

What is organizational behavior?



Organizational behavior:

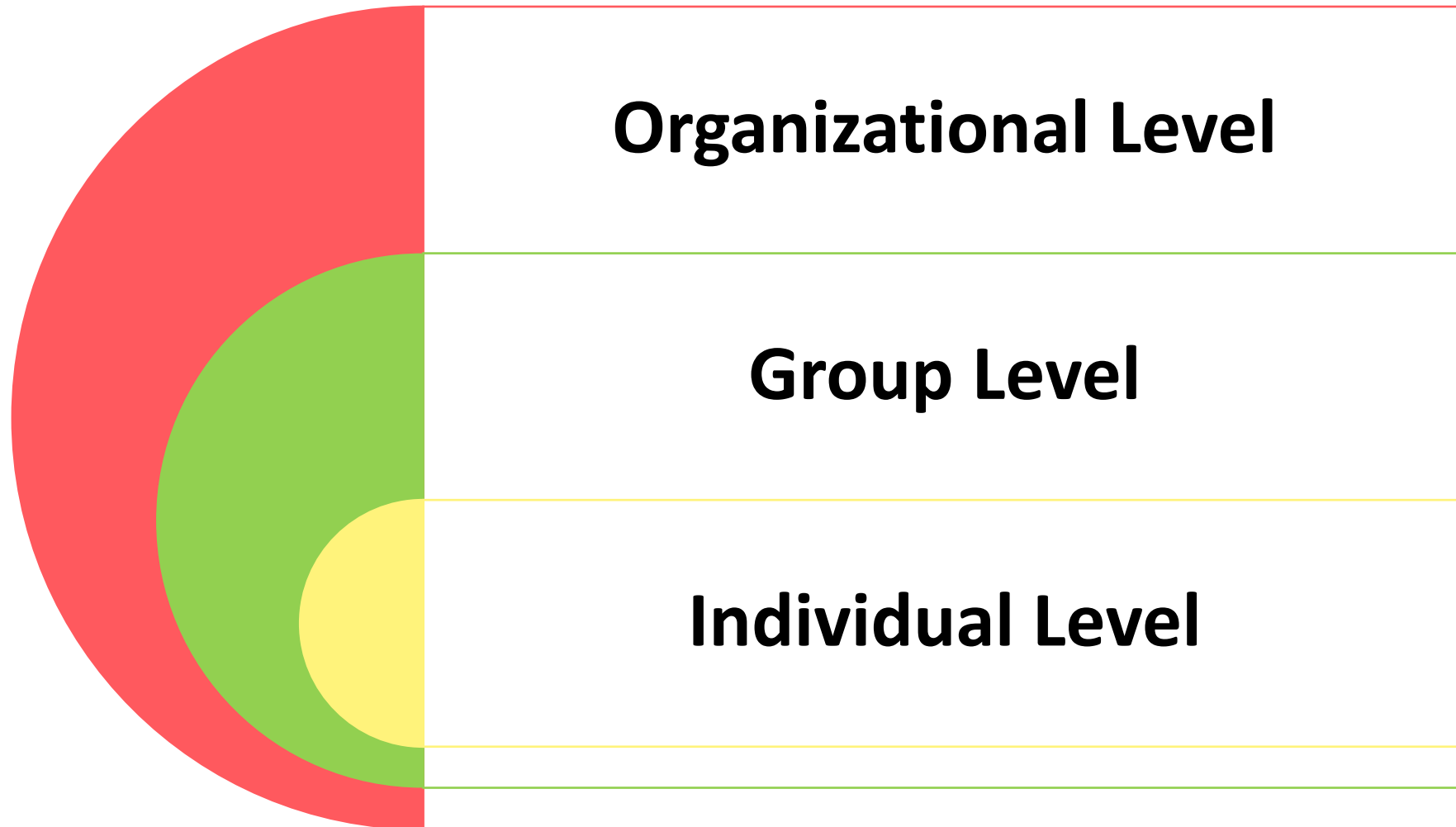
The study of what people think, feel, and do
in organizations

Concerned with improving organizational effectiveness





Levels of Analysis



Individual Level Outcomes

- Higher job performance
- Enhanced job attitudes
- Fewer counterproductive work behaviors
- More development opportunities





Group Level Outcomes

- Less conflict
- Enhanced team cohesion
- More effective communication
- More effective leadership

Organizational Level Outcomes

- Increased profitability and higher performance
- Decreased employee-related costs
- Enhanced ability to attract and retain talented employees
- Positive working relationships



MANAGEMENT



Management:

Getting things done through others



Recruitment

Selection

Reward

Development

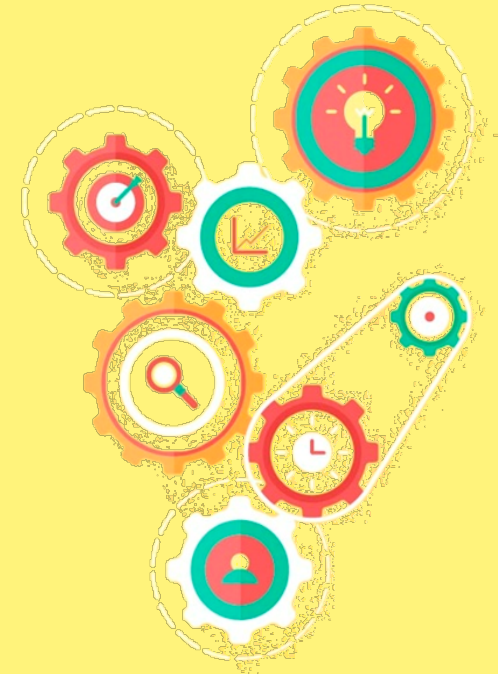
MARKETING



ACCOUNTING



OPERATIONS



MANAGEMENT



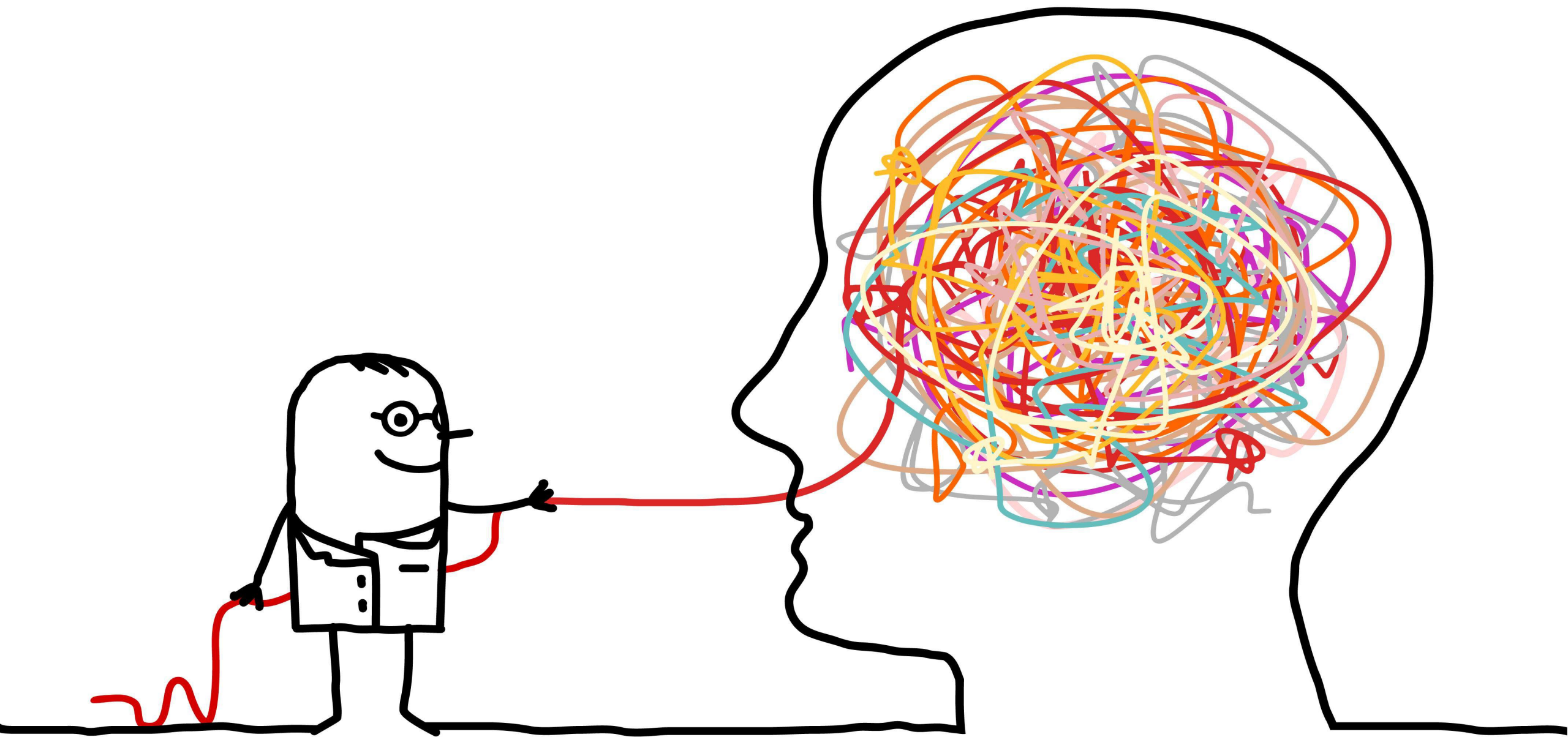
**What is
evidence-based
management,
and why should
we use it?**



Evidence-based management:

Using evidence to inform decision-making
and problem-solving







A Venn diagram with two overlapping circles. The left circle is red and contains the text 'What research suggests'. The right circle is blue and contains the text 'What people believe'. The overlapping area in the center is a darker purple color. The background is a grayscale collage featuring architectural blueprints, binary code (0s and 1s), and a city skyline silhouette.

What
research
suggests

What
people
believe



**Identify a
challenge and
develop a
prediction**



Collect evidence from multiple sources





Realisation

PLAN



CONCEPT



PRODUCT

TEAM



INTERNET

MONEY

A. Desktop
B. Server
C. Computer

PLAN

Business

(IDEA → STRATEGY)

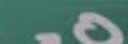
Process

Success



Marketing

Today:
1. _____
2. _____
3. _____



CHOICE

ANALIZE

Team



MARKET

$a+b=c$

idea



TEAMWORK

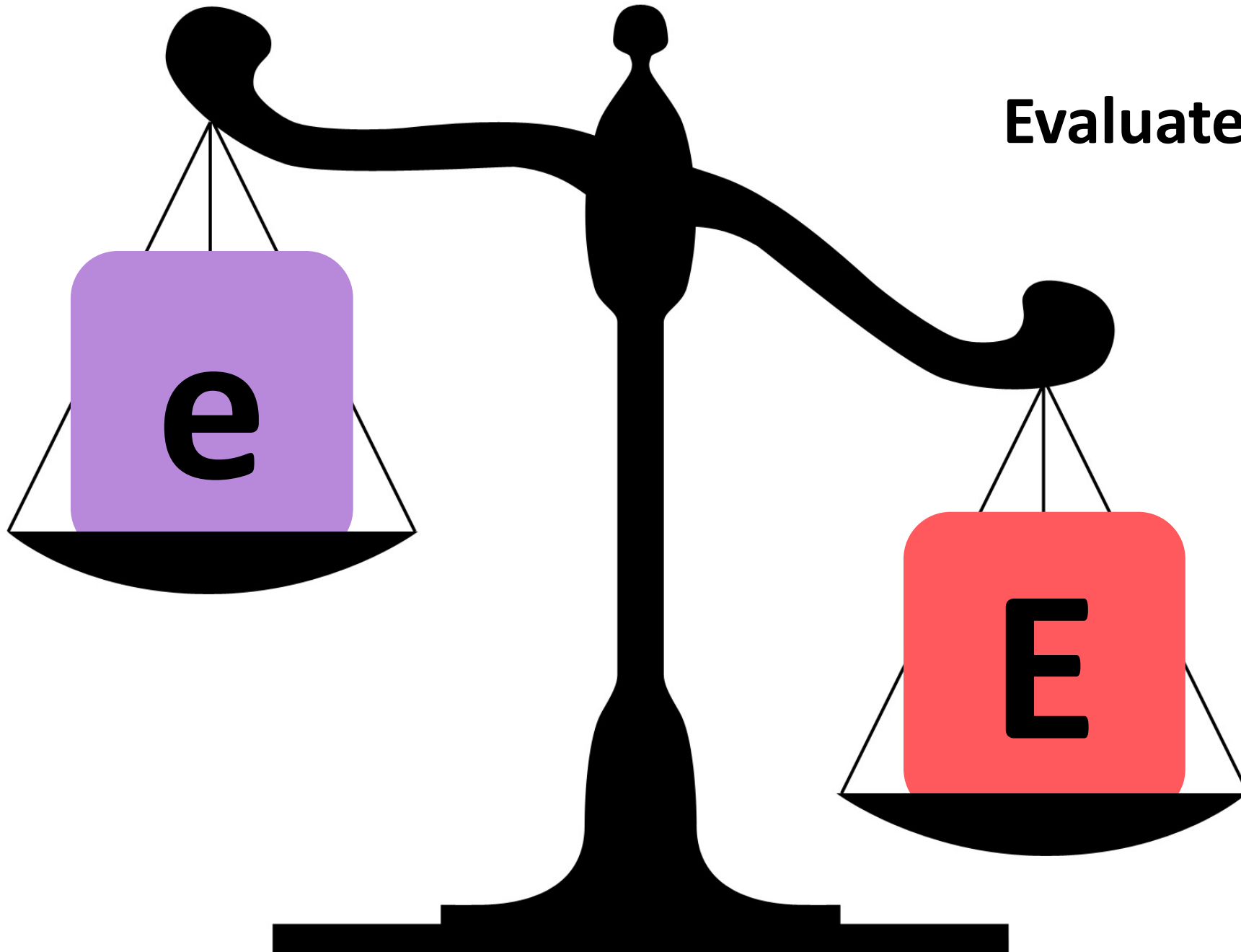
Big E evidence:

Evidence collected using the scientific
method

Little e evidence:

Evidence collected from a specific
organization

Evaluate the evidence



Evaluate and use evidence-based frameworks



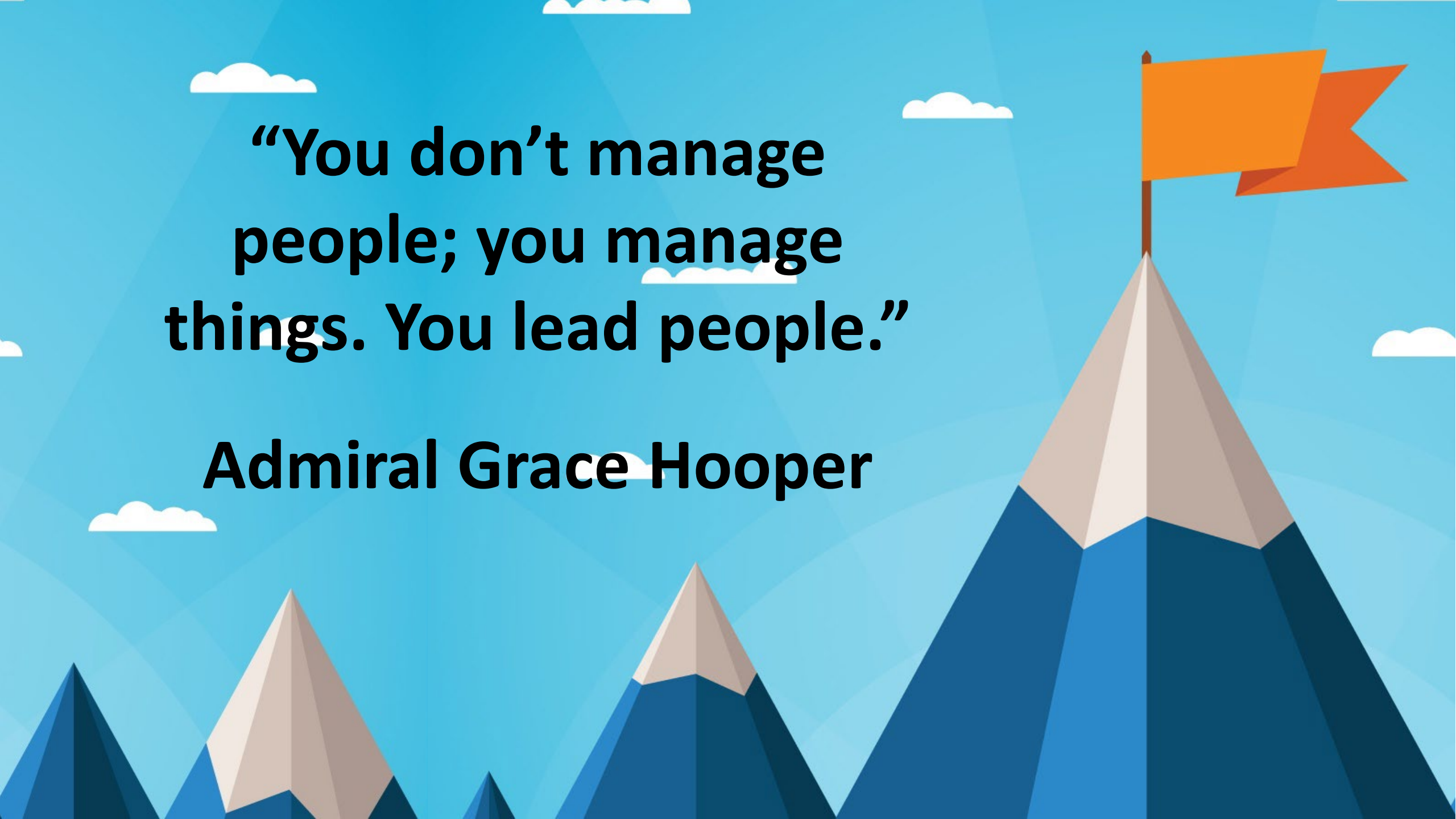


Build an EBM culture



**Why should we
learn how to
manage people?**



The background features a stylized illustration of a mountain range. In the foreground, there are several blue mountain peaks. The largest peak on the right has a white and grey summit and is topped with a tall pole holding two orange flags. The sky is a light blue with several white, fluffy clouds scattered across it.

**“You don’t manage
people; you manage
things. You lead people.”**

Admiral Grace Hooper



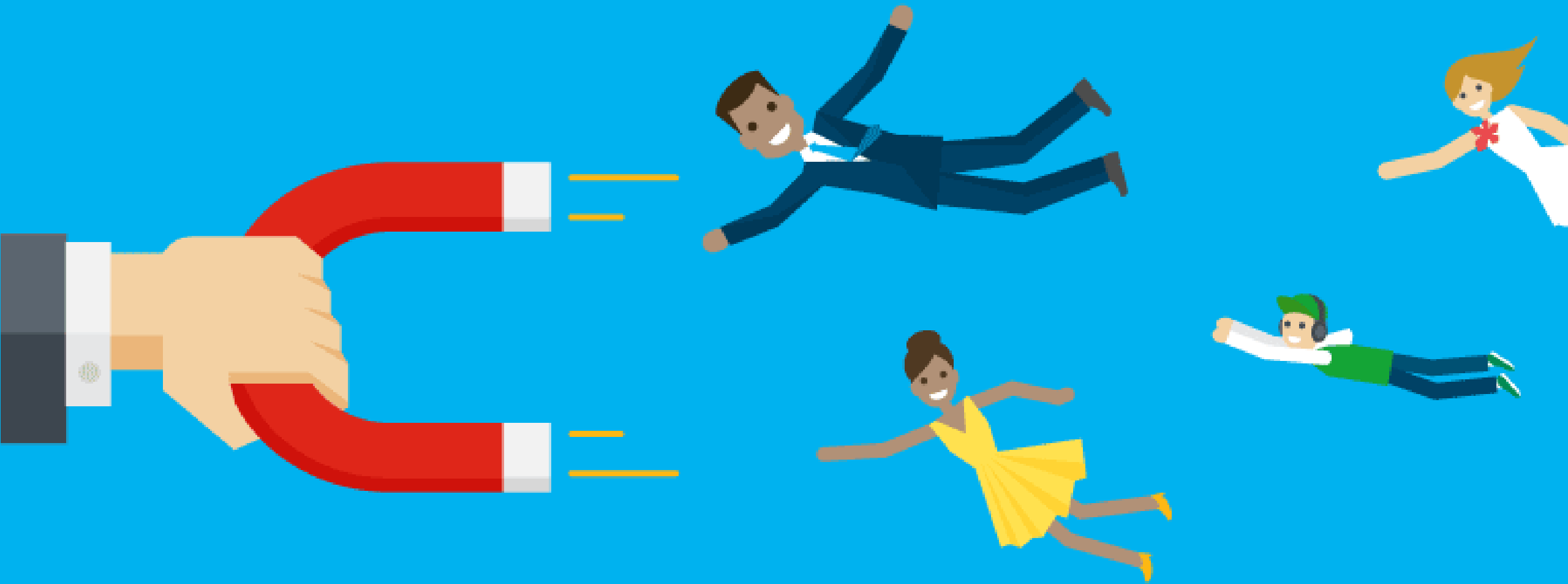
People skills:

The set of behavior patterns that allow you to interact and work well with others

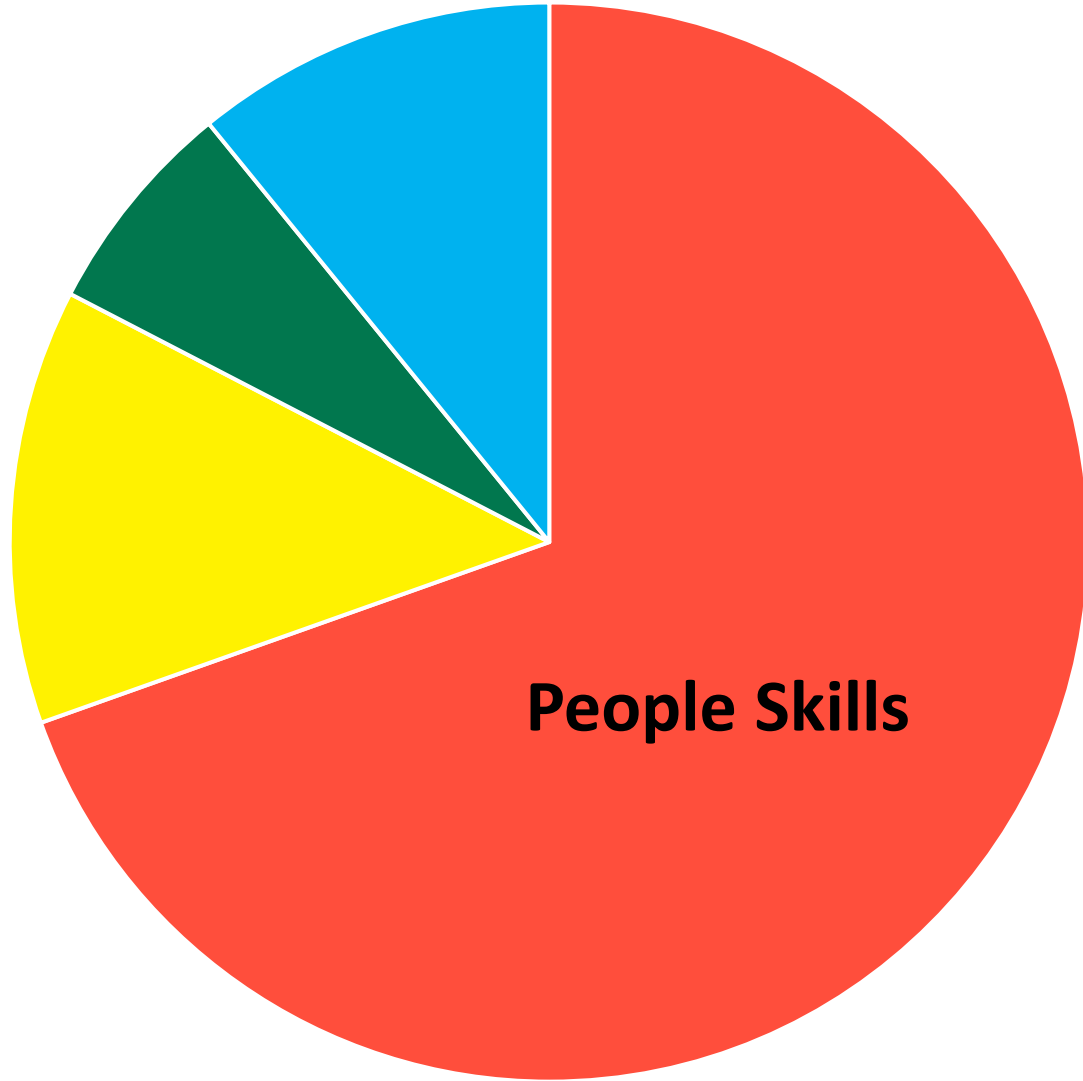
Reason #1

**People skills are a
critically
important skill set
for today's
organizations.**





Attract and retain talented employees



Predictors of Career Success

Some research suggests that a significant portion of your career success depends on your people skills.

Motivation X Ability X Opportunity = Performance

```
graph TD; A[Motivation X Ability X Opportunity = Performance] --> B[Higher job satisfaction]; A --> C[Greater customer satisfaction]; A --> D[Higher quality products]; A --> E[Higher return on investment]; A --> F[Lower turnover];
```

**Higher job
satisfaction**

**Greater
customer
satisfaction**

**Higher
quality
products**

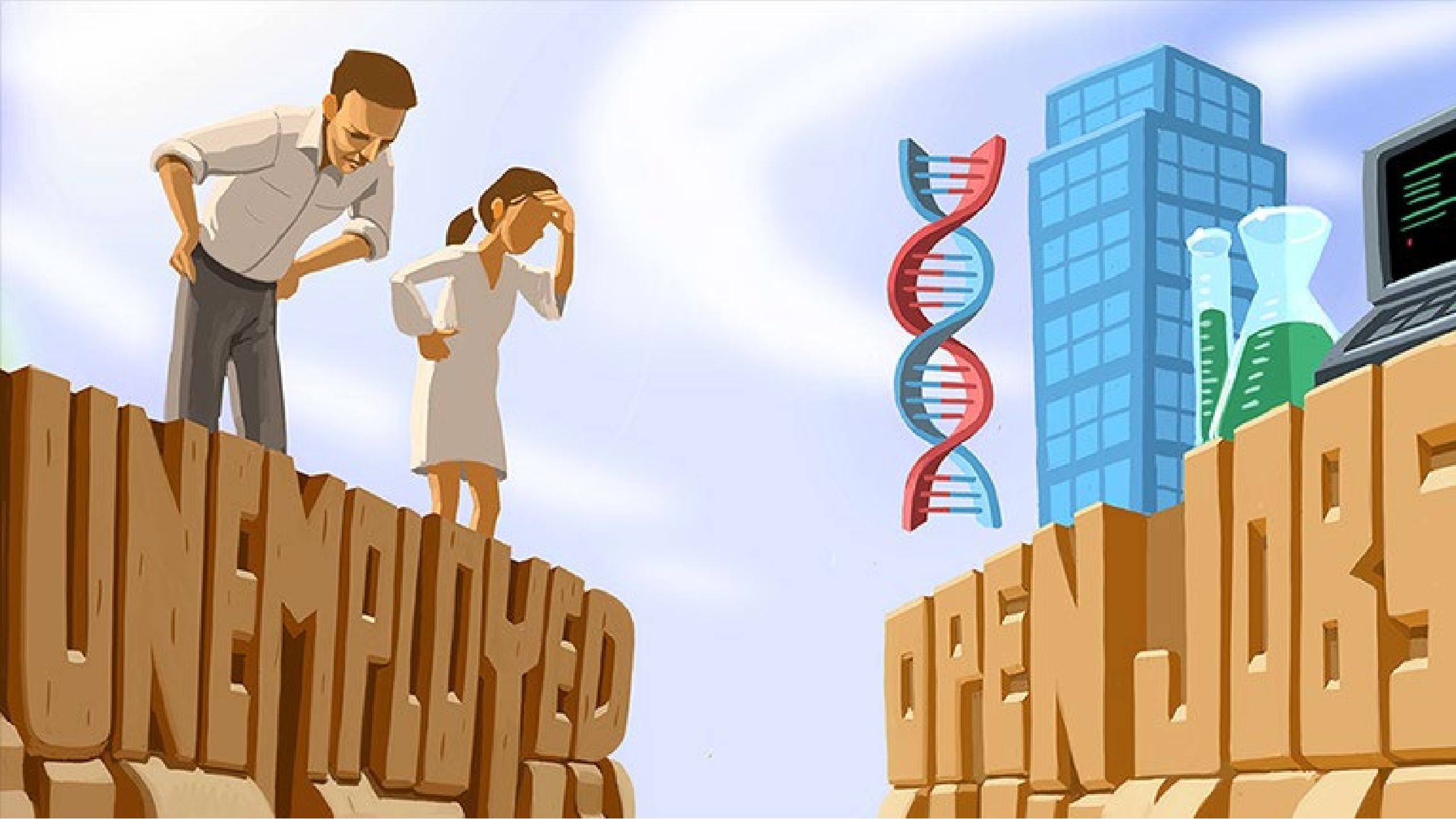
**Higher
return on
investment**

**Lower
turnover**

Reason #2

**People skills are a
scarce skill set
among today's
workers.**

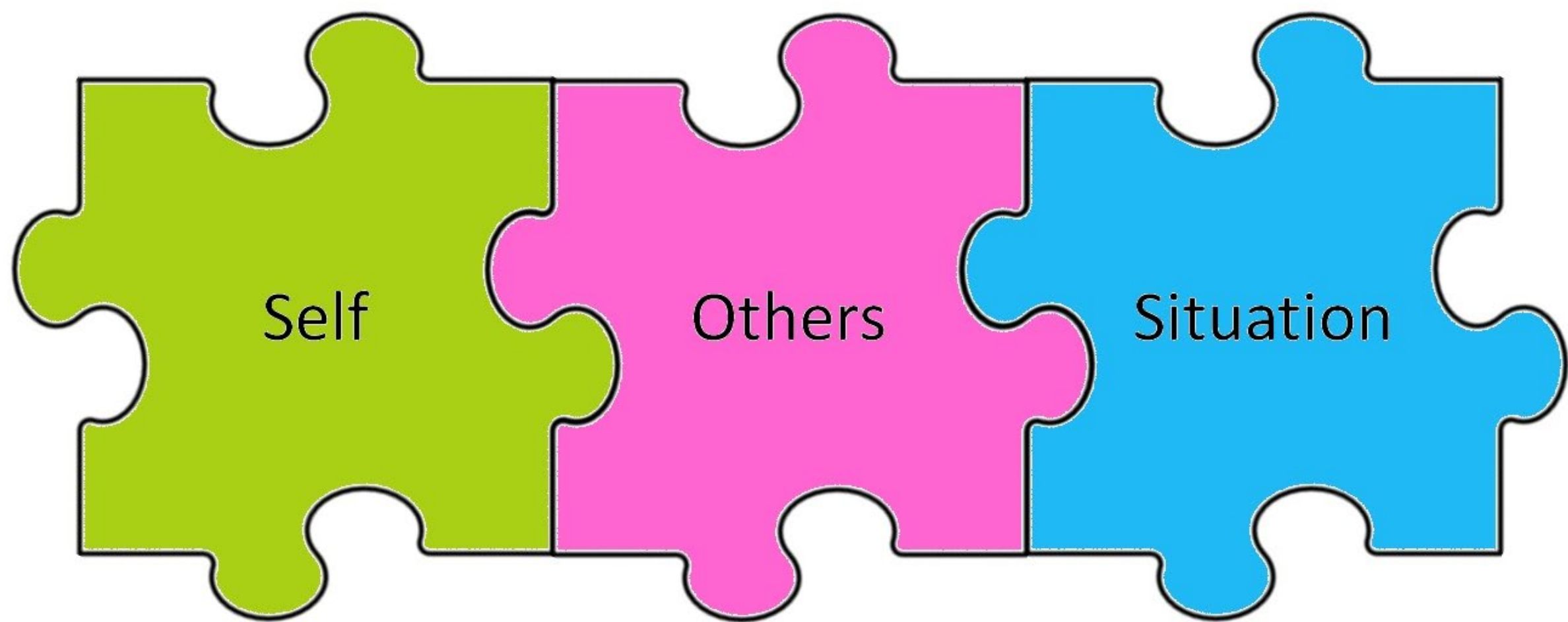






How can we learn to be better managers?





**Understand
how you
impact the
environment
and how the
environment
impacts you.**





- 1. Become more self-aware.**
- 2. Learn new knowledge and skills.**
- 3. Take action!**

**How can we
become more
self-aware?**



1. Become more self-aware.



Know Your KSAOs

- What do you know?
- What are your skills?
- What are your abilities?
- How would you describe your personality?
- What are your work-related preferences?



Knowledge

Declarative
Procedural

Skill

Technical
People
Conceptual

Ability

Psychomotor
Sensory
Physical
Cognitive
Perceptual-
Motor

Knowledge:

A collection of facts and other information
about a particular topic or domain

Knowledge

Declarative
Procedural



Skill:

A practiced behavior pattern



Skill

**Technical
People
Conceptual**



Ability:

A broad category of capabilities



Abilities

Psychomotor
Sensory
Physical
Cognitive
Perceptual-
Motor



Personality:

The typical way of responding; a pattern of thoughts and behaviors

Openness to Experience – Tendency to be willing to consider new ideas

Conscientiousness – Tendency to accomplish things and perform well

Extraversion – Tendency to be energized in private or social situations

Agreeableness – Degree to which you get along with others

Emotional Stability – Ability to maintain emotional balance in stressful situations



Preferences:

The values and desires for certain qualities
related to the work experience

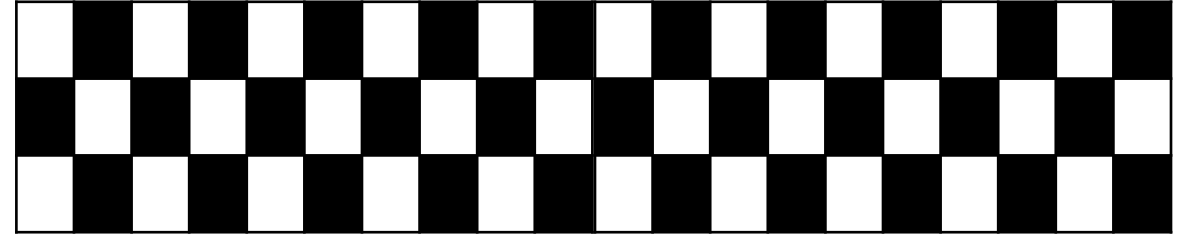
Values:

The beliefs that are important to you

Instrumental Values

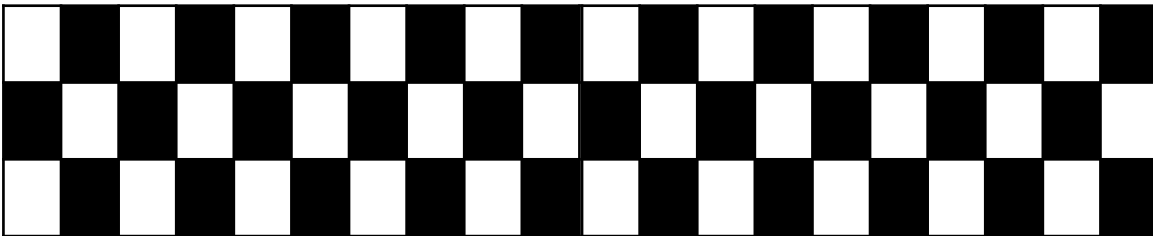
Cheerful
Intellectual
Helpful
Independent
Responsible
Persistent
Honest
Ambitious

FINISH

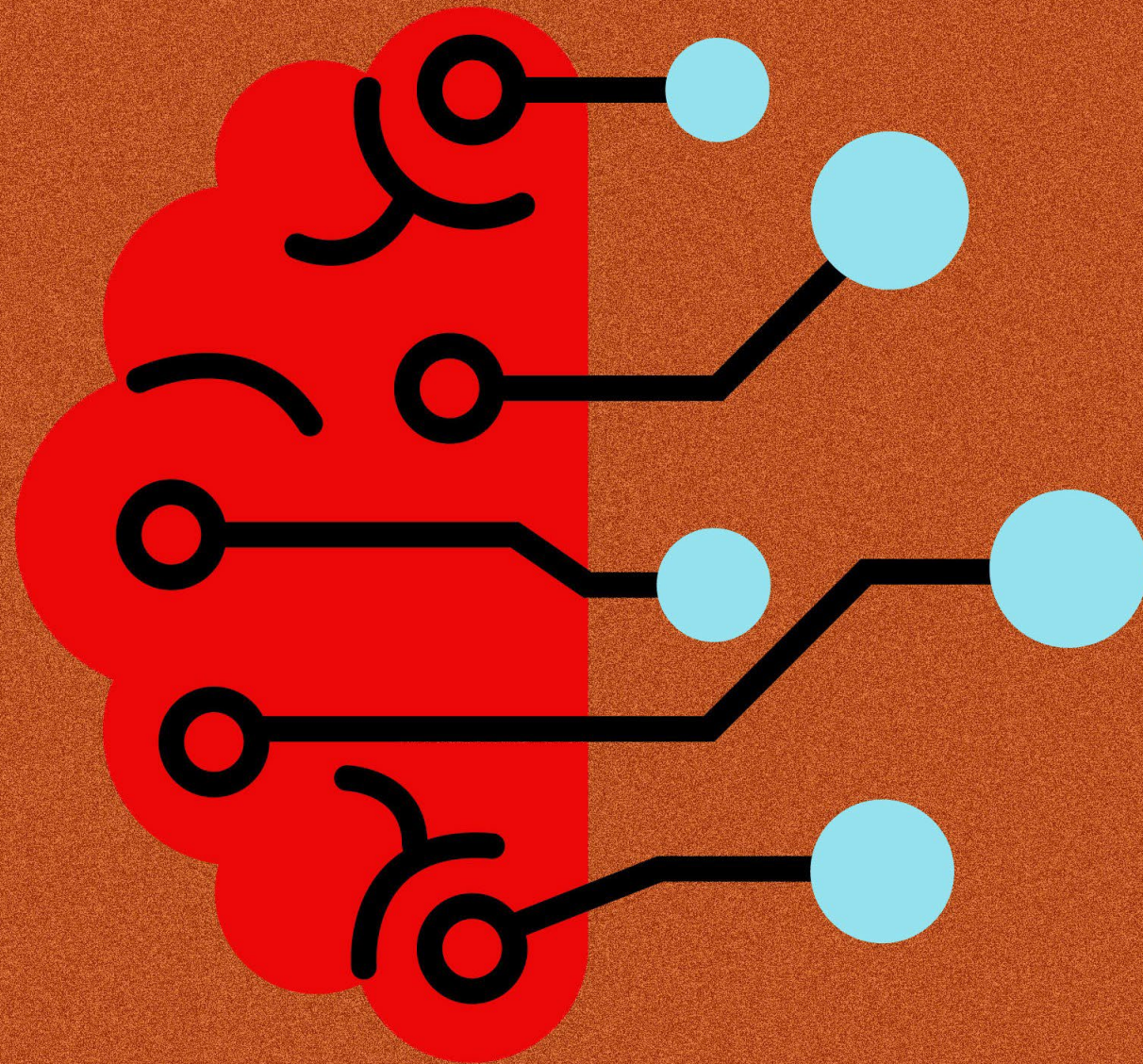


Terminal Values

Equal opportunity
Happiness
Freedom
Wealth
Accomplishment
Social respect
Wisdom
Stimulating life



START





**2. Learn new
knowledge and
develop new skills
using a variety of
methods and frequent
practice.**

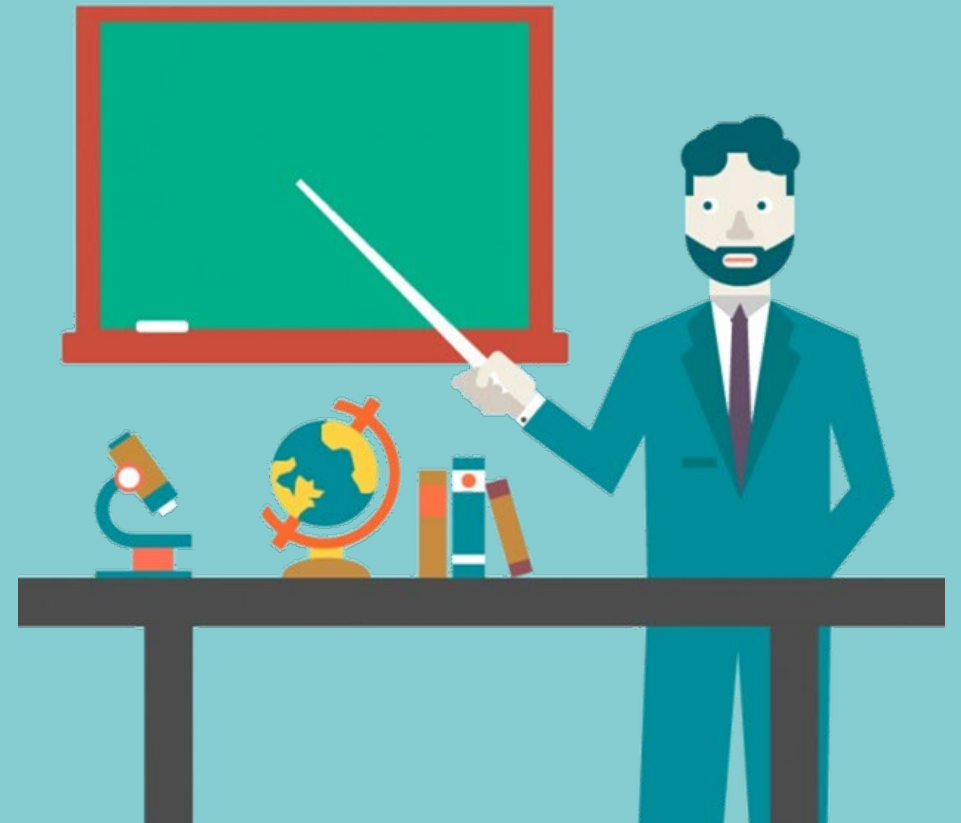
What specific knowledge and skills should we learn?



What specific knowledge and skills should we learn?

| | | | |
|-----------------------------------|-------------------|--------------|------------------|
| Top Management | Conceptual | Human | Technical |
| Middle Management | Conceptual | Human | Technical |
| Supervisory Management | Conceptual | Human | Technical |

**Reading, studying, and taking courses
helps us learn new information.**



Mentors help us gain self-awareness and job-relevant knowledge, and practice new behaviors.







NEW SKILLS



TRAINING



3. Take action!

**Focus on
Strengths**

**Observe
Behavior**

**Set SMART
Goals**

**Seek and
Use
Feedback**

**Organize
Work
Setting**

**Use
Positive
Self-Talk**

**Practice
Behavior**

**Reward
Success**