

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

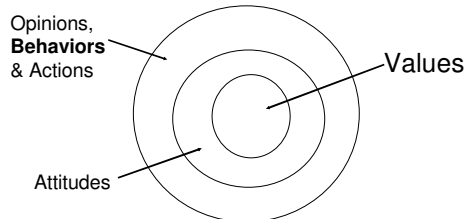


Values

- 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

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?

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?



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
- **Rational**
 - ENTJ – Fieldmarshal
 - INTJ – Mastermind
 - EBTP – Inventor
 - INTP – Architect
- **Guardian**
 - ESTJ – Supervisor
 - ISTJ – Inspector
 - ESFJ – Provider
 - ISFJ – Protector
- **Idealist**
 - ENFJ – Teacher
 - INFJ – 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?
