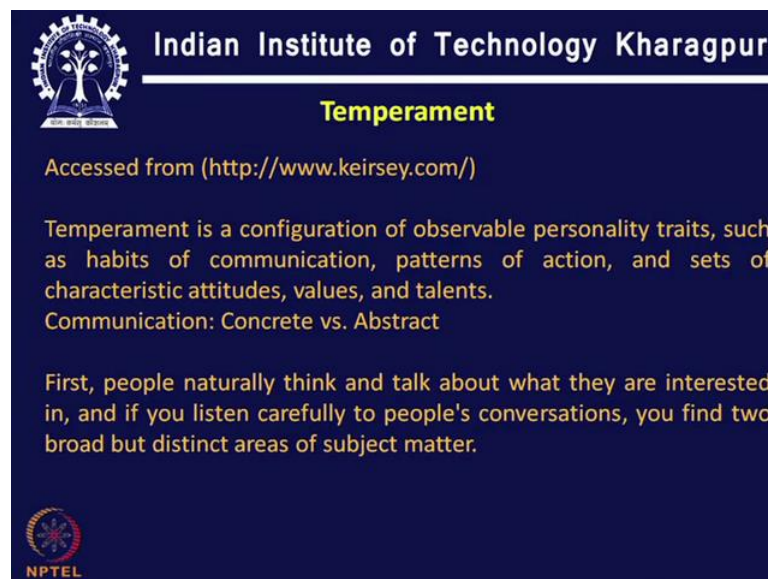



Organizational Behaviour
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 7
Personality (Contd.)

Welcome to the session on personality which is to be continued, in the last session we defined what personality is and what are the different aspects of personality. We discussed about Freud's theory on personality in detail, what is the Id ego and superego, the different roles it plays, the difference mechanisms and we discussed about Cattell's theory the sixteen personality factors, Eysenck's theory and Myers-Briggs type indicator, big five personality patterns and all these things. Today we will continue with the next group of theories of personality which is applicable in the organizational setup, which is more applicable rather in the organizational setup.

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Temperament

Accessed from (<http://www.keirseey.com/>)

Temperament is a configuration of observable personality traits, such as habits of communication, patterns of action, and sets of characteristic attitudes, values, and talents.

Communication: Concrete vs. Abstract

First, people naturally think and talk about what they are interested in, and if you listen carefully to people's conversations, you find two broad but distinct areas of subject matter.

 NPTEL

First we will discuss about, what is temperament? Temperament is a configuration of observable personality traits, such as habits of communication, patterns of action, and sets of characteristic attitudes, values and talents. What it tells about is like people according to its, according to the nature, the personality traits specifically habits of communication and patterns of action they develop certain temperaments which are considerable like stable in state, there is a consistency, and those temperaments define the person.

The communication of a person can be of two nature; one is of person communicates in a concrete way, or person communicates in abstract way, like when we are talking of concrete communication what happens people naturally think and talk about what they are interested in, and you will find like when they are communicating; you find two distinct areas of subjects matter.

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Temperament (Contd.)

Some people talk primarily about the external, concrete world of everyday reality: facts and figures, work and play, home and family, news, sports and weather--all the who-what-when-where-and how much's of life.

Other people talk primarily about the internal, abstract world of ideas: theories and conjectures, dreams and philosophies, beliefs and fantasies--all the why's, if's, and what-might-be's of life.

At times, of course, everyone addresses both sorts of topics, but in their daily lives, and for the most part, Concrete people talk about reality, while Abstract people talk about ideas.

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When you are talking about communication; these two subject matters are what, one is of concrete subject matters of external world, very concrete things which are there like everyday reality: facts figures, their work can play, their home family and surroundings where the all about what, when, how, where of life.

Other people primarily those who are communicating about abstract facts; they are communicating about the internal aspects, abstracts world of ideals, theories, and conjectures, and the dreams, and philosophies of life and, like their communication is more centered around why, how and what it might be, if this is life and all sort of these type of questions and answers revolving around these questions. At times people may address both of these topics, but in the daily lives, generally concrete people talk more of reality and the abstract people talk more of ideas; like how what would have happen if it would occur in this way out of think.

So, there are two distinct subjects matters one is concrete and another is abstract, when we are talking of communication, which defines the temperament. While we are talking of ways of doing things or ways of actions, and again it can be classified into two types.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Action: Utilitarian vs. Cooperative' is centered in yellow. The text is presented in two paragraphs, with the first paragraph describing utilitarian actions and the second describing cooperative actions. A concluding sentence compares the two types. The NPTEL logo is in the bottom left corner.

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Action: Utilitarian vs. Cooperative

Some people act primarily in a utilitarian or pragmatic manner, that is, they do what gets results, what achieves their objectives as effectively or efficiently as possible, and only afterwards do they check to see if they are observing the rules or going through proper channels.

Other people act primarily in a cooperative or socially acceptable manner, that is, they try to do the right thing, in keeping with agreed upon social rules, conventions, and codes of conduct, and only later do they concern themselves with the effectiveness of their actions.

Utilitarian people instinctively, and for the most part, do what works, while Cooperative people do what's right

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One is the utilitarian type and the other one is the cooperative type. So, some people who are acting primarily in the utilitarian or pragmatic manner, that is, the what is more important to them is the result, to achieve the objectives as efficiently or as effectively as possible and only after achieving the objective, they are going to see like what rules they have followed or whether they have acted through proper channels.

And those on other hand, those who are cooperative in nature what is more important to them is the way of doing things in a socially acceptable manner, that is, they try to do the right thing keeping in mind the concerns of the society, with agreed uphold rules and regulations as given by the society abiding by the social norms and codes of conducts given by the society. And after that only when they are sure like their working within the preview of the social norm then only they are concerned with the effectiveness of their actions. So, utilitarian people mostly act based on instincts instinctively and cooperative people do mostly, what is the right thing based on the social sanctions.

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Dr. David Keirsey has identified mankind's four basic temperaments as the Artisan, the Guardian, the Rational, and the Idealist.


As Concrete Cooperators, Guardians speak mostly of their duties and responsibilities, of what they can keep an eye on and take good care of, and they're careful to obey the laws, follow the rules, and respect the rights of others.

As Abstract Cooperators, Idealists speak mostly of what they hope for and imagine might be possible for people, and they want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics.



Dr. David Keirsey he identified man's four basic temperaments; as the artisan, the guardian, the rational, and idealist, based on these two things, like the modes of communication and ways of actions. The guardians, are the concrete cooperators and speak mostly of their duties and responsibilities, of what they can keep an eye on and take good care of, and they are careful to obey the laws, follow the rules, and respective rights of others. As abstract cooperators, idealist speak mostly of mostly of what they hope for and imagine might be possible for people, and they want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics.


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As Concrete Utilitarians, Artisans speak mostly about what they see right in front of them, about what they can get their hands on, and they will do whatever works, whatever gives them a quick, effective payoff, even if they have to bend the rules.

As Abstract Utilitarians, Rationals speak mostly of what new problems intrigue them and what new solutions they envision, and always pragmatic, they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules and conventions if need be.




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As concrete utilitarian, artisans speak mostly about what they see right in front of them, about what they can get their hands on, and they will do whatever works, whatever gives a quick, effective payoff, even if they have to bend the rules. As abstract utilitarian, rationals speak mostly of new problems intrigue them, and what is new solutions they envision, and always pragmatic they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules and conversions if need to be.

So, we can understand these four types; these four temperamental types are again linked with different job types. Some job types, some rules in the organization are most with certain professions, certain professions are more suitable for guardians, or idealists, or artisans, or rationals, because the job demands those things, and you can if you know what is the temperament of that person we can map the person to the job in a more effective way. So, hence knowing the temperament of the person, knowing the job requirements, side by side helps us to map the person to the correct job.

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Type A
Aggressive involvement 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 people

Type B
Rarely hurried by the desire to obtain a wildly increasing number of things or participate in an endless growing series of events in an ever decreasing amount of time.

Type C (cancer-prone) personality
Characterized as someone who responds to stress with depression and a sense of hopelessness. Type C personalities have a tendency to be introverted, respectful, eager to please, conforming and compliant.

Next we will discuss about the certain behavioral types, which are like type A, type B, type C, type D, and type E, types of personality. Type A people, are aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time if necessary against the opposing effects of other things or people. These people are always after deadlines, they are tensed about whether they can meet the deadlines or not, leaving to more stresses in life, and while in a hurry to reach the deadline the errors may occur also in what they are doing.

So, they what the time is a pressure, time factor are a pressure for them, and they want to achieve more and more within a given time. Type B people are oppositely they are rarely hurried by the desire to obtain a widely increasing number of things or participate in an endless growing series of events in an ever decreasing amount of time.

So, type B if you understand they are very casual people, they are if like rarely they are moving or they are stressed by the deadlines and they are carrying outward and in their (()) slowly slowly they are doing, and they do not fill the pressure to do number of things in a short span of time. They are more or less in a relaxing mode and they are generally not very stressed generally, not stressed about like I have to complete sort of things within a given time frame. Both if you see type A and type B to the extreme degree may be a point of concern for the organization, because type A people may be so hurried to reach the deadline, they may not take care of the processes, and errors may occur

unnecessary wastages, and errors may occur in the hurry to do so many things within a given point of time.

Other on other aspect the type B people, this too much of relax attitude not finding any pressure for the deadlines, may also lead to lack of performances in certain cases. It may or may not, but it may like chances are there like it may lead to lack of performances. So, what we have to do is to keep a balance somewhere between like, situational queues have to balance between like type A and type B personality pattern, like those people who are type B may be some smaller deadlines have to be set for them, so that the larger span of time be broken down into smaller deadline, so that at least they try to reach those deadlines in small parts so that the total work get completed and the type A people also like they have to be treated in such away they have to be counseled in such a way, like they feel less of pressure for the deadline and they can concentrate more on the process of the doing things.

Type C people these are the cancer prone personality, who are characterized as someone who response to stress with depression, and a sense of hopelessness. Type C personalities have a tendency to be introverted, respectful eager to please conforming and compliant. So, we have to be careful of this type of personality, people having these type of personality if you see them around us in the organization because these may hamper the individual performance, leading to disturbance in the group and organizational performance.

So, if you see if you if you observe around you, somebody is becoming depressed due to the stress from in the organization, and they are like showing a sense of hopelessness then immediate feedback immediate report has to be done to the concerned authority regarding the state of mind of these people. So, that they can be, they can take the help of the counseling sessions, which are the which are there even though appears on the, if no formal step is there if no formal counseling sessions are available then of course, like counseling can be done by the appearance and the supervises the (()), to at least to know what is troubling that person, and how the others how the support group present in the form of groups and fellow members, how they can help this person to get out of that depression.

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Type D or 'distressed' personality.

Type D behaviour is characterized by the joint tendency to experience negative emotions and to inhibit these emotions while avoiding social contacts with others. The observation that cardiac patients with type D personality are at increased risk for cardiovascular morbidity and mortality underlines the importance of examining both acute (e.g. major depression) and chronic (e.g. certain personality features) factors in patients at risk for coronary events.

Type E people

Do you love starting new projects, especially "impossible" ones? A Type-E Personality is designed to create things, not run them

NPTEL

Type D or distressed personality, is characterized by the joint tendency to experience negative emotions and to inhibit this emotions while avoiding social contacts with others. The observation that cardiac patients with type D personality are at increased risk for cardiovascular morbidity and mortality underlines the importance of examining both acute depression and chronic factors, like certain personality factors in patients at risk for coronary events.

So, though these emitting that why we are discussing type D and type C personality in organizational behavior, like while we are discussing subject matter of organization behavior. These are because due to the pressure fest by the people in the organization. Situational queues sometimes put pressures on the individuals, challenges on the individuals, and they have to like changes occurring in the organization, the deadline set, the target set for the individuals to achieve, all these put pressures on the individual. And people based on their personality pattern and based on their background, based on background can try to handle these pressures in different, different ways.

Now people; the type C people and the type D people who are generally prone to negative emotions, and like ever in type D if you see like they generally prone to experience world in a negative in experience, negative emotion; like even in the same situations other can see the positive thinks of it. These people are generally prone to see the negative emotions and avoid social contacts. So, they may be more stressful, they

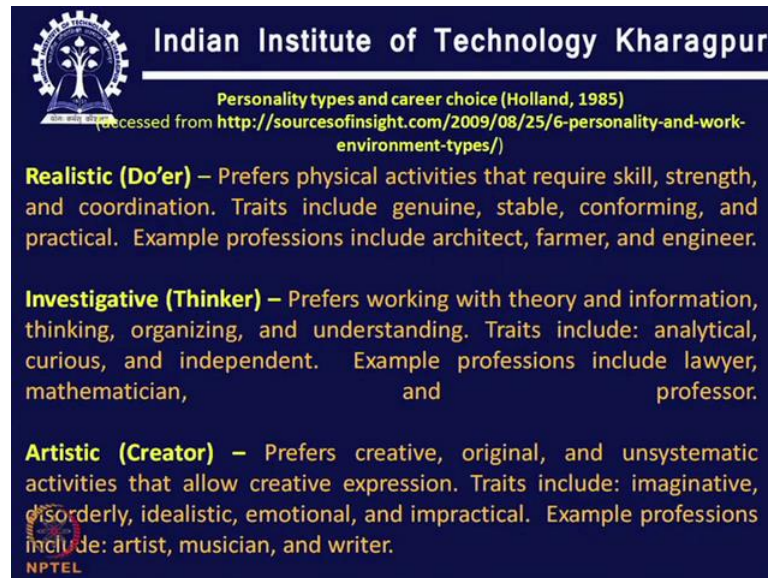
may be more stressful as compared to others when there are certain situational aspects, which are challenging for these people, or challenging in general, but the reaction of these people, the outcome of which is stress, and certain psychophysical symptoms psychophysical disorders was same type that we call will be of greater degree as compared to people who are not of these type of personality, which is either type C or type D.

So, they can they will come express this through psychosomatic disorders, and they will be get better degree of; may be avoidance of work, avoidance of communication with others avoidance of, like absentees, all these factors, there will be medical complains. And so people if they do if the point of discussion of these personality types over here is to generate awareness about why certain things are proceed in different ways by different people and what is, like when you trying to find out the reason, like if would other persons are behaving in this way, what is so very specific to this particular person who is may be over reacting or under reacting to certain situations, then you may try to find the answer from this to main of personality.

Type E people, are those people who love starting new projects especially impossible ones and they design to create things not run them. These are a group of creative people, who love to do new things, who try to create new things, but when the projects starts, when it starts running until and unless there is again something is challenging in that project, they get bored with that project and they become, like less performer.

So, if we have these type of people with this type of personality, then we have to design proper jobs for them, we have to think till what time this person will be happy in working in a team, which is after a new product development, development of new technology of whatever it is and when it is the time for this person to shift from here to a entirely new challenging project. Otherwise, if that shift is not made the people, these types of people with type E personality will experience boredom in their work, and their performance level will come down. So, we have to understand this personality pattern and design proper job setting jobs for them.

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Personality types and career choice (Holland, 1985)
Accessed from <http://sourcesofinsight.com/2009/08/25/6-personality-and-work-environment-types/>

Realistic (Do'er) – Prefers physical activities that require skill, strength, and coordination. Traits include genuine, stable, conforming, and practical. Example professions include architect, farmer, and engineer.

Investigative (Thinker) – Prefers working with theory and information, thinking, organizing, and understanding. Traits include: analytical, curious, and independent. Example professions include lawyer, mathematician, and professor.

Artistic (Creator) – Prefers creative, original, and unsystematic activities that allow creative expression. Traits include: imaginative, disorderly, idealistic, emotional, and impractical. Example professions include: artist, musician, and writer.

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Next we will discuss a very important area, which is personality type and career choice. This was discussed by Holland in 1985. So, realistic is the one type of the personality type and match is the realistic of the do'er, where which where prefers physical activities that requires; skill, strength, and coordination. Personality traits includes genuine stable, conforming and practical. The examples of the professions will be architect, farmer and engineer.

Investigative is thinker a type of occupation; which prefers working with theory and information, thinking, organizing, and understanding. The traits include, personality traits include analytical, curious and independent. The examples of professions would be lawyer, mathematician and professor. Artistic the creator type of personality career, which prefers creative original and unsystematic activities, that allow creative expression. Traits include imaginative, disorderly, idealistic, emotional and impractical, Example of professions of course, includes artists, musician and writer.

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Social (Helper) – Prefers activities that involve helping, healing, or developing others. Traits include cooperative, friendly, sociable, and understanding. Example professions include counselor, doctor, and teacher.

Enterprising (Persuader) – Prefers competitive environments, leadership, influence, selling, and status. Traits include ambitious, domineering, energetic, and self-confident. Example professions include Management, Marketing, and Sales Person.

Conventional (Organizer) – Prefers precise, rule-regulated, orderly, and unambiguous activities. Traits include conforming, efficient, practical, unimaginative, and inflexible. Example professions include accountant, clerk and editor.

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Social which is called a helper, prefers activities that provide that involve helping, healing or developing others. Traits include cooperative, friendly, sociable and understanding; example profession include counselor, doctor and teacher. Enterprising or persuader prefers competitive environments, leadership, influence, selling and status. Traits include ambitious, domineering, energetic and self confidant; examples of professions are management, marketing and sales person. Conventional prefers precise, rule-regulated, orderly and unambiguous activities. Traits include conforming, efficient, practical, unimaginative and inflexible; professions are accountant, clerk and editor.

So, if you see move through these six different types of career choice, and the corresponding traits given, and the examples of the professions which face into the different types of personality; what you find like the jobs itself have their own personality, like those jobs like artistic, musician and writer, and these are the groups of jobs which require originality, creativity, some somewhat unsystematic in nature, and creative expression, and the traits require in the person is of course, imaginative, emotional, impractical, disorderly.

So, if you find a match between these two the personality of the job and personality of the individual then you lead to better person job fit. Each of these professions has you find, like have different personalities and they prefer different types of traits. Now, the question is what is the compatible work environment to be provided for nurturing, these

types of personality, patterns and the jobs; it is not like you provide any sort of environment in each of them is going to flourish. So, the job environment the working environment has to be preferable work environment for these is to, like this fit to be like best fit sort of thing.

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Personality Type	Most Compatible Work Environments	Compatible Work Environments	Least Compatible Work Environments
Realistic	Realistic	•Investigative •Conventional	Social
Investigative	Investigative	•Realistic •Artistic	Enterprising
Artistic	Artistic	•Investigative •Social	Conventional
Social	Social	•Artistic •Enterprising	Realistic
Enterprising	Enterprising	•Social •Conventional	Investigative
Conventional	Conventional	•Enterprising •Realistic	Artistic



So, here we find like in this table shows left hand side, the different personality type and the right hand side, table right hand side column shows the compatible work environment that is, most compatible work environment, compatible work environment and least compatible work environment. For realistic of course, the most compatible work environment will be realistic; after that compatible work environment is one, which is investigative and conventional, but the least one is social.

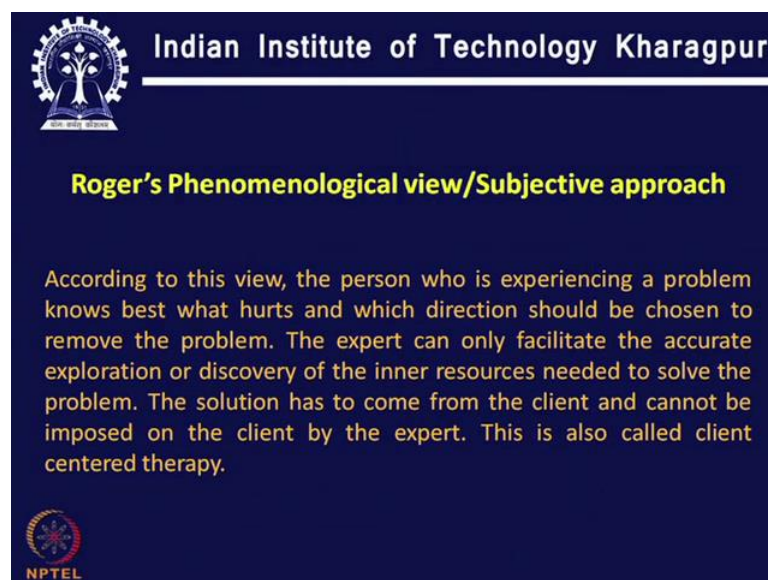
So, in this way like for investigative the most compatible work environment, is that, which provides investigative characteristics. After that of course, realistic and artistic in nature or less compatible work environment is enterprising. Similarly, if you go down the list for artistic, the most compatible work environment is of course, artistic then investigative and social and least is conventional.

For social the most compatible work environment is social, followed by artistic enterprising, and the least compatible is realistic. For enterprising the most compatible work environment is enterprising, followed by social and conventional, and least compatible is investigative. Conventional the most compatible work environment is

conventional, followed by enterprising and realistic, and least is artistic; because if you move back you find like conventional is diametrically to some sense opposite to artistic, like conventional which is organizer prefers precise rule regulated, orderly and unambiguous activities. While we are talking of artistic, it prefers creative, original, unsystematic activities that allow creative expression. And in between if you find like when you talking of enterprising, and enterprising, and realistic, realistic is prefers physical activities that requires skill, strength and coordination, and when you are talking of enterprising prefers competitive environments, leadership, influence, selling and status.

So, these are the persons who wants to do certain conventional unambiguous things could be more like is best adjusted in the conventional environment, but to some extent also can adjust in this sort of environment, if there is a enterprising and realistic environment; the combinational these two will help the conventional organizer to function, but the artistic out of environment where everything is very unsystematic, he cannot function in that environment. So, we have to keep in mind if these compatibleness of the work environment, if we are too nurture certain type of personality patterns and map it to the personality pattern of the job itself.

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The slide features the IIT Kharagpur logo in the top left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text at the top. Below the title, the main heading "Roger's Phenomenological view/Subjective approach" is written in yellow. The body text, also in yellow, explains that the person experiencing a problem knows best what hurts and which direction should be chosen to remove the problem. It states that the expert can only facilitate the accurate exploration or discovery of the inner resources needed to solve the problem, and that the solution must come from the client and cannot be imposed on the client by the expert. This approach is also referred to as client centered therapy. The NPTEL logo is located in the bottom left corner.

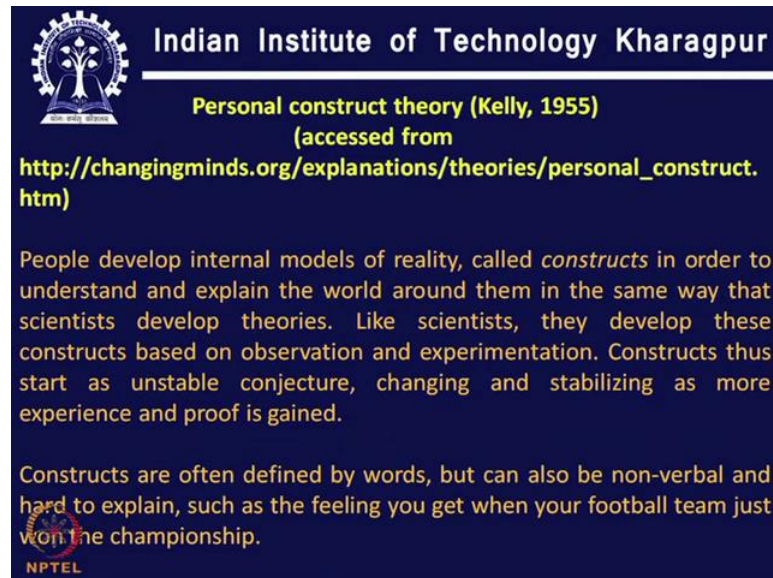
Generally, now we are approaching to the next segment of personality theories, like when we are talking of Roger's Phenomenological view or Subjective approach.

According to this view of Roger's, the person who is experiencing a problem knows best what hurts him and what direction to be chosen to remove the problem. The expert can only facilitate the accurate exploration or discovery of the inner resources needed to solve the problem. The solution has to come from the client and cannot be imposed on the client by the expert. This is called client centered therapy.

What happens here, each person each person is give and his or her view points is given total recognition and a respect in the organization. What phenomenological means, persons view own view about his own world; which is he only knows about it, she only knows about it, and the counselor from the outside, or the supervisor of the subordinate from outside, cannot interpret in the same way as that person is doing; because due to individual differences their view points of about the world will vary. What is happened over here as contrast to the psychoanalytic school, where it and the counseling guided by that school, where it is taught like the counselor is the, he guide and tell what the council he has to do and how to proceed.

Here what is the council, here the counselor, is a just the facilitator of activities and the counselee or the employee has to come out with the options, that he can use to solve the problems he is facing in his life; because it is assumed, it is believed, that the client is a very powerful, has a potential to solve the problem. What is required may be just is support, and the counselor provides that support to the client by to help and helps in finding the path that he can chose, that he will chose to solve the problems he is facing in his life. So, the directions to be chosen to solve the problem have to be chosen by the client and not by the counselor that is why this is called a client centered therapy.

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Personal construct theory (Kelly, 1955)
(accessed from
http://changingminds.org/explanations/theories/personal_construct.htm)

People develop internal models of reality, called *constructs* in order to understand and explain the world around them in the same way that scientists develop theories. Like scientists, they develop these constructs based on observation and experimentation. Constructs thus start as unstable conjecture, changing and stabilizing as more experience and proof is gained.

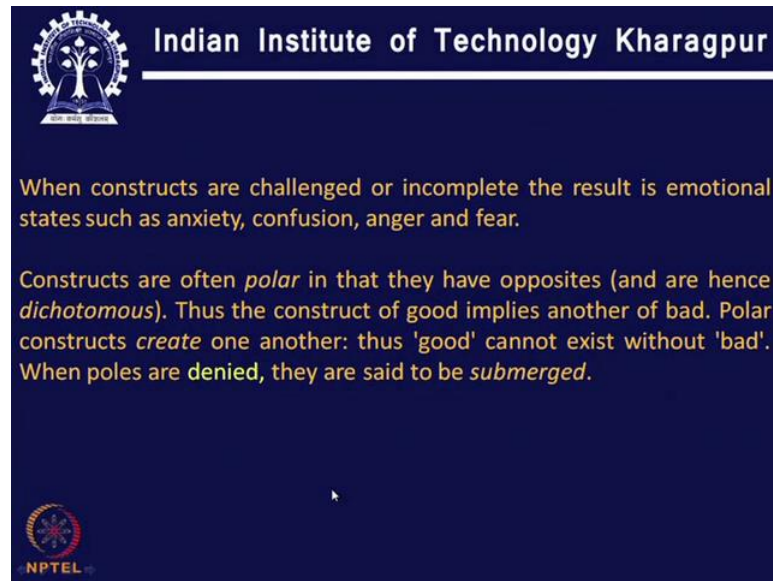
Constructs are often defined by words, but can also be non-verbal and hard to explain, such as the feeling you get when your football team just won the championship.

NPTEL

Next group next theory, which is very important like when while we are moving towards the clients at the therapy we are giving importance to people view points about the own world. Then this theory provide which is called personal construct theory, developed by Kelly is very important. According to Kelly, people develop internal models of reality which is called constructs in order to understand and explain the world around them in the same way as scientists develops theories. So, they develop this constructs based on their observations, experimentations, and like of changes made after observations changes in the, either in the concepts or in the ways of doing things both ways.

So, those changes and changes brought in which will help in stabilize the belief systems. So, these are constant process of observation and experimentation with that they develop some models of reality. Constructs thus start as unstable conjecture, changing and stabilizing as more experience and proof is gained. So, people trying to get proof of what they believing experience similar facts so that they can validate their thoughts and in that process the construct will become small solidify. So, constructs can be defined by words, but can also be non verbal and hard to explain, such as like it is very joyful feeling just imagine your football team just wins the championship, so those could be the facts also.

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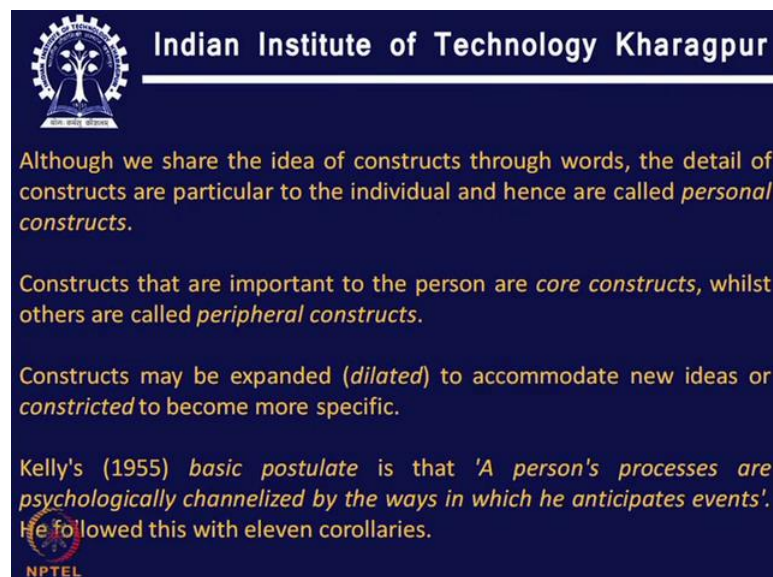
When constructs are challenged or incomplete the result is emotional states such as anxiety, confusion, anger and fear.

Constructs are often *polar* in that they have opposites (and are hence *dichotomous*). Thus the construct of good implies another of bad. Polar constructs *create* one another: thus 'good' cannot exist without 'bad'. When poles are denied, they are said to be *submerged*.

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Now when a person believes system constructs is challenged or it is incomplete in nature the, it results in emotional states, like anxiety confusion, anger and fear. Constructs are often polar in nature, that is, they have opposites and when the poles denied, they are said to be somewhat like, they when the pole are denied they become like some sort of like submerged is it gets under cover it, so for time being is not a great expression of it.

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Although we share the idea of constructs through words, the detail of constructs are particular to the individual and hence are called *personal constructs*.

Constructs that are important to the person are *core constructs*, whilst others are called *peripheral constructs*.

Constructs may be expanded (*dilated*) to accommodate new ideas or *constricted* to become more specific.

Kelly's (1955) *basic postulate* is that 'A *person's processes are psychologically channelized by the ways in which he anticipates events*'. He followed this with eleven corollaries.

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Now, we will get and this is about details of the constructs. So, although we shared the idea of constructs through words, the details of constructs are particular to the individual

and are called personal constructs. So, these constructs are the detail of the exactly; how the construct has been formed, what are the elements of it, these are very particular to an individual and these are called personal constructs. So, the degree of different elements, present elements may be same in personal constructs with two different people, but its weight age may vary. So, as result there is great difference in the personal constructs.

Constructs which are very close to the heart of that person is called cold constructs, and other constructs called peripheral constructs which are not that much important are called peripheral constructs. Constructs may be expanded, dilated to accommodate new ideas when people grow with new learning's, and with trial and error of checking of whether the earlier construct is working or not, the constructs may be either expanded or dilated to accommodate new ideas, or it may be constricted to become more specific in nature.

Kelly's basic postulate is that a person's processes are psychologically channelize with the ways in which he anticipate events; which means, the ways in which he expects events to happen he anticipate things the whole behavior of that person, the persons processes are psychologically channelized in the way that he will anticipate events to happen. He followed this with eleven corollaries.

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The construction corollary: We conservatively construct anticipation based on past experiences.

The experience corollary: When things do not happen as expected, we change our constructs (thus *reconstructing*). This changes our future expectations.

The dichotomy corollary: We store experience as constructs, and then look at the world through them.

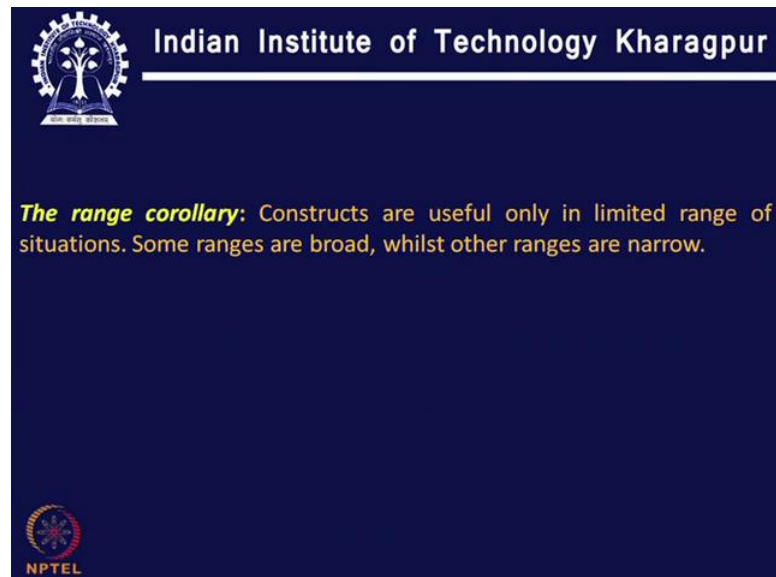
The organizational corollary: Constructs are connected to one another in hierarchies and network of relationships. These relationships may be *loose* or *tight*.

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The construction corollary, we conservatively construct anticipation based on past experiences. The past experiences very important in developing the construct of the individual. The experience corollary, when things do not happen as expected we change

our constructs, this changes our future expectations. So, with experience people may change the construct also. The dichotomy corollary, we store experiences constructs and then do at the world through them. Organizational corollary constructs are connected to one another in hierarchies and network of relationship.

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The range corollary: Constructs are useful only in limited range of situations. Some ranges are broad, whilst other ranges are narrow.

The range corollary, constructs a useful only in limited range of situations. Some ranges are broad while others are narrow.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is centered on a dark blue background.

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The modulation corollary: Some construct ranges can be 'modulated' to accommodate new ideas (e.g. 'big'). Others are 'impermeable'.

The choice corollary: We can choose to gain new experiences to expand our constructs or stay in the safe but limiting zone of current constructs.

The individuality corollary: As everyone's experience is different, their constructs are different.

Modulation corollary, some construct ranges can be modulated to accommodate new ideas others are impermeable. The choice corollary, we can chose to gain new experience to expand our constructs or stay in safe, but limiting zone of current constructs. The individuality corollary, as everyone's experience is different, their constructs are different.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right corner. The main content consists of three paragraphs, each starting with a bolded title in yellow and followed by a description in white text. The NPTEL logo is located in the bottom left corner.

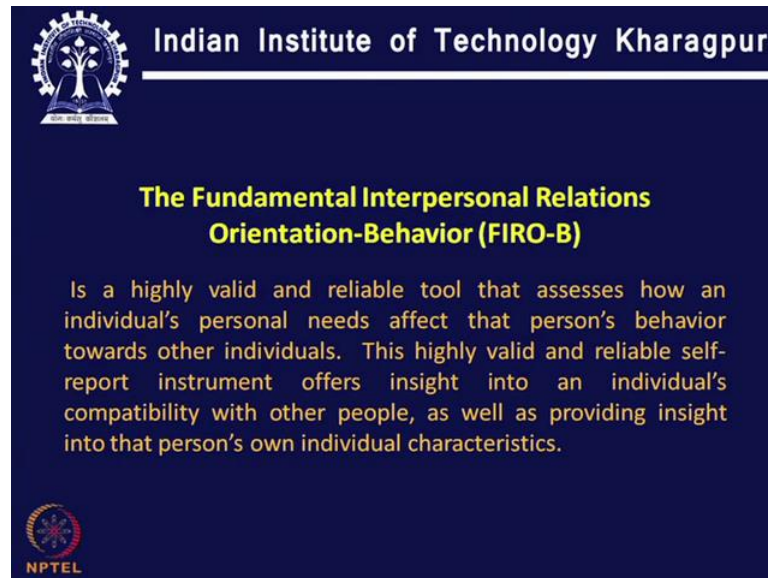
The commonality corollary: Many of our experiences are similar and/or shared, leading to similarity of constructs with others. Discussing constructs also helps to build shared constructs.

The fragmentation corollary: Many of our constructs conflict with one another. These may be dictated by different contexts and roles.

The sociality corollary: We interact with others through understanding of their constructs.

The commonality corollary, many of our experiences are similar and/or shared, leading to similarity of constructs with others. So, discussing of these constructs helps to share help to develop shared constructs. Fragmentation corollary, most of the constructs conflict with one another. These may be dictated by different context and roles. The sociality corollary, we interact with others to understanding of their constructs.

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The slide features a dark blue background. At the top left is the IIT Kharagpur logo, and at the top right is the text "Indian Institute of Technology Kharagpur". The title "The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)" is centered in yellow. Below the title, a paragraph in yellow text describes the instrument. At the bottom left is the NPTEL logo.

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The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B)

Is a highly valid and reliable tool that assesses how an individual's personal needs affect that person's behavior towards other individuals. This highly valid and reliable self-report instrument offers insight into an individual's compatibility with other people, as well as providing insight into that person's own individual characteristics.

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So, you can see like the constructs have different characteristics starting from whether they can, whether they are individualistic in nature, whether they can be shared, whether they can be expanded, whether they can be change, in based on experiences, and this becomes the mood of a person, the unit of a person's behavior, like why he is the particular person is behaving in such a way in certain ways, and like when he is talking or interacting with other person based on what he will interact, what is the commonness factor, commonness of constructs that will help two people to share the thoughts processes to each other. Through so are constructs always constant orders of scope for developmental scope for change also. All these factors are explained to the corollary as discussed. Next we move on to while talking of interpersonal situations.

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The slide features the IIT Kharagpur logo in the top left corner. The text is centered and uses a mix of white and yellow colors on a dark blue background. It defines FIRO-B as a measure of interpersonal needs, listing 'Expressed Behavior (E)', 'Wanted Behavior (W)', 'Inclusion (I)', 'Control (C)', and 'Affection (A)' with their respective descriptions. An NPTEL logo is visible in the bottom left corner of the slide.

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The FIRO-B measures a person's needs for:

Expressed Behavior (E) – what a person prefers to do, and how much that person wants to initiate action

Wanted Behavior (W) – how much a person wants others to initiate action, and how much that person wants to be the recipient

The instrument also measures a person's needs for:

Inclusion (I) – recognition, belonging, and participation

Control (C) – influence, leading, and responsibility

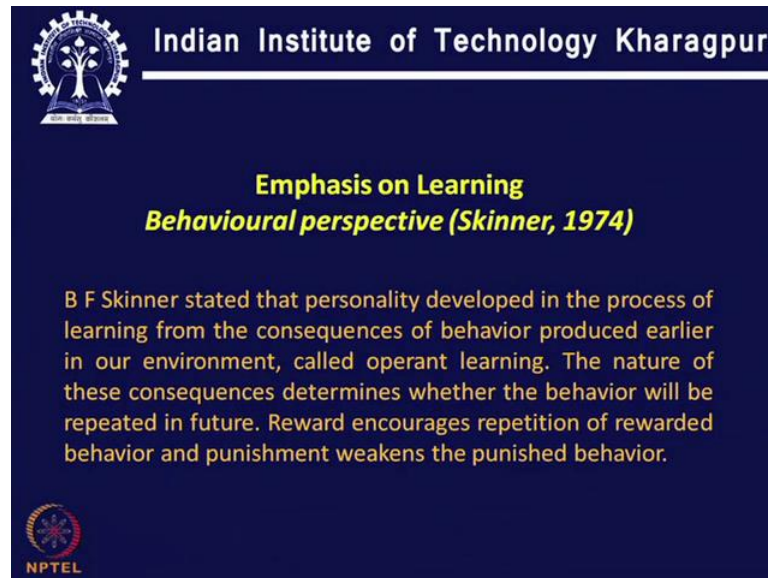
Affection (A) – closeness, warmth, and sensitivity

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In constructs we discussed some of the interpersonal situations, next in what all scale which is available, which is reliable tool available, this called fundamental interpersonal relations orientation-behavior which is called FIRO-B, and it tells about measures person's need for expressed behavior, that is, what person prefers to do and how much that person's wants to initiate action, and wanted behavior how much a person wants others to initiate action, and how much a person wants to be the recipient.

So, it measures person's needs for inclusion, that is, recognition, belonging and participation and control, that is, influence leading and responsibility and affection, closeness, warmth and sensitivity. So, if you see inclusion, control and affection has can be classified as like, whether it is an expressed behavior or a wanted behavior and FIRO-B scale helps to measure a particular persons need for each of these things of inclusion, control and affection, or in other words expressed behavior or wanted behavior.

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Emphasis on Learning
Behavioural perspective (Skinner, 1974)


B F Skinner stated that personality developed in the process of learning from the consequences of behavior produced earlier in our environment, called operant learning. The nature of these consequences determines whether the behavior will be repeated in future. Reward encourages repetition of rewarded behavior and punishment weakens the punished behavior.

NPTEL

Next we move on to the definitions of personality, we shall more concerned with like how personality develops as a process of learning from our environment. This group of discovered theory is very important; because it then leaves a scope for personality, if personality is only treat best and based on internal factors hereditary and hormones, they may be there is a little scope for changing in, but if personality is also based on learning, field taking from the environment, queues from the environment, and feedback given by the environment then we metal like personality also a changeable factor, and try to change personality patterns.

So, while we are talking of emphasis on learning the behavioral perspective. B F Skinner stated that personality developed in the process of learning from the consequences of behavior produced earlier in our environment called operant condition. The nature of these consequences determines the weather will be behavior will be repeated in future or not. Reward encourage is repetition rewarded behavior and punishment weakens the punished behavior.

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Cognitive perspective

Core Self Evaluations

The concept of core self evaluation is a broad personality construct.


According to Judge et al (1997) core self evaluation are fundamental premises ,basic conclusions or bottom line evaluations that individuals hold about themselves and their worthiness , capability and their functioning in the world.

It consists of Self esteem, Individual's sense of liking or disliking for themselves, Self monitoring and the individual's ability to adjust his or her behaviour to external situational factors



This cog leading to cognitive perspectives or personality is; which tells like a self evaluation, is a broad personality construct. According to Judge core self evaluations are fundamental premises, basic conclusions or bottom line evaluations, that individuals hold about themselves and their worthiness, capacity and functioning in the world. It consist of self esteem that is, individuals sense of liking or disliking for themselves, self monitoring, and the individual's ability to adjust his or her behavior to external situational factors. So, these are personality constructs, personal constructs and the person has about themselves. So, this is called self evaluation core self evaluation.

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Self Efficacy

Self efficacy is the personal beliefs regarding competencies and abilities. Its magnitude depends on the level of task difficulty individual can attain and strength depends on individual's belief regarding magnitude is strong or weak. If the capability is generalized across situation it has influence on organization in selection decisions, training programs, goal setting and performance

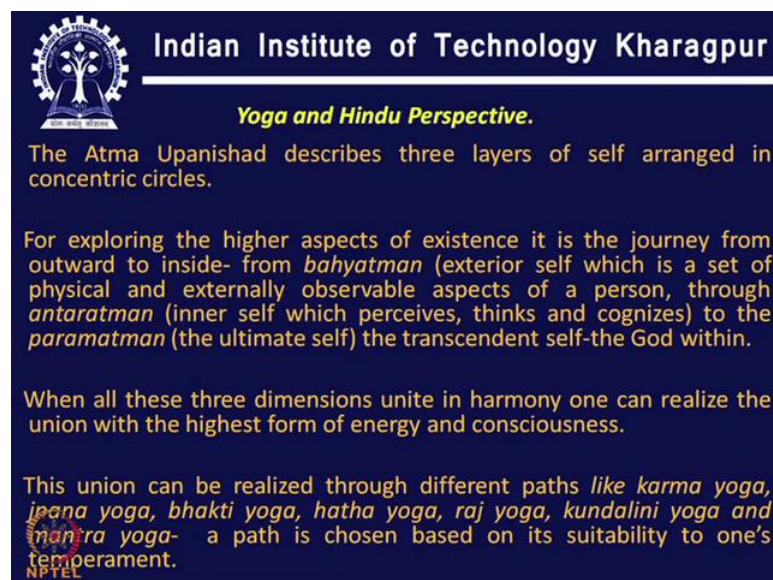
Locus of Control

Perception of locus of control is a personality variable reflecting the degree to which individuals believe that they rather than the environment, luck or fate control events in their lives. Individuals who believe that they are in control are known as internals and individuals who believe that external forces are in control are called externals.



One of that factors is of course; self efficacy, it is that persons belief regarding the competency is an abilities, and it also depends on the magnitude of task difficulty, the individual can attend and strength depends on the individuals belief, that whether that magnitude is strong or weak. So, if the capability is generalize across situation it has influence on organization in selection decisions. Locus of control determining whether the person is externally controlled, whether the person's performance is due to fate or it is a person who is controlling the events of their lives, these are called locus of control, and people can be classified as internals and externals based on their belief whether; they are controlling their fate, controlling the events in life or the fatal luck is controlling it.

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The slide features the IIT Kharagpur logo on the left, which includes a gear and a tree. The title "Indian Institute of Technology Kharagpur" is at the top right. Below the title is the subtitle "Yoga and Hindu Perspective." The main text describes the Atma Upanishad's three layers of self and lists various yoga paths.

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Yoga and Hindu Perspective.

The Atma Upanishad describes three layers of self arranged in concentric circles.

For exploring the higher aspects of existence it is the journey from outward to inside- from *bahyatman* (exterior self which is a set of physical and externally observable aspects of a person, through *antaratman* (inner self which perceives, thinks and cognizes) to the *paramatman* (the ultimate self) the transcendent self-the God within.

When all these three dimensions unite in harmony one can realize the union with the highest form of energy and consciousness.

This union can be realized through different paths like *karma yoga, jnana yoga, bhakti yoga, hatha yoga, raj yoga, kundalini yoga and mantra yoga*- a path is chosen based on its suitability to one's temperament.

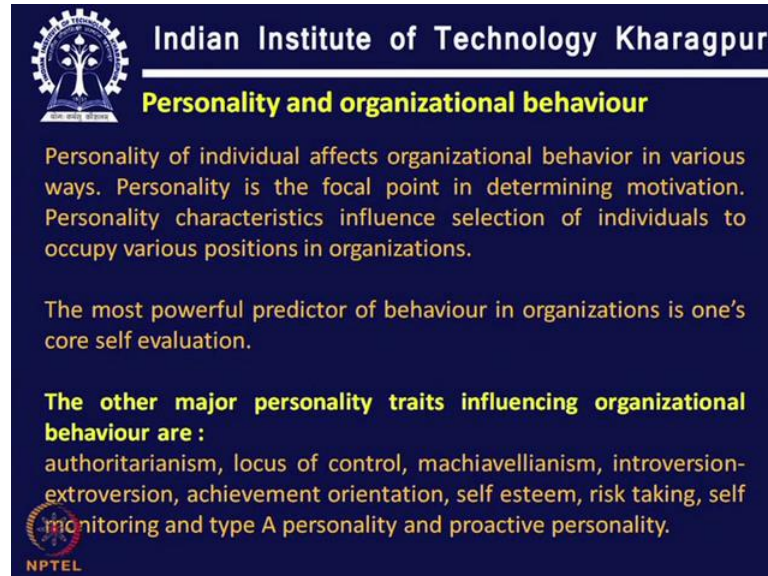
NPTEL

According to the Hindu prospective, again there are three aspect higher aspects; three layers of self arranged in circles, you start from exterior self which is, like self external observable aspects of person through physical features. Then we travel down to antaratman, the inner self which is, which perceives thinks and cognizes, and further inside is the ultimate self which is the connection with the supreme power, and is a transcendent of the god within the self.

So, when all these the outer layer of middle of the inner layer are quite in harmony with each other, one can realize the higher form of energy, and these could be reach through different parts of yoga, like karma yoga, jyana yoga, bhakti yoga, hatya yoga, raj yoga, kundalini yoga, and mantra yoga, and a path is chosen is based on ones temperament to

do an like what he will after do all will reach to the same thing but path differs based on the temperament of the person.

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Personality and organizational behaviour

Personality of individual affects organizational behavior in various ways. Personality is the focal point in determining motivation. Personality characteristics influence selection of individuals to occupy various positions in organizations.

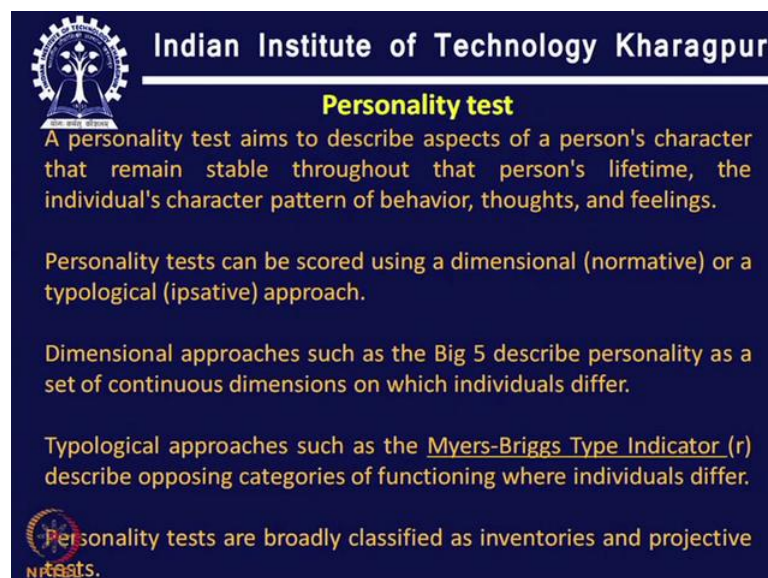
The most powerful predictor of behaviour in organizations is one's core self evaluation.

The other major personality traits influencing organizational behaviour are :
authoritarianism, locus of control, machiavellianism, introversion-extroversion, achievement orientation, self esteem, risk taking, self monitoring and type A personality and proactive personality.

NPTEL

So, personality helps organizational behavior in determining motivation, selection aspects, counseling aspects, and very like putting people to various positions in the organization.

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Personality test

A personality test aims to describe aspects of a person's character that remain stable throughout that person's lifetime, the individual's character pattern of behavior, thoughts, and feelings.

Personality tests can be scored using a dimensional (normative) or a typological (ipsative) approach.

Dimensional approaches such as the Big 5 describe personality as a set of continuous dimensions on which individuals differ.

Typological approaches such as the Myers-Briggs Type Indicator (r) describe opposing categories of functioning where individuals differ.

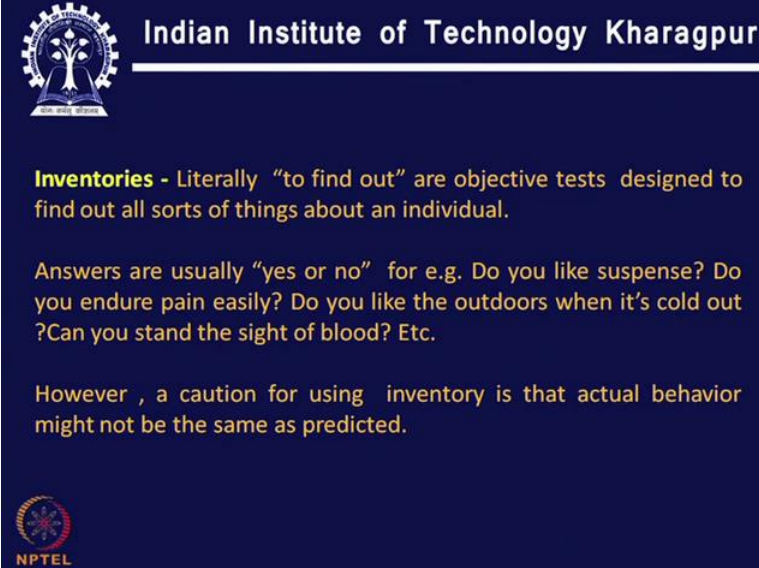
Personality tests are broadly classified as inventories and projective tests.

NPTEL

The group of personality tests measurement of personality if you tell; the group of personality test available are of course, some we have already discussed, like big five

personality which is dimensional approach to personality, and it is a set of continuous dimensions on which individual differ, and Myers-Briggs type indicator which is a typological approach in which there are two opposing characteristics of function where individuals differ. Personality tests are classified as inventories and projective tests.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is centered and includes a definition of inventories, examples of questions, and a caution about their predictive accuracy. The NPTEL logo is in the bottom left corner.


Inventories - Literally "to find out" are objective tests designed to find out all sorts of things about an individual.

Answers are usually "yes or no" for e.g. Do you like suspense? Do you endure pain easily? Do you like the outdoors when it's cold out? Can you stand the sight of blood? Etc.

However, a caution for using inventory is that actual behavior might not be the same as predicted.

Inventories are objective tests, designed to find out like also, things about individuals, but sometimes you just cannot predict why person is behaving in certain ways; because in people can give misleading answers in inventories, based on; like how they want to appear to others. So, they manipulate with these yes, no answers to appear in certain way, while actually they are not that person. So, it individual inventories cannot predict the behavior.

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Projective test is a personality test designed to let a person respond to ambiguous stimuli, presumably revealing hidden emotions and internal conflicts.


This is different from an "objective test" in which responses are analyzed according to a universal standard (for example, a multiple choice exam).

The general theoretical position behind projective tests is that whenever a specific question is asked, the response will be consciously-formulated and socially determined. These responses do not reflect the respondent's unconscious or implicit attitudes or motivations.



Projective test is a personality test to like test unconscious, some of the person responding to ambiguous stimuli. So, it is different from an objective tests, so is that wherever as in projective test, whenever specific question is asked, so this would happened, they in projective test what they will try to do, they will give you a very ambiguous stimuli, and they will try to get an implicit attitudes and motivations try to touch the unconscious of the person.


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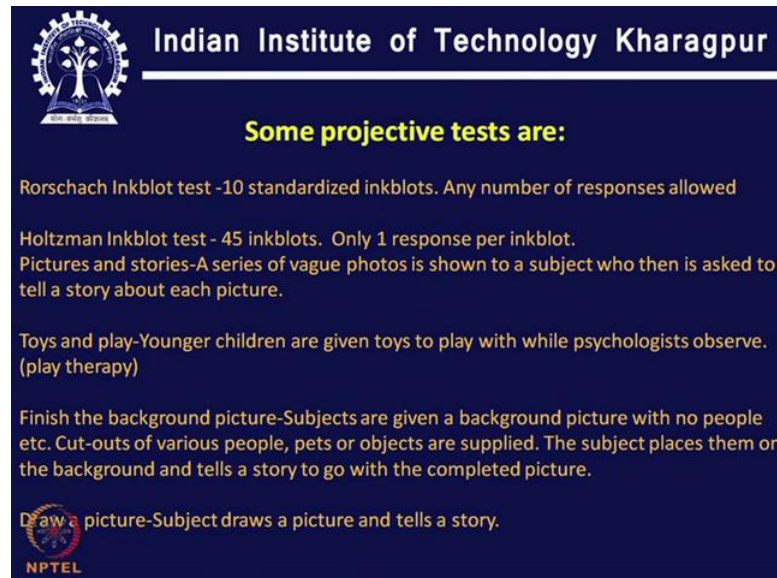
The respondent's deep-seated motivations may not be consciously recognized by the respondent or the respondent may not be able to verbally express them in the form demanded by the questioner.

Advocates of projective tests stress that the ambiguity of the stimuli presented within the tests allow subjects to express thoughts that originate on a deeper level than tapped by explicit questions.



They want to understand the deep-seated motivations of the person.

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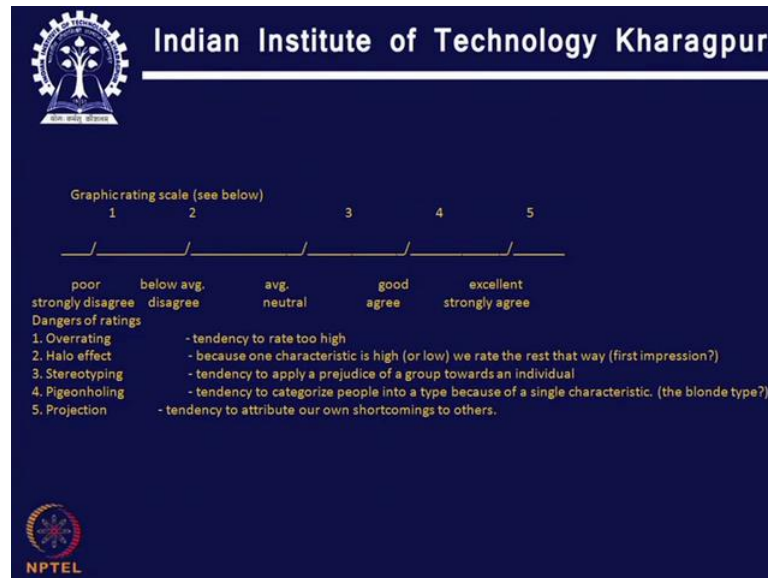
Some projective tests are:

- Rorschach Inkblot test - 10 standardized inkblots. Any number of responses allowed
- Holtzman Inkblot test - 45 inkblots. Only 1 response per inkblot.
- Pictures and stories-A series of vague photos is shown to a subject who then is asked to tell a story about each picture.
- Toys and play-Younger children are given toys to play with while psychologists observe. (play therapy)
- Finish the background picture-Subjects are given a background picture with no people etc. Cut-outs of various people, pets or objects are supplied. The subject places them on the background and tells a story to go with the completed picture.
- Draw a picture-Subject draws a picture and tells a story.

NPTEL

Some of the projective tests are Rorschach Inkblot test, Holtzman Inkblot tests, these are eight blots are given. We have to interpret that inkblots, pictures, stories, then toys and play given to younger children. Finish the background picture and draw a picture at one point of question, with these projective technique is that these has to be used by experts, who are trained to use this projective techniques and without training we should not try. We should not try to use this projective techniques, because interpretations about unconscious may if, like if not done by a trained person then may not be the right interpretations, of only persons having training to interpret these projective techniques. It is better that they administer these tests and interpret them because benefit of both the person and the organization.

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Graphic rating scale (see below)

1 2 3 4 5

poor below avg. avg. good excellent
strongly disagree disagree neutral agree strongly agree

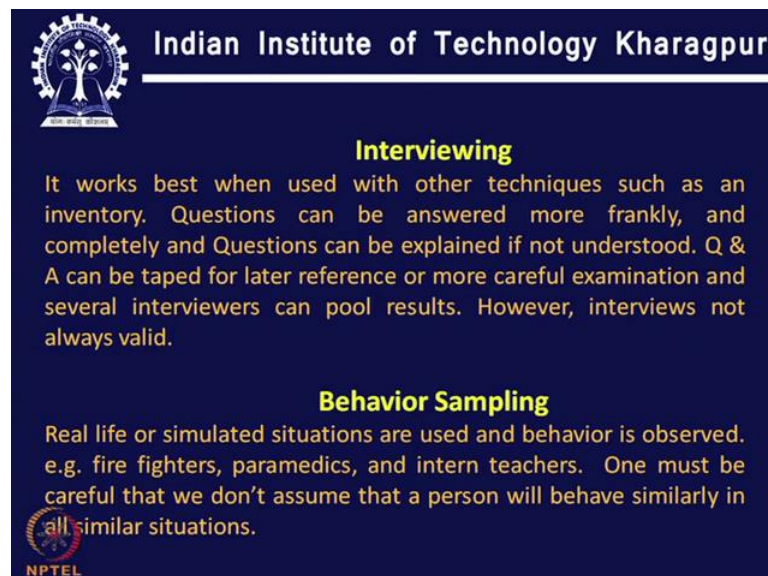
Dangers of ratings

1. Overrating - tendency to rate too high
2. Halo effect - because one characteristic is high (or low) we rate the rest that way (first impression?)
3. Stereotyping - tendency to apply a prejudice of a group towards an individual
4. Pigeonholing - tendency to categorize people into a type because of a single characteristic. (the blonde type?)
5. Projection - tendency to attribute our own shortcomings to others.

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Some of these like you can see the graphic rating scale over here, which is one of the scale like, what you see the personality inventories, but the danger is like there could be some danger like overrating halo effect stereotyping or pigeonholing projection. These could happen like while you are trying to use a rating scale, you are trying to generalize people based on these, like either you are rate too high, or you try to form prejudice, and put people in a single category and all these things.

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Interviewing

It works best when used with other techniques such as an inventory. Questions can be answered more frankly, and completely and Questions can be explained if not understood. Q & A can be taped for later reference or more careful examination and several interviewers can pool results. However, interviews not always valid.

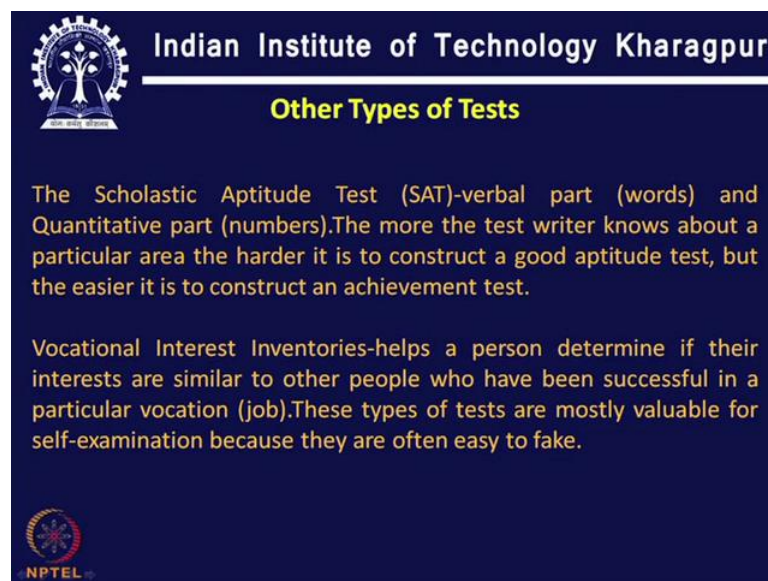
Behavior Sampling

Real life or simulated situations are used and behavior is observed. e.g. fire fighters, paramedics, and intern teachers. One must be careful that we don't assume that a person will behave similarly in all similar situations.

NPTEL

Interviewing works best while you are along with the inventory, you are questioning some people to know more details about it. Behavior sampling also like you can, use like in real life or in simulated situations where you can observe behaviors, but it is not true that people will behave similarly in all similar situations. Other types of tests are like achievement test, measures the amount of information knowledge that has been launch in a particular area and an aptitude test like if they likely to be successful in a particular area. So, these are some of the tests and these can be used as a test battery to know about the holistic personality.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Other Types of Tests' is centered at the top in yellow. The main text is in white and discusses the Scholastic Aptitude Test (SAT) and Vocational Interest Inventories. The NPTEL logo is in the bottom left corner.

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Other Types of Tests


The Scholastic Aptitude Test (SAT)-verbal part (words) and Quantitative part (numbers).The more the test writer knows about a particular area the harder it is to construct a good aptitude test, but the easier it is to construct an achievement test.

Vocational Interest Inventories-helps a person determine if their interests are similar to other people who have been successful in a particular vocation (job).These types of tests are mostly valuable for self-examination because they are often easy to fake.

NPTEL

The scholastic aptitude test, vocational interest inventories are helps the person to determine their interests similar to other person who have been successful in a particular vocation or job. So, all these tests to be there can be used as it is better to use a test battery to measure the personality pattern of the individual rather than using a single test to come about the conclusion about the personality pattern of certain individuals.


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Questions

1. Define personality? What are the major forces influencing personality?
2. What is MBTI? What are the dimensions in MBTI?
3. What is self efficacy and locus of control? Discuss how they are related to individual personality.
4. Differentiate between Type A, Type B, Type C, Type D and Type E Personality? What is the relevance of these personality types in the organizational context?



Coming to questions; define personality, what are the major forces influencing personality, what is Mayer Briggs type inventory, what are the dimensions in MBTI, what is self efficacy and locus of control, discuss how they are related to individual personality. Differentiate between types A, type B, type C, type D and type E personality, what is the relevance of these personality types in the organizational context.

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Questions

5. What are the Big Five personality dimensions? How it related to individual behavior? Add a note on how personality can be measured?
6. Discuss the relationship between personality types and career choices.
7. Discuss Kelly's Personal Construct Theory and Repertory Grid Technique. What is the relevance of these in the organizational context?

Short notes on (a) Cattell's 16 PF (b) FIRO-B.



What are the big five personality dimensions; how it is related to individual behavior; add a note on how personality can be measured; discuss the relationship between

personality types and career choices; discuss Kelly's personal construct theory and repertory grid technique; what the relevance of this is in the organizational context; short notes on Cattell's 16 PF and FIRO-B?

So answers to these questions will help you to understand personality in a better way, the classification of personality in a better way, and application of personality theories in organization, and how to measure personality, so that you will get more equip to use this in the organization context.

Thank you.

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