

Management Skills Subject Notes

LECTURE 2: SELF-AWARENESS

Applied as Managing oneself

- Awareness of strengths
- Awareness of modes of performance (auditory, visual, kinaesthetic)
- Awareness of personal values (priorities)
- Awareness of one's contributions

Top 5 Areas of Self-Awareness

1. Emotion Intelligence (EQ)

- Awareness (the ability to correctly diagnose and recognise your own emotions)
- Control (the ability to control your own emotions)
- Empathy (the ability to recognise emotions of others)
- Emotional Response (the ability to respond appropriately to those emotional cues)

2. Values

- Cultural values (strong likelihood of managing people from different cultural backgrounds)
- Organisational values (inconsistent with personal values = frustration, conflict, underperformance)
- Personal Values (often unaware until challenged, linked to moral development and ethical decision making)

3. Cognitive style (how we learn)

4. Orientation towards change (adaptability)

5. Core self-evaluation (personality)

Definitions:

Psychoanalytic theory – emphasises the unconscious determinants of behaviour

Behavioural theory (socio-cognitive theory) – emphasises the learning based on associations of reward and punishment as the basis of human behaviour

Humanistic theory – emphasises essential human goodness, which can be promoted through experiences of unconditional positive regard

Trait theory – understand individuals by breaking down behaviour patterns into observable traits

Integrative approach – describes personality as a composite of an individual's psychological process

Positive psychology – a new epoch!

Freudian Psychoanalytic Theory (1943)

Sigmund Freud (medical practitioner) developed in late 1800s, came to focus on the emotions as the cause of physical ailments

- Personality is typified by unconscious desires & defence mechanisms aimed at fighting pent up sexual & aggressive drives:
 1. The **id: subconscious** sexual & aggressive drives
 2. The **ego: conscious mind** recognises & satiates desires of the id in ways that are acceptable to the superego, ensuring minimum pain & destruction
 3. The **superego: social monitor** that constantly judges thoughts & behaviours, through the eyes of those around us

Defence Mechanisms

Repression – blocking a threatening idea, memory or emotion from consciousness

Projection – attributing repressed feelings to others

Displacement – redirecting emotions towards other people