

Human Relations in Organizations

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Chapter Two

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- Personality, Stress, Learning, and Perception



Personality Affect

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- Personality, stress, intelligence and learning, perception, and first impressions affect behavior, human relations, and performance



Personality Affect

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- Personality affects your behavior and human relations, and is a good predictor of job performance
- Personality affects your level of stress and too much stress may lead to negative effects
- Personality is related to your level of intelligence and preferred method of learning and is a good predictor of success
- Personality and intelligence influence your perception, which in turn, affects your first impression of others and theirs of you

Personality Development and Classification Methods

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- Type-A Personality

- Fast moving, hard driving, time conscious, competitive, impatient, & preoccupied w/ work
- Associated with a high level of stress

- Type-B Personality

- Opposite of Type-A
- Laid-back and easy going
- Associated with a lower level of stress

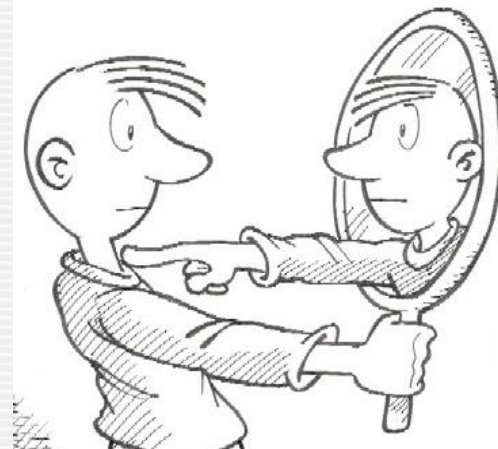


Locus of Control

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- Locus of Control is a continuum representing one's belief as to whether external or internal forces control one's destiny
 - Successful people know that they are in control of their own lives

**YOU ARE
THE MASTER OF
YOUR OWN FATE,
THE CAPTAIN OF
YOUR OWN SOUL.**
(WILLIAM ERNEST HENLEY)



The Big Five Model of Personality

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- Surgency
 - Leadership and extroversion traits
- Agreeableness
 - Getting along with people – about relationships
- Adjustment
 - Emotional stability
- Conscientious
 - Traits related to achievement
- Openness to Experience
 - Willing to change and try new things



Universal Applications

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- The best predictor of job success on a global basis is the Conscientious dimension in the Big Five Model of Personality



Using Behavior that Matches the Big Five Personality Traits

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- To improve our human relations, it is helpful for us to adjust our behavior based on the other person's personality type, especially our bosses, because they evaluate our performance, which affects our career!

BOSS



Stress

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- Stress is an emotional/physical reaction to environmental activities and events
- Situations in which too much pressure exists are known as stressors - stressors are situations in which people feel anxiety, tension, and pressure



The Positive Side

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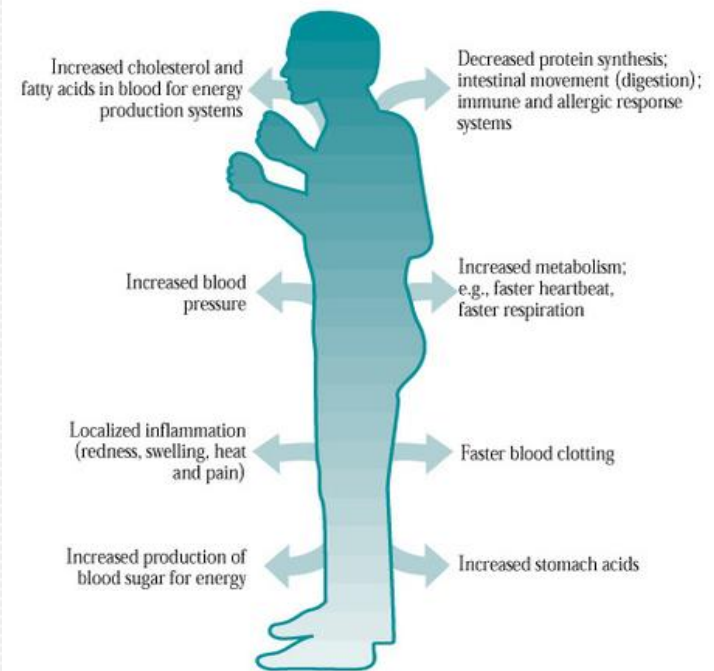
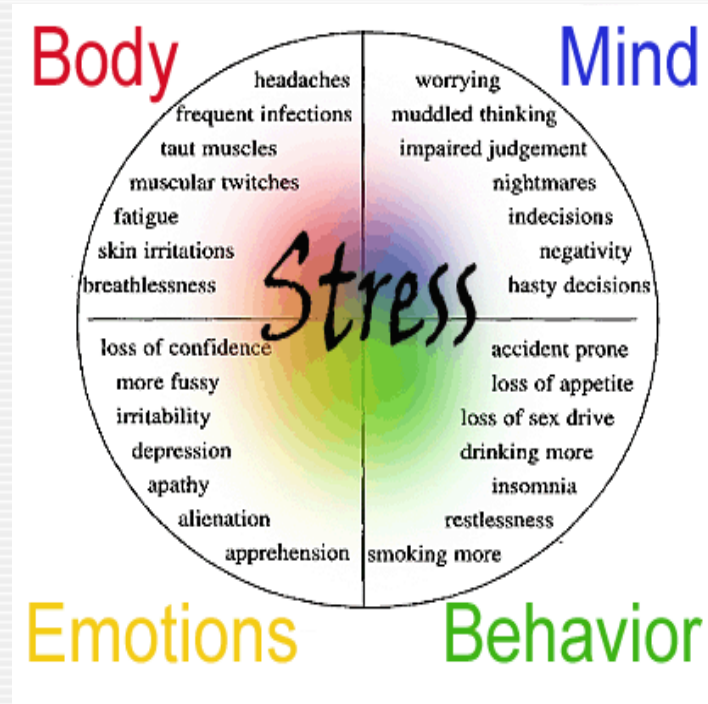
- Some stress helps improve performance by challenging and motivating us



Problems Associated with Too Much Stress

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- Too much stress affects your behavior, human relations, and performance...and, is unhealthy.



Signs of Stress

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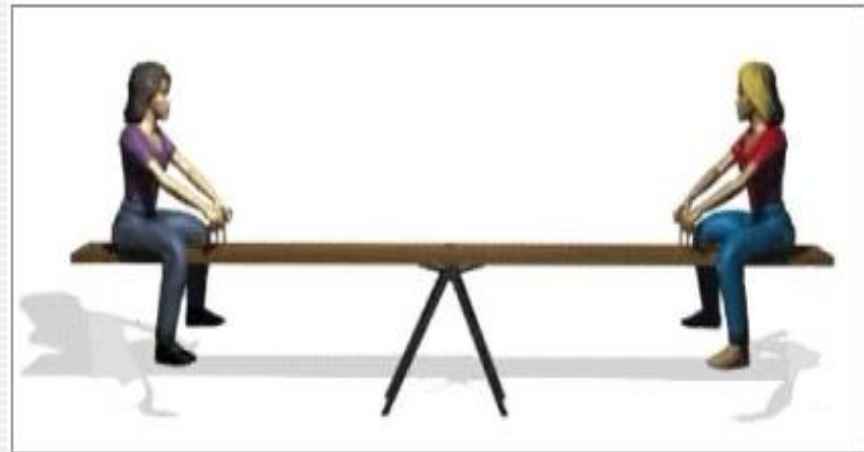
- People often lose interest in and motivation to do their work because of stress
- Stress that is constant, chronic, and even severe can lead to burnout over a period of time



Controlling Stress

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- Controlling stress is the process of adjusting to circumstances that disrupt or threaten to disrupt a person's equilibrium
 - We should identify what causes stress in our lives and eliminate or decrease it

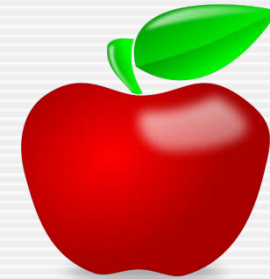


Controlling Stress

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● Stress Controlling Techniques:

- Exercise
- Nutrition
- Relaxation
- Positive Thinking
- Support System



Remember...

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- Remember that what you think about affects how you feel, and how you feel affects your behavior, human relations, and performance
 - Think happy, confident thoughts; and if you feel stress, use stress controlling techniques to reduce your stress

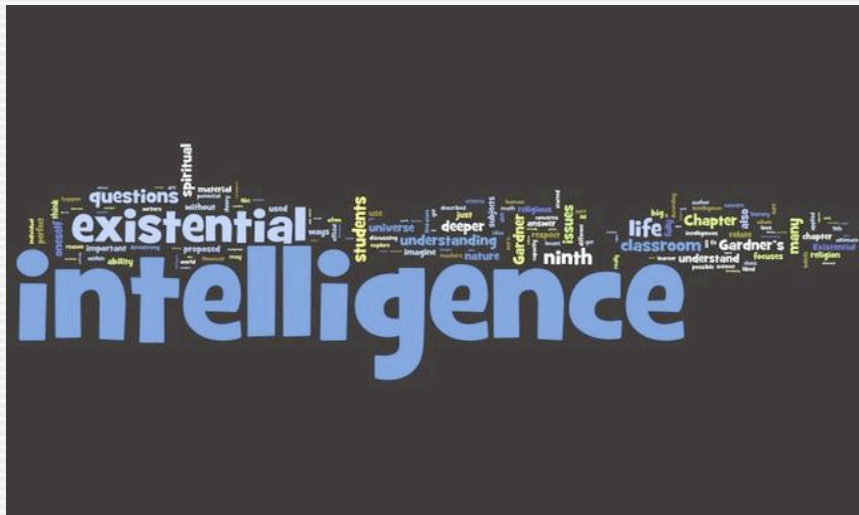


Remember **doing**
reminders
remember
don't forget **to do**

Intelligence

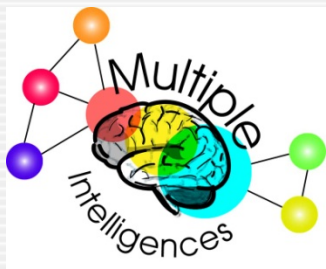
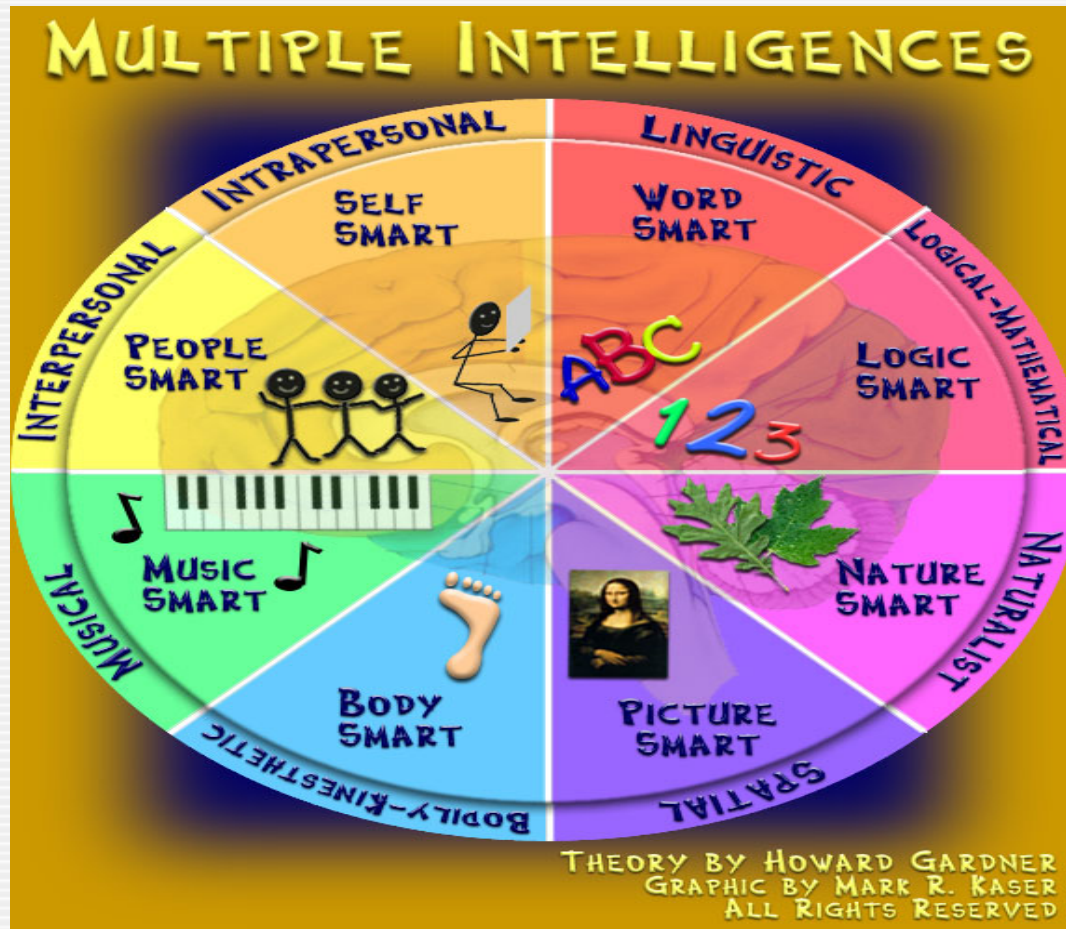
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- Intelligence is the level of one's capacity for new learning, problem-solving, and decision-making
 - Intelligence is a strong predictor of many important outcomes in life, such as educational and occupational attainment



Multiple Intelligences

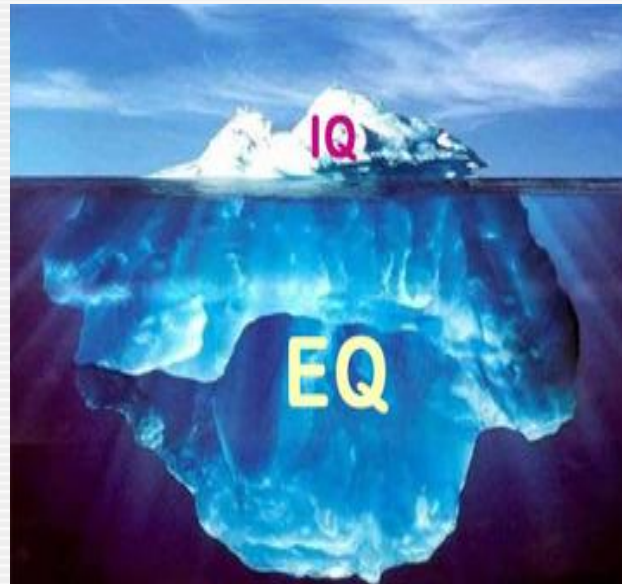
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Emotional Intelligence

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- An offshoot of IQ is EI - Emotional Intelligence
 - EI is related to the Adjustment Dimension in the Big Five Model of Personality
- EI is all about working well with people
 - 90% of the difference between average and star performers is EI



"Emotional Intelligence, more than any other asset, more than IQ or technical expertise, is the most important overall success factor."

-KalaAnantarupah

Emotional Intelligence

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- There are five components of EI

- Self-Awareness

- ✦ Being conscious of our emotions – gut feelings

- Managing Emotions

- ✦ Not letting your emotions get in the way of getting the job done

- Motivating Yourself

- ✦ Being optimistic despite obstacles, setbacks, and failure

- Empathy

- ✦ Putting yourself in someone else's situation and understanding that person's emotions

- Social Skills

- ✦ Building relationships, responding to emotions, and influencing others



Learning

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- Our capacity to learn new things is an important aspect of our intelligence
 - People learn based on two personality dimensions or types:
 - ✦ Feeling vs. Thinking
 - ✦ Doing vs. Observing



Learn

Learning Styles

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- **The Four Learning Styles**

- Accommodators

- Learn by Doing
- Hands-on Experience
- Rely more on people for info than on technical analysis

- Divergers

- Learn by Observing and Feeling
- Take time gathering and analyzing alternatives – different points of view

- Convergers

- Learn by Doing and Thinking
- Prefer dealing with technical tasks and problems rather than with interpersonal issues

- Assimilators

- Learn by Observing and Thinking
- Tend to be more concerned with abstract ideas and concepts than with people



The Learning Organization

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- There is a relationship between learning, or intelligence, and innovation
 - An organization's ability to learn and translate that learning into action is the ultimate competitive advantage



Perception

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- Perception refers to a person's interpretation of reality
 - Perception is real in its consequences



Biases in Perception

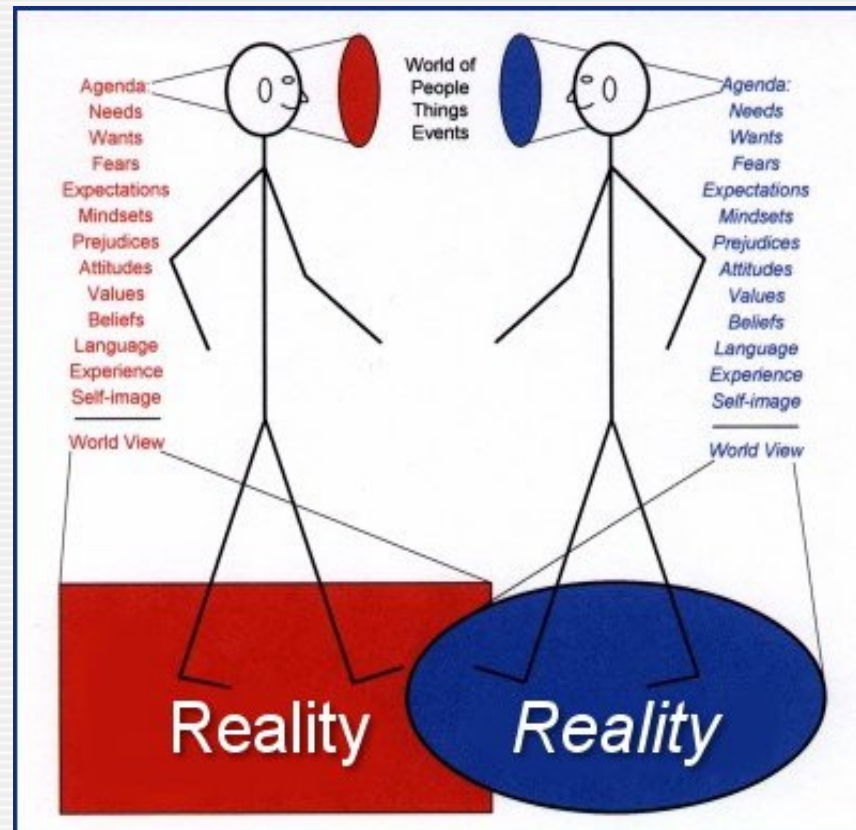
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- **Stereotypes**
 - The process of generalizing the behavior of all members of a group
- **Frame of Reference**
 - Tendency to see things from a narrow focus that directly affects us
- **Expectations**
 - What we expect often influences our perceptions of what we see and experience
- **Selective Exposure**
 - We tend to see and hear what we want to – ignore the rest
- **Interest**
 - What interests you also affects how you perceive and approach things
- **Projection**
 - Attributing one's attitudes or shortcomings to others

Perceptual Congruence

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- Perceptual Congruence refers to the degree to which people see things the same way – it has positive consequences



First Impressions

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- **The Primacy Effect**
 - The way people perceive one another during their first impressions
 - It is the “enduring effect” of first impressions
- **The Four-Minute Barrier**
 - The time we have to make a good impression
 - First impressions set the tone for human relations

1
first
impressions

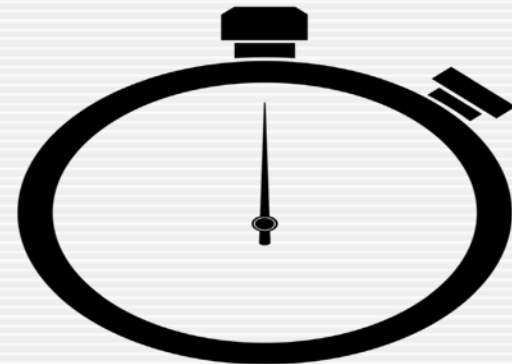


Image Projection

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- **Our image is other people's attitudes toward us**
 - Developed by our appearance, nonverbal communications, and behavior
- **We can control the image we project – Impression Management**
 - A positive image leads to better relationships, jobs, customer service, etc.

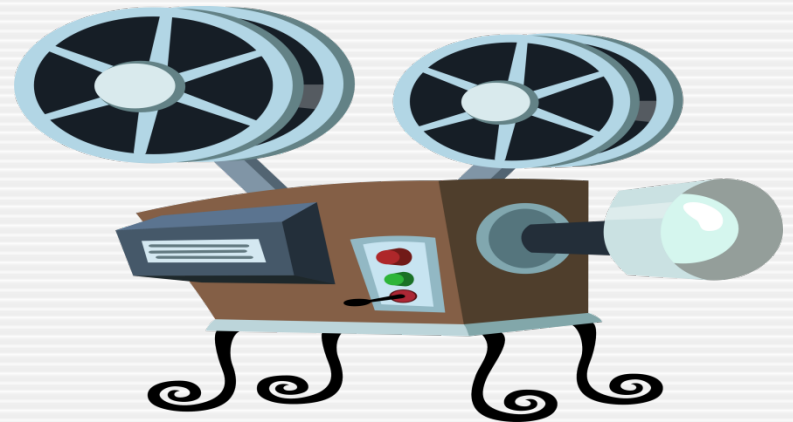


Image Projection

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- The image you project as an employee has an impact on the organizational image as a whole



Appearance

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- When people first see you, before you can do or say anything, they begin to develop their first impressions
 - If a person doesn't like the way you look, your clothes, hairstyle, or grooming, may not give you the opportunity to show who you really are



Nonverbal Communication

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- Our facial expressions, eye contact, and handshake all project our image, as does the tone/volume of our voice
- Our nonverbal communication conveys how we are feeling



Behavior

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- After the other person notices our appearance and nonverbal expressions, he or she observes our behavior
 - You should understand how your personality affects your behavior, which in turn affects your human relations and performance, and how to match your behavior to other people's personality type

MATCH

Behaviour

Evolution

Handshake

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- In introductions the handshake is used. Your handshake can convey that you are a warm, yet strong person.
- Your handshake is judged in five factors:
 1. Firmness
 2. Dryness
 3. Duration
 4. Interlock
 5. Eye Contact





The End