

Foundations of Individual Behavior

Nine Individual-level variables

1. **Biographical Characteristics**
2. **Ability**
3. **Learning**
4. **Personality**
5. **Emotional Intelligence**
6. **Assertiveness**
7. **Perception**
8. **Values**
9. **Attitude**

How these individual variables affect group performance and satisfaction?

1. Biographical Characteristics & their implications for Group Performance

- I. **Age:** No affect on individual's performance and hence overall group performance
- II. **Gender:** No significant differences in job productivity between men and women
- III. **Tenure:** Positive relationship between tenure and member's productivity and satisfaction.

2. Ability

- **An individual's capacity to perform the various tasks in a job.**
- **Make an individual relatively superior or inferior to others in performing certain tasks or activities.**
- **Type of abilities:**
 - Intellectual Abilities
 - Physical Abilities.

Ability, Intellect, and Intelligence

Intellectual Ability

The capacity to do mental activities



Multiple Intelligences

Intelligence contains four subparts: cognitive, social, emotional, and cultural

Dimensions of Intellectual Ability

- Number aptitude
- Verbal comprehension
- Perceptual speed
- Inductive reasoning
- Deductive reasoning
- Spatial visualization
- Memory

Physical Abilities

Physical Abilities

The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics



Nine Physical Abilities

Strength Factors

1. Dynamic strength
2. Trunk strength
3. Static strength
4. Explosive strength



Flexibility Factors

5. Extent flexibility
6. Dynamic flexibility

Other Factors

7. Body coordination
8. Balance
9. Stamina



Ability: Its implications

- **Group performance is enhanced when there is a high ability-job fit.**



3. Learning

Learning

Any relatively permanent change in behavior that occurs as a result of experience

Learning

- Involves change
- Is relatively permanent
- Is acquired through experience

Shaping

Shaping Behavior of group member

Systematically reinforcing each successive step that moves an individual closer to the desired response

Key Concepts

- Reinforcement is required to change behavior.
- Some rewards are more effective than others.
- The timing of reinforcement affects learning speed and permanence.

Types of Reinforcement for shaping behavior of a member

- Positive reinforcement
- Negative reinforcement
- Punishment
- Extinction

Learning and its implications for group

Why and how to change behavior of a group member?

- Positive reinforcement is a powerful tool for modifying behavior of group members
- Group leaders should expect that group members will look to them as models

**How Personality traits help in assigning
different tasks to different individuals
during JIVE ?**

Personality

The sum total of ways in which an individual reacts and interacts with others.

Personality

Personality factors

- Heredity
- Environment
- Situation

Personality Traits

- Enduring characteristics that describe an individual's behaviour

Sixteen Primary Traits

| | | |
|------------------------|-----|--------------------|
| ➤ Reserved | vs. | Outgoing |
| ➤ Less intelligent | vs. | More intelligent |
| ➤ Affected by feelings | vs. | Emotionally stable |
| ➤ Submissive | vs. | Dominant |
| ➤ Serious | vs. | Happy-go-lucky |
| ➤ Expedient | vs. | Conscientious |
| ➤ Timid | vs. | Venturesome |
| ➤ Tough-minded | vs. | Sensitive |
| ➤ Trusting | vs. | Suspicious |
| ➤ Practical | vs. | Imaginative |
| ➤ Forthright | vs. | Shrewd |
| ➤ Self-assured | vs. | Apprehensive |
| ➤ Conservative | vs. | Experimenting |
| ➤ Group-dependent | vs. | Self-sufficient |
| ➤ Uncontrolled | vs. | Controlled |
| ➤ Relaxed | vs. | Tense |

Myers-Briggs Type Indicator (MBTI)

A personality test that taps four characteristics and classifies people into one of 16 personality types.

It is a 100 question personality test that asks people how they usually feel or act in particular situations.

On the basis of the answers individuals give to the test, they are classified as

- **Extroverted or Introverted (E or I)**
- **Sensing or Intuitive (S or N)**
- **Thinking or Feeling (T or F)**
- **Perceiving or Judging (P or J)**

These classifications are then combined into sixteen personality types.

The Big Five Personality Model

Extraversion

Agreeableness

Conscientiousness

Emotional Stability

Openness to Experience

Major Personality Attributes

- **Locus of Control**
- **Machiavellianism**
- **Self-Esteem**
- **Self- Monitoring**
- **Risk Taking**
- **Proactive Personality**
- **Type A-Type B**

DISCUSSION:

Personality and its implications

MYTH or SCIENCE?

“Deep Down, People Are All Alike

Good Personality-Bad Personality

How can a Personality Test help a group in better performance?

Implications for better team performance

Person-Job fit Person-Group fit

**One of the most fascinating traits
of a successful professional
?**

EMOTIONAL INTELLIGENCE

The Three-Million-Dollar Emotional Hijack



Dark Side of Genius

(The Times of India July 11, 2006)



Shameful End To Zidane's Career (The Times of India July 10, 2006)

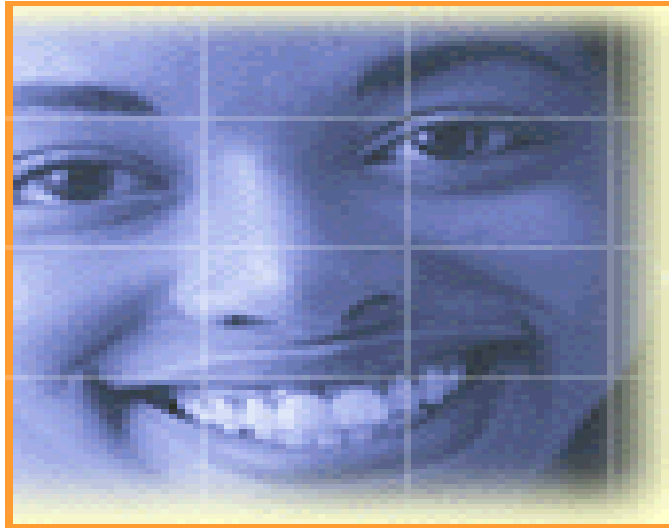


**“We are being judged by a new yardstick:
not just how smart we are, or by our
training and expertise, but also by how well we
handle ourselves and each other”**

**-- Daniel Goleman,
Working With Emotional Intelligence, 1998**

Emotional Intelligence

“ Emotional Intelligence” refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and managing emotions well in ourselves and our relationships.



THE PROBLEM WITH A MEMBER WITH LOW EI IS...

- **Can't view things objectively.**
- **Takes things, personally.**
- **Has poor interpersonal skills.**
- **Can be arrogant.**
- **Often hurts others.**
- **Takes rash decisions.**
- **Is self-centered and self-seeking.**
- **Is low on motivation.**
- **Has huge inertia.**
- **Does not know his potential.**
- **Does not have space for others.**
- **Loses will to survive.**
- **Indulges in self-pity.**
- **Show too many emotions.**
- **Gets affected by anything that happens around him**
- **His performance depends on the surroundings**

WHEN THE MEMBERS HAVE LOW EI, IT LEADS TO IN THE GROUP: -.

- **Wastage of time and energy**
- **Lack of focus on organizational climate**
- **Underachievement**
- **Inter-personal problems**
- **Inability to be a team player**
- **Unsustainable performance**
- **Insecurity in the organization due to unpredictability**
- **Mood swings in the team**
- **Need for counseling**
- **Unhealthy competition amongst employees**
- **Doubts on the validity and reliability of the selection procedure**

The Emotional Competence Framework

Personal Competence: these competencies determine how we manage ourselves

- **Self-Awareness**
- **Self-Regulation**
- **Motivation**

Social Competence: these competencies determine how we handle relationships

- **Empathy**
- **Social Skills**

Everything I thought I knew about leadership was wrong. My first job as a leader was to create a new understanding of myself.

--Mort Meyerson, CEO Perot Systems

(1) Self – Awareness:

Knowing one's internal states, preferences, resources & intuitions

- **Emotional Awareness**
- **Accurate Self-assessment**
- **Self-Confidence**

(2) Self – Regulation

Managing one's internal states, impulses and resources

- **Self- Control**
- **Trustworthiness and Conscientiousness**
- **Innovation and Adaptability**

(3) Motivation

Emotional tendencies that guide or facilitate reaching goals

- **Achievement drive**
- **Commitment**
- **Initiative and Optimism**

**“If your actions inspire others to dream more,
learn more, do more and become more, you are a
leader.”**

**John Quincy Adams (1767-1848)
sixth President of the United States**

(4) Empathy

Awareness of others' feelings, needs and concerns

- **Understanding Others**
- **Developing Others**
- **Service Orientation**
- **Leveraging diversity**
- **Political Awareness**

Anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—this is not easy.

--ARISTOTLE

(5) Social Skills

Adeptness at inducing desirable responses in others

- **Influence**
- **Communication**
- **Conflict management**
- **Leadership**
- **Change Catalyst**
Art of Collaboration

Art of Collaboration

Several competencies of star performers are rooted in the basic human talents for social coordination. These include:

- Building bonds
- Collaboration and cooperation
- Team capability

Blind Spot. Whenever someone consistently mishandles a given situation, that is a sure sign of blind spot. A list of some common blind spots is as follows:

- **Blind ambition**
- **Unrealistic goals**
- **Relentless Striving**
- **Drives Others**
- **Power hungry**
- **Insatiable need for recognition**
- **Preoccupation with appearances**
- **Need to seem perfect**

Nine Strategies for

Taking the time for mindfulness

Recognizing and naming emotions

Understanding the causes of feelings

Differentiating between emotion and the need to take action

Preventing depression through "learned optimism"

Managing anger through learned behavior or distraction techniques

Listening for the lessons of feelings

Using "gut feelings" in decision making

Developing listening skills

Promoting Emotional Intelligence

DISCUSSION: EI and its implications

Do emotions affect performance of an individual as well as group?

What is a team leader's role in this context?

Assertiveness

You need to be able to stand up for yourself, to be yourself, and to do so in a way that invites others to be themselves as well

Styles of Communication

- **The Passive Style**
- **The Aggressive Style**
- **The Passive-Aggressive Style**
- **The Assertive Style**

The Passive Style

- **Giving in to unreasonable demands from others**
- **Going along with the crowd**
- **Not offering your opinion until others have offered theirs**
- **Never criticizing or giving negative feedback**
- **Never doing or saying anything that might attract comment or disapproval**

Beliefs That Hold You Back

- **Other people are more important than I am**
- **Other people are entitled to have control over their lives. I'm not.**
- **They can do things effectively. I can't.**
- **My role in life is to be the servant.**

How does the Passive Style Develop?

- **Some people grow up in extremely over-considerate families**
- **Some children are taught to be perfectly obedient**
- **In some families, children's requests, needs, or boundaries are never respected**
- **In some families Assertiveness unfortunately leads to violence**
- **Some people just never see assertiveness in action**

The Aggressive Style

- **The flip side of the passive style**
- **Instead of submitting to others, we try to get others submit to us**
- **It is important to win, regardless of the cost to other people**
- **Aim is to control the behavior of others through intimidation**
- **Their opinions, boundaries, goals, and requests are stupid or meaningless—barriers to be overcome.**

Why Do People Act Aggressively

How does the aggressive style develop

- **Having an aggressive parent who serves as a model for you**
- **Low self-esteem that causes you to feel threatened by minor difficulties**
- **Initial experiences of obtaining what you want through aggression**
- **Failing to see the negative consequences of aggression**

The Passive-Aggressive Style

- **It combines elements of both the passive and aggressive styles**
- **The anger of the aggressive style and the fear of the passive style both have an influence**
- **The anger makes you want to 'get' the other person, but fear holds you back from doing it directly**
- **When we are passive aggressive we disguise our aggression so that we can avoid taking responsibility for it.**

Consequences of Passive-Aggressive Style

- **Others begin to see us unreliable, irresponsible, disorganized, or inconsiderate. Although they may never be able to point to specific examples, their general opinion of us declines.**
- **Self-esteem drops, Anxiety builds because we never know when someone will see through our passivity and confront us. We feel that we are not in control of our own lives. And shame and guilt can build up from constantly letting others down.**

The Origin of the Passive-Aggressive Style

- **Persons who experience significant anger and a desire for control, but they fear the consequences of expressing themselves directly**
- **Openly assertive or aggressive behavior may have been punished in the past**

The Assertive Style

- **It recognizes that you are in charge of your own behavior and that you decide what you will and will not do**
- **Similarly, the assertive style involves recognizing that other people are in charge of their own behavior and does not attempt to take that control from them**

The Assertive Style (Contd.)

- **We are able to acknowledge our own thoughts and wishes honestly, without the expectation that others will automatically give in to us**
- **We express respect for the feelings and opinions of others without necessarily adopting their opinions or doing what they expect or demand**

ASSERTIVENESS

- **Assertiveness is the ability to communicate your needs, feelings, opinions, and beliefs in an open and honest manner without violating the rights of others**



ASSERTIVENESS

Being **ASSERTIVE** means being positive and confident. You are aware that you are a worthy person with your own special gifts. You think for yourself and express your own ideas. You know what you stand for and what you won't stand for. You expect respect.

"We are ASSERTIVE. We freely express our own ideas. We think for ourselves and do what we feel is right. We are our own leaders."



Benefits from Assertiveness

- It allows us to relate to others with less conflict, anxiety, and resentment
- It allows us to be relaxed around others
- It allows us to retain our self-respect without trampling that of others
- It increases self-confidence
- It acknowledges the right of other people to live their lives.
- It gives us control over our own lives and, by reducing helplessness, assertiveness may reduce depression

Communication Styles and

- **Behavior**
- **Nonverbal cues**
- **Beliefs**
- **Emotions**
- **Goals**

How to become assertive?

What can a leader do to make group members assertive?

It is a big task and it takes courage. Recognize your courage. The steps leading into our lives continue-with more practice, more effort, and more confidence. Enjoy the path. Be there.

8. Perception

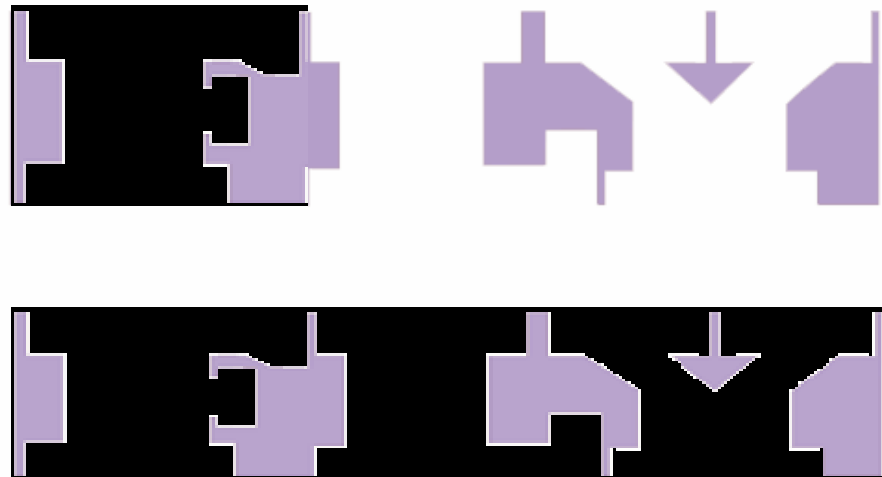
–A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.







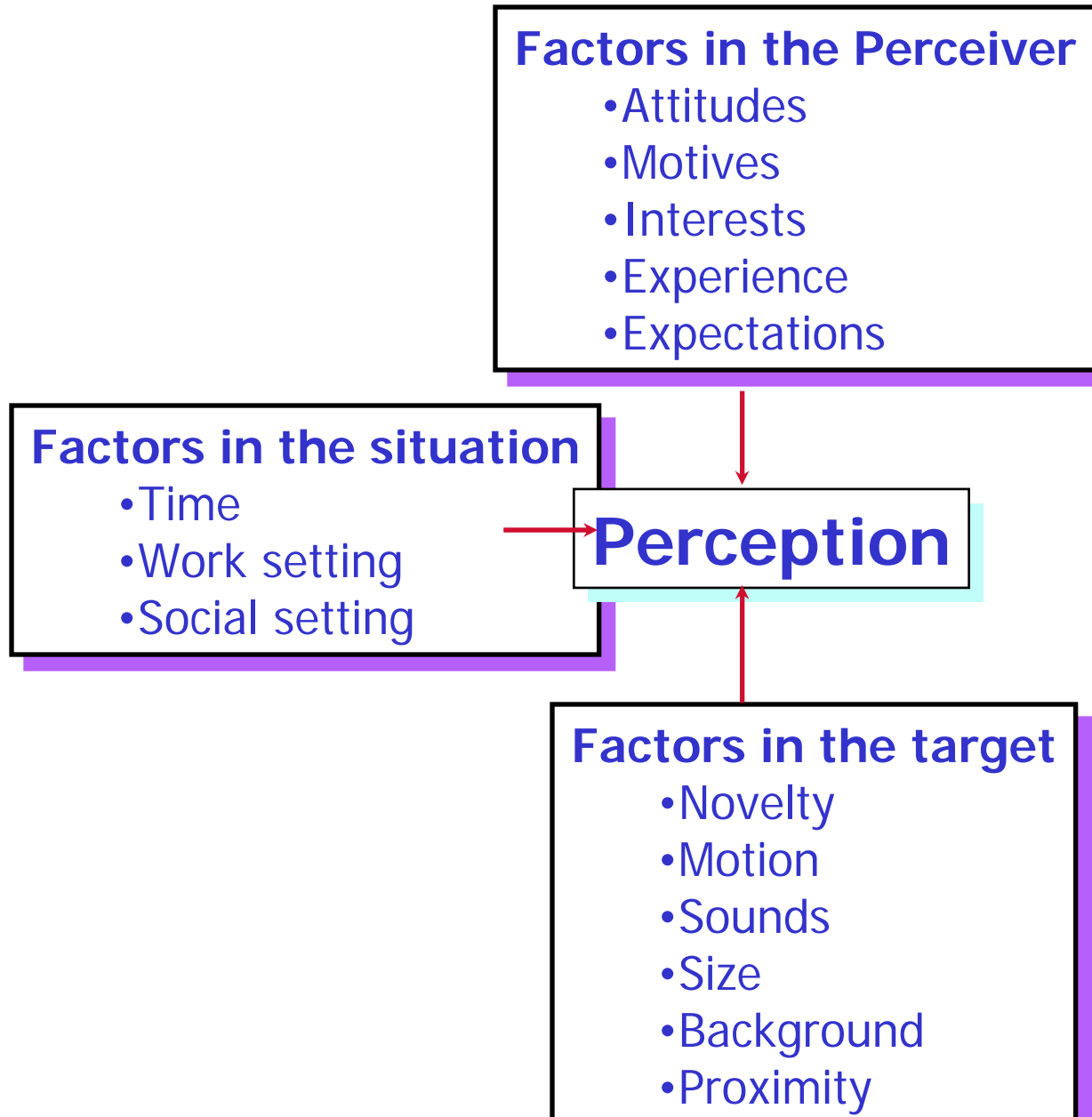
Figure-Ground Illustrations



Importance of Perception

- To better understand how people make attributions about events.
- We don't see reality. We interpret what we see and call it reality.
- The attribution process guides our behaviour, regardless of the truth of the attribution

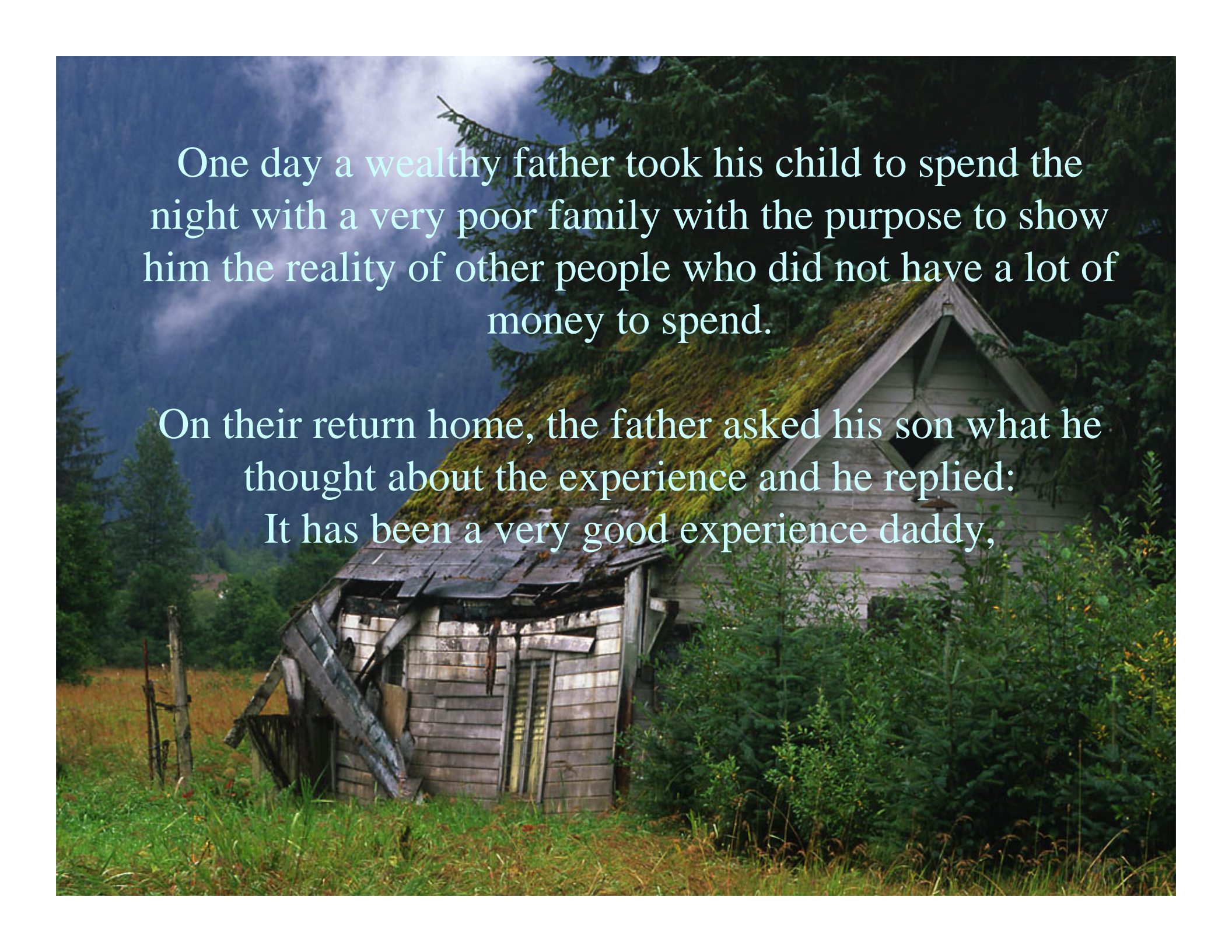
Factors that Influence Perception



Frequently Used Shortcuts in Judging Others

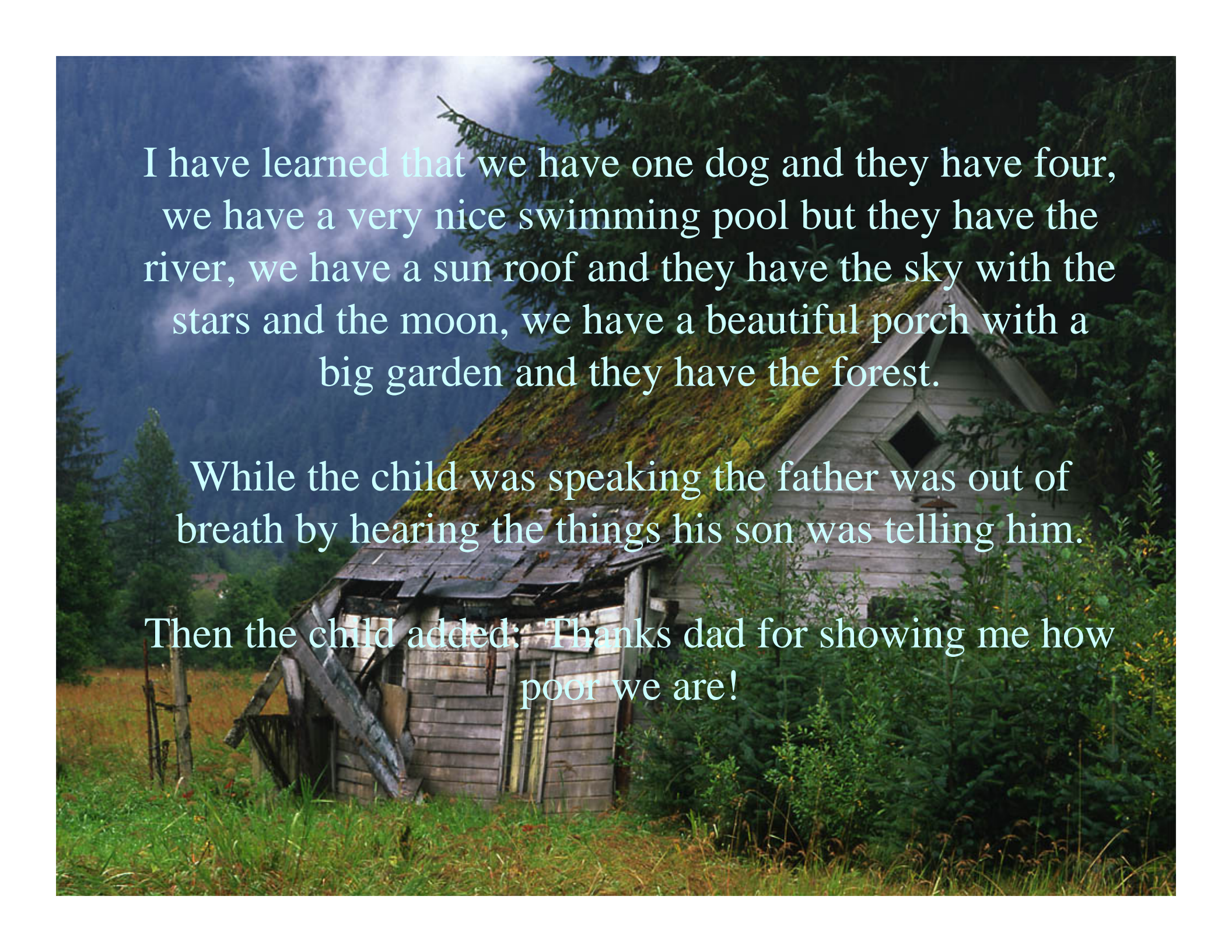
- **Selective Perception**
- **Halo Effect**
- **Contrast Effects**
- **Projection**
- **Stereotyping**

Are you rich or poor?



One day a wealthy father took his child to spend the night with a very poor family with the purpose to show him the reality of other people who did not have a lot of money to spend.

On their return home, the father asked his son what he thought about the experience and he replied:
It has been a very good experience daddy,



I have learned that we have one dog and they have four,
we have a very nice swimming pool but they have the
river, we have a sun roof and they have the sky with the
stars and the moon, we have a beautiful porch with a
big garden and they have the forest.

While the child was speaking the father was out of
breath by hearing the things his son was telling him.

Then the child added: Thanks dad for showing me how
poor we are!

A rustic wooden cabin with a moss-covered roof, situated in a lush green forest. The cabin has a gabled roof and a small diamond-shaped window. The surrounding area is filled with tall grass and dense evergreen trees. The sky is overcast with grey clouds.

For you my friend:

When we measure what we have, the
result is our perception of life .

If we have love, friends, health, sense
of humor and positive thinking, we
have everything in life.

If we are poor of spirit then...,
we have a problem 😊

DISCUSSION:

Perception and its implications

Does the member's perception of the group affect his or her performance in the group?

What a group leader should do for better performance of the group?

Values

Basic convictions that “a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.”

Value System -- a hierarchy based on a ranking of an individual's values in terms of their intensity.

Importance of Values for a Group

Values generally influence attitudes and behavior of group member.

Types of Values

Terminal Values

Instrumental Values

Values across different Cultures

Group leader must understand how differences in cultural values explain the behavior of group members.

Implications

Why is it important to know an individual's values?

5. Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Components of an Attitude

- **Cognitive component**
- **Affective component**
- **Behavioral Component**

Types of Attitude

- Job Satisfaction
- Job Involvement
- Organizational commitment

Cognitive Dissonance

Any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behavior and attitudes.

Reduction of Dissonance

- **Change behavior**
- **Change your attitude**
- **Rationalise**

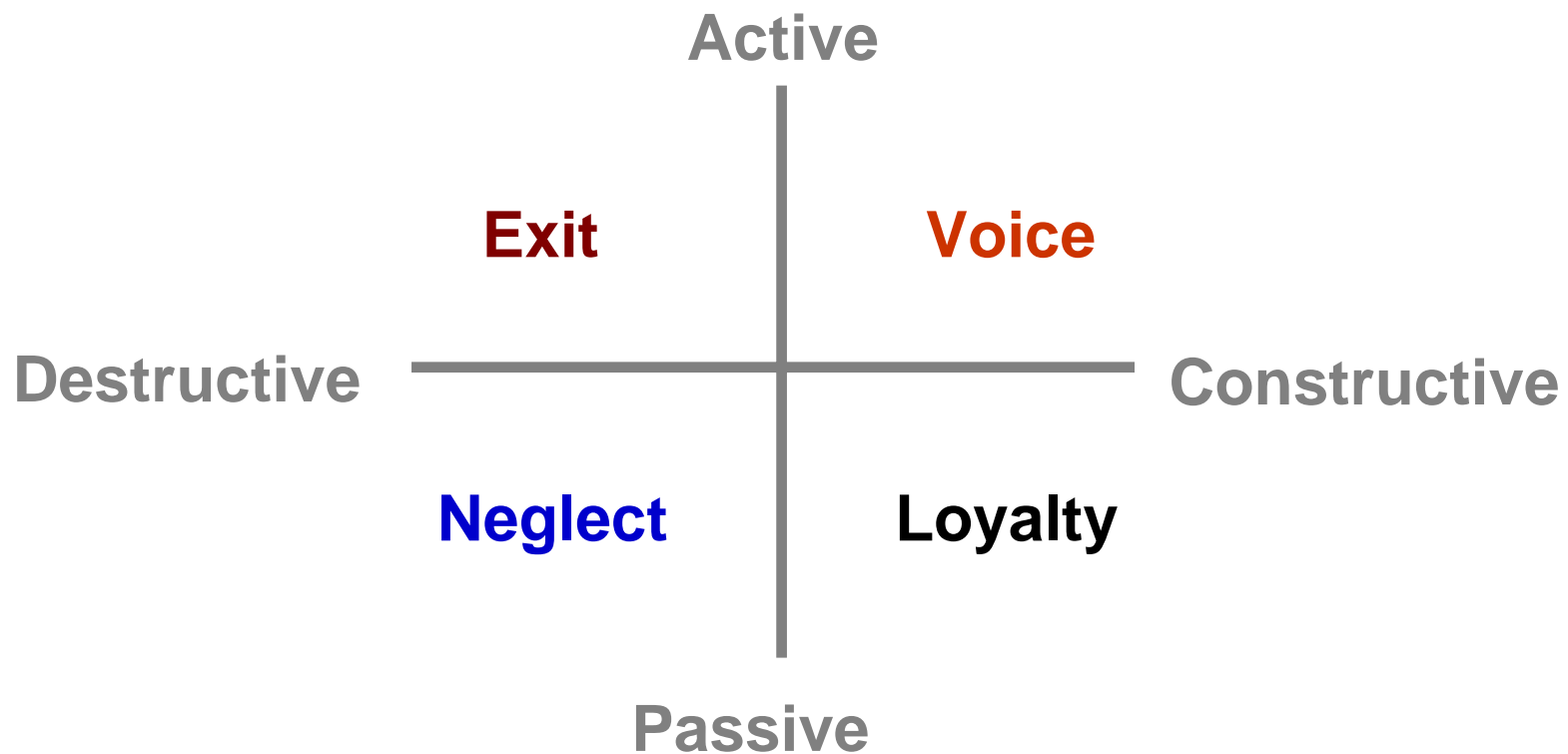
What Determines Job Satisfaction?

- Mentally Challenging Work
 - use their skills
 - variety of tasks, freedom etc.
- Participation in decision making
- Equitable Rewards
 - just, skill level, fair promotions
- Supportive Working Conditions
 - safe, comfortable, clean
- Supportive Colleagues
- Opportunity to learn and grow

Job Satisfaction and Performance in a Group

- Individual Productivity ‘+’
- Group Productivity ‘+’
 - productivity depends on outside factors
 - e.g. speed of machine
- Absenteeism - but low
- Turnover - but moderate

Responses to Job Dissatisfaction in a Group



Implications

Why a leader should be interested in group members' attitudes?