

CHAPTER 2

DEVELOPING SELF-AWARENESS

MULTIPLE CHOICE

1. An executive whose sense of worth comes primarily from satisfying unconscious needs for control, mastery, and professional success is called _____.
 - a. an “empty suit”
 - b. an “expansive manager” (Recall, Moderate)**
 - c. a “market manager”
 - d. a “country club manager”
2. A quality that expansive executives set high on their list of leadership skills is _____.
 - a. self-awareness
 - b. limited ambition
 - c. reasonableness in how hard they work
 - d. high standards (Recall, Moderate)**
3. In their managerial behavior, expansive executives tend to _____.
 - a. be beneficial for their organizations
 - b. obtain their sense of self worth primarily from their unconscious needs for control, mastery, and professional success (Recall, Easy)**
 - c. take appropriate risks
 - d. delegate effectively
4. All of the following are barriers to self-awareness except _____.
 - a. workflow interruptions
 - b. stress
 - c. self-reflection (Recall, Moderate)**
 - d. balancing work and family concerns
5. Tom Peters, in his “The Brand Called You” article, stresses that a manager needs to _____.
 - a. identify with an organization’s brands
 - b. develop new products for the firm
 - c. think of him/herself as a one-person enterprise (Recall, Easy)**
 - d. fit in with the corporation’s culture
6. According to recent research by Jennifer Crocker and others, whether or not one has self-esteem is less important than how one pursues feelings of self-worth. Which of the following strategies for increasing self-esteem is most likely to be effective?
 - a. increasing your grades so that your reputation is improved at school
 - b. improving your appearance
 - c. increasing your income so you can have a higher-quality lifestyle
 - d. doing something because it is important to your personal values (Applied, Moderate)**

7. The internalized set of perceptions that each of us has about ourselves is called the _____.
- self-concept (Recall, Easy)**
 - managerial mindset
 - ideal manager
 - personality
8. A culture that emphasizes independence from others is called _____.
- collectivist
 - socialist
 - individualistic (Recall, Easy)**
 - comprehensive
9. A culture that emphasizes interdependence with others is called _____.
- collectivist (Recall, Easy)**
 - capitalist
 - individualistic
 - competitive
10. In independent cultures, feelings of self-worth come from _____.
- being able to express oneself (Recall, Moderate)**
 - fitting in with the group
 - creating harmony within the family
 - attending the needs of others
11. The statement “The nail that sticks out gets pounded down” is most likely to come out of _____.
- an individualistic culture
 - the “private self”
 - an independent society
 - a collectivist culture (Applied, Moderate)**
12. The tendency to see one’s strengths as unique talents and one’s weaknesses as common limitations shared by others or as caused by external factors is called _____.
- personal motivation bias
 - uniqueness bias (Recall, Difficult)**
 - self-critical bias
 - self-improvement bias
13. Recent research suggests that _____.
- people from independent cultures are more likely to believe that talking out loud is related to thinking (Recall, Moderate)**
 - people from interdependent cultures are more likely to believe that talking out loud is related to thinking
 - people who talk out loud while they are thinking tend to score lower on emotional intelligence assessments
 - people who don’t talk out loud while they are thinking tend to perform more poorly on standardized tests

14. The tendency to see oneself as better than the average person on important positive characteristics is called _____.
a. **self-enhancement bias (Recall, Difficult)**
b. attraction bias
c. self-critical bias
d. self-improvement bias
15. The advantage of having a cultural view of the self-concept is _____.
a. we become more skeptical of “one size fits all” theories about management
b. we better understand who we are and how we got to be that way
c. we understand others better and can respond to them on their own terms
d. **all of the above (Recall, Moderate)**
16. Your CEO believes strongly that you are the brightest employee in your organization. As a result, you find yourself doing things that you never thought possible - in other words, your performance matches the CEO’s expectations for you. This is an example of _____.
a. an unfair advantage
b. discrimination
c. the Johnson effect
d. **a self-fulfilling prophecy (Applied, Moderate)**
17. Group memberships influence self-concept by all of the following except _____.
a. loyalty to the group
b. internal group pressure to conform
c. external pressures to conform by others outside one’s group memberships
d. **all of the above (Recall, Moderate)**
18. Gabriel is a new pledge at a fraternity on campus. As he bonds with his fraternity brothers by participating in community service activities (and partying together), he is likely to _____.
a. come to believe that his fraternity is unique
b. become emotionally attached to his fraternity brothers
c. acquire the values held by his fraternity brothers
d. **all of the above (Applied, Difficult)**
19. Which of the following is not a part of thinking that is influenced by our self-concept?
a. attention
b. memory
c. interpretations
d. **all of the above are influenced by our self-concept (Recall, Easy)**
20. Regardless of culture, all individuals share five fundamental needs. These needs include all of the following except _____.
a. the need to belong
b. **the need for personal choice (Recall, Moderate)**
c. the need to feel competent
d. the need for control

21. A consistent and predictable environment enables us to_____.
- a. learn from our experiences
 - b. identify deviations from the norm
 - c. understand cause-and-effect relationships
 - d. all of the above (Recall, Moderate)**
22. The term “secure base” was developed by John Bowlby to refer to unconditional emotional attachments to others that enable us to go out in the world knowing that we will be welcomed back home again. Bowlby found that having a secure base helps to fulfill our need for _____.
- a. short-term success
 - b. belonging (Recall, Moderate)**
 - c. long-term success
 - d. none of the above
23. The need to make sense of ourselves, the world, and our place in it is _____.
- a. need for meaning (Recall, Easy)**
 - b. need for control
 - c. need for consistency
 - d. need for competence
24. Researchers at the Institute for Social Research at the University of Michigan found that parents who keep an orderly home are more likely to have children that _____.
- a. are less conscientious
 - b. earn less money as adults
 - c. stay in school longer (Recall, Easy)**
 - d. rebel against rules and structure
25. According to Kenneth Gergen, exposure to increased social stimulation through television, radio, and the Internet _____.
- a. increases the likelihood that we will question the values of our community
 - b. personal feelings overload and confusion as well as excitement and opportunity
 - c. increases the number of groups with which we identify
 - d. all of the above (Recall, Difficult)**
26. “Social saturation” results from _____.
- a. advances in transportation technology
 - b. advances in communication technology
 - c. advances in information technology
 - d. all of the above (Recall, Easy)**
27. Sherry Turkle uses the following term to characterize online tinkering with the computer environment.
- a. monitoring
 - b. picotada
 - c. bricolage (Recall, Easy)**
 - d. none of the above

28. Online games such as “The Sims,” which enable people to create characters, actions, and events, may _____.
a. encourage children to anticipate the consequences of decisions
b. enhance children’s problem-solving capacities
c. evaluate the outcomes of their choices
d. all of the above (Recall, Moderate)
29. After analyzing over 50 studies about the impact of television, computers, the Internet, and video games on learning, researcher Patricia Greenfield found _____.
a. surgeons who excelled in particular video game skills made fewer errors and performed faster
b. the increase in the use of these technologies appears to have improved visual skills and the ability to multitask
c. skills associated with critical thinking decreased
d. all of the above (Recall, Moderate)
30. The tendency to compare ourselves with others has been called _____.
a. a self-fulfilling prophecy
b. a collectivist culture
c. the “looking glass self (Recall, Moderate)
d. the need for belonging
31. Social psychologists Lockwood and Kunda have found that comparing oneself to a superstar may _____.
a. cause us to feel discouraged
b. encourage us to accomplish great things
c. highlight our own failures and shortcomings
d. all of the above (Recall, Easy)
32. Bricoleurs tend to solve novel problems by _____.
a. following rules carefully
b. combining taken-for-granted resources in novel ways (Recall, Easy)
c. focusing on the “one-best-way” to solve the problem
d. none of the above
33. Managers of meaning _____.
a. accept that the world consists of facts, concrete realities, and real events
b. realize that human beings interpret facts, concrete realities, and events through the filters of their cultures, organization, and self-concepts
c. take seriously the critical role they play in helping others interpret facts and events
d. all of the above (Recall, Moderate)

34. Scholar Aida Hurtado says the advantages of having multiple selves include_____.
- reaping the unique knowledge gained by memberships in multiple groups
 - the freedom gained by being able to “rise above the restrictions defined by these memberships”
 - the value of being able to bring both an insider’s and outsider’s perspective to one’s multiple groups
 - all of the above (Recall, Difficult)**
35. The “law of requisite variety” means that _____.
- organisms must identify standard policies and procedures
 - organisms must abide by a universal set of laws to survive
 - organisms must be at least as complex as their environment to survive (Recall, Difficult)**
 - organisms must create a separate environment to survive
36. According to Karl Weick, bricoleurs _____.
- remain creative under pressure (Recall, Moderate)**
 - search for, then use, one best way
 - create chaos out of simplicity
 - all of the above
37. Storytelling is important to the modern manager because _____.
- it enables the manager to create meaning for employees (Recall, Moderate)**
 - it allows the manager to prevent legal problems from happening
 - it is the best way to teach “autoimaging” employees how to perform their technical duties
 - it promotes feelings of ambiguity in stable times
38. Which of the following terms refers to the desire or need to manage one’s identity in ways that enable a person to live in two or more social worlds or identity groups simultaneously?
- “double consciousness”
 - “biculturalism”
 - “multiple selves”
 - all of the above (Recall, Moderate)**
39. The idea that people may try on new or practice trial selves is captured by the term _____.
- inconsistent personae
 - polarization
 - provisional selves (Recall, Moderate)**
 - multi-self arrangement
40. Researchers have found that people with high self-complexity _____.
- may have more resources to draw upon, especially for complex situations
 - may be better able to turn off the demands of one role while focusing on another
 - may balance pain in one role with pleasure in another
 - all of the above (Recall, Moderate)**

41. The willingness and ability to be attentive to social and interpersonal cues and to adapt one's behavior to these cues is called _____.
a. self-monitoring (Recall, Easy)
b. self-improvement
c. self-fulfilling prophecy
d. none of the above
42. The question, "What does this situation want me to be and how can I be that person?" is most likely to be asked by a person high in _____.
a. self-monitoring (Applied, Moderate)
b. uniqueness bias
c. perceptual acuity
d. none of the above
43. Low self-monitors are more likely to _____.
a. seek out prestigious work
b. move often
c. ask "how can I be me in this situation?" (Recall, Difficult)
d. rationalize their failures

TRUE/FALSE

44. "Empty suits" are managers who have a lot of style, dress well, and emphasize self-promotion over self understanding.
a. True (Recall, Easy)
b. False
45. "Expansive executives" refers to people who invest in expanding their self-knowledge.
a. True
b. False (Recall, Easy)
46. In a collectivist culture, the "public self" tends to be more developed and complex than the "private self."
a. True (Recall, Moderate)
b. False
47. In independent cultures, feelings of self-worth come from being able to express oneself and confirm that one has positive characteristics.
a. True (Recall, Moderate)
b. False
48. In independent cultures, fundamental values include belonging, reciprocity, group cohesion, and occupying one's proper place.
a. True
b. False (Recall, Moderate)

49. Universal basic human needs include meaning, belonging, competence, control, and consistency.
- a. **True (Recall, Easy)**
 - b. False
50. According to research done at the Institute for Social Research at the University of Michigan, children who grow up in orderly homes tend to rebel against authority.
- a. True
 - b. **False (Recall, Easy)**
51. “The self-fulfilling prophecy” refers to a phenomenon in which a person’s sense of competence tends to rise or fall based on other people’s expectations.
- a. **True (Recall, Easy)**
 - b. False
52. According to researcher Sherry Turkle, bricoleurs tend to prefer learning by reading rule books.
- a. True
 - b. **False (Applied, Moderate)**
53. Managers of meaning help organizational members make sense of their experience.
- a. **True (Recall, Moderate)**
 - b. False
54. “Provisional selves” refers to a disorder that results from having too many different roles to manage.
- a. True
 - b. **False (Recall, Moderate)**
55. Managers who are high in self-monitoring are more likely to ask themselves “How can I be me in this situation?”
- a. True
 - b. **False (Recall, Moderate)**

ESSAY QUESTIONS

56. Explain the concept of “The Brand Called You.” Discuss the pros and cons of this idea.

Popular management author and consultant Tom Peters, in his classic and controversial Fast Company article called “The Brand Called You,” boldly advises managers and professionals to know themselves, understand their customers, develop unique and marketable competencies that help them stand out from the crowd, reinvent themselves if necessary, and then package and sell their personal brand. “To be in business today,” says Peters, “your most important job is to be head marketer for the brand called You . . . You’re every bit as much a brand as Nike, Coke, Pepsi, or the Body Shop.”

You should not assume that people will simply notice your hard work and contributions without some assistance from you. Frankly, if you have something of value to offer, you don't want to be the best kept secret in your organization or profession. As a professional, it is your responsibility to help others place you where you can make your best contributions, and proactively letting others know where you can best add value is one way that you can do that. And if you want to be noticed, be sure you notice others and show a genuine interest in others' goals. Tom Peters suggests that you build your brand around the following questions:

- What do I do that I'm most proud of?
- What do I do that adds remarkable, measurable, distinguished, distinctive value?
- What do my colleagues and customers say is my greatest and clearest strength . . . [and] most noteworthy personal characteristic?
- What have I done lately—this week—that added value to the organization (and that was noticed by others)?
- In what ways is what I do difficult to imitate?

Peters also recommends that you become “a broad-gauged visionary” who understands the bigger issues, challenges, and opportunities that face your organization; anticipate problems before they become crises; become an expert in an area that is not easy to copy and that adds real value to the organization; be a dependable and supportive colleague and team member; think of your job as a compilation of distinct projects, each of which adds measurable value to the organization; consistently deliver high-quality work on time; and complete projects within or under budget. In short, your brand must have substance.

Note that the Internet has made it possible to build your brand online as well. Increasingly, recruiters and college admissions personnel are going online to conduct background checks on potential employees and students. They search Google, Yahoo, Facebook, LinkedIn, Friendster, and other online sites to look for additional information about job candidates, including “red flags (e.g., in appropriate language or photos) that may suggest poor judgment, a lack of professionalism, or a lack of fit with the values of the organization. This “shadow resume” – the information that recruiters and admissions personnel find online, can quickly over-ride whatever you say on your resume and at your interview. The lesson here: Google yourself to see what others may see about you online and then build your online brand to be consistent with the image you want to project.

- **Pros:** Seeing oneself as a unique, marketable, and portable product may be a reasonable survival strategy in an era in which the psychological contract between individuals and organizations no longer promises the security of lifetime employment.
- **Cons:** Seeing oneself as a product to be bought and sold may come with a price. It can leave one feeling alienated from one's self, estranged from others, and of questionable loyalty to one's current organization. In cultures that are based on an ideology of collectivism and loyalty to one's group and organization, promoting oneself can be a lonely, difficult, and ultimately

unrewarding enterprise.

57. Define the self-concept. Explain how it is constructed.

The self-concept is an internalized set of perceptions that each of us has about ourselves that are relatively stable over time, consistent across situations, resistant to change, and of central importance to us. Our self-concept is made up of our beliefs about our personalities, values, interests, skills, strengths, weaknesses, what makes us similar to others, and what makes us unique. Our self-concept influences our everyday thoughts and actions, including how we see the world, what we perceive to be threats and opportunities, how we make decisions, how we cope with stress, how we define success, and how we behave toward others. Our self-concept influences our fundamental beliefs about who we are, who we should be, who we can be, who we can never be, and who we are afraid of becoming.

Our self-concept is, in large part, socially constructed throughout our lives in our families, schools, workplaces, communities, and other social institutions. These institutions socialize us into ways of thinking, feeling, and acting that enable us function in ways that are considered to be natural, appropriate, and effective within our cultural contexts.

58. Describe the five basic universal needs that human beings share across cultures.

- **Meaning** We all need to make sense of ourselves, the world, and our place in it. We all strive to answer the questions “Who am I?”, “What is true and real?”, “What are my values?”, “What is worth doing?”, and “What are my goals?” The need to find meaning in our life is particularly important during difficult times of disruption, change, and loss.
- **Belonging** We all need to be appreciated not only for what we do but for who we are. As social beings, we want to create and maintain “lasting, positive, and significant interpersonal relationships” that are characterized by mutual caring, emotional connection, and frequent interaction.
- **Competence** We all need to feel competent at something that we value. This need to believe that we are capable of successfully performing the tasks that are important to achieving our goals and influencing our environments is called the “self-efficacy” motive. Our work and achievements are important to us because they help us define our identity, build our self-confidence, and develop a skill-set that matters to ourselves and others.
- **Control** We all need to believe that we have some control over our lives. Research suggests that having a sense of control over our work gives us a sense of ownership of our work, inspires us to be more problem-focused and proactive in solving work problems, and enhances our work satisfaction and our health.
- **Consistency** We all need to believe that the world is coherent, orderly,

and bounded and that tomorrow will be somewhat similar to today. A consistent and predictable environment helps us have an impact on our environment by enabling us to learn from our experiences, understand cause-and-effect relationships, identify deviations from the norm, anticipate situations, process information efficiently, make decisions quickly, develop shared understandings, and build connections with others that enhance coordination.

who understand these fundamental human needs will be better able to create relationships and work environments that support these needs. By doing so, they will be more likely to create a workplace that brings out the best in themselves, others, and the organization.

59. Explain how diversity, globalization, and new technologies are changing the ways we think about ourselves, others, and relationships.

Diversity, globalization, and technology are affecting us in several ways. First, they challenge our feelings of “competence, belonging, and consistency,” meaning that they make us less certain that we will be able to be effective, to fit in, and/or to figure out ways to behave that we can rely on. They make it more difficult to make sense of our lives, the world we live in, and where we fit in.

Second, they change the ways our self-concept is formed. The major influence that family, group memberships, and cultures have on us is changing because those factors are themselves changing. Families are very different today than yesterday’s traditional model; groups with which we may identify are more varied and numerous; and we live in a world of mixed cultures, where more than one culture may have a significant impact on us.

Third, there is significant public debate over what is “ideal.” People argue more publicly about what is right and wrong, standards of excellence, and how and how much to “fit in.”

As a result, our self-concept has been exposed to many more perspectives on who we should be than in the past, and there is less consensus about what the “right” way to be is. We have both more opportunity to choose who we want to be, as well as more challenge in figuring out what our own answers are.

60. What is a “bricoleur” and why is it important to think like a bricoleur today?

A bricoleur is a person who solves problems by putting together old ideas and things in new ways, often by trial and error; who keeps trying to solve problems, even in the midst of failure. Bricoleurs do not follow systematic step-by-step procedures to solve problems. The author makes the point that in today’s complex and changing environment, managers must “become

comfortable tinkering with themselves and their environment and improvise new ways of thinking and behaving on the spot.” This means changing the ways things “have always been done,” questioning traditions and boundaries, breaking traditional boundaries, and putting together resources in new ways. Under pressure, managers who are bricoleurs find a way to pull order out of chaos and keep a positive attitude in the face of temporary setbacks.

Sherry Turkle explains that bricoleurs “tend to try one thing, step back, reconsider, and try another. For planners, mistakes are steps in the wrong direction; bricoleurs navigate through midcourse corrections. Karl Weick echoes this view, saying that bricoleurs “remain creative under pressure, precisely because they routinely act in chaotic conditions and pull order out of them. Thus, when situations unravel, this is simply normal natural trouble for bricoleurs, and they proceed with whatever materials are at hand. Knowing these materials intimately, they then are able, usually in the company of other similar skilled people, to form the materials or insights into novel combinations.”

61. Describe self-monitoring, as well as the difference between high and low self-monitors.

Self-monitoring refers to a person’s willingness and ability to be attentive to social and interpersonal situational cues and to adapt one’s behavior to these cues. High self-monitors are highly sensitive to social and interpersonal cues in their environment and are willing and able to modify their behavior in response. Low self-monitors are less sensitive to social and interpersonal cues and less willing and able to adapt their behaviors in response. In a social situation, high self-monitors ask the following: ‘Who does this situation want me to be and how can I be that person?’ By contrast, low self-monitors ask, ‘Who am I and how can I be me in this situation?’

Neither high nor low self-monitoring is inherently better or worse than the other—it depends on the situation and what you want to accomplish. Furthermore, remember that each of us has characteristics that are associated with both high and low self-monitoring, although we tend to use one style more often than the other.

Researchers have concluded that high self-monitors are more likely to engage in impression management; seek out status and prestigious work; rely more on their social networks to make career decisions, experience higher levels of job involvement; have lower commitment to their organizations; rationalize their actions and manage impressions when their projects fail; change employers and geographic locations; get rated more highly in managerial performance evaluations; achieve more promotions, emerge as leaders of work groups; take on boundary spanning roles in organizations; have more central positions in organizational networks and more instrumental relationships; be less committed to current relationships, and more open to the possibility of forming new relationships in different settings.

Low self-monitors tend to be more predictable in their behavior; more committed to current employers, organizations, friends, and geographic locations; more likely to invest emotionally in particular relationships so that they can be themselves”, be more comfortable with ambiguity, perhaps because high self-monitors may look more to others for clues about what to do, whereas low-self monitors may use their own values and beliefs to make decisions; seek out jobs that are compatible with their interests rather than jobs that are prestigious; and have greater self-knowledge about their career preferences so that they may not feel the need to gather a lot of information about various career options.