

Organizational Behaviour - an Introduction
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Lecture - 15
Personality - Part 6

Warm welcome to this lecture series on Organizational Behaviour. We are in this chapter on Personality and this is our 6th section of this chapter. I will very quickly summarize what happened in the previous lectures.

OUTLINE

- Defining personality
- History of the concept
- Key assumptions
- Determinants
- Personality theories
- Self-esteem and self-awareness
- Measures of personality
- Other sources of individuality



The four basic personality types



KEY ASSUMPTIONS

- ◉ Personality is the key to understand an individual's behaviour.
- ◉ Universality versus uniqueness
- ◉ Dynamic versus stability
- ◉ Interactionist perspective



So, in this chapter till now we defined what is personality, we also looked at the argument of nature versus nurture in influencing personality.

INTRAPSYCHIC THEORY

- ◉ Sigmund Freud and psychoanalytic theory
- ◉ Levels of consciousness
 - Conscious
 - Subconscious
 - Unconscious
- ◉ Three elements of mind
 - Id, Ego and the Super Ego
- ◉ Development of personality
- ◉ Defence mechanisms



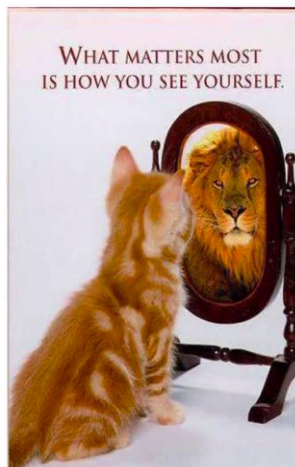
We also looked at theories on personality; the first theory we looked at was Sigmund Freud's psychoanalytic theory.

SOCIAL LEARNING THEORY

- ◉ Learning is relatively permanent change in behaviour.
- ◉ All behaviours are learned.
- ◉ Impact of role-models in childhood.
- ◉ Positive and negative reinforcements.
- ◉ Internalized rewards.



The second theory we looked at was social learning theory. So, the problem with both these theories are they are deterministic in nature.



The third theory which approaches personality or individual behaviour from a humanistic point of view is self theory.

SELF THEORY

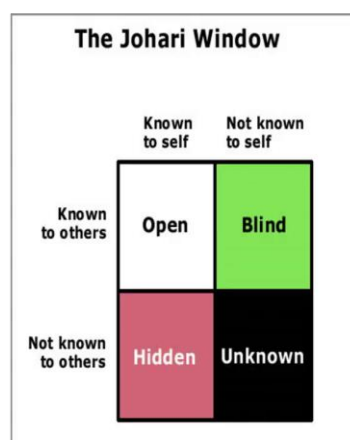
- ◉ Carl Rogers
- ◉ Free will
- ◉ Self-concept
- ◉ The organism
- ◉ Self-esteem
- ◉ The development of self
- ◉ Unconditional acceptance



So, we looked at the important concepts in this theory. We looked at three important concepts. One, self concept, self esteem and unconditional acceptance. So, we spoke about the importance of unconditional acceptance in creating a positive self concept or in creating the right kind of self concept and also relationship between self esteem and self concept and also relationship between self esteem and unconditional acceptance.

Self concept being the idea of who we are or who am I plays a very important role in deciding the level of self esteem. So, to know who I am the most important criteria is self awareness. So, this is where we stopped in the previous lecture.

SELF-AWARENESS



I asked you to read about this model called Johari's window. So, this model of self awareness is proposed by Joseph; the two people, two psychologists Joseph and Harrington.

So, according to this model, a self of an individual has four different windows or in other words there are four selves within our self. The first self is self which is known to us and also self which is known to others, there are certain areas within us which we are also aware others also aware; others in the sense not necessarily everyone, but at least few people are aware.

For example, you know your friends know about your early childhood experiences, they know your limitations to some extent, they know what are your preferences and things like that which you also know ok. So, this is the open area of self.

The second area of self is hidden area which is there are certain information about us or certain aspects of our self which we do not reveal to others, which we keep only to ourselves. Even to the closest of our friends or to life partner or even parents, we do not reveal certain things; is not it? So, but we know about those things; so that part of self is hidden self.

The third part is there are certain aspects of our self, there are certain aspects about our own self which we do not know, but others know; so which is called blind area. So, blind means you do not know what is there, but others know. The fourth area is the dark area or the unknown area which we also do not know, others also do not know. So, these four windows are very important in terms of influencing our behaviour.

So, ideally speaking, the open area should be more. If I ask you which area should be more, many of you would say hidden or open. So, at least you should know what is there in that area; others knowing, not knowing is a different you know a different story, but at least you should know what is there. So, but I would rather say open area should be more which means, at least you should have two three individuals with whom you should be able to reveal everything about yourself.

So, what will happen if hidden area is more and open area is less? There will be less trust placed on you. So, there will be very few people who will trust you. So, which means, if you are keeping everything as a secret and you are not revealing it to anybody and even

to your close friends, people will not trust you; is not it? So, why are you not revealing because you are not trusting them.

So, only if you show trust on others, others will trust you and also if you keep too many things as secret, it will bother you. You cannot handle you know too much of information which is kept a secret which will bother you in your you know, you feel very guilty, you will feel bad, you will feel you know; you do not have anyone to share, you will feel friendless; all those things.

So, in fact there are lot of researches say people who are psychologically healthy are the ones who have close relationships with whom they can reveal everything or which also means these people are the ones, who have others who unconditionally accept them. So, if you can reveal something openly to someone than it means that person is not judging you. So, if somebody is not judging you, it means, you are very fortunate enough to have someone like that ok.

So, what will happen? So, how to increase the size of the open area? One, you should try to establish relationships which are deep enough in nature or trustworthy in nature. So, first you should show trust to others; only then people will show trust to you and then you can reveal things to them ok.

So, I am not saying you should tell everything about you to everyone. I am saying at least to few people you should have such deep relationships where you can share your secrets. So, you know it is all; it should all start from you, you should reveal things about yourself to your friends; only then they will trust you and it will be mutual also, it will help both of you.

The third area which is an interesting area is blind area ok, blind area is others know, you do not know which means, you think this is what you are, but in reality it is not true, others are looking at it from a different angle. Or for example, certain things without even knowing we exhibit those behaviours, but others can watch that behaviour, observe that behaviour.

For example, let us say whenever you get stressed or whenever you become nervous, you bite nails which you are not aware. But others will watch that, others will observe that. Or let us say whenever there is you know there is stress in your life, you shout at others.

So, which you are not aware, but people around you will know he is shouting at others or he is getting angry because he is feeling insecure.

So, you might think; you know I am having control and I am you know showing my aggression. But in reality, you are feeling insecure that is why you are showing your insecurity through aggression that others can understand, you may not be willing to see that reality; so this is blind area. Many a times, these blind areas are weak spots; you know which we do not pay attention, but others pay attention. These are like you know vulnerable areas where others can take advantage of because you are not aware of those vulnerabilities.

But, sometimes it can be positive things also ok. For example, you might be a very good singer, you know as a hobby you sing well, but you do not really acknowledge that you are good singer, but others will know you are good sing or others know that you are very humorous person but you will not actually think you are a humorous person ok.

So, blind area many a times can lead to problems like people; one you may not know you have potential to your fullest if there are lot of blind areas. Two, if there are more blind areas, people may exploit you or people may manipulate you; they will use your vulnerabilities so that, they can control you.

So, how will you reduce this blind area? And at least you should make it hidden area or open area; it will become open area because others already know. So, how will you make it open area? One, you should seek feedback; so how will you seek feedback?

Feedback, in the sense you should ask people what do you think? At least to close friends, you should ask your close friends because many a times close friends will know your weaknesses, but they may not reveal it to you because they are scared that you will feel upset or you will feel sad.

So, instead of waiting for others to give feedback, it is always better to ask them for feedback ok. Especially with close friends, we can ask them; what do you think, where can I improve. Instead of asking what do you think, we can ask them in this particular behaviour where do you think I can change or what else I can do or where do you think I can focus more. So, these kind of questions you can ask.

But the problem with asking feedback is if people give honest feedback and that information is not congruent with our self image. You might be thinking you know I am very good in this area, but many people as feedback tell you; you are not good, you know you are very mediocre nature; so that may affect us. In fact, it will affect our self esteem; so that is where we should have unconditional acceptance.

So, people with high unconditional acceptance for themselves and also people who have true self esteem, you know not like pride; people with real self esteem, they are very open for feedback. So, even if somebody gives feedback which is not congruent with their self image, self concept; they will try to ask themselves; is it true if it is true how can I change myself?

I am not saying a when people give feedback, you should; you should you know blindly accept that feedback. I am saying at least, you should be open enough to seek feedback so that; that blind area will come down because see the risk in seeking feedback is sometimes people give false feedback also. You know, they might be that is where we should know; who should ask? You know, you should ask people who are trustworthy and people who will be honest.

There might be situations where people will give feedback; negative feedback in order to hurt you. It, it may be a lie also or they may exaggerate; you know they might say more where it is actually less. So, in that situations also, you should be able to receive that feedback, analyze it and assimilate the useful information. So, that requires a very good level of self esteem and unconditional acceptance. So, there is always risk, but this risk sometimes is worth taking because the kind of information you will get from these; feedback, if they are real, they will really help you to reduce your vulnerabilities.

So, the advantage of seeking feedback is; even though you may get hurt, you may get false information that will help you to overcome your vulnerabilities. In other words, the level of control others had over you which you were not aware of, comes down. You know, it gives lot of power for you to; you know manage your own feelings, your own you know weaknesses; so that becomes a strength over a period of time. So, that is one blind area; we should pay some time, you know we should spend some time to reduce that blind area ok.

So, the last window which is unknown; others also do not know, you also do not know; what should we do with that area? Because for that also you; you, for that you cannot do much, you cannot ask feedback because others also do not know. So, things like you know some potential where you never explore or certain areas where you actually did not even pay attention or brought it out ok. For example, you might be very good in dancing, but you never danced or you never tried doing it because you know no; no such situation came or you know you; you are feeling shy; so what will you do ok?

Why it is? First we should understand why is it important to reduce this unknown area? It is important to reduce this unknown area because these are deep seated. If you look at Freud's theory, these are like very deep seated, deep rooted issues or information which is very inside us. So, sometimes what can happen is; this can suddenly come out, if they are negative aspects of self; you know very bad memories, they will somehow will manipulate our behaviour without knowing why we; why it is happening ok.

In fact, in psychology they call them psychosomatic disorders; it can lead to bodily problems also. So, sometimes deep seated stress or anxiety can lead to bodily disorders also ok, it can be positive things also you know your capabilities, your potentials, your strengths which you do not know; so, both ways it is important to dig; dig deep and bring it out.

So, what can we do? We cannot seek feedback, but one thing we can do is; we can experiment on newer situations or we can explore situations which can help us bring out you know the positive things about us.

For example, trying out new things; you know, let us say like I said if; you do not, you do not know whatever you can dance or not; put yourself in that condition dance, worst case scenario; people will laugh at you and then you will know I cannot dance ok. What if people likes it, you know you can shape or you can polish that strength and you can; you can become better in it.

It can be learning a new language; it can be you know trying out new things. So, being open for experiences and trying out new things will help us reduce this unknown area ok. So, I hope this model was interesting for you; in fact, this model is used in many training programs, in leadership related training programs, training programs on self awareness, training programs on how to improve oneself and things like that ok.



 **DON'T NEED SUCH A BIG OFFICE AS THIS, MY EGO DOES**

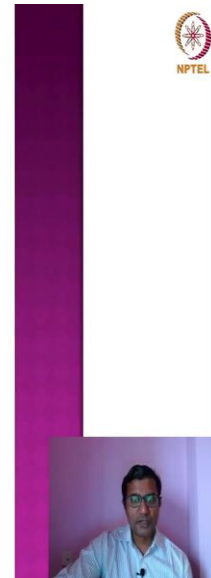


Why self esteem is important in workplace or what is the role of self concept; self in self esteem and unconditional acceptance in workplace? One, like I said people who have false sense of high self esteem tend to be insecure and they tend to be very materialistic also; which means people with very low self esteem tend to show off to compensate on the weaknesses they have or the; the insecurities they have.

So, when people feel very insecure; they tend to shop more, you know there are research evidences which say that people when they feel very stressed or insecure; they are not happy with themselves, they tend to buy more things. In fact, there are research say that insecure people tend to eat more; you know there are eating disorders caused by low self esteem. So, similarly in workplace; people who aim for you know materialistic things without looking at meaningful things are the ones who might be with low self esteem ok.

EMPLOYEES WITH HIGH SELF-ESTEEM

- ◉ Happy and satisfied employees
- ◉ Realistic expectations
- ◉ Realistic understanding of self
- ◉ Moderate risk takers
- ◉ Friendly and encouraging
- ◉ Highly motivated
- ◉ Self-disciplined
- ◉ Ready to take responsibilities



So, with this particular slide I will stop. So, this slide talks about employees with high self esteem; why it is important for employees to have self; high self esteem? Or as HR managers you should help people have better self esteem.

Why it is important? One, people with; employees with high self esteem tend to be happier and satisfied. You know they are very happy about themselves; so they are satisfied and they also set very realistic expectations.

They know what they can do and they know what they cannot be able to do; you know it is not like false sense of self awareness. Since, they have high self acceptance level; they tend to ask questions about themselves and know what, what they want and what they do not want and also they; they set clear cut goals for them.

And also they are moderate risk takers which means they will not unnecessarily take risk and they will not take lower risk also. So, they know what they are capable of and depending on that, they take risk. They are also very cooperative in nature; people with high self esteem because see when I say cooperative which means they are ready to help others; they are ready to appreciate others success. When will people become jealous? On other success; people who are not happy with themselves are the ones who get jealous of others success.

So, that is where people pull down others leg; is not it? Because I am not; if I am not able to achieve, others should not achieve or if others achieved; then I will feel bad about the myself; so I will not let others achieve ok. So, but people with high self esteem even if

they are not achieving; they will help others to achieve. And they will be very friendly, encouraging others; they will cooperate with others, they will also be highly motivated and self discipline.

Why? Because they respect themselves; if you are respecting yourself, you will be disciplined even when nobody else is observing you. And also they are they will be ready to take responsibilities because they know what they are capable of, they know you know what they can achieve; so they are open to; they are confident, so that is why they are open to take responsibilities.

So, I will stop here. I will quickly summarize what happened in today's lecture. We looked at only two important areas; one, this idea of self awareness Johari's Window. We looked at each of those windows of self and discussed the advantages and disadvantages of those windows and how to reduce or increase the size of them.

We also looked at in workplace; how or what is the role of self esteem in workplace, how employees with high levels of self esteem are assets to the organization. I will stop here; we will meet in the next class, till then take care; see you then.