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## TOPIC ONE: SELF AND AUTHENTICITY

### Unique traits

Individual differences: traits or characteristics that distinguish individuals from each other.

- Stable across a relatively long period of time.
- Having a firm understanding of our traits and traits of those we manage allows effective overseeing of operations and procedures to maximise success.

### Demographics

Statistical data relating to the population and particular groups within it.

- Gender
- Age
- Continually surveyed as they underlie the point of interest, thus considered before anything else.
- Ethnicity
- Height
- Weight
- Language etc.

### Personality Traits

A person's general style of interacting with the world, especially with other people.

OCEAN	
Extraversion	Sociable, talkative vs. withdrawn, shy
Neuroticism	Stable, confident vs. depressed, anxious
Agreeableness	Tolerant, cooperative vs. cold, rude
Conscientiousness	Dependable, responsible vs. careless, impulsive
Openness to experience	Curious, original vs. dull, unimaginative

### Self-Monitoring

A personality trait that refers to an ability to regulate behavior to accommodate social situations.

High	Fit behaviour to social situation	Very self-aware, conscientious. Understands that there is no universal managerial approach to all situations.
Low	Behaviour mostly disregard social situations	Tend to behave in a universal and consistent pattern despite social setting. Can be problematic.

### Locus of Control

The degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control.

Internal	What happens in my life is decided by internal factors	E.g. motivation, effort, talents
External	Behaviours are decided by external factors	E.g. fate, luck, other people such as family

## Narcissism

The tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement.

- Although narcissistic personalities are difficult to manage, narcissists may possess invaluable technical knowhow that companies cannot afford to forego.
- Therefore, need to know how to manage these personalities.
- Tend to think they are great leaders; however, their colleagues and supervisors tend to rate them as poor leaders.
- Narcissistic leaders may be polarising; might not be able to motivate and get all of their followers in line.

## Machiavellianism

The tendency to engage in social conduct that involves manipulating others for personal gain, often against the other's self-interest.

- 'Do the ends justify the means?'
- Manipulation might come at a price for others – is this price justifiable?
- At which point can we accept the means in which others are put out in a negative way in order for us to ascend in a positive way and achieve our own goals
- Is it okay in a team setting? – Not for own gain but for gain of a team

## Personality Types

A collection of personality traits which are thought to occur together consistently, especially as determined by a certain pattern of responses to a personality inventory.

- Personality studies aren't ever fixed
- Somewhat fluid, susceptible to shifting

Type A Personality	Type B Personality
Moves, walks and eats rapidly. Impatient.	Never suffers from a sense of time urgency.
Multitasks. Very chronic in organisation and undertaking of tasks. Obsessed with numbers.	Plays for fun and relaxation, not to win.
Dislikes leisure time. Seen to detract from productivity.	Can relax without guilt.
Measures success in terms of how many or how much of everything is acquired. In terms of tangible assets and intangible status and prestige.	Does not need to display or discuss achievements or accomplishments.

Cannot manage these two personalities uniformly. Approaches must be well adapted to effectively encourage maximum output from all.

## Individual Differences

The variation or deviations among individuals in regard to a single characteristic or number of characteristics.

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

- For most criteria, more than 50% depends on skills and abilities that one can learn.
- Leaves significant proportion attributable to personality and individual differences.

Can stable personality differences change?

- With effort, one may be able to change personality traits.
- Specialised training can enhance productivity.
- Effective managers need to learn how to effectively leverage these personality traits to increase performance.

### **How Does Personality Change?**

Extraversion:

- Women decrease with age
- Men increase with age
- Rather subtle shift

Conscientiousness:

- Both increase with age quite substantially
- Very clear and stable pattern in correlation

Agreeableness:

- Women tend to increase up to late 50's
- Men increase up to late 50's before a small plateau
- Variance for women mirrored for that in men; however, men on average tend to rate lower

Openness:

- Decreases with age for both genders
- Some fluctuations particularly in men from around early 40's

Neuroticism:

- Women significantly decreases with time
- Men remain fairly stable over time
- Based on this graph, women become more emotionally stable with age while men remain emotionally stable across their life cycle

### **Personal Crucible**

A transformative experience through which an individual clarifies her 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 and emerge from adversity stronger, more confident, and more committed.

### **Values**

Concepts or beliefs that guide how we make decisions about and evaluations of behaviours and events.

- Someone who values acceptance above all else needs to be managed differently to someone who values self-development above all else.