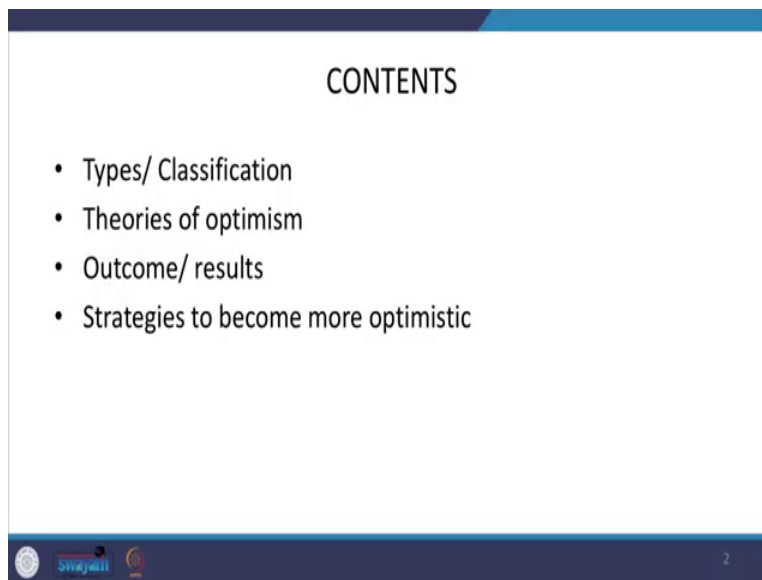


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 25
Optimism - 2

So, in my previous session I have talked about the Optimism and some part of literature of the optimism.

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And now we will talk about the types and the classification of the optimism. Then the theory, different theories of optimism, outcome and results, strategies to become more optimistic. So, whenever we are talking about the type of the optimism, that there will be the personal optimism.

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The slide is titled "TYPES OF OPTIMISM" and contains two bullet points. The first bullet point is "Personal Optimism- personal expectations that the outcomes will be positive, independently of whatever caused the situation." Handwritten notes next to it include "I-CAN", "hope -> Self Efficacy", and "Optimism - Resilience". The second bullet point is "Self-efficacy Optimism - positive expectations that one is competent to solve problems (Bandura's definition of self-efficacy as an individual's perception of his or her own ability to perform specific tasks and solve specific problems)." The word "competent" is circled in red. At the bottom left of the slide are logos for "Sri Jayanti" and "Sri Jayanti". At the bottom right is the number "12".

The personal optimism will be the personal expectations that the outcomes will be positive, independently of whatever caused the situation is there. And as I have talked in earlier also, that is the, we have to lead towards the personal optimism and therefore, we have to belief, we have to faith in ourselves, we have to belief and therefore, result of which you will find, we are able to develop that sense of optimism.

Self-efficacy optimism – Positive expectations that one is competent to solve problems, for example, Bandura's definition of self-efficacy as an individuals' perception of his or own ability to perform specific tasks and solve specific problems. Now, here we have to connect between the personal optimism and the self-efficacy optimism. In the self-efficacy optimism and that is fine, that is the one is competent to solve the problems.

Now, here you see that is the one is, you are just expecting that is the everything will be good, and here when we are talking about the self-efficacy optimism, because we have seen there, that whenever there was the hope, and then there was, in the case of hope, we have talked about that is the hope, and then that hope is related to the self-efficacy and this self-efficacy and hope, then they are connected with the (psycho) in the psychological capital I am talking about, optimism. And then there is a resilience.

So, therefore, in that case you will find that is the, it becomes very important, when we are talking about to be competent and in the competent the role of self-efficacy is very important is there. And that is why always given emphasis that is the concept and belief and faith, I can. If you are having that confidence, that belief, I can. Why I cannot? But that will be negative, rather than we should talk about that is the, how I can, and if I can do that, then yes, I will be able to solve the problems.

And here these Bandura's (cont) lot of contribution is there, academic contribution is there and in Bandura's definition of the self-efficacy, as an individual's perception of his, her ability which I was talking about to perform specific task, I can. And solve specific problems, I can. Again, so therefore, in that case the self-efficacy optimism will be once belief on his own ability to perform and get the results.

So, therefore, it becomes very-very important that is the, we talk about on these aspects that is the whenever we are having the personal optimism or the self-efficacy optimism, then in that case, in both the cases, but in the first case, you will have that is the, it is just an expectation, that is the outcome will be positive. But in the second case, it is the positive expectation is, that I am competent that is why everything will be positive there.

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DIFFERENCE

Self-efficacy optimism differs from personal optimism because it includes:

- Positive future expectations based on the beliefs that a person can execute the behaviors required to achieve the desired outcome.
- Focuses on personal attainment of goal (Bryant and Cvengros, 2004).

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So, in the positive future expectations, now we will see the academically the difference between self-efficacy optimism. How it differs from the personal optimism? Because it includes the positive future expectations based on the belief that a person can execute the behaviors require to achieve the desired outcome and therefore, in that case it is becoming very-very important that there is a belief that a person can execute the behaviors.

And the behavior, required behavior is there, person can execute then definitely there will be the desired outcome. The focuses on the personal attainment of goal and that is the Bryant and Cvendros, 2004, in this paper they have talked about, that is they focuses on personal attainment of goal. So, how much you are positive, how much you are, very much inclined towards the personal attainment of goal. If you are inclined to go for the personal attainment of goal then definitely in that case you will be more and more successful and you will get that particular positive outcome.

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RELATED TERMS

OPTIMISM V/S HOPE

- **Optimism** is the confidence about the future or successful outcome of something. It requires a belief in progress. In other words, **it is the belief that thing are going to be better.**
- **Hope** is the combination of desire and expectation. In other words, **it is the belief that we can make things better.**

The related terms are the optimism versus the hope is there. So, therefore, we have talked about the hope is a combination of desire and expectation. In other words, it is a belief that we can make things better. We have talked in the psychological capital also. And the optimism is a confidence about the future or successful outcome of something. It requires a belief that in progress, in other words it is a belief that things are going to be better.

So, therefore, in the case of the hope, that is a person is making an attempt, an effort is made and then thinking about the things will be better. While, it is a belief that things are going to be the better. So, it is just a belief, things will be better and hope is based on the your efforts, based on your action, and then I have tried, let us hope so. I believe everything will be alright. So, therefore, that is a belief.

Here I have tried, let us hope so. So, therefore, in that case there are the efforts are made there, the prerequisite for the hope is the efforts, action is there, and therefore it is not only the desire and expectation, it is also in addition there is something basis for that, and therefore in that case we will talk about the hope. Now, more or less many times we are confusing between the optimism and the realism.

Because optimism is the reality which may occur in future while the realism is that is the, it will be part of the whatever, it is going to be the person is having the belief and think about it. So, the technically we will see how it is different. So, when we are talking about the realism.

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vs. Realism	Excessive Optimism
It might be hard; I'd better plan.	It will be easy, I won't think about it.
I want to make changes or get out.	Someone will rescue me.
I should ask what he feels about me, what he wants.	I'm sure he just wants what's best for me, I'll trust him.

So, in the case of the realism, it might be hard, I would better plan, so you are realistic. I am going to appear in an examination and then in that examination the paper maybe the tough paper so it might be hard, so I would better plan. So, you are making the realistic approach, what is

going to be expected to happen. So, if examination result is there, so in the examination result, that is the result of the paper might be hard.

I would do better plan to study, so that because of that hard or chances of failure I can minimize and therefore in that case what is required. In case of the realistic, realism the person will be having the better planning. So, therefore, please, we have to be very careful, whether we are only optimistic or we are also having the sense of realism in our optimism.

It will be easy, I would not think about it. So, therefore, be careful, in the examinations specially, that is the we have to be more concern about that is the it might be possible that it will be a tough and then I should better plan for it. I want to make changes or get out. So, therefore, it become very-very important that is the, if I find that is something is going to be wrong.

Then I should I make the changes, or I should be able to get out of that particular problem or trouble because in the realism, if I do not understand that is the, there might be, it will be hard, so then I have to make the changes and I have to get out from that particular issue. Someone will rescue me. So, therefore, in that case it is possible that is the, how one is able to do with that particular situation, so I believe that someone will rescue me.

So, anybody will come and help me. So anybody will come and help me, so then in that case it is the excessive optimism. Please understand that is the in optimism, excessive optimism and realism. So, we have to be the optimistic but the what with the realism but we cannot be, we cannot we have the excessive optimism. Excessive optimism is baseless many times and therefore in that case that is the, this expectation someone will rescue me and then that situation will be good, everything will have happen in a right way, no nothing.

What is required? Preparation is required. So, therefore, when I talked about this self-efficacy optimism and therefore I believed it I am competent, I am competent on the basis of my knowledge, skills, ability, attitude. So, therefore, in that case I should not be with this I should not be ready for the future with this belief that is somebody will come and help me. No, not necessary and therefore that is excessive optimism and we have to minimize the excessive optimism.

I should ask what he feels about me, what he wants and therefore one should be realistic that is the, it is not like this that I am sure he just wants what is best for me, I will trust him, it is a blind, it is surely blind. So, therefore, in that case what is required is I should ask what he feels about me and what he wants. And therefore I will, I should be very clear that is the, if this this is going to be the happen then what is the realism and if this is the realism. Then which type of optimism I can apply, personal optimism or the self-efficacy optimism and what should I avoid, I should avoid the excessive optimism.

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THEORIES OF OPTIMISM

1. Theory of Explanatory style

- The theory Explanatory style refers to a psychological attribute and indicates the way an individual explains the events/ experiences i.e. in a positive or a negative manner (Maier and Seligman, 1976).

- The theory explains the three components namely personal, permanent and pervasive.
 - The **personal component attributes** the event to internal or external sources whereas **permanent component** refers to the causes that are stable or unstable across time. Further, **pervasive component** covers the global or local nature of the causes that leads to a particular event.

16

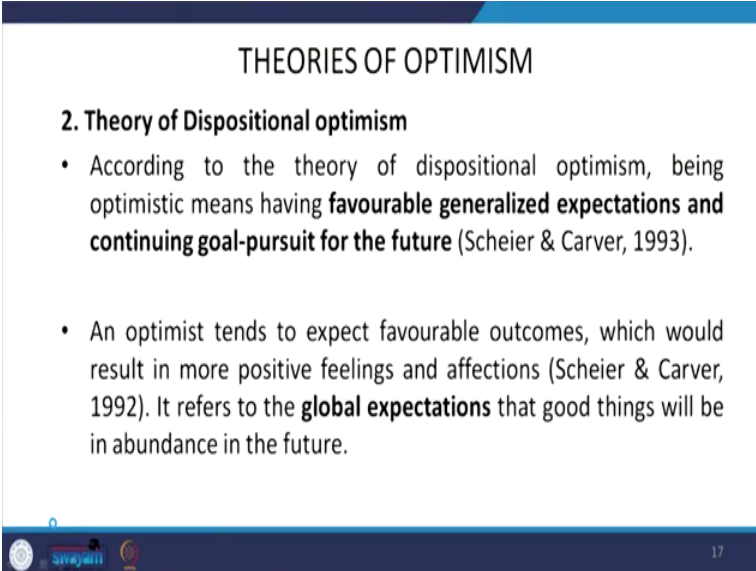
Now, we will like to take a certain theories of optimism. The theory explanatory style that is refers to a psychological attribute and indicates the way an individual explains the events or experiences, that is in a positive or a negative manner. So, therefore, in that case, the theory of explanatory indicates whether the, how the person explains whether he explains in appositive way or a negative manner.

The theory explains the three components namely personal, permanent, and pervasive. So, therefore, first we will take the personal component. The personal component attributes the event to internal or external locus. So, therefore, in that case you will find that is whenever we are talking about later a person is having the internal locus of control or having the external locus of control and therefore in that case the person's, the personal component attributes will be depending.

While when we talk about the permanent component, permanent component refers to the causes that are stable or unstable across the time and therefore it is very, there is very difficult to change because they are very much constant. Further pervasive component covers the global or local nature of the causes that leads to a particular event.

This will be important because whenever we are talking about the pervasive component, then we have to understand whether there is a global or the local nature is there. If there is a global and local nature of the causes is there, then definitely that will lead to a particular event and that event we have to be very-very careful. In the event if we are careful then definitely, we will making the personal component attributes.

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The slide is titled "THEORIES OF OPTIMISM" and contains the following text:

2. Theory of Dispositional optimism

- According to the theory of dispositional optimism, being optimistic means having **favourable generalized expectations and continuing goal-pursuit for the future** (Scheier & Carver, 1993).
- An optimist tends to expect favourable outcomes, which would result in more positive feelings and affections (Scheier & Carver, 1992). It refers to the **global expectations** that good things will be in abundance in the future.

The slide also features a footer with a logo on the left and the number "17" on the right.

Second theory is theory of dispositional optimism. According to the theory of dispositional optimism, being optimistic means having favorable generalized expectations and continuing goal pursuit for the future and therefore it is a continuous process. An optimist tends to expect favorable outcomes, which would result in more positive feelings and affections. It refers to the global expectations that good things will be in abundance in the future.

Now, in the theory of dispositional optimism there is always a favorable generalized expectation is there that is this is to be done and the continuing goal pursuit will be there for the future. An optimistic tends to expect favorable outcomes which would result in more positive feelings and

affections are there and therefore in that case it becomes very-very important that is the one is able to do the positive feelings and the affections. It refers to the global expectations that good things will be in evidence in the future and therefore always we are thinking that everything will be evidence will be there of the good in the life

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OPTIMISTIC BIAS: IS IT GOOD OR BAD? (TALI SHAROT, 2012)

- Exercise 1: Based on abilities and characteristics where one stands relative to other. *Remember to our previous 1-2-3-4-5-6-7.*
- Getting well along with others.
- How well is your Driving Ability?
- How Interesting you think you are?
- How Attractive you think you are?
- How Honest you think you are?
- How Modest you think you are?

18

So, it becomes the optimistic bias. Is it good or bad? Exercise 1: Based on abilities and characteristics where one stands relative to other. First is, this exercise for you also and then I will mention that is how much percentage you fall in this particular exercise. Now, getting well along with others. Here you can rank yourself on a scale of one to seven, on the Likert scale you find out first that is how you are getting well along with others.

What does it means? When, suppose there is a game in the class and or do you take initiative to participating in that particular game or there is a social gathering and somebody invites you to dance, that is okay come and dance and then are you ready for the dance, or you are not ready for the dance, not always but most of the time. So, this the one will be that is never, and seven will be that is the always.

But if it is that you can make into the one, two, three, four, five, and six and therefore, you can talk about that is the seldom and then sometimes few times and then you can do it most of the times sometimes, most of the times and then the, you are going for the, here you can go for the

up to the it is the always and you can talk about that is always I go for this and if there you find, that is the you are going for the most always you can go on whenever, seldom, sometime, for few times, then most of the times, and then always you can go.

And therefore, you can find out that is the how getting well along with others you are going? If you are going getting well along with others and therefore that will, then I will show you your interpretation of the results. How well is your driving ability? It is you can, again you can rate on the scale of the one to seven and then you can find out that it is a from there is a versed, sometimes good, sometimes a few times it is good right and then that is the best.

And therefore, you can rank yourself that is how do you think? How interesting you think you are? So, I in that case definitely you have to take the feedback form your friend, you have to recall because here it is not possible in this scale, so therefore you have to recall that is the whether you are able to get yourself comments from your friends, your relatives, your teachers and your parents, the society, other members of the society also.

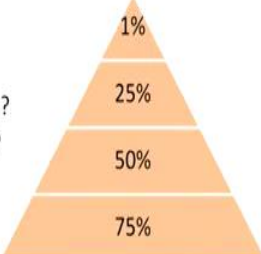
You can take the comments and find out that is the are you interesting personality are you are not an interesting personality, do you people take interest, do they smile when they see you or they make the excuses and then how attractive you think you are. So, with the unknown persons basically it will be more that is the if you find it, the people want to talk to you, suppose you are travelling and during the travel that is a surrounding people are there and then they are interested to talk to you or not. Are you attractive that is they will like to talk and if they talk then that is fine.

How honest you think you are? And then in that case if you find, that is a yes, I am the honest most of the times, so then that skill can be applicable, Likert scale cab be, and how modest you think you are in your behavior and therefore if, even if you want to say the 'no' how do you say no and therefore that becomes a very-very important aspect.

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OPTIMISTIC BIAS: IS IT GOOD OR BAD? (TALI SHAROT, 2012)

- Exercise 1: Based on abilities and characteristics where one stands relative to other.
- Getting well along with others.
- How well is your Driving Ability?
- How Interesting you think you are?
- How Attractive you think you are?
- How Honest you think you are?
- How Modest you think you are?



18

Now, here you see that is the how you are is it good or bad and therefore in that case if your answer is for most of the places if it is towards the higher side and it is yes then definitely you are having the 75.

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OUTCOME/ RESULTS

- Most of us tend to **put ourselves above average** on most of the abilities which is **statistically impossible**.
- Reason being that **we cant all be better than anyone else**. But, if we believe that we are better than the other guy we are most likely to get promotion, remain married as we are social and interesting.
- This phenomenon of optimism bias exist in western and non-western nations, across genders, age etc. But the question is **-Is it good or bad?**

19

So, most of us tend to put ourselves above average on most of the abilities which is statistically impossible. So, therefore, there is a tendency actually. The reason being that we can all the better

than anyone else. So, therefore, we cannot be the always better than everyone else, sometimes we are better, sometimes you are not better, but if you believe that we are better than the other guy we are most likely to get promotion, remain married, as we are social and interesting.

And therefore, in the case in your personal life, so you will have a happy marriage life, you will have the promotions, you will have the social and interesting life because you are very much optimistic and therefore in that case you think that everything will be good, everything will be very fine, nice and it will go and happy life will be there and therefore in that case you likely.

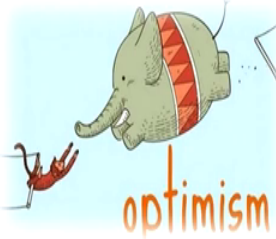
Because you are trying that is I am better than others, so I am better than others so you compete with your same age people and then you say, yeah I am leading better than others. I am different from others and therefore, in that case it will be better personal life will be there and then because of that belief and optimism the person is having, that person will go for the social and interesting.

This phenomenon of optimism bias exists in Western and non-western nations across genders, age, etcetera, but the question is – Is it good or bad? Whether that feeling that is the, I am better, I am above average, I am the as compared to others I am the best. So, therefore, in that case this step of the feeling is good or bad.




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Now, the question is where does optimism come from? Is it something we are born with or is it learned?

- For some lucky individuals, being optimistic comes naturally i.e. its hereditary (Proceedings of the National Academy of Sciences, 2011). It's rooted in the hormone oxytocin and little chunk of genetic material on the oxytocin receptor gene may influence these personality traits.
- The good news is that, for those who don't have it naturally, **Optimism is an attitude** that can be learned and practiced.



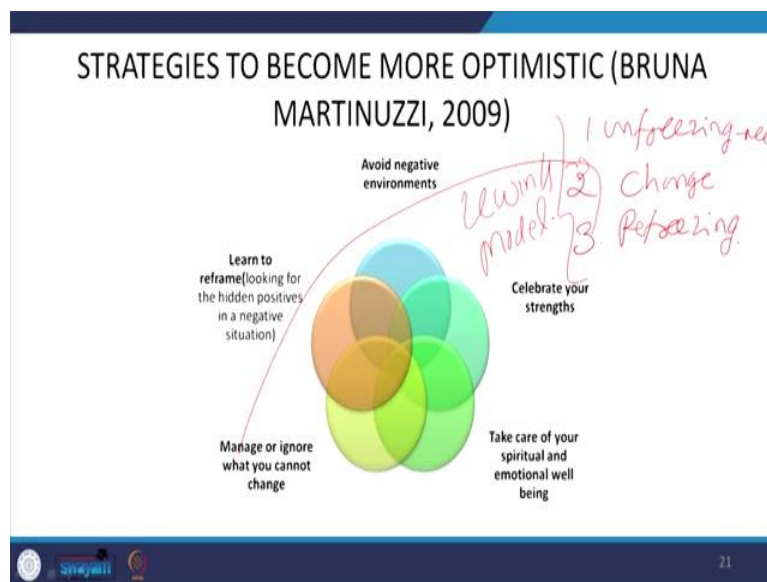
optimism

   20

And therefore, we will talk about now the question is where does optimism come from? Why people they believe I am better than you? And is it something we are born with or is it learned from the environment? For some lucky individuals being optimistic comes naturally that is the hereditary. Proceedings of the National Academy of Science 2011 talks about it is rooted in the hormone oxytocin and that is the hereditary secretion.

And little chunk of the genetic material on the oxytocin receptors gene may influence this personality traits and therefore, in that case the optimism and that is coming along with the personality traits for this chunk of the generic material. The good news is that for those who do not have in naturally optimism is an attitude, an attitude can be learned, practice, and developed dear friends. So, do not worry if in your oxytocin level is low, with the period of time you can learn and practice the oxytocin.

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So, now very interesting slide is here. Strategies to become more optimistic, how to be Bruna and Martiuzzi, 2009, avoid negative environments. You see many times the people they keep on criticizing you, you cannot, why you are shy, why you do not speak, why do not participate, you seem to be sad and do you, are you not feeling well, so these are the people those who talk about these negative thing, please avoid them.

So, therefore, in that case avoid the negative environment because nobody is perfect. So, naturally there will be certain weaknesses, but the person is always trying to find out the weaknesses in you, then what is the sense to be living with that particular person, it is better to say the goodbye. So, therefore, in that case it is the, avoid the negative environments whenever it is there.

Celebrate your strengths, as I said nobody is perfect but the everyone is having certain strengths and that strengths are very strong, nobody even like doing the painting, and the art, one will be such a strong person, others cannot even stand by near to him. So, therefore, it is becoming very important, that is whatever strengths you have enjoy that, have a celebrations and smile.

So, therefore, in that case the celebrate your stress. Take care of your spiritual emotional well-being, spiritually well-being is that is a devotion, commitment. I will be talking about the spirituality also and therefore I keep on conducting the sessions on the spirituality and happiness and therefore you will find that is a spiritual well-being, servant leadership in which I discuss is also a power to serve others.

It is a spirituality dear friends and therefore in that case it is always try to be spiritually well-being and commitment to others, commitment to the organization, commitment to the society, commitment to the family, commitment to yourself, and therefore have a spiritual well-being and simultaneously emotional well-being. You may know yourself, know your strengths, control yourself, regulate yourself, have the high motivation, give the maximum time wherever possible to serve others.

So, therefore, in that case you will be emotional well-being because you are a part of the society, you are linked to the society, you are serving to the society, so it is not alone you, you are with the society, society is from you and therefore in that case dear friends you will find that is the yes, please no negative thoughts, please do not criticize people, people do not help, people do not consider your strengths, people are never they will come and help you, it is not like this, people help.

If you have served the society, society will serve you dear friends and therefore in that case you will find that is you take care of your spiritual and emotional well-being. Manage or ignore what

you cannot change. Now, you see in the change management, in the change management if you see these steps in the change management.

In the chain management step is first is the unfreezing, then change, and then refreezing. Now, here unfreezing means that is the, there is a need for change, for the self or for the others. So, please try to understand that there is a need for self, and then second is that is the change, change is there and in that case, in that case change you have to understand that is the, whatever change you want to bring.

Change may be in man, machine, material, money, methods, minutes, so they did changeable, but do not stop there. Management, change management refreezing is also very-very important. When you are managing the change, the this refreezing this steps, this is Lewin's model basically. So, therefore, in that case there is a refreezing also and in case of the refreezing you are managing your change.

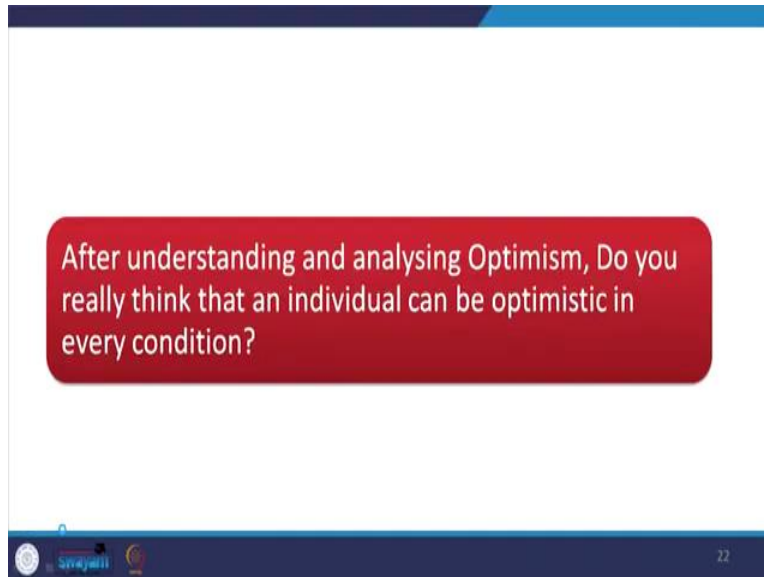
So, therefore, if you want to change and you can make the change then go for these steps in for the change management. But in the case when you are not able to manage the change, ignore what you cannot change. Do not be sad about it, do not be upset, do not be nervous by understanding, I have this weakness and I cannot change. No, share yeah, because I know this thing I cannot change, you cannot change another thing.

So, therefore, in that case we will not be able to change ourselves, so yes, that is our limit we are human beings, so we are having certain limitations and in limitations certain things I can change, certain things I cannot change because of my individual personality, so please try to cope up, cope up with me with that particular change and therefore in that case you will find that is always whenever we are talking about this particular change management we have to be very clear that is the we are able to manage the change.

Then we talk about the learn to reframe, looking for the hidden positives in a negative situations. So, therefore, it is always, there is a blessing in disguise, please try to understand you will having certain positivity there, and therefore it is possible that you will go with this particular emotions that yes I can, I can do these things and for the if something is something is going wrong, then I will make the reframe of that particular wrong.

I will go for the particular structure, I will go for that particular picture and I will repaint it and therefore, if I am a good artist I can paint my life myself and therefore in that case that will be becoming the more optimistic.

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So, they have, my the final slide it is a question to you, after understanding and analyzing optimism, do you really think that an individual can be optimistic in every condition dear friend? And I am sure that your answer will be that is yes we will be able and to be optimistic in every condition, so because optimism with the help of this particular slide, you will find that is this is the model, this is the mechanism which I want to suggest to you that is the please have a positive environment.

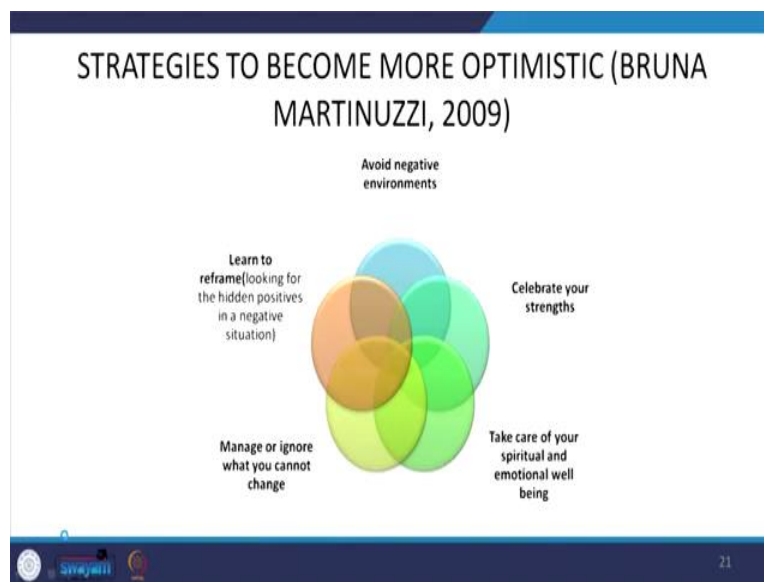
Please increase your psychological capital that is your hope, your efficacy, your optimism and your resilience, that model which I had talked, that psychological capital, so increase your psychological capital, avoid the negative comments giving people, avoid those who talk about your weaknesses, avoid them and the always enjoy, celebrate your (())(31:47), be happy, keep smiling and then have a hope and always take care of that is the you saw the society, you take care of the society.

You are you are able to manage your emotions in well-being and therefore, you regulate, you know, strengths, you have motive, highly motivated, you have empathy for others and you are

having the socialization process, you see when you are having the socialization process, many problems, on many problems you just laugh. Oh, I did that thing wrong sorry but I could not.

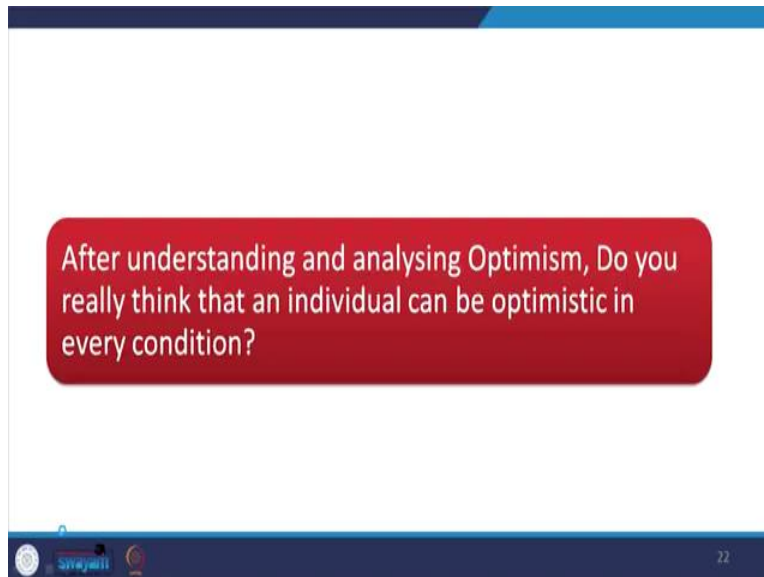
Because the people surrounding to you, they will also laugh with you, you are stupid, how you have done this thing wrong but they will not criticize you, because they are with you, they are your friends, they are your parents, they are your relatives, they are your class fellows, they are your colleagues, so therefore definitely always have the emotional well-being. Manage and ignore what you cannot change to the change management model which I have talked about and always learn to reframe.

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This is dear friend it is a wonderful concept that is the always looking for the hidden positives in a negative situation. “Har Burai Me Kuch na Kuch Bhalai Hai”.

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So, I am sure that after understanding and analyzing the optimism which I have talked to you will really think that an individual can be optimistic in every condition, “Kyu ki kuch bhi bura hai par usme bhalai chipi hui hai”. So, always keep smiling and optimistic thank you.