Chapter 1: Developing Self-Awareness
Learning Objectives

• Understand your sensitive line
• Increase awareness of personal values and moral maturity level
• Understand your cognitive style
• Discover your orientation toward change
• Understand your emotional intelligence and core self-evaluation
Keys to Self-Awareness

“Know Thyself”
Carved on the temple to the Oracle at Delphi

“He that would govern others must first master himself”
Messinger
Hierarchy of Personal Life-Management Skills
The Enigma of Self-Awareness

• Seeking self knowledge is a prerequisite for personal growth.
• However, we avoid seeking information about ourselves because it may make us feel inferior.
The Sensitive Line

The point at which individuals become defensive when encountering information about themselves that is inconsistent with their self-concept.
Crossing the Sensitive Line

Our sensitive line is less likely to be crossed...

• When information is verifiable, predictable and controllable.

• When we self-disclose.
Appreciating Individual Differences

Differences
• We observe differences
• Appreciating differences helps eliminate social barriers

Distinctions
• We create distinctions
• Making distinctions creates social barriers
Five Areas of Self Awareness

- Core Self-Evaluation: Identifies underlying personality attributes
- Emotional Intelligence: Identifies emotional awareness and control
- Attitudes Toward Change: Identifies adaptability and responsibility
- Values: Identifies personal standards and moral judgment
- Cognitive Style: Identifies information acquisition and evaluation
Emotional Intelligence

- Difficult to measure and define.
- Considered to be an important measure of managerial success.
Components of Emotional Intelligence

• The ability to diagnose and recognize your own emotions.
• The ability to control your own emotions.
• The ability to recognize and diagnose the emotions of others.
• The ability to respond appropriately to emotional cues.
Values

• Foundation for attitudes and personal preferences
• Basis for important life decisions
• Help to define morality and ethics
Trompenaars Cultural Value Dimensions

• Universalism vs. Particularism
• Individualism vs. Collectivism
• Affective vs. Neutral
• Specific vs. Diffuse
• Achievement vs. Ascription
• Past and Present vs. Future
• Internal vs. External
Personal Values

• **Instrumental Values**: desirable standards of conduct for attaining an end

• **Terminal Values**: desirable ends or goals for the individual
Values that Managers Desire

- Sense of Accomplishment
- Self-Respect
- A Comfortable Life
- Independence
Kohlberg’s Stages of Moral Development

A. Preconventional
   (Self Centered)

A. Conventional
   (Conformity)

B. Postconventional
   (Principled)
Recent Examples of Unethical Decision Making

• Enron
• Martha Stewart
• Ford Motor Company
• Firestone
Ethical Decision Making And Values

- Most managers feel they are under pressure to compromise standards to meet company goals*
- Conflict between maximizing economic and social performance

* Study by American Management Association.
Standards for Making Ethical Decision

- Front Page Test
- Golden Rule Test
- Dignity and Liberty Test
- Equal Treatment Test
- Personal Gain Test
- Congruence Test
- Procedural Justice Test
- Cost-Benefit Test
- Good Night’s Sleep Test
Cognitive Style

An individual’s inclination to perceive, interpret, and respond to information in a certain way
Dimensions of Cognitive Style

• Knowing Style: emphasize facts, details, data; focus on logic
• Planning Style: emphasize structure, preparation, planning; focus on rules and procedures
• Creating Style: emphasize experimentation, non-rational thinking, creativity; focus on brainstorming and spontaneity
Attitudes Toward Change

Graduates of management schools today will face an environment unlike any person has ever experienced before
Change Orientation

Tolerance of Ambiguity: The extent to which individuals are comfortable coping with unclear situations.
Change Orientation (cont’d)

Locus of Control: The attitude people develop regarding the extent to which they control their own destines.
Locus of Control

Internal Locus of Control: ‘I was the cause of the success or failure.’

External Locus of Control: ‘Something else caused the success or failure.’
Internal Locus of Control

Associated with...

• Managerial success (at least in North America)
• Less alienation from work environment
• More satisfaction at work
• Less stress
• More position mobility
External Locus of Control

• Most commonly found in managers from Eastern cultures
• Tend to use coercive power more than internal leaders
• Perform poorly in stressful situations
Personality

**Personality**: The relatively enduring traits that makes an individual unique.
Determinants of Personality

• Some of our personality may be attributed to biology and genetics
• However, people can make changes to their personality if they are determined
Personality Traits

The Big Five Dimensions of Personality

1. Extraversion
2. Agreeableness
3. Conscientiousness
4. Neuroticism
5. Openness
Core Self-Evaluations

Core evaluations subconsciously influence people’s appraisal of themselves, the world, and others.
Core Self-Evaluation

Four Components
1. Self-Esteem
2. Generalized Self-Efficacy
3. Neuroticism
4. Locus of Control
The Effects of Core Self-Evaluations

Core Self-Evaluation
Positive Self-Regard
- Self-esteem
- Self-efficacy
- Emotional stability
- Locus of control

- Personality uniqueness
- Job satisfaction
- Job performance
- Life happiness
Self-Awareness and Managerial Implications

Figure 1.4 Core Aspects of Self-Awareness and Managerial Implications

- Core Self-Evaluation
  - Identifies underlying personality attributes

- Emotional Intelligence
  - Identifies emotional awareness and control

- Values
  - Identifies personal standards and moral judgment

- Attitudes Toward Change
  - Identifies adaptability and responsibility

- Learning Style
  - Identifies information acquisition and evaluation

- Self-understanding and self-management
- Managerial effectiveness, job satisfaction, and job performance
- Understanding differences in others
Behavioral Guidelines

• Identify your sensitive line
• Use the dimensions of national culture to understand differences between your values and those of other cultures
• Identify a set of principles on which you will base your behavior
• Seek ways to expand your cognitive style, tolerance for ambiguity and locus of control
Behavioral Guidelines

• Enhance your emotional intelligence by monitoring your responses to others
• Develop your core self-evaluation by capitalizing on strengths and accomplishments
• Engage in honest self-disclosure
• Keep a journal for self-analysis