

Course structure:

1. Personal Development 1: understanding yourself now
2. Team Participation & Leadership: building your team skills
3. Personal Development 2: about your future

Personal Development 1: understanding yourself now

Soft skills such as interpersonal skills, cultural fit with the company and leadership attributes are ranked high among students and recruiters.

There is a strong link between Emotional Intelligence Quotient (EQ) and performance. What is Emotional Intelligence? “It’s the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

Understanding yourself: Self-Awareness.

Why do we behave the way we do? → The iceberg model:

- Visible: Behavior
- Hidden: Culture(un-learn-able/re-learn-able), Personality, Human Nature

Culture: learned attitudes and beliefs

Exploring National Cultures

Power Distance ↑ Uncertainty Avoidance ↑

Power Distance ↑ Individualism ↓ (Collectivism ↑)

Human’s greatest fear?

Rejection

Human’s second greatest fear?

Not being accepted

Result → We are forced to follow behavioral norms

What to do? → Face them, understand them and become mindful how to respond to them

What to do to respond better?

1. Understand yourself (cultural influences)
2. Understand others (how they behave)
3. Observe yourself interacting with others (helicopter view)

Personality: mainly innate/genetic

The preferences (my personal results):

- Source of energy? Extraversion: energized by other people.
- Gathering of information? Sensing: works with known facts
- Taking decisions? Feeling: decisions based on personal values
- External lifestyle? Perception: flexible and spontaneous way of life (depends)

Lifelong Type Development

At the most basic level, type development is the process of gaining comfort and command of your preferred way of taking in information, and your preferred way of coming to conclusions. As you develop your type, the way you see the world and the way you behave tends to change and broaden.

Dominant and auxiliary functions will press to reach the surface even if they are not supported by the environment.

When a function is never allowed to develop naturally, a person can experience stress and frustration.

Functions: Gathering of Information & Taking Decisions (one is dominant function and the other one is auxiliary function).

Dominant Function: most preferred, most differentiated, most developed

Auxiliary Function: the other function to support the dominant one

Tertiary Function: opposite to the auxiliary, much less developed than the first ones

Inferior Function: opposite to the dominant, shown when under stress, ill, etc.

Extraverted functions (talking, doing things)

Sensing = Experiencing

Feeling = Considering others

Robert Plutchik's theory says that the eight basic emotions are:

Fear → feeling of being afraid, frightened, scared.

Anger → feeling angry. A stronger word for anger is rage.

Sadness → feeling sad. Other words are sorrow, grief (a stronger feeling).

Joy → feeling happy. Other words are happiness, gladness.

Disgust → feeling something is wrong or nasty.

Trust → a positive emotion; admiration is stronger; acceptance is weaker.

Surprise → being unprepared for something.

Anticipation → in the sense of looking forward positively to something which is going to happen. Expectation is more neutral.

Team Participation & Leadership: building your team skills

Leadership may be:

- Formal authority: assigned by the organization.
- Assumed authority: assumed by the individual with implicit agreement of the team.
- Agreed authority: suggested by the team and agreed by the individual.

Facilitation:

Definition: The act of making something easier. In group work, the facilitator works with a group of people to help them have a conversation, come to agreement, or plan a task.

Role: identifies need and objectives, treats people equally, creates a trusted atmosphere, takes careful notes, etc.

Feedback Structure

1. S: describe the SITUATION (time and place, who was present, context)
2. B: describe the BEHAVIOR (what he did and said without judgment)
3. I: share the IMPACT of the behavior on others (how you feel, impact on others)
4. N: redefine as something you NEED
5. R: make a REQUEST to do something different to change the impact

Feedback rules

- Ask for feedback permission
- Do not mix positive and negative
- Describe rather than evaluate
- Be timely, clear, concise and confidential
- Use I-messages instead of You-messages

Jo Hari Window: what is known/unknown by me/others (open, hidden, blind, unknown)

Team Effectiveness Model (from the bottom to the top): Building Trust → Mastering Conflicts → Achieving Commitment → Embracing Responsibilities → Focusing on Results

Trust: admit weaknesses and mistakes, ask for help, appreciate other's skills, offer apologies ...

Conflict: put critical topics on the table, extract all ideas, solve problems, respect others ...

Communication Styles:

- Assertive: least stressful, faces problems, makes own choices ...
- Passive: stress-producing, avoids problems, gives up rights ...
- Aggressive: stress-producing, blames/attacks others, takes advantage of others ...

(check Belbin team roles)

Building relationships: it's not who you know, but who knows you and how they remember you.

Influence Toolkit:

- Authority: reputation for being expert, others support your ideas
- Availability: use imagery rather than numbers
- Liking: physical attractiveness, formal business attire
- Scarcity: time constraints, "this is an exclusive information", uniqueness
- Reciprocity: offering help & collaboration even through a contact

OPERA: a tool to help teams make participative creative decision

- Own suggestions: your ideas
- Pair suggestions: discuss ideas in pairs (combine and create new ones)
- Explanation to the group (no comments to be made)
- Ranking of suggestions: voting for ideas (in pairs)
- Arranging by theme: put similar suggestion together

Thinking Tools:

- MBTI (personality types)
- Hofstede (culture impact)
- Belbin (team roles)
- Decision Matrix (selecting best match)
- OPERA (creative problem solving)
- Team Charter (agreed team behavior)

(stopped at the end of class 10)

Quotes

“Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.” — Rumi

“Everyone you will ever meet knows something you don't.” — Bill Nye

“Most people do not listen with the intent to understand; they listen with the intent to reply.”
— Stephen R. Covey

“A good speech should be like a woman's skirt; long enough to cover the subject and short enough to create interest.” — Winston S. Churchill