

PERCEPTION

- SFP Strong in:**
- when many people hold same expectation
 - when object has history of low achievement
 - when object is low achiever (responds more to the SFP)

Halo Effect: general impression of person is swayed by a prominent characteristic

False-Consensus Effect: Overestimate the extent that others have similar beliefs and behavior to us.

Primacy Effect: Tendency to form opinion of people quickly, based on first information we have on them

Recency Effect: the most recent information dominates our perception of others.

Self-Fulfilling Prophecy

perceptual process in which our expectations about a person cause him to act consistently with the expectations

Other Perceptual Errors

Confirmation Bias: tendency to accepting info that supports beliefs and ignoring info that does not support beliefs.

Selective Attention: attending to some info and ignoring others.
- influenced by characteristics of person, object, size, novelty, context etc.

Categorized thinking: organising people and information into categories that we stored in our long term memory
How to categorize:
1. Similarity
2. Cognitive change
3. Seeing trends

Perceptual Organisation and Interpretation

Mental Models: internal representation of the world.
How to minimize perceptual error:
1. Question the model constantly
2. Work with people of different backgrounds.

How we form Stereotypes:

1. Personal Experience
2. Media Image
3. Cultural prototypes
4. Social Norms

Stereotyping

process of assigning traits to people based on their membership to a social category

Internal Attribution:

- High consistency
- Low distinctiveness
- Low consensus

External Attribution

- Low consistency
- High distinctiveness
- High consensus

Problems with Stereotyping:

1. Overgeneralisation of people in social category

2. Unintentional discrimination: decision makers rely on stereotypes to establish norms of the 'ideal' person in specific roles.

3. Intentional discrimination: people hold unfounded negative attitudes towards people belonging to certain group

Why people Stereotype?

- simplifies understanding of world
- innate need to understand and anticipate what others behave.

1. Categorization: categorize people into groups
2. Homogenization: People in category are identical
3. Differentiation: Assign favourable characteristics to own group (Self-Enhancement)

Attribution Theory

whether behavior is caused by internal or external factors

1. Supervisor forms expectation of employee
2. Expectations influences treatment of employee (Opportunities, promotion etc)
3. Employee is affected by treatment (No chance to show/pushed to potential)
4. Employee fulfills Supervisor's expectations (SFP fulfilled)

Attribution Errors

Fundamental Attribution Error: Attributing it to internal factor when both external and internal factors are at cause fault.
- observers can't see external factors constraining person's behaviour

Self-Serving Bias: Tendency to attribute success to internal cause, and attribute failures to external cause.

+ve OB

focuses on building strengths, not focusing on what is wrong with them!

1. Focusing on positive than negative
2. Training to make leaders aware of power of +ve expectations
3. Hiring supervisors that are optimistic

Social Identity Theory

- people define themselves by groups they belong to/have emotional attachment

- How to define hierarchy:
1. How easily identifiable as group member
 2. Minority status in group (like gender)
- people whose self concept are heavily defined by social rather than personal identity → motivated by team norms and easily influenced by peer pressure.

Social Self

Self Concept

- Complexity: different ways to how one views self (diff roles)
- Consistency: High: when roles are similar
Low: roles conflict → characteristics conflict
- Clarity: Clear self concept, confident

Self Enhancement

- tendency to think well of self, better than others
- +ve: better mental & physical health
- ve: overestimation of abilities, poor decisions

Self Evaluation

- ### Locus of Control
- Internal: personality
 - External: Situational factors like fate
 - Internals do better bc of the self evaluation, cope better in stressful situations.

- ### Self Efficacy
- perception that one can handle task
 - perception that one has the motivation, ability, role perception to complete task

- ### Self Esteem
- High self Esteem less affected by others, persist in terms of failure, think rational thoughts

Self Verification

- try to confirm self concept
- ⇒ stable self concept
- ⇒ guide action and thought

- ve: Selective attention to criticism, less likely to accept feedback that conflicts self concept, interact w/ people who affirm self concept (affect r/s with boss & team)