



Santander Open Academy

Business for All 2025

Managing Yourself

CH 2

PRESENTED BY

Matthew Bird—HBI Senior Facilitator

24 September 2025



Agenda

- **Introduction: Purpose of the webinar**
- **Perspectives on the six HMM® Business Fundamentals topics**
- **Q&A**
- **Next Steps**

Mark your attendance if you are using a different e-mail address in Zoom



Where are we in the program?

 Orientation August 21st, 2025	Weeks 1 - 5	Week 6	Weeks 7 – 9	Week 10
	Self Study	Live Webinar	Self Study	Live Webinar and Wrap Up
	<ul style="list-style-type: none">• Complete 6 HMM topics	<ul style="list-style-type: none">• Moderated Live Webinar to synthesize the learnings from the HMM topic	<ul style="list-style-type: none">• Complete pending topics• Self-reflection	<ul style="list-style-type: none">• Take aways• Celebration of successful completion of the program
	AUG 21 – SEP 21	SEP 22 - 26	OCT 6 – 20	OCTOBER 21st



We are
here

Purpose of this webinar



Help you develop key skills and abilities for the workplace ...



... by placing the topics in perspective...



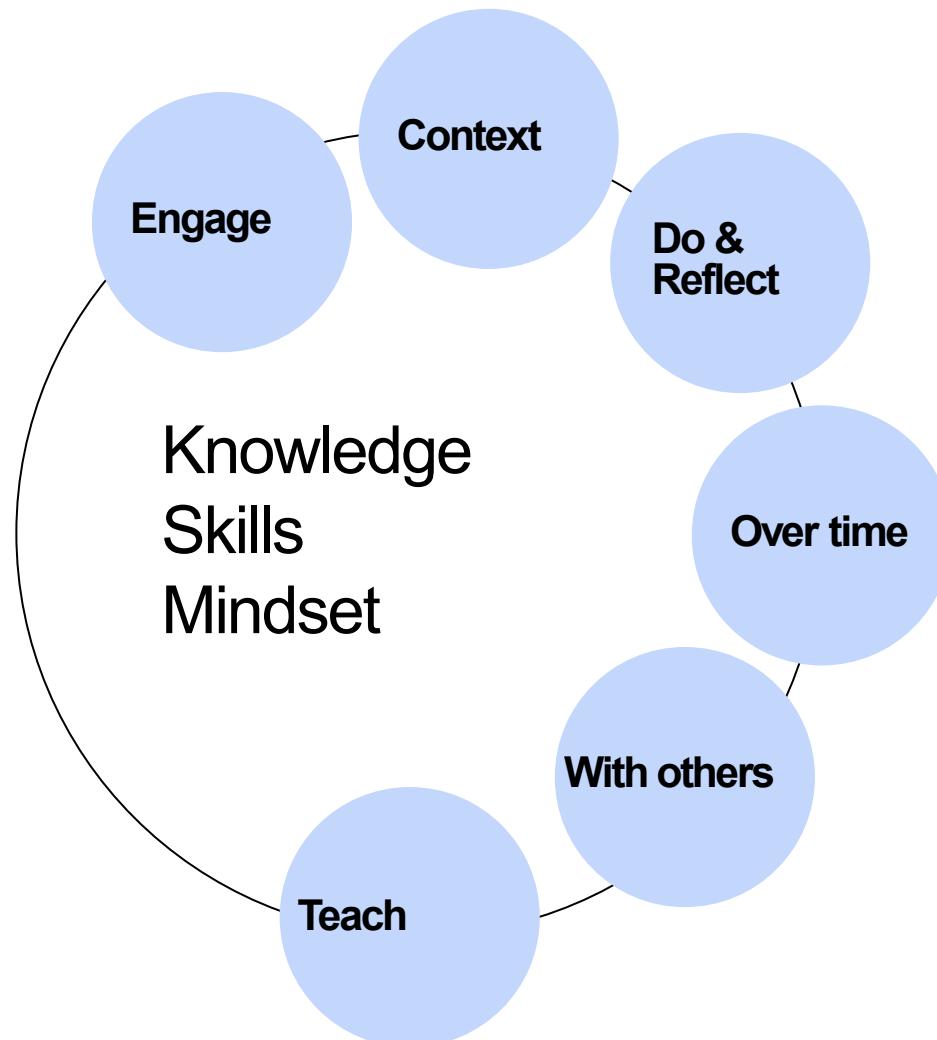
... in order to help you relate the learnings to you and your career.

Bear in mind that

- You are a social animal. Knowing yourself is the pathway for better managing yourself (and others)
- Managing yourself covers tools and skills that are necessary for you to be a positive and effective force in any organization – and in your life



Consider Learning as a Process Involving These Steps



Managing Yourself: Program Objectives

- Learn to manage your career path successfully by knowing yourself and identifying opportunities in career setbacks, while making learning a habit.
- Learn to make smarter and more deliberate decisions, including when working in teams, and to evaluate alternatives that create the best outcomes in tune with your values.
- Make more effective use of your time and mitigate the detrimental stress of your daily activities. Better understand your customers to meet their changing needs and improve their experience.
- Understand how to build trust, even across cultures, and assert your expertise among those you need to influence.

Managing Yourself: Program Topics

- Career management
- Decision making
- Difficult interactions
- Persuading others
- Stress management
- Time management

But we will not summarize material, rather we will synthesize and build on it to make an argument...

The argument we will build today ...

To manage yourself (and others), you need to know yourself.

Knowing yourself helps you manage your own time and stress.

Knowing yourself helps you manage better interactions.

Knowing yourself and managing interactions, improves decisions.

Better managing yourself and others, improves career management.

The argument we will build today ...

**To manage
yourself (and
others), you
need to know
yourself.**

What is self-awareness?

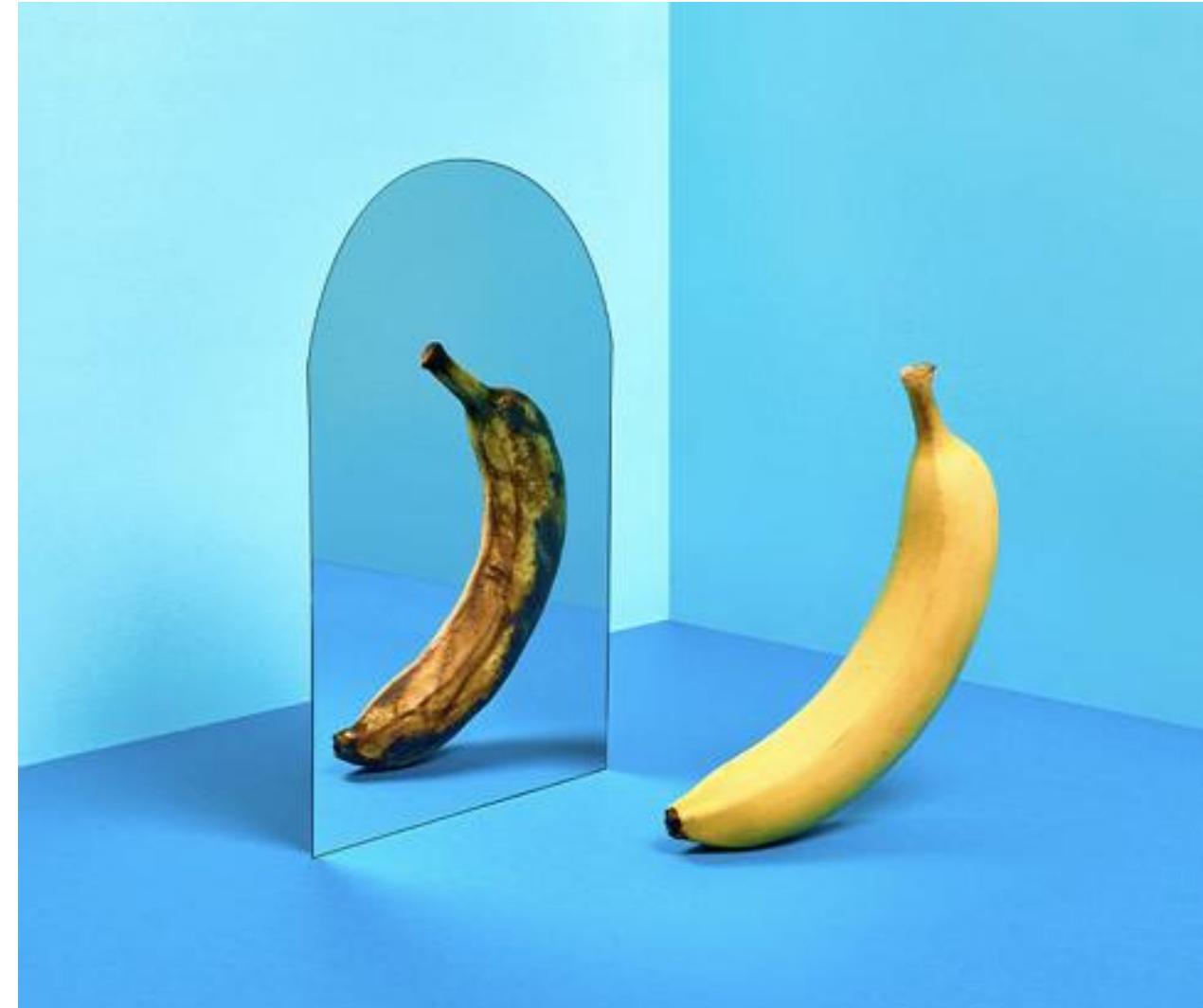
Do you really know how others experience you?

How well do you understand why you feel certain ways in certain situations?

How well do you understand your pattern of thinking? Does it create blind spots?

How well do you understand your motivations?

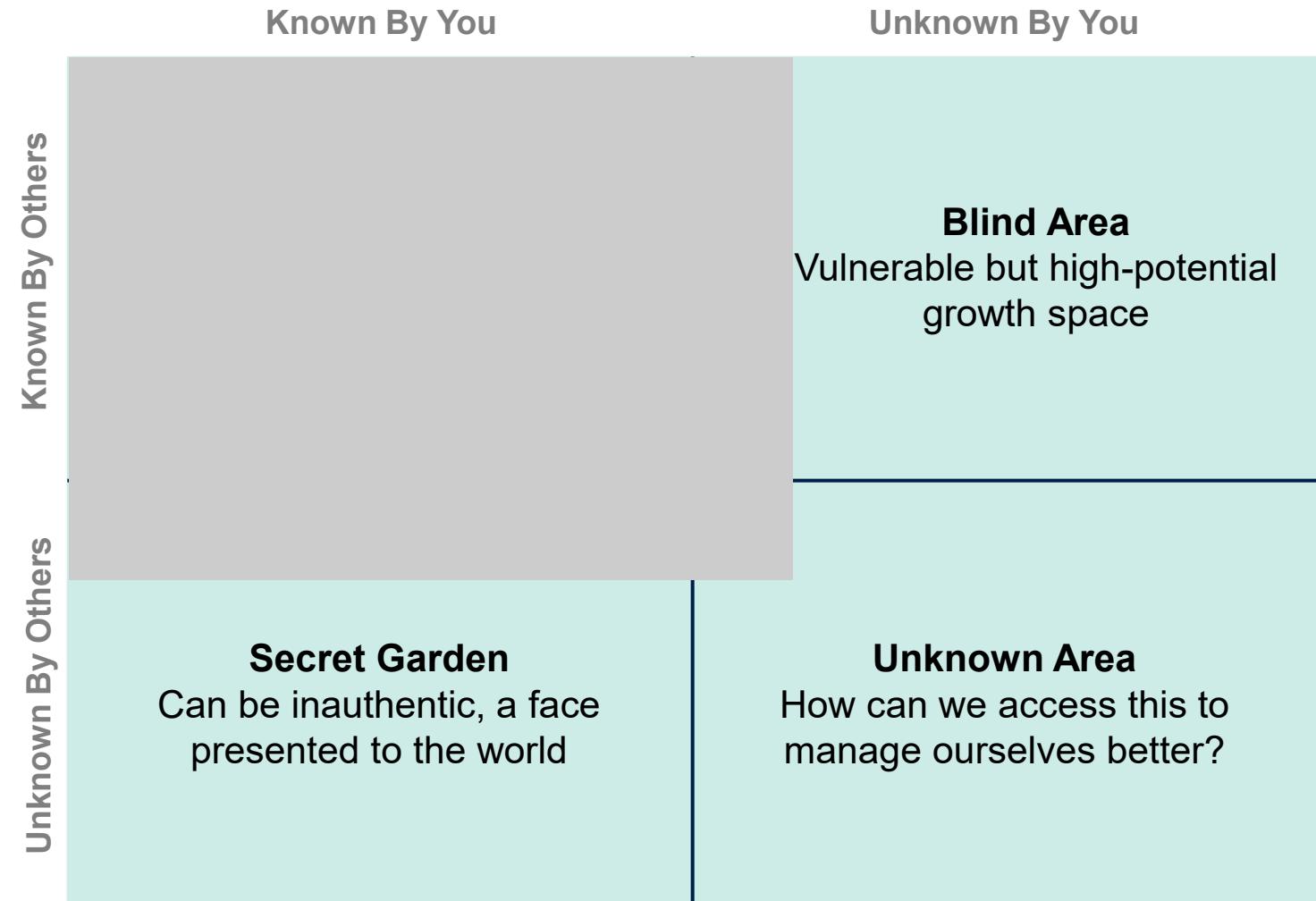
In sum, do you have a complete picture of yourself? Can you see the back of your neck?



Johari's Window

You can only change what is *already* known.

How can you expand the “known-by-you / known-by-others” box?

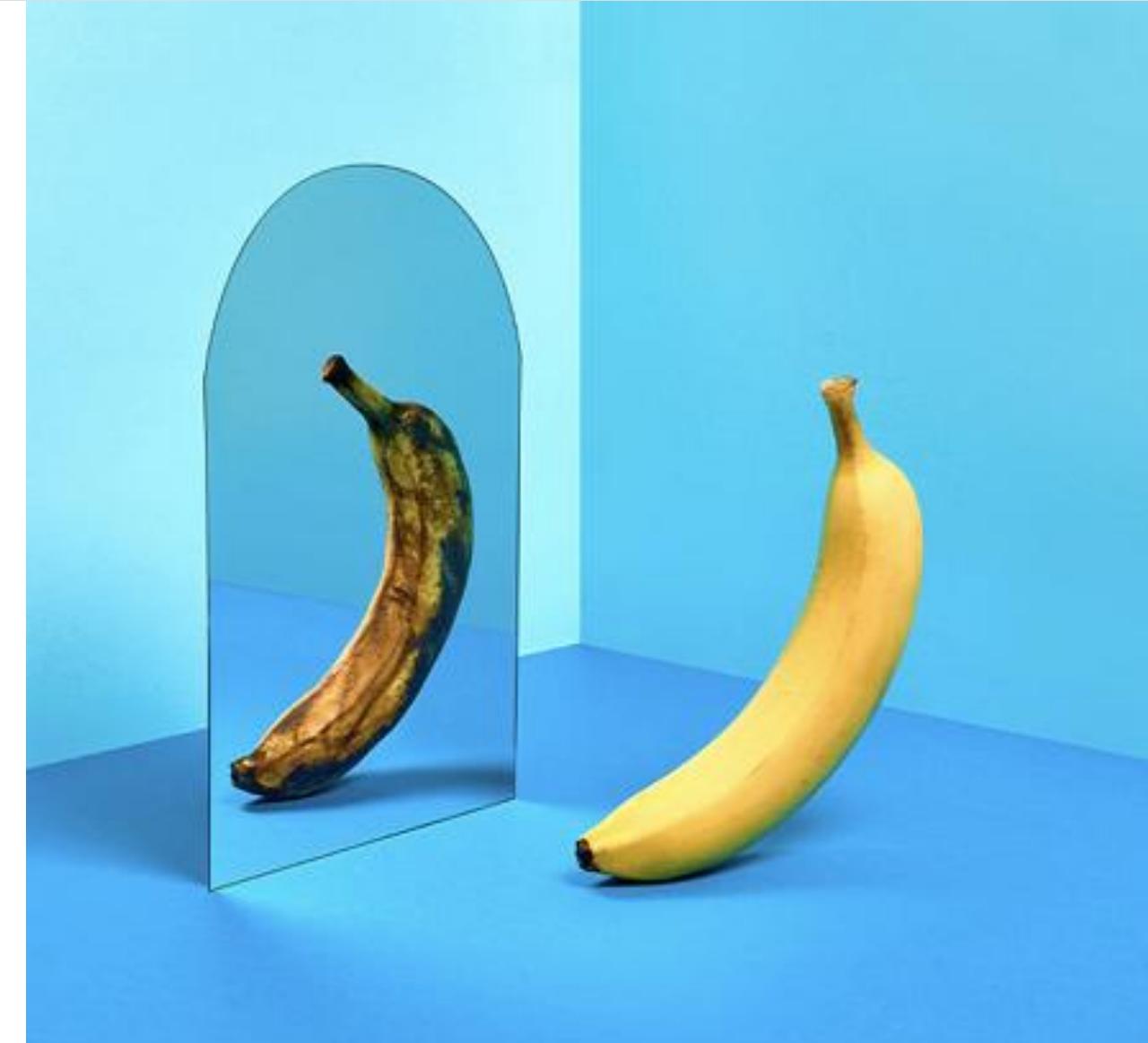


Source: Adapted from Luft, J., & Ingham, H. (1955) "The Johari Window, a Graphic Model of Interpersonal Awareness"

3 ways to build self-awareness

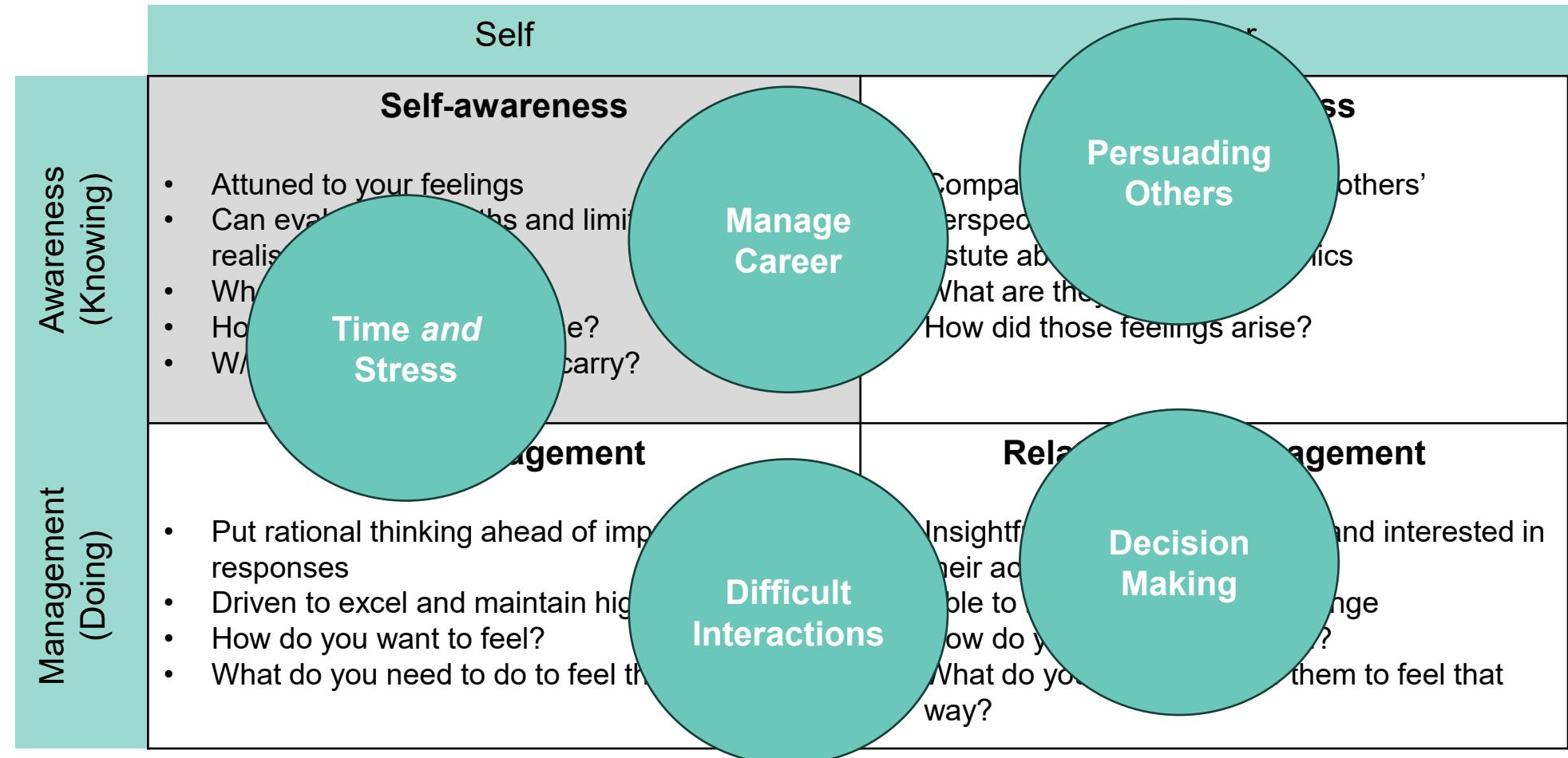
1. Internal vs. external self-awareness:
One does not imply the other and one is not more important than the other
2. Introspection doesn't always improve self-awareness: *Ask "What?" and not "Why?"*
3. Experience and power hinder self-awareness: *Seek honest feedback from "loving" critics*

- Source: HBR Article



Does managing yourself start with self-awareness?

Emotional Intelligence



Source: Elaborated based on Goleman (2003), "What makes a great leader?", HBR

The argument we will build today ...

To manage yourself (and others), you need to know yourself.

Knowing yourself helps you manage your own time and stress.

Stress and time are related

Pressure or tension exerted on a material object

A state of mental or emotional strain or tension resulting from adverse or demanding circumstances.

Manage your time or it will manage you



Time self-audit: Analyze patterns and identify improvement areas

What kinds of activities are consuming most of my time?

What is causing you to engage in these activities?

Do some tasks tend to cluster at certain times?

What times work for you?

Does this use of time match my most important objectives?

Are you working on the most important items at times when you work best?

How much of my day is spent on A- and B-priority activities?

Can you decrease time spent on C-priority activities?

Do you know what your workplace goals are?

Or are they someone else's goals?

Position yourself

Under what conditions am I “my best self”?

1 How do I learn/work best?

Reading, listening, doing?

In a team or individually?

Structured or unstructured?

With or without deadlines?

In the AM or PM?

Do I need breaks?

2 What distracts me?

Social networks?

Work colleagues contact me?

Noise where working?

Frustrations or worries?

3 Negative thoughts?

“Should” or “need to” phrases?

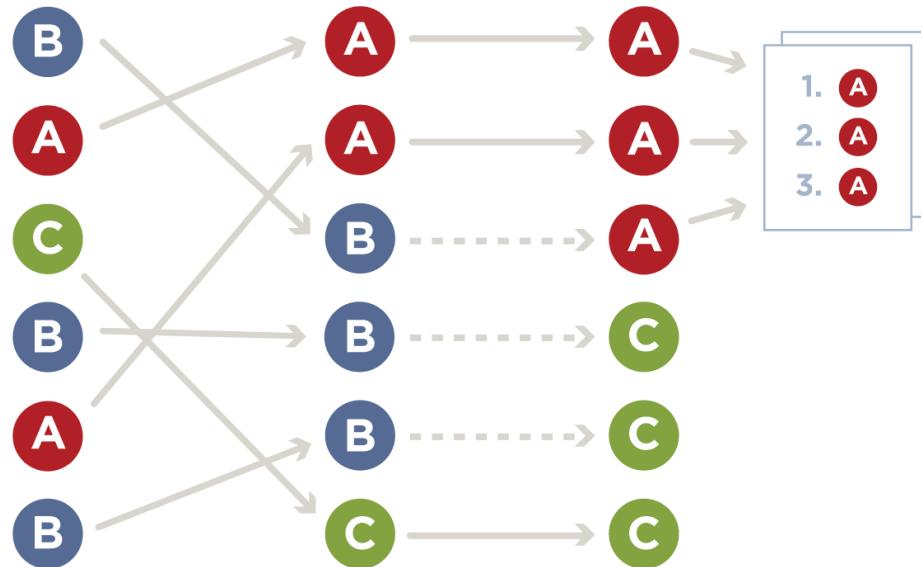
All or nothing statements?

Overgeneralize?

Catastrophize?

Personalize?

Position yourself: How to get a handle on my goals and priorities?



- Do you know what your workplace goals are? Or are they someone else's goals?
- What's the big accomplishment I want to achieve this year?
- Why is this important to me?
- How will I/the organization benefit from achieving this goal?
- What are the potential consequences to me/the organization if I don't achieve this goal?

- Source: Harvard ManageMentor

The argument we will build today ...

To manage yourself (and others), you need to know yourself.

Knowing yourself helps you manage your own time and stress.

Knowing yourself helps you manage better interactions.

Ladder of inference

We select data from what we observe based on our own bias and filtering

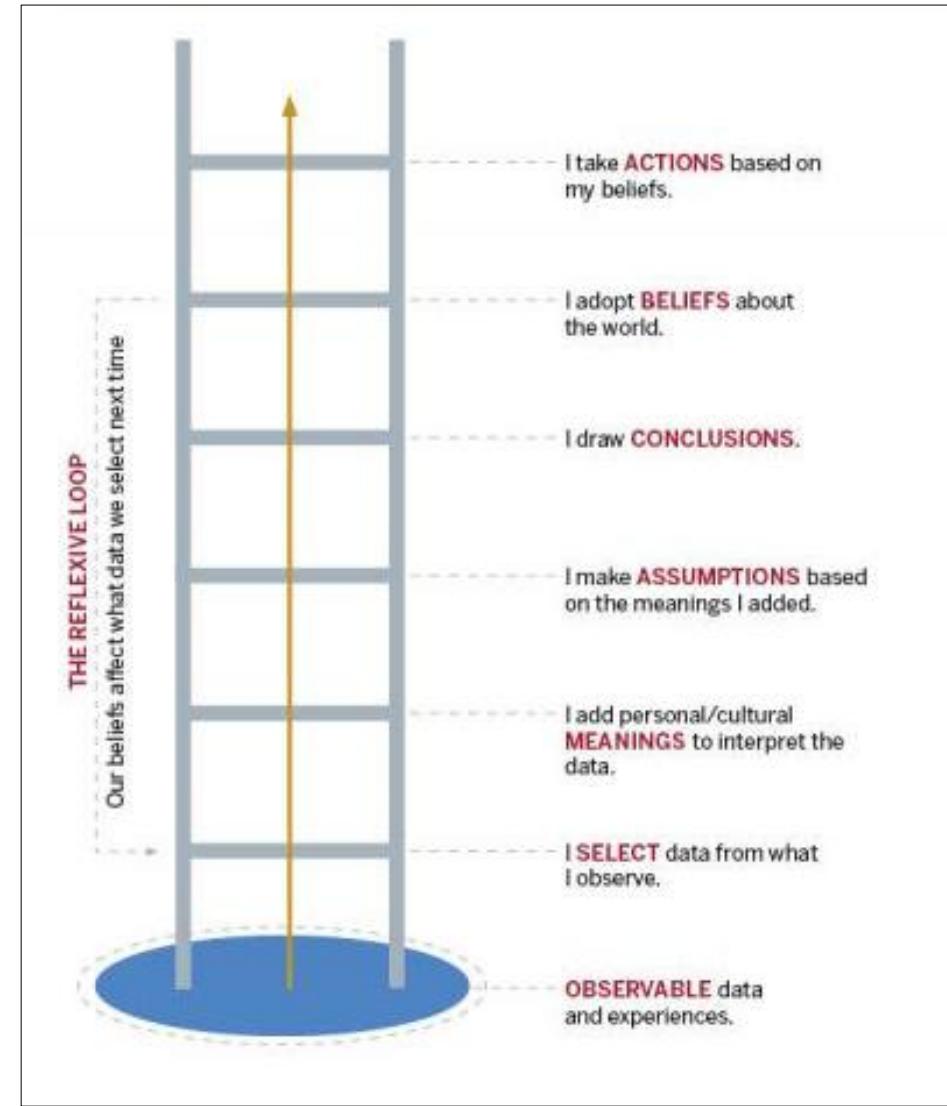
We add meaning (and make assumptions)

We draw conclusions (and judgments).

We adopt beliefs (thinking they are the truth.)

We take actions based on our beliefs.

Source: Chris Argyris, Action Design and HBS' Prof. Amy Edmondson



What happens in interaction as we climb the ladder?

We live in a world of self-generating beliefs which remain largely untested.

Our ability to achieve the results we desire is eroded by our feelings that:

Our beliefs are the truth

The truth is obvious

Our beliefs are based on “real data”

The data we select are the “real data”



Impact of climbing ladders

What are the observable facts?

What are the inferences?

What are the risks of confusing them?



- Source: Harvard ManageMentor



Your
ladder

Her
ladder

What can you do?

Managing inferences matters for:

- Persuading others
- Difficult interactions
- Decision making

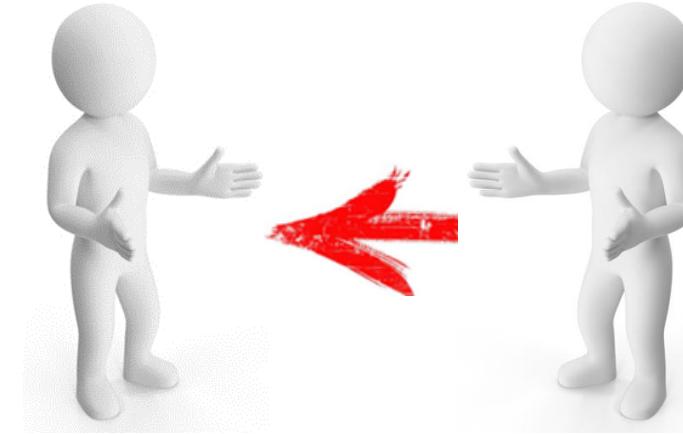
Advocacy

- State your conclusions
- Explain your reasoning
- Illustrate with examples

Inquiry

- Ask for the other's conclusion/views
- Ask for the other's thinking/reasoning
- Ask for examples

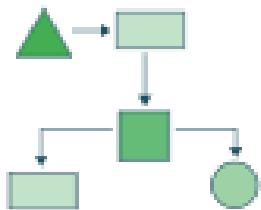
Communication and Influence



Better *results*
Better *relationship*
Better *quality of life*

- Source: Harvard ManageMentor

Managing conflict: Sources of tension



**Debate people
vs.
Who is right?**

- Source: Harvard ManageMentor

Managing conflict: Sources of tension



**Healthy Conflict:
Task + Process**

- Source: Harvard ManageMentor

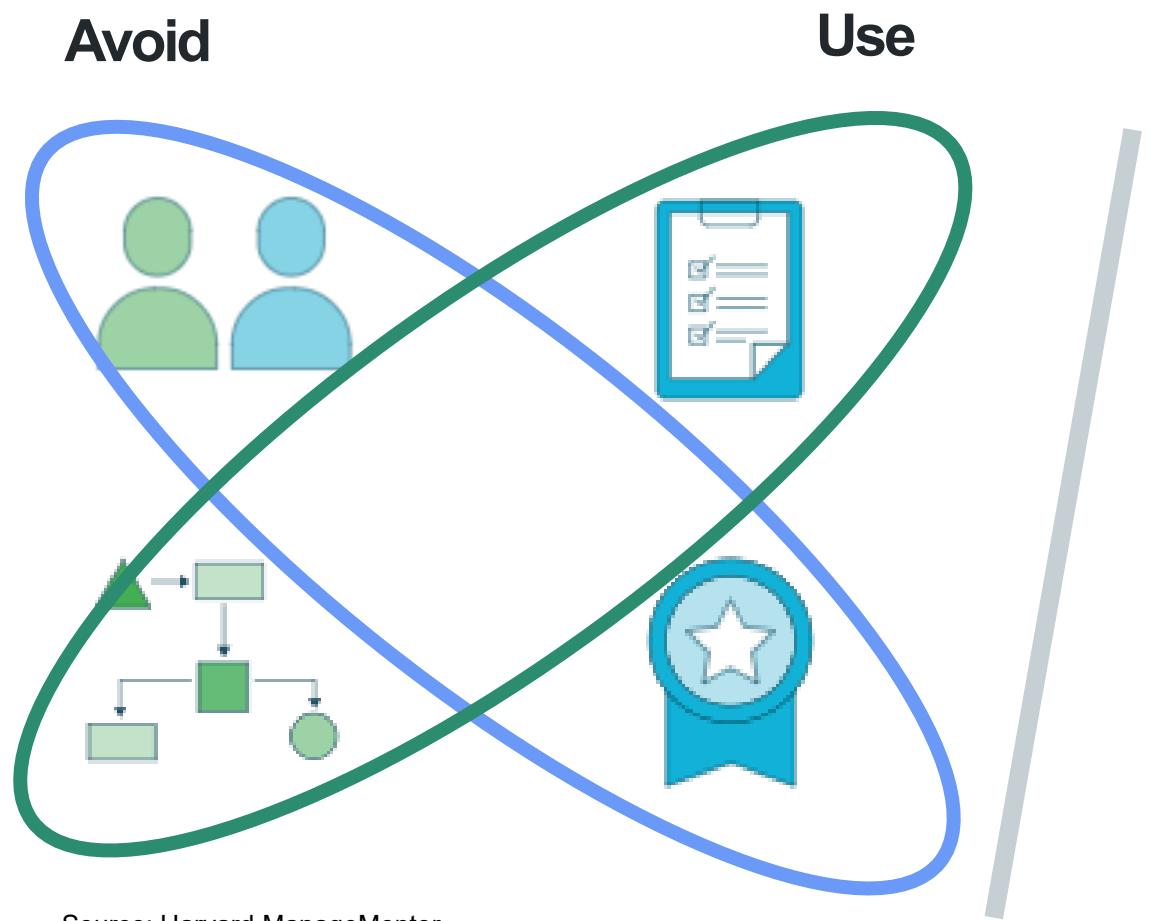
Managing conflict: Sources of tension



- Source: Harvard ManageMentor

**Unhealthy Conflict:
Relation + Status**

Managing conflict: Sources of tension



- Source: Harvard ManageMentor

What to do?

The argument we will build today ...

To manage yourself (and others), you need to know yourself.

Knowing yourself helps you manage your own time and stress.

Knowing yourself helps you manage better interactions.

Knowing yourself and managing interactions, improves decisions.

Anatomy of Decision



The essence of ultimate decision remains impenetrable to the observer – often, indeed, to the decider himself There will always be the dark and tangled stretches in the decision-making process – mysterious even to those who may be most intimately involved.

-- John F. Kennedy

A series of decisions when the world hung in balance for 13 days

Three key moments

1

Why did the Soviet Union send nuclear missiles to Cuba?

2

Why did the United States respond with a naval blockade of Cuba?

3

Why did the Soviet Union remove the missiles from Cuba?

Source: Allison, Essence of Decision, 1971

The decision-making process

Establish a context for success

Set the scene and parameters

Recognize obstacles and bias

Evaluate the problem and choose a course of action

Understand the situation
Generate options
Evaluate options
Make the decision

Communicate and implement the decision

Communicate the decision
Implement the decision

The decision-making process

Establish a context for success

Set the scene and parameters

Recognize obstacles and bias

Phase 1: Establish the context

United States

Phase 1a: Set the scene

Participants (Who and how many?):

Kennedy and EXCOMM

Place (Where?):

White House (Oval Office, meeting rooms)

Decision method (How to decide?):

Consensus vs. Majority

Debate method (How to debate?):

Tension between advocacy and inquiry

Phase 1b: Recognize obstacles

Biases:

Time, lack of information, assumptions, win vs. lose frame

Soviet Union

Phase 1a: Set the scene

Participants (Who and how many?):

Khrushchev and Presidium, but alone in the end

Place (Where?):

Kremlin (Office and meeting rooms)

Decision method (How to decide?):

Qualified consensus vs. Directive

Debate method (How to debate?):

Unknown: Tension between advocacy and inquiry

Phase 1b: Recognize obstacles

Biases:

Time, lack of information, assumptions, win vs. lose frame

Beware of decision biases: Example 1

Frame 1 Gain

Choose one of two options to save 600 lives

Medicine A: 400 people will die	22%
Medicine B: 33% chance to save 600 lives & 66% of saving nobody	78%

•

Frame 2 Loss

Choose one of two options to save 600 lives

• Medicine A: 200 will survive	78%
• Medicine B: 33% saving 600 lives & 33% of saving nobody	22%

Beware of decision biases: Example 2

How should the government divide the budget between improving automobile safety (e.g., seatbelts, airbags) and highway safety (e.g., lighting, exits)?

70% auto / 30% highway	53%
30% auto / 70% highway	47%

How should the government divide the budget between improving automobile safety (e.g., seatbelts, airbags) and highway safety (e.g., lighting, exits)? (**Currently, 70% of the budget is for auto safety and 30% for highway safety.**)

70% auto / 30% highway	62%
30% auto / 70% highway	38%

How should the government divide the budget between improving automobile safety (e.g., seatbelts, airbags) and highway safety (e.g., lighting, exits)? (**Currently, 70% of the budget is for highway safety and 30% for auto safety.**)

70% auto / 30% highway	38%
30% auto / 70% highway	62%

Status quo bias

Other biases and how to avoid them

Be aware of them. Select well team members. Structure well the process.



Anchoring: Depend too much or focus on only one part of the information

Loss aversion: Prefer avoiding losses than taking a chance to gain

Hyperbolic discounting: Prefer more that which you can get sooner

Confirmation bias: Favor information that confirms your presuppositions

Herd effect: Believe in something because others believe it

Over-attribution: Privilege internal explanations over context to explain others' behavior

The decision-making process

Establish a context for success

Set the scene and parameters

Recognize obstacles and bias

Evaluate the problem and choose a course of action

Understand the situation

Generate options

Evaluate options

Make the decision

Phase 2: Evaluate the problem and choose a course of action

United States

Frame the problem:

Define the problem and the cause ...

Identify alternatives:

Invade vs. Attack vs. Blockade vs. Do nothing

Evaluate options:

Cost-benefit, trade-offs, decision tree, point-counterpoint

Make a decision:

Blockade, ignore communication, back-channel negotiation, remove missiles from Turkey, Public promise

Soviet Union

Frame the problem:

Define the problem and the cause ...

Identify alternatives:

After blockade: Attack vs. Remove missiles vs. Do nothing

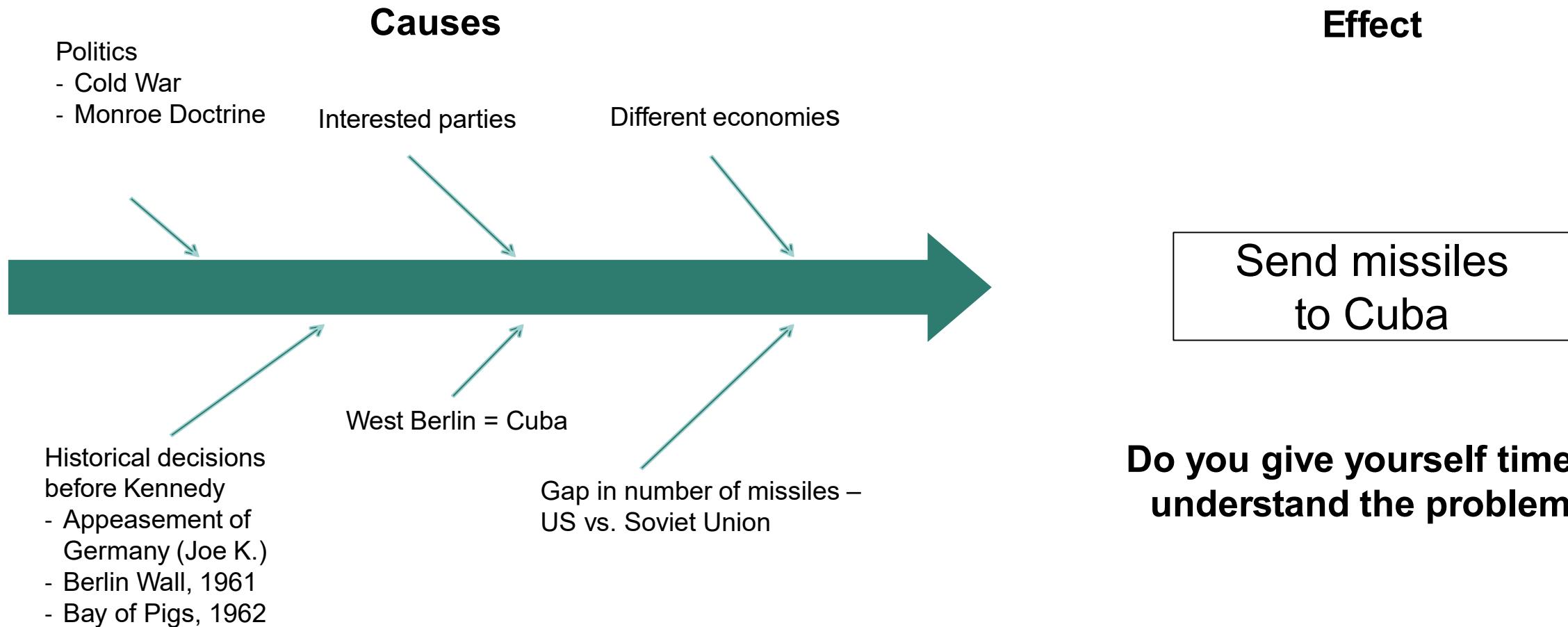
Evaluate options:

Unknown (role of internal lobbies and bureaucracy?)

Make a decision:

Negotiate and remove missiles— exchange: If remove from Cuba, US removes from Turkey and gives public promise

Understand the problem (Root-cause analysis)



Do you give yourself time to understand the problem?

Phase 2: Evaluate the problem and choose a course of action

Attribute	Advocacy	Inquiry
Idea of decision making	A contest	Collaborative problem solving
Nature of the interaction	Persuasion and lobby	Trial and error
Participant role	Spokespeople	Critical thinkers
Behavioral pattern	<ul style="list-style-type: none">- Convince others- Defend your position- Minimize weaknesses	<ul style="list-style-type: none">- Present balanced arguments- Consider alternatives- Accept constructive criticism
Perspective on minority position	Neutralize or eliminate	Cultivate and value
Result	Winners and losers	Collective ownership

The decision-making process

Establish a context for success

Set the scene and parameters

Recognize obstacles and bias

Evaluate the problem and choose a course of action

Understand the situation
Generate options
Evaluate options
Make the decision

Communicate and implement the decision

Communicate the decision
Implement the decision

The argument we will build today ...

To manage yourself (and others), you need to know yourself.

Knowing yourself helps you manage your own time and stress.

Knowing yourself helps you manage better interactions.

Knowing yourself and managing interactions, improves decisions.

Better managing yourself and others, improves career management.

Read the signals of burnout: Three Types

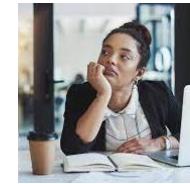


Overload Signs?

Overlook personal for work
Endanger well-being

How to address it?

Emotional self-regulation
Separate self-worth from work



Under-challenged Signs?

Want more challenges
Feel limited in current role

How to address it?

Set a learning goal
Job crafting



Neglect Signs?

Feel demoralized when get up
Stop trying when face obstacles

How to address it?

Create “to don’t” list to gain agency
Focus on what can control

Source: Wilding, 2022

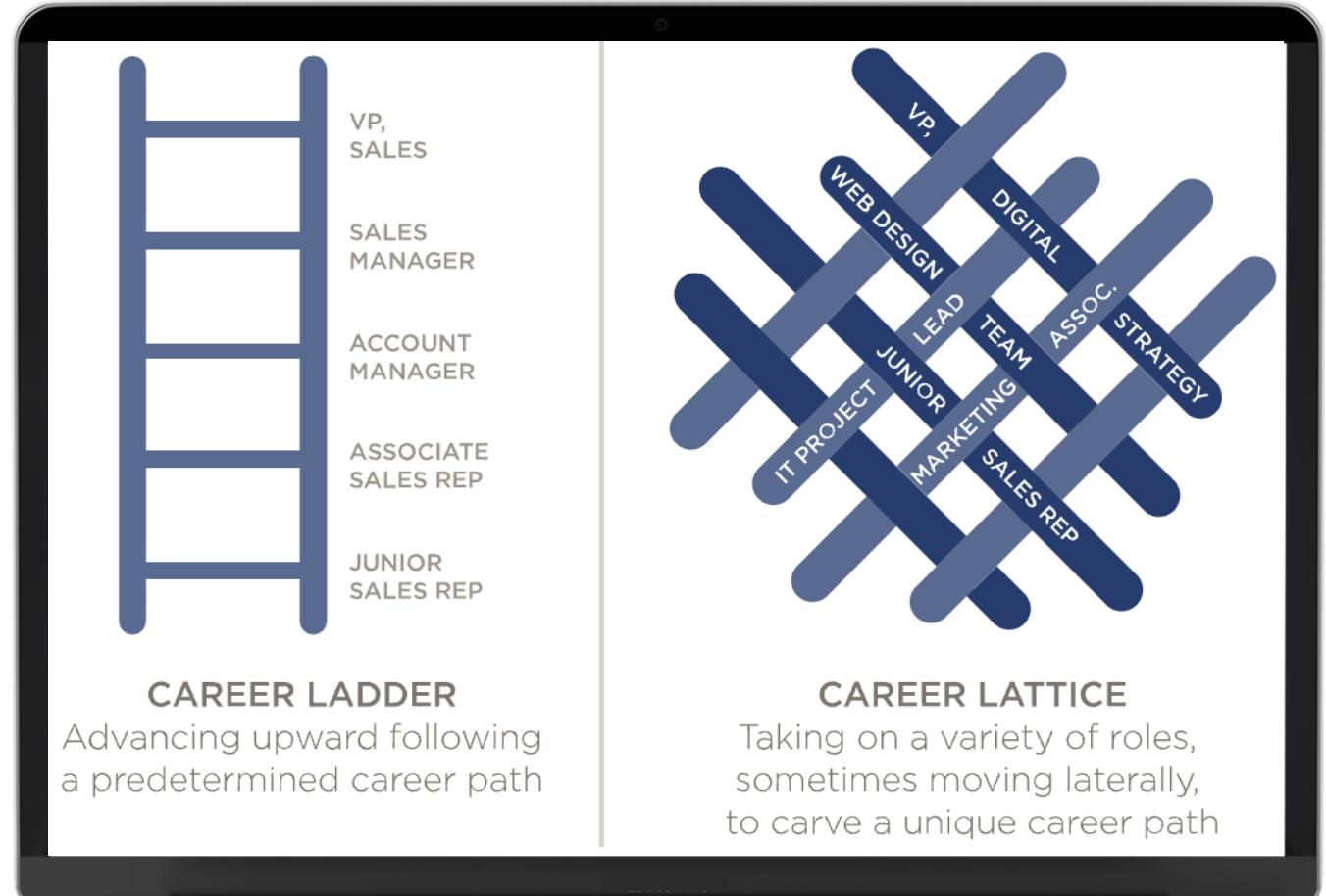


Harvard Business Impact

© 2025 Harvard Business School Publishing. All rights reserved.

From career ladder to lattice

Career progression today involves taking a variety of roles and moving laterally as you navigate your way up



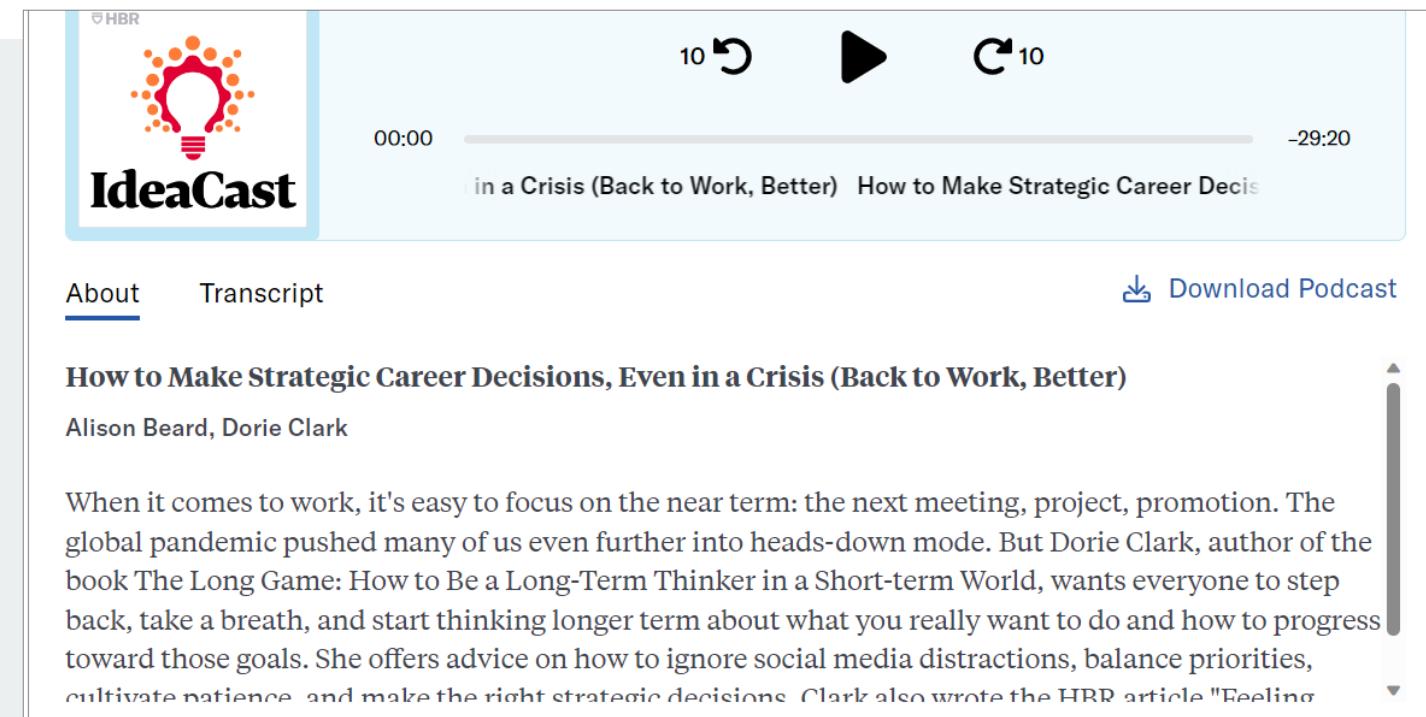
- Source: Harvard ManageMentor

How to make strategic career decisions

Where do you want to go in your life?

Who do you want to be?

How do you develop that?



The screenshot shows a podcast player interface for an HBR Ideacast. The title of the episode is "How to Make Strategic Career Decisions, Even in a Crisis (Back to Work, Better)". The hosts are Alison Beard and Dorie Clark. The player shows a play button, a progress bar at 00:00 out of 29:20, and navigation controls for previous and next episodes. Below the player, there are links for "About" and "Transcript", and a "Download Podcast" button. The main content area describes the episode's focus on long-term thinking in the workplace, mentioning Dorie Clark's book "The Long Game" and her HBR article "Reeling in the Big Fish".

- Source: Harvard ManageMentor

Climbing the lattice is like climbing a wall

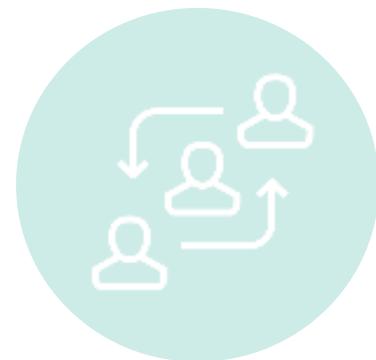


Know yourself	Explore your core interests, strengths, and values to guide your work journey.
Seek career support	Nurture your network to support your career development.
Become an agile learner	Maintain your value in the workplace by keeping your skills fresh.
Overcome career hurdles	Use career hurdles to gain clarity and momentum in your career.

Build your own network



Operational



Personal



Strategic

Source: HBR Article



Life is not a zero-sum game. Accomplishment in a career is achievable not at the expense of the rest of your life, but because of commitments at home, in the community, and to your interior life.

-- Stewart Friedman

In summary

- You are a social animal. Knowing yourself is the pathway for better managing yourself (and others)
- Managing yourself covers tools and skills that are necessary for you to be a positive and effective force in any organization – and in your life



Next Steps

Learning Portal Access

After the session:

- Complete pending assignments/ topics & receive a score of at least 70% in the assessment for each topic.
- Watch recording of the missed webinars.
- Self-reflection on learnings from today's session.
- Be sure to attend the Wrap Up session as per the calendar invite already sent to you on:



Prepare for the wrap-up session

• 21 October

- 07:00 – 08:00 Colombia/Peru
- 09:00 – 10:00 Argentina/Brazil
- 14:00 – 15:00 Continental Europe





There are three things extremely hard: steel, a diamond, and to know one's self.

-- Benjamin Franklin

Mark your attendance if you are using a different e-mail address in Zoom





Questions



Thank you

Please complete the End of Session Poll

harvardbusiness.org

