Unit-V

Behavioral aspects of entrepreneurs: Personality – determinants, attributes –and models. Leadership concepts and models. Values and attitudes. Motivation aspects. Change behavior. Time Management: Various approaches of time management, their strengths and weakness. The urgency addiction and time management matrix.

Personality:

It may be defined as dynamic organization within the individual of those psychological systems that determine unique adjustments to his environment.
It can also be defined as the sum total of ways in which the individual reacts and interacts with others. This can be described in terms of measurable personality traits that a person exhibits.

Personality determinants:
   Personality may be considered to be made up of
   1) Heredity 2) Environment 3) Situation

Heredity: Refers to these factors that were determined at conception.
- Physical stature
- Facial attractiveness.
- Sex
- Temperament
- Muscle composition and dexterity
- Energy levels
- Biological rhythms

All personality characteristics are not completely dictated by heredity. Some can be acquired or modified by other factors. Other wise they could be fixed at birth and cannot be altered by any amount of experience.

Personality Types (models):
   Personality traits can be grouped to form personality modes. The specific characteristics can be grouped into categories. Four personality types or models can be thought of   with properly grouped characteristics.

	High anxiety	Low anxiety
Extrovert	Tense, evitable, unstable Sociable, dependent	warm, composed, confident, trustable, adaptable, warm, sociable & dependent
Introvert	Tense, evitable, unstable, cold and shy	adaptable, Composed, confident, trustable, calm, cold and shy

Personality Traits:

1. Reserved   - outgoing.
2. Less intelligent –More intelligent

7. Timid - Venture some
8. Trusting - Suspicious

3. Sensitive to feelings – Emotionally stable. **9.** Practical – Imaginative
4. Submissive – Dominant **10.** Tough minded - Sensitive
5. Serious – happy –go-lucky **11.** Self-assured – apprehensive
6. Expedient – Lethargic **12.** Conservative – Experimenting
13. Uncontrolled – controlled
14. Group dependent – Self-sufficient

Environment:
The environment, we are exposed to, plays a critical role in shaping our personalities.
- Culture in which we are living
- Our early conditioning
- Norms among our family friends and social groups.
- Influence of birth order.
   The environment that a first-born child is exposed to is different from that of later born children.
Heredity sets the parameters or outer limits where as individuals fill potential is determined by the environmental influences.

Situation:
A third factor, situation further influences the effects of heredity and environment on personality. An individual personality while generally stable and consistent does change in different situations. Different demands in different situations call forth different aspects of our personality. Personality cannot be seen in isolation. Some situations impose certain constrains on behavior

Values:
Values represent basis connections that a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence.
- Values carry individual ideas as to what are right, good or desirable values have both content and intensity attitudes.
  Content attitudes say a mode of conduct or end-state of existence is important.
  Intensity defines how important it is.
- Value system is a ranking of individual value according to their relative importance. It is the hierarchy of values such as freedom, pleasure, self-respect, honesty, obedience, and equality extra.

Importance of values:
- Values generally influence attitudes and behavior.
- Values affect job satisfaction or dissatisfaction.

Sources of our value system:
Culture   teachers
Parents   friends and others

Types of values	**Levels of values**
- Theoretical	Reactive

- Economic   Realistic
- Aesthetic   Manipulative
- Social   Socio-centric
- Political   Existential
- Religious

Attitudes
- Attitudes are evaluated statements either favorable or unfavorable concerning objects, people or events. They reflect that how one feels about something.
- Attitudes and values are different but they are closely related.
- Values are the broader and more varied in concept.
- Attitudes are more specific.
- Values contain a moral flavor of rightness desirability.
- Values people hold can explain their attitudes and behavior they engage.
- Attitudes shape behavior.

Sources of attitudes:
- Acquired from parents teachers and peer group members.
- The people whom are admire, respect or fear.
- Advertisement manages many other attitudes.

Types of attitudes:
1) Job satisfaction:
- General attitudes towards his job.
- A high level of job satisfaction holds positive attitudes towards job. Dissatisfaction leads to negative attitudes.
2) Job involvement:
- Degree to which a person identifies psychologically with his job and considers his performance level important to his job.
- Fewer absences and lower turn over.
3) Organizational behavior:
- A state in which an employee identifies with a particular organization and the goals.
- A better indicator of turn over.
- Loyalty towards organization.

Theories of attitudes:
1) Cognitive dissonance theory:
- Any incompatibility between two or more attitudes or between attitudes and behavior.
- A state of minimum dissonance as it can't be avoided totally.
- Rewards influence the degree to which individuals are motivated to induce dissonance.
- Greater the dissonance the greater the pressure to reduce it.
2) Self perception theory:
- Attitudes are used after the fact to make sense out of the action that has already occurred rather than devices that precede and guide action.

- We are very good at finding reasons for what we do but not so well at doing what we find reason for.
3) Attitude surveys:
- The information about the attitudes of the employees can be obtained through attitude surveys.

Attributes: Influencing organizational behavior
1. Locus of control: The degree to which people behave. They are masters of their own fate.
   Internals – behave that they control their destinations.
   Externals – behave that others control their lives.
2. Achievement orientation
3. Authoritarianism: -status& power.
4. Machiavellians:
   - Degree to which an individual pragmatic, maintains emotional distance and delivers that end can justify means.
5. Self Esteem
6. Self Monitoring
7. Risk taking

Behavioral aspects of Entrepreneurs:
Attributes:
- Positive feed back from good job.
- Initiate confidence in employees.
- Be fair and objective, not vindictive.
- Practice what is preached.
- Have down to earth, person-to-person approach.
- Act as a part of a team.
- Be compassionate and understanding.
- Create an atmosphere of acceptance and trust.
- Listen attentively.
- Clear priorities.
- Be available for discussion.
- Communicate effectively.
- Provide feed back for good and bad work.
- Talk openly and give straight answers about what is happening.
- Encourage advancement.
- Give direction to the work unit.
- Be proud and supportive to employees.
- Have a sense of vision.
- Project a positive attitude.
- Set good example, friendly, not moody keeps promises, planes through red tape.
- Willingness to assume risks

Leadership

1.0   Leadership:
It is a process of influencing and supporting others to work enthusiastically towards achieving the objectives.

1.1   Features of leadership:
1. Leadership is a continuous process of behavior – not one-shot activity
2. It can be seen in terms of relationship between a leader and his followers (Individuals or groups) which arises out of their functioning for common goals.
3. The leader tries to influence the behavior of individuals or groups of individuals around him to achieve common goals.
4. The followers work willingly and enthusiastically to achieve these goals. Thus there is no coercive force which induces the followers to work.
5. Leadership gives an experience of help to followers to attain common goals.
6. Leader feels the importance of individuals and gives them recognition and conveys them the importance of the job they perform.
7. Leadership is exercised in a particular situation, at a given time and under specific set of circumstances. It implies that the leadership styles are different under different situations.

1.2   Difference between leadership and management:

Factors	Leadership	Management
Source of power	Personal abilities	Authority delegated
Focus	Vision & purpose	Operating results
Approach	Transformational	Transactional
Process	Inspiration	Control
Emphasis	Collectively	Individualism
Futurity	Proactive	Reactive
Type	Formal & informal	Formal

1.3   Importance of leadership:
1. Motivating employees
2. Creating confidence
3. Building morale

1.4   Leadership theories:
1. Charismatic leadership theory
   - A leader is born and is not made
   - A leader has charisma (gift) which acts as influencer

- The charismatic leader has high level of self confidence, dominance, and strong conviction in his beliefs.
- Charismatic leaders communicate a vision or high level goal that captures the commitment and energy of his followers.
- The qualities are inborn and can not be enhanced through education
- These inborn qualities are sufficient for a leader to be successful

2. Trait theory
   - Leadership traits are not completely inborn but can also be acquired through learning and experience.
   - The traits in a successful leader are physical and constitutional factors. Intelligence, self confidence, will, dominance, and surgency (talkative, cheerfulness, enthusiasm)
   - Innate qualities: 1. Physical features 2. intelligence
   - Acquirable qualities: 1. Emotional stability 2. Human relations 3. Empathy 4. Objectivity 5. Motivating skills 6. technical skills 7. Communicative skills 8. social skills

3. Behavioral theory
   - Strong leadership is the result of effective role behavior
   - It is shown by a person's acts more than by his traits
   - Task-related functions and group maintenance functions are the two tasks to be fulfilled by a leader
   - Leadership behavior prescribed various leadership styles

4. Situational theory
   - Situation in which leadership is exercised also plays an important role.
   - The effectiveness of the leadership depends on two factors- 1. leader's behavior 2. situational factors
   - Leader's behavior:
     1. Leader's characteristics
     2. Hierarchical position
   - Situational factors:
     1. Subordinate's characteristics
     2. Leader's situation
     3. Group factors
     4. Organizational factors

2.0 Leadership Styles:

Leadership styles are the patterns of behavior which a leader adopts in influencing the behavior of his followers. These styles are based on behavioral approach or situational approach.

1. Based on behavioral approach:
   1. Power orientation
      - Autocratic leadership
      - Participative leadership
      - Free-rein leadership
   2. Leadership as a continuum

- A variety of styles of leadership between two extremes of autocratic and free-rein.
- A broad range of styles on continuum moving from authoritarian leadership behavior at one end to free-rein behavior at the other end.
- Use of authority by the manager gradually decreases as the style moves from one end to the other while the freedom of subordinates increases.

3. Employee-production orientation
   - Leadership depends on two dimensions 1. Initiating structure 2. Consideration.
   - Leadership behavior is plotted on separate axes rather than a single continuum.
   - The 4 quadrants show various combinations of initiating structure and consideration.

High consideration & Low structure	High consideration & High structure
Low structure & Low consideration	Low consideration & High structure

TIME MANAGEMENT

An abundantly available natural resource which is equally available to each and every one without any discretion what so ever, which can not be saved for future use, which can not be regained once lapsed, which continuously gets consumed whether used or not is the time.

Approaches of time management:
1. **The "get organized" approach: (order)**
    - Assume that most time management problems are due to chaos - Lack of order.
    - Things are constantly falling through the cracks
    - The systems are impossible for the problems
      - Organization of things→ creating order for every thing
      - Organization of tasks→giving order & sequence to jobs.
      - Organization of people→ Defining roles, delegating, creating tracking systems.

      This approach goes beyond personal application into organizational practice.

   Strengths:
    - Saves time and leads to greater efficiency.
    - Economizes the efforts
    - Brings clarity and order.

   Weaknesses:
    - It becomes an end rather than a means, to greater ends.
    - More time is spent in organizing rather than producing.
    - Danger of over structured leading to inflexible and mechanical.

2. **The warrior approach: (Survival and independent production)**
    - Focus on the production of personal time to focus and produce.
    - A situation where there is more to do than the staff can handle.
    - Something has to be done otherwise system becomes an avalanche that will burry us alive.
    - Defending approach
    - To focus on high leverage Independent action
        - Insulation 9 creating protection through secretaries, closed doors etc.)
        - Isolation (Aloneness creates uninterrupted time.)
        - Delegation (assigning tasks to others to find time for more high leverage tasks.)

   Strengths:
    - Assuming personal responsibility

- Have quiet and uninterrupted time to do high leverage tasks
- Useful for highly creative works

Weaknesses:
- This approach assumes that others are the enemy.
- It creates self-fulfilling prophecy.
- People sense that they are being put off and they fight back
- The approach may not be effective in an interdependent reality.

3. The goal approach (achievement):
- Focuses on "know what you want and focus your effort to achieve it".
- Includes techniques such as long term, midrange, and short term planning
- Goal setting, visualization, self motivation
- Creating positive mental attitude

Strengths:
- Approach leads to good performance and achievement
- Marshal the forces
- Focus on energy
- Refuse to distracted
- Setting goals leads to accomplishing.

Weaknesses:
- Focused drive and single mindedness to achieve goals can blind people to imbalances in their life
- They may have glamorous public life but an empty private life.
- Lack in their relationship satisfaction deep inner sense of integrity.

4. The ABC approach: (prioritization and values identification):
- It builds on the goal approach and adds the important concept of sequence
- Concentrates on most important tasks first
- Values clarification and task ranking

Strengths:
- First things first – gives order and sequence
- Differentiation between the tasks and encouragement on focusing top priority tasks.
- The deeper analysis around values is helpful and productive.

Weaknesses:
- Values classification doesn't recognize that there are principles, natural laws that govern quality of life.
- May lead to frustration and failures
- Priorities can change when they are fulfilled.

5. Magic approach: (Technology):
- Based on the assumption that a right tool will give us the power to create quality in our life.
- Tools may be the right calendar, right planner, right computer program etc.
- The tools typically help us keep tracking priorities, organize tasks, and more easily access key information.
- Systems and structures help make us more effective

Strengths:
- Tools help in keeping track of priorities, reminding goals, organizing the tasks and easy accessing of the frequently used information**.**
- Tools are symbols of hope.

Weaknesses:
- Even a best tool is no substitute for vision, judgment, creativity, character or competence.
- A tool can help us in creating but can not create
- For many people tools seem rigidly structured and unnatural.
- Very few use the tools in the way they are designed

6. The time management 101 approach: (skills):
- This approach is based on the paradigm that the time management is essentially a skill.
- In order to function effectively we must know to master certain basics like
  - Using a planner or appointment calendar
  - Creating "to do" lists
  - Setting goals, delegating, organizing and prioritizing
- It is an organizational approach
- Social literacy is required for survival.
- As part of human resource development programs many firms make tapes, booklets, and courses designed to teach the basics

Strengths:
- Skills are improved through training.
- Some improvements are made in terms of work related skills.

Weaknesses:
- The depth and quality of training is the primary issue
- Are they inline with the principles?
- Do they propagate inaccurate assumptions about the nature of life & effectiveness?
- Skills alone do not provide the answer to the solutions
- More than skills and techniques, individual and organizational quality is a function of aligning both personal character and personal behavior with principles

7. "The go with the flow" approach: (harmony and natural rhythm):
- Emphasis is placed on the congruity of inner self and once harmony with the flow of nature
- All living beings have certain vibrations and natural body rhythms. The modern style of living and the tools used are working against the natural rhythm, creating serious illness and problems.
- Learning to go with the flow and getting back to the natural rhythm of living will help us in achieving spontaneity and serendipity which is natural to our being.

Strengths:

- Sensitizes us to the values of timeless moments and creates more of them in our lives.
- Moves us away from the dominance of "urgent".
- It creates and encourages internal and external harmony.

Weaknesses:
- **V**ital elements such as vision, purpose, and balance are frequently missing.
- It is reaction to urgency addiction, an escape rather than aid to creating quality of life.

8. The recovery approach (self awareness):
- Influenced by an early role model of family culture and individual will become a "perfectionist".
- Afraid to delegate
- Tends to micro manage
- Spends an inordinate amount of time on the projects beyond the effective utilization of the resources.
- Over committed and over worked out of fear of rejection.

Strengths:
- Helps identify nature and sources of dysfunctional time management habits**.**
- Leads to greater self awareness and prepare people to make fundamental changes and improvements

Weaknesses:
- The suggested methods for recovery are very much varied.
- Does not provide for confident response to higher priorities?
- Does not recognize extrinsic realities that govern quality of life.
- Priority is often defined by urgency, circumstances or other people.

Urgency addiction:

The primary functions that drive our choices concerning the use of time are
(1) Urgency (2) Importance. One of the factors will be prominent through which we view our time and our lives.

The urgency addiction Experience:
- Creates predictable, reliable sensations.
- Becomes the primary focus and absorbs the attention.
- Temporarily eradicates pain and other negative sensations.
- Provides artificial sense of self worth power, control security, intimacy, accomplishment
- Exacerbates the problems and feelings it is sought to remedy.
- Worsens functioning, creates loss of relationship.

Urgency addiction is a self-destructive behavior that temporarily fills the void created by unmet needs. the tools and approaches of time management often feed the addiction.

Urgency feel:

- Stressful
- Pressed
- Tense
- Exhausting

It is some times

- Useful
- Exhilarating
- Successful
- Validated

Importance --- words used in expressing;

Confident
Fulfilled
Peaceful
Meaningful
On track

Urgency and importance are two factors in varying degrees in time management matrix. The time managing matrix categorizes all our activities into 4 quadrants.

The time management matrix:

The time management matrix categorizes all an activities in to 4 quadrants

	Urgent	Not urgent
Important	Crisis Pressing problems Dead line driven Projects, meetings Preparations	Preparations Prevention Values clarification Planning Relationship building True recreation Empowerment
Not important	Interruption – some phone calls Some mails, reports Some meetings Many proximate pressing matters Many popular activities	Trivia, busy work Junk mail Some phone calls Time wasters Escape activities