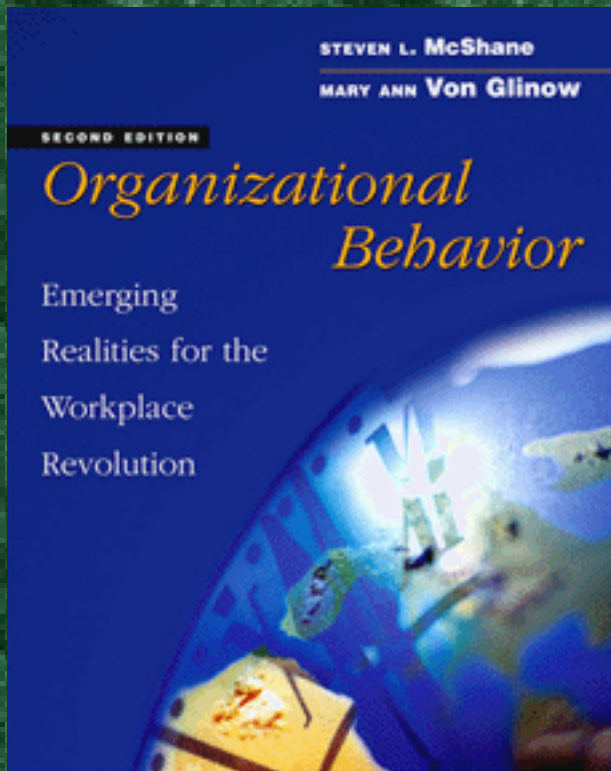
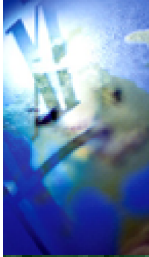


CHAPTER

3



Perception and Personality in Organizations



Dr. Wen Ho Lee

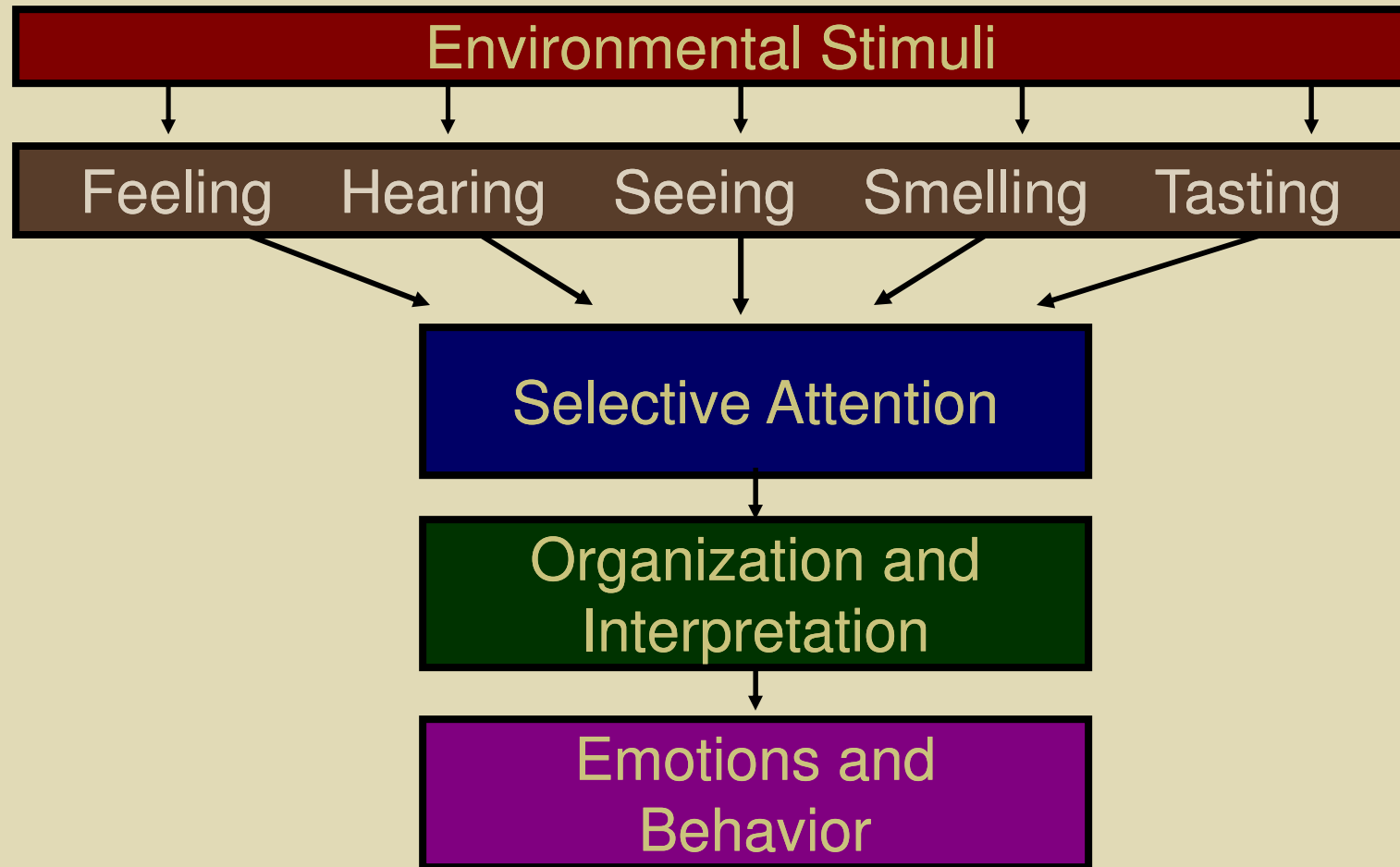
The arrest of nuclear scientist Dr. Wen Ho Lee for allegedly stealing secrets at Los Alamos National Lab opened a long-simmering issue regarding bias against Asian-Americans.

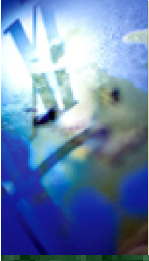


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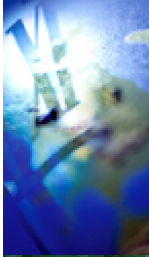
Perceptual Process Model





Selective Attention

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

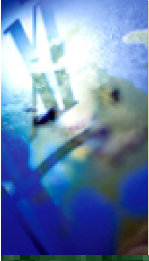


Splatter Vision Perception

Secret Service agents practice “splatter vision” so that their selective attention process takes in as much information as possible to protect presidents and other dignitaries. This reduces the chance of screening out potentially important information that might identify security risks.

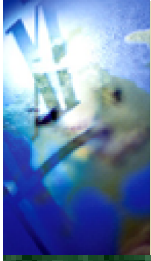


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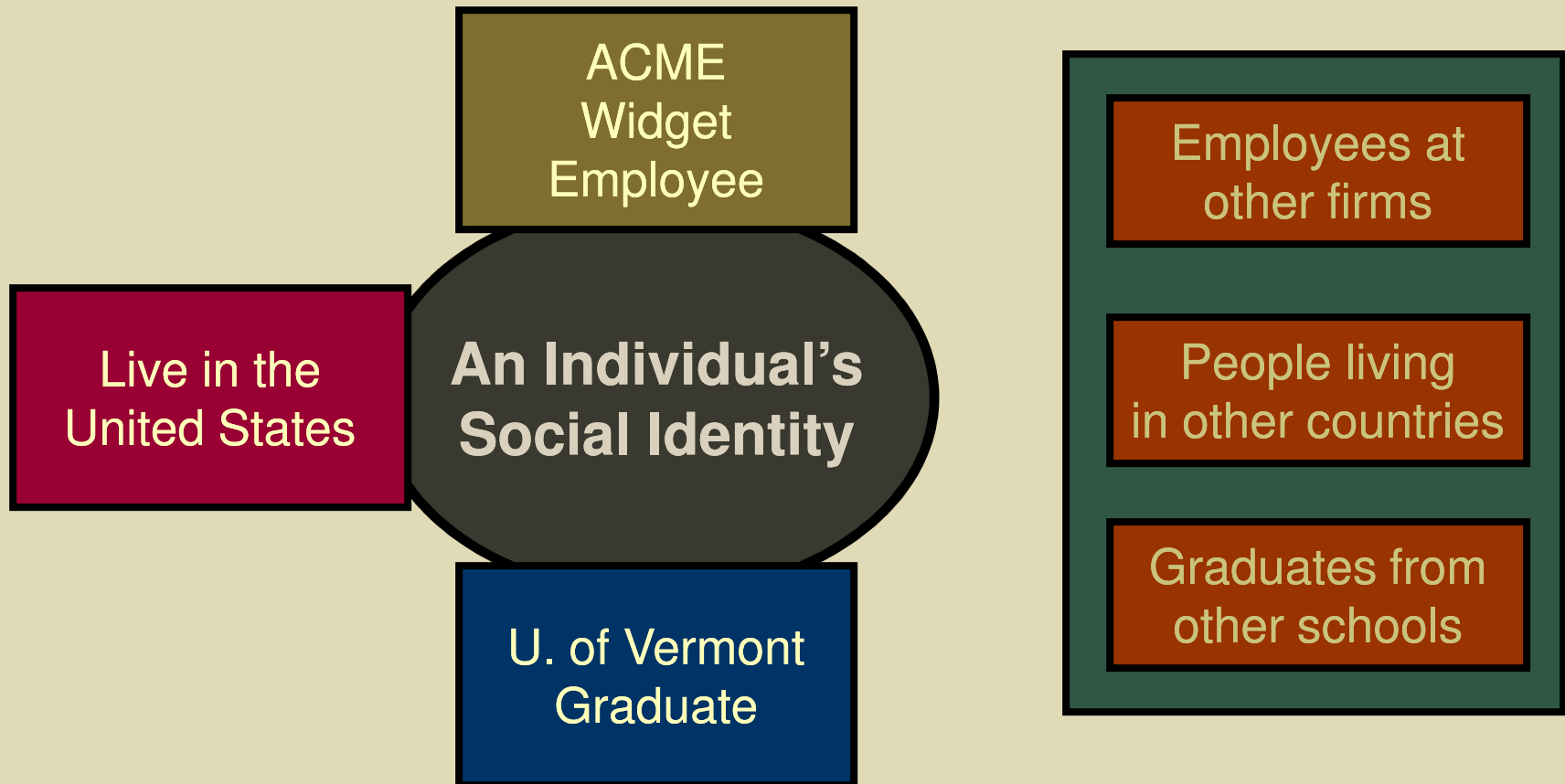


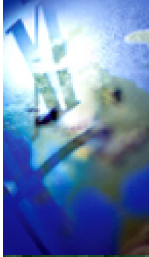
Perceptual Organization/Interpretation

- Perceptual grouping principles
 - Trends
 - Similarity/proximity
 - Closure
- Mental models
 - Broad world-views or 'theories-in-use'
 - But can blind people to potentially better perspectives



Social Identity Theory



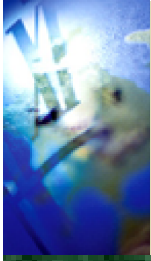


Social Identity Theory Features

- Comparative process
 - Compare characteristics of our groups with other groups

- Homogenization process
 - Perceive that everyone in a group has similar characteristics

- Contrasting process
 - Form less favorable images of people in groups other than our own



The Stereotyping Process

Develop categories
and assign traits

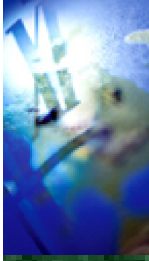
**Professors are
absent-minded**

Assign person to category
based on observable info

**Our instructor
is a professor**

Assign category's traits
to the person

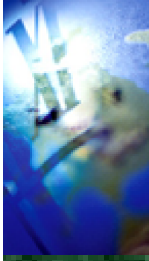
**Our instructor is
absent-minded**



How Accurate are Stereotypes?

- Some accuracy, but also distortion and error
 - Traits don't describe everyone in the group
 - We screen out inconsistent information

- Stereotypes are less accurate when:
 - Little interaction with people in that group
 - Experience conflict with members of that group
 - Stereotypes enhance our own social identity



Attribution Process

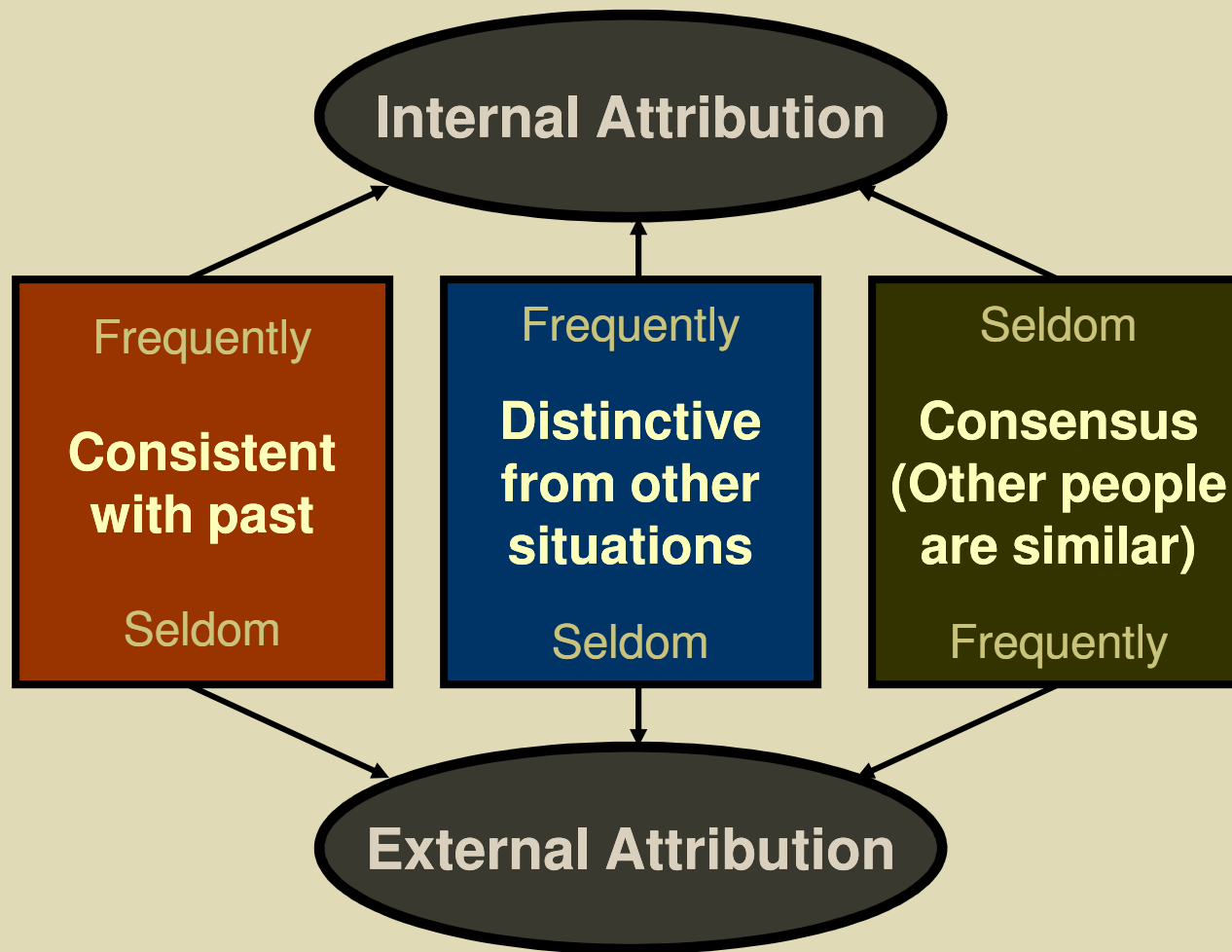
■ Internal Attribution

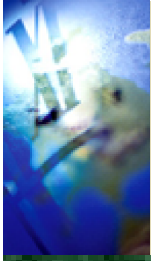
- Perception that outcomes are due to motivation/ability rather than situation or fate

■ External Attribution

- Perception that outcomes are due to situation or fate rather than the person

Rules of Attribution



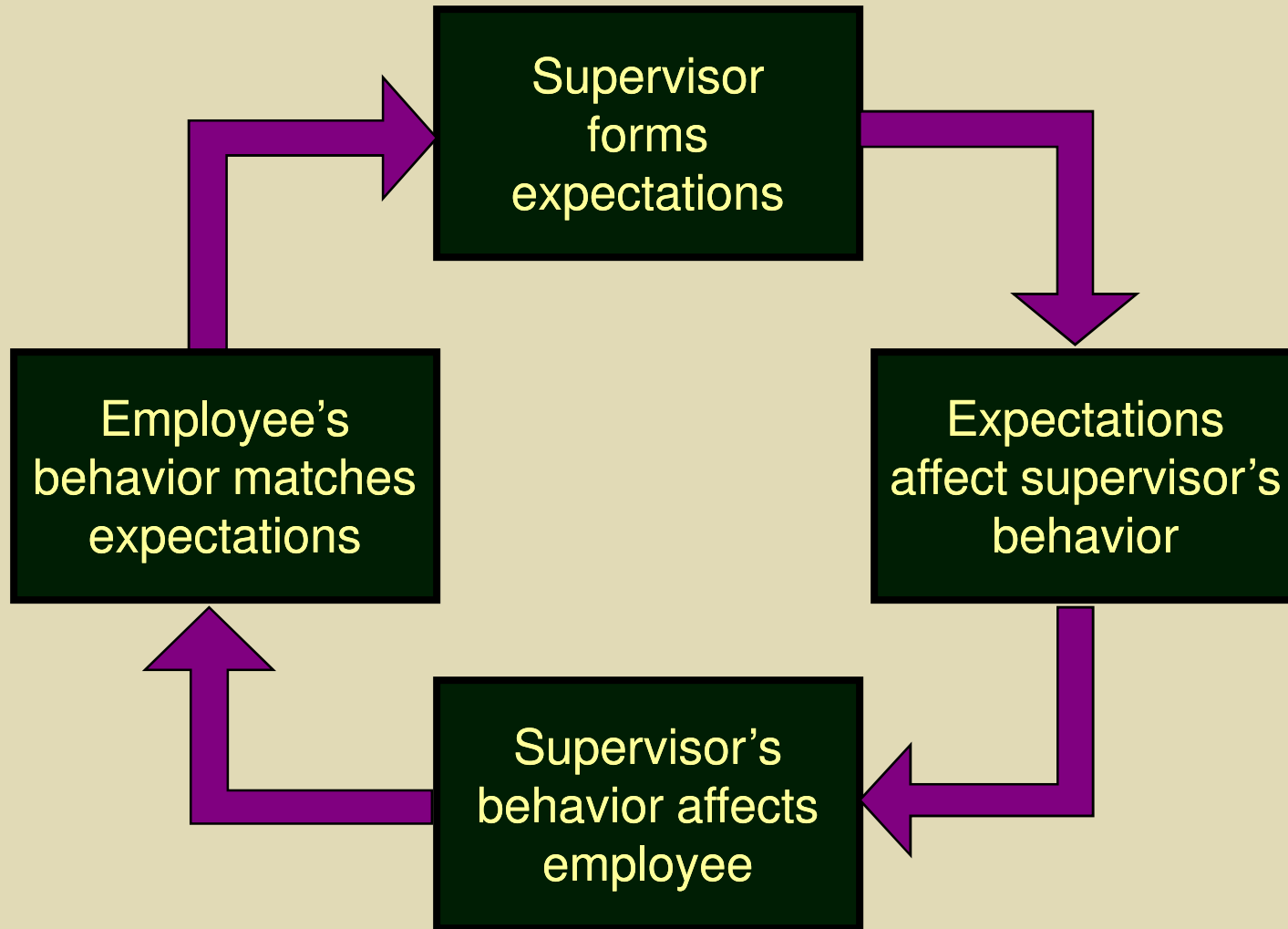


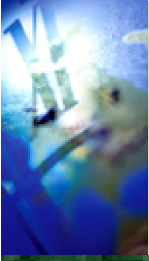
Attribution Errors

- Fundamental Attribution Error
 - Attributing behavior of other people to internal factors (their motivation/ability)

- Self-Serving Bias
 - Attributing our successes to internal factors and our failures to external factors

Self-Fulfilling Prophecy Cycle

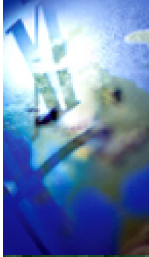




Dealing with Self-Fulfilling Prophecy

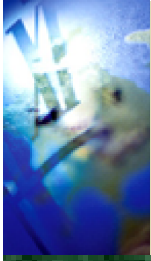
- Awareness training
 - Leaders learn effects of negative perceptions
 - Problem is that awareness doesn't prevent self-fulfilling prophecy

- Emerging three-prong strategy
 - Support a learning orientation
 - Engage in contingency leadership styles
 - Increase employee self-efficacy



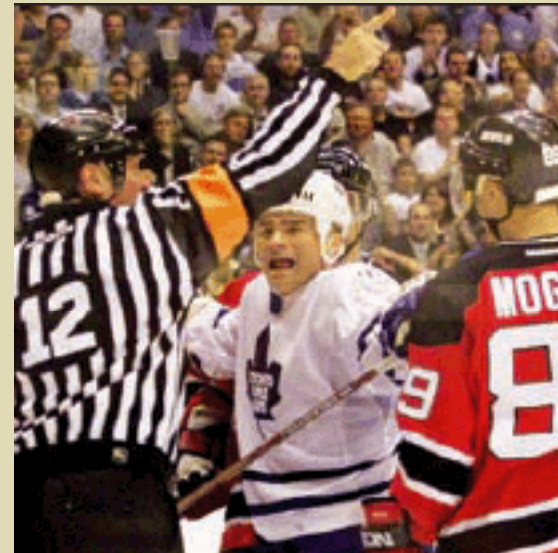
Other Perceptual Errors

- Primacy
 - First impressions
- Recency
 - Most recent information dominates perceptions
- Halo
 - One trait forms a general impression
- Projection
 - Believing other people are similar to you



Diversity Initiatives in the NHL

To minimize racial slurs and other perceptual problems, the NHL requires every player to attend diversity awareness sessions. In these sessions, players learn to appreciate ethnic differences and the problems with prejudicial outbursts.



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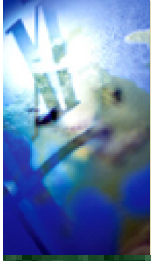


Types of Diversity Initiatives

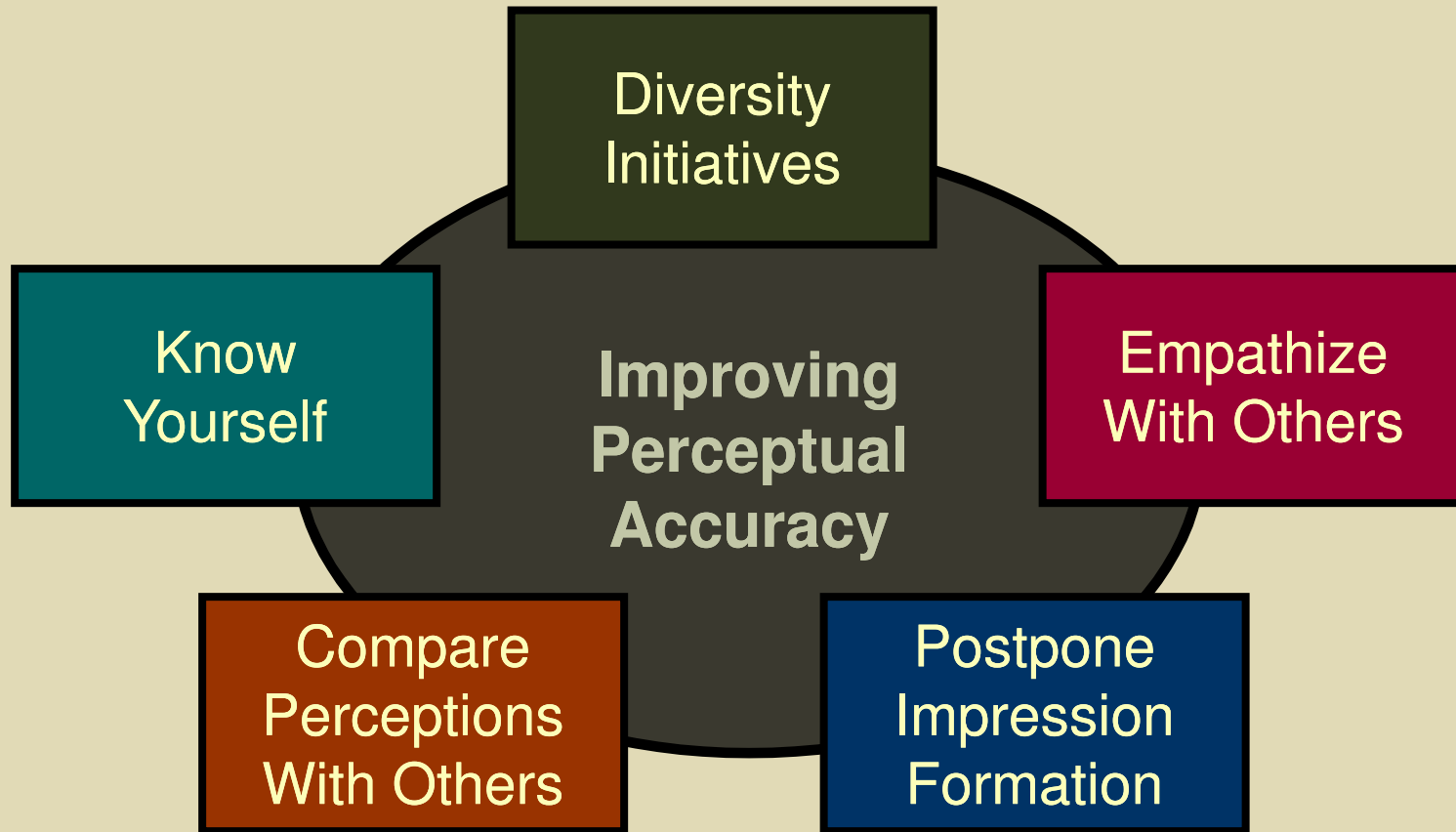
- Recruit people with diverse backgrounds
- Provide reasonable accommodation
- Diversity awareness activities
 - Appreciate differences
 - Sensitize people to stereotypes/prejudice
 - Dispel myths

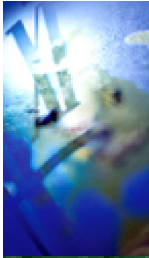


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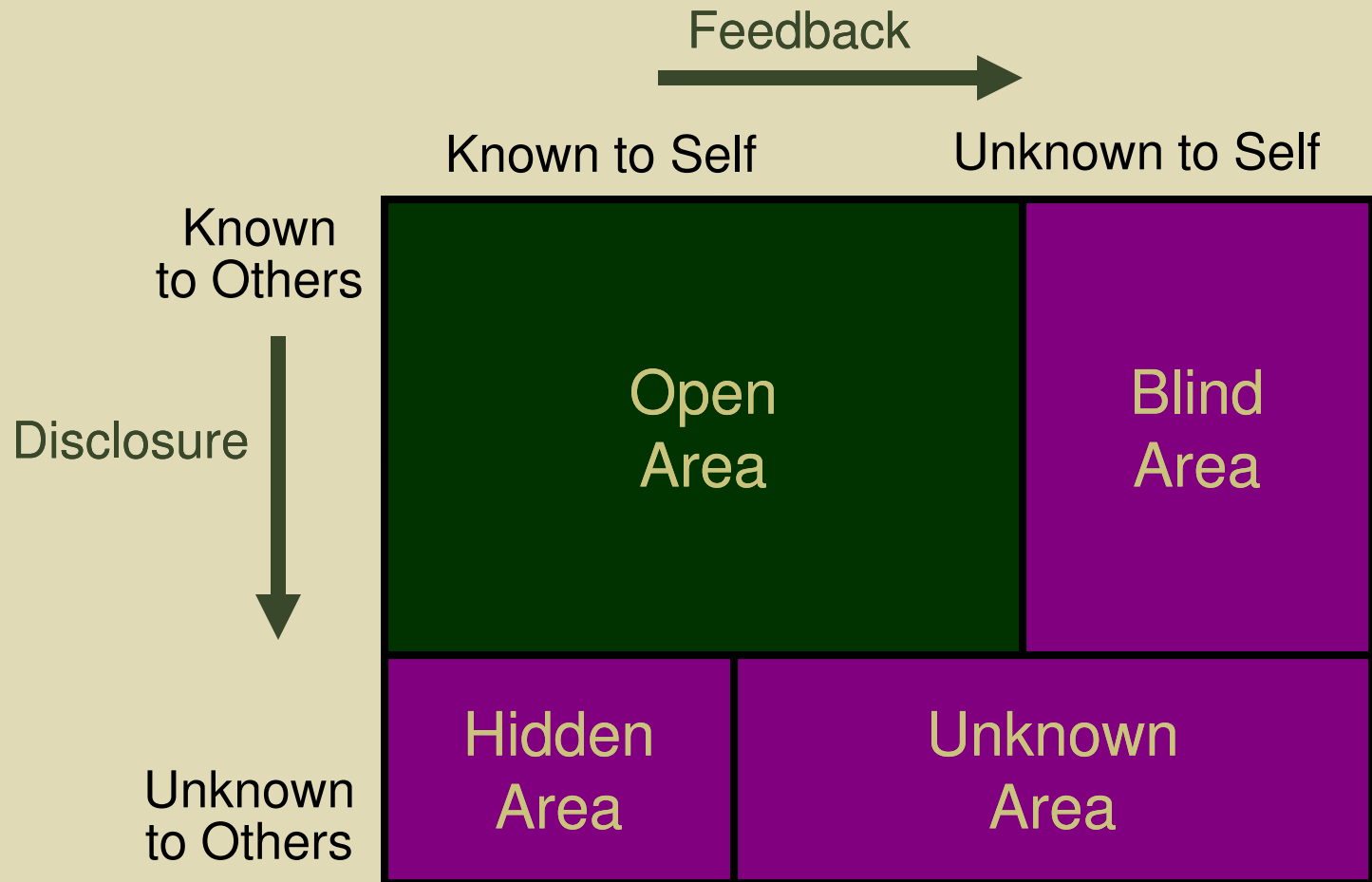


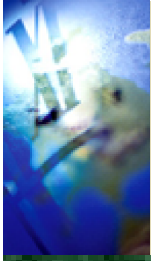
Improving Perceptual Accuracy





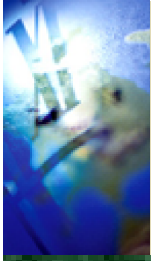
Know Yourself (Johari Window)





Personality Defined

Relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies



Big Five Personality Dimensions

Conscientiousness

Caring, dependable

Emotional Stability

Poised, secure

Openness to Experience

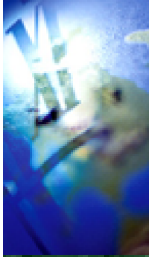
Sensitive, flexible

Agreeableness

Courteous, empathic

Extroversion

Outgoing, talkative

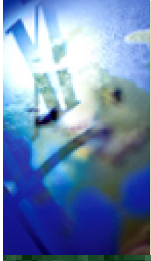


Myers-Briggs Type Indicator

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



Courtesy of Thompson Doyle Hennessey & Everest

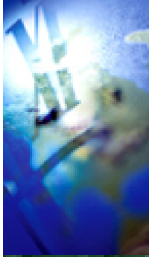


Myers-Briggs Type Indicator

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



Courtesy of Thompson Doyle Hennessey & Everest



Locus of Control and Self-Monitoring

■ Locus of control

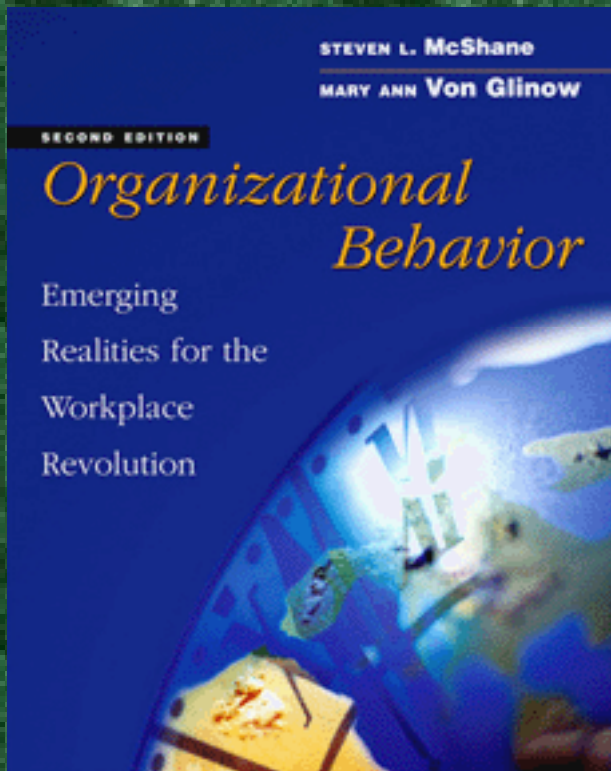
- Internals believe in their effort and ability
- Externals believe events are mainly due to external causes

■ Self-monitoring personality

- Sensitivity to situational cues, and ability to adapt your behavior to that situation

CHAPTER

3



Perception and Personality in Organizations