GESTÃO CORRENTE

GC 2 – Personal Skills: **Self-Awareness**

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DESDE 1911

LEARNING OBJECTIVES

- Understand your sensitivity line
- Personal awareness of emotional Intelligence
- Clarify personal values and moral maturity level
- Cognitive style
- Discover your orientation toward change
- Identify your interpersonal style

"Know Thyself"

Carved on the Oracle at Delphi

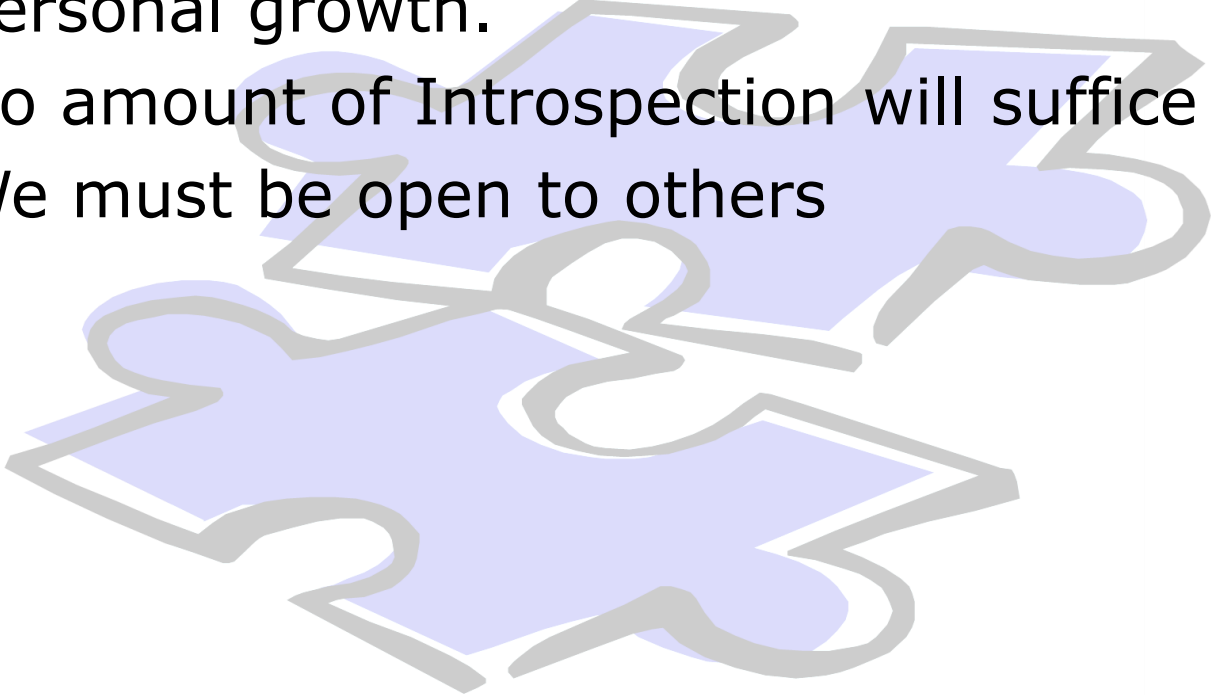"He that would govern others must first master himself"

Philip Massinger, British Poet

Hierarchy of Personal Life-Management Skills

The Enigma of Self-Awareness

- Seeking self knowledge is a prerequisite for personal growth.
- No amount of Introspection will suffice
- We must be open to others

- However, we avoid seeking information about ourselves because it may make us feel inferior.

THE SENSITIVITY LINE

What is it?

o The point at which individuals become defensive when encountering information about themselves that is inconsistent with their self-concept.
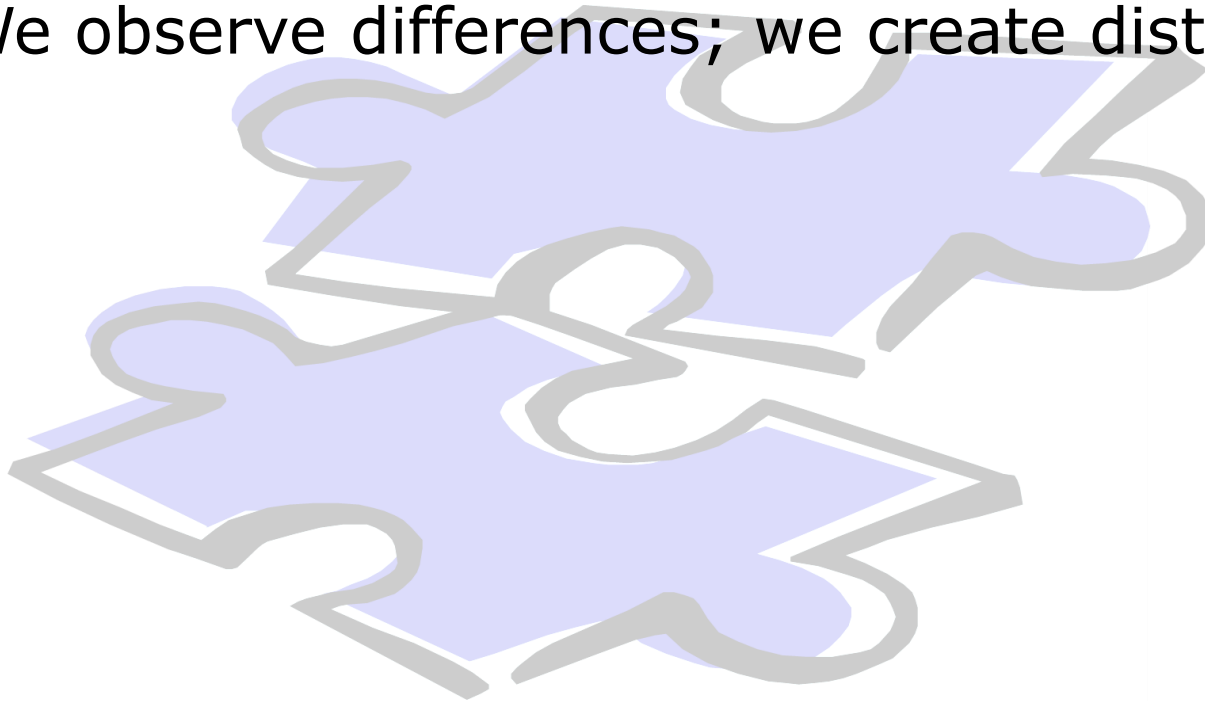
How to cross it?

o When information is verifiable, predictable and controllable.

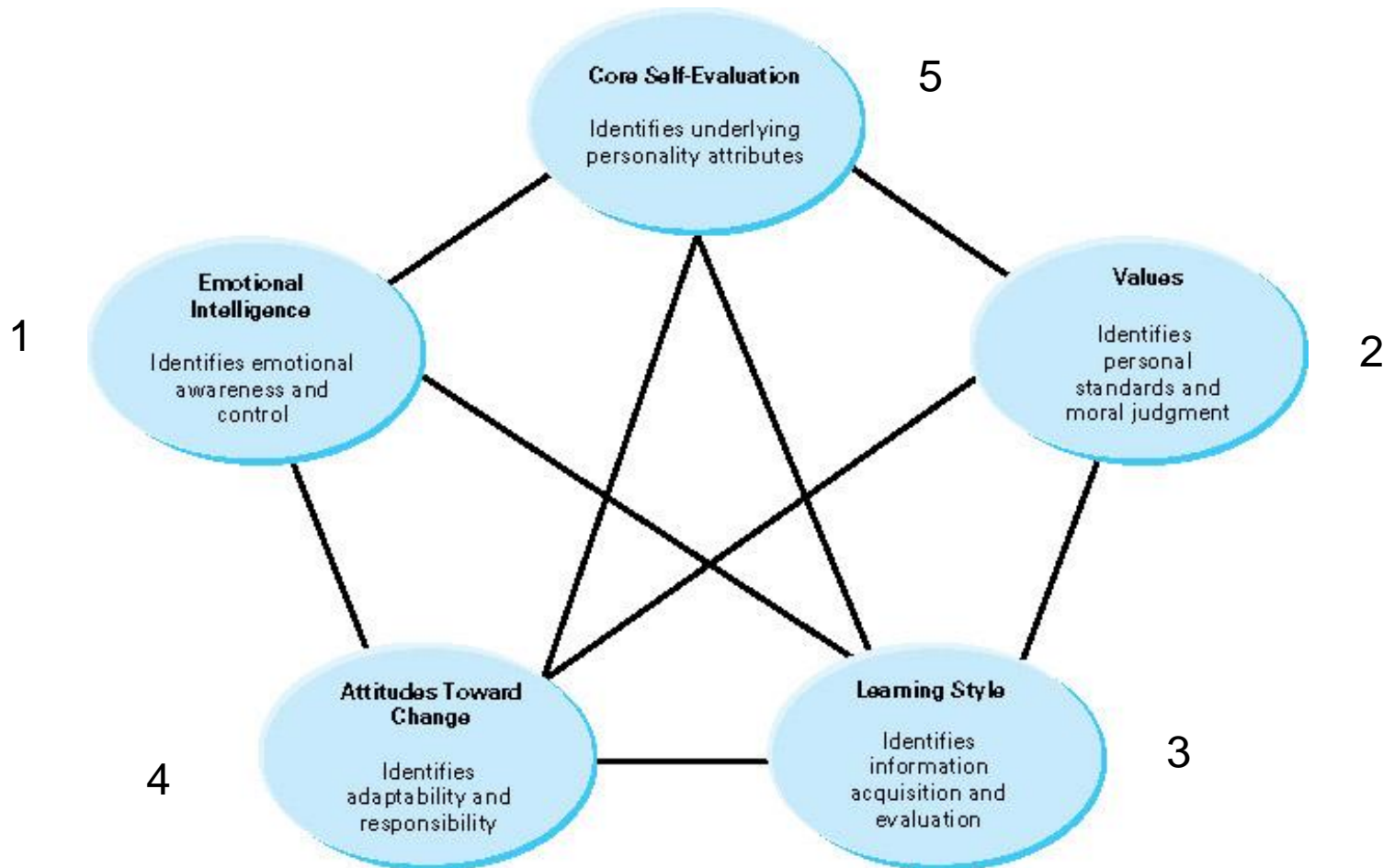o When we self-disclose so others can provide insights into your behavior.

- We observe differences; we create distinctions

- Recognizing differences (helpful) is not the same as evaluating distinctions (hurtful)

FIVE AREAS OF SELF AWARENESS

1. EMOTIONAL INTELLIGENCE

o Difficult to measure and define.

o Considered to be an important measure of managerial success.

o **Components:**

o The ability to diagnose and recognize your own emotions.

o The ability to control your own emotions.

o The ability to recognize and diagnose the emotions of others.

o The ability to respond appropriately to emotional cues.

2. VALUES

- Foundation for attitudes and personal preferences
- Basis for important life decisions
- Help to define morality and ethics

- Cultural Values:
  - 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. Pre-conventional (Self Centered)

B. Conventional (Conformity)

C. Post-conventional (Principled)

(values maturity)

VALUES MATURITY

Table 1.2 — Classification of Moral Judgment into Stages of Development

LEVEL BASIS OF MORAL JUDGMENT	STAGE OF DEVELOPMENT
A *PRECONVENTIONAL LEVEL (SELF-CENTERED)*	1. *Punishment and Obedience*
Moral value resides in external factors, and consequences, not persons or relationships.	Right is determined by avoiding punishment and not breaking an authority's rules.
	2. *Individual Instrumental Purpose and Exchange*
	Right is meeting one's own immediate interests, and what is fair or equal for others.
B *CONVENTIONAL LEVEL (CONFORMITY)*	3. *Mutual Interpersonal Expectations, Relationships, and Conformity*
Moral value resides in duty, maintaining social contracts, keeping commitments.	Right is being concerned about others' feelings and maintaining trust by keeping expectations and commitments. The Golden Rule is relevant.
	4. *Social System and Conscience Maintenance*
	Right is doing one's duty to society and upholding the social order.
C *POSTCONVENTIONAL (PRINCIPLED)*	5. *Prior Rights and Social Contract or Utility*
Moral value resides in commitment to freely selected standards, rights, and duties.	Right is upholding the rights, values, and contracts of others in society; moral behavior is freely chosen.
	6. *Universal Ethical Principles*
	Right is guided by internal, universal ethical principles. When laws violate principles, the laws are ignored.

SOURCE: *Adapted from Kohlberg (1981).*

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.

Recent Examples of Unethical Decision Making

- Banco Privado Português
- Banco Português de Negócios
- BES

- Famous for the wrong reasons:
  - Vale e Azevedo
  - Isaltino de Morais
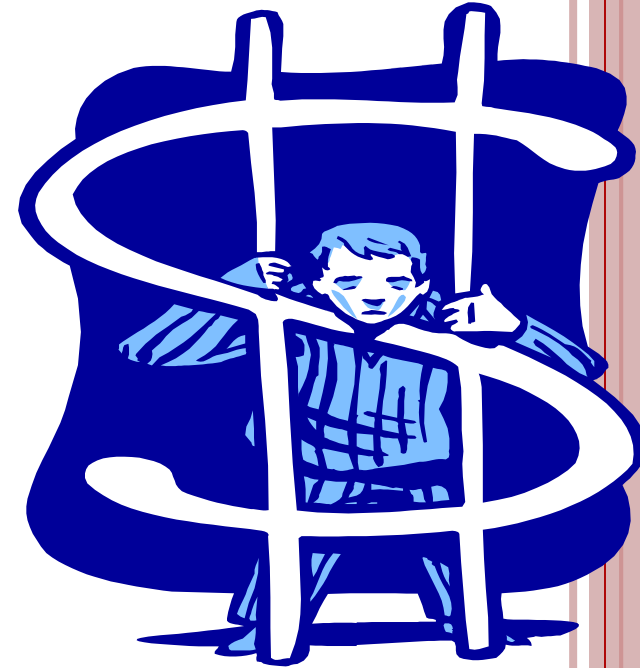
STANDARDS FOR MAKING ETHICAL DECISION

- 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

3. Cognitive Styles

- An individual's inclination to perceive, interpret and respond to information in a certain way

COGNITIVE STYLE

Table 1.3	Attributes of Three Dimensions of Cognitive Style	
	ATTRIBUTES	**POSSIBLE LIABILITIES**
Knowing	Emphasizes facts, details, and data. Seeks clear, objective solutions. Focuses on validity, credibility of data. Emphasizes accuracy and precision.	Slow to make decisions Uncreative Resistant to innovation Intolerant of multiple views
Planning	Emphasizes structure, plans, and preparation. Seeks agendas, outlines, and processes. Focuses on methods, preparation, and follow-up. Emphasizes predictability, rules, and routine.	Resistant to change Intolerant of ambiguity Overwhelmed by chaos Can't handle illogical issues
Creating	Emphasizes creativity, risk-taking, and innovation. Seeks novelty and ambiguity. Focuses on action, spontaneity, and possibilities. Emphasizes interaction, getting many inputs.	Resistant to structure Tends to break rules May make many mistakes Tends to ignore data and facts

4. 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 have difficulty coping with unclear situations.

- Locus of Control: The attitude people develop regarding the extent to which they control their own destines.
  - Internal Locus of Control:
  - 'I was the cause of the success or failure for the change.'
  - External Locus of Control: 'Something else caused the success or failure.'

Locus of Control

Internal

- Associated with successful management in North America
- Are less alienated from work environment
- More satisfied at work
- Experience less stress
- More position mobility

- External

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

5. Core Self-Evaluation

<u>Personality</u>: The relatively enduring traits that makes an individual unique.

Determinants:

- 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. Extroversion
2. Agreeableness
3. Conscientiousness
4. Neuroticism
5. Openness

CORE SELF-EVALUATIONS

Core evaluations subconsciously influence people's appraisal of themselves, the world, and others.

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

THE EFFECTS OF CORE SELF-EVALUATIONS