

Developing Self-Awareness

Public Management Skill Development: Dr. Scott Valentine

Agenda

- Book update
- Last week
- Diagnostic Surveys
- Mysterious Group Exercise
- The Doctor's Dilemma
- Theoretical Wrap-up

Last Week

- Positive attitude
- Proactive approach
- Self-discipline
- Ownership over one's life
- Empathy
- Ownership over relationships

Diagnostic Surveys

- Self-awareness assessment (pg. 46-47)
- Emotional intelligence assessment (pg. 47-48)
- Locus of Control Scale is worth doing.
 - But why would I need to tell you this?

The Mysterious Group Exercise

- In groups of 3 or 4, discuss the contents of this chapter and produce two insights worth sharing with the class.

Questions for Further Consideration

- What happened when the group was faced with an ambiguous task?
- Does any of the content put forth in the chapter shed light on the source of disagreements in an ambiguous situation and how to manage such ambiguity?

The Doctor's Dilemma

- Page 50
- In groups:
 - Decide on the most appropriate action.
 - Rank the four most important criteria in arriving at your decision.

The Doctor's Dilemma (Revisited)

- What main values, principles came into play when your group discussed this issue?
- How was consensus achieved?
- Any dissonance.... do you think?
- What insights from the chapter should guide your behaviour when making such decisions in a group setting?

Reflective Journal Guidance

- See the Brouwer quote on page 59 of the text for insight into the type of "reflection" expected in the reflective journals.

The Risk of Knowing Oneself

- Pg. 59: Whetten & Cameron; Maslow
- "If they acquire new knowledge about themselves, there is always the possibility that it will be negative or that it will lead to feelings of inferiority, weakness, evilness or shame."
- "We protect ourselves and our ideal image of ourselves by repression and **similar defenses**, which are techniques by which we avoid becoming conscious of unpleasantness or dangerous truths.





The Challenge

It is easy in the world to live after the world's opinions;
it is easy in solitude to live after your own;
but the great man (woman) is he (she) who in the midst of the crowd keeps with perfect sweetness the independence of solitude”

-Ralph Waldo Emerson

The Sensitive Line

- Self-diagnostic surveys
 - Verifiable feedback (empirically tested)
 - Predictable (received at regular intervals)
 - Controllable (a non-threatening environment)
- Other party feedback
 - Baby steps...what one thing could...
 - The feedback exercises in the book are for the bold!

Distinctions

Japan	US
Ganbarimasu	Nothing can stop me
Enryo shimasu	Time management
Gaman shimasu	Master of my destiny
Soft support	Vocal support
Tate-shakai	How are you doing?

Differences

	Japan	US
Positive attitude	Ganbarimasu	Nothing can stop me
Proactive approach	Ganbarimasu	Make the first move
Self-discipline	Enryo shimasu	Time management
Ownership of one's life	Gaman shimasu	Master of my destiny
Empathy	Soft support	Vocal support
Ownership over relationships	Tate-shakai	How are you doing?

Emotional Intelligence

Competency	Ability
Emotional Awareness	The ability to recognize and diagnose your own emotions.
Emotional Control	The ability to control your own emotions.
Emotional Diagnosis (Empathy)	The ability to recognize and diagnose the emotions displayed by others
Emotional Response	The ability to respond appropriately to those emotional cues

We all have our own psychological dragons to slay...and globally, there is less progress being made.

Positive attitude, Proactive approach, Self-discipline, Ownership over one's life, Empathy, Ownership over relationships

Values

- Cultural values influence both how and why you do things.
- Cultural values:
 - International codes of practice: universalism vs. particularism
 - Incentive systems: individualism vs. collective
 - Customer service: affective vs. neutral
 - Team building: specific (just individuals) vs. diffuse (family events)
 - Organisational structuring & hiring: Achievement vs. ascription
 - Path dependence in policy: Perspective on time
 - Innovation policy: locus of control
- Organizational Values:
 - April employee intake, jr. college preferences, the nail that sticks up.
- Personal values:
 - Instrumental values: the success of any given society depends on a functional elite, a group which gives back more to society than it takes.
 - Terminal vs. instrumental: It's where you end up, it's how you get there.
 - What was the US decision to invade Iraq based on?

Values Maturity

- Preconventional Level (Self-centered)
 - Punishment and obedience
 - Individual instrumental purpose and exchange
- Conventional Level (Conformity)
 - Mutual interpersonal expectations, relationships and conformity.
 - Social system and conscience management
- Postconventional Level (Principled)
 - Prior rights and social contract or utility
 - Universal ethic principles

From micro to macro applications

- Your career planning
- Interpersonal misunderstandings
- Daily work challenges
- Sectional strategic planning
 - What to do with the year's budget
- Organisational strategic planning
 - What services to offer and how
- National policy
 - How to handle financial problems associated with an aging society
- International policy
 - The nation's role in climate change mitigation
 - What tools to use.

Review

- "He that would govern others must first master himself."
- Diagnostic exercises represent a risk-free environment to begin to know thyself.
- Theory presented in the text identifies route for self-improvement but you are the one who implements the programme.
- Both personal and interpersonal excellence rests with applied emotional intelligence, awareness of the influence that values has on your behaviour and the behaviour of others.

Next Week

- Complete the following diagnostic surveys: i) stress management assessment, ii) time management assessment, iii) personality inventory (p. 106-109)
- Read: Text Chapter 2 (p. 112-145)
- Read Case: *The Case of the Missing Time* (p. 147-150)
- We will also decide groups and topics for group led case studies.

Group Case

- ▶ You are the section head of the alien registration department of a ward office in Tokyo. A person who reports to you and is in charge of collecting the money paid for alien registration certificates (*Gaikokujin toroku genbyo kisai jiko shomeisho JPY300 per person*) has returned from lunch to find that he has left the cash box open and all the cash that was in the box from the morning's transactions has disappeared. He estimates that there was about JPY30,000 in the box.
- ▶ How would you approach this situation keeping in mind that 6 core traits: Positive outlook, Ownership over life, Self-discipline, Proactive approach, Empathetic attitude, Ownership over relationships