

Today's focus

✓ **Interpersonal Skills**



✓ **Intrapersonal Skills**

- **Business Skills**
- **Leadership Skills**



**To develop interpersonal &
intrapersonal skill you have to
become...**

SELF AWARE

- **How is it taught?**
- **Why become self aware?**
- **What is self awareness**
- **What to become aware about?**
- **How to make the self awareness process
valuable for yourself ?**

How Self Awareness is taught

<i>Reading</i>	<i>Self Assessment</i>	Discussion
1. Hogan & Warrenfeltz (2003). Educating the Modern Manager	1. Own assessment of inter- and intrapersonal skills	Concepts
2. Descriptions of Big-5 Personality Dimensions	2. Someone else's assessment of your inter and intrapersonal skills	
3. "Learning from Inventories"	3. Big Five Personality Dimensions	

Why become self aware?

- **To improve performance (Church, 97)**
- **To develop intrapersonal skills**
 - **To manage yourself by setting appropriate goals, choose appropriate careers, manage stress**
 - **To accept your tendencies of behaving, thinking & feeling bec 30% of personality is genetic**
- **To develop interpersonal skills**
 - **Understand differences between you and others**
 - **Understand why others react to you the way they do**
 - **Adapt your communication behaviors to others' reactions**

What is self awareness

- **Ability to assess one's personality, behaviors & skills accurately by**
 - **Observing one's own thoughts, behaviors, skills, using validated, structured questionnaires**
 - **Comparing observations to an external source (e.g., a standard or known other or first impression of other)**
 - **Incorporating comparison into self observation & subsequent behavior**

Ex from Bass & Avolio, 90; Learning from Inventories, Marcic et al, 310, Wicklund, cited in Atwater & Yammarino, 1992

What is confused with self awareness?

- **Self monitoring**
 - **Extent to which you monitor, regulate, control yourself in social situations**
 - **E.g., a high self monitor may deceive people by being friendly when s/he really dislikes them**
 - **Low self monitors behave according to their own inner states whereas high monitors behave according to the social situation**

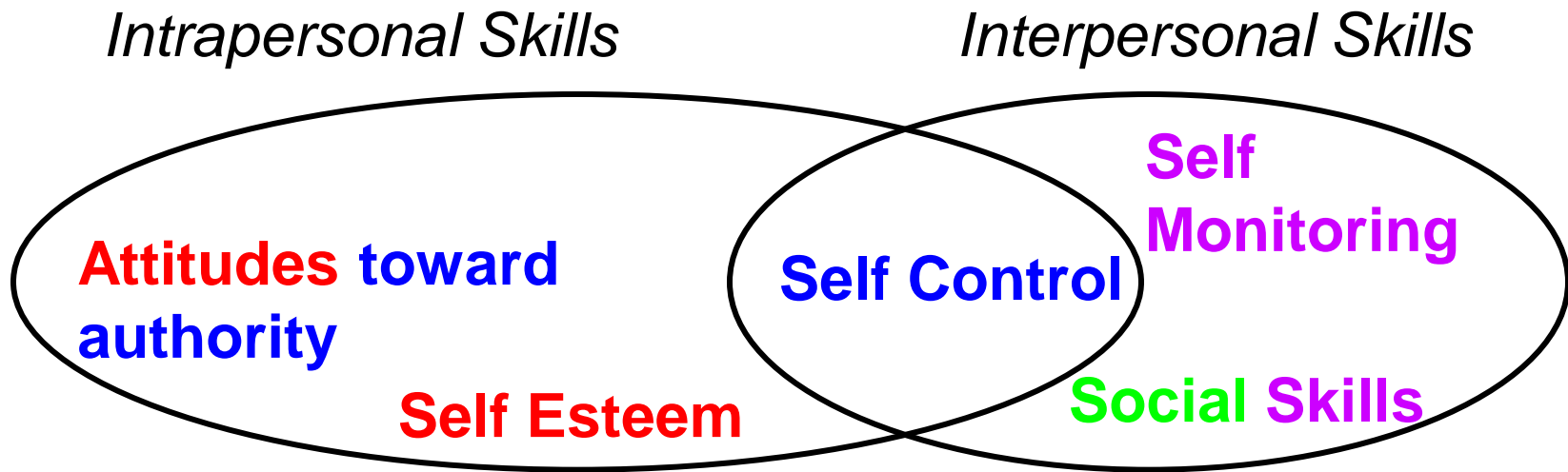
Self Monitoring vs. Self Awareness

- **Describe a concrete behavioral example that illustrates the difference and similarity between these two concepts**

Self monitoring vs. self awareness

- ***Knowing oneself*** is different from being able to ***change one's behaviors in the presence of others***
 - Self-monitoring is part of self-awareness

What should leaders become self-aware about?



Do you already have this awareness?

- **In the pre-requisites to this course (b23, b29, b27) you became self aware of your Personality**
- **But ... you did not compare with another's perspective of you and**
- **They were not specific to leadership skills**

Review: What is Personality

- A person's tendency toward *thinking, behaving and feeling* in consistent ways across different types of situations & across time



Examples of Personality

- **Extraversion**
 - **Gregariousness (talkativeness), friendliness, assertiveness, activity level, excitement seeking, cheerfulness**
- **Agreeableness**
 - **Sympathy, Trust, Morality, Altruism, Cooperation, Modesty**

How is behavior different from Personality?

- **Behavior**

- **Can be observed/measured all the time**
 - **E.g., Talkativeness in social situations is extraversion vs. talkativeness in non social situations is not**
- **Is influenced by personality & other factors**
 - **E.g., Talking in class is determined by personality and reinforcement in class whereas talking across different social situations is determined by personality**

Personality vs. Skill

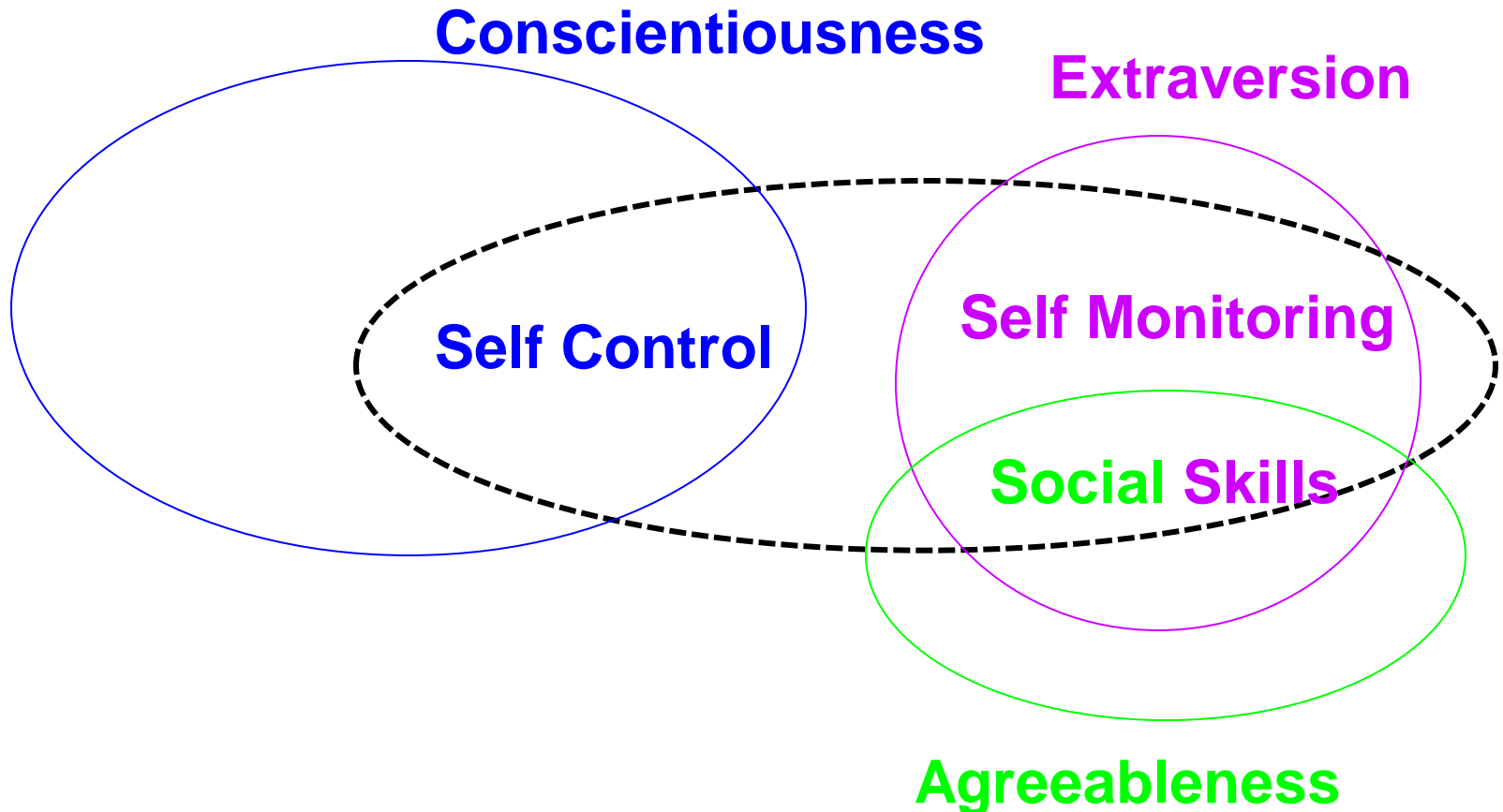
Skill

Personality

Changeable/malleable	Relatively more stable across time and situation
Learned	Relatively genetic
More concrete (lower level)	More abstract (higher level)
e.g., Interpersonal Skill – Part of Extraversion + part of Agreeableness + Conscientiousness	e.g., Extraversion e.g., Agreeableness e.g., Conscientiousness

Personality vs. interpersonal skills?

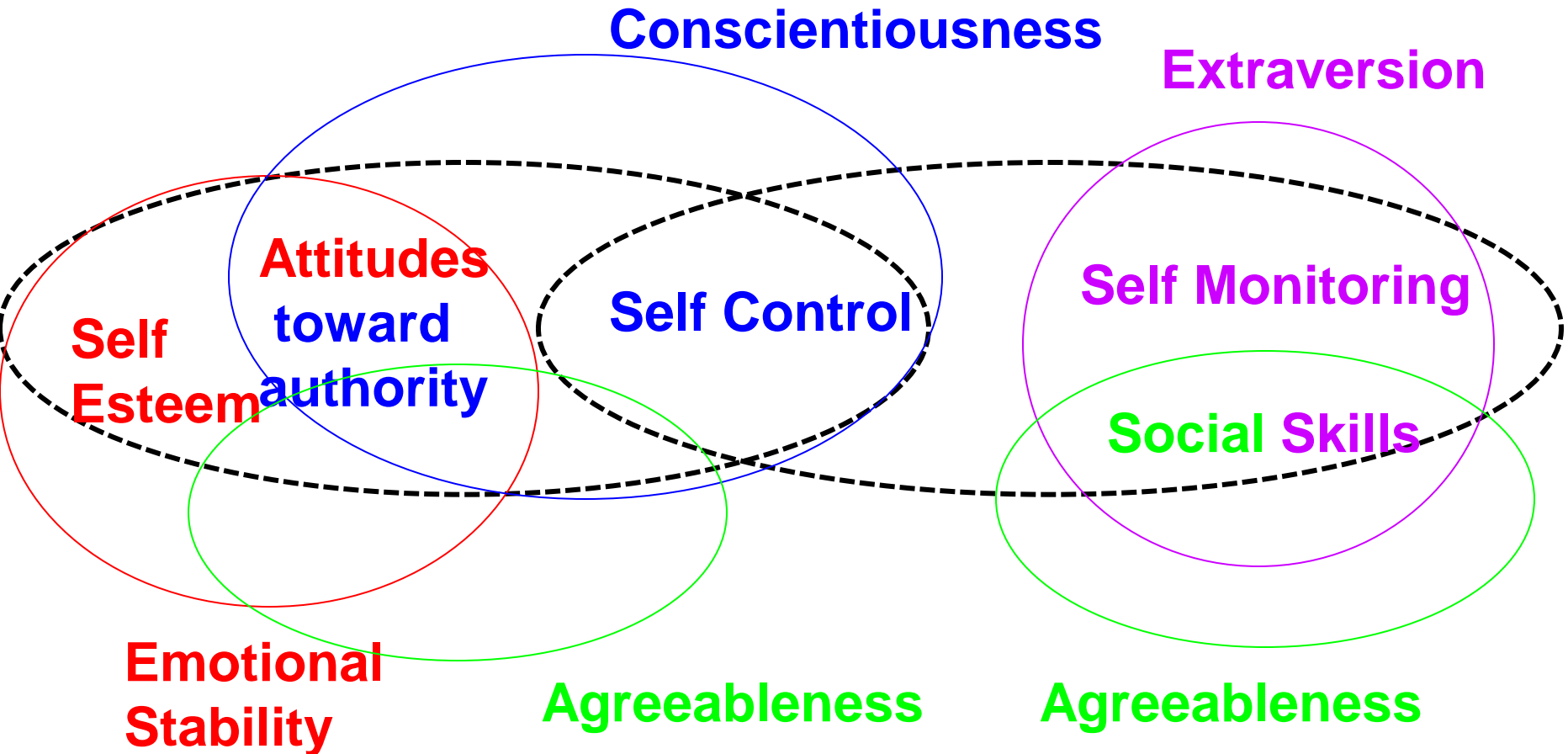
Interpersonal Skills



So how does personality map onto intra and interpersonal skills?

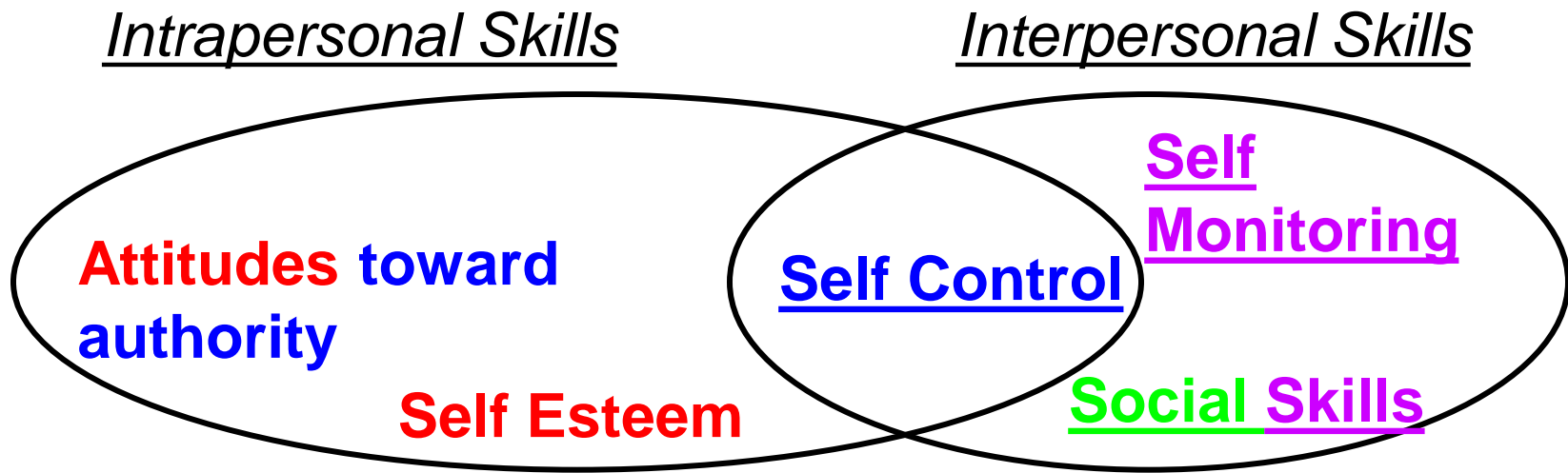
Intrapersonal Skills

Interpersonal Skills

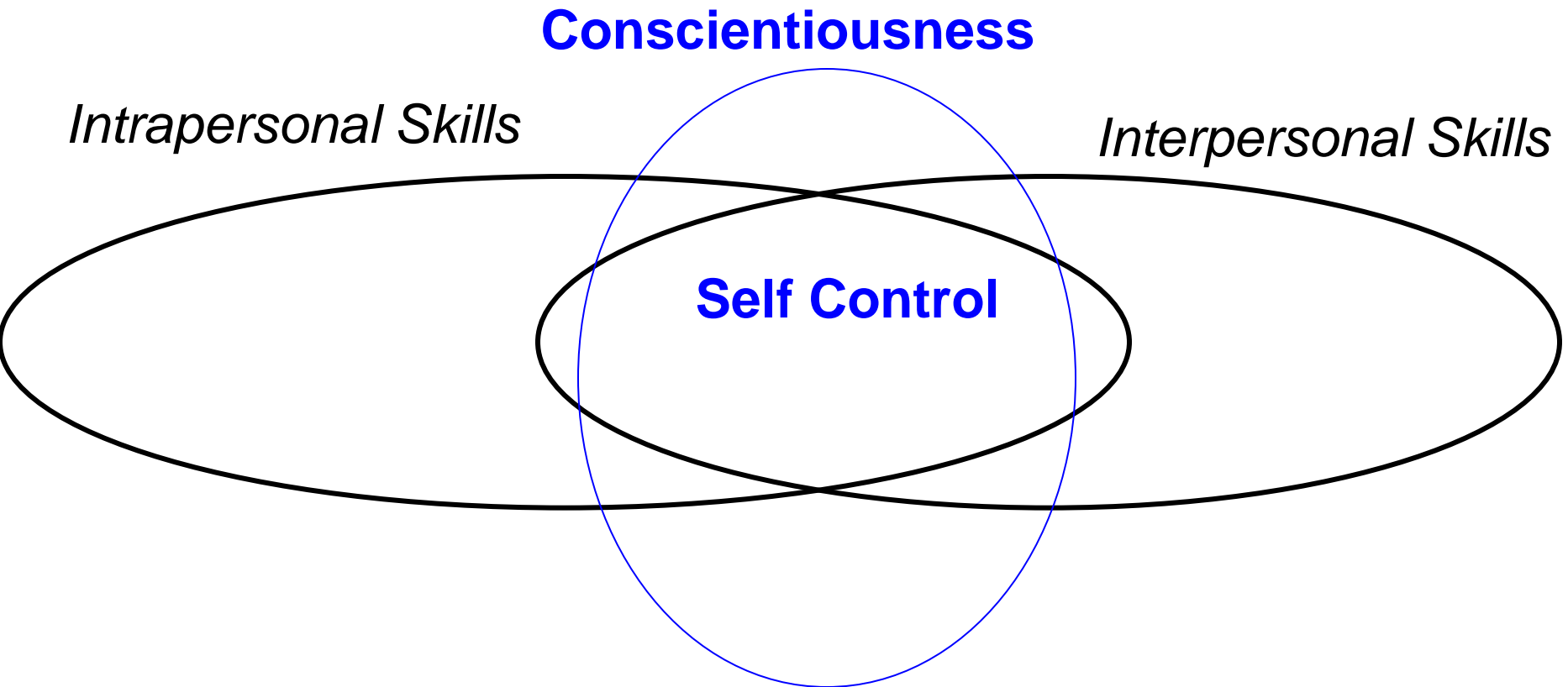


Back to...

What should leaders become self-aware about?



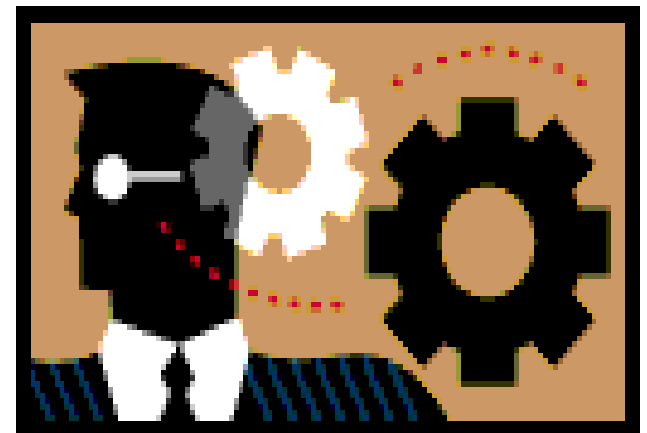
Self Control: A Facet of **Conscientiousness**



Validity: Related to career outcomes

Self Control

- **Definition**
 - **Impulse control**
 - **Persistence**
 - **On task; on others' expectations**
 - **Low risk seeking**
 - **Low self centeredness**
 - **Ability to Control Temper**

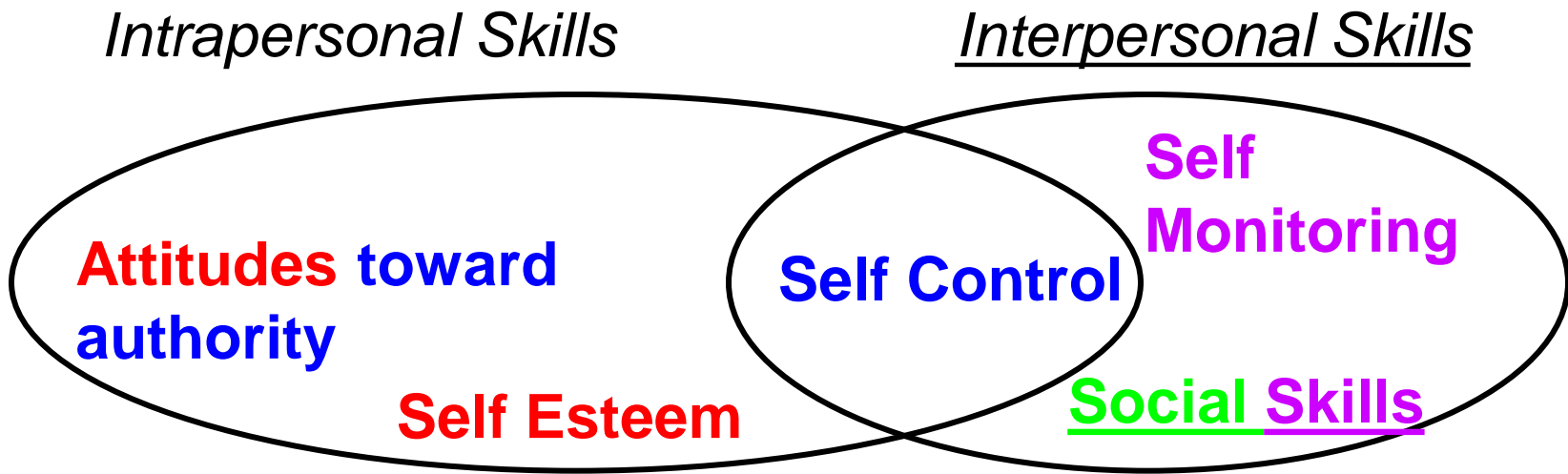


Self Monitoring vs. Self Control

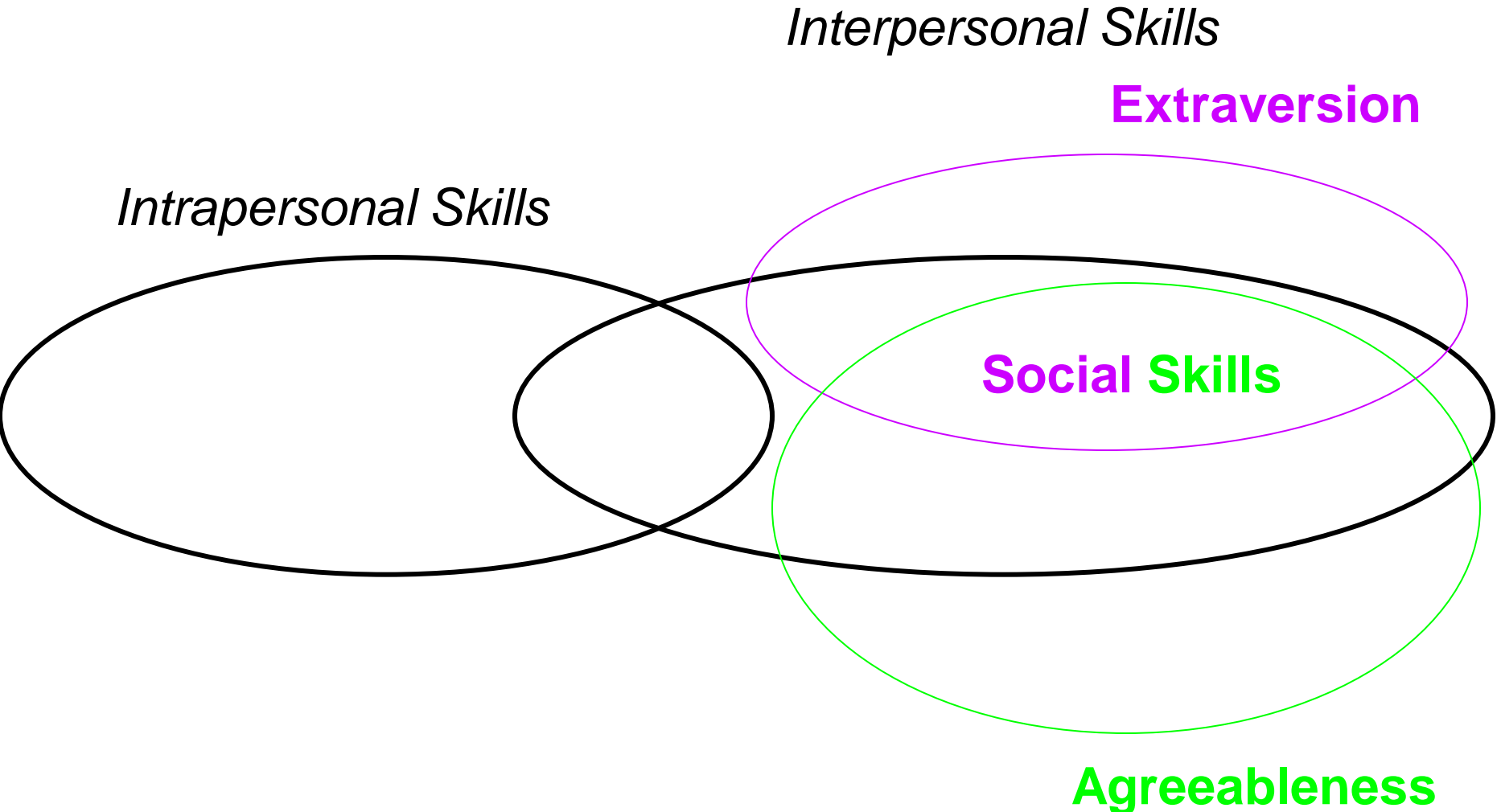
- **Describe a concrete behavioral example that illustrates the difference and similarity between these two concepts**

Back to...

What should managers become self-aware about?



Social Skills: A facet of Agreeableness & Extraversion

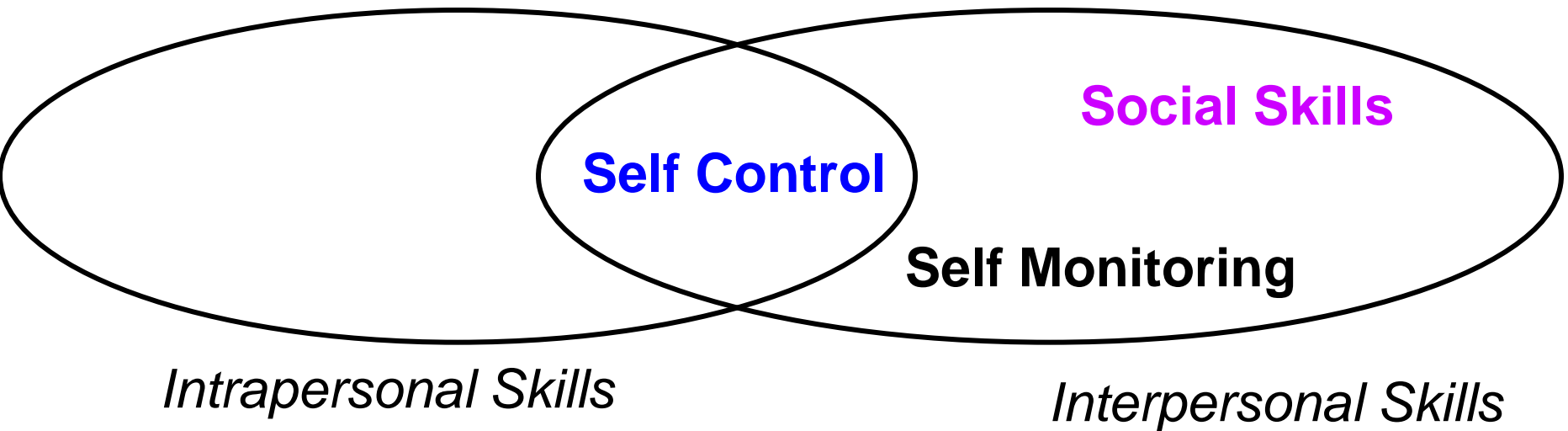


Definition of Social Skills

- **Able to read others accurately**
- **Make favorable first impressions**
- **Adapt to a wide range of social situations**
- **Be persuasive**



But...Social Skills are only part of Interpersonal Skills



Interpersonal Skills

Initiate, build, maintain

- Social Skills
 - Put oneself in the place of another person and try to understand what the person expects in an interaction
- Self-monitoring
 - Incorporate information about other person's expectations in one's subsequent behaviour
 - e.g., Regulating oneself when interacting with supervisor
- Self Control
 - Stay focused on the other person's expectation
 - E.g., supervisor's expectation of being treated with respect

Social Skills vs. Interpersonal Skills

- **Describe a concrete behavioral example that illustrates the difference and similarity between these two concepts**

What's next..

- ✓ **Why become self aware**
- ✓ **What is self awareness**
- ✓ **What to become aware about?**
- **How to make the self awareness process valid (i.e., useful) for yourself ?**

How to make the self awareness process valid

- **Why measure interpersonal/ intra personal skills?**
- **Why should you trust the scores on the inventories you completed in this course?**
- **Why should you obtain some else's assessment of your interpersonal & intrapersonal skills?**
- **Why may there be such discrepancies between your own vs. another's view of your inter and intra personal skills**
- **How will you go about narrowing such discrepancies?**

What you learned today--I

- **Why become self aware**
 - **To improve performance, manage career, improve interpersonal interactions**
- **What is self awareness**
 - **Knowing about yourself via feedback from self/peers/others and changing yourself appropriately**

What you learned today--II

- **What to become aware about?**
 - **Personality, interpersonal & intrapersonal skills**
- **How to make the process of self awareness valuable for you?**
 - **Take valid surveys, compare your perception to another's perception**

Sample Question for Final

- How are inter-personal and intra-personal skills similar and different from each other
 - Use an example to illustrate
- How is self-control different in the intra-personal vs. inter-personal context