Management And Operations 593: Unit 2

Managerial Leadership and Productivity: Lecture 2

[Ken Butterfield]

Slide #:1
Slide Title: Individual Differences
- Personality
- Attitudes
- Behavioral styles
- Values
- Beliefs
- Philosophies, etc.

Audio:
Unit 2: Developing Self-Awareness. As this is a course on leadership, the book makes the claim in order to be a more effective leader, you've got to know yourself, and I would certainly agree with that. The book contains many self-assessment instruments that I think could be useful in helping all of us understand ourselves a little bit better. In presenting these slides, my purpose is to give us a little bit of extra information that not only helps us understand ourselves, but also helps us understand others. This brings us to the topic of what is known as individual differences. You can think of individual differences as really any category along which people can be said to differ, and of course, then by which people can be said to be similar. These include personality, values, attitudes, beliefs, behavioral styles, philosophies, etcetera. There are a number of reasons why we as a manager might care about individual differences, a lot of which simply has to do with being able to manage people more effectively. Arguable, the more you know about these categories, which are quite similar to diversity, the more effective you can be at things like designing teams, being able to select the right people into your organization, and to simply be able to manage people more effectively. In other words, in order to motivate people, you need to know about people's attitudes, personality, values, beliefs, etcetera. That can help you manage people more effectively, motivate them, communicate more effectively, etcetera.

Slide #: 2
Slide Title: Big 5 Personality Factors
- Conscientiousness: Taking care in one's work and being scrupulous in dealing with people.
- Agreeableness: How easy a person is to work with, how well they go along with group decisions
- Emotional Stability: How consistent a person's emotional reactions are across situations
- Openness: How easily a person deals with change and new ideas.
- Extraversion: (covered on next slide)

Audio:
In particular, I wanted to provide a little bit more information about personality factors that go beyond the ones that are covered in your book. Most any discussion of personality tends to begin with the big five personality factors: conscientiousness, agreeableness, emotional stability, openness, and extraversion. There is a big debate beyond the big five that goes beyond the scope of this course. But in summary, some would argue that there are only five personality factors, the

five that you see listed here. Whereas others would argue that there are other personality factors beyond this list. We'll talk about some of these potentially extraversion personality factors in just a moment. The definitions for four of the big five personality factors are listed on this slide. On the next slide, I'll say a little bit more about what is known as extraversion.

Slide #: 3
Slide Title: Introversion/Extraversion
- How we interact with the world and where we draw and direct our energy
- Introverts (I): Energized by spending time alone. Avoid being the center of attention. More private. Listen more than talk. Keep enthusiasm hidden. Respond after taking the time to think things through.
- Extraverts (E): Energized by being with other people. Enjoy being the center of attention. Often think out loud. Share personal information freely. Talk more than listen. Communicate with enthusiasm. More relaxed around other people. Respond quickly.

Audio:
There are two main reasons why I wanted to spend a little bit more time on introversion and extraversion. First, extraversion tends to be more valued, at least in the American workplace. This is not to say that there is anything wrong with being introverted, but it's simply a fact that when it comes to things like hiring and preference expressed by managers, we do tend to find somewhat more of a preference placed on extraversion in general. The other topic I wanted to mention is a misconception that goes along with this dimension. People commonly think that in introverts, that introversion is the same thing as shyness. This is not entirely true. Although it is true that someone who is shy is extremely likely to be an introvert, being an introvert does not necessarily mean that you are shy. As you can see, introversion and extraversion has to do with how we interact with the world and where we draw and direct our energy. Introverts are those that are energized by spending time alone. Extraverts are those who are energized by being around other people, they enjoy being the center of attention. So you can see, I think, why an introvert is not necessarily shy. What introverts are about is simply avoiding the problem of having their energy drained by being around other people. So simply because you want to avoid that loss of energy, does not necessarily mean a person is shy by nature.

Slide #: 4
Slide Title: Other Personality Factors
- Risk propensity: the degree to which an individual is willing to take chances and make risky decisions.
- Self-monitoring: the degree to which an individual pays close attention to, and subsequently emulates, the behavior of others (social chameleon).

Audio:
Some other personality factors, again, that at least some would argue go beyond the big five include risk propensity and self-monitoring. Risk propensity is the degree to which an individual is willing to take chances and make risky decisions. You might think about yourself or people that you know in terms of their level of risk propensity. Certainly an important concept for practicing managers. Some managers tend to be more likely to take risks, some are very averse to taking risks, and others are more likely to make, what we might refer to as calculated risk, where for example, they might start ten projects with the understanding that eight of them might well fail. But as long as a couple of them end up being potentially lucrative ideas, the gains from those practices to winners can more than make up for the losses of the other eight projects. We might refer to that as more like strategic risk-taking. Self-monitoring, another arguable

personality dimension, refers to the degree to which an individual pays close attention to, and subsequently emulates, the behavior of others. For people who like to think in terms of metaphor, you might consider the notion of a social chameleon. A chameleon, of course, being a lizard that at least to popular knowledge changes its colors to fit the situation. I lapse simply because that's a common misconception. Actually, a chameleon changes its colors because of its mood. But at any rate, if we assume that the chameleon changes to fit its environment, that's where we get the metaphor of the chameleon for self-monitoring. Self-monitoring varies from high to low. The high self-monitor is that social chameleon. Somebody who changes their behavior easily and readily to fit their social environment. Perhaps you know someone like this, or perhaps this describes you, where depending on which situation you find yourself in, your behavior might change dramatically. Other people, who we call low self-monitors, are people whose behavior does not change to fit the situation; they behave very consistently across various social environments. This is an important concept for a variety of reasons. But I want to focus attention for a moment on the idea that in this culture, like many cultures, people tend to view self-monitoring in fairly negative terms. You can think of any number pajorative expressions that people use to describe the high self-monitor: things like fake and phony might come to mind. Having said that though, one of the interesting things about the concept of self-monitoring is that it is a legitimate personality dimension, at least according to many, and therefore the people who is truly a high self-monitor is not being truly fake and phony any more than someone who is simply being an introvert or extravert. The legitimate self-monitor is changing his or her behavior to fit the situation in a manner simply consistent with their own personality. And so worth considering the next time one of us thinks negatively about a high self-monitor. We might think to our self: well, maybe that person is not being fake or phony; perhaps it's just simply a reflection of personality. Don't get me wrong, some people, of course, are genuinely fake and phony, but someone who acts like could simply be expressing their personality known as being a high self-monitor. This is also important because high self-monitors tend to have a significant advantage in the workplace. And in particular is managers. One of the concepts that we'll be talking about later on in the class is what's known as situational leadership. Situational leadership is the idea that managers can and should vary their behavior to fit their situation, and can be more effective if they do so. So please keep this in mind later on when we talk about situational leadership, the high self-monitor because they can change their behavior easily to fit their environment, has a big advantage in this area.

Slide #: 5
Slide Title: Slide 5

Casual about Appointments	1 2 3 4 5 6 7 8	Never late for appointments
Non-competitive	1 2 3 4 5 6 7 8	Very competitive
Never feel rushed	1 2 3 4 5 6 7 8	Always feel rushed
Take things one at a time	1 2 3 4 5 6 7 8	Try to do many things at once
Slow doing things	1 2 3 4 5 6 7 8	Fast doing things
Express feelings	1 2 3 4 5 6 7 8	"Sit" on feelings
Many outside interests	1 2 3 4 5 6 7 8	Few outside interests
	Total score x 3 = final points	

Audio:
This brief survey can help us gain insight into another aspect of personality. Please take a moment and fill out the following survey, and make sure to respond to the questions in a way

that you believe you truly are as opposed to how you think you should be or might be. One item people often wonder about is the last item: many outside interests verses few outside interests. This simply refers to the idea that you think back to the last time you were a full-time organizational member, which may be now, what happened to you in terms of your outside interests, your hobbies? Did you find yourself kind of becoming a one-dimensional organizational being where you spent all of your time and energies for the business? That would be someone who maintains few outside interests if they lose their hobbies. If you maintain your outside interests and hobbies and don't become strictly an organizational being, then we would say you maintained many outside interests, and you would be more on the left side of this chart. Please don't hesitate to put extreme scores if you truly are a one or an eight, you should put it. When you're finished, go ahead and add up all of your numbers that you circled and multiply that number by three to get your final total.

Slide #: 6
Slide Title: Type A/B Personality
- 21-90 = B
- 91-99 = B+
- 100-105 = A-
- 106-119 = A
- 120+ = A+

Audio:
Having completed the previous slide, we see that this number gives us insight into what is known as our type A or B personality. You can see that if you score between 21 and 90, that puts you into the type B range. 91 through 99 is a B+,etcetera.

Slide #: 7
Slide Title: Type A Personality
- Engaged in a never-ending struggle to achieve more and more in less and less time

Audio:
I'll go ahead then and talk about what it means to have a type A personality. Please note that I'm not going to bother talking about type B because type B is in general, simply the opposite of being a type A. So rather than talk about everything twice, I'll simply lay out the concept of type A personality, and in general, you can see that type B is sort of the opposite of what I'm describing. First, a phrase that helps characterize the concept of type A personality: type A's are viewed as being engaged in a never-ending struggle to achieve more and more in less and less time. For those of you who are rated as being type A's or perhaps even A+'s, I'm sure you can relate to this.

Slide #: 8
Slide Title: Type A Personality: General Behavioral Tendencies
- Time urgency
- Aversion to idleness
- Impatience
- Accelerated speech
- Respond quickly
- Competitive
- Often hostile, aggressive, irritable, temperamental

Audio:

The general behavioral tendencies of a type A include time urgency, aversion to idleness, this simply means that a type A tends to not like having nothing to do, they like to keep themselves very busy. They tend to be impatient, have accelerated speech, respond quickly to tasks, they are often competitive and sometimes hostile, aggressive, irritable, and temperamental. Please keep in mind that if you are a type A it does not necessarily mean that you are all these things. But these are general behavioral tendencies that are tied to being a type A.

Slide #: 9
Slide Title: Type A Personality
- Positives (compared to type B):
- Work faster, even with no deadline, little pressure
- Seek more challenges and more difficult tasks
- Work better when surrounded by distractions
- Work better under pressure
- Work better alone

Audio:
There are some positives of being a type A, at least compared to being a type B. People with type A personality tend to work faster, even with no deadline and little pressure on them. They tend to seek more challenges and more difficult tasks. They tend to work better when surrounded by distractions, they work better under pressure, and they work better alone.

Slide #: 10
Slide Title: Type A Personality
- Negatives (compared to type B):
- Health problems, tendency to burn out
- Tendency to irritate people
- Worse at tasks involving:
  - Patience
  - Careful, considered, or complicated judgments
  - Teamwork

Audio:
I should also note that there are some important negatives of being a type A compared to being a type B. Perhaps the most important have to do with health problems and a tendency to burn out. There is research suggesting that type A's tend to be more susceptible to infectious diseases and do have a greater tendency to burn out in their job. So if you were someone tested out to be a type A, or particularly an A+, please pay attention during the next section on managing stress as type A's are even more encouraged to develop stress management techniques. Of course, we can all benefit from this chapter whether you're a type A or a type B. The second category has to do with the tendency to irritate people. Perhaps I should walk through this in a little bit more detail. If you consider two type A's working together, they do tend to irritate each other. It is possible, of course, that type A's can have the exact same goal in which case two type A's working together can actually be a dynamite combination. However, because people often do have sub-agendas and other issues that they're focusing on, it's relatively uncommon for two people to have perfectly aligned goals. And for this reason, we often do find type A's irritating each other. You might consider combinations of type A's and type B's. Maybe not surprisingly both type A's, type A's tend to irritate type B's, and type B's tend to irritate type A's. The A is trying to keep things going quickly, the B has a tendency to move somewhat slower and be somewhat more casual. And so the B's will irritate the A's, and the A's will irritate the B's. Given all of

this irritation, it's not surprising that there is so much conflict in many workplace environments. Really the only combination that tends to work well together would be type B's although type B's can irritate each other, it's generally for a reason other than their type B personality. Strictly speaking, type B's tend to get along pretty well. And so if you put it all together, we end up with the overall conclusion that A's tend to irritate everybody, whereas type B's only irritate the A's. So if you are somebody who is a type A, please don't take this wrong, it's not like you are necessarily an irritating person, but you should be aware that type A's do have more of a tendency to irritate people than their type B counterparts. The other negative has to do with tasks that the type A is worse at. These include tasks involving patience, careful, considered, or complicated judgments, and teamwork. Of course, with teamwork being such a prevalent part of the modern workplace, this is an important consideration for anybody who tests out as being a type A.

Slide #: 11
Slide Title: Slide 11
- Are more managers Type A or Type B?

Audio:
At this point, I'll ask you the question: would you image that more managers are type A or type B?

Slide #: 12
Slide Title: More Mangers are Type B
- Burnout
- Conflicts with others
- General incompatibility with the job (teamwork, etc.)

Audio:
Some students are surprised to learn that more managers are actually in the type B category, at least in the United States. There's not a big difference, but we do tend to find more type B managers. There are three reasons why this happens. One reason simply has to do with burnout. As we've talked about in the previous slide, type A's are somewhat more likely to suffer health-related issues and to even burnout in their job. And so simply through attrition, we find somewhat more type B managers. A second reason has to do with conflict. On a previous slide we discussed the concept of irritation, and how type A's may be somewhat more likely to irritate other people than their type B counterparts. This can lead to certain type A individuals not being able to rise to the level of management because of conflict with other people. A third reason has to do with the general incompatibility with the job at least for certain individuals. The idea here is that so many modern organizations use teams as a fundamental building block. And as we described on a previous slide, the type B manager tends to be better suited to a team-focused kind of environment. Type A managers tend to be better suited to environments that are somewhat more individualistic and possibly even competitive in nature. So in summary, this is not a suggestion that type B managers are somehow better than type A managers, but they do find themselves fitting into environments involving teamwork, which just simply tends to be more common in the modern workplace.

Slide #: 13
Slide Title: Machiavellianism
- High Machs
- Manipulate others for their own purposes
- Rely on guile and deceit

- Lack concern with conventional morality
- Difficult to recognize
    - Often confident, eloquent, competent
    - Often skilled at forming coalitions with others to serve their purposes

Audio:
The last personality dimension that I'd like to cover is what is known as Machiavellianism, in particular I'll refer to what's known as the high Mach. The high Mach is someone who is willing to manipulate others for their own purposes, relying on guile and deceit to do so. This is one the main reasons why I like to talk about this dimension. The high Mach doesn't want you to know that he is out there, and I will use the pronoun he simply because high Machs do tend to be men. But the high Mach does not want you to know about his or her willingness to manipulate other people, and so I'd just like to talk about this in order to essentially level the playing field, to make us all aware that there are high Machs in the workplace. The high Mach is someone who lacks concern with conventional morality. What this looks like is that the high Mach is willing to do anything: lying, stealing, cheating, whatever it takes to get their way. Interesting, anecdotal evidence in this area suggests that the high Mach is often someone who talks about the importance of morality. This is simply another manipulative attempt by the high Mach to tip people off of balance. They try to convince people that they are the most ethical person around when in fact, they have absolutely no trouble once they've exhausted more ethical possibilities to shift more relatively unethical methods of getting their way. A related idea is that the high Mach tends to be very difficult to recognize. There are two primary reasons why this happens. Part of it has to do with the idea that the high Mach is often very confident, at least in appearance, eloquent, and competent. Another way of saying this is that a high Mach tends to be quite charismatic in nature, and as the slide suggests, they tend to be skilled at forming coalitions with others to serve their purposes. This is another way of saying that the charismatic high Mach is somebody who often has something of the following: a group of people who believe in that person, they perhaps admire, want to be like that person, have a tremendous amount of respect for them, and that can make it difficult for us to recognize the high Mach because as we see this following, we might think to ourselves: Wow, maybe I really have this person wrong. Maybe I don't understand him correctly because everyone else seems to think this person is so terrific. But, this is again, one of the reasons why we talk about the high Mach is that this just simply makes the high Mach more difficult to recognize. If you find yourself observing somebody who consistently manipulates other people for their own purposes, if they appear to be willing to do whatever it takes: again, lying, cheating, stealing, do whatever to get their way, try to stick to your guns even if everybody else seems to think that this person is absolutely terrific, it's entirely possible that this person is actually a high Mach.

Slide #: 14
Slide Title: Machiavellianism
Protecting yourself:
1. Pay close attention to what others do, not what they say
    - They are masters of deception
2. Expose them to others, make his/her actions public
    - Decreases the likelihood of future problems

Audio:
So what can you do to protect yourself from the high Mach? Keep in mind that these tips have more to do with if you find yourself working with a high Mach or have a high Mach working for

you. If you are in the unfortunate position of having a high Mach as your boss, anecdotal suggests there's not a whole lot that you can do, it's very difficult to work for a high Mach and what many people end up doing is either finding a way to have themselves transferred or perhaps even leaving the organization. If you do find yourself working for a high Mach, you have my sympathies. If you are somebody who is working alongside high Machs, number one is a good tip. It suggests that you pay close attention to what others do and not what they say. Again, keep in mind that the high Mach is a master in deception, somebody who easily tips other people off balance, confuses people. And so if you pay attention to their words, the high Mach is often skilled at twisting people into a verbal pretzel. And so we need to pay attention to what people are doing. If someone shows a significant consistent track record of manipulation and willingness to engage in unethical sorts of actions, you should trust that track record of behavior and pay attention to what they're doing and not what they're telling you. Tip number two has more to do with somebody who has a high Mach working underneath them. If you are beginning to suspect, again through a significant consistent track record that someone might be a high Mach. The tip here is to expose their behavior to other people and to do so in public. Now I should note that this flies in the face of one of the most commonly management tips that you find, and that is to never punish people in public. Well it turns out that that is a good tip. For those of you who have been punished in public, I'm sure you can understand why this is a good, general principle. But, there are reasons why you may need to violate this principle, and one of them is if you find yourself with a high Mach working beneath you. By making their actions public, you can not only decrease the likelihood of future problems, but again, anecdotal evidence suggests that the high Mach becomes more likely to leave your organization once they've been exposed, they essentially take their circus and move it to some other organization where they have not been exposed in order to be able to build up their following and attempt to manipulate their way through some other organization. So at least some evidence suggests that by making their actions public, you can get the high Mach to leave your organization, and that, not surprisingly, is your goal. A high Mach can be an absolute poison to an organization, and in my opinion at least it's in your best interest to try to get them to leave the organization.

Slide #: 15
Slide Title: Machiavellianism
Protecting yourself:

3. Avoid situations that give high Machs an edge
   Highly emotional, uncertain ----> distraction ----> Easy manipulation situations

Audio:
The third tip in protecting yourself involves avoiding situations that give high Machs an edge in the first place. These include situations that are highly emotional and uncertain in nature. These cause us to become more distracted and more of a target for easy manipulation by the high Mach. Emotional and uncertain situations occur frequently in the workplace, for example, involving performance appraisals or situations of significant change like mergers and acquisitions and layoffs. In such environments, again, people tend to become more of a target for easy manipulation. In fact, some anecdotal evidence suggests that high Machs are actually quite skilled at intentionally tipping people off balance by making them emotional and uncertain. So this once again is a reason why we talk about high Machs in this class in the first place is that high Machs are often quite skilled at being able to manipulate people and are often very difficult to recognize. Hopefully by talking about this, we can all do a better job of being aware of the high Machs that might surround us in the organization so that high Machs do not have an edge

over us. This concludes our section on Unit 2: Developing Self-Awareness.