

Programme Code: 3UAB.Voc (LSCM)
Course Code: 17LSCM201

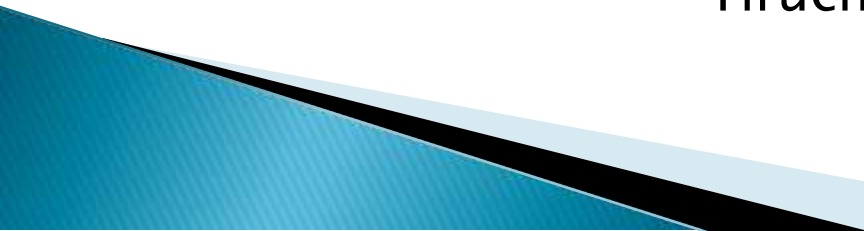
Unit – IV & V– Personality Traits

Sub: Organization Behaviour
(Skill Component)

Sem: I –2017–2018

Dr. S. Jayalakshmi
Asst. Professor
Logistics and Supply Chain Management

Dept: DDU–KAUSHAL Kendra
Bharathidasan University
Tiruchirappalli– 620 023



ORGANISATIONAL BEHAVIOR

Personality

Definition:- “Personality” is sum total of ways in which an individual reacts to and interacts with others.

‘Personality’ also means how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and their way of interaction with others.

Personality determinants:-

Heredity:- Heredity refers to those factors that were determined at conception (*such as physical stature, facial attractiveness, gender, temperament, muscle compositions, energy level*).

Heredity approach argues that the ultimate explanation of an individual’s personality is the molecular structure of the genes located in the chromosomes.

Environment:-

Environmental factors (such as culture in which we are grown, the norms in our family, our friends and social groups) also play a role in shaping our personalities.

Conclusion:-

While heredity provides us in-born traits and abilities, our full potential will be determined by how well we adjust to the demands and requirements of the environment

Personality Traits:-

Popular characteristics (*such as shy, aggressive, submissive, lazy, ambitious, loyal and timid*) when they are exhibited in large number of situations, are called 'Personality Traits'.

Much attention is paid to 'personality traits' in view of the reason that there are certain primary traits which govern behavior.

These traits could also help in employee selection, matching people to job, and in guiding career development decisions.

Personality – assessemnt instruments:

- ❖ **Myers – Briggs Type Indicator (MBTI).**

- ❖ **Big Five Model**

are the two approaches that have become the dominant framework for identifying and classifying personality traits.

Myers – Briggs Type Indicator (MBTI)

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, the individuals are classified as

❖ Extroverted (or) Introverted (E or I)

❖ Sensing (or) Intuitive (S or N)

❖ Thinking (or) Feeling (T or F)

❖ Judging (or) perceiving (J or P)

(E) Extraverted : Outgoing, sociable, assertive individuals .

(I) Introverted : Quiet & shy individuals.

(S) Sensing : Practical people, prefer routine.

(N) Intuitive : Rely on unconscious processes and look at the big picture.

(T) Thinking : Use reasons & logic to handle problems.

(F) Feeling : Rely on their personal values and emotions.

(J) Judging : Want Control & Prefer their world to be structured.

(P) Perceiving : Flexible & spontaneous.

INTJ Type : are visionaries; have original minds; have great drive for their own ideas. They are critical, independent, determined and stubborn.

ESTJ Type: are organizers. They are realistic, logical, analytical and decisive. They like to organize and run activities as the head for a business.

The Big Five Model:

This test is by John Bearden which made him rethink the way he managed the people.

Extraversion: A Personality dimension describing someone as sociable, assertive, gregarious. *(Introverts tend to be reserved, timid & quiet).*

Agreeableness: A personality dimension that describes someone who is good natured, cooperative & trusting. *(who score low in agreeableness are cold, disagreeable and antagonistic).*

Conscientiousness: A personality dimension that describes some one who is responsible, dependable, persistent and organized. *(Those who score low here are easily distracted, disorganized & unreliable).*

Emotional Stability: Calm, self – confident and secure (positive) personalities and they can withstand stress. *(High negative scorers are nervous, anxious, depressed & insecure).*

Openness to experience: A personality dimension that characterizes someone who is creative, curious and artistically sensitive. *(Those at the other end of the openness category are conventional and find comfort in the familiar)*

Other implications of Big Five for work & life:-

Extraverts:- Compared to introverts, extraverts tend to be happier in their jobs & in their lives. Have more friends. Spend more time in social situations. Extraverts are more likely to absent from work and engage in risky behavior such as drinking. unprotected sex.

Agreeable People:- are slightly happier than disagreeable people. Agreeable children do better in school. Agreeable adults are less likely to get involved in drug or excessive drinking.

Conscientious People:- Live longer because they take better care of themselves and engage in fewer risky behaviors (*smoking, drinking*). *These people, because they are so organized, they don't adapt to changing contexts. These people are generally performance oriented. They are often less creative, especially artistically.*

Emotional Stability:- People who score high in this are happier. Most strongly related to life satisfaction and job satisfaction.

Openness to experience:- People who score high in this are more creative in science and in art, tend to be less religious, and are more likely to be politically liberal than those who score lower on this. Open people cope up better with organizational change and are more adaptable in changing contexts.

Personality types:-

Type 'A' Personality – Definition.

A person with type 'A' personality is “aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other persons”.

Characteristics of type 'A' personality:-

- ❖ Always moving, walking, eating rapidly.
- ❖ Feel impatient with the rate at which most events take place.
- ❖ Strive to think or do two or more things at a time.
- ❖ Can not cope with leisure time.
- ❖ Measuring their success in terms of how many or how much of every thing they acquire.
- ❖ Operate under moderate to high level of stress. They subject themselves to continuous time pressure, creating to themselves a life of deadlines.
- ❖ Rarely creative. As they are more concerned with quantity and speed, they rely on past experience when faced with problems.

Type 'B' personality

In contrast to type 'A' personality, type 'B' is exactly opposite.

Type 'B's are "rarely harried by the desire to obtain a widely increasing number of things or participate in an endless growing series of events in decreasing amount of times.

Characteristics of type 'B' personality:

- ❖ Never suffer from a sense of time urgency with its accompanying impatience.
- ❖ Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation.
- ❖ Play for fun and relaxation, rather than to exhibit their superiority at any cost.
- ❖ Can relax without guilt.

Proactive personality:

Definition:- People who identify opportunities, show initiative, take action to improve current circumstances or create new ones and persevere until meaningful change occurs.

Characteristics of Proactive Personality:-

- ❖ They create positive change in their environment in spite of constraints / obstacles.
- ❖ More likely to be seen as leaders and more likely to act as 'change agents' within the organization.
- ❖ More likely to challenge the status quo.
- ❖ More likely to voice their displeasure when situations aren't to their liking.
- ❖ As they have an entrepreneurial initiative, are more likely to leave an organization to start their own business.
- ❖ More likely to achieve career success, as they normally create and influence work situations in their favor.

Global personality:-

Successful global executives tend to be open-minded, imaginative and they also enjoy talking and networking with others. Other traits normally found in global executives are curiosity & risk tolerance .

Characteristics like open-mindedness and curiosity are similar to Big Five trait “openness to experience”.

Characteristics like enjoying talking with others and networking resemble the Big Five trait “extraversion”.

For overseas employees, being more open and extraverted may be quite helpful in breaching communication barriers and cultivating trust which in turn promotes cooperation.

People are alike or not alike?

It may be true that people all have values, attitudes, likes and dislikes, feelings, goals and similar general attributes.

But it is a fact that people differ in intelligence, personality, abilities, ambition, motivation, values, priorities and expectations.

Recognizing that jobs differ in terms of demand and requirements, managers interview and test the applicants by using individual-difference variable. *(ie) “personality” and identify and hire high – performing employees.*

Values:-

‘Personality’ and ‘Values’ are related but they are not the same.

‘Values’ are specific and describe belief systems rather than behavioral tendencies.

‘Values’ and beliefs’ don’t say much about personality; also, we don’t always act in ways consistent with our values.

‘Values’ represent basic convictions that “a specific mode of conduct is personally or socially preferable to an opposite or converse mode of conduct”.

They contain a judgmental element in that they carry an individual's ideas what is right, good or desirable.

Importance of ‘Values’:-

‘Values’ are important to the study of OB because they lay the foundation for the understanding of people’s attitudes & motivation and because they influence our perceptions.

Types of values:

Terminal values:- Desirable end – states of existence the goals that a person would like to achieve during his life time. (e.g: comfortable / prosperous life, happiness/ contentedness).

LEADERSHIP

What is Leadership?

- ▶ The ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations of which they are members.
 - Robert House (2004)
- ▶ The ability to influence a group toward the achievement of a vision or set of goals.
 - Robbins & Judge (2008)

History of Leadership Thought

- ▶ Trait Theories (–1940s)
- ▶ Behavioral Theories (1940s–1960s)
- ▶ Contingency/Situational Approaches (1960s–)
- ▶ Contemporary
 - Transformational Leadership

Trait Theories of Leadership

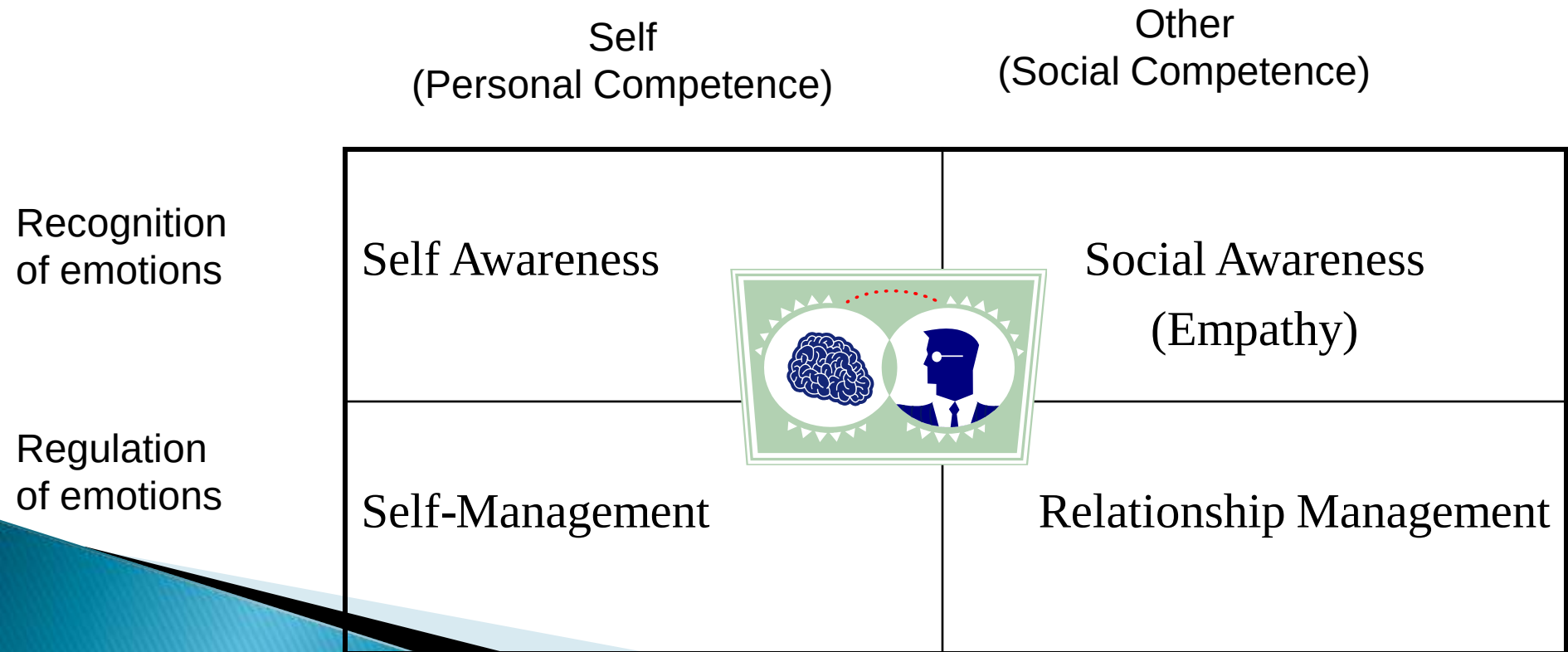
- ▶ "GREAT MAN" Theories
- ▶ Little agreement on leadership traits
- ▶ Traits can be developed/improved
- ▶ In isolation, narrow traits have little utility

Trait Theories Today

- ▶ CANOE Dimensions
 - Extroversion relates most strongly to leadership
 - Conscientiousness and openness to experience strongly related to leadership
- ▶ Charisma
- ▶ Confidence
- ▶ Credibility
 - Integrity
 - Track Record
- ▶ Emotional Intelligence

Emotional Intelligence

- ▶ Ability to detect, express, and manage emotion in oneself and others.



- ▶ “The caring part of empathy, especially for people with whom you work, is what inspires people to stay with a leader when the going gets rough. The mere fact that someone cares is more often than not rewarded with loyalty.”

- James Champy, Outsmart

BEHAVIORAL APPROACHES: OHIO STATE STUDIES

▶ LEADERSHIP BEHAVIORS:

- 1. Initiating structure:
 - The extent to which a leader is likely to define and structure his or her role and those of subordinates.
- 2. Consideration:
 - The extent to which a leader is likely to build job relationships characterized by mutual trust, respect for subordinates' ideas, and regard for their feelings.

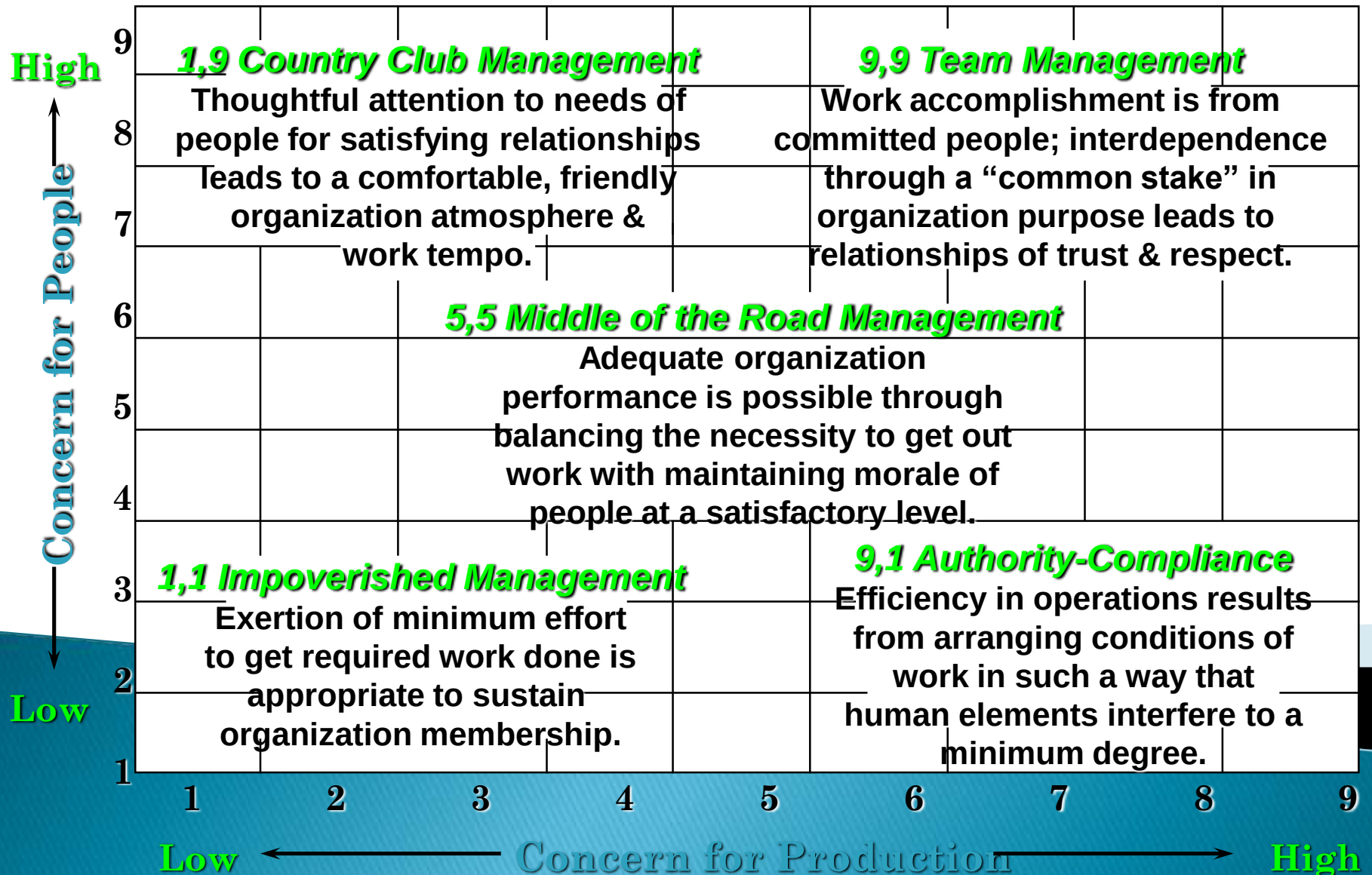
▶ Effective leaders achieve both.

BEHAVIORAL APPROACHES: MICHIGAN STUDIES

▶ LEADERSHIP TYPES:

- 1. Production Oriented Leaders:
 - Focus on the technical or task aspects of the job
 - See people as a means to goal accomplishment
 - 2. Employee Oriented Leaders:
 - Emphasize interpersonal relations
 - Take a personal interest in subordinate needs
 - Accept individual differences
- ▶ Effectiveness is associated with employee oriented leadership behaviors.

Blake/Mouton Leadership Grid



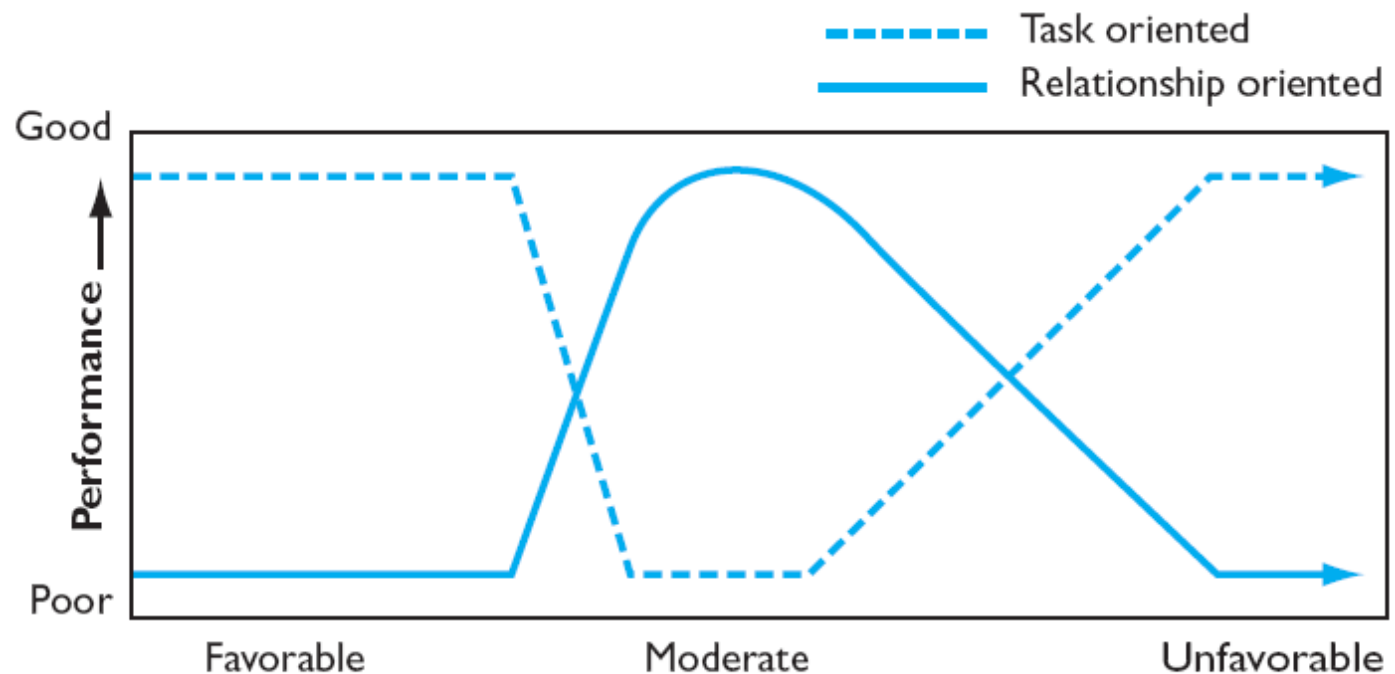
Fiedler Leadership Model

- ▶ Effectiveness depends on the match between the leader's style and the situation
- ▶ Leader's style measured with the LPC
 - Relationship oriented
 - Task Oriented
 - Style is fixed

Fiedler Contingency Dimensions

- ▶ Dimensions define the key situational factors that determine leadership effectiveness:
 - Leader–member relations (good or poor)
 - Task structure (high or low)
 - Position power (strong or weak)

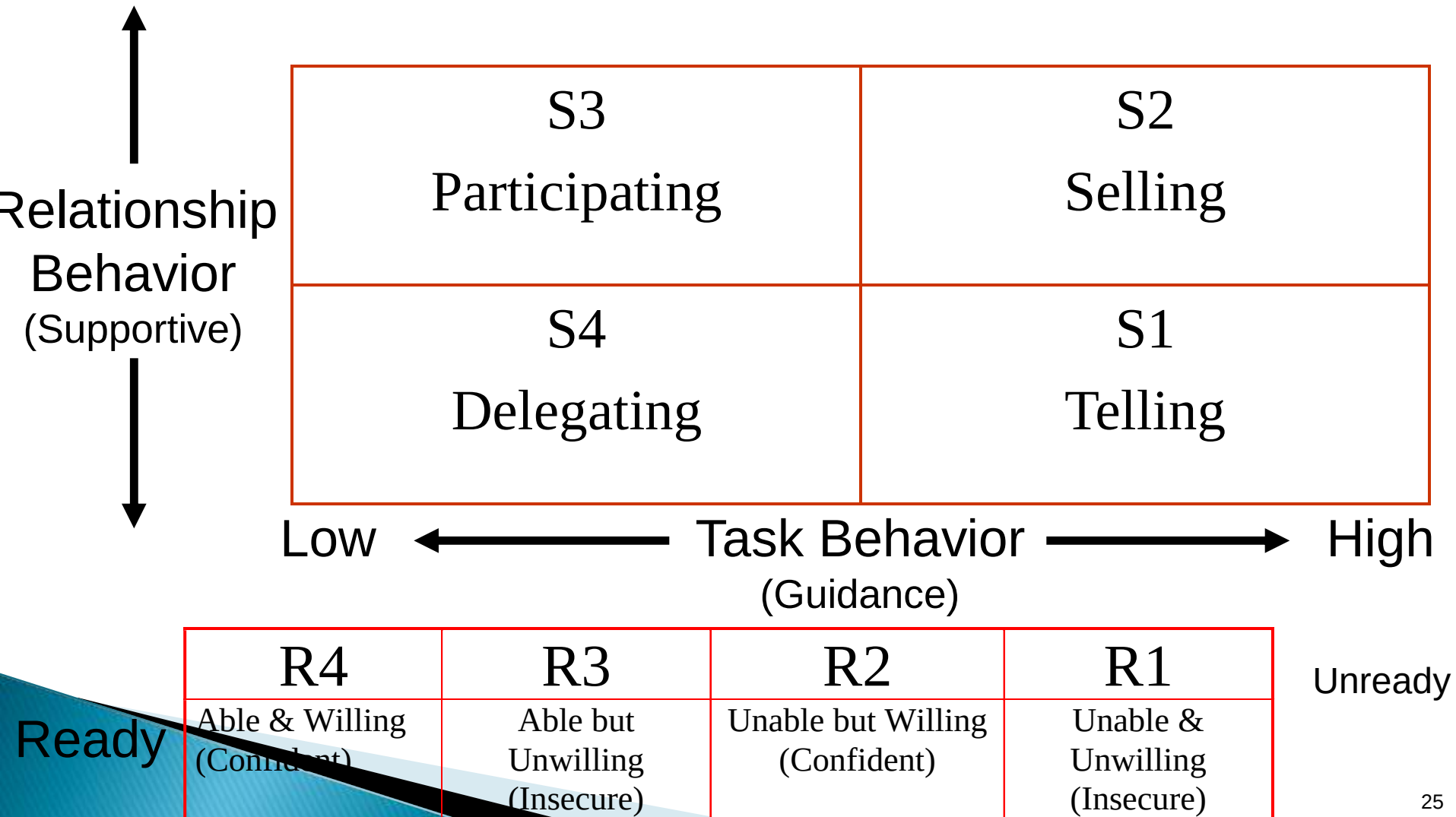
Findings from the Fiedler Model



Category
Leader-member
relations
Task structure
Position power

	I	II	III	IV	V	VI	VII	VIII
Leader-member relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task structure	High	High	Low	Low	High	High	Low	Low
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak

SITUATIONAL LEADERSHIP



Leadership That Gets Results

- ▶ Coercive
 - Demands immediate compliance
 - “Do what I tell you”
 - Negative affect on climate
- ▶ Authoritative
 - Mobilizes people toward a vision
 - “Come with me”
 - Strongest positive affect on climate
- ▶ Democratic
 - Forges consensus through participation
 - “What do you think?”
 - Positive affect on climate

Leadership That Gets Results

- ▶ Pace Setting
 - Sets high standards for performance
 - “Do as I do, now”
 - Negative affect on climate
- ▶ Affiliative
 - Creates harmony and builds emotional bonds
 - “People come first”
 - Positive affect on climate
- ▶ Coaching
 - Develops people for the future
 - “Try this”
 - Positive affect on climate

BULLY OR VICTIM?

- ▶ Was Hallums a bully? Or, was he a victim?
- ▶ Why?
- ▶ Have all the contingencies been taken into account?
 - Who were his followers?
 - Does it matter?
- ▶ Was Hallums a good leader or a poor leader?
- ▶ What can we conclude about leadership?

BULLY OR VICTIM? Conclusions

- ▶ There is no one best style of leadership
- ▶ Effective leaders possess and use more than one style of leadership.
- ▶ Effective leaders alter their task and relationship orientation to fit the situation.
- ▶ A small set of employee characteristics and
 - (e.g., ability, experience, need for independence)
- ▶ Environmental factors are relevant contingencies
 - (e.g., task characteristics of autonomy and variety)
- ▶ Consider Leadership that gets results (pp. 82–83)

Leadership That Gets Results

▶ Coercive

- In a crisis or genuine emergency

▶ Authoritative

- Changes require a new vision; Clear direction is needed
- Not good if followers are more experienced than leader

▶ Democratic

- To build buy-in or consensus; get input from valuable/committed employees
- Leader is uncertain

▶ Pace Setting

- Get quick results from highly skilled and self motivated professionals

▶ Affiliative

- Heal rifts in a team or motivate during stressful circumstances

▶ Coaching

- Help an employee improve performance or develop strengths
- Must want to improve

COACH K AND COACH KNIGHT

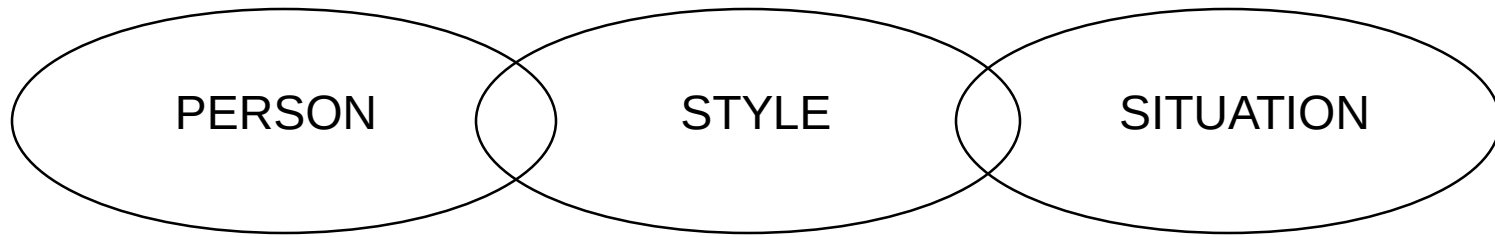
A Tale of Two Coaches

Two Universal Theories of Motivation and Leadership

- ▶ Given that people are basically _____ the best way to motivate/lead them is to _____
- ▶ "Is it better to be loved than feared or feared than loved?"
 - Machiavelli, The Prince

Self Awareness

- ▶ “Know thyself”
The Oracle at Delphi
- ▶ “The unexamined life is not worth living”
Plato
- ▶ “The root of leadership development is in self-awareness....Very simply, authentic leadership development occurs when the theory of leadership—the implicit theory in one’s head—is challenged.”
Avolio & Luthans, The High Impact Leader



Self-Awareness

Self-Regulation

Situation Awareness

“Who we are”

Influence

“How we lead”

Influence

“Situation Demands”

Basic Assumptions
About Human Nature

Personal Theories
Of Motivation

- Values
- Identity
- Character
- Life stories
- Personality
- Psychological maturity

LEADERSHIP

STYLE

- Societal norms
- Organizational culture
- Task demands
- Subordinate needs

OUTCOMES

Definitions of
Leadership
Effectiveness

Key Leadership Success Factors

- ▶ Increasing your range of effective styles
- ▶ Improving your self awareness
- ▶ Increasing your self-regulation
- ▶ Realistic assessment of the situation

History of Leadership Thought

- ▶ Trait Theories (–1940s)
- ▶ Behavioral Theories (1940s–1960s)
- ▶ Contingency/Situational Approaches (1960s–)
- ▶ Contemporary
 - Transformational Leadership

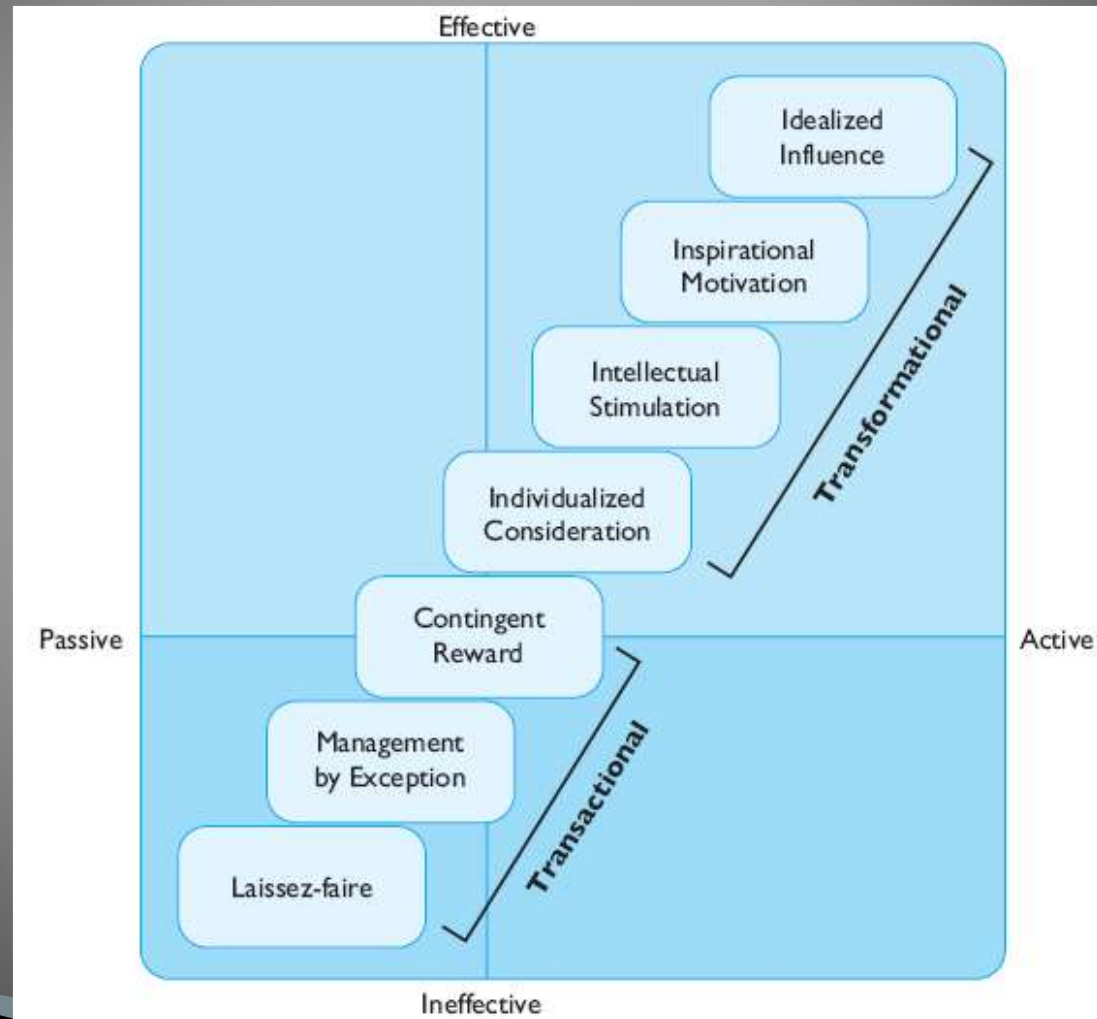
Contemporary Theories

- ▶ Leaders are individuals who inspire followers through their words, ideas, and behaviors.
- ▶ Charismatic Leadership
- ▶ Transformational Leadership

Transformational Leadership

- ▶ Transformational Leaders: Motivate followers to go beyond normal expectations by pushing their comfort zone.
- ▶ Transactional Leaders: Guide followers to accomplish established goals by clarifying requirements and emphasizing extrinsic rewards.

Full Range of Leadership Model



Transformational Behaviors

- ▶ Modeling the way
- ▶ Challenging the process
- ▶ Enabling/empowering
- ▶ Inspiring a shared vision
- ▶ Encouraging the heart.

LEADING CHANGE

GE & Jack Welch

- In 1981, he succeeded "management legend" Reg Jones.
- How effective was Welch in the first few years of taking charge?
- Is he creating/adding value in the early 1980s?
- If so, how?

JACK WELCH: THE SECOND WAVE

- In what ways did Welch's approach change in the late 1980's (both generally and specifically)?
- Why the change?
- Is Welch still adding value? How?

JACK WELCH

- By the early and mid 1990s, most conglomerates were being broken up, How did GE escape?
- Are Welch and his team legitimately adding value to this highly diverse portfolio?
- What do you think of his notion of stretch targets?

JACK WELCH

- As we follow Welch's continuing initiatives-- Six Sigma, A players, e-business--what patterns do you see in his approach to implementing change over his 20-year tenure?

IMPLEMENTATION

- ▶ Lead rather than followed management practice
- ▶ Establish a strong base (#1 or #2; workout) and then builds and leverages (globalization; best-practices, boundaryless)
- ▶ Simultaneous emphasis on both hardware and software (e.g., workout and globalization; A players and dyb.com)
- ▶ Deeply embedded operating system that integrates visionary initiatives into strategic plans, personnel reviews, and ongoing corporate communications (see exhibit 10)

IMPLEMENTATION

- ▶ Takes broad concepts and operationalizes them in tools and mechanisms that allows implementation (e.g., Speed, simplicity, and self confidence embodied in Work Out)
- ▶ Translates initiatives into specific targets (#1 or #2 in world markets; six sigma)
- ▶ Identification of champions (e.g. Fresco for Global; Reiner for Six Sigma)
- ▶ Insists on alignment and commitment (“participation is not optional”)
- ▶ Creating measures and aligning rewards (bonus for idea sharing; 40% of bonus on Six Sigma)
- ▶ Communicator: Articulates initial concept, emphasizes need for alignment; spreads success

- ▶ How would you characterize Welch's role in the change process? What kind of leader is he?

JACK WELCH: CONCLUDED

- GE's transformation led to a radical change in its strategic portfolio, structural configuration, management processes, and individual attitudes and behaviors.
- Shift in management focus from managing capital: pulling information up to
- Empowerment: developing people, knowledge and expertise as scarce strategic resources.

BEYOND A CONSTRAINING DOCTRINE: To a Liberating Philosophy

- Strategy

- The company as an economic entity

- Structure

- The organization as an aggregation of tasks and responsibilities

- Systems

- Managing Personnel as controllable costs and replaceable parts.

- Purpose

- The company also as a social unit

- Process

- The organization also as a set of roles and responsibilities

- People

- Recognizing people as organizational assets and embodi-ers of knowledge

CORPORATE TRANSFORMATION: Beyond Restructuring & Reengineering

- Restructuring tools change the organizational anatomy
 - Defining the allocation of assets and distribution of responsibilities
- Reengineering exercises alter the organizational physiology
 - Developing the organizational flows and interpersonal relationships
- But the key task is to transform the organizational psychology
 - Influencing the behavioral context that frames individual thought and action
 - Requires modeling the way, challenging the process, enabling/empowering, inspiring a shared vision, encouraging the heart.

MODEL THE WAY

- ▶ Walk the talk
 - Type IV managers
- ▶ Put your money where mouth is
 - Crotonville investment
 - Intolerance of Type IV managers
- ▶ Time allocation
 - 2 days each month in Crotonville
 - 70% on management issues

CHALLENGE THE PROCESS

- ▶ Constantly looking for new and better ways
 - Encourage innovation and risk taking
- ▶ Balance the Paradox of Routines
 - "Routine work drives out non routine work and smothers to death all creative planning, all fundamental change in the university—or any institution"
 - Bennis's First law of Academic Pseudo dynamics

CHALLENGE THE PROCESS

- ▶ Constantly looking for new and better ways
 - Encourage innovation and risk taking
- ▶ Balance the Paradox of Routines
 - "Routine work drives out non routine work and smothers to death all creative planning, all fundamental change in the university—or any institution"
 - Bennis's First law of Academic Pseudo dynamics
- ▶ Pull information up (e.g., Work out)
- ▶ Use Outsight (e.g., Best practices)
- ▶ Information sharing (e.g., Boundaryless)

ENABLE OTHERS

- ▶ Reward/Honor risk takers (3M)
- ▶ Loosen the controls
 - 5 page playbook
- ▶ Make it safe to push the comfort zone
 - Georgia vs. George Dixon?
 - Workout
 - Change perspective from the fear of failure
 - “Success breeds complacency. Complacency breeds failure.”—Andrew Grove
 - To persistence in failure and
 - Learning from failure
 - Refrain from punishing failure
 - Jack Welch & Stretch Targets

MANAGEMENT VS. LEADERSHIP

- ▶ “Great leaders are the ones who let others shine”
- ▶ “People who never make mistakes never do anything”
 - Mansfred Kets de Vries



INSPIRE SHARED VISION

- ▶ Identify and appeal to a true common purpose and ideal image of the future
 - Overhead Reduction Task Force
 - Martin Luther King
- ▶ “Some men see things the way they are and ask why, I see things as they could be and ask why not.”
 - Bobby Kennedy, 1961, Former Attorney General of the U.S
- ▶ Intrinsically motivating
 - Martin Luther King Jr.
 - “Using dreams to set business objectives”

ENCOURAGE THE HEART

- ▶ Small Wins
 - AA
 - Stretch targets
- ▶ Celebrations/success stories etc.
 - Boundaryless
 - Sam Walton

- ▶ "A leader is a dealer in hope."

Napoleon Bonaparte

- ▶ "A spirited horse, which will try to win the race of his accord, will run even faster if encouraged."

Ovid, about 9 A.D.–

MANAGEMENT VS. LEADERSHIP

