



**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?

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



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.

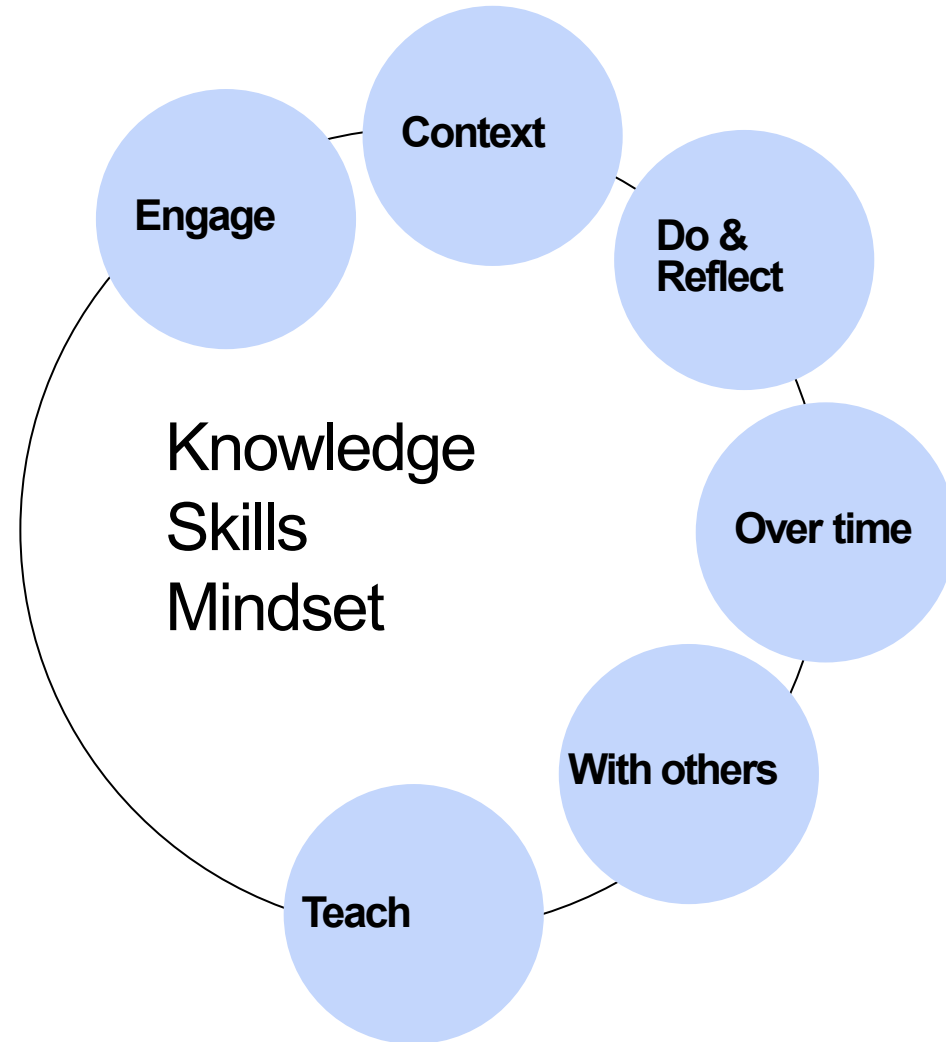


## Bear in mind that

- 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?

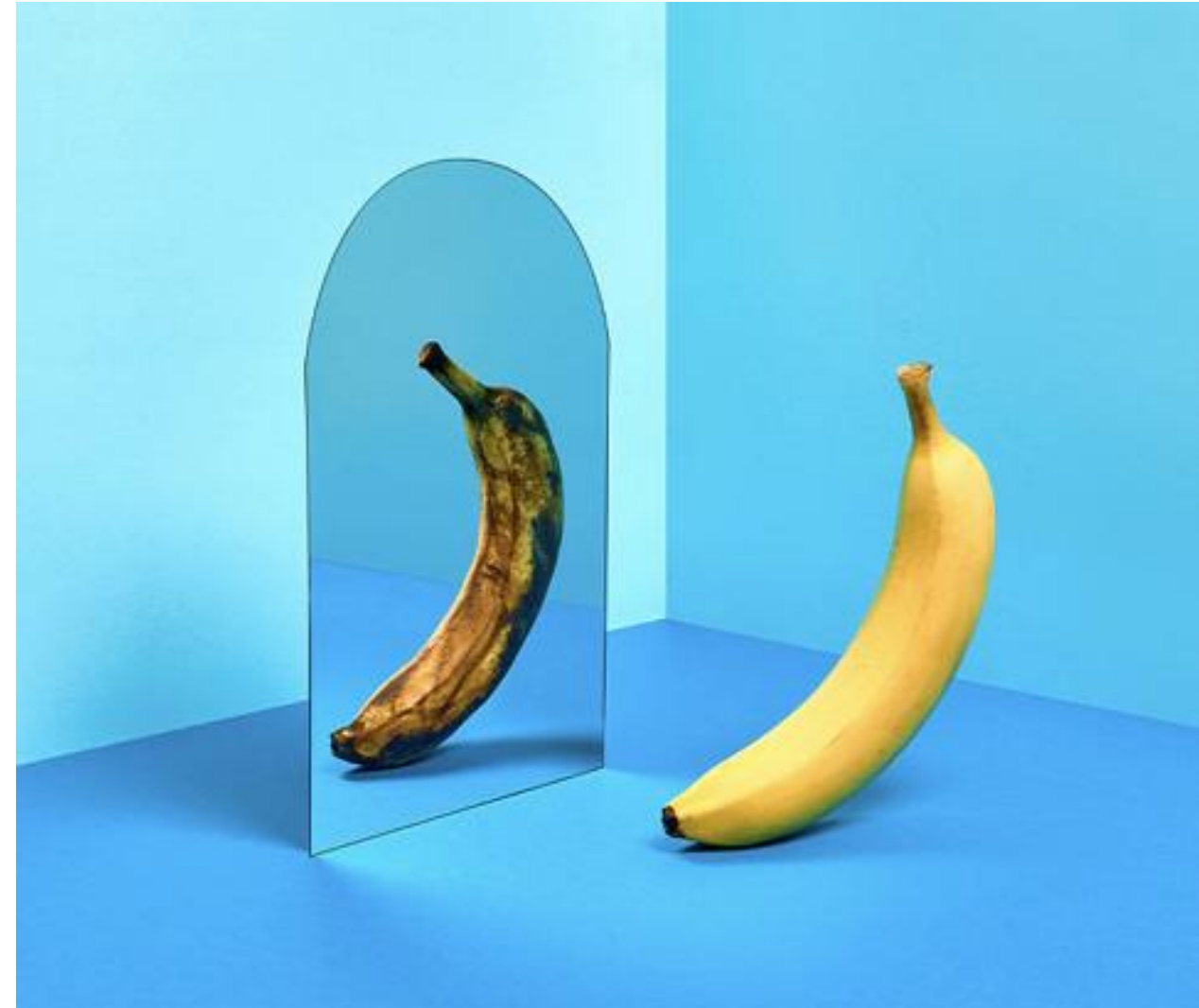
Do you really know how others experience you?

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?

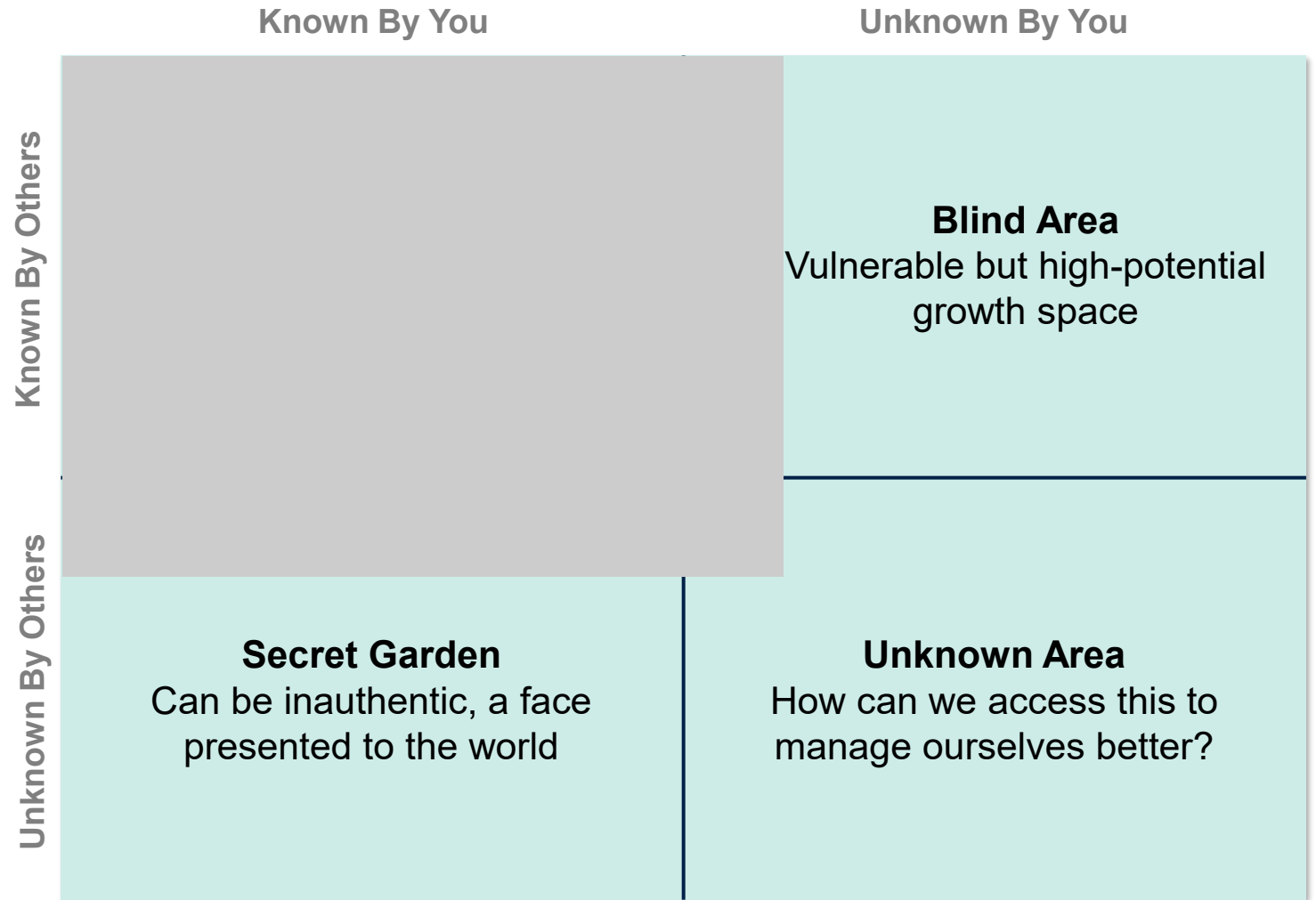
In sum, do you have a complete picture of yourself? Can you see the back of your neck?



# 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

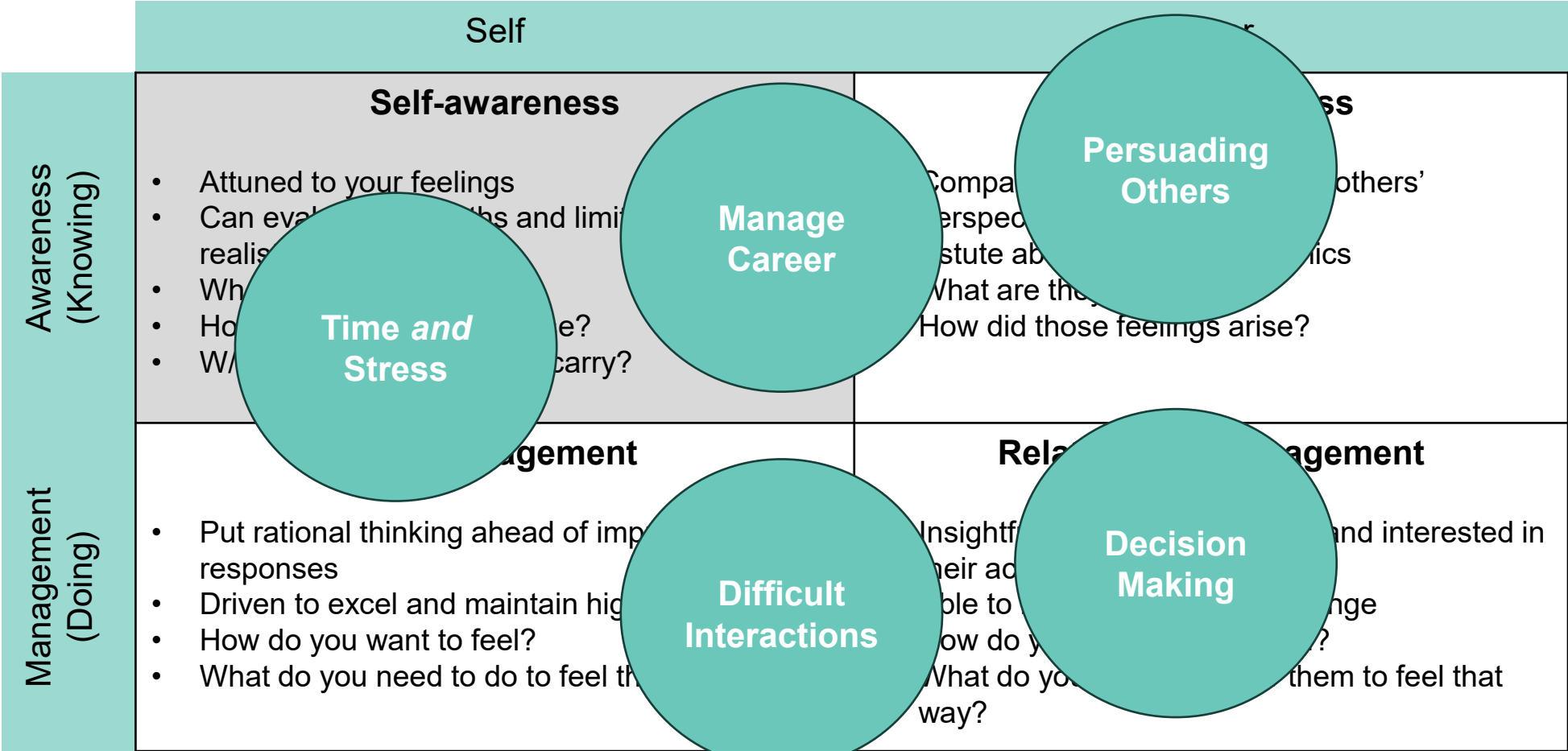
1. Internal vs. external self-awareness: *One does not imply the other and one is not more important than the other*
2. Introspection doesn't always improve self-awareness: *Ask “What?” and not “Why?”*
3. Experience and power hinder self-awareness: *Seek honest feedback from “loving” critics*

• 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?

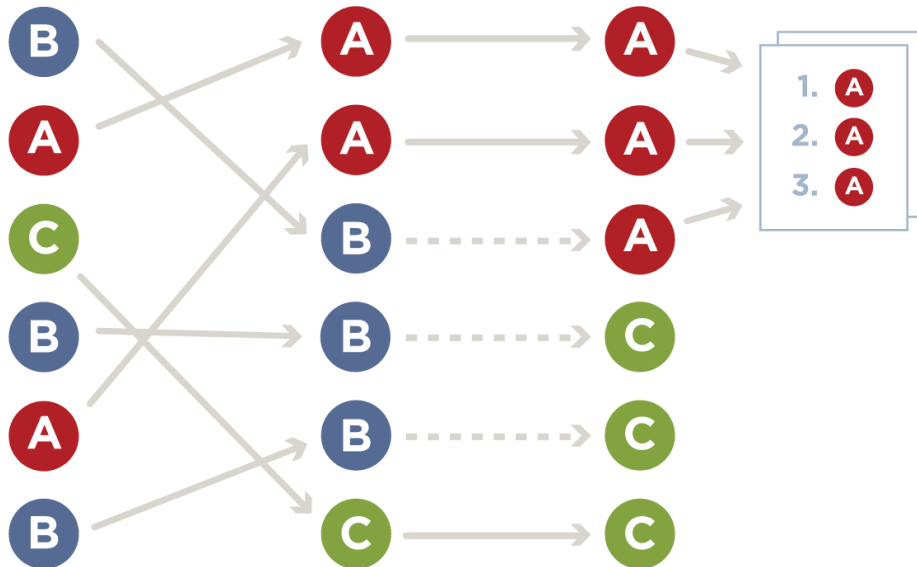
### **2** What distracts me?

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

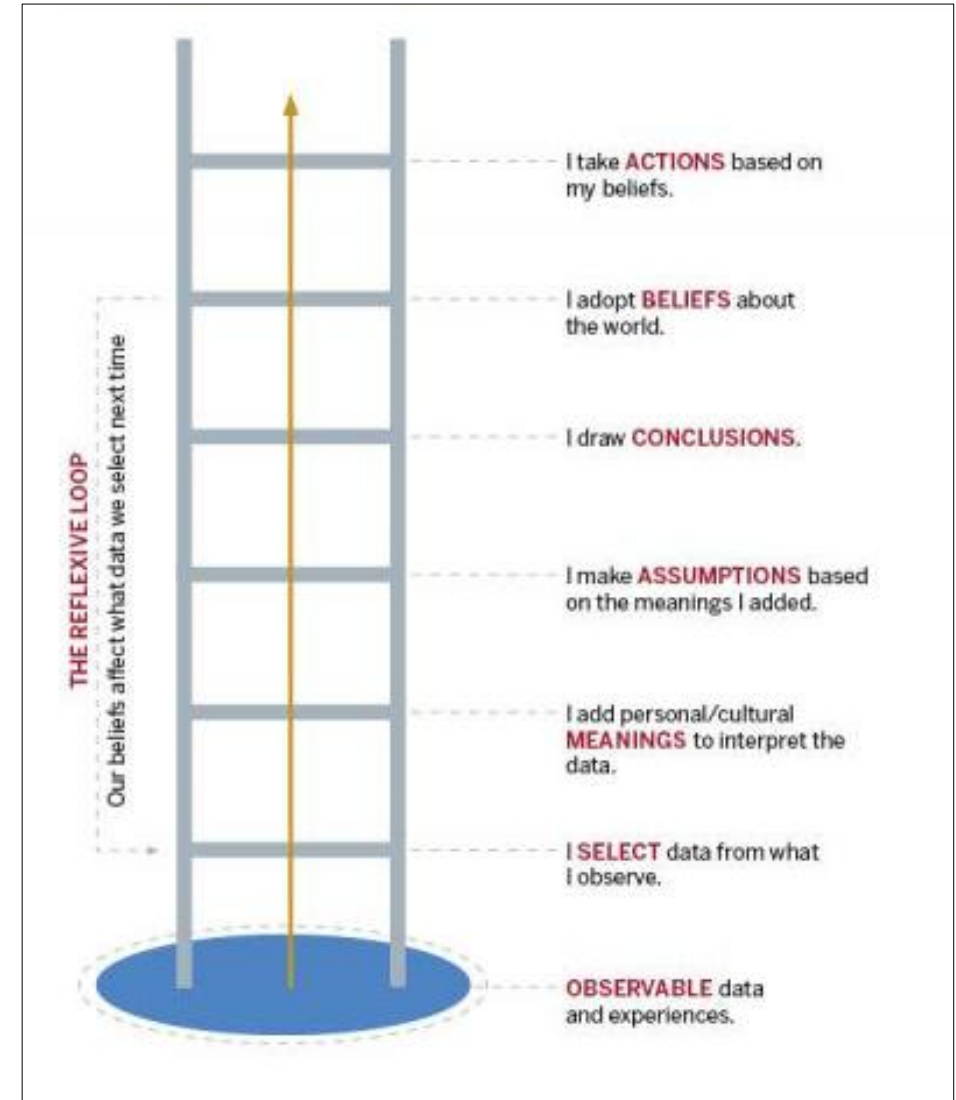
We select data from what we observe based on our own bias and filtering

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

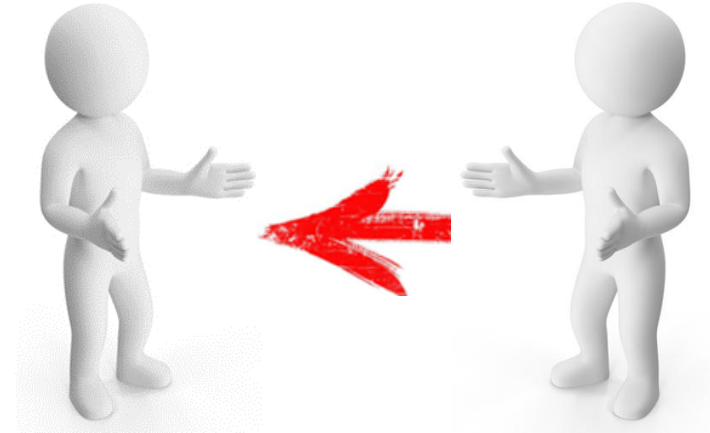
### Advocacy

- 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

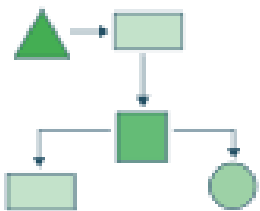
# Communication and Influence



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

- Source: Harvard ManageMentor

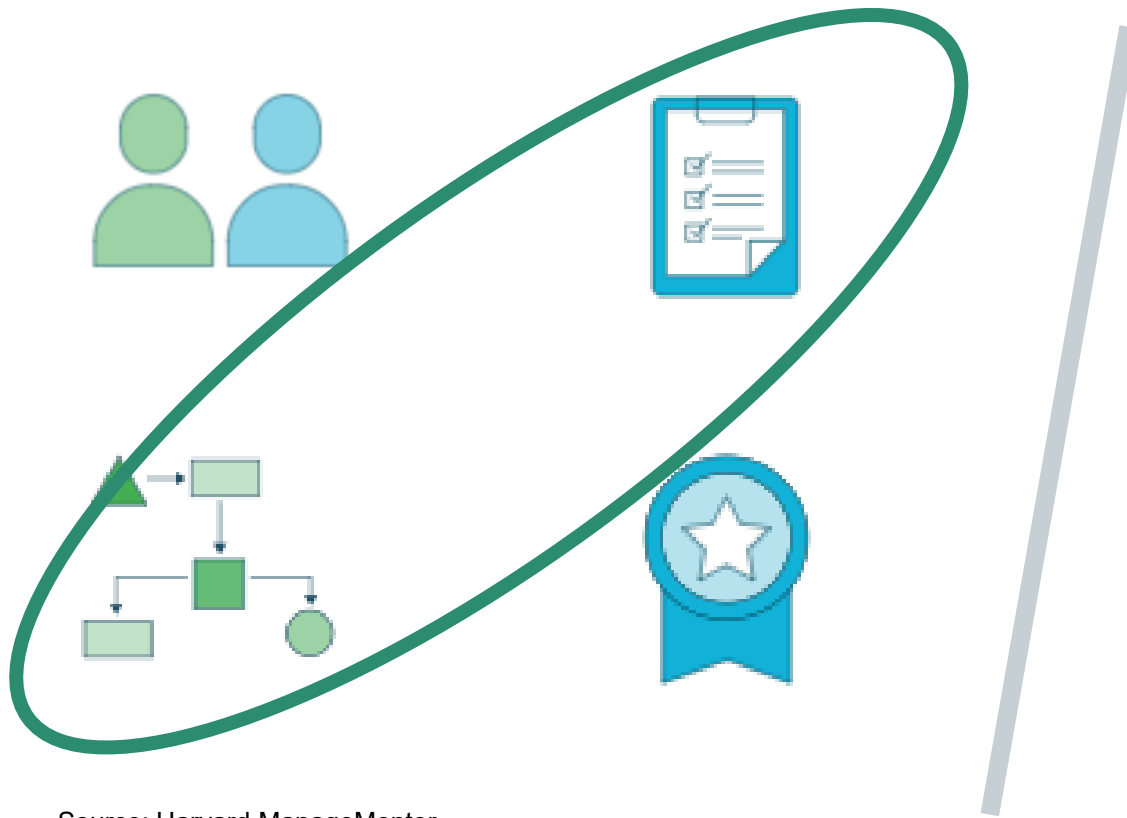
# Managing conflict: Sources of tension



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

- Source: Harvard ManageMentor

# Managing conflict: Sources of tension



**Healthy Conflict:  
Task + Process**

- Source: Harvard ManageMentor



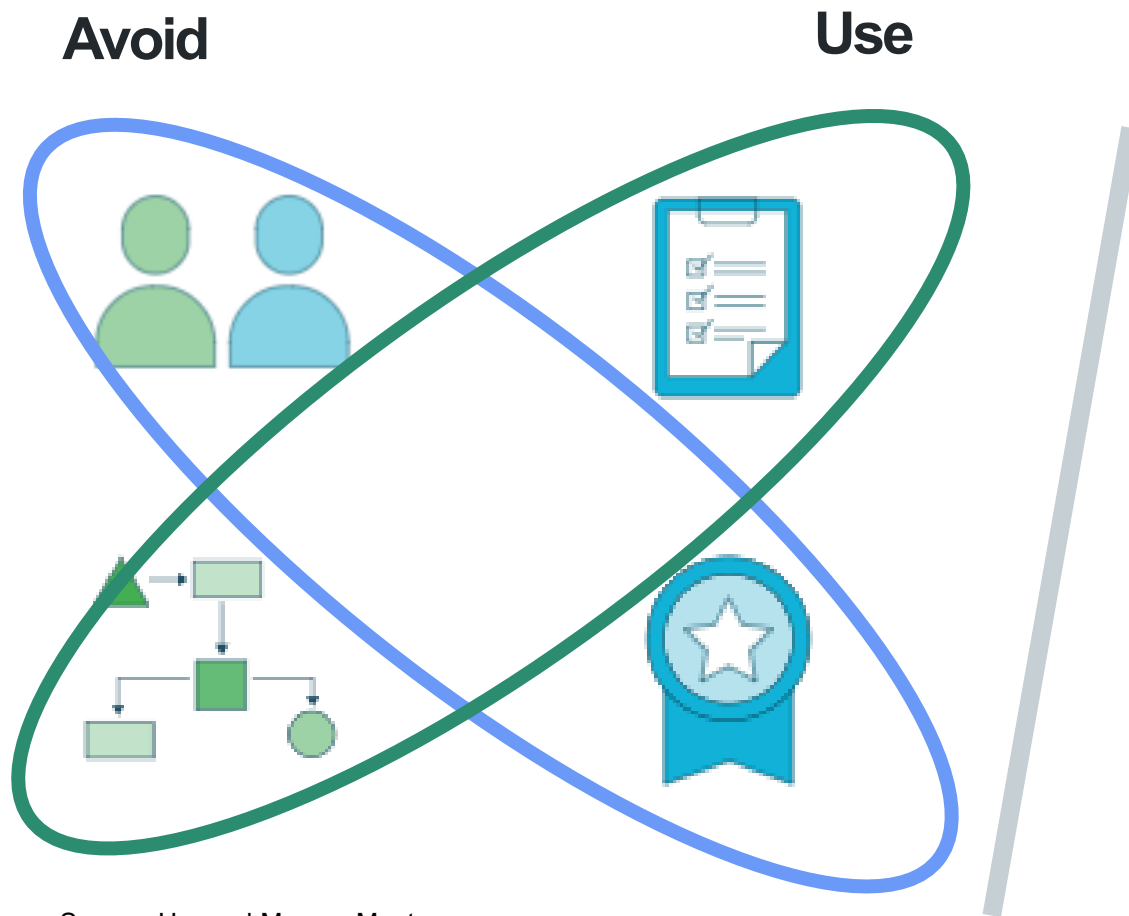
# Managing conflict: Sources of tension



**Unhealthy Conflict:  
Relation + Status**

- Source: Harvard ManageMentor

# Managing conflict: Sources of tension



**What to do?**

- 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.**

**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	<b>53%</b>
30% auto / 70% highway	<b>47%</b>

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	<b>62%</b>
30% auto / 70% highway	<b>38%</b>

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	<b>38%</b>
30% auto / 70% highway	<b>62%</b>

**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

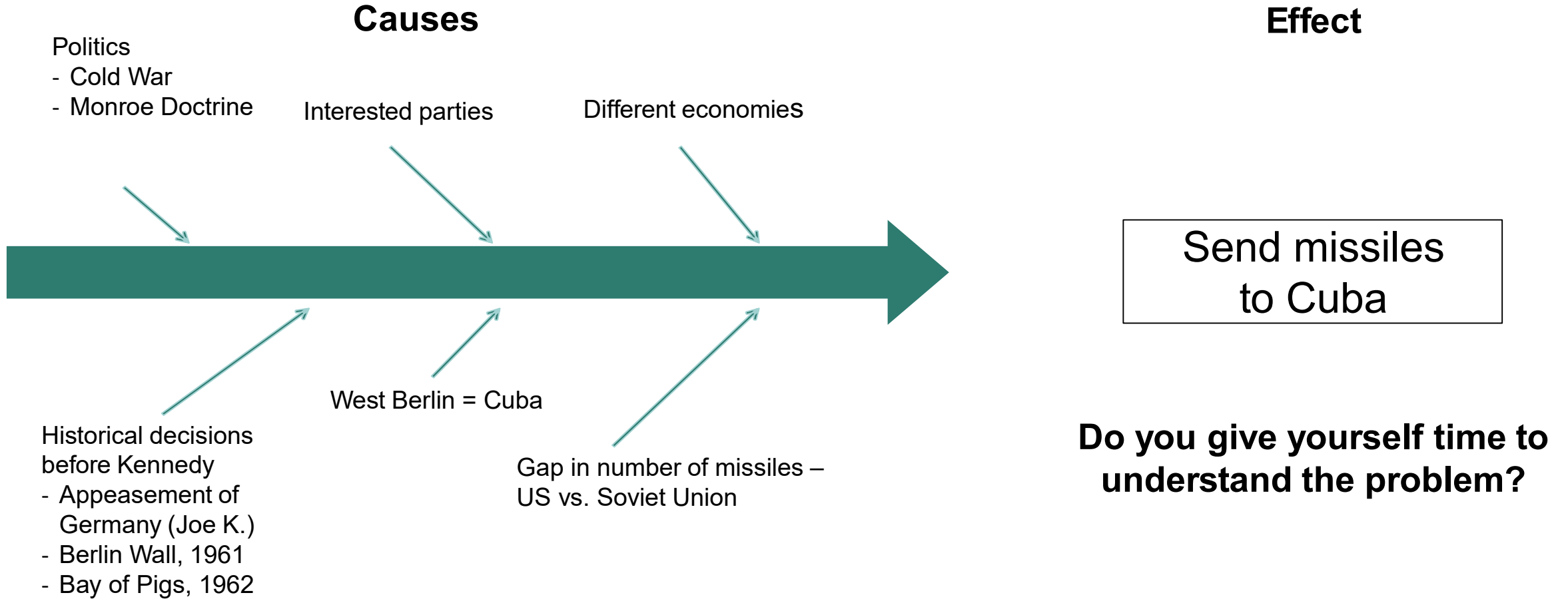
### *Evaluate options:*

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)



## 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"> <li>- Convince others</li> <li>- Defend your position</li> <li>- Minimize weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>- Present balanced arguments</li> <li>- Consider alternatives</li> <li>- Accept constructive criticism</li> </ul>
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.**

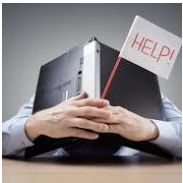
**Knowing  
yourself helps  
you manage  
your own time  
and stress.**

**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



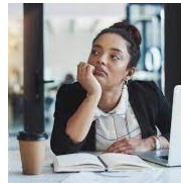
## Overload

### 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

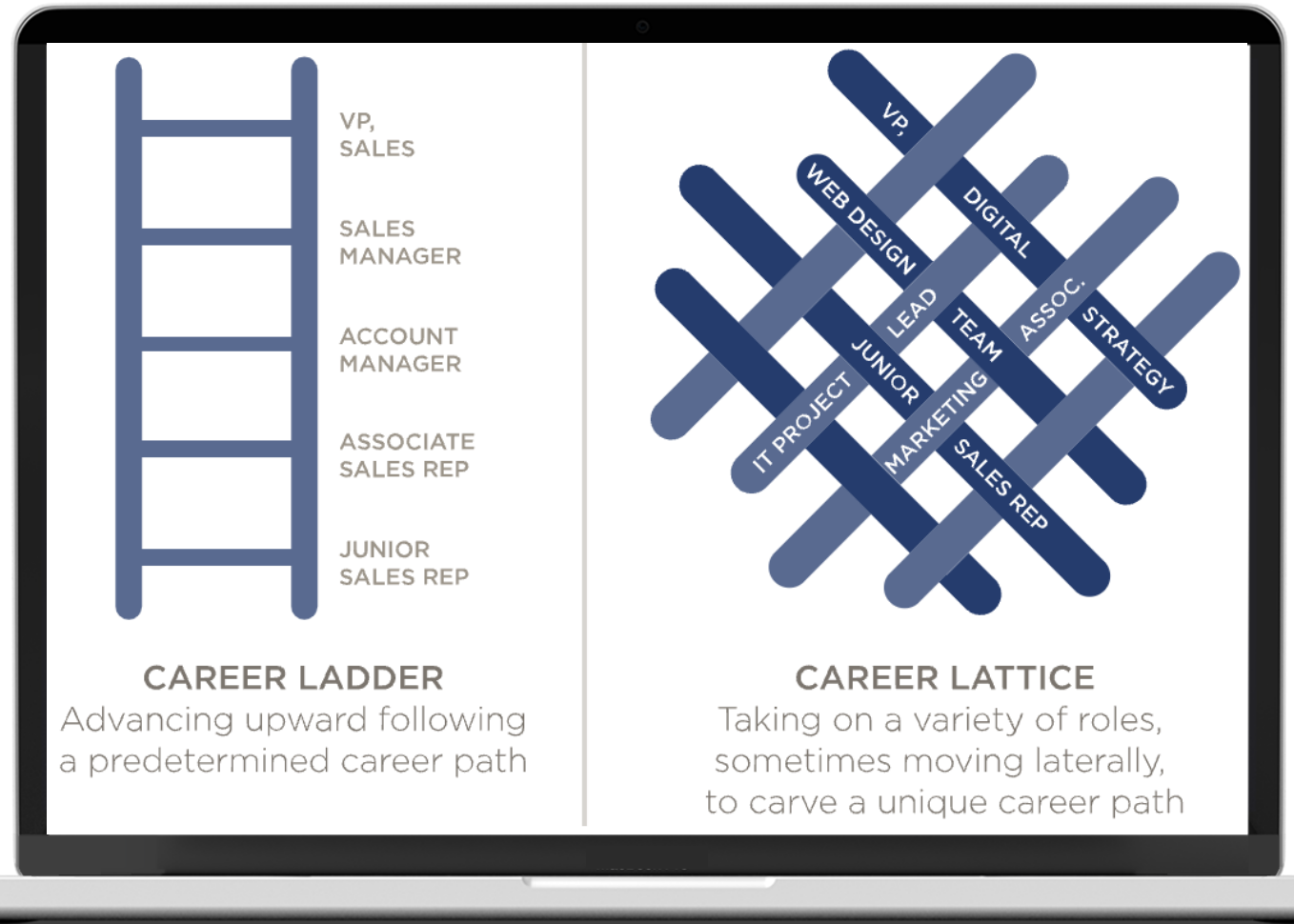
### How to address it?

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

Source: Wilding, 2022

# 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?



10

▶

10

00:00-29:20

in a Crisis (Back to Work, Better) How to Make Strategic Career Decis

[About](#) [Transcript](#) [Download Podcast](#)

### How to Make Strategic Career Decisions, Even in a Crisis (Back to Work, Better)

Alison Beard, Dorie Clark

When it comes to work, it's easy to focus on the near term: the next meeting, project, promotion. The global pandemic pushed many of us even further into heads-down mode. But Dorie Clark, author of the book *The Long Game: How to Be a Long-Term Thinker in a Short-term World*, wants everyone to step back, take a breath, and start thinking longer term about what you really want to do and how to progress toward those goals. She offers advice on how to ignore social media distractions, balance priorities, cultivate patience, and make the right strategic decisions. Clark also wrote the HBR article "Feeling

• Source: Harvard ManageMentor

# Climbing the lattice is like climbing a wall



<b>Know yourself</b>	Explore your core interests, strengths, and values to guide your work journey.
<b>Seek career support</b>	Nurture your network to support your career development.
<b>Become an agile learner</b>	Maintain your value in the workplace by keeping your skills fresh.
<b>Overcome career hurdles</b>	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](https://harvardbusiness.org)

