

Perception and personality in organisations

Lecture outline

1. Outline the perceptual process.
2. Explain how we perceive ourselves and others through social identity.
3. Discuss the accuracy of stereotypes.
4. Describe the attribution process and two attribution errors.
5. Diagram the self-fulfilling prophecy process.
6. Discuss three types of diversity initiatives.
7. Explain how the Johari Window can help improve our perceptions.
8. Identify the 'Big Five' personality dimensions.
9. Discuss the psychological dimensions identified by Jung and measured in the Myers-Briggs Type Indicator.

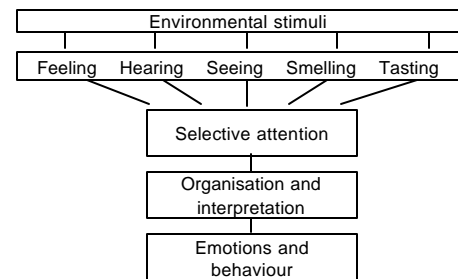
Why do so few women opt for careers in Engineering and Information Technology?



- Sex-role stereotyping
- Fewer role models
- Low self-confidence
- Image of industry

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Perceptual process model



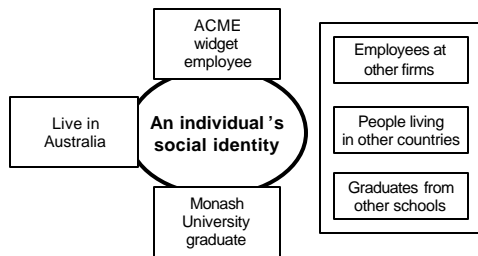
Selective attention

- Characteristics of the object
 - size, intensity, motion, repetition, novelty
- Perceptual context
- Characteristics of the perceiver
 - values and attitudes
 - perceptual defence
 - expectations – condition us to expect events

Perceptual organisation/interpretation

- Perceptual grouping principles
 - trends
 - similarity/proximity
 - closure
- Mental models
 - broad world-views or 'theories-in-use'
 - can blind people to potentially better perspectives

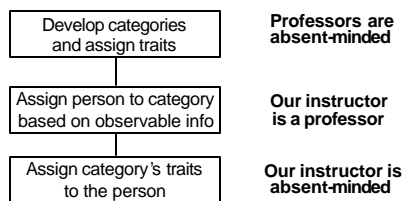
Social identity theory



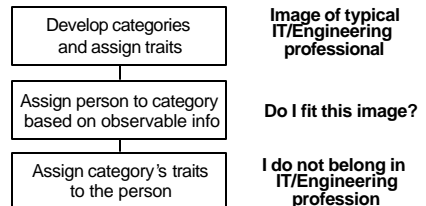
Social identity theory features

- Comparative process
 - compare characteristics of our groups with other groups
- Homogenisation process
 - perceive that everyone in a group has similar characteristics
- Contrasting process
 - form less favourable images of people in groups other than our own

The stereotyping process



The stereotyping process



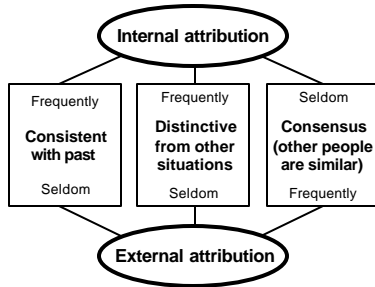
How accurate are stereotypes?

- Some accuracy, but also distortion and error
 - traits don't describe everyone in the group
 - we screen out inconsistent information
- Stereotypes are less accurate when
 - we have little interaction with people in that group
 - we experience conflict with members of that group
- Stereotypes enhance our own social identity

Attribution process

- Internal attribution
 - perception that outcomes are due to motivation/ability rather than situation or fate
- External attribution
 - perception that outcomes are due to situation or fate rather than the person

Rules of attribution



Attribution errors

- **Fundamental attribution error**
–attributing behaviour of other people to internal factors (their motivation/ability)
- **Self-serving bias**
–attributing our successes to internal factors and our failures to external factors

APPLICATIONS

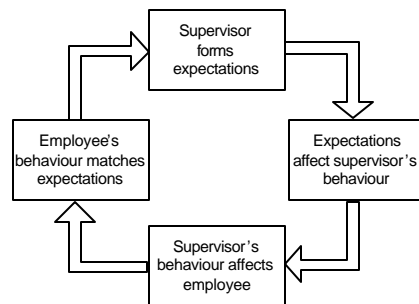
- **PERSONAL**
- **SOCIAL**
- **ORGANISATIONAL**

MAIN POINTS:

- **PERCEPTUAL PROCESS MODEL**
- **SELECTIVE ATTENTION**
- **PERCEPTUAL ORGANISATION AND INTERPRETATION**
- **SOCIAL IDENTITY THEORY**
- **ERRORS IN THE PERCEPTUAL PROCESS**
- **STEREOTYPING PROCESS**
- **ATTRIBUTION PROCESS**
- **ATTRIBUTION ERRORS**
 - fundamental attribution error
 - self-serving bias
- **APPLICATIONS**

USE AND MISUSE OF PERSONALITY TESTS--VIDEO

Self-fulfilling prophecy cycle



Dealing with self-fulfilling prophecy

- **Awareness training**
 - leaders learn effects of negative perceptions
 - problem is that awareness doesn't prevent self-fulfilling prophecy
- **Emerging three-prong strategy**
 - support a learning orientation
 - engage in contingency leadership styles
 - increase employee self-efficacy

Other perceptual errors

- **Primacy effect**
 - Quickly categorising people based on first impressions
 - Fulfills need to make sense of our world
 - Inaccurate perceptions due to limited information
- **Recency effect**
 - Most recent information dominates perception of others
 - Occurs when time has worn off first impressions
 - Known problem—recent information dominates performance appraisal rating

Other perceptual errors...

- **Halo effect**
 - One trait forms a general impression
 - Becomes the basis for judgments about other traits
 - Often occurs to fill in missing information and when the perceiver is not motivated to observe
 - Problem in performance appraisals—positive halo employee rated high on all dimensions
- **Projection**
 - Believing others have same characteristics as us
 - Defence mechanism to protect our self-esteem

Types of diversity initiatives

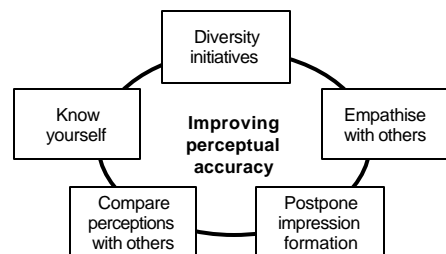
- **Recruit people with diverse backgrounds**
- **Provide reasonable accommodation**
- **Diversity awareness activities**
 - appreciate differences
 - sensitise people to stereotypes/prejudice
 - dispel myths

Improving perceptions through empathy

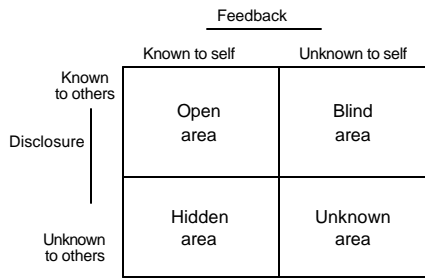
Australian P&O Cruises executive Peter Frawley and other corporate leaders are bringing their perceptions back into focus by working alongside other employees and customers.



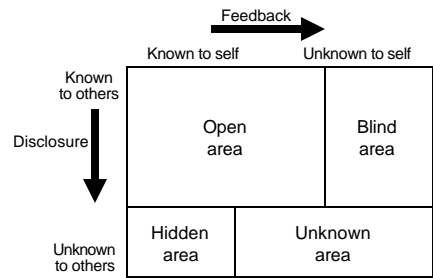
Improving perceptual accuracy



Know yourself (Johari Window)



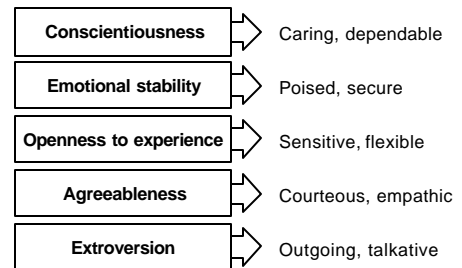
Know yourself (Johari Window)



Personality defined

Relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies.

Big five personality dimensions



Myers-Briggs Type Indicator

During their retreat in Maine, US, employees at Thompson Doyle Hennessey & Everest completed the Myers-Briggs Type Indicator and learned how their personalities can help them understand each other more effectively.



Myers-Briggs Type Indicator

- **Extroversion versus introversion**
- **Sensing versus intuition**
- **Thinking versus feeling**
- **Judging versus perceiving**



Locus of control and self-monitoring

- Locus of control
 - internals believe in their effort and ability
 - externals believe events are mainly due to external causes
- Self-monitoring personality
 - sensitivity to situational cues and ability to adapt your behaviour to that situation

Mid-Semester Exam Questions

- Please note that several multi-choice questions will be reviewed in class, some of which will appear in mid-semester exam