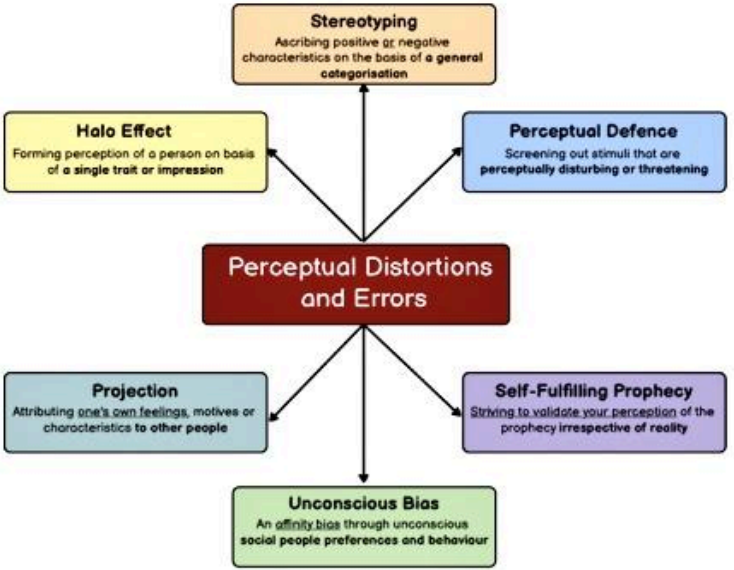
When Perception Fails!!!

Perceptual Errors



➢ **What is Attribution?**

- Attribution is the process referred to way in which people explain or justify their own behavior or behavior of others
- It's a fundamental part of how we make sense of the world and understand social interactions.
- People are naturally inclined to seek explanations for behavior, and these explanations can influence our evaluations and reactions.
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➢ **Key Contributors:**

- Fritz Heider and H.H. Kelly are well-known contributors to attribution theory.

- Heider's work focused on the "naive psychology" of people, suggesting we are constantly trying to understand the causes of behavior.

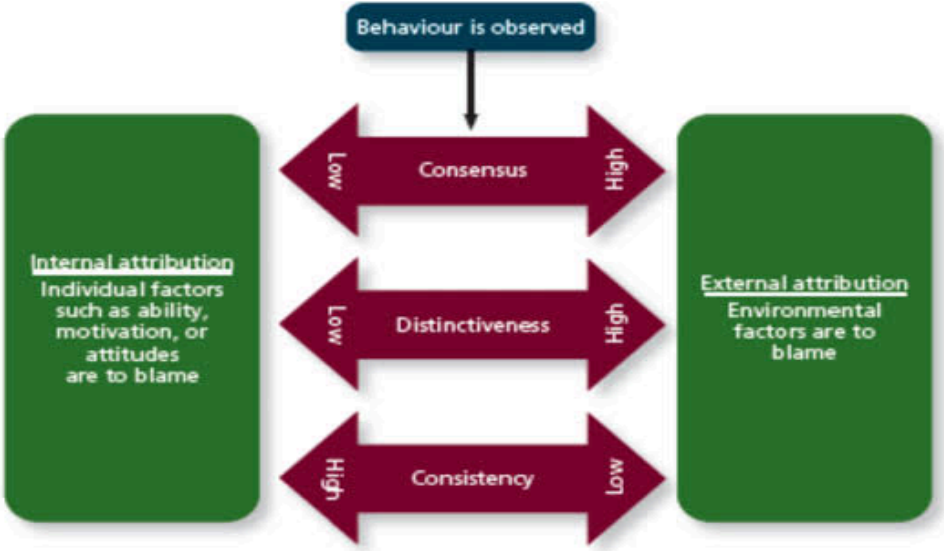
➢ **Factors Influencing Attributions:**

- **Distinctiveness:** The degree to which a person behaves similarly in different situations.
- **Consistency:** The degree to which a person engages in the same behavior at different times.
- **Consensus:** The degree to which other people are engaging in the same behavior.

➢ **Types of Attributions:**

- **Internal Attributions:** Attributing behavior to internal factors, such as personality, ability, or effort.
- **External Attributions:** Attributing behavior to external factors, such as situational circumstances or luck.

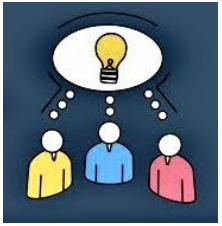
FIGURE 8-5 Consensus, Distinctiveness, and Consistency



What is Perceptual Set?

- Definition: Perceptual set refers to the idea that our previous beliefs or experiences influence how we perceive new things or people.
- Example : If a manager believes that workers are lazy, this belief will influence how the manager perceives the behavior of the workers, even if they are actually working hard. The manager will interpret their actions based on his or her preconceived ideas.
- Key point: Our expectations, experiences, and attitudes shape how we interpret new information, leading to biased perceptions.

What is Stereotyping?



- Definition : Stereotyping is the process of assigning specific traits or characteristics to someone based on the group or category they belong to (e.g., gender, profession, nationality).
- Example: If you assume all doctors are old or that all engineers are introverted, you're stereotyping them. These assumptions may not be true for every individual in the group.

- Purpose: Stereotypes help people quickly make sense of large amounts of information, but they can be overly simplistic and inaccurate.
- Common Stereotypes People often stereotype based on roles or identities, such as: Women, doctors, professors, engineers, executives, workers, etc.
- National groups, like Americans, Indians, Britishers, Africans.
- Example: A stereotype about women might assume they are not as capable in leadership roles, which could limit their opportunities in organizations.

Stereotypes are maintained by:

(i) overestimating the frequency of stereotypic behaviours exhibited by others,

(ii) incorrectly explaining expected and unexpected behaviours,

(iii) differentiating minority individuals from oneself

What is Halo Effect?

- **Definition:**

  The halo effect is a cognitive bias where a positive impression in one area influences the perception of other, unrelated areas.
- **How it works:**

  When we form a positive impression of someone or something (e.g., attractiveness, success, good reputation), we tend to automatically assume they possess other positive qualities, even if there's no evidence to support it.
- **Example:** A physically attractive person might be assumed to be more intelligent, kind, or successful.

- **Impact:**

  The halo effect can lead to inaccurate judgments and decisions, as it can cloud our perception and prevent us from forming a complete and objective assessment.
- **Related concepts:**
  - **Horn effect:** The opposite of the halo effect, where a negative impression in one area leads to a negative impression in other areas.
  - **Cognitive bias:** A systematic pattern of deviation from rationality or objectivity in judgment.

What is Perceptual defense ?

Perceptual Defence: According to the principle of perceptual defence, an individual is likely to put up a defence when confronted with conflicting, unacceptable, or threatening stimuli.

- The defence mechanisms put up by the perceiver may assume any of the four forms: outright denial, modification of the data received, change in perception but refusal to change, and change in perception itself. The four defence mechanisms have been culled from a study involving college students. The students were presented with the word 'intelligent' as a

characteristic of a factory worker. This was conflicting to the notion about a worker held by the students. The defences put up by the students were:

(a) Some students denied that the factory workers could be intelligent - denial mechanism.

(b) Some students said that the worker was intelligent but lacked initiative to rise above his group (associating intelligence with some other trait modification mechanism).

(c) A few students felt that the word intelligent conflicted with their understanding of a worker. What they believed about the worker was that he was not too intelligent change in perception but refusal to change mechanism.

(d) Many of the students felt that the worker was really intelligent. But this change in perception was very subtle. For example, 'He cracks jokes' because 'He is witty' change in perception mechanism.

What's projection?

- **Definition:**

  Projection is a defense mechanism where someone unconsciously attributes their own undesirable traits, feelings, or motivations to others.
- **How it works:**

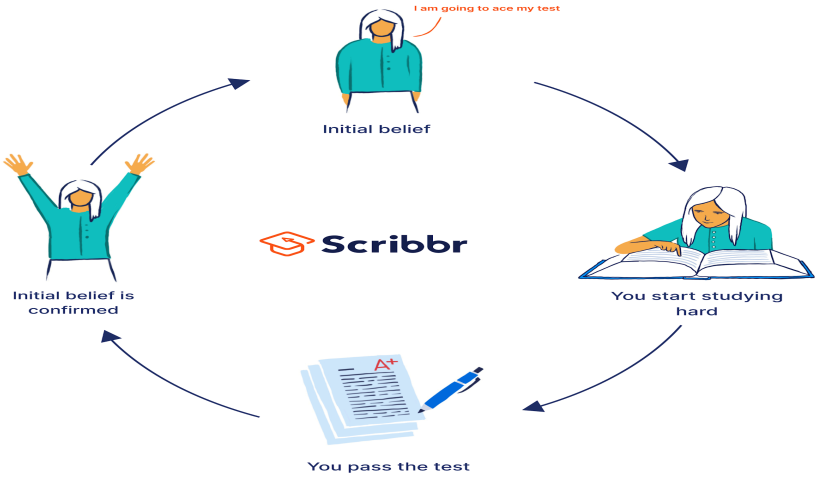
  Instead of facing their own shortcomings or negative emotions, they project them onto someone else.

- **Examples in the workplace:**
    - A manager who is secretly insecure might accuse their employees of being lazy or incompetent.
    - An employee who feels angry might perceive their colleagues as hostile or critical.
    - A person who is struggling with their own insecurities might accuse others of being critical or judgmental.

What’s Self-fulfilling prophecy?

Self-fulfilling prophecy

The belief about a future outcome that helps to bring about its own fulfillment.

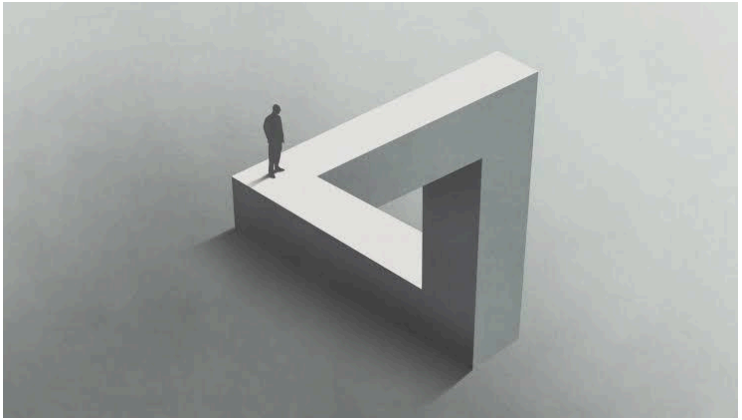


- **Definition:**

  A self-fulfilling prophecy is a prediction that, simply by being made, causes itself to come true.
- **How it works:**
  - **Initial Belief:** Someone (e.g., a manager) holds a belief or expectation about an employee's capabilities or potential.
  - **Behavioral Influence:** This belief unconsciously influences how the person interacts with the employee, providing feedback, assigning tasks, or offering opportunities.
  - **Confirmation:** The employee, in turn, may adjust their behavior to align with the perceived expectations, leading to the initial belief being confirmed.

- **Examples:**
    - **Negative:** A manager believes an employee is not capable, leading to limited opportunities and a decline in performance, thus confirming the initial negative belief.
    - **Positive:** A manager believes an employee has high potential, providing challenging tasks and positive feedback, leading to improved performance and a positive outcome

What's Illusion ?



Illusion refers to a misinterpretation or false perception of reality, often involving a distorted or inaccurate understanding of a situation, person, or event, which can lead to poor decision-making and conflict.

Here's a more detailed explanation:

- Misperception of Reality:

  Illusions in OB involve a deviation from objective truth or reality, where individuals or groups hold a belief that is not accurate.
- Examples:
  - Overconfidence in a project's success: A team might have an illusion that a project is certain to succeed when, in reality, there are significant risks or challenges.

THANK YOU