will base your behavior
- Seek ways to expand your cognitive style, tolerance for ambiguity and locus of control

Behavioral Guidelines

- Enhance your emotional intelligence by monitoring your responses to others
- Develop your core self-evaluation by capitalizing on strengths and accomplishments
- Engage in honest self-disclosure
- Keep a journal for self-analysis