

# Week 1: Self and Authenticity

- To master management skills, start by reaching a full and clear understanding of yourself
- **Your unique traits**
  - Traits or characteristics that distinguish individuals from one another
  - Are stable
  - Demographics
  - Big five personality
  - Self-monitoring (ability to change your behaviour according to your social situation)
  - Locus of control (life is determined by internal or external factors; business books often write that changing from internal to external locus makes you achieve much more)
  - Narcissism (arrogance, all about me, tend to believe that they are good leaders, but others don't believe that)
  - Machiavellianism (tendency to engage in social conducts that involve manipulating others for personal gain)
  - Type A/B personality (type A: **Action**, busy, number orientated personality, think Colin street, type B: **Beach**, chill, think St Kilda)
- **Your personal values**
  - We need to always be clear of our priorities in our life, if not, life will push you around
  - Australian managerial values
- **Your authenticity**
  - Humility
  - Accountability
  - Vulnerability

## Individual Difference

How much do stable individual differences account for job performance and career success?

- More than 50% depends on skills and abilities you can learn.

Can stable differences change?

- Yes

Gender differences

- Girls are generally more extraverted, agreeable and conscientious
- Guys are generally more open to new experiences, and less neurotic.

Personality over time

- Extraversion: same with age
- Agreeableness: up with age
- Conscientiousness: up with age
- Openness to experience: down with age
- Neuroticism: down with age

## Personal crucible

- A transformative experience through which an individual clarifies their crucial personal values and comes to a new sense of self-identity
- Crucibles are usually intensive, traumatic, and unexpected
- Strong individuals find meaning in the most severe crucibles, they emerge adversity stronger, more confident and more committed.

## Personal values challenge

- Write down 10 things you want for the day, every day for 1 month, and see what you truly value.

### Australian managerial values

- Values positively associated with success: high productivity, profit maximization
- Job satisfaction, job skill, achievement, creativity, and competitiveness
- Cooperation and flexibility less important.
- 2001: achievement, benevolence, self-direction, security.
- Values change over time, but some things stay relatively similar

### Your authenticity

- An authentic self can lead to the development of authentic leadership, which leads to a series of positive workplace outcomes
- 5 pillars of authentic self
  - **Humility**
    - Emerges in social contexts that connotes a manifested willingness to view oneself accurately, a displayed appreciation of other's strengths and contributions, and teachability
    - A humble manager can
      - Increase employee engagement
      - Increase employee commitment
      - Reduce employee turnover
      - Increase team performance
  - **Accountability**
    - Liable to being called to account; answerable
    - Of all the things you want to achieve in your life, how many of them are you taking responsibility for?
  - **Vulnerability**
    - To reveal your weaknesses, acknowledges you're also human
    - Leaders willing to show their vulnerability are considered better than leaders who pretend that they can do everything
  - **Security**
  - **Integrity**

### Practice authenticity

- Help someone without expecting acknowledgment
- Be committed and accountable for one goal
- In a situation when you are criticized or confronted, try to see the message objectively
- Say 'I was wrong' at least once.

# Week 2: Emotional Intelligence

## What is emotional intelligence?

- Feeling the right emotion at the right time toward the right person at the right period of time
- An individual's ability to
  - Understand
  - Perceive
  - Manage and use emotions

## EQ and Performance

- Higher EQ correlated with better job performance
- Higher EQ correlated with higher salary

## What are emotions?

- Intense feelings that are directed at someone or something
- Mood: feelings that tend to be less intense than emotions that lack contextual stimulus

## Affective Events Theory

- The events at work will make you emotional.
- 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
  - Fear
  - Sadness
  - Disgust
- **Fear**: an unpleasant emotion caused by the threat of danger, pain or harm.
  - Number 1 fear: Public speaking
  - Number 2 fear: Death
- **Disgust**: elicited by appraisals of contamination, impurity, or potential degradation
- **Sadness**: a self-focused emotion associated with a sad event/loss.

## Regret

- Counterfactual thinking: we tend to mentally create alternatives to life events that already occurred. We compare what actually happened to what would have happened and respond emotionally to the comparison.

## Gender and Emotions

- Compared to men, women...
  - Experience emotions more intensely
  - Show greater emotional expression
  - Display more frequent expressions of all emotions, except anger
- Men and women are socialized differently.
- Men: tough & brave; Women: nurturing
- Women may have more innate ability to read emotions
- Women may have stronger need for approval

### Use emotions

What emotions might be helpful to feel...

- When presenting to key clients?
  - Confidence
- When delivering bad news to someone
  - Empathy
- When meeting in-laws for the first time
  - Caring

### Emotional labour

- An employee expresses organizationally desired emotions during interpersonal interactions
- Which emotions are desired by organizations?
  - Positive emotions
  - Negative emotions

### Acting

- Face acting
  - Manipulating facial muscles directly without really experiencing the emotion
  - Negative interpersonal consequences
  - Emotional dissonance
- Deep acting
  - Mentally visualizing a situation that will activate the emotion and express it naturally
  - Positive interpersonal consequences.

### Burnout/emotional exhaustion

- A process by which individuals experience a gradual increase of distress that is characterised by reduced productivity, alienation from others, and emotional exhaustion

### Mindfulness

- Defined as the state of being attentive to and aware of what is taking place in the present.
- Employees who are more mindful tend to...
  - Show more self-regulation or autonomy in daily tasks
  - Experience less psychological disturbance when facing adversities
  - Experience less negative emotion
  - Experience less anxiety
  - Experience higher self-esteem

### The optimal experience of flow

- "being completely involved in an activity for its own sake. The ego falls away. Time flies. Every action, movement and thought follows inevitably from the previous one, like playing jazz. Your whole being is involved, and you're using your skills to the utmost.