WORK1004 CONDENSED NOTES

Individual Behaviour

Self-awareness: self-assessment, soliciting feedback, being aware of one's nature (traits, beliefs, emotions)

TWO keys for self-awareness → SELF-ASSESSMENT AND FEEDBACK

1. Self-assessment

Attitudes: Cognitive and affective evaluation that **predisposes** a person's actions *(three components):*

    a. Cognition (thoughts)
    b. Affective (feelings)
    c. Behaviour (actions)

Cognitive Dissonance (Festinger, 1957): occurs when **attitude/behaviour/attitude** conflict

Three ways to handle:

- Change attitude and/or behaviour
- Belittle importance of the inconsistent behaviour
- Find consonant elements that outweigh dissonant ones

Perceptions: cognitive processes used to **select, organise and interpret** info to make sense of env.

    d. **Observe:** via senses
    e. **Screen:** selecting what to process
    f. **Organise:** putting selected data into patterns for interpretation and response

Perception distortions: errors in perceptual judgement arising from inaccuracies in perception process

- **Stereotyping:** tendency to assign individual to broad category + attribute generalisations about group to individual
- **Halo effect:** tendency to attribute an overall impression of a person/situation based on one characteristic

Attributions: judgements about what caused a person's behaviour; **internal factor →** personal characteristics, **external factor →** situation

- **Fundamental attribution error:** underestimate influence of external factors on **another's** behaviour and overestimate influence of internal factors
- **Self-serving bias:** overestimate contribution of internal factors to **one's own** success and contribution of external factors to one's failures
- **Locus of control:** attributing success/failure on oneself **(internally)** or an outsider **(externally)**
  - *Internal:* you make things happen
  - *External:* things happen to you

<u>Myers Briggs Type Inventory (MBTI):</u> a psychometric test designed to measure psychological preferences in how people perceive the world and make decisions

- **Carl Gustav Jung** → based off typologies *(Psychological Types, 1921)*

Four Dimensions:

- **Energy source:**
  - o **Extraversion:** talk
  - o **Introversion:** think
- **Information reception:**
  - o **Sensing:** specifics
  - o **Intuition:** big picture
- **Decision making**
  - o **Thinking:** logical implications
  - o **Feeling**: impact on people
- **Organisation**
  - o **Judging:** closure
  - o **Perceiving:** process

Extroverts	Introverts
- Prefer variety of tasks - Impatient with long, tedious jobs - Acts quickly, sometimes without much cognitive reflection - Enjoy working in teams	- Prefer quiet settings - At ease working on one project a time - Develop ideas through cognitive reflection - Prefer working solo/small intimate groups

Thinking Types:	Feeling Types
- Rely on logic to reach conclusions - Task-oriented → likely to make tough decisions that adversely affect people - Impersonal values in making decisions	- Seek harmony in the workplace - Sympathetic to people's needs - Viewed as people-oriented - Aversion to telling unpleasant news

Judging Types	Perceiving Types
- Work in a linear fashion, one job at time - Seek closure on issues - Quick decisions - Prefer structured work environments - Maintain strict work schedules, less flexible	- Prefer flexibility - Multiple projects at once - Delay decision making in order to keep options open - Adapts to changing conditions

PROBLEM SOLVING STYLES: Managers need to recognise the individual differences in problem-solving and decision-making styles: