

## *Personal Profiles – James P. Guthrie*

### Overview

Management and leadership are essentially social influence processes – the ability to “get things done through others.” Your effectiveness in this process is largely influenced by personality – a consistent pattern of thinking, feeling and behaving. Personality has a substantial influence on subordinates’ and superiors’ evaluations of your managerial effectiveness. Moreover, the importance of personality for success and effectiveness increases as you progress in your careers. Thus, your success as a manager and leader will be enhanced by deepening your understanding of your personality profile. This session provides an overview of the importance of personality in the workplace and provides feedback on participants’ profiles.

### Course Topics

- What is personality?
- Measuring Personality: The Right and Wrong Instruments
- Modern Personality Assessment
- Personality and Work Outcomes
- Implications for Managerial and Leadership Success
- Participants’ Profiles
- “I Yam What I Yam” – the importance of self-knowledge and self-insight