

























## Discussion 2.2: Perception

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## Learning Outcomes Addressed

- Learn how people make decisions.
- Learn about perceptions, how they are formed and what role they play.

***This is an ungraded discussion and does not count towards programme completion. However, we recommend that you participate in this discussion to gain a holistic learning experience.***

### Discussion Prompt:

*“What is the proper way of seeing? In brief, it is to see things as they are. However, very few people possess this purity of sight. Such people do not see things as they are but are influenced by preconceptions and perceptions. ‘Knowing’ has been added to ‘seeing’.”*

-Soetsu Yanagi, *The Beauty of Everyday Things*

## Instructions

1. The quote conveys that people have different perspectives on the subject. Perception is not reality. From an OB perspective, what are the benefits of having different perspectives in a team?
2. Which are the perceptual distortions that:
  - A. Gen X managers are most likely to be affected by when forming perceptions of their Millennials as Direct Reports?
  - B. Employees are most likely to be affected when forming perceptions of their new Head of HR, who was earlier the Head of Operations, Retail and Banking Sector.
3. Soetsu Yanagi says that the “proper” way of seeing is to “... see things as they are”. How can one ATTEMPT to see people as they are? Describe a situation where perceptual distortions impacted your perception of another person.

## Submission Instructions

Write a post of 200-250 words with proper points highlighting your views on each of the discussion questions.

After submitting your response, take some time to go through your peers’ findings and reply to at least one of them with your thoughts or questions.

**Suggested time:** 60 minutes

*This is not a graded discussion and does not count towards programme completion.*




[https://](https://classroom.emeritus.org/courses/9197/users/260515)
**Hem Praneeth Boddada** (<https://classroom.emeritus.org/courses/9197/users/260515>)

Monday

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1. It's always great to have different perspectives in a team and the reason is very simple, Every person is unique in their own way and has a very keen way of thinking which can be either very limited or very broad, When you have highly diverse people in your team it's very likely that you will uncover most of the blind spots which you may not even think of because of the style of thinking you have.
2. A. Millennials are usually fast paced and self centered in a way, Gen X Managers are more habituated in managing people who are close to the culture and way of thinking of themselves. So before coming to a conclusion on Millennials the Managers should carefully asses the scenario, the reaction, the mindfulness and the impact caused by it, so that they can come to an unbiased perception.
2. B. When people change their domain especially at a leadership level, the employees often tend to be not comfortable unconditionally because that's something that doesn't happen often. The only thing that will help the leadership in this case is effective communication, motivation and most importantly time.
3. To see things as they are you need to be highly emotionally intelligent and this can be naturally developed with exposure, no amount of study can get you there. There were situations when I did not like my Manager putting company ahead of the employees, but gradually when I start to think about larger scope now I feel it might be the right thing to do.

 ↩ Reply 👍 (1 like)

[http](http://classroom.emeritus.org/courses/9197/users/250804)
**Manish Shriram Ramteke** (<https://classroom.emeritus.org/courses/9197/users/250804>)

1:05pm

⋮

1. Agree .
2. B . Additionally different perception biases will impact how employees will process change in leadership.

 ↩ Reply 👍

[https://](https://classroom.emeritus.org/courses/9197/users/243819)
**Sanjena Ramakrishnan** (<https://classroom.emeritus.org/courses/9197/users/243819>)

Monday

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1. **Creativity and Innovation:** Encouraging different viewpoints helps in thinking in various ways, which can lead to new ideas and solutions for problems that might not be seen from just one angle.

**Improved Decision-Making:** When team members have different viewpoints, they can look at decisions from many angles and consider all the implications, which helps in not missing important details.

**Conflict Resolution:** Different viewpoints can lead to helpful debates and discussions, making it easier to solve conflicts and reach agreements within the team.

**Enhanced Learning and Development:** Being exposed to different viewpoints allows team members to learn from each other's experiences and knowledge, which helps in personal and professional growth.

**Adaptability and Flexibility:** Teams with diverse viewpoints are better at adapting to changes because they can quickly understand and react to new information from different angles.

2. A **Stereotyping:** Managers from Generation X might wrongly think that Millennials feel they deserve more or don't work hard, just because they are from different generations, instead of looking at each person's qualities.

**Projection:** They could wrongly believe that Millennials want the same things in their jobs or are motivated by the same things as they are, just because they assume they share similar goals or reasons for working.

2.B **Halo Effect:** Employees could believe the new Head of HR is very good at leading and making smart plans just because they have worked in various fields before.

**Selective Perception:** Employees might pay attention only to parts of the new Head of HR's history that match what they already think or want, and overlook facts that don't fit.

3. I **Open-Mindedness:** Treat people without already formed ideas or prejudices, letting what they do and how they behave guide your understanding, rather than what you think about them beforehand.

**Active Listening:** Listen attentively to understand their viewpoints, motivations, and concerns, instead of forcing your own thoughts or evaluations on them.

**Empathy:** Imagine how it feels to be in their situation to better understand their feelings, experiences, and views, which helps build a stronger bond and comprehension.

**Seeking Feedback:** Have conversations and ask for opinions from others who know the person, to get different perspectives that might change or add to what you first thought.

3. In my last job, I worked with someone who seemed quiet and not very interested in working together during group meetings. I thought they were not involved and didn't care about our team's goals. But after thinking more and talking with them privately, I found out they were just shy and liked to share their thoughts in writing instead of speaking up in big groups. This made me see them differently and change how I interacted with them. As a result, we had a better working relationship because we understood each other's ways of communicating.

↳ Reply 👍



**Yamini** (<https://classroom.emeritus.org/courses/9197/users/34909>)

Yesterday



1. Having different perspectives in team can offer several benefits. Embracing different viewpoints fosters an environment that encourages innovation and enhances problem-solving abilities. By considering diverse ideas, teams can make well-informed decisions that cater to the needs of a diverse customer base or stakeholder group. This will also reduce group thinking and culture awareness

2. A. Perceptual distortions that Gen X managers might face when forming perceptions of Millennial direct reports: -

Stereotyping: Gen X managers may hold stereotypical views about Millennials, especially job-hoppers, and overly reliant on technology. Secondly, Comparing Millennial employees to the manager's own generation, this may lead to unrealistic expectations or biases.

B. Perceptual distortions that employees might face when forming perceptions of a new Head of HR (previously Head of Operations, Retail, and Banking):

Stereotyping (Characteristics of Perceiver): Employees may stereotype the Head of HR based on their previous role or industry experience, assuming they lack HR expertise or understanding of employee needs.

Selective perception (Characteristics of Target): Employees may selectively focus on certain aspects of the Head of HR's background or behavior, ignoring other relevant information.

3. To attempt to see people they are, here are few point:

- Avoid unidirectional thinking

- Understanding the situation by accumulating information
- Determine the cause of behaviour
- Seek Clarification and practice listening

← Reply 👍

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[https://](https://classroom.emeritus.org/courses/9197/users/260917)

**SUMIT AGASTY** (<https://classroom.emeritus.org/courses/9197/users/260917>)

Yesterday

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1. Having different perspectives on a subject has following advantages
  - A. Bring new ideas to the table.
  - B. Adds to the scope of growth of the firm.
  - C. Team members may get to know and understand each other better.
  - D. Create a platform for healthy discussions and well informed decisions by the team.
2. A. Gen X managers may hold following perceptual distortion of their Millennials as their Direct reports- Stereotype.
  - A. That the Millennials are not grounded to their culture.
  - B. That they care too much about their personal space, and hold self above the work.
  - C. That they are too soft, laid back and lack discipline.
  - D. That they give fewer inputs and demand more and quicker results vis a vis inputs.
2. B. Halo Effect- The employees may think that the new HR head will be very efficient and successful in his new role, as he was operations head before.
3. To see the people as they are-

We must not form opinions about people based on our thoughts but only after analysing them and spending some time with them without being judgemental.

During my post graduation we had a colleague who had been in premier national team for some academic activities during graduation and only due to that knowledge about him i formed perception that he is genius and know all, which eventually turned out to be not true.

← Reply 👍



**Sunil Kumar Raut** (<https://classroom.emeritus.org/courses/9197/users/251494>)

9:57pm



Simple, straight and well articulated.

Though difficult, it is worth seeing people the way they are. This gives an unbiased atmosphere for both, subject and observer. With little bit of consciousness this can be practiced to various degrees.

← Reply



**Vachan Alva** (<https://classroom.emeritus.org/courses/9197/users/205241>)

Yesterday



1. Having diverse perceptions within a team always helps in looking at a situation from various angles and having more options to solve those challenges. When team members view problems from different angles, they can come up with unique and effective solutions.

2A. The most common perception could be plain stereotyping them based on perceiver's characteristics. One single characteristic displayed by a millennial can make the perceiver's perception even stronger and make his decisions biased.

2B. Employees might have preconceived notions about the ability to manage the Head of HR role based on their assumption of responsibilities in later's previous role in Operations, Retail, and Banking.

3. Perceptual distortions in first interaction can significantly impact how we perceive others, both in professional and personal life. Hence, giving time to carefully understand the different perspectives helps to bring in clarity

← Reply



**Gaurav Takwale (He/Him)** (<https://classroom.emeritus.org/courses/9197/users/247046>)

3:59pm



1. It is good to have people with different perceptions in a team. When it comes to OB every decision is made based on agreement within the team, different perspectives in the team will surely lead brainstorming and result in best decision.

2. A. GenX managers may judge Millennials as with "FAULTY ATTRIBUTION". Gen X manager more likely will judge the millennials with personality which comes under internal factor.

2.B. Employees may have different perceptions. Few employees may show perceptions via internal factor which is faulty attribution, whereas others might show perceptions that this is because of external factors like recent low performance because of market conditions.

3. No as such situation to explain but i feel it is always good to understand the thinking of next person before making any perception, no matter the next person is senior or junior. This is only possible by understanding his/her view on the situation. This will surely help.

← Reply 



**SAMIDHA** (<https://classroom.emeritus.org/courses/9197/users/240736>)

9:02pm

1. The benefits of different perspective in a team are listed below:

- a. **Decision Making** : Team consists of people from different levels of experience and knowledge on the subject. This helps in making an informed decision.
- b. **Problem Solving** :The problem solving ability enhances.
- c. **Effective Output** : Efficiency increases since multiple minds are working on the same problem but from a different perspective.
- d. **New and creative ideas** : Creative ideas can further lead to enhanced solutions and innovation in the longer run.

2. A. Stereotype- A pre-decided notion by Gen X managers for their Millennials reports just because of generation gap is stereotypical. Each person shall be judges on the basis of their caliber and contribution to the organization.

B. Halo effect: The employees come with a preconceived notion that the Head of HR will be good in heading the other fields as well which might or might not be true. Different field needs different expertise.

- 3. a. Keeping an open mind while meeting someone new and not judging them on the basis of the their looks, language or education.
- b. Being non judgmental on the basis of our past experiences and giving a fair chance.
- c. Being empathetic and understanding where the other person might be coming from can be helpful.



[← Reply](#) [shivangi upadhyay \(https://classroom.emeritus.org/courses/9197/users/250867\)](https://classroom.emeritus.org/courses/9197/users/250867)

10:11pm



1. Different perspective leads to many possible ways to achieve goals. When each member of this team is already on the same page, you run the risk of creating a stale environment. In order to push boundaries and consider all possible angles, a wider range of influences and opinions are needed. This is especially true for tasks which involve creative problem solving, innovation and collaboration.

2A. Generation X'ers is a different set of attitudes about the workplace. In a nutshell, they distrust hierarchy. They prefer more informal arrangements. They prefer to judge on merit rather than on status. They are far less loyal to their companies. They like money, but they also say they want balance in their lives. Millennials will have create a setup where they change the preconceived notion that the new generations has for them.

2B Yes, they will be affected because every leader demands a certain type of work pattern and expectation.

3 Worked with a person who doesnt dressup (Formals) in the way organization people does, also has a very different working hours style compared to others. For the longest time I thought this person was least interested in this job and was doing it just for the sake of this. Recently we had a campaign launch which was quite successful and guess what the main idea came from this person who looked very different from a corporate setup

[← Reply](#) [Sunil Kumar Raut \(https://classroom.emeritus.org/courses/9197/users/251494\)](https://classroom.emeritus.org/courses/9197/users/251494)

10:33pm



1. Unbiased pure observation based approach benefits the group and the Organisation at a larger perspective in many ways. It gives opportunity for diversity, mutual respect and association, and well informed decision making in the interest of the group or Organisation.

2 A. This may be negatively biased, considering the generation gap and the Gen X Manager may form a biased perception. The agility of the Millennial may be perceived as hasty and ignorance to detailing. With approaching a situation with an open mind a relatively unbiased pure perception can be formed, which would also open the opportunities for mutual learning.

2 B. Yes one may think, because of the past experience in core function areas the new HR Head would understand their scenario better and would be Ina position to resolve issues at a faster pace. However, this may or may not be true.

3. Seeing the things as they are, though not simple, is not impossible. Considering the associated benefit from a pure unbiased approach, this can be attempted and practiced.

On a personal space, had a similar experience when I reached Bhushan Steel along with the Tata Steel Core Team for acquisition in 2018. In every step of the post acquisition developments many perceptual biases were shattered and were found to be preconceived. A fresh and unbiased approach subsequently helped in developing new bonds and chasing common goals in the best interest of the Organisation.

↩ Reply 