

Self and Authenticity (Topic 2)

Personality, Self-Monitoring and Locus of Control

Individual Differences	Traits or characteristics that distinguish individuals from each other Gender, age, ethnicity, height, weight, language
Personality Traits	A person's general style of interacting with the world, especially with other people

Openness to experience Inventive/Curious v Consistent/Cautious
Conscientiousness Efficient/Organised v Easy Going/Careless
Extroversion Sociable/Talkative v Withdrawn/Shy
Agreeableness Friendly/Cooperative v Cold/Unkind
Neuroticism/Emotional Stability Sensitive/Nervous v Secure/Confident

Self-Monitoring	High: Fit behaviour to social situation Low: Behaviour mostly disregards social situation
Locus of Control	Internal: What happens in someone's life is decided by internal factors (motivation, effort and talents) External: Behaviours is decided by external factors (fate, luck and other people such as family)

Narcissism, Machiavellianism and Type A & B Personality

Narcissism	The tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement
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Narcissists tend to think that they are great leaders, however, their colleagues and supervisors tend to rate them as poor leaders.

Machiavellianism	The tendency to engage in social conducts that involve manipulating others for personal gain, often against other's self-interest
Type A Personality	Refers to individuals who are always on the go Moves, walks, and eats rapidly, Impatient, Multitasks, Dislikes leisure time, Obsessed with numbers
Type B Personality	Refers to individuals who do not have a sense of urgency Never suffers from a sense of time urgency, Does not need to display or discuss achievements or accomplishments, Plays for fun and relaxation

Personality Across Time and Gender

With effort, individuals can change stable personality traits.

Personal Crucible (Bennis & Thomas)

Personal Crucible	A transformative experience through which an individual clarifies her crucial personal values and comes to a new sense of self-identity
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Crucibles are usually intensive, traumatic and unexpected.

Strong individuals find meaning in the most severe crucibles. Like phoenixes rising from the ashes, they 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
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Australian Managerial Values

Managerial Values and Success Index (England & Lee, 1974)

- Surveyed managerial values and measured manager success
- Investigated the correlations across four countries: US, Australia, India and Japan
- Values positively associated with success: high productivity, profit maximisation, organisational growth, customers, craftsmanship, stockholders, ability, aggressiveness, autonomy
- Values negatively correlated with success: organisational stability, social welfare, obedience, trust, loyalty, honour, leisure, security, religion

Managerial Values Across Countries (Westwood & Posner, 1997)

- Surveyed managers in the US, Australia and HK about personal values
- Compared to managers from the US and HK, Australian managers consider these values to be more important: job satisfaction, job skill, achievement, creativity, competitiveness
- Compared to managers from the US and HK, Australian managers consider these values to be less important: cooperation, flexibility

Authenticity – Humility, Accountability, Vulnerability and Practice

An authentic self can lead to the development of authentic leadership, which leads to a series of positive workplace outcomes.

The five pillars of authentic self: Humility, accountability, vulnerability, security, integrity

Humility

Humility	An interpersonal characteristic that emerges in social contexts that connotes a manifested willingness to view oneself accurately, a displayed appreciation of other’s strengths and contributions, and teachability
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A humble manager can:

- Increase employee engagement
- Increase employee commitment
- Reduce employee turnover
- Increase team performance

Accountability

Accountability Liable to being called to account; answerable

Vulnerability

Vulnerability Willingness to be vulnerable – to be open to self-doubts, fears, and questions

Vulnerability can help managers and leaders stay on course (Akerman & Maslin-Ostrowski, 2004).

The capacity to access and accept one's own emotional and personal vulnerability serves as a powerful leadership tool, especially when the organisation is going through uncertainty and change (Bunker, 1997).

Practice Authenticity:

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

Emotional Intelligence (Topic 3)

An individual’s ability to:

1. Understand emotions
2. Perceive emotions
3. Manage and use emotions

The more emotionally intelligent an individual is, the more likely that they will perform well in a task.

Emotions	Intense feelings that are directed at someone or something
Moods	Feelings that tend to be less intense than emotions and that lack a contextual stimulus

Affective Events Theory

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 (Ekman, 1992):

- Happiness
- Anger
- Surprise
- Fear
- Sadness
- Disgust

Fear	An unpleasant emotion caused by the threat of danger, pain or harm
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Public Speaking	Glossophobia	Death	Necrophobia
Spiders	Arachnophobia	Darkness	Achluophobia
Heights	Acrophobia	Social Situations	Sociophobia
Flying	Aerophobia	Confined Spaces	Claustrophobia
Open Spaces	Agoraphobia	Thunder/Lightning	Brontophobia

Disgust	Elicited by appraisals of contamination, impurity, or potential degradation (Rozin et al., 1999)
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Sadness	A self-focused emotion associated with a sad event
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Regret	
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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 (Medvec et al., 1995).

Gender and Emotions

Compared to men, women experience emotions more intensely, show greater emotional expression and display more frequent expressions of all emotions, except anger.

Men and women are socialised differently.

Women may have a more innate ability to read emotions, and may have a stronger need for approval.

Perceiving and Using Emotions

Emotional Labour

An employee expresses organisationally desired emotions during interpersonal interactions.

Face Acting:

- Manipulating facial muscles directly without really experiencing the emotion
- Negative interpersonal consequences
- Emotional dissonance

Deep Acting:

- Mentally visualising a situation that will activate the emotion and express it naturally
- Positive interpersonal consequences

Emotional Exhaustion and Burnout

A process by which individuals experience a gradual increase of distress that is characterised by reduced productivity, alienation from others, and emotional exhaustion (Maslach & Leiter, 1997).