

## BUSS2000: Leading and Influencing in Business

Week 1: Introduction, employability skills, career planning and introduction to Theme 1

### **Theme 1: Understanding Yourself**

Week 2: Individual differences – cognitive ability, personality, and emotional intelligence

Week 3: Motivation and goal-setting

Week 4: Career goals, values and ethics

### **Theme 2: Understanding Others**

Week 5: Theme 1 review, assignments, job search skills, quiz and introduction to Theme 2

Week 6: Diversity and Culture

Week 7: Team and group processes

Week 8: Managing perceptions and conflicts

Week 9: Theme 2 review, assignment feedback, interviewing skills and introduction to theme 3 – leading and influencing others

### **Theme 3: Leading and Influencing Others**

Week 10: Leadership, power and influence

Week 11: Communication and feedback

Week 12: Career sustainability: managing relationships and stress

## Week 1: Introduction, employability skills, career planning and introduction to Theme 1

- You can't know/lead others if you can't know/lead yourself
- Individual differences: you will learn how we, as individuals, differ in terms of what we think, feel, and how we behave
- Motivation and goal-setting: you will learn about the importance of your motivation, or simply, what gets you started on something and what keeps you going
- Career goals, values and ethics: you will gain an understanding of how your career goals, values and ethics are important for your career

## Theme 1: Understanding Yourself

### Week 2: Individual differences – cognitive ability, personality, and emotional intelligence

#### Theories of human behaviour

- Explains who we are, what we are and why we do things:

#### 1. Sigmund Freud's Psychoanalytical Approach

- The basic assumption of Freud's psychoanalytical approach is that people behave the way they do because of their inner psyche, which consists of three interacting parts:
  - the ID:
    - the completely unconscious, impulsive part that represents our primal basic nature (our wild child)
    - seeks immediate gratification
    - represented by the infant
  - the Ego:
    - conscious, rational and practical grown up self
    - enables us to reason and exert self-control
    - mostly reflected in our actions
  - the Superego:
    - moral regulator of our behaviour
    - philosophical and spiritual ideals – the quest for perfection
    - culturally influenced and tells us what we should or shouldn't do
    - punishes us with guilt when we do the wrong thing
- If there is conflict between these three parts, this leads to tension
- Criticisms:
  - Unscientific – untestable or no basis or support in scientific research
  - Pseudoscience based on unobservable, internal processes that are open to highly subjective, unscientific interpretation

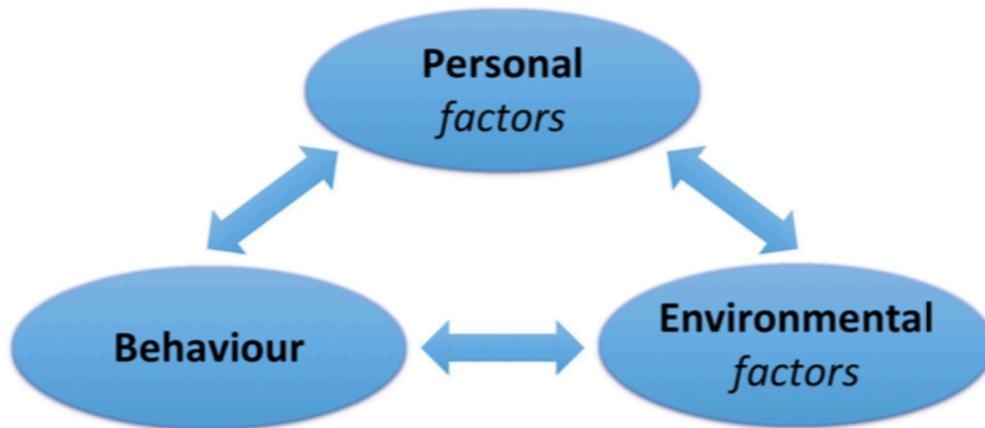
#### 2. Behaviourism Theory and B.F Skinner's Reinforcement Theory (operant conditioning)

- Most prominent theory
- The key determinants of behaviour are:
  - Stimulus: an external factor that triggers a behavioural response
  - Response: the action or behaviour caused by the stimulus
  - Reward: something of value that a person receives after performing a desired response – positive reinforcement to encourage repetition of the desired response
    - Conversely, the reward might be replaced with *punishment* which is the negative reinforcement to extinguish undesirable responses – the denial of a reward
- Criticisms:
  - Is human behaviour really as simple as being driven by external stimuli? The answer is no
  - People behave in complex ways and many aspects of behaviour are inconsistent with the behaviourist assumptions
  - In the case of negative feedback, some responses include:
    - Exerting more effort

- Altering goals
- Defending or denying behaviour
- Changing behaviour
- Giving up or asking others
- Behaviourism is unable to explain the range of human behaviours possible, behaviour is triggered not only by the external influences, but also our internal aspects

### 3. Bandura's Social Cognitive Theory

- According to this theory, a person's behaviour is influenced by both:
  - Their environment
  - Their personal characteristics including personality, values and goals
- This model is called the triadic reciprocal determinism (TRD)



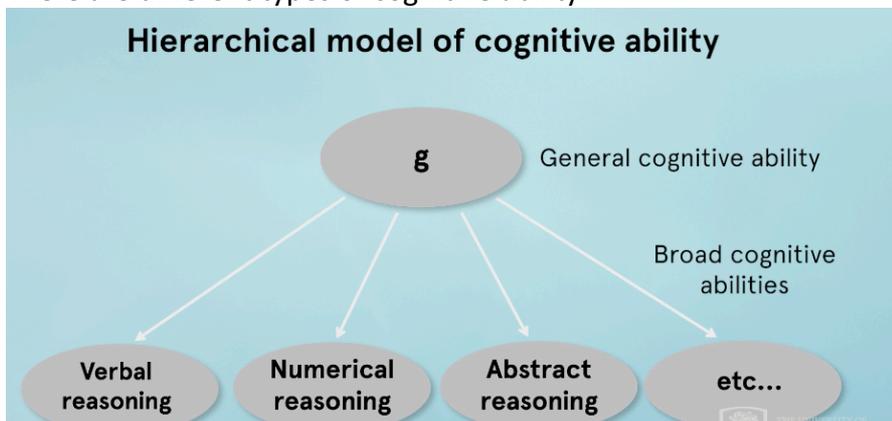
- Triadic because there are three factors (person, environment and behaviours)
- Reciprocal because there is a two-way, mutual influence between each pair of factors
- Determinism because each factor influences or determines the others
- Behaviour is a product of personal and environmental factors
- Provides a useful framework in understanding the complex interaction between the personal, psychological and environmental factors that culminate in human behaviour
- Most widely used framework

### Individual difference factors

- Individual differences are how people are similar and different

#### 1. Cognitive ability

- This is the capacity to learn, reason, problem solve, plan, think abstractly and comprehend complex ideas
- There are different types of cognitive ability



- Good at explaining why some people might perform well on some types of tasks but not on others
- Also explains people's strengths and weaknesses
- Schmidt's article explores how cognitive ability determines job performance

- Of the various selection tools, cognitive ability tests are the clearest determinant of performance
- Myths:
  - Cognitive ability only matters in complex jobs
  - All you need is a certain amount – any more does not help
- Criticisms:
  - Does not explain the full picture – does not explain their personality

## 2. Personality

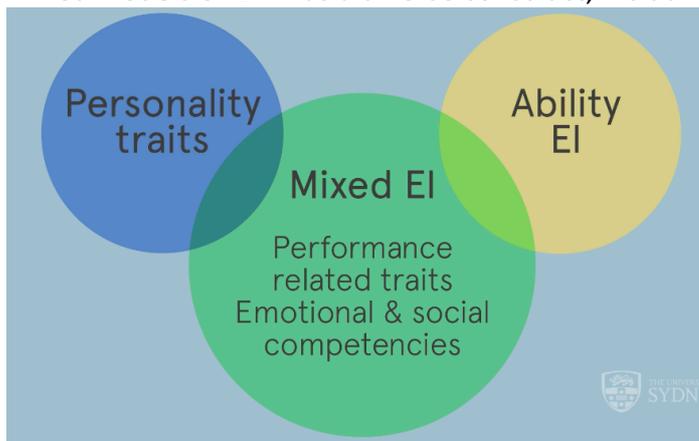
- Personality refers to a person's unique and relatively stable set of characteristics or patterns of behaviour, thoughts and emotions
- The three basic beliefs underpinning personality theories:
  - Personality traits, characteristics and dispositions are relatively stable and enduring
  - They are major determinants of ones' behaviour
  - They are likely to influence behaviours across a wide variety of situations
- Presents regularities in the way they think, feel and behave
- Are situational or personal factors more influential? It depends on both the strength of a personality trait and the strength of the situation
  - Personality – the closer the person is to a side of the continuum, the more inclined they will be to behave that way
  - Situations
    - Strong situations – rigid norms as to how people should act – people act similar to each other regardless of their personality
    - Weak situations – wider latitude of accepted behaviours – people act differently to each other based on their personality
- Consistent with social cognitive theory, behaviour is a function of both the person and situation interacting with each other
- Models of personality:
  - Myers-Briggs Type Indicator – most commonly used yet little evidence supporting its reliability and validity. Thus, trait-based models are preferred.
  - Trait-based models of personality
    - The basic idea behind trait-based approaches is that there exists a set of personality traits and people differ in terms of where they sit in relation to these
    - Big Five Model – five independent traits summarise a person's personality:
      - Conscientiousness
        - Degree to which an individual is organised and uses disciplined ways to achieve goals.
        - Reliable, have drive for success, focus and think before acting
      - Emotional stability
        - The extent to which an individual easily handles stressful situations and heavy demands, is relaxed and slow to feel anger, rarely becomes discouraged and handles crisis well
      - Extraversion
        - The degree to which an individual enjoys being around others and is warm, speaks up in group settings, likes excitement and is generally cheerful
      - Agreeableness
        - Reflects the degree to which an individual is easy going and tolerant, willing to help others, dislikes conflict, and is sensitive to the feelings of others
      - Openness to experience
        - The extent to which an individual seeks new experiences and thinks creatively, has a vivid imagination, has an appreciation of beauty, values

and respects self and others, prefers variety to routine and has broad intellectual curiosity

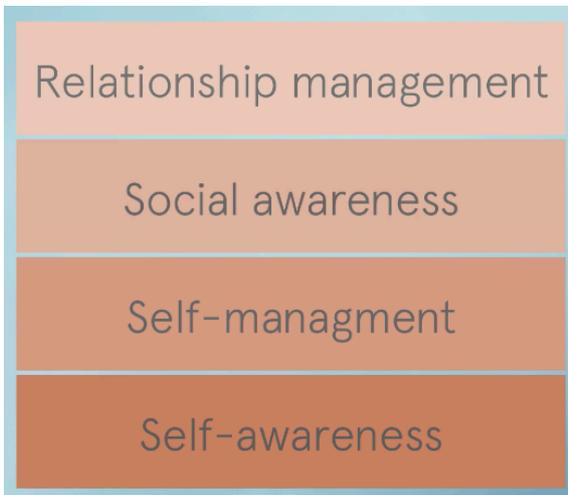
- Helps predict performance
- Conscientiousness is the single best predictor of performance across all occupation groups
- Criticisms:
  - Descriptive rather than explanatory – doesn't explain why people are the way they are
  - Do we have the right number of factors? HEXACO model is gaining influence which is a six-trait model, adding honesty-humility (desire to learn and improve, embrace ambiguity and the unknown, like getting more information, enjoy finding out when they are wrong and more willing to accept help)
- Personality at work
  - Personality influences work performance, organisational choice, career choice and career satisfaction
  - Influences the jobs people select, job performance, how people engage in social interactions at work

### Emotional Intelligence

- EI is the ability to monitor ones' own and others' emotions, to discriminate among them, and to use the information to guide ones' thinking and actions.
- There are three main assumptions underpinning the concept of EI:
  - Emotions play an important role in life and work
  - People vary in their ability to perceive, understand, use and manage emotions
  - These differences affect individual adaptation in a range of contexts including the workplace
- Crucial for organisational success
- Emotional intelligence characteristics:
  - Strong self-awareness
  - Aware of own emotions
  - Accurately detect emotions in others
  - Uses this to manage interactions with others
- Models of EI
  - Mixed models of EI: EI as a diverse construct, including aspects of personality and ability



- Ability-based model: EI as an ability or aptitude for processing affective information – ability in its own right
- Four main EI abilities



- Must have the first level before you can have the second level
- Self-awareness: ability accurately perceive your own emotions and be aware of them as they happen
- Self-management: manage your emotions and impulses, using your awareness of your emotions to direct your behaviours – effective regulation
- Social awareness: ability to perceive the emotions of others and see things from their point of view
- Relationship management: ability to manage other people's emotions and use this awareness to manage the interaction successfully through effective regulation of both
- Why does EI matter?
  - Predicts academic performance
  - Include it in decision making for career choices
  - Important for leadership
- Criticisms
  - Not clearly related to performance at work