

# Fundamentals of Management

## Managing Individual Differences & Behavior

基础知识  
管理

管理个人  
差异和行为

### Personality

#### Thoughts



#### Feelings



#### Behaviors



#### Thoughts



#### Feelings



#### Behaviors



# Personality

- How would you describe yourself?
- Are you outgoing? aggressive? sociable? tense? passive? lazy? quiet?
- **Personality** consists of the stable psychological traits and behavioral attributes that give a person his or her identity.

# 性格

你会如何形容自己？你是外向的吗？挑衅的？善于交际？紧张？

passive? lazy? quiet?

人格由稳定的心理特征组成

以及赋予一个人身份的行为属性。

# The Big Five Personality

■ **Extroversion**. How outgoing, talkative, sociable, and assertive a person is.

■ **Agreeableness**. How trusting, good-natured, cooperative, and soft-hearted one is.

■ **Conscientiousness**. How dependable, responsible, achievement-oriented, and persistent one is.

■ **Emotional stability**. How relaxed, secure, and unworried one is.

■ **Openness to experience**. How intellectual, imaginative, curious, and broad-minded one is.

# 大五人格

■ 外向。一个人是多么外向、健谈、善于交际和果断。■ 宜人性。一个人是多么的信任、善良、合作和心软。■ 尽责。一个人是多么可靠、负责任、以成就为导向和坚持不懈。■ 情绪稳定。一个人是多么的放松、安全 and 无忧无虑。■ 开放体验。一个人是多么的聪明、富有想象力、好奇心和胸襟。

- Taking the test:
- <https://openpsychometrics.org/tests/IPIP-BFFM/1.php>
- When you finish, it will ask you the following questions:
  - Were your answers accurate and can they be used in our research?
  - It doesn't matter if you select “Yes” or “No”
  - Would you be willing to answer a few more questions for our research (3-6 minutes) before you view your results?
  - Please select “No”
- When you finish, please return your results as a screenshot/picture, or type in the message box “I have completed the test”.

参加考试: <https://openpsychometrics.org/tests/IPIP-BFFM/1.php>

当你完成时，它会问你以下问题  
questions:

您的回答是否准确，它们是否可以用于我们的

选择“是”或“否”都没有关系

在您查看结果之前我们的研究（3-6分钟）？

请选择“否”

完成后，请将结果作为

屏幕截图/图片，或在消息框中输入“我已完成测试”

○

- Two findings between personality and job performance:
- Extroversion—the outgoing personality.
  - It appears that being courteous, trusting, straightforward, and soft-hearted [that is, agreeableness] has a smaller impact on job performance” than being talkative, active, and assertive [that is, extroversion].
- Conscientiousness—the dependable personality.
  - Those individuals who exhibit traits associated with a strong sense of purpose, obligation, and persistence generally perform better than those who do not.

jisu翻译器发生异常  
performance:

- Extroversion—the outgoing personality.
  - It appears that being courteous, trusting, straightforward, and soft-hearted [that is, agreeableness] has a smaller impact on job performance” than being talkative, active, and assertive [that is, extroversion].
- Conscientiousness—the dependable personality.
  - Those individuals who exhibit traits associated with a strong sense of purpose, obligation, and persistence generally perform better than those who do not.

- A person who scores well on the Big Five dimension of *conscientiousness* is probably a good worker.
- He or she may also be a **proactive personality**:
  - someone who is more apt to take initiative and persevere to influence the environment.

在五巨头中得分很高的人  
尽职尽责的维度大概是一个好工人。

他或她也可能是一个积极主动的人：  
更容易采取主动和  
坚持去影响环境。

## Core Self-Evaluations

A core self-evaluation represents a broad personality trait comprising four positive individual traits:

- (1) self-efficacy,
- (2) self-esteem,
- (3) locus of control,
- (4) emotional stability.

## 核心自我评估

核心自我评估代表广泛的人格特质，包括四个积极的个人特质：

- (1)自我效能，(2)自尊，(3)控制点，(4)情绪稳定性。

## 1. Self-Efficacy: “I Can/Can’t Do This Task”

- Self-efficacy is the belief in one’s personal ability to do a task.
- High self-efficacy have been linked with all kinds of positives: success in varied physical and mental tasks, reduced anxiety, and increased tolerance for pain.
- Low self-efficacy is associated with **learned helplessness**:
  - The debilitating lack of faith in one’s ability to control one’s environment.

1.自我效能感：“我能/不能做这个任务” 自我效能感是对个人能力的信念  
做一个任务。

高自我效能与各种  
积极因素：在各种体力和脑力任务中取得成功，减少焦虑，增加对疼痛的耐受性。

低自我效能感与学习

**无奈：**  
对自己的控制能力缺乏信心，使人衰弱一个人的环境。



## Implications for managers:

### ■ Assign jobs accordingly.

- Complex, challenging, and autonomous jobs tend to enhance people's perceptions of their self-efficacy.
- Boring, tedious jobs generally do the opposite.

### ■ Develop self-efficacy.

- Self-efficacy is a quality that can be nurtured.
- Employees with low self-efficacy need lots of constructive pointers and positive feedback.
- Goal difficulty needs to match individuals' perceived self-efficacy, but goals can be made more challenging as performance improves.
- Small successes need to be rewarded.
- Employees' expectations can be improved through guided experiences, mentoring, and role modeling.

## 对经理的影响：■相应地分配工作。

复杂、具有挑战性和自主性的工作往往提高人们对自我效能的认知。  
枯燥乏味的工作通常适得其反。

### ■培养自我效能感。

自我效能是一种可以培养的品质。自我效能感低的员工需要大量的建设性

指针和正反馈。

目标难度需要与个人的自我认知相匹配  
效，但随着绩效的提高，目标可以变得更具挑战性。

小成功需要奖励。员工的期望可以通过引导来提高

经验、指导和榜样。

## 2. Self-Esteem: “I Like/Dislike Myself”

- Self-esteem is the extent to which people like or dislike themselves, their overall self-evaluation.
- People with high self-esteem.
  - They are more apt to handle failure better, to emphasize the positive, to take more risks, and to choose more unconventional jobs.
  - However, when faced with pressure situations, they have been found to become egotistical and boastful; Some have even been associated with aggressive and violent behavior.
- People with low self-esteem.
  - They have been found to have focused on their weaknesses and to have had primarily negative thoughts.
  - They are more dependent on others and are more apt to be influenced by them and to be less likely to take independent positions.

## 2.自尊：“我喜欢/不喜欢自己” 自尊是人们喜欢或不喜欢的程度

他们自己，他们的整体自我评价。

自尊心高的人。

他们更容易更好地处理失败，强调积极，承担更多风险，选择更多非常规工作。

然而，当面临压力情况时，他们已经被发现变得自负和自负；有些甚至与攻击性和暴力行为有关。

自尊心低的人。

他们被发现专注于自己的弱点和主要有消极的想法。他们更依赖他人，更容易成为受他们的影响并且不太可能采取独立的立场。

# Boost Employee Self-Esteem

- Reinforce employees' positive attributes and skills.
- Provide positive feedback whenever possible.
- Break larger projects into smaller tasks and projects.
- Express confidence in employees' abilities to complete their tasks.
- Provide coaching whenever employees are seen to be struggling to complete tasks.

# 提升员工自尊

- Reinforce employees' positive attributes and skills.
- Provide positive feedback whenever possible.
- Break larger projects into smaller tasks and projects.
- Express confidence in employees' abilities to complete their tasks.
- Provide coaching whenever employees are seen to be struggling to complete tasks.

### 3. Locus of Control: “I Am/Am Not the Captain of My Fate”

- Locus of control indicates how much people believe they control their fate through their own efforts.
- If you have an **internal** locus of control, you believe you control your own destiny.
- If you have an **external** locus of control, you believe external forces control you.
  - Internals exhibit less anxiety, greater work motivation, and stronger expectations that effort leads to performance.
  - They also obtain higher salaries.

我的命运” 控制点表明有多少人

相信他们可以通过自己的努力来控制自己的命运

。

如果你有一个内部控制点，你相信自己掌握自己的命运。

如果你有一个外部控制点，你相信外力控制着你。

内部人员表现出更少的焦虑，更大的工作动力，以及更强烈的期望，即努力会带来绩效。

他们还获得更高的薪水。

## Implications for managers:

- Expect different degrees of structure and compliance for each type.
  - Employees with internal locus of control will probably resist close managerial supervision. Hence, they should probably be placed in jobs requiring high initiative and lower compliance.
  - By contrast, employees with external locus of control might do better in highly structured jobs requiring greater compliance.
- Employ different reward systems for each type.
  - Internals likely would prefer and respond more productively to incentives such as merit pay or sales commissions

## jisu翻译器发生异常

- Employees with internal locus of control will probably resist close managerial supervision. Hence, they should probably be placed in jobs requiring high initiative and lower compliance.
- By contrast, employees with external locus of control might do better in highly structured jobs requiring greater compliance.
- Employ different reward systems for each type.
  - Internals likely would prefer and respond more productively to incentives such as merit pay or sales commissions

#### 4. Emotional Stability: “I’m Fairly Secure/Insecure When Working Under Pressure”

- Emotional stability is the extent to which people feel secure and unworried and how likely they are to experience negative emotions under pressure.
  - People with low levels of emotional stability are prone to anxiety and tend to view the world negatively,
  - whereas people with high levels tend to show better job performance.

4.情绪稳定性：“我相当安全/不安全  
在压力下工作时”情绪稳定性是人们感受到的程度

安全和无忧无虑，以及他们在压力下体验负面情绪的可能性有多大。

情绪稳定性低的人容易出现  
焦虑并倾向于消极地看待世界，  
而水平高的人往往表现出更好的工作  
表现。

# Emotional Intelligence

- Emotional intelligence is the ability to monitor your and others' feelings and to use this information to guide your thinking and actions.
- To test your EI:
- <https://globalleadershipfoundation.com/geit/eitest.html>

# 情商

情商是监控的能力

您和他人的感受，并使用这些信息来指导您的思考和行动。

测试您的EI: <https://globalleadershipfoundation.com/geit/eitest.html>



- EI is composed of four key components: self-awareness, self-management, social awareness, and relationship management.

EI由四个关键组成部分组成：自我意识、自我管理、社会意识和关系管理

○

1. *Self-awareness.* The most essential trait. This is the ability to read your own emotions and gauge your moods accurately, so you know how you're affecting others.

2. *Self-management.* This is the ability to control your emotions and act with honesty and integrity in reliable and adaptable ways. You can leave occasional bad moods outside the office.

3. *Social awareness.* This includes empathy, allowing you to show others that you care, and organizational intuition, so you keenly understand how your emotions and actions affect others.

4. *Relationship management.* This is the ability to communicate clearly and convincingly, disarm conflicts, and build strong personal bonds.

1. *Self-awareness.* The most essential trait. This is the ability to read your own emotions and gauge your moods accurately, so you know how you're affecting others.

2. *Self-management.* This is the ability to control your emotions and act with honesty and integrity in reliable and adaptable ways. You can leave occasional bad moods outside the office.

3. *Social awareness.* This includes empathy, allowing you to show others that you care, and organizational intuition, so you keenly understand how your emotions and actions affect others.

4. *Relationship management.* This is the ability to communicate clearly and convincingly, disarm conflicts, and build strong personal bonds.



- Higher EI was associated with
  - (1) better social relations for children and adults,
  - (2) better family and intimate relationships,
  - (3) being perceived more positively by others,
  - (4) better academic achievement,
  - (5) better psychological well-being.
- Parts of EI represent stable traits that are not readily changed; other aspects, such as using empathy, can be developed.

## 较高的EI与

(1)儿童和成人更好的社会关系，(2)更好的家庭和亲密关系，(3)被他人更积极地看待，(4)更好的学业成绩，(5)更好的心理健康。

EI的一部分代表稳定的特征，而不是容易改变；可以开发其他方面，例如使用同理心。

# Organizational Behavior

- Organizational behavior (OB) is dedicated to better understanding and management of people at work.
- OB helps managers not only explain workplace behavior but also to predict it.
- OB looks at two areas:
  - Individual behavior, such as values, attitudes, personality, perception, and learning.
  - Group behavior, such as norms, roles, and teams.

# 组织行为

组织行为(OB)致力于  
更好地理解和管理工作中的人。

OB帮助管理者不仅解释职场  
行为还要预测它。

OB着眼于两个方面：  
个人行为，例如价值观、态度、  
个性、认知和学习。  
群体行为，例如规范、角色和团队。

# Attitude

- **Values** are abstract ideals—global beliefs and feelings—that are directed toward all objects, people, or events.
  - Values tend to be consistent both over time and over related situations.
- By contrast, **attitudes** are beliefs and feelings that are directed toward specific objects, people, or events.
- An attitude is defined as a learned predisposition toward a given object.
- Attitudes directly influence our behavior.
- Behavior—people’s judgments and actions.

# 态度

价值观是抽象的理想——全球信念和感觉——针对所有物体、人或事件。

随着时间的推移，价值观往往是一致的相关情况。

相比之下，态度是信念和感觉，指向特定的对象、人或事件。

态度被定义为习得的倾向朝向给定的对象。

态度直接影响我们的行为。行为——人们的判断和行动。

# Components of Attitudes

- **The affective component**—“I feel”: the feelings or emotions one has about a situation.
  - e.g., How do you feel about people who talk loudly on cell-phones in restaurants?
- **The cognitive component**—“I believe”: the beliefs and knowledge one has about a situation.
  - e.g., What do you think about people in restaurants talking on cell-phones? Is what they're doing inconsiderate, acceptable, even admirable?
- **The behavioral component**—“I intend”: how one intends or expects to behave toward a situation.
  - e.g., What would you intend to do if a person talked loudly on a cell-phone at the table next to you?

# 态度的组成部分

**情感成分**——“我感觉”：感觉或

人们对某种情况的情绪。

例如，您如何看待在手机上大声说话的人餐厅里的电话？

**认知成分**——“我相信”：信念

以及人们对某种情况的了解。

例如，您如何看待餐厅里的人说话在手机上？他们的所作所为是不体贴的、可以接受的，甚至是令人钦佩的吗？

**行为成分**——“我打算”：如何

打算或期望对某种情况采取行动。

例如，如果一个人大声说话，你打算怎么做在你旁边桌子上的手机上？

All three components are often manifested at any given time.

- For example, if you call a corporation and get one of those telephone-tree menus (“For customer service, press 1 . . .”) that never seems to connect you to a human being, you might be so irritated that you would say:
  - *“I hate being given the runaround.” [affective component—your feelings]*
  - *“That company doesn’t know how to take care of customers.” [cognitive component—your perceptions]*
  - *“I’ll never call them again.” [behavioral component—your intentions]*

所有这三个组成部分通常会在任何特定时间显现出来。例如，如果你打电话给一家公司并得到一个

在那些似乎永远无法将您与人联系起来的电话树菜单（“对于客户服务，请按1……”）中，您可能会非常恼火，以至于会说：

“我讨厌被人绕道。” [情感  
*component—your feelings*]

“那家公司不知道如何照顾  
*customers.” [cognitive component—your perceptions]*

——“我再也不给他们打电话了。” [行为成分—  
你的意图]

# Cognitive Dissonance: When Attitudes & Reality Collide

- People no doubt want to maintain consistency between your attitudes and your behavior.
- What if a strongly held attitude bumps up against a harsh reality that contradicts it?
  - e.g., a student who firmly believes cheating in an exam is severe misconduct, but did it in order to pass the exam.
- **Cognitive dissonance** to describe the psychological discomfort a person experiences between his or her cognitive attitude and incompatible behavior.
- People are uncomfortable with inconsistency, and will seek to reduce the “dissonance” or tension of the inconsistency.

# 认知失调：当态度和现实碰撞

人们无疑希望保持一致性

在你的态度和你的行为之间。

如果一个坚定的态度遇到一个  
严酷的现实与它相矛盾吗？

例如，一个坚信考试作弊的学生是

严重的不当行为，但这样做是为了通过考试。

## 认知失调来描述心理

一个人在他或她的认知态度和不相容的行为之间  
体验到的不适。

人们对不一致感到不舒服，并且会

寻求减少不一致的“不和谐”或紧张。



# Ways to Reduce Cognitive Dissonance

# 减少认知失调的方法

TECHNIQUE	EXAMPLES	TECHNIQUE	EXAMPLES
Change attitude and/or behavior	Gregory Withow once belonged to the White Aryan Resistance and other racist groups. He preached hatred and bashed Japanese tourists in San Francisco. Then he met Sylvia, who rejected his white-supremacist ideas. As he grew to love her, he found himself caught between his ideas and her disapproval. To decrease this cognitive dissonance, he renounced his old racist beliefs and changed his behavior, even becoming a spokesperson for the antiracist Anti-Defamation League.	Change attitude and/or behavior	Gregory Withow once belonged to the White Aryan Resistance and other racist groups. He preached hatred and bashed Japanese tourists in San Francisco. Then he met Sylvia, who rejected his white-supremacist ideas. As he grew to love her, he found himself caught between his ideas and her disapproval. To decrease this cognitive dissonance, he renounced his old racist beliefs and changed his behavior, even becoming a spokesperson for the antiracist Anti-Defamation League.
Belittle importance of the inconsistent behavior	All cigarette smokers are repeatedly exposed to information that smoking is hazardous to health. But many belittle the habit as not being as risky as the antismoking messages suggest. (“My grandmother smokes, and she’s in her 80s.”)	Belittle importance of the inconsistent behavior	All cigarette smokers are repeatedly exposed to information that smoking is hazardous to health. But many belittle the habit as not being as risky as the antismoking messages suggest. (“My grandmother smokes, and she’s in her 80s.”)
Find consonant elements that outweigh dissonant ones	Ethics professor Sissela Bok says students may justify cheating on an exam by saying “I don’t usually do this, but here I really have to do it.” As one MIT graduate student said, students see cheating take place and “feel they have to. People get used to it, even though they know it’s not right.”	Find consonant elements that outweigh dissonant ones	Ethics professor Sissela Bok says students may justify cheating on an exam by saying “I don’t usually do this, but here I really have to do it.” As one MIT graduate student said, students see cheating take place and “feel they have to. People get used to it, even though they know it’s not right.”

# Important workplace attitudes

- **Employee engagement**, defined as an individual's involvement, satisfaction, and enthusiasm for work.
  - Engaged employees are expected to have feelings of urgency, intensity, enthusiasm, and focus, which make them more committed to their employer and to put more effort into their jobs.
- **Job satisfaction** is the extent to which you feel positive or negative about various aspects of your work.
  - Among the key correlates of job satisfaction are stronger motivation, job involvement, organizational commitment, and life satisfaction and less absenteeism, tardiness, turnover, and perceived stress.
- **Organizational commitment** reflects the extent to which an employee identifies with an organization and is committed to its goals.
  - For instance, some managers question whether mothers with children can be fully committed to their jobs.

# 重要的工作态度

员工敬业度，定义为个人的参与，  
满意，工作热情。

敬业的员工应该有紧迫感、紧张感、  
热情和专注，这使他们对雇主更加忠诚，并在工作中投入更多精力。

工作满意度是您感到积极或

对你工作的各个方面都持消极态度。

工作满意度的关键相关因素是更强的动机，  
工作投入、组织承诺和生活满意度，以及更少的缺勤、迟到、离职和感知压力。

组织承诺反映了一个

员工认同一个组织并致力于其目标。

例如，一些经理质疑有孩子的母亲是否可以全身心地投入到自己的工作中。



# Important workplace behavior

(1) performance and productivity

(2) absenteeism and turnover

- Absenteeism—when an employee doesn't show up for work.
- Turnover—when employees leave their jobs.

(3) organizational citizenship behaviors: employee behaviors that are not directly part of employees' job descriptions—that exceed their work-role requirements.

- e.g., constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people

(4) counterproductive work behaviors: behavior that harm employees and the organization as a whole.

- e.g., absenteeism and tardiness, drug and alcohol abuse, and disciplinary problems
- more serious acts such as accidents, sabotage, sexual harassment, violence, theft, and white-collar crime

# 重要的工作场所行为

(1)绩效和生产力(2)缺勤和离职

缺勤——当员工不上班时。 离职——员工离职时。

(3)组织公民行为：不直接属于员工工作描述的一部分——超出其工作角色要求的员工行为。

例如，关于部门的建设性陈述，表达  
对他人工作的个人兴趣、改进建议、培训新人

(4)适得其反的工作行为：损害员工和组织整体的行为。

例如，旷工和迟到、吸毒和酗酒，以及  
纪律问题  
更严重的行为，例如事故、破坏、性骚扰，  
暴力、盗窃和白领犯罪

# Perception

- Perception is the process of interpreting and understanding one's environment.
- The process of perception is complex, but it can be boiled down to four steps.

# 洞察力

知觉是解释和解释的过程  
了解一个人所处的环境。  
感知过程复杂，但可以煮沸  
降到四个步骤。



## Distortions in Perception

### 1. **Stereotyping**: “Those Sorts of People Are Pretty Much the Same”

- Stereotyping is the tendency to attribute to an individual the characteristics one believes are typical of the group to which that individual belongs.
  - (1) sex-role stereotypes,
  - (2) age stereotypes,
  - (3) race/ethnicity stereotypes.

jisu翻译器发生异常

### 1. **Stereotyping**: “Those Sorts of People Are Pretty Much the Same”

- Stereotyping is the tendency to attribute to an individual the characteristics one believes are typical of the group to which that individual belongs.
  - (1) sex-role stereotypes,
  - (2) age stereotypes,
  - (3) race/ethnicity stereotypes.

## 2. The Halo Effect: “One Trait Tells Me All I Need to Know”

- Halo effect occurs when we form an impression of an individual based on a single trait.
- Not only can a single positive trait be generalized into an array of positive traits, but the reverse is also true.

2.光环效应：“一个特性告诉我我 need 知道的一切” 光环效应发生在我们形成一个

基于单一特征对个人的印象。

不仅可以是一个单一的积极特征概括为一系列积极的特征，但反过来也是如此。

- Reading: The Halo Effect: Do Good Looks Make People Richer & Happier?

阅读：光环效应：好看  
让人们更富有和更快乐？

3. **The Recency Effect**: “The Most Recent Impressions Are the Ones That Count”
- The recency effect is the tendency to remember recent information better than earlier information

3.近因效应：“最近的印象才是最重要的”近因效应是一种趋势

比以前的信息更好地记住最近的信息

#### 4. Causal Attributions

- Causal attribution is the activity of inferring causes for observed behavior.
  - Joe drinks too much because he has no willpower; but I need a few drinks after work because I'm under a lot of pressure.
- **Fundamental attribution bias**: people attribute another person's behavior to his or her personal characteristics rather than to situational factors.
  - Top managers attributed the cause of industrial failure to individuals, whereas workers attributed it to the environment.
- **Self-serving bias**: people tend to take more personal responsibility for success than for failure.
  - “A” students are likely to attribute their grade to high ability or hard work and “D” students blame factors such as bad luck, unclear lectures, and unfair testing.

#### 4. 因果归因 因果归因是推断原因的活动

观察到的行为。

乔喝太多，因为他没有意志力；但是我下班后需要喝几杯，因为我压力很大。

#### 基本归因偏差：人们归因于另一个

一个人的行为取决于他或她的个人特征，而不是情境因素。

高层管理人员将产业失败的原因归咎于个人，而工人将其归因于环境。

#### 自私的偏见：人们倾向于更个人化

对成功的责任大于对失败的责任。

“A”级学生可能将他们的成绩归因于高能力或努力工作和“D”学生归咎于运气不好、讲课不清晰和测试不公平等因素。



# Self-Fulfilling Prophecy

- The **self-fulfilling prophecy**, or the **Pygmalion effect**, describes the phenomenon in which people's expectations of themselves or others lead them to behave in ways that make those expectations come true.
  - An example is a waiter who expects some poorly dressed customers to be stingy tippers, who therefore gives them poor service and so gets the result he or she expected—a much lower tip than usual.
- Raising managers' expectations for individuals performing a wide variety of tasks, higher levels of achievement and productivity can be achieved.
- When you expect employees to perform badly, they probably will! When you expect them to perform well, they probably will!

# 自我实现的预言

自我实现的预言，或皮格马利翁效应，描述了人们对自己或他人的期望导致他们以实现这些期望的方式行事的现象。一个例子是一个服务员，他希望一些穿着糟糕的顾客

成为吝啬的小费，因此他们给他们的服务很差，从而得到了他或她预期的结果——比平时低得多的小费。

提高管理者对个人执行任务的期望

任务种类繁多，可以实现更高水平的成就和生产力。

当你期望员工表现不佳时，他们可能将要！当您期望他们表现出色时，他们可能会！



## PRACTICAL ACTION

### How Can Managers Harness the Pygmalion Effect to Lead Employees?

Luke Iorio, president of The Institute for Professional Excellence in Coaching, says that employees want to use their knowledge and experience to contribute to the value of the organization. “Employees have many answers [managers] haven’t thought of,” he says. “The main thing is to see people as they can be, and to expect great things of them.”<sup>73</sup> And more often than not, they’ll deliver.

Research in a variety of industries and occupations shows that the effect of the self-fulfilling prophecy can be quite strong.<sup>74</sup> That is, managerial expectations powerfully influence employee behavior and performance. Managers can harness this effect by building a hierarchical framework that reinforces positive performance expectations throughout the organization. The foundation of this framework is employee self-expectations. In turn, positive self-expectations improve interpersonal expectations by encouraging people to work toward common goals. This cooperation enhances group-level productivity and promotes positive performance expectations within the work group.

#### How to Create a Pygmalion Effect

Because positive self-expectations are the foundation for creating an organizationwide Pygmalion effect, let us consider how managers can create positive performance expectations.

This task may be accomplished using various combinations of the following:

1. Recognize that everyone has the potential to increase his or her performance.
2. Instill confidence in your staff.
3. Set high performance goals.
4. Positively reinforce employees for a job well done.
5. Provide constructive feedback when necessary.
6. Help employees advance through the organization.
7. Introduce new employees as if they have outstanding potential.
8. Become aware of your personal prejudices and nonverbal messages that may discourage others.
9. Encourage employees to visualize the successful execution of tasks.
10. Help employees master key skills and tasks.<sup>75</sup>

#### YOUR CALL

How can you put the Pygmalion effect to use in college organizational life?

## PRACTICAL ACTION

### How Can Managers Harness the Pygmalion Effect to Lead Employees?

Luke Iorio, president of The Institute for Professional Excellence in Coaching, says that employees want to use their knowledge and experience to contribute to the value of the organization. “Employees have many answers [managers] haven’t thought of,” he says. “The main thing is to see people as they can be, and to expect great things of them.”<sup>73</sup> And more often than not, they’ll deliver.

Research in a variety of industries and occupations shows that the effect of the self-fulfilling prophecy can be quite strong.<sup>74</sup> That is, managerial expectations powerfully influence employee behavior and performance. Managers can harness this effect by building a hierarchical framework that reinforces positive performance expectations throughout the organization. The foundation of this framework is employee self-expectations. In turn, positive self-expectations improve interpersonal expectations by encouraging people to work toward common goals. This cooperation enhances group-level productivity and promotes positive performance expectations within the work group.

#### How to Create a Pygmalion Effect

Because positive self-expectations are the foundation for creating an organizationwide Pygmalion effect, let us consider how managers can create positive performance expectations.

This task may be accomplished using various combinations of the following:

1. Recognize that everyone has the potential to increase his or her performance.
2. Instill confidence in your staff.
3. Set high performance goals.
4. Positively reinforce employees for a job well done.
5. Provide constructive feedback when necessary.
6. Help employees advance through the organization.
7. Introduce new employees as if they have outstanding potential.
8. Become aware of your personal prejudices and nonverbal messages that may discourage others.
9. Encourage employees to visualize the successful execution of tasks.
10. Help employees master key skills and tasks.<sup>75</sup>

#### YOUR CALL

How can you put the Pygmalion effect to use in college organizational life?

# Diversity

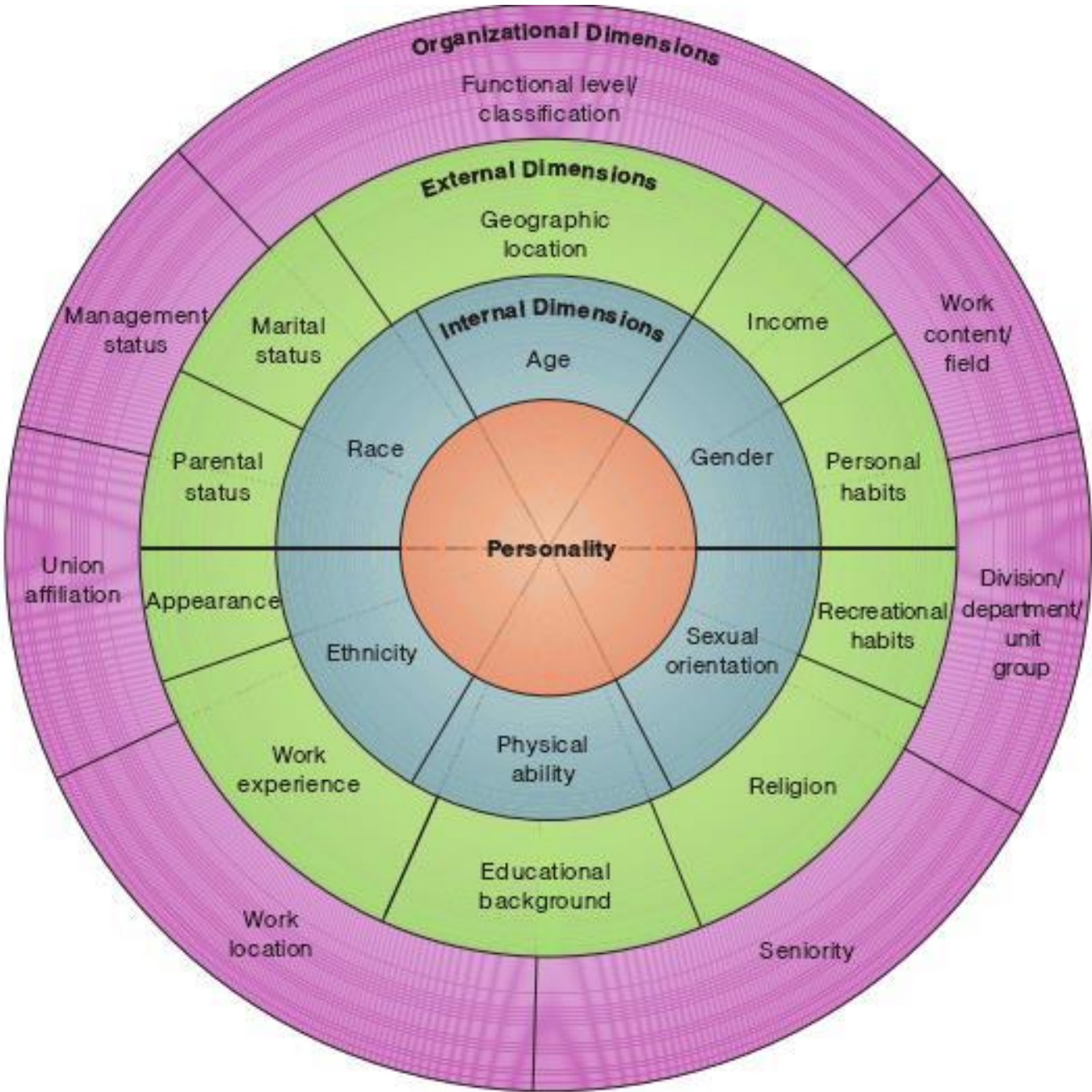
Diversity represents all the ways people are unlike and alike—the differences and similarities in age, gender, race, religion, ethnicity, sexual orientation, capabilities, and socioeconomic background.

# 多样性

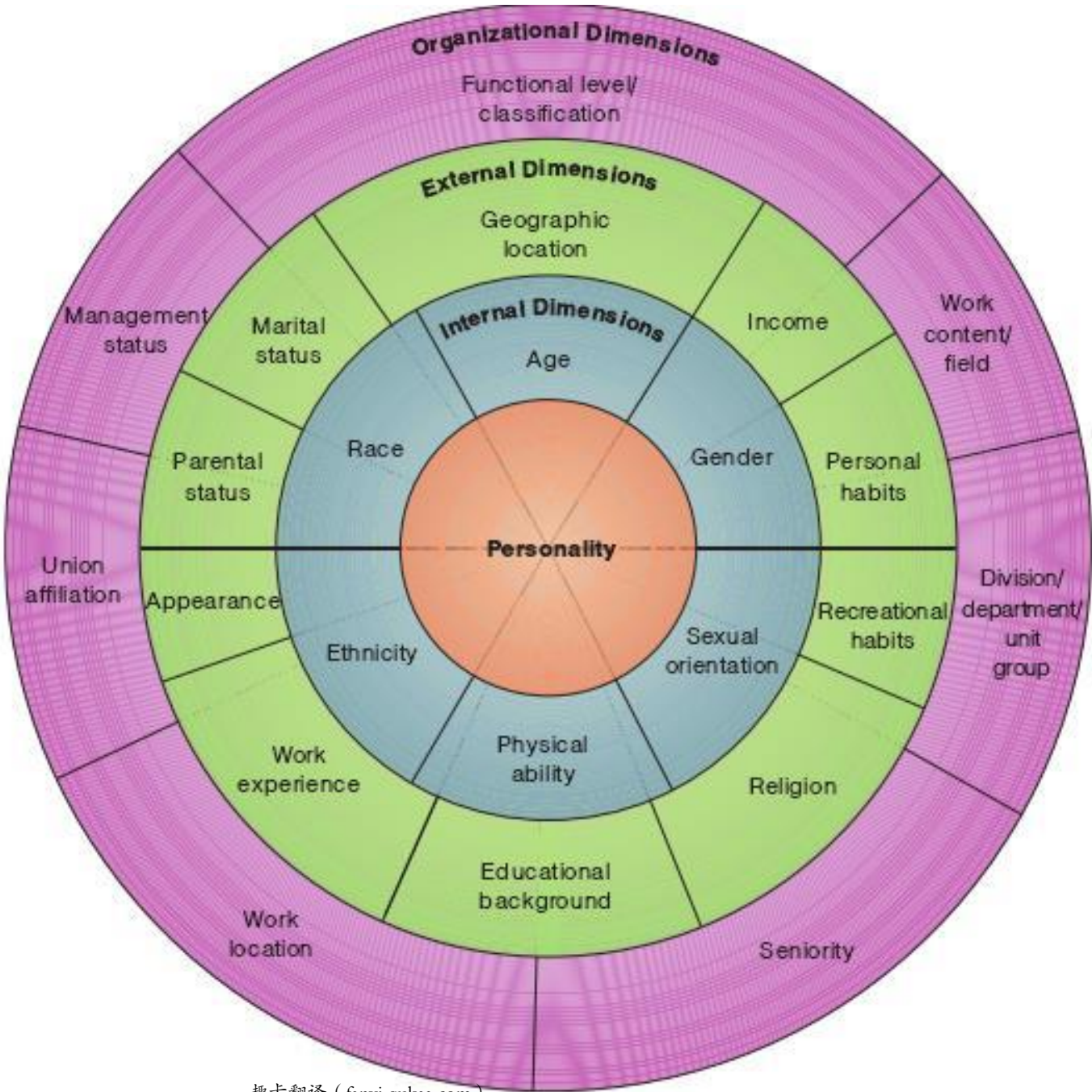
多样性代表了人们不同和相似的所有方式——年龄、性别、种族、宗教、民族、性取向、能力和社会经济背景的差异和相似之处。



The diversity wheel



分集轮



# Trends in International Workforce Diversity

- Age: More Older People in the Workforce
- Gender: More Women Working
- Race & Ethnicity: More People of Color in the Workforce
- Sexual Orientation: LGBT People Become More Visible
- People with Differing Physical & Mental Abilities
- Educational Levels: Mismatches between Education & Workforce Needs
  - College graduates may be in jobs for which they are overqualified (underemployed).
  - High-school dropouts and others may not have the literacy skills needed for many jobs.

# 国际劳动力多元化趋势

年龄：劳动力中的老年人更多  
性别：工作的女性更多  
种族和民族：劳动力中更多的有色人种  
性取向：LGBT 人群变得更加引人注目  
身体和心理能力不同的人  
教育水平：教育与

## 劳动力需求

大学毕业生可能从事他们资格过高的工作 (underemployed).  
高中辍学者和其他人可能没有识字技能  
许多工作都需要。

# Understanding Stress

- **Stress** is the tension people feel when they are facing or enduring **extraordinary demands**, constraints, or opportunities and are uncertain about their ability to handle them effectively.
- Stress is the feeling of tension and pressure;
- The source of stress is called a stressor.
- Two-thirds of American adults cite work as a significant source of stress.
  - Commonly cited causes of work stress include low salaries (54%), lack of opportunities for growth or advancement (53%), lack of recognition (53%), and dissatisfaction with their employer's work-life balance practices (43%).

## 了解压力

压力是人们在面对或

忍受非同寻常的要求、限制或机会，并且不确定他们是否有能力有效地处理它们。

压力是紧张和压力的感觉；压力的来源被称为压力源。三分之二的美国成年人认为工作是最重要的

压力的来源。

工作压力的常见原因包括低工资(54%)，缺乏成长或晋升的机会(53%)、缺乏认可(53%)以及对雇主的工作与生活平衡做法不满(43%)。

## How Does Stress Work?

- Stress has both physical and emotional components.
- Physically, stress is “the nonspecific response of the body to any demand made upon it.”
- Emotionally, stress has been defined as the feeling of being overwhelmed, “the perception that events or circumstances have challenged, or exceeded, a person’s ability to cope.

## 压力如何运作？

压力有身体和情绪两方面的成分。从生理上讲，压力是“身体的非特异性反应”

身体对它提出的任何要求。”

在情感上，压力被定义为感觉

不知所措，“认为事件或情况已经挑战或超过了一个人的应对能力。

Stressors can be

- hassles, or simple irritants, such as misplacing or losing things, concerns about one's physical appearance, and having too many things to do.
- or crises, such as sudden occasions of overwhelming terror—a horrible auto accident, an incident of childhood abuse.
- or strong stressors, which can dramatically strain a person's ability to adapt—extreme physical discomfort, such as chronic severe back pain.

压力源可能是麻烦事，也可能是简单的刺激物，例如放错地方或

丢东西，担心自己的外表，还有太多事情要做。

或危机，例如突如其来的压倒性事件

恐怖——可怕的车祸，童年虐待事件。

或强烈的压力源，这会极大地使

人的适应能力——极度的身体不适，例如慢性严重的背痛。

- Stressors can be both negative and positive.
- Being fired or being divorced can be a great source of stress, but so can being promoted or getting married.
- It is immaterial whether the agent or the situation we face is pleasant or unpleasant; all that counts is the **intensity of the demand** for adjustment and adaptation.
- Bad stress, or “distress”, in which the result of the stressor can be anxiety and illness
- Good stress, or “eustress,” which can stimulate a person to better coping and adaptation

压力源可以是消极的，也可以是积极的。被解雇或离婚可能是一个重要的来源

压力，但升职或结婚也是如此。  
我们是代理人还是情况无关紧要  
脸是愉快的或不愉快的；重要的是调整和适应需求的强度。

不良压力或“苦恼”，其中的结果  
压力源可能是焦虑和疾病  
良好的压力，或“eustress”，可以刺激  
更好地应对和适应的人



- Positive stress is constructive and can energize you, increasing your effort, creativity, and performance.
- Negative stress is destructive, resulting in poorer-quality work, dissatisfaction, errors, absenteeism, and turnover.

积极的压力是建设性的，可以激发活力你，增加你的努力、创造力和表现。

负压力是破坏性的，导致质量较差的工作、不满、错误、旷工和离职。

# Sources of Job-Related Stress

There are six sources of stress on the job: (1) demands created by individual differences, (2) individual task demands, (3) individual role demands, (4) group demands, (5) organizational demands, and (6) nonwork demands.

- Type A behavior pattern, meaning individuals are involved in a chronic, determined struggle to accomplish more in less time.
- Roles are sets of behaviors that people expect of occupants of a position.
  - Role overload. Role overload occurs when others' expectations exceed one's ability.
  - Role conflict. Role conflict occurs when one feels torn by the different expectations of important people in one's life.
  - Role ambiguity. Role ambiguity occurs when others' expectations are unknown.

# 与工作相关的压力来源

工作压力有六种来源：（1）个体差异造成的需求，（2）个人任务需求，（3）个人角色需求，（4）团队需求，（5）组织需求，（6）非工作需要。A型行为模式，意味着个人参与

在更短的时间内完成更多的长期而坚定的斗争。

角色是人们期望居住者的一系列行为的一个职位。

角色过载。角色超载发生在别人的期望超越自己的能力。

角色冲突。角色冲突发生在一个人感到被对生活中重要人物的不同期望。

—角色模糊。当其他人的期望不明确时，就会出现角色歧义未知。

# Reducing Stressors in the Organization

- Managers can make buffers (administrative changes) to reduce the stressors.
  - Extra staff or equipment at peak periods.
  - Increased freedom to make decisions.
  - Recognition for accomplishments.
  - Time off for rest or personal development.
  - Assignment to a new position.
  - Relaxation and team-building activities.
  - Sabbatical leave.

# 减少组织中的压力源

经理可以做缓冲（行政变更）  
以减少压力源。

在高峰期增加人员或设备。 增加决策的自由度。 对成就的认可。 休息或个人发展的时间。 分配到新职位。 放松和团队建设活动。 休假。

# Organizational strategies for reducing stressors

- Roll out employee assistance programs:
  - A host of programs aimed at helping employees to cope with stress, burnout, substance abuse, health-related problems, family and marital issues, and any general problem that negatively influences job performance.
- Recommend a holistic wellness approach.
  - A holistic wellness program focuses on self-responsibility, nutritional awareness, relaxation techniques, physical fitness, and environmental awareness.
- Create a supportive environment.
- Make jobs interesting.
- Make career counseling available.

# 减少压力源的组织策略

推出员工援助计划：

一系列旨在帮助员工应对的计划

压力、倦怠、药物滥用、健康相关问题、家庭和婚姻问题，以及任何对工作绩效产生负面影响的普遍问题。

推荐一个整体的健康方法。

整体健康计划侧重于自我责任，  
营养意识、放松技巧、身体素质和环境意识。

创建一个支持性的环境。让工作变得有趣。提供职业咨询。

## Review case - Steve Jobs's Personality & Attitudes Drove His Success

Read the case and complete the following question **individually**:

1. How would you evaluate Jobs in terms of the Big Five personality dimensions?
2. How would you evaluate Jobs in terms of the five traits important to organizational behavior? Explain.
3. What were Jobs's attitudes about effective leadership? Use the three components of attitudes to explain.
4. Do you believe that Jobs's personality and attitudes affected the workplace attitudes and behaviors of Apple employees? Explain.
5. What factors were causing stress for Jobs? Explain.

## 回顾案例史蒂夫乔布斯的个性和态度推动他的成功

阅读案例并单独完成以下问题：1.您如何根据大五人格维度评价乔布斯？2.您如何根据对组织行为很重要的五个特征来评估乔布斯？解释。3.乔布斯对有效领导的态度是什么？用态度的三个组成部分来解释。4.您认为乔布斯的性格和态度是否影响了苹果员工的职场态度和行为？

解释。5.哪些因素给乔布斯带来了压力？解释。