

MBA502

**Emotional Intelligence,
Cultural Intelligence and
Diversity**

Workshop Week 11

**Deep Learning: Discover Your
Character Strength**



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Learning Objectives

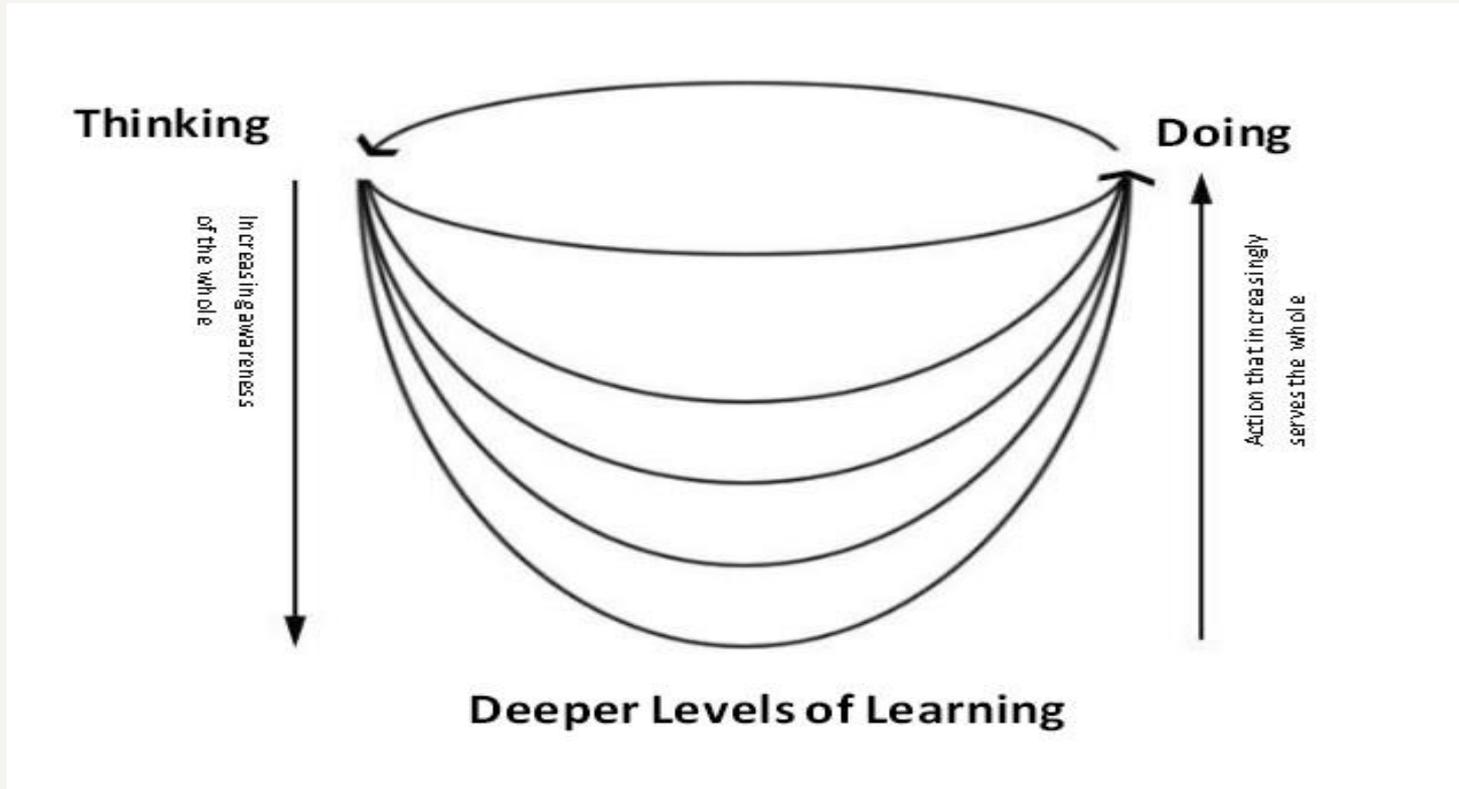
- Reexamine the concepts of deep learning and U theory.
- Understand the importance of character strength for success.
- Contrast résumé virtue versus eulogy virtue.
- Explore individual and organisational core virtues.



Deep Learning

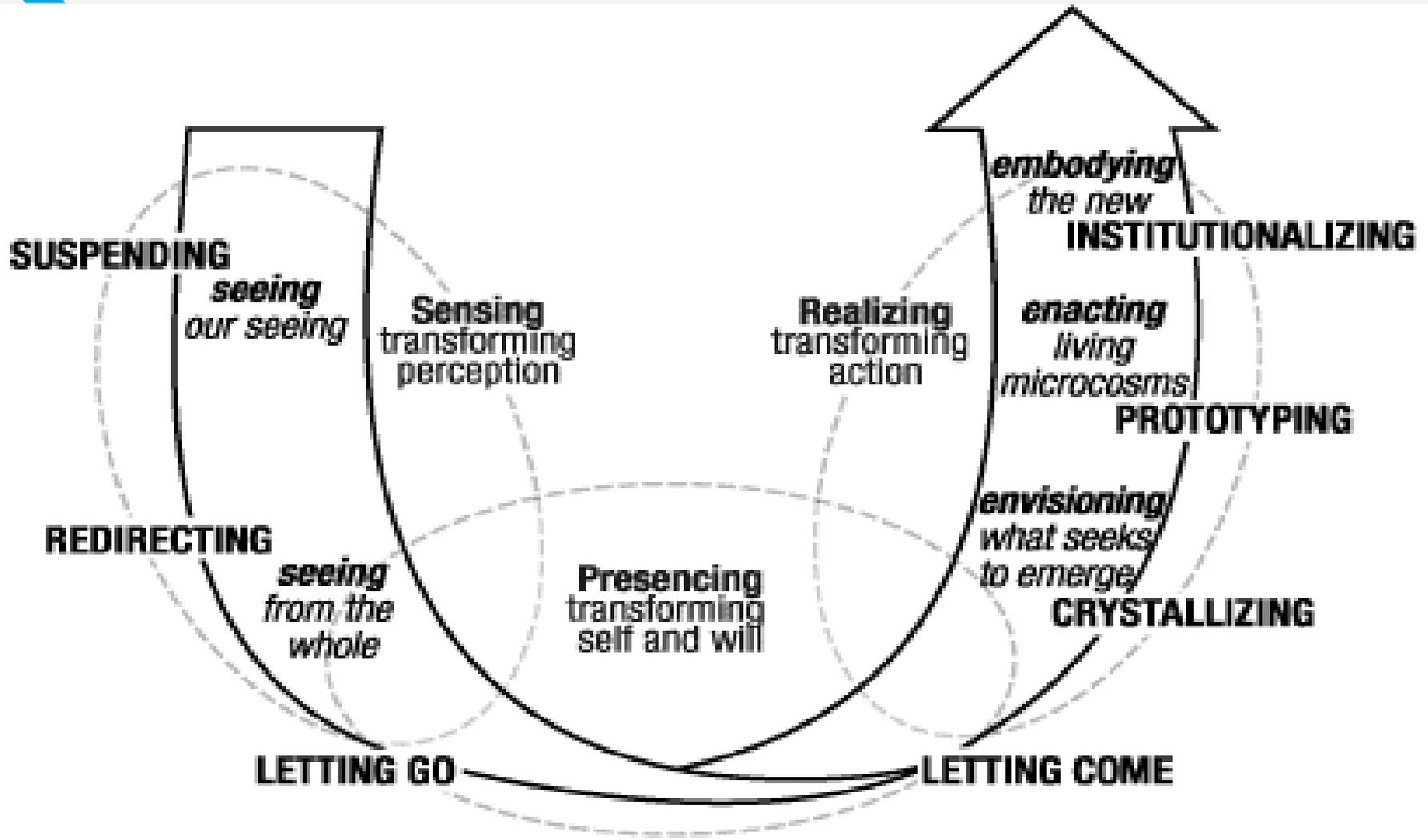
- In Week 1 we were introduced to the concept of deep learning.
- There are two stages to deep learning via “U Theory”:
 1. Challenging habitual ways of thinking.
 2. Increase awareness of the larger whole based on a systems perspective.

Deeper Levels of Thinking (Knowing)



“Until people can start to see their habitual ways of interpreting a situation, they can’t really step into a new awareness.”

The U Theory





Activity

- Last week's workshop introduced you to the four tenets of conscious capitalism:
 - Higher purpose
 - Stakeholder orientation
 - Conscious leadership
 - Conscious culture
- In groups, identify which components of U Theory would be most suited to each tenet.



Character Strengths

- Research in management has evolved to indicate that both competencies and character are important for success.
- Character matters because it leads people to do the right thing, and the right thing can be productive and profitable.
- Character refers to qualities within individuals that lead them to desire and to pursue the good.
- Strengths of character are a neglected but critically important resource for organisations. Peterson & Park, 2006

Résumé vs. Eulogy Virtues

- **Résumé virtues** are what you list on your CV, which are relevant to job/market skills that contribute to external (extrinsic) success.
- Résumé skills correspond to the career-oriented, ambitious side of our nature, our desire to do good and conquer the world.
- **Eulogy virtues** get talked about at your funeral - what people remember you for. They constitute the core of your being, and contribute to internal (intrinsic) and lasting satisfaction.
- Eulogy virtues correspond to the contemplative aspect of our nature, our desire to be good and serve the world.

(Brooks, D, 2015)



Activity

- On a piece of paper, complete the following sentence stems with a complete sentence.
- Write the stem and complete it as rapidly as possible without overthinking or rationalising about it. (Complete the sentences quickly on your own.)
 1. If I bring more awareness to my life today...
 2. If I take more responsibility for my choices and actions today...
 3. If I bring 5 percent more awareness to my important relationships...
 4. If I bring more awareness to my dealings with people today...
- Keep your answers and reflect on them during the week.
- You may volunteer to share in class next week what you learnt about yourself. (This is an example of a deep-learning activity.)

Multidimensionality of Character

- From the positive psychology perspective, good character is classified as a family of positive traits, each of which exists in degrees.
- A family of character strengths are identified using core virtues recognised across world cultures and throughout history.

(Dahlsgaard, Peterson, & Seligman, 2005).



Cognitive Core Virtue

The core virtue of **Wisdom** is comprised of cognitive strengths that entail the acquisition and use of knowledge, such as:

- creativity,
- curiosity,
- love of learning, and
- open-mindedness.



Emotional Core Virtues

- The core virtue of **Courage** consists of emotional strengths that involve the exercise of will to accomplish goals in the face of opposition, such as:
 - authenticity,
 - honesty,
 - bravery,
 - persistence, and
 - zest.

Interpersonal Core Virtues

- The core virtue of **Humanity** is made up of interpersonal strengths that involve “tending and befriending” others, such as:
 - kindness,
 - love,
 - social intelligence, and
 - emotional intelligence.



Core Virtue of Justice

- The virtue of **Justice** encompasses civic strengths that underlie healthy community life, such as:
 - fairness,
 - leadership, and
 - teamwork.

Core Virtue of Temperance

- **Temperance** entails strengths that protect against excess, such as:
 - forgiveness,
 - modesty,
 - prudence, and
 - self-regulation.

Core Virtue of Transcendence

- **Transcendence** subsumes a set of strengths that forge connections to the larger universe and provide meaning for the individual, such as:
 - gratitude,
 - hope,
 - humour, and
 - religiousness.

Discover Your Character Strengths

- As you watch this video clip, think about what you would consider to be your **top five character strengths**.
- Which did you choose? How could you apply them in the workplace?

<https://youtu.be/U3nT2KDAGOc>

Organisational-Level Virtues

- Organisational-level virtues are moral characteristics of the organisation as a whole.
- As such, organisational-level virtues are an enduring part of the organisational culture.
- There are five widely-valued organisational virtues that cut across organisational schools and types, from workplaces to entire societies.

(Park & Peterson, 2003)



Organisational Virtues

- **Purpose**
 - a shared vision of the moral goals of the organisation
- **Safety**
 - protection against threat, danger, and exploitation
- **Fairness**
 - equitable rules governing reward and punishment
- **Humanity**
 - mutual care and concern and collective compassion
- **Dignity**
 - the treatment of all people in the organisation as individuals regardless of their position



Methods to Gain Insight (Self-Awareness)

- Self-reflection / journaling
- Psychological questionnaires
- Practical experience
- Tests
- Assessment centers
- Interviews / feedback
- Etc.



Summary

- In this workshop we re-examined the concepts of deep thinking/knowing and the science of character strength and core virtues.
- Next week we shall review the topics covered for the trimester and reflect on whether we are part of the solution or part of the problem.