

Foundations of Individual Behavior

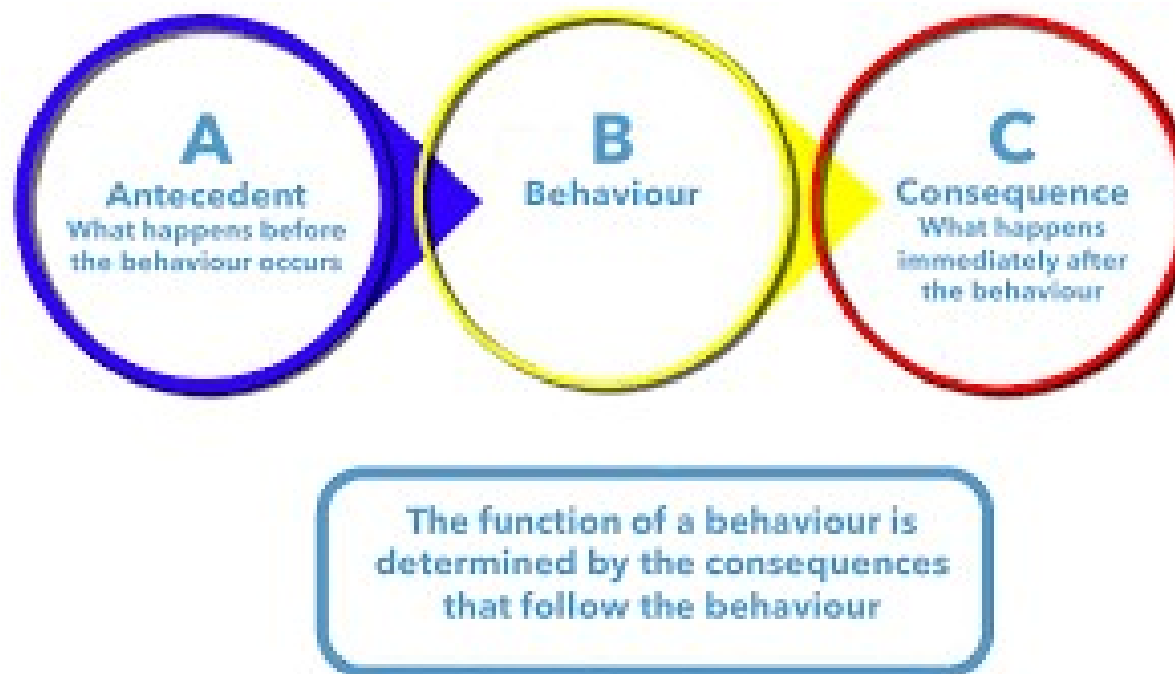
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Behavior

- The way in which one acts or conducts oneself, especially towards others.
- The way in which an animal or person behaves in response to a particular situation or stimulus.
- The way in which a machine or natural phenomenon works or functions.



Behavior



Behaviour is like an iceberg

What we see
(behaviours)

What we don't see
(underlying causes)

Feelings

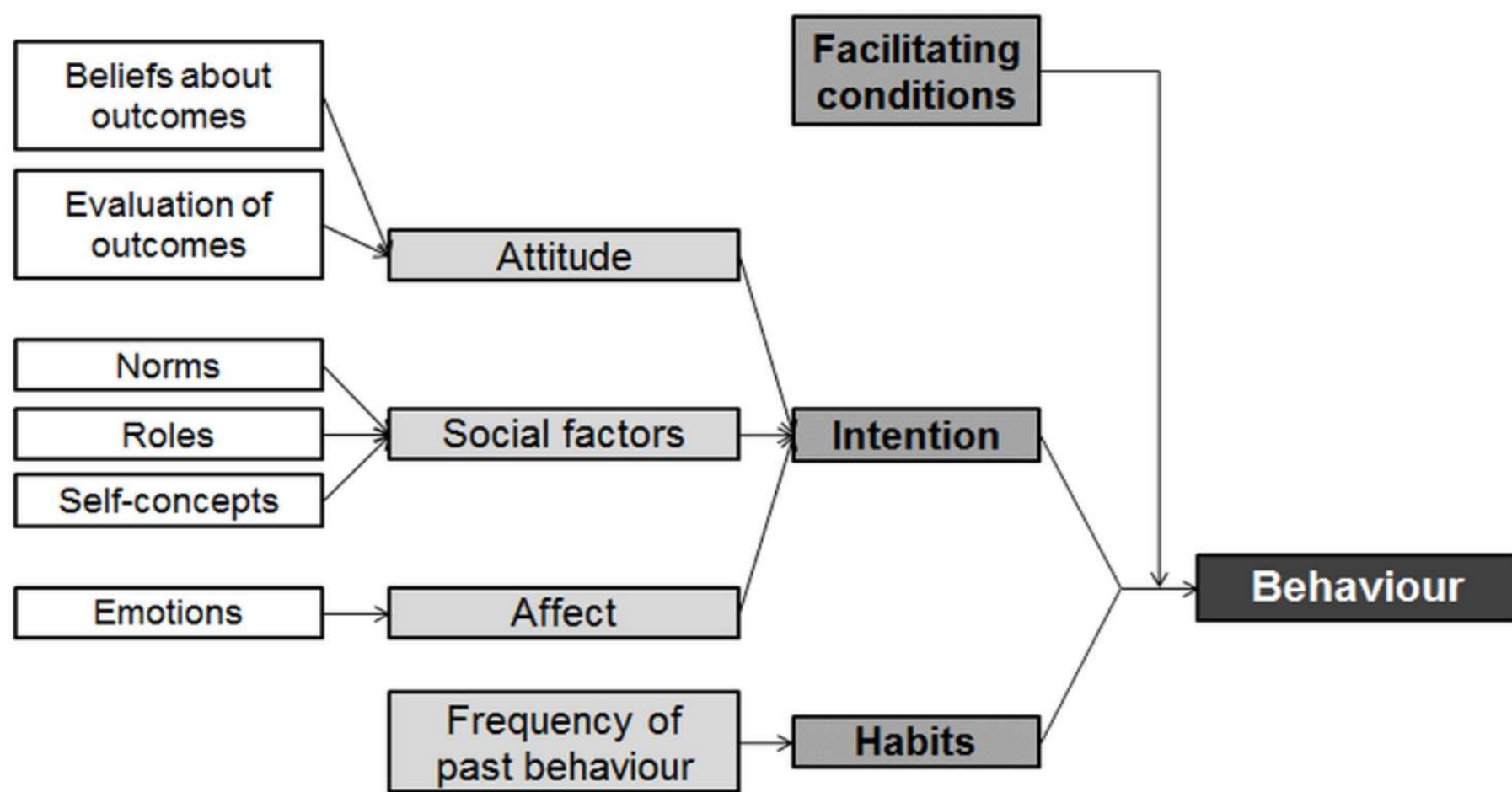
Uncertainty

Needs

Thoughts

Overload

Feeling loved/happy/satisfied
Feeling detached/sad/angry
Feeling safe/connected/relaxed
Feeling confused/uncertain/anxious
Am I in control? Can I do this?
Am I valued? Am I included?
Am I understood? Do I matter?
Fears/perceived demands/threats
Sensory/social/processing capacity

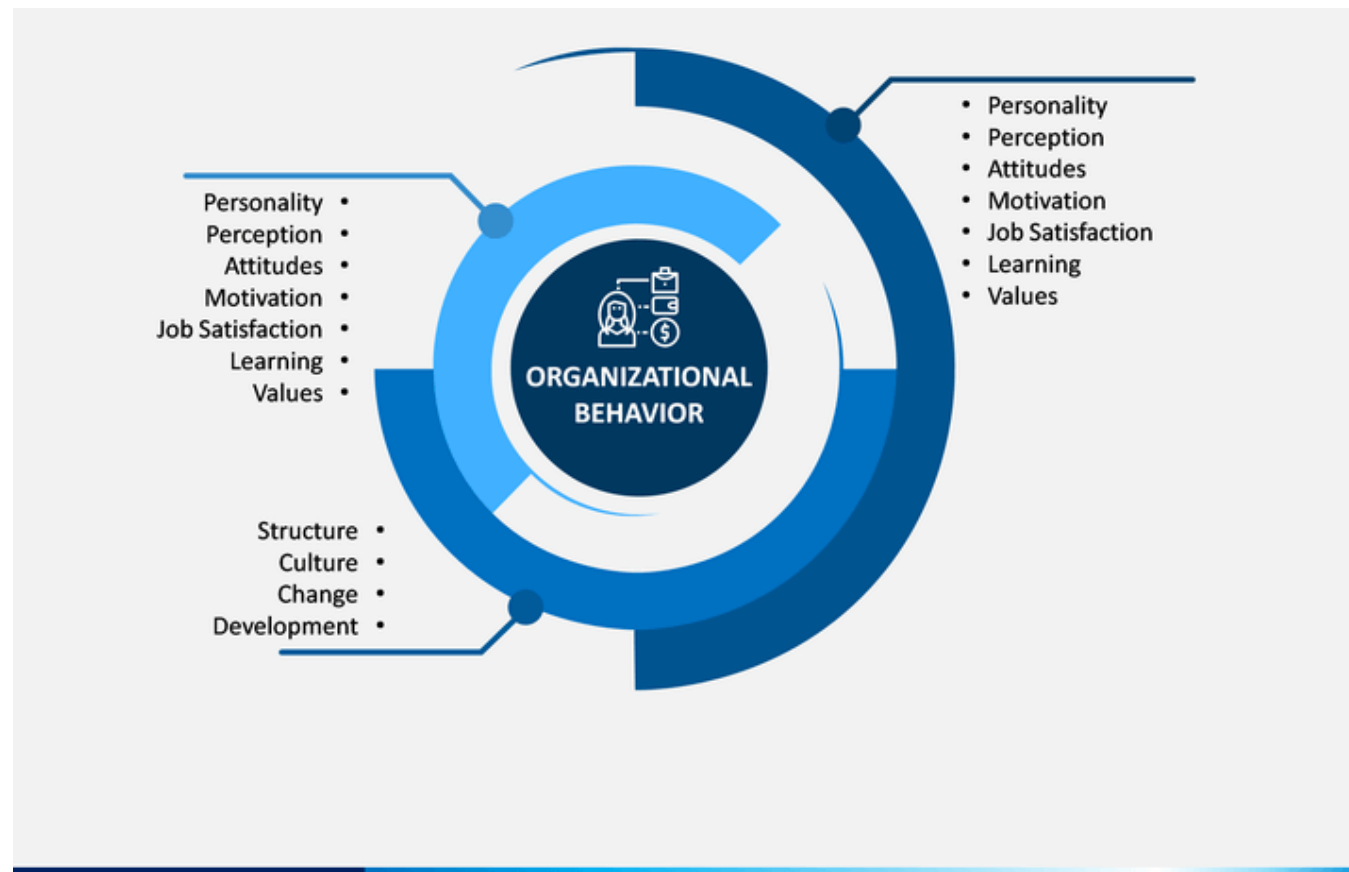


Organization

- An organized group of people with a particular purpose, such as a business or government department.
- A group of people who work together in an organized way for a shared purpose.



Organization Behavior



Case Study – A Threat

A top executive of a major company telephoned the Director of Security and explained that he had just received a threatening message. The message was constructed from words and letters cut out of a magazine and glued to a piece of paper. The message indicated that the executive would be killed. Later, the same executive received a dead cockroach taped to an index card with a straight pin through the body. The message written on the card was, " . . . This could be you . . . ".

Importance of OB

Individual's Perspective

- **Understand**
 - What determines how I and others behave.
- **Predict**
 - How are others similar and different from me and how might they behave in my team.
- **Influence**
 - As a team member, how can I help others to have high levels of engagements in their tasks?

Importance of OB

Organization's Perspective

- Predict Firm's Performance
- Predict quality of products and services
- OB concepts are positive screens in investment decisions.

Why OB?

4 Drivers of Change

1. Globalization
2. Workforce Diversity
3. Emerging Employment Developments
4. Technological Innovation

Internal Perspective

Employees' behavior is in large part based on their own personal feelings, interactions, thoughts and experiences.

External Perspective

External events and environmental factors affect an individual's job performance and behavior.

Measure of OB

- Commitment
- Satisfaction with One's Work
- Job Performance

Steve Jobs in 1986 brought a small branch of Lucas films in \$ 10 million. He renamed it Pixar. He renamed it Pixar and got to work changing its focus and creating a culture that he believed would allow ideas come to life.

Like most animation studios, Pixar had three primary units: technical development, creative development, and production. In many studios, these three units were separated. A film might start in creative development with plot and character development, and then move to technical development, where the animators and computer experts made the characters do and say what they needed to say. Then it would go to production, where the wrinkles were ironed out, the final touches made, and the end product made ready for public consumption.....

The Pixar Difference

At Pixar, however, Jobs decided these groups needed to work together. Instead of having different departments for each of the three units, he wanted collaboration, when individuals from different backgrounds work together, to be at the center of the business. Technical and creative teams weren't even allowed to start working on an idea until production had been involved and shared thoughts. Collaboration took place between all groups, meaning ideas for movies and thoughts for changes came from anyone in any position. Pixar also became very well known for its hands-off management technique. While the managers were there to ensure projects stayed on task and on budget, they were not there to micromanage how creative employees did their jobs. Instead, managers very much empowered employees to use the time and resources they needed to do the best job they could.

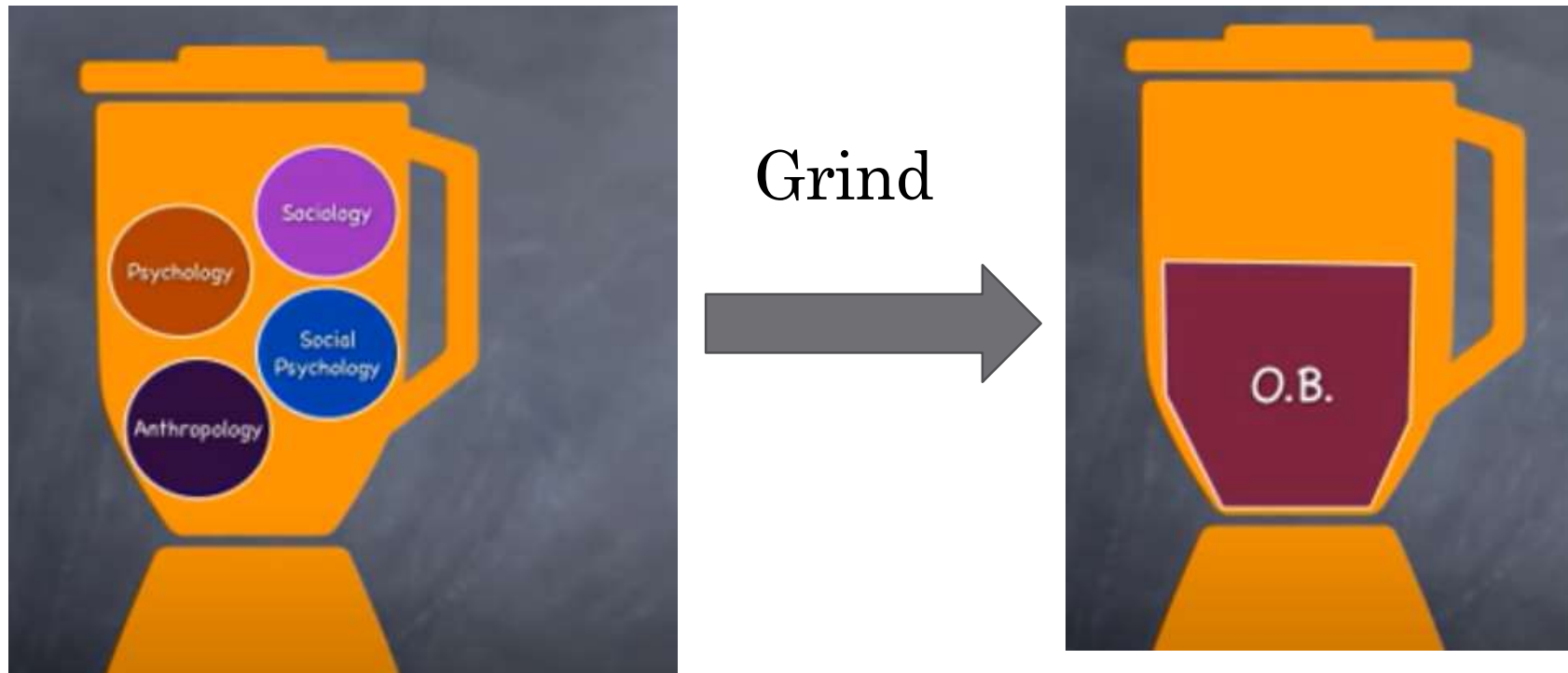
The Individual



The Organization



Science of OB



Sociology



Psychology



Social Psychology



Anthropology

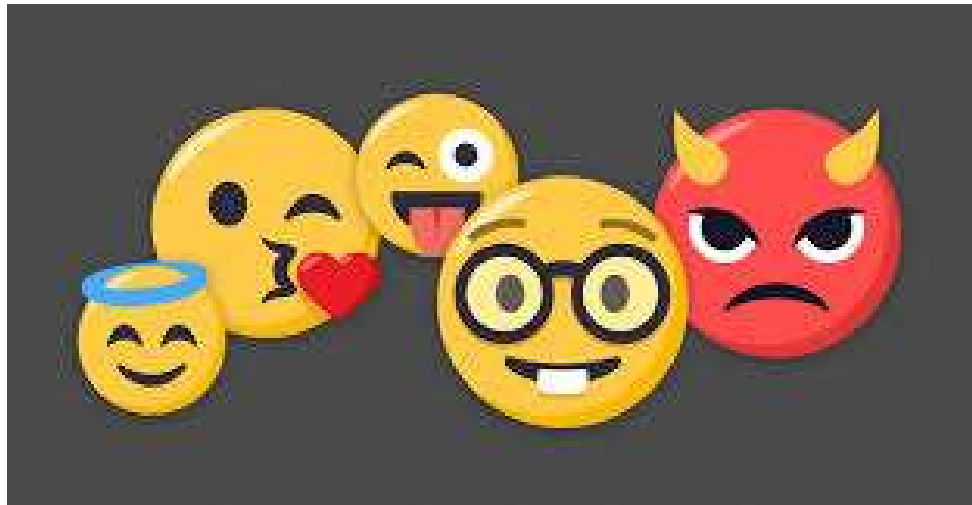


Personality



Personality

Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving.



Personality Determinants



Biological/Physical

Biological traits are the foremost parameter that reflects various factors of one's personality. Being the essential determinant of personality, it incorporates a majority of other factors as well which bring out the various insights about an individual. Some important constituents under the physical determinants of personality are:

- ❑ **Hereditary**
- ❑ **Physical Features**

Psychological

Considering a personality as a particular style pertaining to each individual, the psychological approach is amongst the major determinants of personality.

This specific style which is different for each individual actually gets determined through the accumulative characteristics of mental trends, emotions, sentiments, thought patterns and complexes.

Further, it also studies an individual's mental conflicts, wishes, aspirations, feelings of repression, sublimation and emotional well-being.

Cultural

Just as we are born with biological determinants, cultural determinants of personality are the ones with which we grow up with.

The ritual and norms in the family, the early conditioning, the way we are raised up, the social group in which we hang out are the factors that have an impactful emphasis on our personality formation.

Each culture trains and expects its members to behave and breathe in a way that is acceptable by society. Hence, factors like aggression, independence, cooperation and competition are major cultural contributors to personality determination. Thus, it is quite evident to filter out the individuals brought up in the western part of the world from the citizens of our country as the cultures we have been brought up with are poles apart.

Family Factors

The most significant out of the different determinants of personality is that of familial. The environment at home blended with the direct influence of the parents is the major contributors to the traits that build our personality.

A critical impact is driven by the family especially in the early and naive age. For example, a child brought up in a violent household will be quite different and emotionally and socially timid and cold as compared to a child reared in a warm, adjusting and healthy environment.

Social

The social determinants analyze a personality as per the status of the individual in their social group or community and consider the individual's conception of their role in the group is like.

The key factor that this approach weighs in is what others perceive us as plays a greater role in the formation of our personality.

The era has seen the widespread emergence of communication tools, especially through social media. Social media influencers hold an authoritative power to influence the masses around the globe. Hence, anyone's personality is majorly persuaded by the social lives they lead and are a part of. Our social life is one of the essential determinants of personality and that's why we are always advised to choose our social circle wisely.

Situational

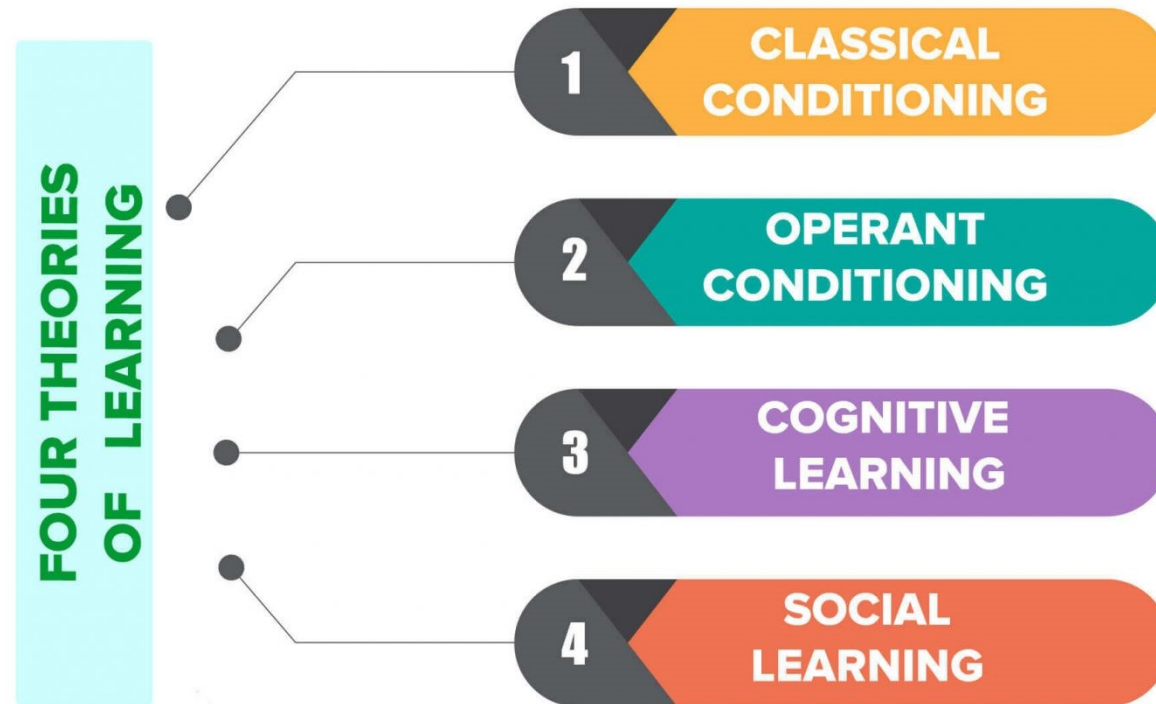
It would not be difficult for you to relate to the fact that we as humans, react differently to distinct situations. Although, it would not be correct to say that situational factors determine an individual's personality in the most correct manner but it surely reflects how a person's behavior is and how they react in a given situation. The traits shown through situational factors usually vary a lot as different people exhibit different situational personality traits.

For Example: You may behave differently in front of your boss in the office than at a club with your friends.

Intellectual

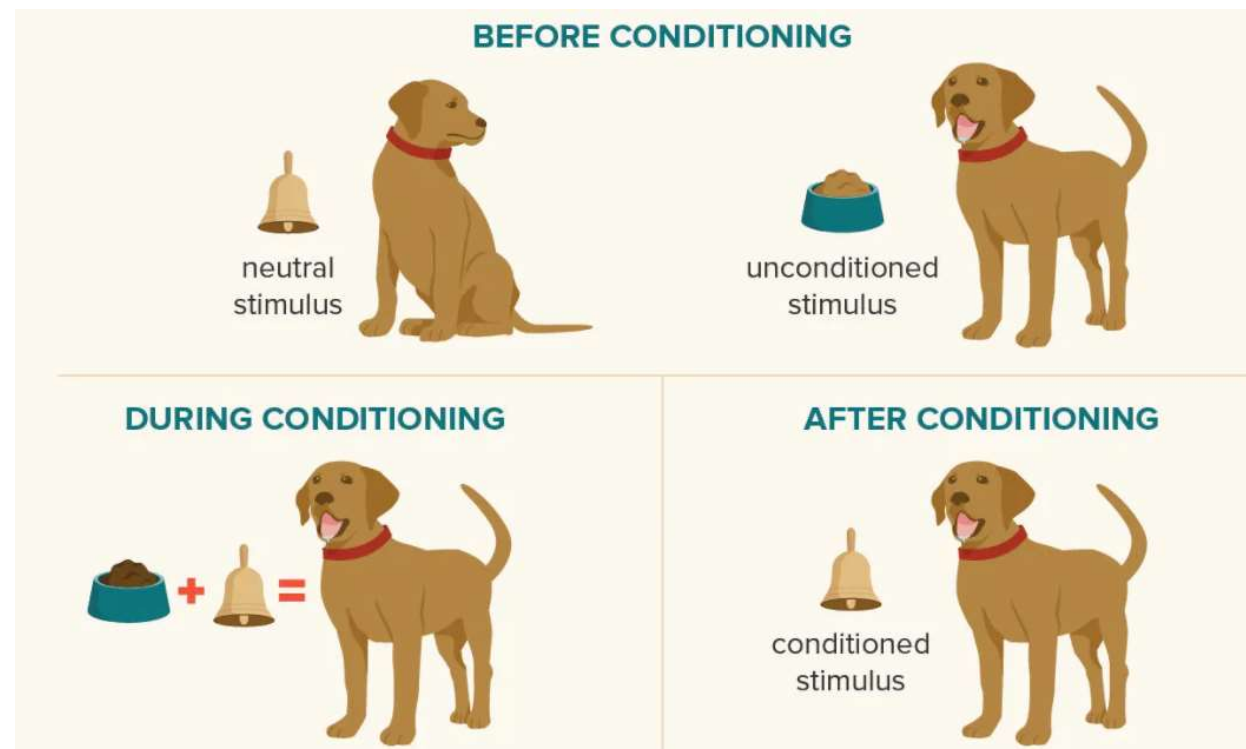
- Our intellect can influence various aspects and areas of our behavior which in turn, can determine our personality. Here are the intellectual determinants of Personality:
- **Humor:** Humor is one of the integral intellectual determinants of personality as it helps us get a realistic view of things, facilitates social acceptance and further also ironically brings forward a lighter perspective of life.
- **Morality:** Our intellect and worldview plays a crucial role in the development of our morality and how we see certain things as moral or immoral. Thus, morality is another factor that determines our intellect and thus overall personality as well.
- **Values:** An individual learns about values from his/her upbringing as well as from the society they are brought up in. These values and beliefs also form our intellectual behavior and thus are an important determinant of our personality.

Learning Theories



Classical Conditioning

Ivan Pavlov, a Russian psychologist (Nobel Peace Prize) developed classical conditioning theory of learning based on his experiments to teach a dog to salivate in response to the ringing of a bell.



- **Unconditioned stimulus.** This is the thing that triggers an automatic response. Food is the unconditioned stimulus in Pavlov's dog experiment.
- **Unconditioned response.** This is what response naturally occurs when you experience the unconditioned stimulus, such as salivating from the food.
- **Conditioned stimulus.** This is considered a neutral stimulus. When you're presented with it over and over before the unconditioned stimulus (e.g., food), it will start to evoke the same response. The bell before the food is the conditioned stimulus.
- **Conditioned response.** This is the acquired response to the conditioned stimulus (the bell), which is often the same response as the unconditioned response. So, the dogs salivated for the bell the same way they salivated for the food in front of them.

- **Extinction.** This term is used when you start presenting the conditioned stimulus (the bell) over and over but without the unconditioned stimulus (the food). Over time, the dogs would unlearn their conditioning that the bell means food is coming.
- **Generalization.** This refers to when you can generalize similar things and respond the same way. Dogs began salivating at sounds similar to bells because they were generalizing what they learned.
- **Discrimination.** The opposite of generalization, this is our ability to tell the difference when something is similar but not identical, so it won't produce the same response. A horn sound, for instance, wouldn't make the dogs salivate.

- Create a good environment with nice lighting and clean surfaces for your home office to make it a more positive working environment. A good working environment can condition you to get more work done.
- Create a bedtime routine to condition yourself to sleep earlier. You can do this by dimming lights and avoiding screens 30 minutes before bed. This can create an atmosphere of sleep.
- Train a pet to do basic obedience behaviors or special tricks by asking them to do the task and rewarding them in the same way over and over. You can even use Pavlov's trick and try a certain bell to let them know when dinner is coming (and that they should sit and wait patiently).
- Teach good behaviors to children by rewarding them with a small treat or new toy. If they struggle with sharing, reward them when they make an effort to share.

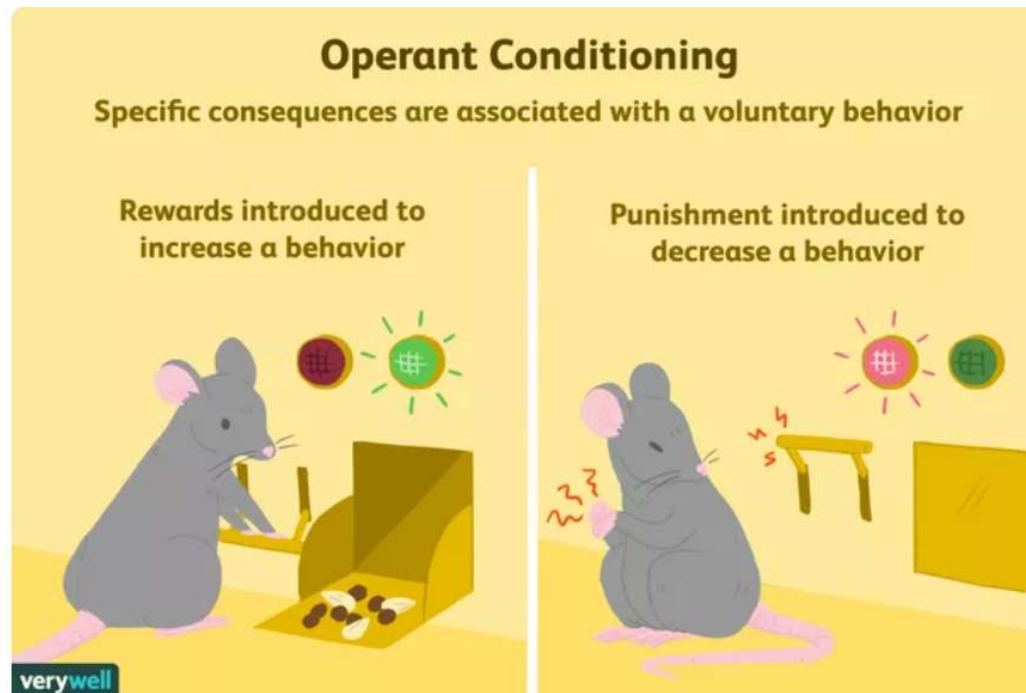
Operant Conditioning

Think-Pair-Share: If your room was messy and your parents wanted you to clean, which of the following scenarios is most likely to motivate you to clean?

1. 'If you clean your room by the time I come home from work, I'll give you twenty dollars.'
2. 'If you clean your room by the time I come home from work, you won't have to do the dishes after dinner.'
3. 'If you keep leaving your dirty clothes on the floor of your room, we are going to have a very long talk, and I guarantee it won't be pleasant!'
4. 'If you keep leaving your dirty clothes on the floor of your room, I'll take your phone for a week.'

Operant Conditioning

Operant conditioning, sometimes referred to as **instrumental conditioning**, is a method of learning that employs rewards and punishments for behavior. Through operant conditioning, an association is made between a **behavior** and a **consequence** (whether negative or positive) for that behavior.



- Operant conditioning was first described by behaviorist B.F. Skinner, which is why you may occasionally hear it referred to as Skinnerian conditioning.
- Skinner used the term *operant* to refer to any "active behavior that operates upon the environment to generate consequences."
- Operant conditioning relies on a fairly simple premise: Actions that are followed by reinforcement will be strengthened and more likely to occur again in the future.

Components of Operant Conditioning

There are several key concepts in operant conditioning:

Reinforcement is any event that strengthens or increases the behavior it follows. There are two kinds of reinforcers. In both of these cases of reinforcement, the behavior increases.

1. **Positive reinforcers** are favorable events or outcomes that are presented after the behavior. In positive reinforcement situations, a response or behavior is strengthened by the addition of praise or a direct reward. If you do a good job at work and your manager gives you a bonus, that bonus is a positive reinforcer.
2. **Negative reinforcers** involve the removal of an unfavorable events or outcomes after the display of a behavior. In these situations, a response is strengthened by the removal of something considered unpleasant. For example, if your child starts to scream in the middle of a restaurant, but stops once you hand them a treat, your action led to the removal of the unpleasant condition, negatively reinforcing your behavior (not your child's).

Components of Operant Conditioning

Punishment in Operant Conditioning

Punishment is the presentation of an adverse event or outcome that causes a decrease in the behavior it follows. There are two kinds of punishment. In both of these cases, the behavior decreases.

1. **Positive punishment**, sometimes referred to as punishment by application, presents an unfavorable event or outcome in order to weaken the response it follows. Spanking for misbehavior is an example of punishment by application.
2. **Negative punishment**, also known as punishment by removal, occurs when a favorable event or outcome is removed after a behavior occurs. Taking away a child's video game following misbehavior is an example of negative punishment.

Identify Reinforcers / punishments

- After performing in a community theater play, you receive applause from the audience.
- You train your dog to fetch by offering him praise and a pat on the head whenever he performs the behavior correctly.
- A professor tells students that if they have perfect attendance all semester, then they do not have to give the final comprehensive exam.
- If you fail to hand in a project on time, your boss becomes angry and berates your performance in front of your co-workers.
- A teen girl does not clean up her room as she was asked, so her parents take away her phone for the rest of the day.

Activity

Imagine yourself as lead of a team with 4 employees reporting to you. One of them never completes his/her work on time and often fails to match deadlines. Come up with a reinforcement/punishment strategy to motivate the subordinate.

Cognitive Learning



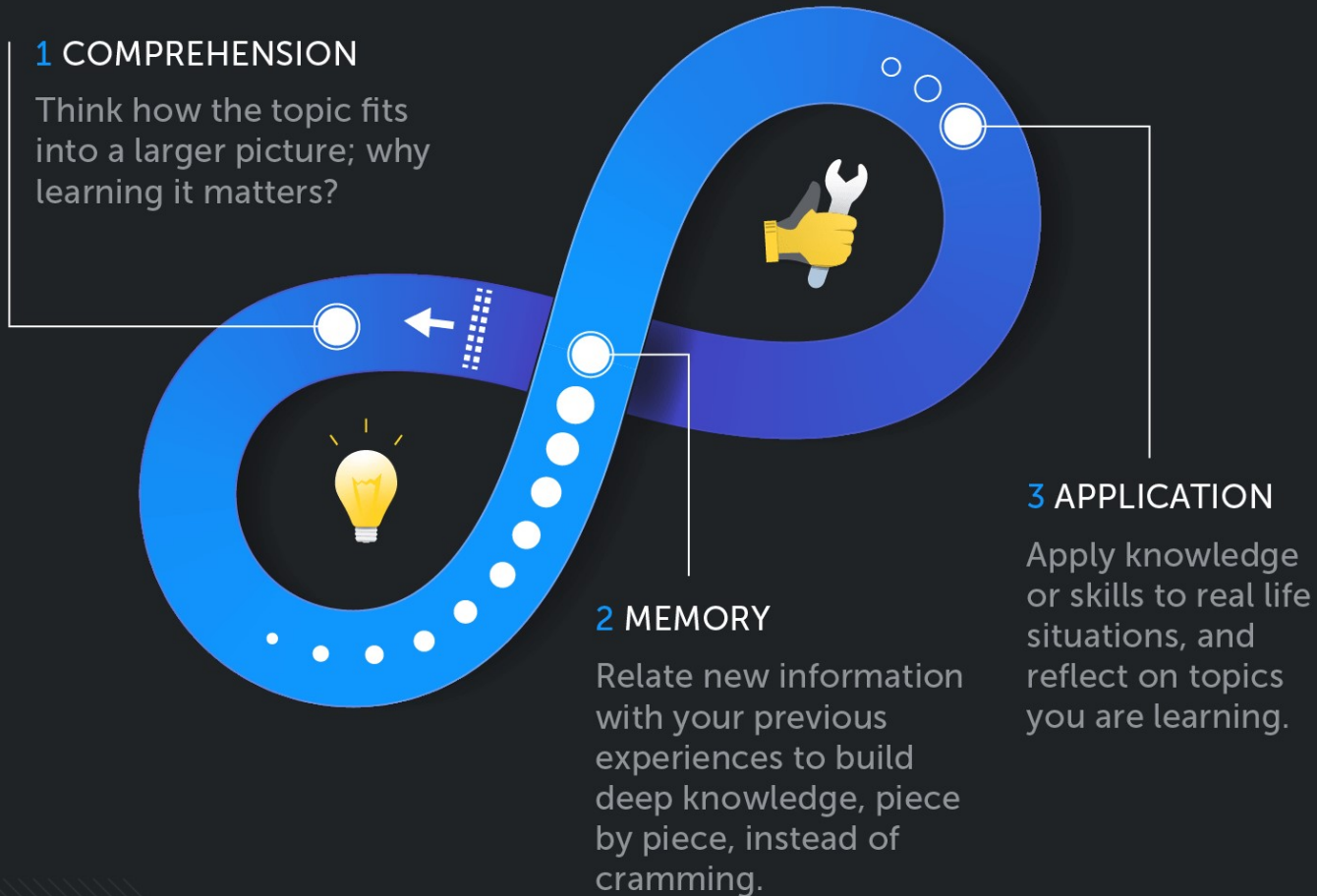
Cognitive Learning

The ability of the brain's mental processes to absorb and retain information through experience, senses, and thought is known as **cognition**.

Cognitive Learning Loop

1 COMPREHENSION

Think how the topic fits into a larger picture; why learning it matters?



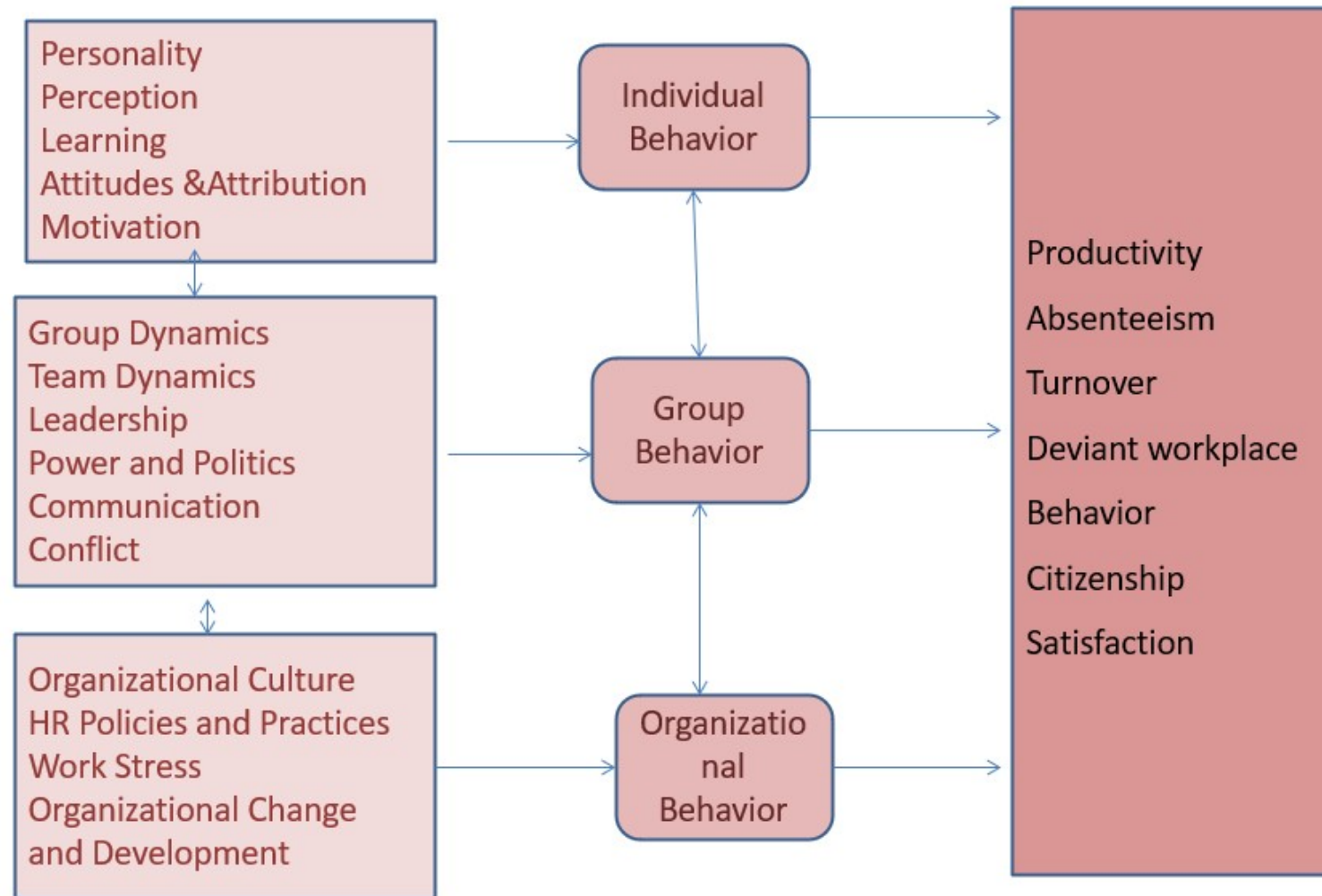
3 APPLICATION

Apply knowledge or skills to real life situations, and reflect on topics you are learning.

Social Learning

- Individuals can also learn by observing what happens to other people and just by being told about something, as well as by direct experiences. So, for example, much of what we have learned comes from watching models – parents, teachers, peers, motion pictures and television performers, bosses and so forth.
- This view that we learn through both observation and direct experience is called social – learning theory.
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Basic OB Model



Models of OB

The five models of organizational behavior are the:

- Autocratic model
- Custodial model
- Supportive model
- Collegial model
- System model

Autocratic Model

- Autocratic model is the model that depends upon strength, power and formal authority.
- In an autocratic organization, the people (management/owners) who manage the tasks in an organization have formal authority for controlling the employees who work under them. These lower-level employees have little control over the work function. Their ideas and innovations are not generally welcomed, as the key decisions are made at the top management level.
- One of the more significant problems associated with the autocratic model is that the management team is required to micromanage the staff – where they have to watch all the details and make every single decision. Clearly, in a more modern-day organization, where highly paid specialists are employed an autocratic system becomes impractical and highly inefficient.

Steve Jobs (Apple Inc.)

- Steve Jobs was renowned for his autocratic leadership style, particularly during his tenure at Apple. He was deeply involved in every facet of the business and product development, and he often made executive decisions without seeking widespread input.
- While this style allowed Apple to innovate and release groundbreaking products, some critics argue that it sometimes created a challenging work environment for employees.

Custodial Model

- The custodial model is based around the concept of providing economic security for employees – through wages and other benefits – that will create employee loyalty and motivation.
- In some countries, many professional companies provide health benefits, corporate cars, financial packaging of salary, and so on – these are incentives designed to attract and retain quality staff.
- The underlying theory for the organization is that they will have a greater skilled workforce, more motivated employees, and have a competitive advantage through employee knowledge and expertise.
- One of the downsides with the custodial model is that it also attracts and retains low performance staff as well. Or perhaps even deliver a lower level of motivation from some staff who feel that they are “trapped” in an organization because the benefits are too good to leave.

Google (Alphabet Inc.)

- Google is widely known for its attractive employee perks and benefits, such as free meals, gym facilities, and health services. Their objective is to create a protective and supportive work atmosphere.
- This leadership style aids in retaining talent but may sometimes lead to complacency among employees, limiting innovation and risk-taking.

Supportive Model

- Unlike the two earlier approaches, the supportive model is focused around aspiring leadership.
- It is not based upon control and authority (the autocratic model) or upon incentives (the custodial model), but instead tries to motivate staff through the manager-employee relationship and how employees are treated on a day-to-day basis.
- Quite opposite to the autocratic model, this approach states that employees are self-motivated and have value and insight to contribute to the organization, beyond just their day-to-day role.
- The intent of this model is to motivate employees through a positive workplace where their ideas are encouraged and often adapted. Therefore, the employees have some form of “buy-in” to the organization and its direction.

Satya Nadella (Microsoft)

- Nadella's leadership approach since taking over as CEO of Microsoft in 2014 has been focused on fostering a growth mindset and prioritizing collaboration and inclusion. He emphasizes listening, learning, and leveraging individual strengths.
- Under Nadella's leadership, Microsoft saw a significant cultural shift and resurgence in its innovation and market position, with a renewed emphasis on collaboration and breaking down silos within the company.

Collegial Model

- The collegial model is based around teamwork – everybody working as colleagues (hence the name of the model).
- The overall environment and corporate culture need to be aligned to this model, where everybody is actively participating – is not about status and job titles – everybody is encouraged to work together to build a better organization.
- The role of the manager is to foster this teamwork and create positive and energetic workplaces. In much regard, the manager can be considered to be the “coach” of the team. And as coach, the goal is to make the team perform well overall, rather than focus on their own performance, or the performance of key individuals.
- The collegial model is quite effective in organizations that need to find new approaches – marketing teams, research and development, technology/software – indeed anywhere the competitive landscape is constantly changing and ideas and innovation are key competitive success factors.

Reed Hastings (Netflix)

- Under the leadership of Reed Hastings, Netflix has a culture that emphasizes freedom and responsibility. While not fully collegial, there's an emphasis on treating employees like adults, giving them autonomy, and expecting high performance in return.
- Netflix's innovative culture has been a topic of much discussion. Their approach to talent and performance management, encapsulated in their famous culture deck, showcases their belief in autonomy, collaboration, and high performance.

System Model

- The final organizational model is referred to as the system model.
- This is the most contemporary model of the five models discussed in this article. In the system model, the organization looks at the overall structure and team environment, and considers that individuals have different goals, talents and potential.
- The intent of the system model is to try and balance the goals of the individual with the goals of the organization.
- Individuals obviously want good remuneration, job security, but also want to work in a positive work environment where the organization adds value to the community and/or its customers.
- The system of model should be an overall partnership of managers and employees with a common goal, and where everybody feels that they have a stake in the organization.

Tony Hsieh (Zappos)

- Tony Hsieh, the late CEO of Zappos, was celebrated for implementing a system that highly valued corporate culture and employee happiness. He ensured systems were in place that fostered a sense of belonging and support among employees.
- The strong emphasis on culture and employee satisfaction at Zappos led to a high level of customer service and a successful business model.

Perception



“A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment”.

Perception Definition

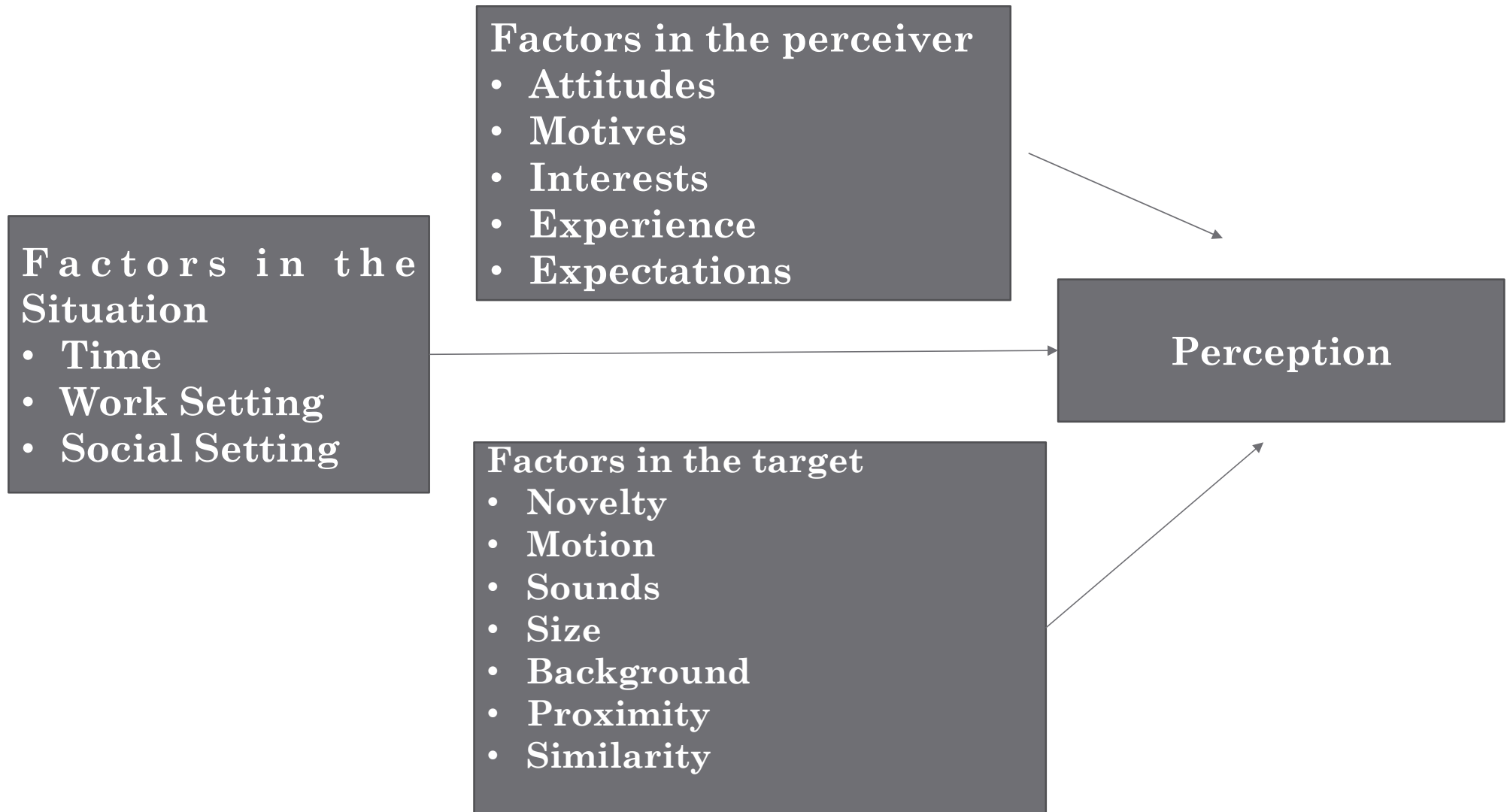
A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment

Stephen P. Robbins

Perception is an important meditative cognitive process through which persons make interpretations of the stimuli's or situation they are faced with

Fred Luthans

Factors That Influence Perception



Importance of Perception in OB

Simply because people's behavior is based on their perception of what reality is, not on reality itself.

- Understanding the tasks to be performed.
- Understanding associated importance of tasks allotted.
- Understanding preferred behavior to complete respective tasks.
- Clarifying role perceptions.

Factors Influencing Perception

1.Characteristics of the Perceiver

1. Attitude
2. Motives
3. Interest
4. Experience
5. Expectation
6. Self-Concept

2.Characteristics of the Target

3.Characteristics of the Situation