

Chapter Summary

1. Individual differences are factors that make individuals unique. They include personalities, perceptions, skills and abilities, attitudes, values, and ethics.
2. The trait theory and integrative approach are two personality theories.
3. Managers should understand personality because of its effect on behavior. Several characteristics affect behavior in organizations, including locus of control, self-efficacy, self-esteem, self-monitoring, and positive/negative affect.
4. Personality has a stronger influence in weak situations, where few cues guide behavior.
5. One useful framework for understanding individual differences is type theory, developed by Carl Jung and measured by the Myers-Briggs Type Indicator (MBTI®).
6. Social perception is the process of interpreting information about another person. It is influenced by characteristics of the perceiver, the target, and the situation.
7. Barriers to social perception include selective perception, stereotyping, first-impression error, projection, and self-fulfilling prophecies.
8. Impression management techniques such as name dropping, managing one's appearance, self-descriptions, flattery, favors, and agreement are used by individuals to control others' impressions of them.
9. Attribution is the process of determining the cause of behavior. It is used extensively by managers, especially in evaluating performance.

Key Terms

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| attribution theory (p. 104) | introversion (p. 93) | selective perception (p. 100) |
| behavioral measures (p. 92) | intuition (p. 94) | self-esteem (p. 88) |
| discounting principle (p. 100) | Judging Preference (p. 95) | self-fulfilling prophecy (p. 102) |
| extraversion (p. 93) | locus of control (p. 86) | self-monitoring (p. 89) |
| Feeling Preference (p. 94) | Myers-Briggs Type Indicator (MBTI®) (p. 92) | self-report questionnaire (p. 91) |
| first-impression error (p. 102) | negative affect (p. 89) | self-serving bias (p. 105) |
| fundamental attribution error (p. 105) | Perceiving Preference (p. 95) | sensing (p. 94) |
| general self-efficacy (p. 87) | personality (p. 84) | social perception (p. 97) |
| impression management (p. 103) | positive affect (p. 89) | stereotype (p. 101) |
| individual differences (p. 82) | projection (p. 102) | strong situation (p. 91) |
| integrative approach (p. 86) | projective test (p. 91) | Thinking Preference (p. 94) |
| interactional psychology (p. 82) | | trait theory (p. 84) |

Review Questions

1. What are individual differences, and why should managers understand them?
2. Define *personality* and describe its origins.
3. Describe two theories of personality and explain what each contributes to our knowledge of
4. Describe the eight preferences of the Myers-Briggs Type Indicator instrument. How does this measure Carl Jung's ideas?
5. What factors influence social perception? What are the barriers to social perception?

7. (*communication question*) You have been develop a training program for interviewers. An integral part of this program focuses on helping interviewers develop better social perception skills. Be sure to address barriers to social perception and ways to avoid them.

Ethical Dilemma

Juanita Maxwell devotes a lot of time and energy getting to know her employees. She always greets personally and carefully listens to their responses to questions. She even remembers incidental facts like names and favorite days of the week that she picks up when making small talk. Juanita believes that the more details help her match her employees to projects, the better they will do. She is currently in the process of bringing out their best skill sets and internal motivations. She knows, for example, that her office manager, Nancy, is a true morning person, so Juanita schedules their meetings as early as possible to maximize their effectiveness. Juanita has a new employee on the sales team, Timmell and Son, she was very quiet, bordering on introverted. Juanita certainly chalked some of it to shyness, but many of the other office workers have been colleagues for over five years. At the company picnic a month later, however, Sandra matched the level of laughter and outgoingness of employees like Willy, a more senior salesperson. She engaged in games and exhibited spirited competitiveness.

Back in the office on Monday, though, Sandra kept her eyes down and avoided small talk in the office break room. She wasn't impolite to Juanita but gone was the outgoing person who appeared at the picnic.

Experiential Exercises

Management Styles

1. This questionnaire will help you determine your management style.