



UNDERSTANDING SELF

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Agenda

2

- Significance of understanding self
- Blockages
- Areas of self awareness (emotional intelligence, value, core self evaluation, learning style and attitude toward change)



Understanding Self

3

- “Know thyself”
- Research evidences
- Study findings – star performers and average performers comparison – EI with self awareness is more effective than cognitive intelligence.



Self Management

4

Symptom

Tactic

Managing Stress

Managing Time

Set Priorities and Goals

Self Awareness

Problem

Strategic



Self Management

5

- Self-awareness lies at the heart of the ability to master one-self
- Developing self-control and clarifying priorities and goals help individual creates direction in their own lives
- Managing time and stress make it possible for individuals to adapt to and organize surroundings



The Paradox

6

- Inhibitor of growth **and** improvement
- motivator of growth and improvement

The sensitive line

- Individuals become defensive or protective when encountering information - inconsistent with their self-concept
- May also be experienced when one encounters pressure to alter ones behavior



The Paradox.....

7

- ***Threat-rigidity response*** the way in which people respond to threatening situations or information.
- Discrepant information about oneself can often be perceived as threatening.
- Crossing the sensitive line can create rigid response, making it hard for people to listen to and understand feedback about themselves.



The Paradox.....

8

Two ways that people can develop self-awareness and overcome problems associated with the sensitive line:

- *By receiving feedback about oneself that is verifiable – objective standard, predictable-regular interval, and controllable –on request.*
- *By interacting with others and engaging in **self-disclosure.***



Self Awareness

9

Self awareness is the process of understanding of one's own thoughts, beliefs motivations and recognize how they effect others.



Significance of Self Awareness

10

- ❑ helps to get better - know the level of competency.
- ❑ helps to make the right decisions, - know the blind spots.
- ❑ helps to do great work - remember past mistakes and address them.
- ❑ **Being self-aware is being self-knowledgeable.**



Self Awareness

11

	What you see in me	What you do not see in me
What I see in me	The Public Self	The Private Self
What you see in me	The Blind Self	The undiscovered Self



Development Blockages

12

- Perceptual blocks – Stereotyping, tunnel vision, single perspective, saturation.
- Emotional blocks- Fear of mistakes, unwilling to take risks, immediate solutions, premature judgement.
- Cultural blocks-Absence of fun, use of value judgment.
- Environmental blocks- Institutional practices, lack of cooperation and trust



Five Areas of Self Awareness

13

Emotional
Intelligence

Core Self
Evaluation

Values

Learning
Style

Attitude
toward
Change



The most common complains of employee about their bosses

14

- Arbitrariness
- Arrogance
- Failure to show appreciation or give credit
- Failure to see the other person's point of view
- Lack of leadership
- Failure to delegate responsibility
- Bias

Emotional Intelligence...

15

Emotional Intelligence is about being

- honest**
- aware of your feelings, and those of others**
- smart with your emotions**

Emotional Intelligence is not about being

- nice all the time**
- touchy-feely**
- emotional**



Emotional intelligence

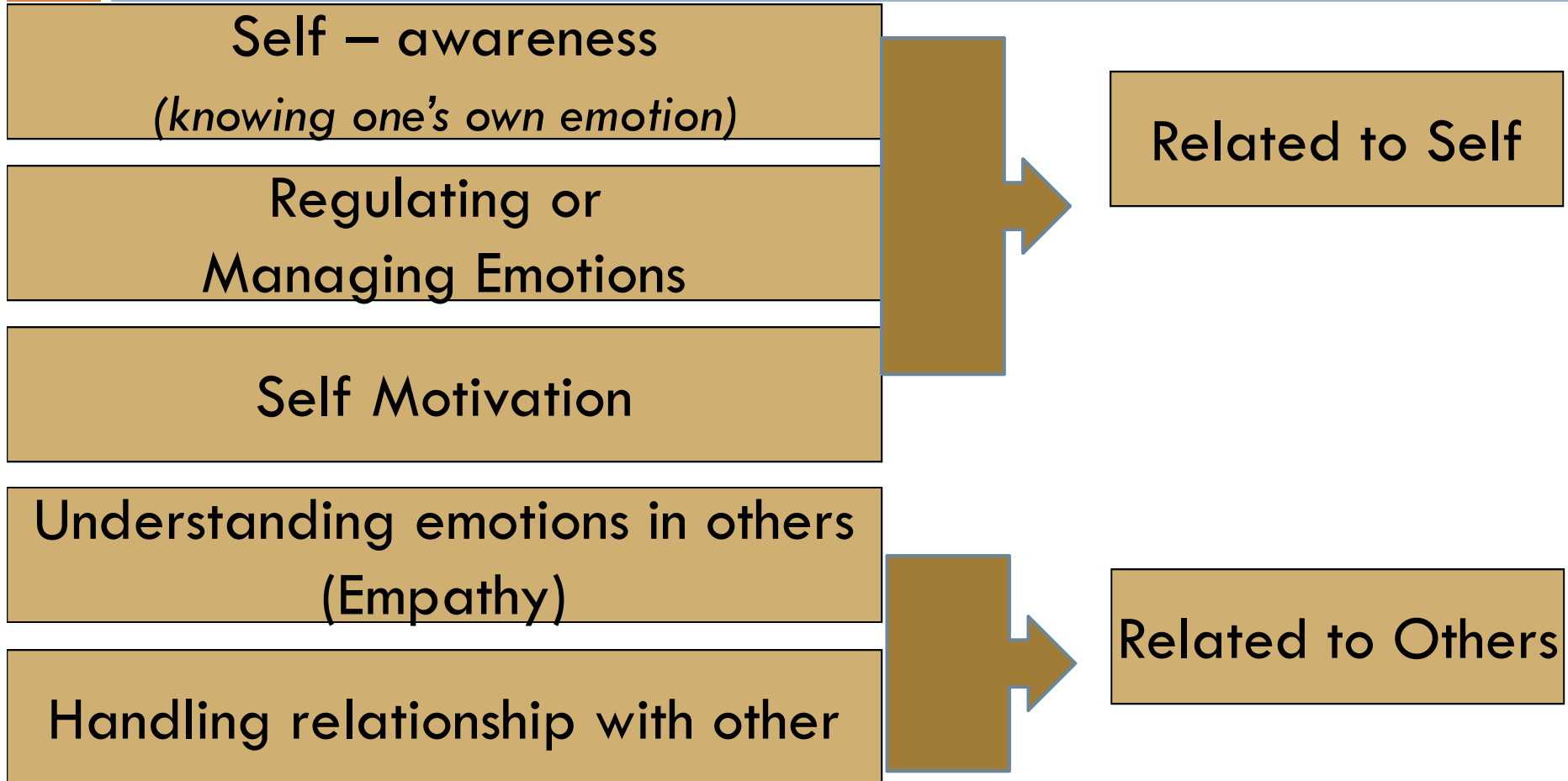
16

“one's ability to manage emotions in self and others and use the emotions adaptively”



Emotional Intelligence

17





Core Self Evaluation

18

Self esteem:

- The extent to which people see themselves as capable, successful and worthy

Locus of control:

- People belief about the extent to which they can control their own experiences



Locus of Control

19

□ Internal locus of control:

I was the cause of the success or failure for the change

□ External locus of control:

Something else caused the success or failure

Research suggest that successful manager or leaders have higher internal locus of control



Values

20

- Choose between alternatives, assumptions about the nature of reality
- learned early, continue to develop
- drive choices and behavior
- differ based on culture and environment

Two Types of Personal Values

Terminal

- ▣ Comfortable life
- ▣ Exciting life
- ▣ World at peace
- ▣ World of beauty
- ▣ Equality
- ▣ Family security

Instrumental

- ▣ Ambitious
- ▣ Capable
- ▣ Cheerful
- ▣ Clean
- ▣ Courageous
- ▣ Forgiving



Learning Styles

22

- Concrete experience – learn through personal involvement
- Reflective observation – seek meaning through study
- Abstract conceptualization – build theories using logic, ideas and concepts
- Active experimentation – change situations and influence others to see what happens



Tolarence of Ambiguity

23



Locus of Control

24

The extent to which a person believes they have power over their successes and/or failures in life.

Internal Locus of Control

- ❑ Believes his or her successes are due to factors within their own control.
- ❑ Behavior is guided by his/her personal decisions and efforts.



Locus of Control.....

.....25

External Locus of Control

- ❑ Believes his or her successes or failures are due to factors outside of their own control.
- ❑ Behavior is guided by fate, luck, or other external circumstance.



Tolerance of Ambiguity

26

- The extent to which individuals are threatened by or have difficulty coping with ambiguity, uncertainty, unpredictability, complexity...
- Organizational environments are characterized by more and more information, turbulence and complexity



Dimensions of Tolerance of Ambiguity

27

- Novelty – coping with new, unfamiliar situations
- Complexity – using multiple, distinctive, or unrelated information
- Insolubility – dealing with problems that are difficult to solve



Managers with High Tolerance for Ambiguity...

28

- more entrepreneurial in their actions
- screen out less information in complex environment
- choose specialties that are less structured
- cope more effectively with role stress and conflict



Self assessment

Result



Self-Management strategies

30

- ❑ Create a management log – record your plans and actions.
- ❑ State the goal and objectives – the path you want to follow and the skills you will need to proceed.
- ❑ Find out the strengths and weaknesses and decide what should be done to manage yourself.
- ❑ Focus on the future – where you want to be in the longer term and how you are going to get there.



Self-Management strategies

31

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The four questions aimed at verifying self awareness

32

- Main strengths and weaknesses?
- How would you describe your personality?
- What's your favorite web site and why?
- What are your long term professional goal?



Thank you