

**“ WE DON’T SEE THINGS AS THEY ARE, WE
SEE THINGS AS WE ARE”**

Perception

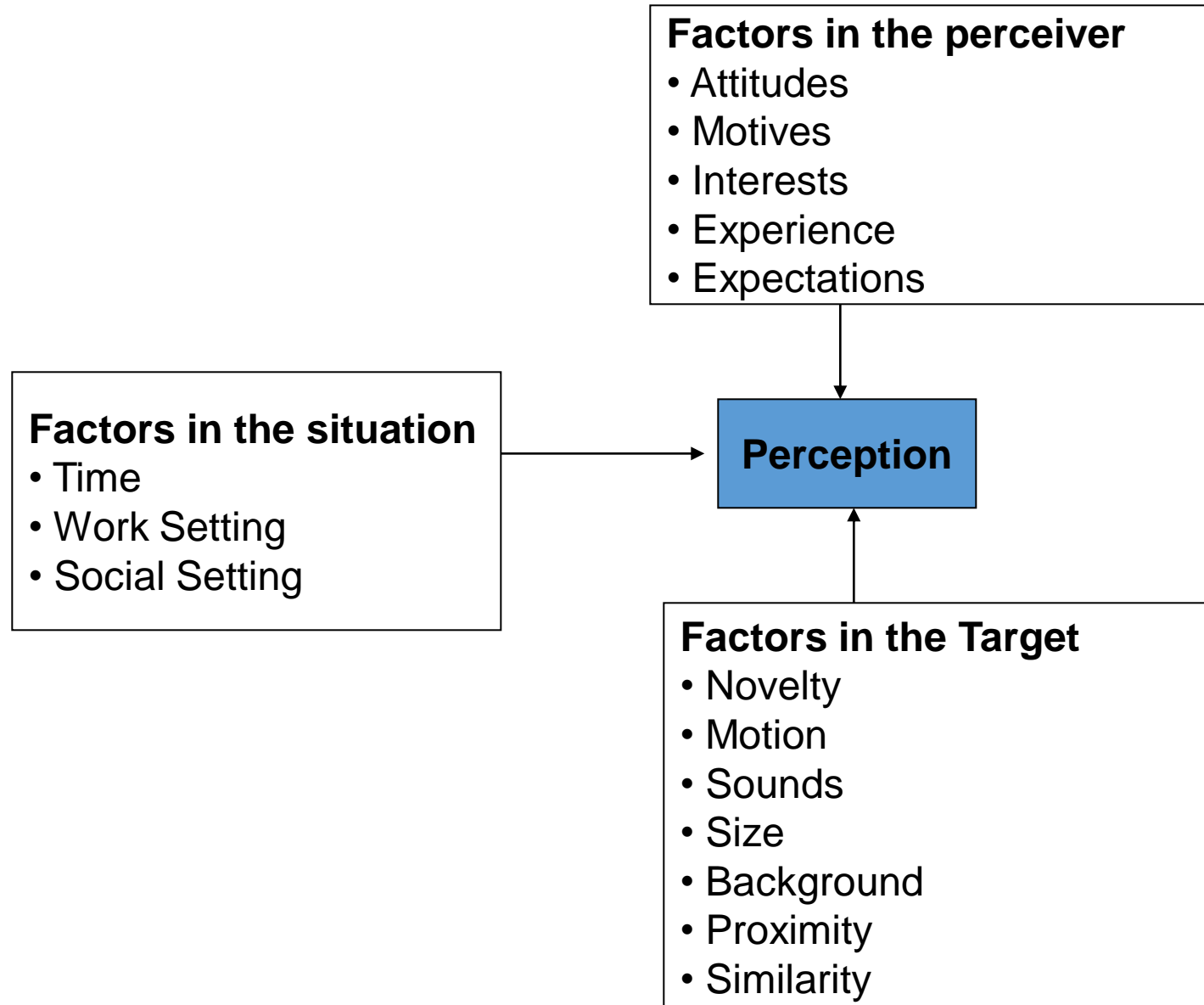
- “ Perception is the process of receiving information about and making sense of the world around us. It involves deciding which information to notice, how to categorize this information and how to interpret it within the framework of existing knowledge.
- “ A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

Factors influencing perception

A number of factors operate to shape and sometimes distort perception.

These factors can reside in the *perceiver*, in the object or *target* being perceived or in the context of the *situation* in which the perception is made.

Factors influencing Perception



Attribution theory

➤ Attribution theory aids in perceptual interpretation by focusing on how people attempt to:

- Understand the causes of a certain event.
- Assess responsibility for the outcomes of the event.
- Evaluate the personal qualities of the people involved in the event.



Cont...

- Attribution theory tries to explain the ways in which we judge people differently, depending on the meaning we attribute to given behaviour.
- It suggest that we observe and individuals behaviour to determine whether it was internally or externally caused.

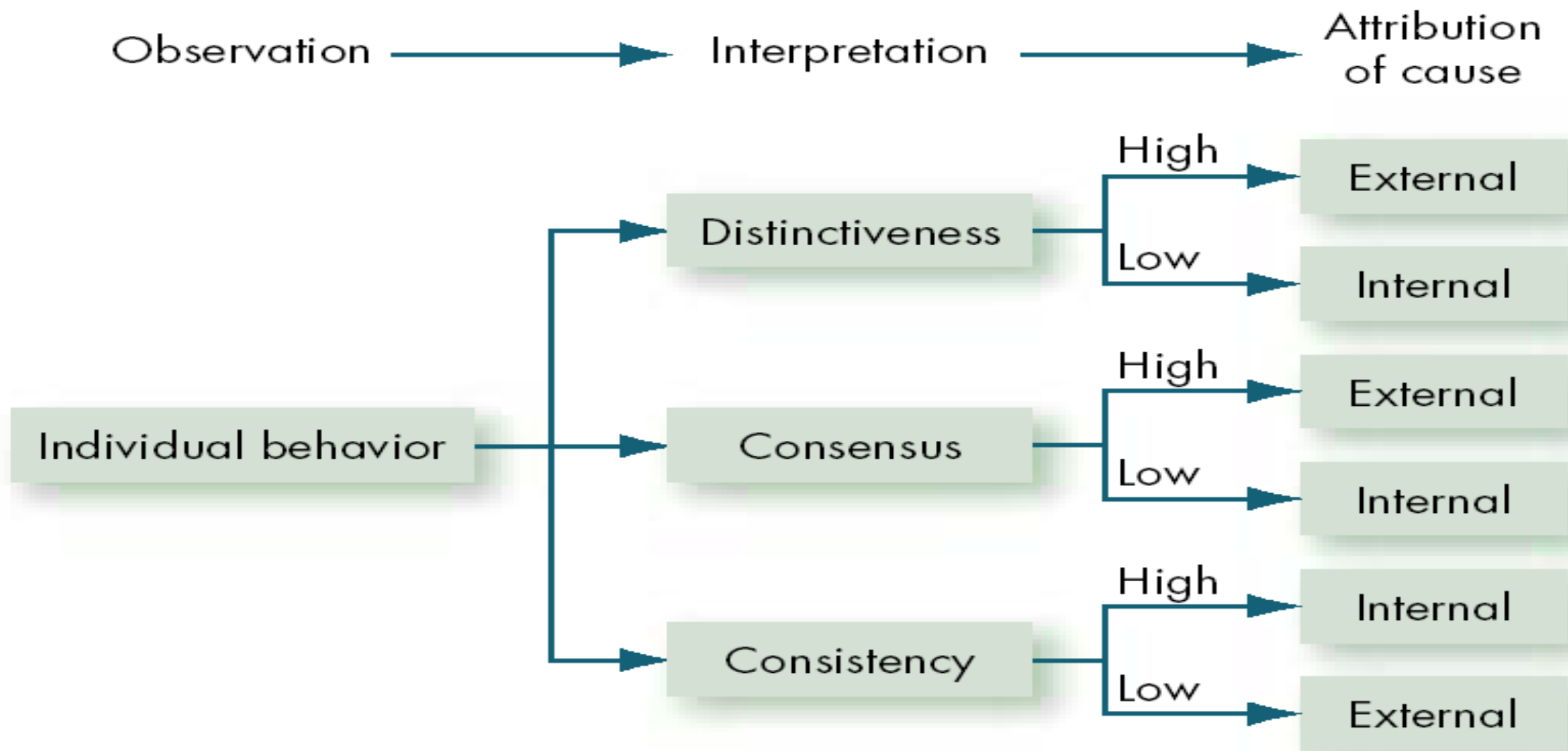
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➤ Internal versus external attributions of causes of behavior.

- Internal causes are under the individual's control.
- External causes are within the person's environment.

➤ **Factors influencing internal and external attributions**

- Distinctiveness — Distinctiveness is degree in which individual displayed same behavior in different situations.
- Consensus — Consensus is the degree in which person behave in a same way.
- Consistency — Consistency is a degree which person show the same behavior over time.



Cont...

- If distinctiveness degree is high, his behaviour is termed as internally caused for e.g. If an employee has poor performance with a bad machine as well as with a good machine his behaviour is termed as internally caused.
- On the other side if his performance is improved with a good machine his behaviour is treated as externally caused (low degree of distinctiveness)

Cont...

- If consensus degree is high the behavior is treated as externally caused.
- In the above case of use of the bad machine if all the employees shows poor performance, the poor performance is treated as externally caused.

Cont...

- If the degree of consistency is high, the behavior is treated as internally cause.
- for e.g. if an employee arrives late to office always, his behavior of late coming is treated as internally cause (high degree of consistency) but he is late occasionally, his behavior is treated as externally caused (low degree of consistency).

Perceptual Distortions

➤ Perceptual distortions include:

- Stereotypes or prototypes
- Halo effects
- Selective perception
- Projection
- Contrast effects
- Self-fulfilling prophecy

Shortcuts in judging others: Perceptual Distortions

- **Selective Perception :**

People selectively interpret what they see on the basis of their interests, background, experience and attitudes.

- **Halo Effect :**

Drawing a general impressions about an individual on the basis of a single characteristics.

- **Contrast Effect :**

Evaluation of a person's characteristics that are effected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.

- **Projection :**

Attributing one's own characteristics to other people.

- **Stereotyping :**

Judging someone on the basis of one's perception of the group to which that persons belongs.

Self-fulfilling Prophecy

- The tendency to create or find in another situation or individual that which one expected to find.
- Expectation become reality but that is going to be faulty reality.
- Also called the “Pygmalion effect.”
- Can have either positive or negative outcomes.
- Managers should adopt positive and optimistic approaches to people at work.