

Topic 1A: Journey into Self-Awareness

Learning Objectives

- Recognize your strengths and how they can help you in making personal and professional choices
- Work out what would motivate and inspire you towards personal and professional success
- Develop a plan for improving any shortcomings or limitations you identify
- Gain understanding and insight into your personality, attitudes and behaviors
- Identify biases that might reduce your ability to fully appreciate the worth of others and understand their views

What is Self-Awareness?

- Understanding how your motivations, preferences and personality influence your judgement, decisions and interactions with other people
- Being able to monitor and control your feelings, biases and communication styles

Self-Awareness Helps to:

- Understand strengths and weaknesses
- Understand others perceptions of you
- Set appropriate life and career goals
- Develop relationships
- Understand diversity's value
- Increase productivity

Managers who are Self Aware:

- Have greater understanding of other's concerns
- Relate and empathize with employees
- Are more trusted and more competent
- Able to reduce potential conflict
- More open to feedback

How to Gain Self-Awareness?

- Analyse the situation, what worked and what didn't
- How would others see you in the situation
- Try to gain experiences with a variety of people and in new situations
- Increase your emotional intelligence

Means for Obtaining Self-Awareness

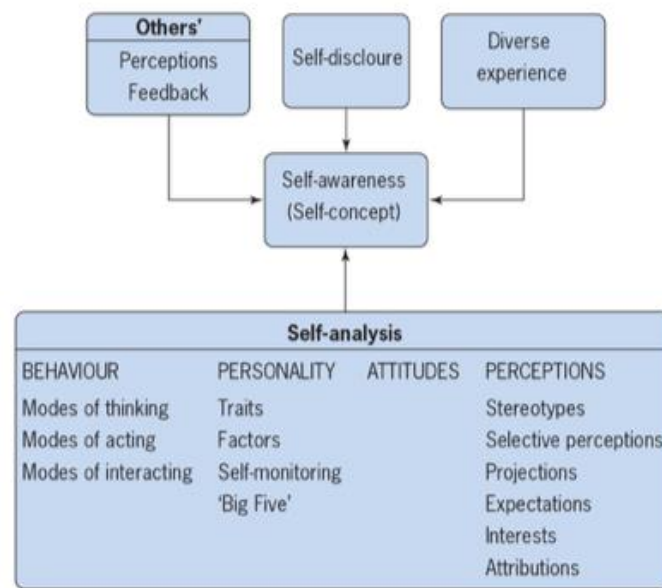


FIGURE 1.1 Means for obtaining self-awareness

Self-Analysis

- Exploration of thoughts and feelings associated with events
- Step back and analyse which actions had positive effects and which had negatives effects
- What skills did you demonstrate and what skill do you need to work on?

Behaviour - the activities in which we do on a daily basis, this is influenced by feelings, judgements, beliefs, motivations, needs and experience

- Patterns can develop through how we react to events and what we do consistently

Behavior's Four Components:

- Motivation
- Modes of thinking
- Modes of acting
- Modes of interacting

Personality

- The set of characteristics, tendencies and temperaments that have been formed by inheritance and by social, cultural and environmental factors

Attitudes

- Determined by emotions that we choose to act on
- Can vary considering our mood
- Are derived from the people around us
- Our positive and negative attitudes towards work, friends have similar impacts on our professional and personal relationships

Factors Affecting Perception

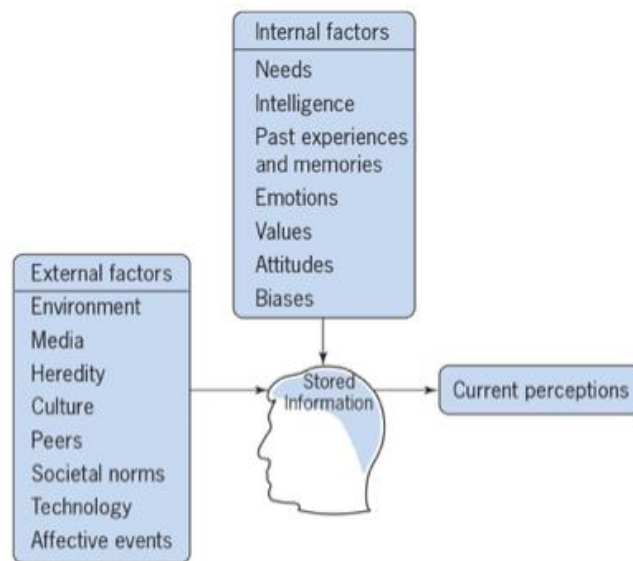


FIGURE 1.2 Factors affecting perception

Perception Filters

- Stereotyping
- Selective perception (seeing what we want to see)
- Projection (putting our feelings on to others)
- Expectations of the event
- Our interests may blind us to the views and interests of others

Attribution Theory

- Affected by bias and error:
 - Self serving bias - allows us to take credit for success but blame others for failure
 - Fundamental attribution error - causes us to give more weight to internal factors when others fail
- When we assign attributes to behaviors

Other's Perceptions

- Learning to read accurately how others see us enhances our 'self map'

Wider Experiences

- Challenge stereotypes and certainties
- Living or studying in a foreign country
- Learning a new language
- Travelling
- Reading books etc

Summary

Being Self Aware:

- Allows you to capitalize on your strengths and develop plans for improving or compensating for you limitations
- Helps you to monitor and change your behaviour
- Shows your willingness to learn and grow
- Helps you to develop close relationships and succeed in a profession

Topic 1B: Conveying Verbal Messages

- Effective communication skills are essential in our personal and working lives
- We communicate because we want something to happen and we want to satisfy a need

Communication Channel

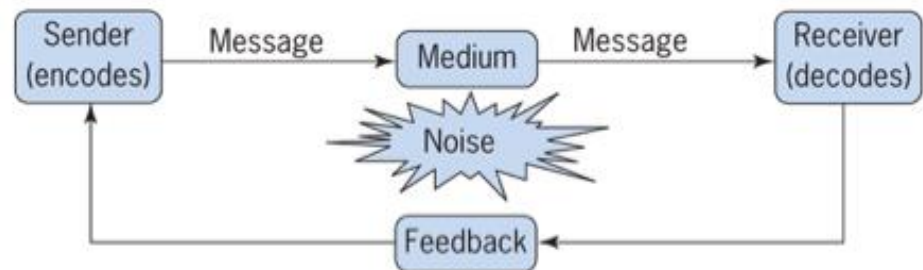


FIGURE 7.1 Communication: an interactive process

Source: Adapted from Dwyer (2013).

Effective Media Selection

- Your choice of medium or channel depends on the type of message required and your audience
 - Oral communication for meetings, briefings and presentations
 - Written communication for more complex materials (e.g.) letters, emails, contracts)
 - E-Communication for sending brief messages when speed is essential (e.g. email, fax, websites)

Information Richness - the potential information-carrying capacity

Barriers to Communication

- Emotional states
- Language differences
- Technical differences
 - Telephone static
 - Email system down
- Slang

Information Overload

- Limit information to what is easily absorbed
- Keep it succinct
- Give them time to absorb information and allow time for questions

Filtering - intentional manipulation of information to make it more palatable

Emotions

- When emotions are high it is difficult to anticipate, predict, control or read emotions

Message Congruency

- Ensure that your verbal and non-verbal communications match to improve communication

Assertive Communication Involves:

- Fairness

- Directness
- Tact and sensitivity
- Honesty

Passive Communication Involves:

- Indirectness
- Avoiding conflict
- Being easily persuaded
- Being a people pleaser
- Hiding your true thoughts and feelings

Aggressive Communication Involves:

- Exerting control
- Humiliating others
- Dominating
- Always needing to be right
- Using obsolete terms

How to Communicate Assertively

- Convey your perspective of the situation
- Convey your feelings about the situation
- Convey your wants regarding the situation

Taking Responsibility

- Take responsibility to clarify assumptions
- Elicit feedback from your assumptions

'I' Messages

- These messages take responsibility, avoids emotional outbursts and consists of three parts:
 1. The specific behaviour being referred to
 2. The resulting feeling you experiences because of the behaviour
 3. The tangible effect it had on you

Summary

- Choose the appropriate communication medium for both the audience and the message
- Effective communication can develop better human relations and ultimately better organisational performance
- Both verbal and non-verbal communication skills are important
- Assertive communication gets you what you want while respecting the wants and needs of others