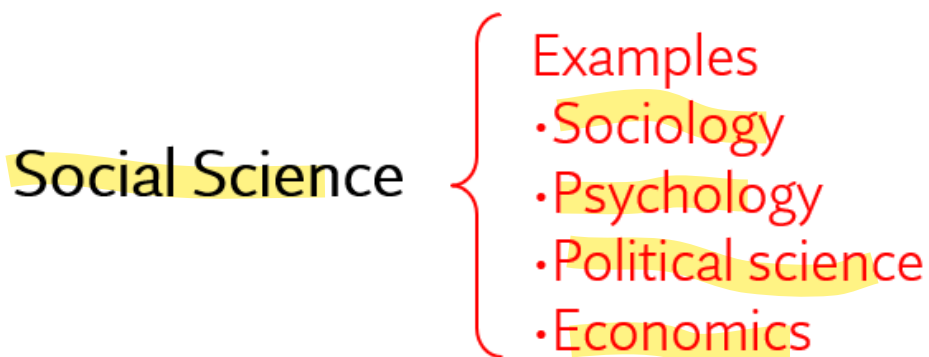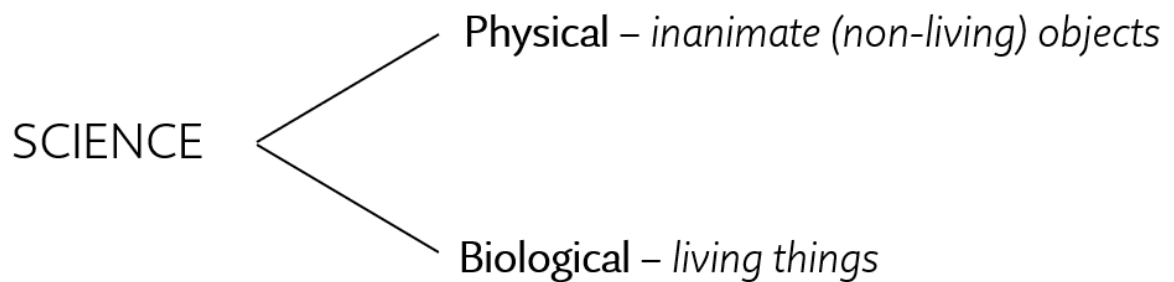# PROFESSIONAL SKILLS

SHORT NOTE

2022/11/20

Personal Development Planning

⭐ PDP is driven by Personal Development Planning
- Reflecting - how past skills are gained, reasons on successes and failures
- Planning - how you are going to develop a certain skill that you want or need to face the future

⭐ stages PDP
- Understanding oneself (e.g. Identifying your skills, qualities, attributes and style)
- Deciding where you want to be in the future
- Deciding what you need to learn or change (the gap)
- Identifying and applying methods of learning
- Assessing your progress

SCIENCE
- **Physical** – *inanimate (non-living) objects*
- **Biological** – *living things*

Social Science

Examples
- Sociology
- Psychology
- Political science
- Economics

Five Core Aspects of Self-Awareness
- Core Self-evaluation
- Values
- Cognitive Style
- Attitudes towards Change
- Emotional Intelligence

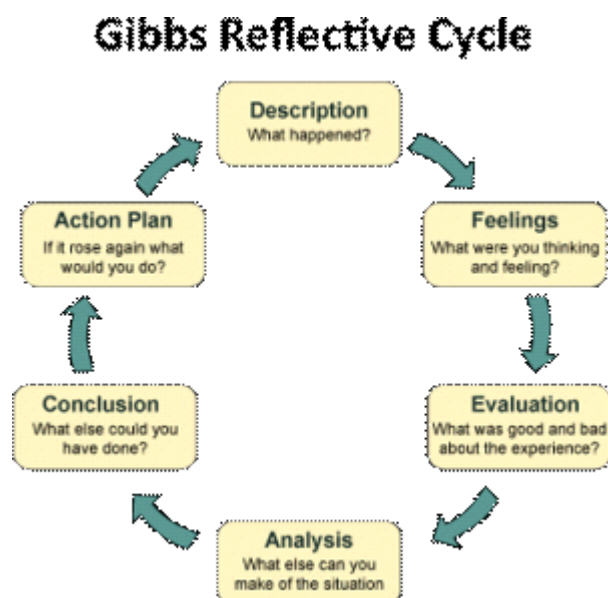Cognitive Style - This explain why people are different

Personal Development Planning

⭐ **Reflective practice** is important to look back at your mistakes and from the experience you have gained, you should not repeat those mistakes

⭐ **Reflection promotes** deep learning in **personal and professional development** and **improvement** of **practice.**

⭐ **Reflective and reflection approaches of learning are**
- **Surface** learning - **knowledge**
- **deep** learning – **understanding**

⭐ **Reflection and Reflective Practice**

Achievement of Expertise

1. **Level 1 - Novice stage**
   Adherence to taught rules, little discretionary judgment.
2. **Level 2 - Advanced Beginner**
   All aspects and attributes are given equal importance.
3. **Level 3 - Competent Practitioner**
   Able to perform routine procedures.
4. **Level 4 – Proficient Practitioner**
   Can differentiate between different aspects and situations.
5. **Level 5 – Expert Practitioner**
   Has deep, implicit and unconscious understanding.

⭐ Models of Reflective Practice
- Gibbs Model
- Peters DATA model

Gibbs Reflective Cycle

Description
What happened?

Feelings
What were you thinking and feeling?

Evaluation
What was good and bad about the experience?

Analysis
What else can you make of the situation

Conclusion
What else could you have done?

Action Plan
If it rose again what would you do?

Personal Development Planning

The DATA Model

- **DESCRIBE**

  The area of practice which you feel needs improvement or change

- **ANALYSE**

  The factors contributing to the problem area of practice.

- **THEORISE**

  Possible ways to improve the practice, and suggest ways forward

- **ACT**

  On your theory, by trying out the new practice to see how it works

⭐ PDP is also called professional development plan in professional world.

⭐ Goal analysis

⭐ To prepare a strategic plan to achieve your target, do a **SWOT** analysis.
- Strengths: What skills/experience you already possess
- Weaknesses: What could you improve on?
- Opportunities: What resources are available to you?
- Threats: What obstacles do you face?

⭐ After SWOT analysis, **SMART** plan can be used to develop the needed skills.
- Specific
- Measurable
- Achievable
- Relevant
- Time bound

Cognitive Style & Cognitive Processes

1. **Cognitive Style**

   Definition: How individuals think, perceive, and remember information. It influences learning, problem-solving, and decision-making.

   Three Types of Cognitive Styles:

   1. **Knowing Style**
      - Focuses on facts, details, and precision.
      - Strengths: Good at evidence-based decisions.
      - Weaknesses: Slow decision-making, resists innovation.

   2. **Planning Style**
      - Prefers structure, logic, and preparation.
      - Strengths: Organized and systematic.
      - Weaknesses: Struggles with ambiguity or illogical issues.

   3. **Creating Style**
      - Enjoys experimentation, creativity, and risk-taking.
      - Strengths: Innovative and adaptable.
      - Weaknesses: May ignore rules or facts, prone to mistakes.

      Why It Matters: People often default to their preferred style, even when another might be more effective for a given problem.

2. **Cognitive Processes**

   Definition: Mental activities (softwired/modifiable) that help us understand the world.

   Key Processes:

   1. **Perception and Attribution**
      - **Perception:** How we select, organize, and interpret sensory information (sight, hearing, etc.).
      - **Attribution:** How we explain behaviors (e.g., blaming traffic for being late = external attribution; blaming laziness = internal attribution).
      - **Biases:**
        - *Fundamental Attribution Error:* Overemphasizing personality over situation when judging others.
        - *Self-Serving Bias:* Crediting success to ourselves but blaming failures on external factors.

Cognitive Style & Cognitive Processes

Core self-evaluations

self-esteem (your belief -
feeling of self-worth)
locus of control (internal, external)
generalized self-efficacy
emotional stability(neuroticism)

Personality - The unique qualities of an individual and how those qualities affect understanding of themselves and others

Sources of self-efficacy

Prior experiences and prior success
Behavior models (observing success)
Persuasion
Assessment of current physical & emotional capabilities

2. **Personality and Attitudes**
   - **Big Five Personality Traits:**
     - **Openness** (creative vs. conventional)
     - **Conscientiousness** (organized vs. careless)
     - **Extraversion** (sociable vs. reserved)
     - **Agreeableness** (cooperative vs. cold)
     - **Neuroticism** (anxious vs. calm).
   - **Attitudes:** Shaped by beliefs, emotions, and experiences; measurable via brain scans (fMRI).

3. **Motivation**
   - Driven by needs (e.g., hunger) → behaviors (e.g., eating) → incentives (e.g., satisfaction).

4. **Positive Psychology**
   - Focuses on strengths like optimism, resilience, and happiness.
   - **Examples:**
     - *Optimism:* Viewing setbacks as temporary (e.g., "I'll do better next time").
     - *Resilience:* Bouncing back from adversity (e.g., recovering after a failure).
     - *Hope:* Combining "willpower" (goals) and "waypower" (strategies).

3. Self-Awareness Components

1. **Core Self-Evaluation:** Overall self-worth.
2. **Values:** Personal moral standards.
3. **Cognitive Style:** How you process information.
4. **Attitudes Toward Change:** Adaptability.
5. **Emotional Intelligence (EI):** Managing emotions in yourself and others.

- Your cognitive style shapes how you learn and solve problems.
- Personality traits (Big Five) and biases influence behavior.
- Positive psychology (hope, resilience) can improve well-being.
- Self-awareness (EI, values) is critical for personal growth.
  Tests Mentioned:
- Big Five Personality Test
- Locus of Control Test (internal vs. external).

Values, beliefs, attitudes and character

⭐ **Values**: **Principles that helps to decide what is right and wrong, and how to act in various situations**
- **Foundation values**: Values we need to have a solid foundation to our lives
- **Focus values**: value priorities in our lives
- **Future values**: values that we intend to develop in the future

💡 Values help us understand why we believe and what we believe.
💡 Shared values are the basis of relationship.
💡 Understanding values will also help to motivate us.
💡 Knowing our own values make us more tolerant of others values.
💡 Knowing our foundation values helps us to deal with difficulty and stress

⭐ **Beliefs**: **constructs that we hold to be true especially without any proof**

⭐ **Attitude: Mindset or a tendency to act in a particular way**
💡 Able to view a person's attitude from the behavior.
💡 It is an emotional reaction to objects or people
💡 It cause us to behave in a particular way toward a person

Positive attitude	Negative attitude
Pay attention to the good rather than the bad	Ignore good. Pay attention to the bad
Encouraged to do the same in the future	Discouraged
Believes everything is happening for the best	Believes their best days were in the past
Can achieve long term goals easily	Not easy to achieve long term goals
Always see opportunities	Only sees the limitations

⭐ **Character: A group of qualities that make a person/thing different from others**

The Johari Window Model

⭐ Knowing values, beliefs and attitudes helps us to develop a compelling character, to live a remarkable professional life

Teams for Teamwork

- Large team (20 - 30)
- Small team (2 - 5)
- Short team
- Long team

Team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal
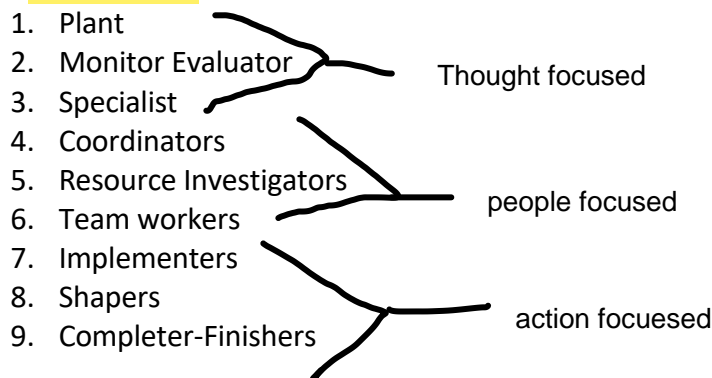
⭐ Tuckman's 5 stages of group development
- **Forming**: Establish the group
- **Storming**: Start to communicate their feelings
- **Norming**: Start to feel as a part of the team
- **Performing**: Works in an open, trusting atmosphere
- **Adjourning**: conducts assessment of the year

⭐ **Team Role**: A **set of behaviors expected of a person occupying a certain position in a group**
- Formal roles - dictated by the structure of the organizations
- Informal roles - evolve from the group's dynamics.

⭐ Belbin team role theory

- The nine team roles
    1. Plant
    2. Monitor Evaluator
    3. Specialist
    4. Coordinators
    5. Resource Investigators
    6. Team workers
    7. Implementers
    8. Shapers
    9. Completer-Finishers

    Thought focused

    people focused

    action focuesed

⭐ Belbin team role theory
- Thought focused roles
    - See obstacles as challenges, courageous to push things, extroverted and stimulate others.
    - They put ideas and concepts into practical actions.
    - Disciplined, work systematically and efficiently, perfectionist but may be inflexible and sometimes reluctant to delegate and may insult others feelings.

- People focused roles
    - Supportive and caring to the people. negotiator, flexible
    - Diplomatic and popular but poor at making difficult decisions.
    - Extroverted, overly optimistic but lose enthusiasm quickly

- Action focused roles
    - Bring new ideas and concepts, innovators, knowledgeable, pride themselves for their ability, introverted, impractical, poor communicators
    - Carefully weigh pros and cons, critical thinker, unemotional to others.
    - Tend to be single-minded and professional.

Teams for Teamwork

⭐ **Problems** with roles
- **Role overload**: Stress builds when attempted to get more work done in less time
- **Role conflict**: members of a group have a different expectation of another's responsibility
- **Role ambiguity**: Role is left undefined, individual does not know what is expected from them
- **Rigidity**: Prevents flexibility and other potentials
- **Territoriality**: Reluctance to get help from others
- **Abdication**: Avoiding contributing within another's role just because it is someone else's responsibility
- **Human nature**: Habit of being unpredictable

⭐ Role re-delegation can be used to handle above problems with the aid of self-evaluation and personality testing.

⭐ A successful team
- Works together towards a common goal
- Mutual respect for members
- Diversity of member experience
- Individual communication style

Power and Politics in Organizational Context

1. **Power in Organizations**

   Definition: The ability to influence others' behavior, decisions, or actions, even against resistance.

   Five Types of Power (French & Raven, 1959):

   1. **Reward Power**
      - Control over valued rewards (e.g., bonuses, promotions).
      - *Example:* A manager giving raises to compliant employees.
   2. **Coercive Power**
      - Ability to punish or impose negative consequences.
      - *Example:* A supervisor threatening to fire underperformers.
   3. **Legitimate Power**
      - Authority from a formal position (e.g., CEO, manager).
      - *Example:* A police officer directing traffic.
   4. **Expert Power**
      - Influence based on specialized knowledge/skills.
      - *Example:* A doctor's advice is trusted due to their expertise.
   5. **Referent (Charismatic) Power**
      - Influence from admiration or personal connection.
      - *Example:* Celebrities endorsing products.

   Key Insight: Effective leaders often combine multiple power types (e.g., legitimate + expert power).

2. **Authority vs. Power**

   - **Power:** General ability to influence (can be informal).
   - **Authority:** *Right* to influence, tied to formal roles (e.g., job titles).
     - *Example:* A CEO has authority; a charismatic coworker may have power without authority.

3. **Organizational Politics**

   Definition: Unofficial actions to gain influence or achieve personal goals.

   Common Political Strategies:

   1. **Neutralizing Opposition**
      - Reducing resistance (e.g., offering compromises).
      - *Example:* A leader hosting private meetings to address critics.
   2. **Committing the Uncommitted**
      - Winning over undecided colleagues.
      - *Example:* Lobbying neutral team members before a vote.
   3. **Forming Coalitions**
      - Building alliances to strengthen influence.
      - *Example:* Departments collaborating to push a project.

   Why It Matters: Politics shape resource allocation, promotions, and organizational culture.

Power and Politics in Organizational Context

4. Real-World Examples

- **Expert Power:** Dr. Neelika Malavige's COVID-19 guidance in Sri Lanka.
- **Referent Power:** Actor-turned-politician Upeksha Swarnamali's election campaign (charisma).
- **Legitimate + Expert Power:** Karu Jayasuriya's waste management reforms as Colombo Mayor.

5. Consequences of Power

Power Type	Likely Outcome
Reward/Expert	Commitment (voluntary support)
Legitimate	Compliance (follows rules)
Coercive	Resistance (resentment/sabotage)

Takeaway: Overusing coercive power harms trust; expert/referent power foster loyalty.

Key Takeaways

- Power stems from position, knowledge, or relationships.
- Politics are inevitable; strategies like coalitions help navigate influence.
- Balance power types to avoid resistance (e.g., pair legitimate with expert power).
    Questions to Reflect On:
- Which power type do you rely on most?
- How can you use politics ethically to achieve goals?

Team Leadership

⭐ **Leadership**: Function of knowing yourself and having a vision that is well communicated

Difference Between Leaders and Managers
- **Leaders** inspire and innovate.
- **Managers** plan and organize. Leadership focuses on vision, while management emphasizes structure.

Early Theories:
- **Great man theories:** Leaders are born with qualities destined to lead

- **Trait theories**
  - **Leaders are born with innate qualities** (e.g., **confidence, integrity**).
  - **Example: Sri Lanka's first Prime Minister, Don Stephen Senanayake ("Father of the Nation").**
  - **Critique: Traits are hard to measure (e.g., how to quantify honesty?).**

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- **Functional theories(Action Centred Leadership)**
  - **Task:** goal setting, methods and processes
  - **Team:** Effective communication, clarify roles, team morale
  - **Individual:** Attention to behavior, feelings coaching

  - **Iowa Studies:** Compared autocratic, democratic, and laissez-faire styles.
    - *Democratic* teams showed balanced satisfaction.
    - *Autocratic* teams became aggressive or apathetic.
  - **Ohio State/Michigan Studies:** Highlighted **task-oriented** vs. **relationship-oriented** behaviors.

- **Behaviorist theories:** Leader's behavior and actions rather than their traits and skills

- **Contingency leadership:** Leadership style changes according to the situation

  Low competence/Low commitment: DIRECTIVE

  Some competence/variable commitment: COACHING

  High competence/variable commitment: SUPPORTIVE

  High competence/high commitment: DELEGATORY

- **Transformational theory:**
  Leaders inspire and elevate teams beyond self-interest (e.g., fostering innovation and trust).
  Example: Ethical leadership focusing on **Purpose, People, Planet, Probity**.

- **Ethical leadership:** 4 P's (Purpose, People, Planet, Probity)

Team Leadership

Key Team Leader Responsibilities
1. **Guide the Team:** Motivate and coordinate members.
2. **Provide Structure:** Clarify roles, goals, and methods.
3. **Monitor Performance:** Address challenges and support growth.
4. **Balance Authority & Accountability:**
    - **Authority:** Power to make decisions.
    - **Accountability:** Owning outcomes (credit/blame).

⭐ A good leader will give credit to others when delegated responsibilities succeed and will accept the blame when delegated responsibilities fail.

Improving Leadership Skills
- **Self-Assessment:** Conduct a SWOT analysis.
- **Feedback:** Seek input from peers and mentors.
- **Practice:** Take on leadership roles (work, volunteering).
- **SMART Goals:** Set Specific, Measurable, Achievable, Realistic, Time-bound actions.