

## Week 1 – Self and authenticity

### Your unique traits

- **Personality traits:** a person's general style of interacting with the world, especially with other people
- **Big 5 personality traits**
  - **Openness to experience:** risk taking; curious, original vs. dull, unimaginative
  - **Conscientiousness:** hard-working; dependable, responsible vs. careless, impulsive
  - **Extraversion:** sociable, talkative vs. withdrawn, shy
  - **Agreeableness:** friendly & nice; tolerant, cooperative vs. cold, rude
  - **Neuroticism:** craziness; stable, confident vs. depressed, anxious; high neuroticism = low emotional stability
- **Self-monitoring:** how we monitor the environment & change what we say & what we do, according to the context; high = fit behaviour to situation; low = behaviour mostly disregards social situations
- **Locus of control:** belief of whether you should work hard to achieve what you get in your life, or whether you should just go with the flow & let fate take care of everything
  - **Internal:** what happens in my life is decided by internal factors (motivation, effort, talents)
  - **External:** behaviour is decided by external factors (e.g. fate, luck & other people, i.e. family)
- **Narcissism:** pay too much attention to themselves; the tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement
  - Tend to think they are great leaders, however they are rated as poor leaders
- **Machiavellianism:** the tendency to engage in social conducts that involve manipulating others for personal gain, often against the other's self-interest; someone who poses as a friend but will backstab you for their own self-interest
- **Type A personality:** moves/walks/eats rapidly; impatient; multitasks; dislikes leisure time; obsessed with numbers; measures success in terms of how many or how much of everything is acquired
- **Type B personality:** never suffers from a sense of time urgency; does not need to display or discuss achievements or accomplishments; plays for fun and relaxation, not to win; can relax without guilt

### Individual differences

- **Individual differences:** traits or characteristics that distinguish individuals from each other; stable across a relatively long period of time
- More than 50% of job performance & criteria success depend on skills & abilities that you can learn
- You may be able to change personality traits with effort
- Gender differences in personality
  - Women are more extrovert than men
  - Men are lazier than women (conscientiousness)
  - Women are nicer than men (agreeableness)
  - Men are more open to experience; explore new places, take more risks
  - Women are more crazy & emotionally unstable; this decreases with age, but men stay relatively stable (neuroticism)

### Your personal values

- **Personal crucible:** after going through a difficult situation (crucible – intensive, traumatic & unexpected), an individual usually gains insights into what he or she really wants from life
  - Strong individuals find meaning in the most severe crucibles
- **Values:** concepts or beliefs that guide how we make decisions about & evaluations of behaviours & events

### Australian managerial values

- Surveyed managerial values & measures manager success

- **Values important for the job:** job satisfaction; job skill; achievement; creativity & competitiveness
- **Values less important for the job:** cooperation & flexibility
- **Top values of Australian managers:** achievement; benevolence; self-direction; security

#### Your authenticity

- An authentic self can lead to the development of authentic leadership, which leads to a series of positive workplace outcomes
- **Security**
- **Integrity**
- **Humility:** an interpersonal characteristic that emerges in social contexts that connotes a manifested willingness to view oneself accurately, a displayed appreciation of others' strengths and contributions & teachability (don't believe you are the best, there's always something to learn)
  - A humble manager can: increase employee engagement; increase employee commitment; reduce employee turnover; increase team performance
- **Accountability:** liable to being called to account; answerable; practice what you preach; of all the things you want in your life, how many are you taking responsibility for?
- **Vulnerability:** not afraid of being hurt by others; willingness to be vulnerable (open to self-doubts, fears & questions) can help managers/leaders stay on course; the capacity to access and accept one's own emotional & personal vulnerability serves as a powerful leadership tool, especially when the organisation is going through uncertainty and change
  - E.g. "The situation is bad & I'm also very stressed, but I'm willing to work with you to get through this together"

## Week 2 – Emotional Intelligence

- **Emotional intelligence:** An individual's ability to: understand emotions; perceive emotions; manage & use emotions
- An increase in emotional intelligence = an increase in performance AND salary
- **Emotions:** intense feelings that are directed at someone or something
- **Moods:** feelings that tend to be less intense than emotions & that lack a contextual stimulus
- E.g. anger= Amelia pissed me off today; vs. I'm feeling very pissed off today

#### Affective Events Theory

- Employees react emotionally to things that happen to them at work. These emotional reactions influence their subsequent job performance and satisfaction
- **Basic emotions across cultures:** happiness, anger, surprise, sadness, fear, disgust

#### Understanding emotions

- **Fear:** an unpleasant emotion caused by the threat of danger, pain or harm → prevents you from doing stupid things; number 1 fear = public speaking
- **Disgust:** elicited by appraisals of contamination, impurity or potential degradation
  - Prevents us from eating spoiled fruits (adaptive emotion); can influence views on a certain event/topic (e.g. if someone asks about an event you experienced disgust at, you make a harsher judgment)
- **Sadness:** a self-focused emotion associated with a sad event
- **Regret:** thinking that something better than the actual outcome could've happened
  - Counterfactual thinking: we tend to mentally create alternatives to life events that have already occurred. We compare what actually happened to what could have happened & respond emotionally to the comparison (e.g. silver medallist)

#### Gender and emotion

- Women: experience emotions more intensely, show greater emotional expression & display more frequent expressions of all emotions, except anger; have a more innate ability to read emotions; have stronger need for approval

#### Using emotions