

# Manajemen Interpersonal

SPG 310

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# COURSE DESCRIPTION



This course provides the student with knowledge and skills to increase their self-awareness as well as to develop a deeper understanding of human relationships in organisation.

# GENERAL INSTRUCTIONAL PURPOSE :



After taking this course student will be able to

- 1.increase their self-awareness (e.g.: goals, styles, strengths, weaknesses, how you are perceived by others)

- 2.develop a deeper understanding of and appreciation for the complexity of human relationships in organizations

- 3.understand the importance of high-quality relationships at work, and have the skills that will help them develop effective and enjoyable work relationships.

# First Half Courses

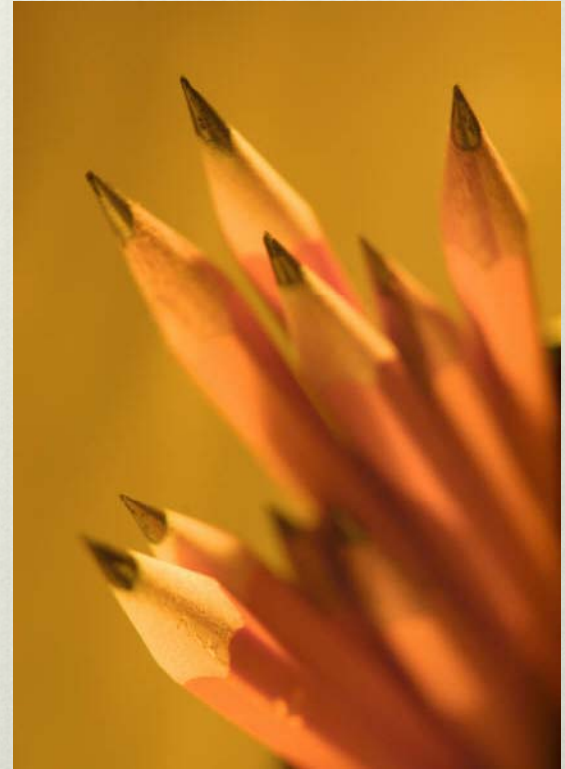
1. Identifying why people fail succeed.
2. Conducting a self assessment to choose the preferred ways of seeing the world and solving the problems.
3. Identifying the relationship between positive emotions and success.
4. Identifying their communication style in order to communicate effectively and gain a support.
5. Understanding how do their cultural preferences and self-perception are influencing their decisions and interaction with others.
6. Understanding a condition that are likely to lead to an abuse of power, their networking strengths and weaknesses, how to enhance a network, and also an effective relationship with the boss.

# Second Half Courses

1. Gaining and using sustainable ethical power and influence.
2. Creating the context for High Performing Team.
3. Managing diverse team.
4. Developing good leadership style.
5. Reflecting these topics, learn best practices in each areas, and develop personal plan for crafting life.

# Methods

- ✓ Lecturing 25 %
- ✓ Discussion and presentation 50 %
- ✓ Take home/assignment 25 %  
(Personal and group)



It is not the strongest of the species that survive,  
nor the most intelligent,  
but the one most responsive to change.

- Charles Darwin -

# What Predicts Success?

Caproni 1-26

# The recent paradigm

- ★ Manager is a vital job (public, private, and nonprofit).
- ★ Salary is high as well as responsibility.
- ★ The most important job is creating a work environment in which others can do their best work.



# The recent paradigm

Derail	Success
Limited self awareness, overestimate their abilities	More accurate understanding their abilities
Use a one-size-fits –all approach to solving the problems	Seek more feedback on their performance
Relying too much in narrow skill set	Invest more in continuous learning and self-improvement
Limited to adapt the environment and missed opportunity to learn different skill	Have a broader skills for variety of situation

# Characteristics that predict success

- Conscientiousness
- Belief in fluid intelligence
- Proactivity
- Learning goal orientation
- Creative intelligence
- Practical intelligence
- Emotional intelligence
- Positive emotions

# Conscientiousness

(of a person) wishing to do what is right, esp. to do one's work or duty well and thoroughly

1. Set a high goal
2. Achievement oriented.
3. Focus on the task.
4. Work hard.
5. Dependable.

# Belief in fluid intelligence

1. Take risks.
2. Learn new skills.
3. Persists when face hurdles.
4. Believe that effort will pay off.

# Proactivity

People are more likely than others to actively manage their careers, show political savvy, and take action to influence their environment.

Less proactive = passive and reactive.

When things are not going well, proactive people don't simply criticize the ways things are rather than *do something* about their concern.

People who complain about the way things are without offering solution and taking action to remedy the situation tend to receive lower salaries and fewer promotions.

# Proactive Personality Scale

I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5	6	7
Wherever I have been, I have been a powerful force for constructive change	1	2	3	4	5	6	7
Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5	6	7
If I see something I don't like, I fix it.	1	2	3	4	5	6	7
No matter what the odds, if I believe in something, I will make it happen.	1	2	3	4	5	6	7
I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5	6	7

# Proactive Personality Scale

I excel at identifying opportunities.	1	2	3	4	5	6	7
I am always looking for better ways to do things.	1	2	3	4	5	6	7
If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5	6	7
I can spot a good opportunity long before others can.	1	2	3	4	5	6	7

# Learning goal orientation

Primarily focused on enhancing their competence and are less preoccupied with protecting their image.

Take a challenging assignment in which they may make mistakes while learning new skills.

Use more effective coping strategies when faced with problems, and persist in the face of difficulty.

Achieving success not only for themselves, but for the organization as well.

# Learning Goal Assessment

<b>I am willing to select a challenging work assignment that I can learn a lot from.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
I often look for opportunities to develop new skills and knowledge.	1	2	3	4	5	6	7
I enjoy challenging and difficult tasks at work where I'll learn new skills.	1	2	3	4	5	6	7
Further development of my work ability is important enough to take a risks.	1	2	3	4	5	6	7
I like to show that I can perform better than my coworkers.	1	2	3	4	5	6	7
I try to figure out what it takes to prove my ability to others at work.	1	2	3	4	5	6	7

# Learning Goal Assessment

<b>I enjoy it when others at work are aware of how well I am doing.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
I prefer to work on projects where I can prove my ability to others.	1	2	3	4	5	6	7
I would avoid taking on a new task if there was a chance that I would appear rather incompetent to others.	1	2	3	4	5	6	7
Avoiding to show of low ability is more important to me than learning a new skill.	1	2	3	4	5	6	7
I am concerned about taking on a task at work if my performance would reveal that I had low ability.	1	2	3	4	5	6	7
I prefer to avoid situations at work where I might perform poorly.	1	2	3	4	5	6	7

# Creative & practical intelligence

People with creative intelligence are able to respond to routine and novel situation in innovative ways that are likely to bring greater rewards.

People with practical intelligence are better able than others to make sense of and influence their environment.

Seek and join an environment that enabling their work success.

# Emotional intelligence

Self awareness, social skills (empathy and ability to interact well with others), and the ability to understand and manage one's emotions, particularly in stressful time.

Better able to cope with the inevitable ups and downs organizational life, tolerate uncertainty, build employee commitment, motivate others, communicate effectively, manage conflict, reduce employees' anxiety, and thus enhance employee performance.

# Positive emotions

Always feel positive such as joy, hope, love, compassion, generosity, gratitude, realistic optimism, pride, serenity, and forgiveness.

Tend to think more broadly and creatively, seek out new information and experiences, behave more flexibly, have more confidence in abilities, build trust and respect, persist more, get over bad experiences and emotions more quickly, and give and get more social support.

Better able to solve problems and implement solutions.

## CHARACTERISTICS

- Conscientiousness
- Belief in fluid intelligence
- Proactivity
- Learning goal orientation
- Creative intelligence
- Practical intelligence
- Emotional intelligence
- Positive emotions

## BEHAVIORS

- Set higher goals
- Work harder
- Work smarter
- Take greater risks
- Seek out feedback
- Make better decisions
- Persist more
- Cope better and rebound from setback
- Better able to build mutually supportive relationships
- Better able to create workplaces that bring out the best in others

## CONSEQUENCES

Enhanced:

1. Job effectiveness
2. Career success

Well being

# Assignment 1

- Choose one of the most successful person (male or female).
- Argument why you choose them.
- Describe his/her life (family, childhood, mature).
- Describe his/her career of success/achievements.
- Make it in a paper (approximately 2 pages of A4 with double spacing).
- Presenting in the next class.