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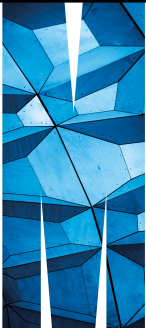
MONASH
BUSINESS
SCHOOL

Self and authenticity

JUN GU, PHD





Self and authenticity



- To master management skills, start by reaching a full and clear understanding of yourself
- Your unique traits
 - Demographics
 - Big five Personality (OCEAN)
 - Self-monitoring
 - Locus of control
 - Narcissism
 - Machiavellianism
 - Type A/B personality
- Your personal values
 - Australian managerial values
- Your authenticity
 - Humility
 - Accountability
 - Vulnerability



Your unique traits



- Individual difference: traits or characteristics that distinguish individuals from each other
- Stable across a relative long period of time



Demographics



- Gender
- Age
- Ethnicity
- Height
- Weight
- Language
- ...



Personality Traits



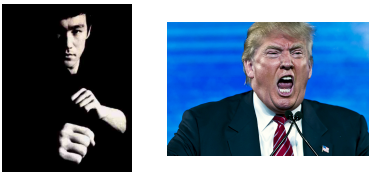
- A person's general style of interacting with the world, especially with other people
- OCEAN

Extraversion Sociable, Talkative	Neuroticism Stable, Confident	Agreeableness Tolerant, Cooperative
vs.	vs.	vs.
Withdrawn, Shy	Depressed, Anxious	Cold, Rude
Conscientiousness Dependable, Responsible	Openness to Experience Curious, Original	
vs.	vs.	
Careless, Impulsive	Dull, Unimaginative	

Self-Monitoring



- High: fit behavior to social situation
- Low: behavior mostly disregard social situations



Locus of control

- Internal: what happens in my life is decided by internal factors (e.g., motivation, effort, and talents)
- External: behaviors is decided by external factors (e.g., fate, luck, and other people such as family)






Narcissism

- The tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement.
 - Narcissists tend to think that they are great leaders, however, their colleagues and supervisors tend to rate them as poor leaders.





Machiavellianism

- The tendency to engage in social conducts that involve manipulating others for personal gain, often against the other's self-interest.






Type A Personality



- Moves, walks, and eats rapidly
- Impatient
- Multitasks
- Dislikes leisure time
- Obsessed with numbers
- measures success in terms of how many or how much of everything is acquired



Type B Personality



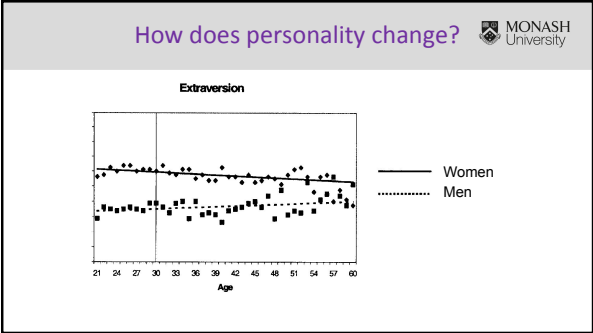
- Never suffers from a sense of time urgency
- Does not need to display or discuss achievements or accomplishments
- Plays for fun and relaxation, not to win
- Can relax without guilt

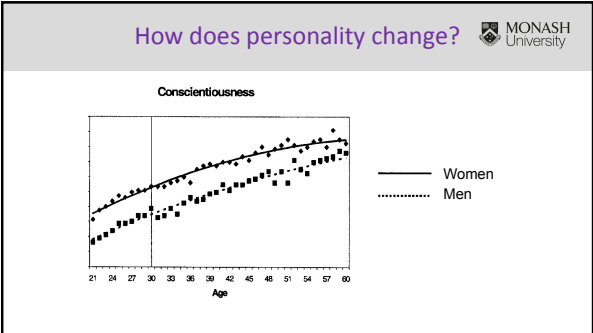


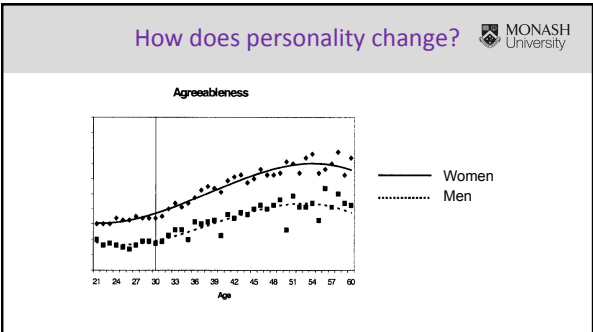
Individual difference

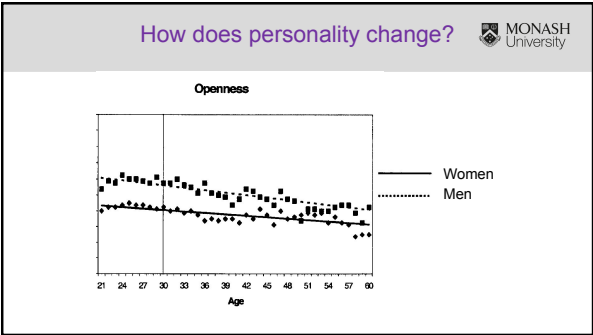


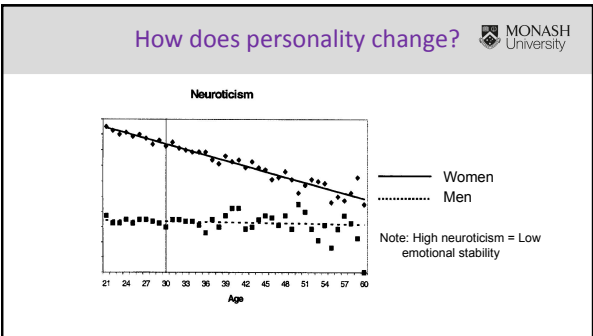
- How much do stable individual differences account for job performance and career success?
- For most criteria, more than 50% depends on skills and abilities that you can learn.
- Can stable personality differences change?
- With effort, you may be able to change personality traits.











Your personal values 



"Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do."

Steve Jobs
1955 - 2011

Personal crucible (Bennis & Thomas)


- A transformative experience through which an individual clarifies her crucial personal values and comes to a new sense of self-identity
- Crucibles are usually intensive, traumatic, and unexpected
- Strong individuals find meaning in the most severe crucibles. Like phoenixes rising from the ashes, they emerge from adversity stronger, more confident, and more committed.

Highest paid actor in the world in 2016



Values


- Concepts or beliefs that guide how we make decisions about and evaluations of behaviours and events.

Acceptance	Adventure	Assertiveness	Authenticity	Beauty
Caring	Challenge	Compassion	Conformity	Connection
Contribution	Cooperation	Courage	Creativity	Curiosity
Encouragement	Equality	Excitement	Fairness	Fitness
Flexibility	Forgiveness	Freedom	Friendliness	Fun
Generosity	Gratitude	Honesty	Humility	Humor
Independence	Industry	Intimacy	Justice	Kindness
Love	Mindfulness	Open-minded	Order	Patience
Persistence	Pleasure	Power	Reciprocity	Respect
Responsibility	Romance	Safety	Self-aware	Self-care
Self-develop	Self-control	Sensuality	Sexuality	Spirituality
Skillfulness	Supportiveness	Trust	...	

Australian managerial values




Managerial values and success index
(England & Lee, 1974)



- Surveyed managerial values and measured manager success
- Investigated the correlations across four countries: US, Australia, India, and Japan
- Values **positively** associated with success: high productivity, profit maximization, organizational growth, customers, craftsmanship, stockholders, ability, aggressiveness, autonomy
- Values **negatively** correlated with success: organizational stability, social welfare, obedience, trust, loyalty, conformity, honour, leisure, security, religion

Managerial values across countries
(Westwood & Posner, 1997)



- Surveyed managers in the US, Australia, and HK about personal values
- Compared to managers from the US and HK, Australian managers consider
 - these values to be more important: **Job satisfaction, Job skill, Achievement, creativity, and competitiveness**
 - these values to be less important: **cooperation and flexibility**

Australian Study (Sarros & Santora, 2001)



- Top 500 companies in Australia were surveyed.
- A total of 181 executives responded to the *Leadership and Values Survey*, representing a 36% response rate.
- The top values of Australian managers are:
 - Achievement
 - Benevolence
 - Self-direction
 - Security

Your authenticity



- An authentic self can lead to the development of authentic leadership, which leads to a series of positive workplace outcomes
- The five pillars of authentic self
 - Humility
 - Accountability
 - Vulnerability
 - Security
 - Integrity



Humility



- An interpersonal characteristic that emerges in social contexts that connotes a manifested willingness to view oneself accurately, a displayed appreciation of other's strengths and contributions, and teachability
- A humble manager can
 - Increase employee engagement
 - Increase employee commitment
 - Reduce employee turnover
 - Increase team performance



Accountability



- Definition: Liable to being called to account; answerable.
- Of all the things you want to achieve in your life, how many of them are you taking responsibility for?



Vulnerability	
• Willingness to be vulnerable – to be open to self-doubts, fears, and questions – can help managers and leaders stay on course (Akerman & Maslin-Ostrowski, 2004) • The capacity to access and accept one's own emotional and personal vulnerability serves as a powerful leadership tool, especially when the organization is going through uncertainty and change (Bunker, 1997)	

Practice authenticity	
• Help someone without expecting acknowledgment or compensation • Be committed and accountable for one goal • In a situation when you are criticized or confronted, try to see the message objectively • Say 'I was wrong' at least once	
