Self-Assessment and Reflection

Data for the Beginning of Your MBA Journey

Why Self-Awareness?

• “It matters not what you are thought to be, but what you are.”
  » Publilius Syrus

• “Self-reverence, self-knowledge, self-control, these three alone lead to sovereign power.”
  » Alfred Lord Tennyson

• “To thine own self be true, and it must follow as the night the day, thou canst not then be false to any man.”
  » Polonius in Hamlet, Shakespeare

Self-Awareness Defined

• The ability to recognize and understand:
  – Your personality, strengths and weaknesses, biases, “sensitive line”, moods, emotions, and motivation
  – The effect these qualities have on others

• How do you know if someone is self-aware?
  – Self-confidence
  – Self-disclosure
  – Realistic self-assessment
  – Self-deprecating sense of humor
  – Lack of arrogance
  – Open to negative feedback
**Increasing Self Awareness**

- Personal Values
  - Used in decision-making
    - Rokeach Value Survey
- Cognitive style
  - Keirsey Temperament Sorter
  - Assertiveness personality survey
  - Learning Style Inventory
- Attitudes toward change
  - Tolerance for Ambiguity
  - Locus of Control

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**Values**

- Values are core conceptions of the desirable.
- Values serve as standards or criteria to guide action, judgment, choice, attitude, evaluation, argument, exhortation, rationalization, and attribution of causality. These standards guide the development of a socially defined sense of self as a competent and moral member of society.

Milton Rokeach

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**Role of Values**
**Value Hierarchy**

- Terminal values
  - The ends or goals
- Instrumental values
  - The means by which you attain your goals
- Institutional values
  - Shared values in a culture or society
- How do your values relate to your core purpose?

**Orientation Toward Change**

- Tolerance of Ambiguity
  - Novelty
  - Complexity
  - Insolubility
- Locus of Control
  - External vs. Internal
- Affecting change – and coping with change – is an every-day activity for managers in the new economy.
  - Your response and attitude toward change affects others as much as yourself.

**Tolerance of Ambiguity**

- Index of ability to feel comfortable with lack of structure.
- The higher the score, the more intolerant of ambiguity.
- Highly tolerant (low scores):
  - are more sensitive to environmental cues.
  - are more flexible and adaptable.
**Tolerance of Ambiguity**

- Possible range is 16 - 112
- MBA Sample:
  - N = 116
  - Avg = 50.8
  - S. dev = 10.5
- Implications
  - Organizations are increasingly operating in complex and ambiguous environments. Your ability to cope well with this will increase your chances of success.
  - Team members may have different comfort levels.
  - Your boss?

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**Locus of Control**

- Internal locus of control
  - Perspective on causality and control
  - Seeing challenge and opportunity versus hardship
- What might cause someone to have a more external locus of control?
- Can you “unlearn” the external perspective?

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**Assertiveness Personality**

- Scores range from 0 to 100.
- Over 50, more Assertive
  - Interested in making sure your views are heard
- Under 50, less Assertive
  - More passive, less focused on getting your point across
- Can you be too assertive? Too passive?
  - The most effective communication is assertive, but not aggressive, to express your point of view while respecting and listening to others’ points of view
Cognitive Style

• Extroverted (E) versus Introverted (I)
  – More expressive or more reserved.
• Sensory (S) versus Intuitive (N)
  – Observing for information or listening to your intuition.
• Thinking (T) versus Feeling (F)
  – Objective versus sympathetic/empathetic
• Judging (J) versus Perceiving (P)
  – Using a schedule versus exploring for information.

Keirsey Profiles

• Artisan
  – ESTP – Promoter
  – ISTP – Crafter
  – ESFP – Performer
  – ISFP – Composer
• Guardian
  – ESTJ – Supervisor
  – ISTJ – Inspector
  – ESFJ – Provider
  – ISFJ – Protector
• Rational
  – ENTJ – Fieldmarshal
  – INTJ – Mastermind
  – EBTP – Inventor
  – INTP – Architect
• Idealist
  – ENFJ – Teacher
  – INFI – Counselor
  – ENFP – Champion
  – INFP – Healer

Keirsey Temperaments

• Guardian – SJ
  – Detail-oriented, practical, focused on goals and results.
  – Frequently major in Business
• Rational – NT
  – Visionary, focused on the big picture
  – Strong willed and independent
• Idealist – NF
  – Diplomatic, people-oriented.
  – Seek opportunities to develop self and others.
• Artisan – SP
  – Adaptable, spontaneous, creative.
  – Perform well under pressure.
Self-Awareness Profile

- Strengths and weaknesses
  - Use the assessments
  - Use your experience
  - Use feedback from those you trust
- What do you do well?
- What do you struggle with?
- How would you like to grow and improve over the next 12 months?